



SUCCESS STARTS AT HOME Tom Brophy is a seasoned hand who brings a youthful attitude to his role as director of student success programs.



MAKING CONNECTIONS Memorial is a key part of a new high-performance transatlantic connection that will link researchers from Europe and North America.



MARKETING MONTREAL MBA students distinguished themselves during a case competition when they developed a marketing plan for the Canadiens.

Big boost

\$2 M investment kicks off New Year

By Jeff Green

BETTER UNDERSTANDING – and hopefully one day preventing – some pregnancy-associated diseases got a major boost this month as Memorial welcomed the latest round of funding from the Research & Development Corporation (RDC).

Through its Industrial Research and Innovation Fund (IRIF), the Crown agency is pumping \$2 million into 15 research projects at the university focusing on areas such as archaeology, library sciences, medicine, biochemistry and ocean technology.

The investment was made on Jan. 12 and allows researchers to leverage an additional \$4.2 million from other funding sources including the Canada Foundation for Innovation (CFI), Canada Research Chairs Program, the Natural Sciences and Engineering Research Council of Canada (NSERC), the Canadian Institutes for Health Research-Regional Partnership Program (CIHR-RPP) and others.

The funding will support a series of innovative projects which have far-reaching implications.

One of those is the work of Dr. Daniel MacPhee, an associate professor of reproductive and developmental biology from the Division of BioMedical Sciences in the Faculty of Medicine.

He has received \$158,814 for research that will aid in identifying the origin, in whole or in part, of some diseases during human pregnancy, such as preeclampsia, that are a result of improper development of the placenta – the disk-like organ attaching baby to mother.

Preeclampsia is a medical condition where hypertension, sometimes severe, arises in pregnant women.

“In order for such diseases to be resolved in the clinic or perhaps even be prevented, a better understanding of how the human placenta develops in the first place is required. This is our goal,” said Dr. MacPhee.



PHOTO BY CHRIS HAMMOND

Thanks to more than \$90,000 in funding from the provincial Industrial Research and Innovation Fund, researcher Dr. Craig Purchase of the Department of Biology is setting up a new fish ecology research laboratory at Memorial.

“We will study a signalling molecule and several of its partner proteins that we believe are critical for development of the placenta. These molecules may then be potential future targets for drug development or useful as ‘markers’ for screening pregnant women who could be susceptible to such diseases of pregnancy.”

Dr. MacPhee’s IRIF funding is matched by \$158,814 from CIHR.

He said support from the province helps drive “high-quality” research programs.

That sentiment is echoed by Dr. Craig Purchase, assistant professor, Department of Biology.

He has been awarded \$90,716 in IRIF funding to create a new fish ecology research laboratory at Memorial. This leverages \$81,456 he has received in funding from the Canada Foundation for Innovation.

Dr. Purchase said the IRIF funding will allow his research team to further investigate a number of ecological, evolutionary and conservation issues.

“Relatively little research is invested into how populations might adapt to their environments or how changing environmental conditions would influence both their

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Dr. Holly Pike

PHOTO LORILEE HOLLETT

The vision thing

Grenfell staff, faculty and students participate in visioning session

By Pamela Gill

FOLLOWING a full-day visioning retreat, senior administrators now have greater awareness of the direction in which the campus community wishes Grenfell College to move.

Faculty, staff and representatives from the Grenfell College Student Union participated in the visioning session, held at the Pepsi Centre Jan. 9.

“The retreat was a great opportunity to learn from each other, generate ideas, and get a sense of the issues

people consider important as we move forward,” said Dr. Holly Pike, acting principal, Grenfell College. “This will be an annual event in order to assess our progress and see whether we need to adjust our priorities.”

The retreat consisted of three sessions: academic planning; institutional balance of teaching/research/service/development; and recruitment/retention/marketing/branding. The sessions were followed by a plenary, during which participants were given the opportunity to

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SPOTLIGHT ON ALUMNI Gavin Buchan

cont'd from *VISION* on page 1

GAVIN BUCHAN is a philosophy graduate who one day answered a fateful phone call and found himself crisscrossing the world as part of Canadian foreign service. He has served as an observer in Kosovo, an economic officer in The Hague, with NORAD and as a political director for the provincial reconstruction team in Kandahar, Afghanistan. David Sorensen recently had an opportunity to talk with Mr. Buchan.

DS: Tell me about your experience at Memorial.

GB: It was a bit different for me because I was so young when I started. Spent a fair bit of the time at the *Muse*. It was the *Muse* that actually got me into the foreign affairs quite by accident. I was the person sitting next to the phone one day when it rang so I answered it and it was the Department of External Affairs in Ottawa. They were doing an orientation talk encouraging people to write the foreign service exam. They asked if we could send someone and I said "sure, I'll go myself." I went, and I wrote the exam and I passed. So that's how I got into foreign service.

DS: What was initially that attracted you to it besides the worldwide travel?

GB: [laugh] The notion of seeing other cultures. The chance to work at issues of significance to world at large, that's got a certain allure to it. The travel was also important. Plus, as a philosophy grad, a prospect of a paying job [laugh]... It's always good to get sense of how the rest of the world lives, because, whoever you are, there is a tendency to be insular.

DS: What is the initial phase of that work like?

GB: They bring you to Ottawa. Before any of the formal training, they used to give you a very broad exposure under a very close supervision. But that is great. I got to do a three-month stint at the UN General Assembly in New York, for example. Everything is building up towards your first posting. They'll give you language training. I was going to Czech Republic so I got a couple of months of training in Czech. You do have a sense of a higher purpose and a mission. You feel that you are working in the service of your country and you undergo a particular series of hardships that other people don't and you do have a series of benefits that other people don't.

DS: What happens after your first posting? What is the progression through foreign service?

GB: You go back to Ottawa. It's usually one away and one back. I was assigned to multilateral human rights. Fantastic job. Coming out of human rights job, there was an opportunity to do some conflict monitoring in Kosovo. That was in 1998 while there was still a shooting conflict between the Albanians and the Serbs before NATO got engaged. I spent the fall of 1998 crisscrossing Kosovo province in an armoured vehicle as a part of an observer team. I managed to blow up my armoured vehicle.

DS: You obviously weren't in it when it happened.

GB: I was driving. We were crossing the front lines and someone either misidentified us or did not care that we were the observers and detonated an anti-tank mine beneath us. We got lucky. Nobody took serious injuries. Sept. 14, 1998. No wonder I remember the date.



PHOTO BY DAVE SORENSEN

DS: What do you do after something like that happens?

GB: Well, you figure out that the radio isn't working, you get out of the car and set up your satellite phone and you make a call back to base. And then a funny thing happens. That was the first day for a new American operations officer, the guy who sits with all the communications gear. We call to report mine strike, vehicle destroyed, interpreter likely injured, request evacuation... looong pause... I hope you don't mind me asking... but is this a drill? [Laughter] I am the only person in foreign service I know of who got to say "This is not a drill, I repeat this is not a drill." They took us out of the field for a week and did all sorts of medical tests. We were all fine. But, the important thing is to get back on the horse and do another patrol.

DS: How do you separate yourself from the policies of your government that you may agree with or may not agree with?

GB: As public servants, we are there to do the will of the government. If you find that there is a clash of consciences between you and the government, than you should leave. That is the bottom line. Or at least move to the other area of government where there is no that clash of consciences. I have never encountered such a situation.

DS: Tell me about Afghanistan.

GB: Glyn Berry (political director of the provincial reconstruction team in Kandahar) was killed in a terrorist bombing. It was a huge shock for the department. We haven't lost anybody since Vietnam and that was a plane crash I believe. This was the first time in anybody's memory that a Canadian diplomat was targeted and killed because

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rank items in terms of their priority. This was accomplished through the use of clicker technology, whereby each participant used a remote device to vote for his or her preferences.

The top priorities in the academic planning session were the attraction of new students through new programming and the importance of rebranding the institution. The institutional balance of teaching/research/service/development session saw the need for more infrastructure, and an increased focus on campus spirit and morale as the top priorities.

Finally, participants' top preferences pertaining to recruitment/retention/marketing/branding were improvements to the Grenfell College website, an increase in the amount of space dedicated to students, and the marketing of the student experience at Grenfell. These are just a few examples of the dozens of items discussed during the sessions.

The clicker data, along with the in-depth notes recorded during the sessions, will help senior administration develop questions to focus further discussion in areas where there was a divergence of opinion and plans for action in areas where there is consensus.

"We're encouraged by the fact that so many of our academic divisions and support staff, as well as students, were represented at the retreat," said Dr. Pike. "This is evidence that a majority of the campus community wants to take part in the charting of Grenfell's future."

GAZETTE

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OBITUARY

DR. CATHLEEN LIEDA BELL

Lieda Bell, retired professor from the Department of German and Russian and well known for her work with Amnesty International, died Saturday, Nov. 21, 2009.

DR. R. M. MOWBRAY

Dr. R. M. Mowbray, professor of clinical psychology, former deputy public orator and associate dean of Community Medicine and assistant dean for Admissions and Student Affairs at Memorial's Medical School, died Dec. 26.

DR. WILLIAM O. PRUITT

Dr. Bill Pruitt passed away in early December at the age of 87. He is well known to many due to his courageous opposition to "atomic engineering" in Alaska, important scientific work on boreal forest ecology, and baseline research for the establishment of Gros Morne National Park. He received an honorary doctorate from MUN in 2001. A number of retired faculty know him from his tenure at Memorial in the 1960s.

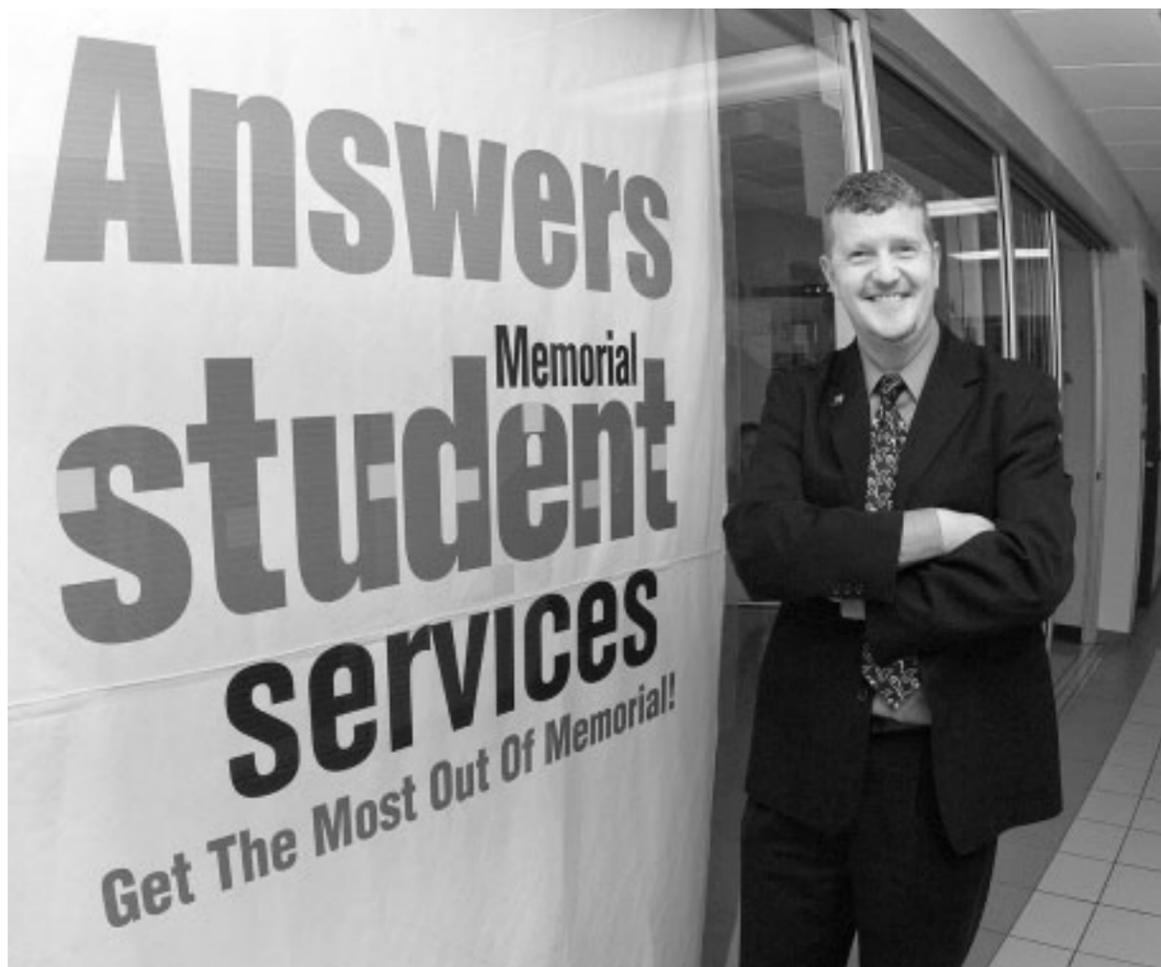


PHOTO BY CHRIS HAMMOND

Tom Brophy is director of Student Success Programs with Student Affairs and Services.

Service with a smile

By Mandy Cook

DIRECTOR of Student Success Programs Tom Brophy may be a seasoned hand at his line of work, but he is as youthful as the students he assists.

As the driver of student-based programs such as orientation, loan disbursements and specialized centres such as International Student Advising, the Scholarships and Awards Office and the Native Liaison Office, Mr. Brophy is the kind of person who greets you with a broad smile and a quick joke.

“Just because you grow old, it doesn’t mean you have to grow up,” he quipped when his Mickey Mouse tie garners a few comments.

During the 10 years Mr. Brophy has worked at Memorial – moving from a student life officer to manager of Student Affairs and Services’ entry point, Answers, and on to the director’s role of Student Success Programs – he says he has “always had Memorial at heart.” He said the atmosphere of collegiality and vibrancy of youth keeps him young.

Although he doesn’t spend as much time face time with the Memorial student population as he’d like, Mr. Brophy’s daytime hours are devoted to ensuring students have as much administrative assistance as possible to achieve their academic goals.

“Right now, we’re gearing up for the winter semester, getting all the new students through things like orientation, distribution of student loans and issuing campus cards to helping international students settle in to life at Memorial,” he said just in late December.

Mr. Brophy is part of a team of professionals including the Dean of Student Affairs Dr. Lilly Walker and the deans and directors of Memorial’s various units and facul-

ties. In particular, he said he enjoys collaborating with the unit heads on the challenge of student retention – an issue many institutions are grappling with at this point in time.

One of the most exciting processes he said currently in development is the establishment of a co-curricular record. A transcript that records on-campus activities and achievements from outside the classroom, the co-curricular record reflects a student’s complete learning outcome – not just his or her academic success.

“Any job that allows you to help others succeed is a job you’ve got to love.”

Whether it is an award for exemplary leadership as a residence assistant in student housing or volunteering to help new students adjust to university life, a student’s co-curricular record can be verified by the university and included as an addendum to an individual’s resumé.

“By participating in these kinds of activities, students can develop on a personal level,” said Mr. Brophy. “Those activities are then validated by the student’s superiors, so that potential employers can understand the whole of that person’s experiences and not just the grades on his or her transcripts.”

As Mr. Brophy looks ahead to another semester and a new crop of students, he said he wants the next generation of the workforce to enjoy their jobs as much as he enjoys his. It’s the kind of work that keeps him smiling.

“Any job that allows you to help others succeed is a job you’ve got to love.”

Re-scheduled talk set

A public presentation focused on healthy aging – postponed last month due to inclement weather – will now take place Sunday, Jan. 17, from 2-4 p.m., at the Fluvarium in St. John’s.

The discussion is titled *Aging Gracefully: Plugging into Health Research*. It will feature Canada Research Chair in Healthy Aging Dr. Wendy Young and Dr. Sharon Buehler, honorary research professor from the Division of Community Health and Humanities in the Faculty of Medicine.

Both will discuss research on aging.

The free talk is funded by the Canadian Institutes of Health Research. The presentation is part of the national *Café Scientifique* program which aims to bring university research into the wider community. Admission is free but seating is limited.

To reserve a seat, call Jeff Green at 687-9243 or e-mail jeffg@mun.ca. Dr. Ray Gosine, Memorial’s vice-president (research) *pro tempore* will host the café. All are welcome and refreshments will be served throughout the discussions.

Honorary grads appointed to Order of Canada

Novelist Joan Clark and Newfoundland business and volunteer leader Janet Gardiner are among an elite group of citizens recently appointed to the Order of Canada. Gov. Gen. Michaëlle Jean announced the most recent appointees in Ottawa at the end of December.

The Order of Canada wasn’t the first time the pair were recognized together; Ms. Clark and Ms. Gardiner both received honorary degrees from Memorial in spring 1998.

Ms. Clark was appointed, “For her contributions as an author of literature for both children and adults, and as an arts activist who has supported provincial and national cultural organizations for decades.”

Meanwhile, Ms. Gardiner’s citation said she was honoured, “For her enduring contributions as an executive and volunteer in the business and community sectors of Newfoundland and Labrador for the past 50 years.”

The Order of Canada is one of the country’s highest civilian honours, and was established in 1967 to mark a lifetime of outstanding achievement, dedication to community and service to the nation.

Eligible students should register to graduate

Memorial University is alerting its students who are, or will be, eligible to graduate at spring convocation to the Jan. 15, graduation deadline.

Students eligible to graduate at the spring convocation session should log on to Memorial Self Service to fill out the required application to graduate.

For students wishing to attend convocation, the schedule for the degrees will be posted on the convocation webpage in mid-February. Students can then indicate if they will be attending their ceremony by returning to Memorial Self Service once the graduation option is active on March 1.

Further information regarding the convocation ceremonies is available at www.mun.ca/convocation/steps.

Memorial reaches tentative agreement

LATE ON FRIDAY, Dec. 18, 2009, Memorial University and the Memorial University of Newfoundland Faculty Association (MUNFA) reached a tentative agreement on a new collective agreement.

The university is pleased to report that the tentative deal provides for a four year agreement and wage increases consistent with the provincial template providing an eight per cent salary adjustment effective Sept. 1, 2009, followed by four

per cent increases on each Sept. 1, 2010, 2011 and 2012.

The current collective agreement expired on Aug. 31, 2009. Negotiations began in early October 2009. The university met with the MUNFA bargaining team for 11 bargaining sessions. The tentative deal is subject to the ratification of MUNFA members and the university’s Board of Regents, expected in February.

Morgan Cooper, the director of faculty relations, noted

that the parties’ bargaining committees worked diligently to conclude negotiations in a timely manner.

“The tentative agreement strikes a reasonable balance between the interests of MUNFA and the university and will enhance Memorial’s ability to recruit and retain faculty members in the years ahead,” he said.

The agreement was put in place for faculty, librarians and co-operative education co-ordinators.



Dr. Kris Aubrey-Bassler

Cox Award winner studying obstetric outcomes

By Sharon Gray

WITH THE HELP of a \$30,000 Cox Award from the Medical Research Fund (MRF), Dr. Kris Aubrey-Bassler is undertaking a study that will shed light on obstetrical services for women in rural areas of the country.

As a member of the Primary Healthcare Research Group (PHRU), Dr. Aubrey-Bassler's research is looking for results that have clinical relevance.

"The information collected from this study will allow women, particularly from rural areas, to be better informed when choosing the delivery location most suited to their needs," he said. "For example, we will provide information on the level of risk (if any) to a woman that chooses the convenience of delivering at a local hospital with a lower level of services rather than travel to a more highly specialized hospital. This information will also help policy makers to determine the most appropriate level of care to offer at rural hospitals."

Dr. Aubrey-Bassler explained that women from rural areas where obstetrical deliveries are not performed often face long travel times to reach a hospital that does offer these services. "Where obstetrical programs do exist in rural areas,

local volumes usually don't allow a full range of services such as those that are offered in large urban centres."

The researcher said that previous research suggests that neonatal mortality, hospital charges, and the risk of an abnormal neonate are all greater for women with poor access to care at their home hospital, even though those women are usually travelling to deliver at high volume, specialized centres.

"In determining the obstetrical outcomes for rural women, it appears as though proximity to care is more important than the level of service offered. Despite this, obstetrical programs in small rural hospitals are closing – we estimate that 25,000 Canadian women per year must travel away from their home communities to deliver their babies, often at great inconvenience and expense."

The study will look at the outcomes for women and their babies from all regions of the country, ranging from those with no services to the most highly specialized centres. "We are primarily interested in comparing the outcomes for women from areas with no services to those from similar areas with higher levels of service," said Dr. Aubrey-Bassler. "From this information, we hope to help clarify the optimal level of services required at rural hospitals."

Virtual pioneer

By Courtenay Griffin

MARLENE BROOKS is not a gamer. But now she finds herself immersed in a virtual world in which you can be anything you want, create whatever you want, and socialize with people from around the world.

"I never played games — I can remember when my brothers would play Battleship for hours, but it was something I was just not interested in," said Ms. Brooks, of Memorial's Distance Education and Learning Technologies (DELT). "But almost three years ago I was introduced to the virtual world of Second Life."

On her first visit to this online 3D environment, Ms. Brooks took notice of Harvard University's presence and their application of virtual world technology for law students. As an adult educator, she was intrigued by the potential use of Second Life as a teaching and learning tool, and found herself asking questions that she wanted answered. What was the purpose of such an environment? How can it be effective as a teaching tool? And how can educators leverage this environment to engage students in their learning at Memorial?

In 2007, she began her first year of research completely immersed in the Second Life environment, abandoning her real life to explore and answer these questions. More than two years later she is still exploring, but she's not the only one. There are currently more than 6,000 educators and researchers in universities, colleges, and business training programs around the globe who are also examining the use of virtual world technology for teaching and learning.

"At Memorial, we have integrated Second Life into several courses in various disciplines such as engineering, business and women's studies," said Ms. Brooks. "Our team at DELT provides the land, materials and knowledge of Second Life, while faculty members supply the content expertise."



Marlene Brooks

She and her team won a national award from the Canadian Network for Innovation in Education with the Faculty of Engineering and Applied Science for the integration of Second Life in an engineering course. Since then, she's been contacted by educators from Australia, Brazil, England, France and other countries who are fascinated with her work in pioneering Second Life as an educational tool.

"I have learned there are a number of ways to use virtual world environments to enhance student learning, where students are active rather than passive learners," she said.

As a researcher, Ms. Brooks' focus is on enhancing the

university experience for students through the creation of immersive teaching and learning environments. Her aim is to promote virtual world technology as an opportunity for students to get excited about their learning and to realize that learning can be fun.

"Learning is more than paper and pencil, multiple choice tests and writing papers," she added. "And we are only at the beginning of our exploration with this technology. What we create now will appear modest to what we will be able to create in the future ... as technology improves along with our understanding."

PAPERS & PRESENTATIONS

Recent papers from the laboratory of **Dr. Christopher Kovacs**, Medicine, include Parathyroid hormone regulates fetal-placental calcium transfer and skeletal mineralization. *Journal of Bone and Mineral Research*; published online Sept. 23, 2009 with print publication to follow. First author is PhD student Charlene Simmonds. Co-authors include Gerard Karsenty (Columbia University) and Anthony Karaplis (McGill). Another paper published recently is titled Pregnancy upregulates intestinal calcium absorption and skeletal mineralization independently of the vitamin D receptor. *Endocrinology*; published online Jan. 5, 2010;

print publication to follow. First author is M.Sc. student Neva Fudge.

Volumes five (*Nine Black Doves*) and six (*The Road to Amber*) of the six-volume *The Collected Stories of Roger Zelazny* were published in December 2009. Multiple Hugo and Nebula Award-winning science fiction/fantasy author Roger Zelazny died in 1995. **Dr. Christopher Kovacs**, Medicine, has written annotations for the stories and poems and assembled together "author's commentary" following many of the pieces, with the comments taken from interviews and

essays across the span of Mr. Zelazny's career. Many obscure and previously unpublished stories and poems are in this collection; they were obtained by Dr. Kovacs researching and visiting various university archives and other sources. He also researched and wrote a detailed biography of Zelazny's life ("*...And Call Me Roger*": The Literary Life of Roger Zelazny), which runs in six parts, one for each volume. Two excerpts of the biography were published in the literary journal *The New York Review of Science Fiction*. Information about the books is available at www.nesfa.org/press/Books/Zelazny-Project.html.

Yaffle continues to build profile

By David Sorensen

YAFFLE, Memorial's research database, continues its upward trajectory, and now boasts more than 1,000 research summaries and 100 community projects.

Its profile was further raised when the *Globe and Mail* highlighted Memorial's answer to Google in its Jan 2. edition.

David Yetman spearheaded the Yaffle project and he's not satisfied with the current breadth of the search engine – he's thinking big.

"If you think about it on a world level, Yaffle has just amazing potential," Mr. Yetman told the *Globe*. "Imagine 5,000 universities using Yaffle and when you do a search on Arctic sovereignty you get 10,000 hits."

Yaffle is all about connecting Memorial researchers with the community, also one of the Memorial's key mandates. The search engine allows users to find an expert, query



research being done by the university in their geographic region, and even suggest research ideas.

Compiled by the university's Leslie Harris Centre of Regional Policy and Development, the new resource is a search engine of Memorial's expertise and community development resources.

In addition, Yaffle provides a portal on over 400 experts in a range of fields, many of whom are available for media

interviews or speaking engagements.

One researcher taking full advantage of all that Yaffle offers is chemical engineering professor Dr. Kelly Hawboldt. The *Globe* called her "Memorial's Yaffle superstar." Her research has attracted the most hits since the website launched in February, 35 contacts so far.

Dr. Hawboldt has been contacted by companies in Boston and Ireland with offers of research projects. But more exciting, she told the *Globe*, are the connections with foreign students who have found her through the site and are interested in studying with her. "It's helping to put us on the map," she said. "For somewhere like Memorial that is a little out of the way, that is especially important."

If you research, teach or learn at Memorial University, Yaffle is an opportunity to connect your work with the world. Simply visit Yaffle.ca and look for the Get Started link to walk you through the quick and easy process.

Artist-in-residence offers works for free download

By Janet Harron

IN JANUARY 2009, the Faculty of Arts appointed multimedia artist Peter Wilkins as artist-in-residence. Having completed his year-long appointment, Mr. Wilkins is pleased to announce that he has created a range of new artworks that are available to be viewed and downloaded at www.mun.ca/humanities/home/Artist-In-Residence.php.

"My time as artist-in-residence has been a fantastic experience," said Mr. Wilkins. "I loved being able to discuss all aspects of art with many different groups of people and individuals, from the president to first-year students and everyone in between. It was superb to be part of such a thriving institution [as Memorial], witnessing so many people pursuing and, as far as I could tell, achieving their goals."

"I've certainly benefited enormously from my time as artist-in-residence. I have now tested, created and found new avenues of work, the group portraits and portraits of place, both of which I am particularly excited to continue pursuing."

Four artworks on the website are available as a free download. They have been scaled down from originals investigating the book stacks in the QE II Library. Mr. Wilkins sees the library as an integral part of the university experience, and was inspired by the apparent endlessness of the book stacks.

"I wanted to try and capture the slightly hypnotic effect I feel when I'm immersed in the book stacks, searching for one book, finding another – the idea of endless reading and no matter how much we read, there's always more."

Also available for viewing on the website are a series of

eight high definition, video looped artworks. Four of these are kinetic group portraits showcasing humanities students, faculty and staff of the philosophy department, the Paragon Press writer's group and Large Group Portrait, which featured more than 100 Memorial participants.

The remaining artworks are portraits of place (featuring the University Centre, the Arts and Administration Building and the rose garden just outside the north entrance of the Arts and Administration Building), which are the result of a new technique Mr. Wilkins developed while artist-in-residence. Using high definition video, he was able to capture in one minute of real time the movement of people over 16 minutes of recorded real time.

"These works study how individuals interact within a public and physical space over a period of time using repetition and iteration," said Mr. Wilkins.

STUDENTVIEW

Pinching pennies

TUITION FEES, textbooks, lineups, course outlines. It isn't hard to tell that the holiday season is over and a new school semester has started. Students are in a daze as they scramble to get re-organized and dive back into their routine as they return to the familiar classroom environment.

Is it just me or has the price of university textbooks increased exponentially over the past few years? The price of textbooks these days is astronomical. The high prices has become the norm at universities with individual titles costing as much as \$200 new. Students are continuously making sacrifices to obtain their desired education.

New classes inevitably bring new expenses. The cost of textbooks is not a new concern for students; it has been an ongoing issue. Like tuition fees, the price of textbooks has soared in recent years. The high price of textbooks has been a financial hurdle for many low-income students, sometimes even jeopardizing their education.

For some students, the total cost of all their textbooks for one semester exceeds tuition. This is outrageous. There is no reason for publishing companies to charge these ridiculous amounts, leaving some students struggling to afford them. Students will continue to purchase these textbooks and the dollar amounts will be added to the sky high student loan balance, which is devastating as students usually depend on books to keep their costs down.

Indeed, it is practical to purchase a textbook with the hopes of selling it the following semester. Unfortunately, publishers feel the need to constantly update textbooks, releasing new editions with minimal additions all the time that destroy the value and desirability of the old editions. It

is all a money making ordeal, forget the low-income students struggling to survive and continue their studies.

Do not get me wrong, many students are successful in their pursuit to sell or purchase second hand books. At the beginning of every semester, all campus bulletin boards are plastered with ads selling second hand books. Of course, this is a nice concept, but if you do not act quickly, well, you are out of luck. By the time you actually find the required book, your first assignment or course evaluation has already been submitted.

Another thing that irks me about these publishing companies is that they are intentionally taking advantage of students because evidently students will somehow end up buying the books. Many students would rather pay full price then spend ample amounts of time searching and contacting several students hoping to find the necessary textbook.

Unfortunately, this is a vicious cycle, with no end in sight; textbook publishers have monopolies on their particular textbook areas and disciplines and that is unlikely to change. New textbooks will be published bi-annually and students will continue to bend the purse strings to buy them. I just wish it were recognized how many sacrifices students endure to attend a semester of university.

Solutions for students include buying the textbook used, buying the textbook online, sharing the cost of textbooks with fellow classmates, trying to read the textbook online (if it is available), or requesting that professors place an additional copy of the textbook on reserve somewhere on campus.



Sharla Nurse



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Pre-med orientation program for indigenous students

By Sharon Gray

INDIGENOUS STUDENTS at Memorial University interested in becoming physicians are being mentored by medical students willing to share their experience.

In the fall of 2009, the first pre-med orientation program for indigenous students at Memorial was held over two days. Sessions at the campus in St. John's, ranged from presentations by a current medical student on how to prepare for the application and by faculty members on steps to apply for admission and what to expect as medical candidates.

"Sessions also included things to think about like scholarship and funding sources as well as managing debt load," explained Dr. Carolyn Sturge Sparkes, program co-ordinator for the Aboriginal Health Human Resources Initiative, funded by Health Canada.

"Participants learned about additional support provided to them through such agencies as the Native Liaison Office at Memorial University and the Native Friendship Centre."

The highlight of the two-day program for the participants (the mentees) was the chance to meet their perspective mentors (current medical students) and to socialize with them. To date, 15 medical students have volunteered to take on the mentorship role.

"The exchange between the two groups was most positive," said Dr. Sturge Sparkes. "One of the participants wrote in the program evaluation that one of the strengths of the sessions was 'having actual medical students here to provide input, experiences, stories, and to give us hope.'"

Since the orientation program, mentor-mentee links have been established and communication between the two has already started.



Medical students are volunteering as student mentors for indigenous students interested in becoming doctors. At an orientation meeting last fall, medical students (from left) Jennifer Power, Lacey Harding and Angela Wareham with indigenous student Meghan Matthews.

The Orientation Program is earmarked as an ongoing annual event. The main goal of the initiative is to increase the number of indigenous candidates in the Faculty of Medicine. To start, two seats will be specifically reserved for indigenous students of Newfoundland and Labrador for the application year 2010-11.

"These two seats are only the beginning," said Dr. James Rourke, dean of Medicine at Memorial. "We see this as part of an integrated program that will not only encourage more indigenous students to apply and get into medical school but will support them with a more focused education on

providing improved care to indigenous people."

While seven potential candidates were available to attend the orientation program, Dr. Sturge Sparkes said there are actually 13 students who wish to be a part of it.

"Given that this initiative has only been in existence for a year, the degree of response is phenomenal. No one can say that students in Newfoundland and Labrador belonging to indigenous communities have not thought about medicine as a possible career path."

In March 2008, the Faculty of Medicine submitted a proposal to the Atlantic Policy Congress of First Nation Chiefs Secretariat for an initiative titled Making Memorial's Faculty of Medicine a Better Place for Aboriginal Students. The intent of the initiative is to make the Faculty of Medicine more inclusionary for students from the various First Nations/Inuit/ Métis communities, predominantly within the province.

"This will be done in three ways," said Dr. Rourke. "We're looking at a set of bridging programs services and programs designed to recruit more indigenous students to the university and to ensure the completion of a medical degree."

Along with this is an overall revision of the undergraduate medical curriculum and transformative change to heighten cultural sensitivity of both aboriginal and non-aboriginal students on issues of aboriginal health and health care services.

The third change is a revamping of the Master of Public Health Program to increase student practicum opportunity in a First Nations/Inuit/Métis (FNIM) community; to provide nationwide online delivery of one or more graduate courses; and to enhance access for aboriginal students to the public health program.

Shipping news

Cruise industry leaving billion-dollar environmental footprint: new report



PHOTO SUBMITTED

By Jeff Green

A NEW DAMNING report takes a critical look at the North American cruise ship industry, calling for more stringent regulations to halt the environmental pollution caused by the massive boats.

Getting a Grip on Cruise Ship Pollution was authored by Dr. Ross Klein, a professor from the School of Social Work, and an expert on the cruise ship industry. It was released by the U.S.-based environmental group Friends of the Earth.

Dr. Klein researched a multitude of industry issues including the history of environmental violations, the types of pollution produced, and the modest number of environmental laws that govern the industry.

He offers a wide-ranging set of policy recommendations, providing solutions for comprehensive environmental reform of the cruise industry which earns billions of dollars a year around the globe.

"The report lays out the deleterious effects of pollution from cruise ships – many having significantly negative impacts on human health and the health of the marine environment," Dr. Klein said in an interview with the *Gazette*.

"The report is a continuation of my writing and research about environmental issues related to the cruise industry."

Since 1998, Dr. Klein said the cruise industry has been fined more than \$60 million for environmental violations.

Despite those hefty penalties, business is booming.

At the end of 2008, he noted, the industry was operating 189 cruise ships worldwide with close to 10 million passengers departing from North American ports in 2008 alone.

But Dr. Klein said the environmental consequences are potentially catastrophic.

"The effects are many – from negatively affecting fish stocks, coral, and marine life generally to posing health risks to humans based on the air emissions," he said. "The problem is particularly troubling given that cruise ships, given their international status, are able to avoid many laws and regulations and are not held to the same standards as

producers on land of the same effluents and wastestreams."

Friends of the Earth said that in one week, an average cruise ship generates 210,000 gallons of human sewage (filling approximately ten swimming pools) and 1 million gallons (40 more swimming pools) of gray water (from sinks, baths, showers, laundry, and galleys), all of which can be legally dumped untreated just three nautical miles from U.S. shores.

Dr. Klein said his research shows that profits take precedence over the environment.

He pointed to companies such as Carnival Corporation, the world's largest cruise operator, which earned net profits between \$1.8 and \$2.4 billion per year in each of the past five years.

"Passengers get a cheap vacation based on the lack of environmental responsibility," he argued. "The industry has come out against a Canadian/U.S. call for an Emission Control Area that requires ships to use cleaner burning fuels. The industry opposes the plan because it would add between \$8 and \$15 a day to a passenger ticket – the fuel that would be required is still much dirtier than that you and I use in our automobiles."

The new report was produced in part to provide supportive documentation for the Clean Cruise Ship Act presently before the U.S. Congress. It follows a report Dr. Klein researched and produced in March 2009 for the Canadian Centre for Policy Alternatives which looked at the Canadian cruise industry.

Since that report was released, Dr. Klein has been contacted by Members of Parliament who are interested in addressing the problem of cruise ship pollution in Canada.

The release of Getting a Grip on Cruise Ship Pollution coincided with the December 2009 cruise of Oasis of the Seas, the largest cruise ship ever built with passenger plus crew capacity of up to 9,000 people.

To read the report in its entirety, visit www.foe.org/sites/default/files/CruiseShipReport_Klein.pdf.

Researcher Dr. Ross Klein has just authored a new report which takes critical aim at pollution caused by the North American cruise industry.

BOOKS AT MEMORIAL

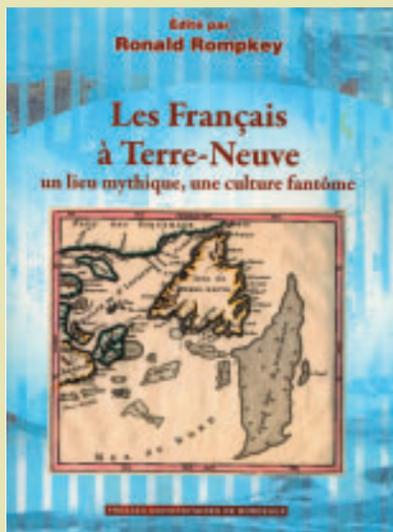
Les Français à Terre-Neuve: Un Lieu Mythique, Une Culture Fantôme

EDITED BY DR. RONALD ROMPKEY

THIS VOLUME is an edited collection of documents by French authors dealing with life in Newfoundland from its discovery up to the signing of the Entente Cordiale in 1904. Such a collection is meant to show that the early French presence in what is now Canada is not limited to Quebec or Acadia but extends to the Grand Banks and the west coast of Newfoundland.

Up to this point, the subject has been limited to a few scholars and some translated texts, partly because Newfoundland was not a part of Canada before 1949. Thus, this collection extends the discourse to both French travellers and earlier French scholars so as to indicate that even though the French did not have the right to settle the island after the Treaty of Utrecht (1713), their interest has been continuous.

The volume begins with a series of maps of Newfoundland, Labrador and St. Pierre and Miquelon to demonstrate the degree to which the French left their mark through place-names. For they have left no permanent buildings in Newfoundland, only cemeteries, shipwrecks, ruins, and a small number of families descended from deserters. Thus,



in the anthropological sense, Newfoundland cannot be said to be a “place” for the French. It remains a mythic place, for it lives in the minds of French people, particularly those living in Normandy and Brittany. It lives in the memories of those families who have sent out their fishermen for hundreds of years. It lives in French archives and museums, especially the Musée des Terre-Neuvas in Fécamp. And it lives in the many texts describing life in the region, beginning with the arrival of Jacques Cartier.

Dr. Rompkey is a University Research Professor in the Department of English. *Les Français à Terre-Neuve* is published by Presses universitaires de Bordeaux.

Perspectives on NO in Physiology and Pathology

EDITED BY DR. VERNON J. RICHARDSON AND ALAN V. WALLACE

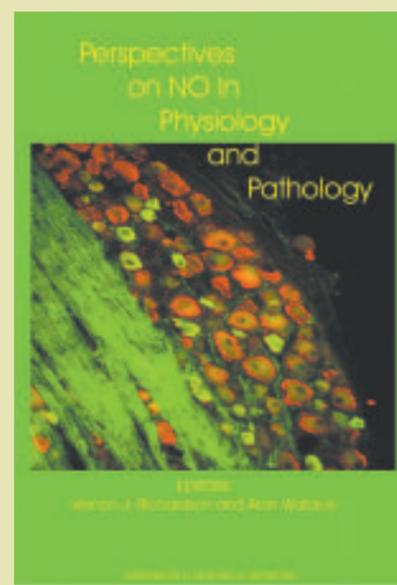
ONLY 20 YEARS ago nitric oxide, the smallest biologically produced molecule, was discovered to regulate vascular tone and blood pressure. At the time this was considered almost unbelievable and yet since then this molecule has been implicated in a wide range of other physiological and disease processes. The initial discovery of nitric oxide as a signalling molecule in cardiovascular tissues was rewarded in 1998 when Dr. Robert F. Furchgott, Dr. Louis J. Ignarro and Dr. Ferid Murad were all awarded the Nobel Prize in Physiology and Medicine.

Perspectives on NO in Physiology and Pathology is a compilation of reviews in selected areas of medicine which extol the virtues and vices that nitric oxide plays in the physiology of healthy and diseased tissues. Many examples of this small molecule are given regulating such things as cardiovascular physiology, respiratory physiology, brain and neurophysiology, bone and joint physiology, physiology of pain and cancer cell survival. In the introductory chapter the enzymes that produce nitric oxide and selective inhibitors are reviewed as possible regulators of nitric oxide production in diseases that over produce this

molecule.

Dr. Vernon Richardson, Faculty of Medicine, and his co-editor, Dr. Alan Wallace, from Astra Zeneca, U.K., have gathered together a group of some of the world leading scientists in the nitric oxide field. They have produced a book that has been designed to introduce and inform scientists and physicians at all levels of the current status of knowledge in this area.

Perspectives on NO in Physiology and Pathology is published by Trans World Research Network in 2009.



La Vie Après le Capital

BY DR. JEAN-MARC LEMELIN

THE FRAMEWORK of this manifesto is the theory of the three social Indo-European functions or orders: war, sovereignty and fecundity, the latter referring to production and reproduction, work and sexuality.

The method employed in this opus-cule is the dialectics of domination (by transcendence and space), determination (by immanence and time), and surdetermination (by imminence and

person).

The manifesto's goal is a spiritual and material revolution without physical violence, where capital or capitalism is overturned by the proletariat; the proletariat in this instance is defined not as a simple social class, but as a complex historical force.

The means by which the revolution could be realized is through an organization called “common arrest move-

ment” (mouvement d'arrêt commun: MAC), which is a movement without leaders; so it is rather a set or network of movements against capital, state and empire: an alternative to altermondialism, but also for a worldwide common wealth.

Dr. Lemelin is a professor in the Department of French and Spanish. *La Vie Après le Capital* is published by Triptyque.

Canadian Victims of Crime: Critical Insights

BY DR. SCOTT KENNEY

VICTIMS OF CRIME are poorly understood. Helping institutions often have counterintuitive, even potentially harmful, impacts. Support services are generally little known, poorly funded, and limited in scope – all of which perpetuates the powerless role of the victim in the criminal justice system.

Dr. J. Scott Kenney unpacks the systemic problems that are so common among victims. With emphasis on the victims' lived experiences and extensive victims' first hand accounts, Kenney pairs excerpts from the press, legal documents, and other relevant material to contextualize each voice.

Dorothy Pawluch, Department of Sociology, McMaster University, said she is most impressed by the level of scholarship in the book.

“It draws on rich, qualitative data, incorporates victims' experiences, and contextualizes the material in terms of the author's nuanced analysis of the significance and implications of the data,” she said. “I know of no other book quite like this...a ‘must read’ for anyone interested in understanding the experiences of victims.”

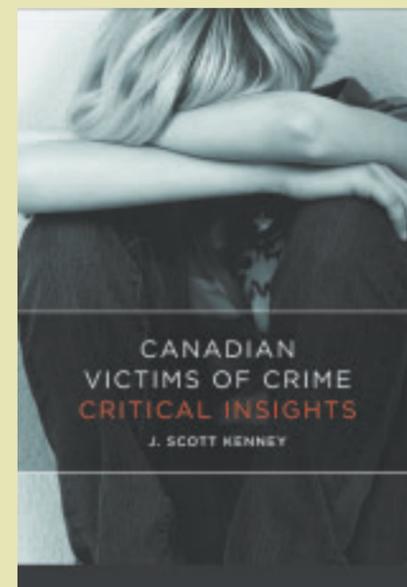
Another reviewer, Susan Reid of the Criminology and Criminal Justice Department, St. Thomas University, said

the book fits the bill for a number of stand alone undergraduate courses in Criminology and Sociology.

“Taking a critical analysis of key issues facing victims is most welcome. The historical analysis inherent in the book provides a good backdrop for the chapters to unfold.”

Dr. Kenney is assistant professor in the Department of Sociology and a widely published scholar and respected criminologist who has been teaching, researching, and publishing in the field of victimology for more than a decade.

Canadian Victims of Crime is published by Canadian Scholars' Press.



PROFESSIONAL DEVELOPMENT AT MEMORIAL UNIVERSITY ... for you

Did you know that the Gardiner Centre provides both professional certificates and non-credit courses for Memorial University employees?

How can you take advantage of these skills development opportunities on campus?

All you have to do is ask...

ASK THE DEPARTMENT OF HUMAN RESOURCES...

or your department head about eligibility and funding, or visit <http://www.mun.ca/policy/site/view/index.php?Staff Training and Development> for full details.

ASK THE GARDINER CENTRE...

about training opportunities in communications, project management, leadership development, supervisory skills and others! Contact Jackie Collins at 737-2131 or visit www.mun.ca/gardinercentre.

ASK A PARTICIPANT...

"Participating in supervisory skills development at the Gardiner Centre was a fantastic experience – for both personal and professional development. It was an added bonus to network with people from a variety of MUN departments."

Betty Ann Lewis
Department of History



All you have to do is ask... it really is that easy!



www.mun.ca/gardinercentre

LETTER

City has comprehensive snow clearing plan

Dear Editor,

I write in response to an opinion piece by Sharla Nurse titled Students crossing in your Dec. 17 edition.

Contrary to the opinion expressed, the City of St. John's has a comprehensive Snow Clearing Plan which includes clearing the most frequently used sidewalks. The plan has policies and service objectives which are updated regularly to reflect changes in public demand, equipment, technology and approved budgets.

On Dec. 6 St. John's experienced a snow fall of 39 centimetres accompanied by high winds. Crews worked continuously throughout the day and overnight to deal with this major storm. The next morning there were some traffic delays due to slippery patches and narrow streets but schools and businesses were open for business as usual.

To expect sidewalks to be cleared immediately following a storm of this magnitude is unrealistic. The first priority during a storm is to open the major streets for emergency vehicles such as fire and ambulance. Once the storm abates, the crews concentrate on opening the remaining streets which is usually accomplished within 12 hours. As soon as the snow stops, sidewalk plows begin their routes. In addition to clearing sidewalks in the immediate area of schools, seniors' complexes and on some arterial streets, crews clear approximately 100 kilometres of the most heavily travelled sidewalks

which are generally located within 1.6 kilometres of schools.

The sidewalks near Memorial University are given high priority due to the high volume of pedestrians. In the case of the Dec. 6 storm, sidewalk clearing in the vicinity of the university started when the storm abated early Monday morning, Dec. 7, and all the major pedestrian routes were completed by Wednesday morning, Dec. 9.

To enhance the sidewalk clearing program, council has allocated additional funding in the 2010 budget for ice control of the sidewalk routes.

The city has a dedicated snow clearing team who take pride in providing the best possible service to the public with the resources available. High annual snowfall, frequent freeze/thaw cycles, high winds and narrow streets make the maintenance of sidewalks in a snow and ice-free condition on a consistent basis an extremely difficult task. The city will spend approximately \$14.5 million on snow clearing operations in 2010 and the current Snow Clearing Plan provides a reasonable balance of competing public demands for service.

More information on the City's sidewalk routes and general snow clearing operations can be found at www.stjohns.ca.

Yours sincerely, Paul Mackey,
Deputy City Manager/Director of
Public Works and Parks, City of St. John's

Closer look at the world of science and engineering

MEMORIAL UNIVERSITY will be a major player in bringing the world of science and engineering into classrooms for youth in this province.

With funding by the provincial government's Department of Innovation, Trade and Rural Development, the project will reach out to youth to create awareness and increase the level of interest in science, engineering and technology fields.

The four partners involved include Memorial University's Distance Education and Learning Technologies (DELT), Faculty of Engineering and Applied Science, and Let's Talk Science Partnership Program, as well as the provincial Department of Education's Centre for Distance Learning and Innovation (CDLI).

The goal of the project is to empower and encourage youth to explore science and engineering topics through state-of-the-art communications and media technologies that will allow them to participate in a variety of activities originating from Memorial's St. John's campus.

Using facilities in the Faculty of Engineering and Applied Science, as well as students from the bachelor of engineering program, elementary concepts will be captured on video and streamed from Memorial for use by students in a classroom environment.

"This funding is important as it allows each of the project partners to play a significant role in contributing to and creating an innovative culture in the province through the

education of our youth," said Ann Marie Vaughan, director of DELT. "By collaborating on this initiative with these valuable partners, we are able to enliven the material, demonstrate processes and illustrate concepts through the use of technology to engage students in a meaningful way.

"Through this project, we are also better positioned to connect with the youth in our province, especially those in our rural schools."

Specifically, the project will focus on the topic Science of Flight in the current Grade 6 science curriculum. With dedicated resources from the Faculty of Engineering and Applied Science and content experts from the Let's Talk Science Partnership Program, DELT will design and develop video and audio components that will supplement the learning activities of the Science of Flight topic. CDLI will play an advisory role and assist in ensuring the product outcomes meet the learning objectives of the science curriculum.

The media clips generated by the project will not only be available to participating schools, but will be freely available to all students in Newfoundland and Labrador, and any other classes worldwide. It is expected that the media clips will be launched in participating schools by March 2010.

DELT will receive \$22,630 from the provincial government towards the project. The funding was announced in a press release from the Department of Innovation, Trade and Rural Development on Wednesday, Dec. 16.

Every BODY.
Every THING.

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Employee Wellness

MUN employees and retirees can enjoy a healthier lifestyle with The Works!

The Preferred Rate Program (PRP) is an easy way to utilize facilities and services at The Works. Plus, memberships can be cost shared with the Department of Human Resources by up to 50% for eligible employees and retirees*

Employees and retirees can join the PRP at any time during the year.

*Some restrictions apply.

For more
information
contact:

Craig Neil
737-3809
cneil@mun.ca

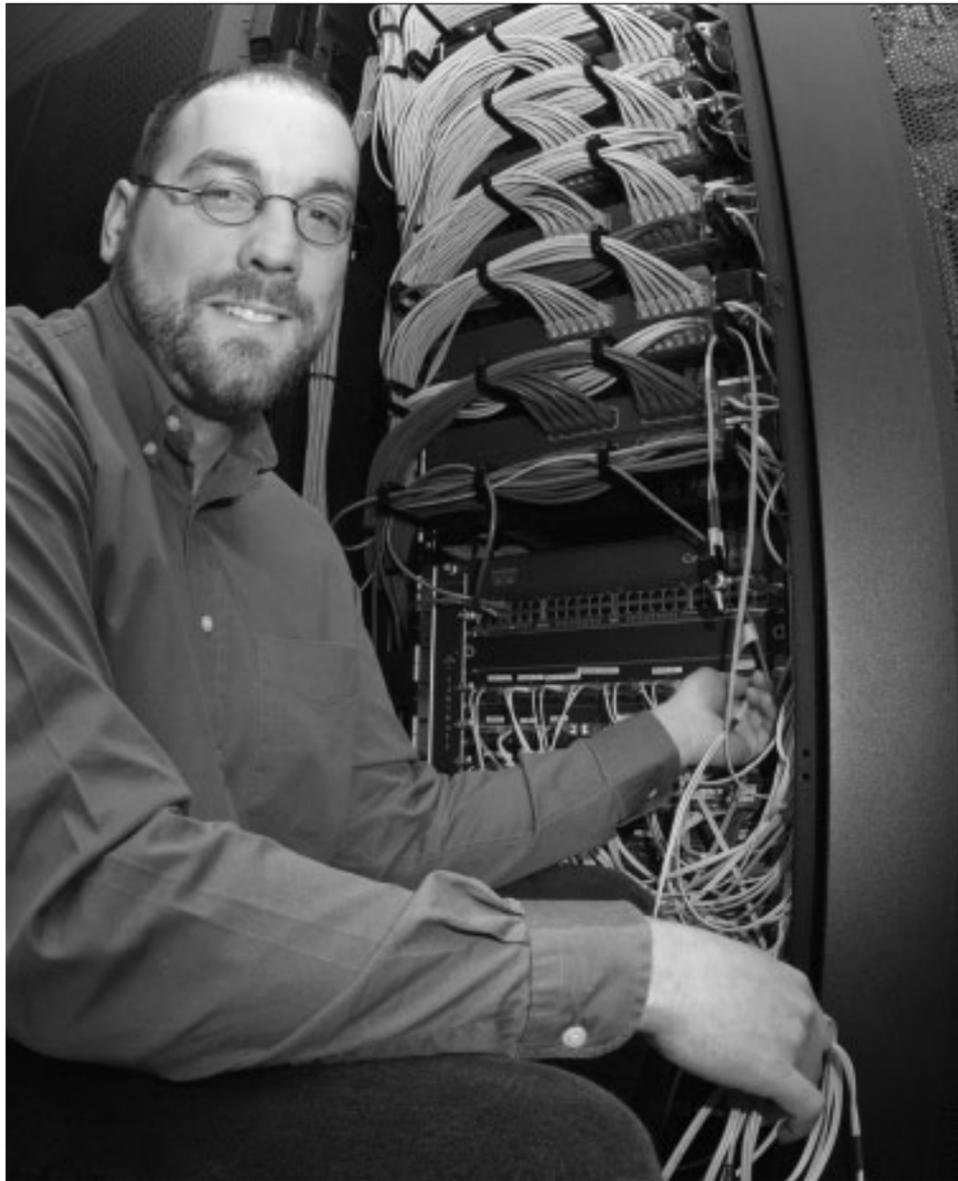
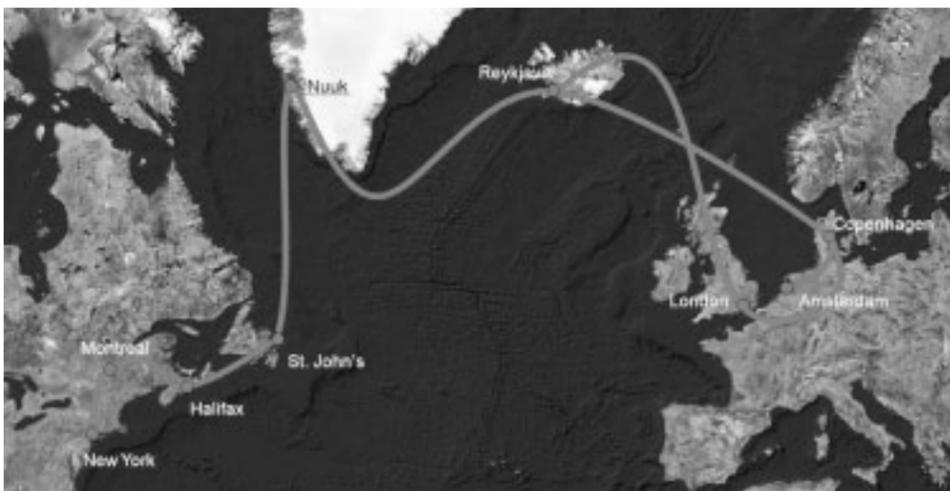


PHOTO BY CHRIS HAMMOND

Harold Whelan, a network administrator with Computing and Communications, examines some of the intricate wires and high-tech set up housed in C&C which are part of Memorial's contributions to the IceLink Project. The link route is shown below.



Wired world

Memorial playing significant role in new advanced connection from Europe

By Jeff Green

A **NEW** high-performance transatlantic connection will link researchers from Europe and North America, creating one of the most advanced data transfer networks in the world.

Memorial is playing a major role in this strategic partnership.

The IceLink Project will establish a high-capacity undersea circuit in the northern polar region linking Canada and the United States to the five Nordic countries of Denmark, Finland, Iceland, Norway and Sweden.

The new system was officially announced in early December and will provide this country with a much-needed direct path to Europe. This new network also provides an alternate connection and redundancy to the existing link which originates in New York and connects to Europe through Amsterdam.

The project is a joint venture between NORDUnet, a collaboration of the five Nordic National Research and Education Networks, and CANARIE, the national non-profit corporation which manages Canada's ultra high-speed research network.

Close to 40,000 researchers at nearly 200 Canadian universities and colleges rely on the CANARIE network. It is also used by scientists at research institutes, hospitals and government laboratories throughout the country.

CANARIE's contribution to IceLink is a dedicated lightpath from its equipment at Memorial University to New York.

The IceLink Project is funded largely by NORDUnet with significant support from CANARIE and the NSF GLORIAD project in the United States, an advanced science Internet network promoting collaboration among scientists, educators and students.

Memorial is a longtime member of CANARIE and Dr. Christopher W. Loomis, president and vice-chancellor *pro tempore*, is a member and former chair of the board of directors of CANARIE.

"Memorial's role is a strategic one," said Dr. Loomis. "Through our collaboration with CANARIE, Memorial will serve as the link between our European colleagues and the United States.

"Connecting researchers from diverse disciplines working around the globe is critical to research in the 21st century," he added. "Memorial's contribution to IceLink is consistent with our commitment to advancing research, and to the development and operation of research and education networks in this province, in Canada and the world."

Dr. Loomis noted the lead role Memorial played in the development of the Atlantic Canada Computational Excellence Network (ACEnet). Launched in 2006, ACEnet is a consortium of seven universities: University of New Brunswick, Saint Mary's University, St. Francis Xavier University, Dalhousie University, Mount Allison University and the University of Prince Edward Island. It allows researchers to communicate and share large amounts of data for modelling and visualization purposes across Canada and the world.

To learn more about the IceLink Project and background information, visit www.canarie.ca/templates/news/releases/04_12_09_E.pdf.

NEWS & NOTES

For more information about the items below, contact the Office of Research, 737-8251.

Listed below is a selection of the funding opportunities for which information has recently been received by the Office of Research. For links to further information on these items, visit Grant Funding Opportunities on the Research website at www.mun.ca/research/overview/grant_opp.php.

- ACGT 2009 Investigator's Award in Clinical Translation of Cell and Gene Therapy for Cancer Research Grant
- IGH Travel Awards for Students and Post-Doctoral Fellows
- HSF Young Investigators Forum, Vancouver, May 5-7, 2010
- ACGT 2009 Investigator's Award in Clinical Translation of Cell and Gene Therapy for Cancer Research Grant
- Landon Foundation- AACR INNOVATOR Award for Research in Personalized Cancer Medicine *New Program*
- Landon Foundation- AACR INNOVATOR Award for Cancer Prevention Research
- Landon Foundation- AACR INNOVATOR Award for International Collaboration in Cancer Research
- Business-led Networks of Centers of Excellence
- NSERC Interaction and Engage Grants
- Atlantic Regional Opportunities Fund

- WWF-US Kathryn Fuller Fellowships- Advancing Conservation through Science
- Beatrice Hunter Cancer Research Institute- CBCF Atlantic Region Summer Studentships
- European Cystic Fibrosis Society 2010 Summer Studentship Competition
- Launch of a National Competition to Fund New Centers of Excellence for Commercialization and Research (CECR's)
- Canadian Breast Cancer Research Alliance/ Canadian Breast Cancer Foundation Special Research Competition on Predictive Oncology
- CIHR Doctoral Research Award: Physiotherapy and Mobility in Aging
- CIHR Randomized Controlled Trials Mentoring Program

IMMINENT DEADLINES

March 1

- Associated Medical Services Inc. – Hannah development grants
- Canada Council for the Arts Jean A. Chalmers fund for the crafts.
- Canadian Council of Professional Engineers (Engineers

Canada) – Engineers Canada national scholarship program.

- Crohn's and Colitis Foundation of Canada – innovations in IBD research: a special competition.
- Leukemia and Lymphoma Society – translational research program (letter of intent).
- Memorial University, ISER – master fellowship; research grant.
- Natural Sciences and Engineering Research Council of Canada – John C. Polanyi award (nomination).

March 2

- Royal College of Physicians and Surgeons of Canada – Royal College/Associated Medical Services CanMEDS research and development grant; medical education research grant.

March 5

- Canadian Breast Cancer Foundation/Atlantic Chapter – community health grants.

March 10

- Canadian Health Services Research Foundation – Health Services Research Advancement Award (deadline for nominations).

Gardiner Centre helps RNC leaders build their skills

By Meaghan Whelan

MEMBERS of the Royal Newfoundland Constabulary are often seen as leaders in their community, but when these community leaders wanted to build their organizational leadership skills, they turned to Memorial University's Gardiner Centre.

The constabulary is an organization unlike most others. New recruits complete rigorous training on policing skills and protocol, but there is limited training in organizational leadership. When members are promoted from constable into the supervisory ranks, they need to build their expertise in, managing and adopting to change, leadership styles, and a host of other management skills.

In the past, the RNC sent supervisors to the Canadian Police College for supervisory training, but it was difficult to get timely, cost-effective training for the RNC that would also meet operational requirements. A local solution would allow current supervisors to build their skills, and would also have the capacity to train the next group of supervisors who are now in the promotional pool.

The RNC worked closely with the Gardiner Centre to develop a customized, comprehensive program. The result was 15 days of modules on topics such as



Bill Morrissey and Brian Hurley of the Gardiner Centre, with Chief Joe Brown (seated) and Inspector Ab Singleton of the Royal Newfoundland Constabulary, developed a program to help the RNC train its leaders.

conflict management and building effective teams. Sergeants, staff sergeants and inspectors complemented their in-class

work with reflective learning exercises to see how the topics apply to their daily work-life.

Inspector Ab Singleton is the officer in charge of training for the RNC and he also participated in the leadership program.

"It was a positive experience for me. I have attended similar programs out-of-province and I feel that this one is on par or even better. The location gave the training a local perspective and learning with so many colleagues helped us recognize the different leadership styles within the RNC and how best to work together," he explained.

"In particular, the group discussions were relevant and productive. Instead of talking about hypothetical problems or challenges, we could talk about actual problems and how to solve them."

This fall, 38 members of the RNC graduated from the program and Inspector Singleton said the RNC hopes to offer the program again in the future.

"Members thought it was great. The graduation ceremony that the Gardiner Centre held was well-attended by the participants. I think that speaks to how seriously everyone took the program and the value they took from it. Members take pride that they've completed the training and the RNC is proud as well. Training is not an expense, it's an investment, and we hope to work with the Gardiner Centre again."

cont'd from *IRIF* on page 1

ecology and evolution," said Dr. Purchase.

"These are some of the voids my group will make progress on filling. I am particularly interested in how local adaptation among populations – within the same species – influence productivity of that species as a whole. Most of our research would be impossible without the support of IRIF, as the equipment necessary to collect these data would not be accessible."

In addition to the Faculties of Science and Medicine, researchers from the Faculty of Arts, the Queen Elizabeth II Library, the Ocean Sciences Centre and the Faculty of Engineering and Applied Science have also received financial support through IRIF.

"The Industrial Research and Innovation Fund is an important funding resource for research and development in Newfoundland and Labrador," said Dr. Ray Gosine, vice-president (research) *pro tempore*. "The ability to leverage additional investment allows a researcher to increase the scale of their project and improve the quality of their research through collaboration with key figures at the local, national and international levels."

The provincial government established the IRIF program in 2004 to build R&D capacity in Newfoundland and Labrador's post-secondary institutions and other not-for-profit research facilities that support research and development, innovation and commercialization in areas relevant to industry and the local economy.

In April 2009, the provincial government transferred administration of the fund to the Research & Development Corporation.

"The investment from the Industrial Research and Innovation Fund supports innovative research at Memorial University that is relevant to local industry and the provincial economy," said Glenn Janes, chief executive officer of the RDC. "Strategic investments in R&D at post-secondary institutions are essential for attracting and retaining the best researchers and building the infrastructure and capacity in support of research and development in the province."

Memorial researchers interested in learning how to apply for funding through RDC, including IRIF, should contact the Office of the Vice-President (Research).

Funding innovation

The following Memorial researchers received IRIF funding on Jan. 12

Leverage R&D category. This program element leverages incremental R&D investments from regional, national and international sources by providing investments toward eligible costs of a specific project proposal.

- Dr. Ralf Bachmayer, Faculty of Engineering and Applied Science
\$447,255

- Drs. Matthew Rise and Kurt Gamperl, Ocean Sciences Centre
\$183,050

- Dr. Christopher Kozak, Department of Chemistry
\$124,125

- Dr. Craig Purchase, Department of Biology
\$90,716

- Dr. Martha Traverso-Yépez, Faculty of Medicine
\$100,000

- Dr. Andrew Lang, Department of Biology
\$9,225

- Lorraine Busby, Library Sciences
\$309,526

- Dr. Lisa Rankin, Department of Archaeology
\$250,000

funds 50/50 on projects approved within CIHR-RPP.

- Dr. Simon Lamarre, Department of Biochemistry
\$22,500

- Dr. Mark T. Collins, Department of Biochemistry
\$11,000

- Dr. Daniel MacPhee, Faculty of Medicine
\$158,814

- Dr. Qi Yuan, Faculty of Medicine
\$119,073

- Dr. Ahmed Mostafa, Faculty of Medicine
\$22,500

IgniteR&D category: This program element is intended to establish new R&D capacity in support of research and development, innovation and commercialization in areas relevant to both industry and the economy of Newfoundland and Labrador.

- Dr. Ralf Bachmayer, Faculty of Engineering and Applied Science
\$93,500

- Dr. Joel Finnis, Department of Geography
\$50,000

For complete details on these projects – including further information about the IRIF categories of funding – visit www.researchnl.com.

The following research projects were approved under the memorandum of understanding with the Canadian Institute for Health Research-Regional Partnership Program. Under this MOU RDC co-

Jan. 14

Speaking of Engineering Lecture with Marcel Coutu, president and CEO of Canadian Oil Sands Trust, 7:30-9:30 p.m., EN-2006.

Instructional Development Office presents Designing Effective Student Assessments, 12:30-2 p.m., ED-5004/5.

MUN Cinema presents *The Genius Within: The Inner Life of Glenn Gould*, 7 p.m. Avalon Mall.

A Pox on this Cancer! Poxviruses and Oncolytic Virotherapy, by Dr. Marianne Stanford, Ottawa Health Research Institute, 12-1 p.m., Health Sciences Auditorium.

Reading as a Philosophical Problem, by Robert Piercey, University of Regina, 2-3:30 p.m., C-4002.

Predictors of French as a Second Language and English Reading Success in Grade One: Implications for Teachers, 12:30-2 p.m., ED-2030B.

Technological and Legal Models of Trust, 1-2 p.m., EN-2022.

Jan. 15

Schumann in Love, 8 p.m., D. F. Cook Recital Hall, School of Music.

Visual Anthropology Unit Screening and Discussion, 3-4 p.m. QC-4028.

Kathleen Lahey, Faculty of Law, Queen's University, with Canadian Fiscal Policy, Women and Gender-Based Analysis: What Being Left out of Policy-Making Costs Women, 2-4 p.m., SN-4087.

Instructional Development Grants deadline, 5 p.m., ED-1004.

PhD oral defence of Khadijeh Rajabi, Department of Chemistry, titled Structures of Gaseous Ions by Infrared Multiple Photon Dissociation (IRMPD) Spectroscopy, 10 a.m.-12 p.m., IIC-2014.

PhD Oral Defence of Kayla Collins, Faculty of Medicine, titled Evaluating the impact of enhancing information and communication technology in a rural, community-model primary health care setting in Newfoundland and Labrador, 2-4 p.m., IIC-2014.

Yijun Lou presents A reaction-diffusion malaria model with incubation period, 1-2 p.m., HH-3017.

Jan. 16

Music at Memorial presents Schumann in Loss, 8 p.m., D.F. Cook Recital Hall, School of Music.

Jan. 17

SPARKS Literary Festival in St. John's, 10:30 a.m.-6 p.m., Petro Canada Hall, School of Music.

Aging Gracefully: Plugging into Health Research, with Dr. Wendy Young, Canada Research Chair in Healthy Aging, and Dr. Sharon Buehler, 2-4 p.m., The Fluvarium, St. John's.

Jan. 18

PhD oral defence of Abigail Steel, Engineering and Applied Science, titled Hydrometallurgical Waste Residue Characterization, Geochemical Reactive Transport Modeling and Disposal Risk Management, 2-4 p.m., EN-4002.

Jan. 19

The Marginalization of the Image in C20th Philosophy by Dr. Sean McGrath, 2-3:20 p.m., C-4002.

Jan. 21

Gardiner Centre presents Developing a Customer Service Culture Seminar, 9 a.m.-5 p.m., B-4019.

Instructional Development Office presents Does Anyone Have Any Questions? Facilitating and Grading Class Participation and Discussion, 12:30-2 p.m., ED-5004/5.

Anthropology presents Friendship: Control, Fulfillment and Deception – An Anthropological Inquiry, 5-6:30 p.m. QC-4028.

MUN Cinema presents *The Road*, 7 p.m. Empire Theatres, Avalon Mall.

Jan. 22

Presentation by a candidate for director, School of Music, 9-10 a.m., School of Music, room MU-1050.

Jan. 23

Women's Sea-Hawks basketball vs. Dalhousie Tigers, 6 p.m. Field House.

Men's basketball vs. Dalhousie, 8 p.m. Field House.

Live-in for Literacy, 2:30 p.m. QE II Lobby.

Jan. 24

Hot Earth Ensemble, 2-3:30 p.m., Petro Canada Hall, School of Music.

Women's Sea-Hawks basketball vs. Dalhousie, 11 a.m. Field House.

Men's basketball vs. Dalhousie, 1 p.m. Field House.

Jan. 25

NSERC USRA at Memorial - Application Deadline Date 12 p.m., IIC-2015.

Gardiner Centre presents Strategies for Building a High-Performing Team Seminar, 9 a.m.-5 p.m., B-4019, Business Administration.

Jan. 26

PhD oral defence of Susan Squires, Department of Biology, titled Insect Pests and Pathogens Compromise the Persistence of Two Endemic and Rare Braya, 2-4 p.m. IIC-3001.

Instructional Development Office presents Promoting Effective Teaching in the University Classroom, 12:30-2 p.m., ED-5004/5.

Jan. 27

Instructional Development Office presents Teaching for

Critical Thinking in the Arts and Humanities, 12-1:30 p.m., Junior Common Room, R. Gushue Hall.

Jan. 28

SOCAN presents NewFound Music VII: Crossing Boundaries, 8 p.m., D.F. Cook Recital Hall, School of Music.

Botanical Garden and the Natural Sciences and Engineering Research Council (NSERC) PromoScience funding program presents Botanical Boot Camp, 9 a.m.-4 p.m., Botanical Garden, 306 Mount Scio Road.

Gardiner Centre presents Better Business Writing: The Right Approach Seminar, 9 a.m.-5 p.m., B-4019.

Department of History Seminar Series presents Dr. Sonja Boon, speaking on Pickling a Peach: The Dying, Death and Burial of Suzanne Curchod Necker (1737-1794), 12:30-1:30 p.m., AA-4004.

Instructional Development Office presents Using Feedback to Enhance Student Learning, 12:30-2 p.m., ED-5004/5.

MUN Cinema presents *The Bad Lieutenant: Port of Call-New Orleans*, 7 p.m., Empire Theatres, Avalon Mall.

Jan. 29

SOCAN presents NewFound Music VII: Crossing Boundaries, 8-10 p.m., D. F. Cook Recital Hall, School of Music.

Jan. 30

SOCAN presents NewFound Music VII: Crossing Boundaries, 8-10 p.m., D. F. Cook Recital Hall, School of Music.

Women's Sea-Hawks volleyball vs. University of New Brunswick, 6 p.m., Field House.

Men's Sea-Hawks volleyball vs. UNB, 8-9:30 p.m., Field House.

Jan. 31

Women's Sea-Hawks Volleyball vs. UNB, 11 a.m.-12:30 p.m., Field House.

Men's Sea-Hawks Volleyball vs. UNB, 1-2:30 p.m., Field House.

Feb. 04

MUN Cinema presents *The Damned United*, 7-9 p.m., Empire Theatres, Avalon Mall.



Aging Gracefully

PLUGGING INTO HEALTH RESEARCH

Join two leading Memorial University researchers for an interactive discussion on healthy aging research.

Dr. Wendy Young
 Canada Research Chair in Healthy Aging
Dr. Sharon Buehler
 Honorary Research Professor
 Division of Community Health and Humanities

Hosted by Dr. Ray Gosine
 Vice-President (Research) *Pro Tempore*, Memorial University

Sunday, January 17, 2-4 p.m.
The Fluvarium
 5 Nagle's Place, St. John's
 Refreshments will be served. Everyone is welcome.
 Phone 687 9243 or e-mail jeffg@mun.ca to reserve a seat.
 Seating is limited.




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New 2 bedroom condo, 10 Selfridge Road. F/S, Shared Laundry, dishwasher, microwave, parking \$1,200 POU. Contact Amy at 690-3435. References a must.

FOR RENT

Great house in the heart of downtown. Amazing view of Narrows from the back, view of the Rooms from the front. Three bedrooms, two bathrooms, fridge, stove, dishwasher with laundry hookup. \$1,200 per month, pou. Call 726-1502.

Business basics

Students exposed to international experiences

NINETEEN business students have traded in their snow shovels for sunscreen as they spend the winter semester at Universiti Sains Malaysia (USM) in Penang, Malaysia.

The Harlow-type Malaysia program is a new option for students who want international experience. The program was developed after the faculty noticed that many B.Comm. students said they wanted to study overseas but only a few were taking advantage of the exchange programs. The Harlow program, where students spend a semester at Memorial's Harlow campus has long been popular with business students, so the Faculty of Business has tried to create something similar in Malaysia.

"We know our students want to go overseas and some of them like travelling with a group of fellow students," explained Mike Burns, professor and director of the International Programs Office in the Faculty of Business Administration. "We talked to students and were careful to develop something that works for them."

The students travel as a group and are accompanied by a MUN professor, who will guide them on the cross-cultural subtleties of the region as well as teach in two courses and give a number of research presentations. In addition to the business courses, the students will also take courses in Southeast Asian Studies from their host university.

Asia was chosen for a number of reasons. Over 60 per cent of the world's population is found within the region, and Asia has been the engine of business growth and will continue to be for the foreseeable future.

Within Asia, the choice of Malaysia followed naturally.

"It's a stable and friendly country. It's primarily Muslim, with a number of significant cross-cultural elements. It is home to all of the major religions of the world, and it is a culture that is completely different from North America," explained Prof. Burns. "It's an opportunity for students to gain greater understanding about international business, the Muslim world, and the cross-cultural skills necessary to be successful in a global environment."

Nicholas Langor has been in Malaysia for since the start of the new year. He said that he applied to the Malaysia program to enhance his degree. "I thought this experience would be an opportunity to gain an international outlook on business while broadening my horizons and availing of



PHOTO BY NICHOLAS LANGOR

Business students participating in a semester long exchange at the Universiti Sains Malaysia, in Penang enjoy the sights during their first week of studies. Pictured L-R: Ann Jennings, Mike Johnson, Melissa Tulk, Anna Whelan, Laura Stewart, Adam Kilbride, Alex White-Dzuro, Sarah Whitty, Jenessa Byrne, Kristen Smith, Sarah Brett and Allan Kirkpatrick. The students studies in Malaysia focus primarily on international business practices.

the opportunity to travel south east Asia."

In addition to settling into the academic routine, he is also adjusting to the Malay culture. "The transition to the food, the values and norms of the Malaysian culture was easier than I initially thought it would be," he said. "Although there are many differing elements from the Canadian culture we are used to, the university education at its core remains the same. Like at MUN, there is a particular emphasis on the quality of the education at USM. All of my courses have very engaging professors and I am eagerly looking forward to my studies here in Malaysia."

Prof. Burns says the Malaysia semester is a new way for the Faculty of Business to create international opportunities for students that builds on existing programs.

"All of our students should develop international business competence, and this program is a new way we can do that. Between Harlow, international exchanges and this Malaysian program, 58 Memorial business students are studying abroad this semester."

Prof Burns believes that if this program is successful, similar initiatives can be developed in locations such as China, Russia or South America.

MBA students take a crack at rebranding the Habs

By Meaghan Whelan

A GROUP of Memorial MBA students were in Montreal competing in the John Molson International MBA Case Competition last week and, in true Memorial style, the team distinguished themselves during the live case and made the local Montreal news.

The live case involved developing a marketing plan for the Montreal Canadiens. The vice-president of marketing for the Canadiens and the new owner (Geoff Molson) were on hand to make a presentation about the team. In the question and answer session Memorial's team got to meet Mr. Molson, who said it was a pleasure to shake hands with "die-hard Canadiens fans from Newfoundland."

The John Molson School of Business MBA International Case Competition is the largest and oldest business case competition in the world. In 2006, Memorial was recognized at the 25th anniversary of the competition for having the best record in the event's history.

In 2010, Memorial still holds this record and has added a new one: the only university to have won all three prizes that are handed out in the competition (the Concordia Cup, the Brunet Coaching Award and the



Members of the Memorial MBA team at the John Molson International MBA Case Competition with Geoff Molson, owner of the Montreal Canadiens.

Richard Outcault Team Spirit Award). Memorial's 2010 team -- Matt Boland, Brad Coady, Richard Donnan, Karen McDonald and Evan Sheppard — are coached by Peggy Coady, assistant professor in the Faculty of Business. Prof. Coady has been coaching the team for the past five years and was a member of the championship team in 1996.

The story about the case competition and Memorial's meeting with the owner of the Canadiens, featured on Global Television Montreal, can be found online at www.tinyurl.com/ygmttar. The story begins when there are seven minutes remaining in the broadcast.

cont'd from *VISION* on page 2

they were doing their job. It brought people closer together but it also, for the mission in Afghanistan as a whole, came as a bit of a slap in the face. When we went out in 2005 this was not the logical consequence of that decision. The next morning [after Berry's death] I got a call from personnel saying we need to staff the post. We are not asking for the commitment, but are you willing to consider it? It was early in the morning and I wasn't fully awake. [Laughter] I went in April of 2006 to take the political director job on the interim basis. I found it sufficiently interesting and sufficiently worthwhile that I said I would be willing to take the post.

DS: Do you believe in the mission?

GB: I would have very hard time working there if I didn't. Some of the public debates on Afghanistan have frustrated me. Why Afghanistan and not somewhere else. It's because Afghanistan is the confluence of two sorts of reasons that don't always coincide. One is national interest, which is present in Afghanistan. And the other is that it's the right thing to do. We collectively, as the West, walked away from Afghanistan and left it in shambles and the Taliban have risen as a consequence. We don't have the right to make that mistake again. It's obvious that long term international commitment to Afghanistan is required, but what is the most efficient nature of that commitment is what we are wrestling with right now, what Americans are wrestling with. This is something that will take at least a generation to fix.