

Taking the Next Step

The Academic Plan: An Update

A Special Edition of *The Times*

Saint Mary's University, Halifax, Nova Scotia

The TIMES



www.smu.ca

April, 2004 • Volume 35 • Number 1

ACEnet to Launch Saint Mary's into a New Realm of High Performance Computing

Saint Mary's University will receive up to \$3 million in Canada Foundation for Innovation (CFI) funding for high performance computers and visualization tools. The funding will come from almost \$10 million that was awarded on March 8, by CFI to ACEnet: the Atlantic Computational Excellence Network. Saint Mary's University is one of the four partner institutions of the ACEnet consortium which includes Memorial University, ACEnet's lead institution, St. Francis Xavier University and the University of New Brunswick.

"This is a big step for the ICA, Saint Mary's and for universities in Atlantic Canada," says Dr Robert Deupree, Saint Mary's Canada Research Chair in Astronomy and Astrophysics and Director of the Institute for Computational Astrophysics (ICA). "It takes our high performance computing capability to a new level and places our capability second to none in Canada." Saint Mary's Institute for Computational Astrophysics is one of only a few institutes in the world dedicated to investigating frontier research problems in astrophysics through high performance computing.

The four lead institutions will house high performance computers that have the capability to address complex scientific problems. Access will be available to researchers at the partner

See ACNET continued on page 2

\$1.5 Million Gift Will Open a World of Opportunity for Students

On January 16, Mr. Richard Homburg, Chairman and Chief Executive Officer (CEO), Homburg Invest Inc. and The Homburg Uni Corp. Group, announced a \$1.5 million gift to Saint Mary's to establish the Homburg International Mobility Awards. The awards will send students from all disciplines on international exchanges, field trips, and other educational activities. Up to eight awards will be given to students each year over the next five years.

"Through the Homburg International Mobility Awards at Saint Mary's, students will gain access to learning new languages and discovering different cultures, which is a direct benefit to the global economy," says Mr. Homburg. "Students from Saint Mary's studying abroad assure that tomorrow's workforce in Nova Scotia and the Atlantic Region is diverse with a global perspective — a cornerstone in the growth of our economy." Mr. Homburg, born in the Netherlands calls Nova Scotia his second home. Homburg Invest Inc. and the Homburg Uni Corp. Group, based in Halifax have a diverse portfolio of regional, national and international real estate properties.

Dr. J. Colin Dodds, President of Saint Mary's University says that Mr. Homburg's investment in Saint Mary's students will greatly enhance their opportunities to study abroad and enrich their learning. "The global economy mandates that our graduates not only be literate and numerate," he says, "but also have an extensive understanding of the cultures, customs and languages of other countries."

Tyler McLeod, President of the Saint Mary's University Students' Association (SMUSA) says that students who are entering the workforce must have a real understanding of the other cultures and languages. "There is no comparison between what can be learned in a classroom and the experience, knowledge and friendships that result from an international experience." Building on existing international opportunities for students is one of the goals of Saint Mary's Academic Plan. ♦



Mr. Richard Homburg

RBC Financial Group Invests in the Atlantic Centre

Programs, resources and innovative research and technology that benefit Saint Mary's students with disabilities will be strengthened because of a significant contribution from RBC Financial Group. Gordon Nixon, President and Chief Executive Officer of RBC Financial Group announced their pledge of \$400,000 for the Atlantic Centre of Research, Access, and Support for Students with Disabilities at a campus event held on February 11. "RBC Financial Group is proud to play a major role in the long-term vision of the Atlantic Centre of Research, Access and Support for Students with Disabilities at Saint Mary's University, as it will create a better tomorrow for persons with disabilities," says Mr. Nixon.

The funding from RBC Financial Group will build on Saint Mary's mandate to improve accessibility to postsecondary education for students with disabilities. It will also assist in the expansion of the liberated learning technology to more universities around the world. Mr. Nixon said that RBC Financial Group is impressed by the groundbreaking work in speech-recognition technology that has been pioneered by the Atlantic Centre and its partners at IBM. "A company like ours is constantly on the look-out for technology that



(L-R) Gordon Nixon, President, CEO, RBC Financial Group; Dr. David Leitch, Director, Atlantic Centre; Saint Mary's students, Nathan Lewis and Ellen Johnson; and Geoff Woodworth, Saint Mary's alumnus, (BComm'94), RBC Financial Group Branch Manager, Port Hawkesbury, NS.



The Honourable Aileen Carroll, Minister for International Cooperation and Dr. Terry Murphy, Saint Mary's Vice-President Academic and Research.

The Honourable Aileen Carroll was the first full-time female student to attend and graduate from Saint Mary's University. On March 5, Minister Carroll returned to Saint Mary's to announce funding for Saint Mary's University's Education for Environmental Transition Project in Mongolia. The capacity building project, funded by the Canadian International Development Agency (CIDA) University Partnerships in Cooperation and Development (UPCD) Program, will work with the Mongolian mining industry to carry out environmentally and economically sustainable activities.



Sheila Fraser, Canada's Auditor General presented the inaugural lecture of ACEPA to a large, enthusiastic audience at Saint Mary's University on March 5. The lecture was sponsored by Saint Mary's and the Atlantic School of Theology's Atlantic Centre for Ethics and Public Affairs (ACEPA).



25 Years of NSERC Research

On March 5, Saint Mary's hosted a reception honouring science faculty who were awarded Natural Sciences and Engineering and Research Council (NSERC) grants 25 years ago and still hold grants today.

They include: Dr. Jaroslav Dostal, Geology, Dr. Bert Hartnell, Mathematics and Computing Science, Dr. George Mitchell, Astronomy and Physics, Dr. David Turner, Astronomy and Physics, Dr. Gary Welch, Astronomy and Physics, and Dr. Keith Vaughan, Chemistry.

Certificates were also presented to undergraduate students who received NSERC Undergraduate Research Awards last summer. Special guests included The Honourable Geoff Regan, Minister of Fisheries; Jane Purves, managing editor of The Daily News; HRM Councillor Sue Uteck; and Isabelle Blain, Vice-President of NSERC research, grant and scholarships.

Department of Religious Studies News

A new faculty position in comparative religious ethics has been established within the Department of Religious Studies. Comparative religious ethics permits students to examine both religious and non-religious ethical systems as contending points of view along with the issues to which those systems have to respond.

The new position builds on the department's commitment to expand upon its long-standing support for interdisciplinary programs at Saint Mary's. It will enhance the department's areas of specialization in teaching and research, especially in the thematic area of religion and culture. It will make a substantial contribution to Saint Mary's recent affiliation and academic cooperation with the Atlantic School of Theology. Saint Mary's research capacity in relation to the Atlantic Centre for Ethics and Public Affairs will also be enhanced.

MBA Student News

Sobey School of Business MBA students Colin Roop, Stephanie Deighan, Raymond Collins, and John MacRitchie advanced to the semifinals at the John Molson 2004 MBA International Case Competition, held in Montreal during the weekend of January 10. The team was coached by Dr. Gordon Fullerton, Marketing.



The same team placed second overall at the 2004 MBA Games at the Schulick School of Business at York University in early January.

Inter-Collegiate Business Competition

Saint Mary's students made it to the final round in the ethics category of the Inter-Collegiate Business Competition (ICBC) held in Kingston, Ontario from January 8 to 10. Saint Mary's ethics team, Carolyn Riley and Leah Plumridge, gave a stellar performance in the final round, according to the Queen's University judges. 29 universities from Canada, the United States and Europe participated in the ICBC. Dr. Barry Gorman, Accounting, coached the students.

International Strategy Simulation Competition

Saint Mary's commerce student, Mark Robar made it to the final round of the Foundation and Capstone Fall 2003 Challenge, an international strategy computer simulation competition, run by Management Simulations Inc. He ranked fifth out of the final six students who competed from locations around the world. 15 students in Dr. Shripad Pendse's Strategic Management classes joined over 100 international teams involved in the competition. Eight Saint Mary's students advanced to the second round. The simulation allows students to make complex decisions in marketing, production, finance and human resources.

Computer Science Games

During the weekend of March 7, a team of six Mathematics and Computing Science Saint Mary's students participated in the Computer Science games organized by McGill University. Saint Mary's shared the top spot in the logic competition with the University of Waterloo by receiving perfect marks. The team members included: Blair Doyle, Captain, Jonathan Sharkey, Kate Patterson, Adish Jain, Clifford Roche, and Vagarro Willie.

IN BRIEF...

Millennium Excellence Award Program Laureates

Saint Mary's students Jillian Bryant, Erin Edmundson, and Melanie Gibson have been selected to receive Millennium Excellence Awards from the Canada Millennium Scholarship Foundation. The students were nominated on the basis of academic achievement, community service, leadership and interest in innovation. Each of Saint Mary's academic year in-course millennium excellence award program laureates will receive \$4,000.

United Way Campaign 2003

Saint Mary's University's 2003 United Way campaign raised \$21,478.61 in donations over only a few weeks. The participation rate and total contributions rank as the third highest since 1997. Thank you to everyone who made a donation. Thank you to Alison Whiteman in the Development Office for her tremendous assistance in coordinating the donations.



Dr. Colin Dodds, President of Saint Mary's and members of the Huskies football team competed in a tug-of-war against a team of university staff to raise money for Saint Mary's United Way campaign on December 10.

Beaverbrook Canadian Foundation Supports Students with Disabilities

The Beaverbrook Canadian Foundation has granted a \$25,000.00 scholarship endowment to the Atlantic Centre for Research, Access and Support for Students with Disabilities.

Women's Centre

Saint Mary's Women's Centre was established last semester to raise awareness about gender issues. The Women's Centre provides resources and referrals for the university community. The centre, co-funded by Saint Mary's University Student's Association (SMUSA) and Saint Mary's University also promotes advocacy for women on campus and monitors various media and public forums.



The Women's Centre is a student directed initiative, governed by a Board of Directors and managed by a part-time coordinator. During its first year of operations, the centre has participated in a number community events. A resource library has been created for students, staff and faculty for general reading and research. The collection received many generous donations from Saint Mary's faculty. For more information about Saint Mary's Women's Centre drop by room #526 in the Students' Centre, call 496-8722 or e-mail womenscentre@smu.ca. Volunteers are welcome.

(contributed by Erika Shea, Saint Mary's Women's Centre)

Metcalfe New Art Gallery Director



Robin Metcalfe, the new Director of Saint Mary's Art Gallery.

On February 9, Robin Metcalfe assumed his position as director/curator of Saint Mary's University Art Gallery. "I am honoured to succeed such eminent predecessors as Leighton Davis, Anthony Law, Bob Dietz and Gordon Laurin," he says. "The directors of the Saint Mary's University Art Gallery have a tradition of balancing an individual creative practice with the responsibilities of a curator."

Metcalfe is returning to Nova Scotia after spending three years as the curator of contemporary art for Museum London in London, Ontario. He had been an independent curator in Halifax and throughout Canada. In 2000, he was administrator of HX: Halifax Exhibition of Contemporary Art, a co-ordinated program of 18 international exhibitions, organized by the Contemporary Art Projects Society (CAPS).

Metcalfe was the Halifax contributing editor for *C Magazine* and has received two Canada Council grants, for non-fiction writing and independent curatorial research. In 1999, he authored *Studio Rally: Art and Craft of Nova Scotia* a pictorial book profiling many of the province's artists and artisans.

"I look forward to working in a forward looking institution like Saint Mary's," says Metcalfe, "one that serves a local community while undertaking international initiatives. The gallery has reflected this balance by exhibiting strong Nova Scotian artists alongside contemporary work from such places as Hong Kong and Cuba."

ACENET *continued from page 1*

institutions, Mount Allison University, The University of Prince Edward Island, Dalhousie University and to other outside users. "It opens up computational opportunities to Saint Mary's researchers that simply haven't been there before," says Dr. Deupree.

Atlantic Canada is home to a vibrant community of researchers whose work demands high performance computing and visualization. ACENet will aim to transform dispersed, institution-based researchers into fully interacting, regional research communities, equipped with the tools to stay at the forefront of international research. It will focus on fields that require high performance computing (HPC) infrastructure and expertise, and in which there are emerging interests. This will create a world-class HPC infrastructure, complemented by emphasis on attracting highly qualified personnel at all levels, and forging collaborations and linkages at both the researcher and institutional level. ♦

Remembering Donnie

On March 3rd, 2004 the Saint Mary's community gathered to celebrate the life of **Donnie Robinson** at a memorial mass held at Canadian Martyr's Church. Donnie, 55 was a dedicated employee of Saint Mary's in the Facilities Management Department for over 31 years. He was a friendly and familiar face at the University. Donnie is survived by his family including his sister and brother in law, Elizabeth and Kenny Kilbride, both Saint Mary's staff. Donnie will be remembered and missed by his many friends at Saint Mary's.

Taking the Next Step The Academic Plan: An Update

In the spring of 2002, Saint Mary's completed its Academic Plan. "The Academic Plan provides a shared vision of the future of the University and it will guide our future operating and capital budgeting plans," says Dr. J. Colin Dodds, President of Saint Mary's University. "Our campus renewal planning and academic programming growth will be set in the context of the plan. Although it is a living document and will continue to evolve, the University is committed to the underlying tenets of the plan of a greater emphasis on graduate studies and research yet simultaneously maintaining the primacy and quality of our undergraduate programmes."

For the last year, faculty and staff have been advancing the goals outlined in the Academic Plan: Framework Document. The action plan has led to a number of initiatives and developments in all facets of University programs and operations. This month's issue of *The Times* takes a look at how the University is moving forward in the implementation of Academic Plan and its strategic priorities.

"The plan will enable the University to build on its strong traditions of being student focused and engaged through partnerships with the local, national and international communities," says Dr. Dodds. "The Saint Mary's of the 21st century will continue to be accessible and to promote the importance of critical enquiry, leadership, teamwork, a just and civil society and global awareness." ♦

The Academic Plan: A Progress Report

Dr. Terry Murphy, Vice-President Academic and Research

Since the Academic Plan was approved by Senate in May 2002, considerable progress has been made toward its implementation. The University has shown the will and found the means to provide many of the human, financial, and physical resources that were identified in the plan as conditions of success, and at least one major initiative has been launched under each of the six priority areas. Many of these initiatives are described in this issue of *The Times*, which is intended in large measure as a progress report.

The University community has approached the task of implementing the plan in a spirit of openness and collaboration. I am especially gratified by the way that champions of particular projects have seized the opportunity to advance more than one of our goals. Many of the initiatives that have been launched in the last two years overlap and reinforce one another in a way that maximizes the benefits to be gained from each. For example, curriculum development projects are underway that will build on our strong tradition of undergraduate education while also contributing to internationalization. The new graduate programs and research centres that have been established include strong elements of community outreach. Efforts to support student success, such as the Writing Centre, also involve linkages to community groups and partnerships with local high schools. Student exchange agreements with international partners are in many cases linked to research collaboration among faculty from Saint Mary's and the partner institutions. I believe that a sense of momentum has been created by this array of initiatives and that a feeling prevails that we are working toward common institutional goals.

I would like to thank all members of the Saint Mary's University community for the initiative, imagination, and good will they have shown in translating broadly defined academic priorities into concrete actions.

See **Progress Report** continued on page 5

Strategic Initiative Awards 2002-03, 2003-04

Name of Proposal	Project Leader
Internationalization of the Curriculum	Esther Enns Margaret-Anne Bennett Denis Leclaire
Cultural Studies Research Group	Goran Stanivukovic Michele Byers
Writing Initiative	Margaret-Anne Bennett Esther Enns Madeleine Lefebvre et al
Diploma in Forensic Science: Extending the Reach	Linda MacDonald Doug Strongman
Students Charter of Rights and Responsibilities	Jon Kincade Paul Deveau
Graduate Studies and Research Advisory Board	William Jones
University Industry Liaison and Innovation Officer	William Jones
Centre for Leadership Excellence	Victor Catano Kevin Kelloway Shaun Newsome Arla Day
Undergraduate Education Partnership with the Innu Nation	Margaret Harry Trudy Sable
Community-Based Environmental Monitoring Network	Cathy Conrad Danika van Proosdij
Collaborative Research Agenda for Better Workplace Initiatives	Al Miciak Shelley Hessian
Faculty Champions for Experiential Learning	Denis Leclaire
Working Better@Work – The Sobey Workplace Review	Terrance Weatherbee
Student Athlete Mentorship	David Murphy Shelley Hessian Sarah Morris Jon Kincade

Text and editorial by Lisa Legatto

Saint Mary's University The Future: Strategic Directions 2004 – 2007

- Academic Planning
- Renovation and Renewal
- University Development
- Enrolment Management
- Faculty Recruitment and Retention
- Governance and Accountability

Taking the Next Step Academic Plan: An Update

KEY SUCCESS FACTORS

Resources

The success of our Academic Plan depends on having the necessary human, financial, and physical resources to support its implementation.

Human resources - Saint Mary's principal asset is our people. To realize our goals, we must have successful programs of student, staff, and faculty recruitment and retention, well thought-out provisions for professional development, active strategies for promoting cooperation between faculty and staff who provide academic support, and effective means for including students in consultative processes and the definition of priorities.

Physical resources - We also require a strong and fully integrated academic infrastructure. Tools for success include up-to-date information technology, an on-going program of classroom upgrades, and state-of-the-art laboratories and research facilities.

Financial resources - We must also secure adequate funding and use it strategically in support of our goals. The Academic Plan will inform our efforts to obtain new sources of revenue from both public and private sources, and guide the allocation of resources internally. Initiatives which support more than one of our strategic objectives by promoting integration and interdisciplinarity will be assigned a high priority.

Data and Analysis - To plan effectively and make the best use of our human, financial and physical resources, we must have accurate, integrated databases and a fully developed capacity for institutional analysis.

Culture

In addition to securing resources of various kinds, we must also sustain and promote an institutional culture consistent with our plan. Specifically, we must foster a spirit of innovation, an openness to collaboration, and a culture of respect for students. Strongly committed to accessibility, Saint Mary's must also continue to excel at removing barriers to education among students with special needs and at welcoming students from a variety of social, ethnic, and religious backgrounds.

Age quod agis — What you do, do well!



Human Resources

The New Recruits

Saint Mary's continues to recruit dynamic new faculty to accommodate the increased demand for professors and anticipated nation wide retirements. Dr. Stella Gaon, Dr. Val Marie Johnson, Dr. Sageev Oore and Dr. Najah Attig are examples of the new recruits who bring diverse experience and expertise to Saint Mary's through their teaching and research.

Dr. Najah Attig Finance and Management Science Sobey School of Business



Dr. Najah Attig's research has provided a look behind Canada's corporate veil and fuelled the debate on Canadian corporate governance.

"Corporate governance and stock market development are of the utmost importance in our economy, this is dramatically underlined by recent financial

events," says Dr. Attig a recent addition to the Finance Department at the Sobey School of Business. "I innovate in this area by examining the effect of 'ultimate ownership structure' of Canadian public firms. I not only consider the effect of direct governance structures such as direct structures, board composition, and management ownership, but I also trace back the ownership chain to the ultimate owner, to examine who is behind the 'corporate veil.'" Dr. Attig has determined that the majority of Canadian public firms, almost 60% were controlled by family dynasties, through different means of enhancing control. This bears negatively on financial markets, corporate value and stock liquidity.

The Bank of Canada took notice of Dr. Attig's research and recently invited him to address the Financial Markets Department about the implications of his finding on the Canadian corporate landscape.

Before coming to Saint Mary's, Dr. Attig taught at the University of Quebec, University of Sherbrooke, Tele-universite and Laval University. ♦

Dr. Stella Gaon Political Science

"The essence of my job is to teach people to think, to be critical and to investigate," says Dr. Stella Gaon, a new professor with Saint Mary's Political Science Department. "I want to teach my students to ask good questions and to know that there are questions that need to be asked."

Dr. Gaon comes to Saint Mary's from the University of Alberta where she taught in the departments of Political Science, Education and Philosophy. For the last two years, she held the Grant Nodley Memorial Post-Doctoral Fellowship. During her fellowship she worked on her book entitled, *Risking Deconstruction: Towards a Political Theory of Education*. She says, "In it I bring contemporary continental social and political thought to bear on the idea and the ideal of education as a political project of social betterment." Dr. Gaon is also working on a new book project that addresses questions of political accountability, responsibility and legitimacy in the wake of such developments as the Walkerton water safety crisis and declining interest in political participation.

Dr. Gaon came to Saint Mary's because of its reputation. "I had an overwhelmingly positive response to choosing Saint Mary's." After her arrival in November she says, "I am very excited to be part of the team." ♦



Dr. Val Marie Johnson Sociology and Criminology



"For the first five years that I lived in New York I was convinced that I would never leave," says Dr. Val Marie Johnson, a new faculty member with Saint Mary's Sociology and Criminology Department. Dr. Johnson, whose mother is a New Yorker, grew up in Toronto but completed her PhD at the progressive New School for Social Research in Manhattan. Much of her research has focused on New York, "There's so much fascinating material there. I feel a connection to the city."

Dr. Johnson is a professor of feminist criminology but she could also be described as a historical sociologist or social his-

torian. Her dissertation which she is revising to be published as a book, is a political history dealing with prostitution, moral citizenship and governance in turn-of-the-century New York City.

With extensive teaching experience in New York and in Canada at universities including University of Toronto and McMaster University, Dr. Johnson was interested in opportunities that Saint Mary's offered. "Saint Mary's was very attractive to me, I had a sense that I would be able to get involved in an intense way in the daily workings of the department. I'm already team teaching, organizing a colloquium for the fall and sitting on a hiring committee." ♦

Dr. Sageev Oore Math and Computing Science

Dr. Sageev Oore can often be found in the creative process at a keyboard, both computer and piano keyboards.

Dr. Oore completed his PhD in Computer Science at the University of Toronto where he designed a digital marionette, a computer puppetry system to create animation in real-time. The user moves a pair of sticks around, just as one would to manipulate a puppet. Sensors record the motion of the sticks and software is used to allow the motion to control a 3-D character rendered on a computer screen. "It's a very interactive way of creating complex character animation," he says. "I'm interested in developing these approaches by applying techniques from what is known as 'machine learning' and artificial intelligence to further refine and improve the interfaces."

As an undergraduate mathematics student, Dr. Oore performed as a guest soloist with Symphony Nova Scotia. Today he performs as a pianist, keyboardist and accordionist often with his brother, Daniel Oore, a saxophonist and composer. "We play in various contexts - from a funky improv band to an improvised chamber ensemble called suddenly listen." Dr. Oore can often be heard performing on CBC Radio, and at jazz and music festivals. ♦





Financial Resources

KClark

Defining Development *By Jodi Hutchinson, Director of Development*

Ten years ago, were a survey to be conducted on a university campus in Canada, and the question asked was "What is the development office?" most people could not give the correct answer. Today, while there are more people who know what it is the development operation does, there are still some misconceptions.

In its simplest terms, the role of the development office is to create opportunities to connect people to people. Whether it is an alumnus who wishes to give something back to his alma mater, or a corporate or foundation leader who identifies an area within the University which she wishes to support, the development office staff help to manage a relationship which allows the University to achieve some of its goals, and also allows those external to the campus to be part of our growth. They do this by working in concert with the alumni office, the annual fund office, and numerous other individuals and departments on campus.

The development office is currently focusing on immediate and long term strategic directions. I have been in office as the Director of Development for only four months now. Saint Mary's has come a long way over the past couple of years in terms of re-connecting with its alumni. We would like to continue to capitalize on this renewed relationship, with a strong commitment to donors at all levels. We want to become the university which is recognized for its personal approach to the stewarding of gifts. With this type of commitment from the entire university community, we hope to

also see a new focus on individual philanthropy at Saint Mary's.

Also joining the Saint Mary's team in recent months is Anne Melanson, who has been appointed the Campaign Director. Melanson's background makes her the ideal person to direct Saint Mary's next campaign. Working with the Board of Governors to define directions and priorities, and to create a strong and stable environment for capital fundraising, Melanson is also aware of the opportunities which are created by the establishment of the Academic Plan and its priorities as they relate to fundraising. The University has undergone a full and complete process of consultation with its internal community, which will become the foundation for the campaign team and the board to determine which university priorities will best constitute a new capital campaign for Saint Mary's. It is clear, even early on, that an enormous amount of goodwill exists for Saint Mary's in the community and among the alumni. We plan to work closely with the university leadership to build a campaign which delivers on pressing priorities and also provides exciting opportunities for involvement by all constituents.

As indicated by Dr. Terry Murphy, Vice- President Academic and Research when the Academic Plan was initially created, the University is working closely with academic departments on campus to ensure that concrete initiatives and the fundraising which supports these initiatives are grounded in proper procedures and approvals. From the perspective of



(L-R) Anne Melanson, Campaign Director and Jodi Hutchinson, Director of Development.

the development office, we know that in order to be effective in our work, we must be selective and strategic in the initiatives which have a solid chance of being successful. While the enthusiasm and desire which are so readily apparent among all constituencies at Saint Mary's are essential components of effective fundraising, we must also be cognizant of what is realistic. We envision a collaborative working environment, and look forward to interaction with all departments on campus, as well as with members of the senior administrative team and the board, to guide our fundraising efforts in upcoming months. ❖



SFizil

Physical Resources

Upcoming Projects

- The Science Education Complex, a state-of-the-art teaching and research facility with new and upgraded space, a science education centre and space allocated for ACEnet, the Atlantic Computational Excellence Network, high performance computers and visualization tools
- The renovation and renewal of Saint Mary's athletic facilities
- The Dauphinee Legacy Project, the construction of a new multi-purpose arena facility on campus
- The Field and Turf Project, in partnership with the Halifax Regional Municipality
- Planned renovations to campus buildings

Read about Saint Mary's exciting plans for renovation and renewal in upcoming issues of *The Times*.



Data and Analysis

Project Nexus

- Saint Mary's decision to acquire an integrated SCT Banner system will support the Academic Plan. The 30-month banner project has been named Nexus.
- It will allow the University, as highlighted in the plan, "To plan effectively and make the best use of our human, financial and physical resources, we must have accurate, integrated databases and a fully developed capacity for institutional analysis."
- The banner system will contribute to the quality of student services, administration and asset management.
- Nexus will provide a host of new modules including a luminis portal for university web content and management system, and development, alumni, finance, human resource and student systems.

Progress Report *continued from page 3*

The Strategic Initiatives Fund has been very helpful in getting many of these new initiatives off the ground. This modest fund was made available for a three-year period, starting in 2002-3. Two competitions have resulted in the funding of 14 projects to date, awarding up to a maximum of \$20,000 in any one year. A list of these projects appears on page 3. A third competition will be held in the 2004-05 academic year.

At the same time, a series of brainstorming sessions have been organized around specific themes in the Academic Plan. The value of the discussions has been greatly enhanced by the fact that participants have included faculty, students, and staff, thus ensuring a broad spectrum of opinions and perspectives. To date, these sessions have focused on experiential learning, community outreach and student success. Summaries of the discussions have been widely circulated and working groups have been established to make recommendations about ways to develop and strengthen these areas. Another brainstorming exercise will be arranged in the 2004-05 academic year on a theme to be determined in the fall. The implementation of the Academic Plan is by definition an ongoing process, and in due course we will need to stop and re-examine the plan itself to see whether and how it needs to be amended.

Meanwhile, I would like to thank all members of the Saint Mary's University community for the initiative, imagination, and good will they have shown in translating broadly defined academic priorities into concrete actions. I believe that we have already given ample evidence of our ability to build on existing strengths and rise to new opportunities. More work remains to be done, but with the momentum that has developed thus far, I am confident that we can look forward to continued progress. ❖

The University has shown the will and found the means to provide many of the human, financial, and physical resources that were identified in the plan as conditions of success, and at least one major initiative has been launched under each of the six priority areas.

THE SOBEY SCHOOL OF BUSINESS

The branding of the Sobeys School of Business is the result of a strategic planning process inspired and guided by the Academic Plan. A few key elements that respond to the Academic Plan include:

- **Undergraduate teaching and learning** – A focus on experiential learning and pedagogical leadership
- **Community Outreach** – Partnerships with academic and professional organizations and the business development centre
- **International Programming** – Student mobility opportunities and globalization of the curriculum
- **Student Satisfaction and Success** – Enhanced services designed and delivered at program level
- **Research and Scholarship** – Improved productivity and impact, working with industry and to attract resources to support the research agenda
- **Graduate Studies** – growth of graduate programs that build on strengths and are consistent with the research agenda

core purpose

To create a vibrant environment that transforms ourselves and others through the discovery and sharing of knowledge.



The core purpose statement is a response to the question: What would be missing from Saint Mary's University, academia, business, the community, and world if the Sobeys School of Business did not exist?

The Sobeys School of Business is committed to enriching business education and research in Atlantic Canada through the discovery and sharing of knowledge that brings positive transformation. These three values are symbolized in the steps of the Sobeys School of Business' new logo.

discover

- Scholarship that is innovative and relevant
- Research that has a meaningful impact on students and ultimately the organizations that they join
- An example of the ongoing effort to produce research that has a meaningful impact on organizational performance is the better workplaces research initiative. It will help workplaces better operate. Building on the diverse community of researchers, its scope will range from spirituality to industrial labour relations.

discover

Discover a vibrant environment where knowledge is born and where knowledge has a meaningful impact.

Goals:

- To become a leading producer of organizational research in Canada within 10 years
- To have every faculty member publishing a minimum of 2-3 peer reviewed papers every five years
- To have research agenda that is collaborative, jointly designed and executed with the support of Atlantic Canadian organizations

share

- Learning is not just a textbook experience
- It's team-based, interactive, action oriented
- It takes place in an environment where people discuss, explore different perspectives, challenge the status quo and conceive ideas
- The introduction of rewards and recognition for teaching excellence

share

Share in the scholarship and diverse perspectives of our international faculty.



This will involve:

- The creation of teaching development opportunities leading to a master teaching designation
- Innovative curriculum design and implementation driven by program councils at the undergraduate, graduate and post graduate levels
- Building on existing partnerships and seeking new partnerships with the business, academic and professional communities
- For instance, CMA, CAMC, EDC, Chamber of Commerce, Greater Halifax Partnership, GAMA and other faculties and research institutes at Saint Mary's University

transform

- Change begins with a broad perspective, strategic thinking and strong leadership.
- Effective change demands the highest standards of business, ethics, social responsibility and understanding of diversity.
- Students bring their vision for their future to the Sobeys School of Business. They leave with the ability to make it a reality.
- Programs are vehicles of transformation. The Sobeys School of Business' goal is to create world class BComm, MBA, PhD and research programs.
- A step toward transformation is the AACSB International Accreditation process.

transform

Transform yourself. Change Your World.



change your world

- This is a challenge presented to students.
- Faculty are committing to organizational renewal and setting an example for the university and professional communities.
- Goals:
 - To create a vibrant environment, a great place to work and study
 - To have faculty, students and staff recognized as leaders in developing better communities through their active service within them
 - To have faculty in leading roles in internal university committees, local business and not-for-profit organizations, in government activities, and in our national and international professional organizations

Read more about the Sobeys School of Business' scholarly activities on its upcoming website the faculty e-journal, *The Workplace Review* scheduled to be launched in September. ♦

A Message from Dr. Alan Miciak, Dean of the Sobeys School of Business



A fully engaged faculty and student body are required to be a great business school. Specifically, world-class business schools require high calibre students and faculty, innovative academic programs, and a strong research culture. They combine core disciplinary strengths with targeted niche programs and provide excellent student and alumni services. They creatively manage the marketing of their programs and identity. Their programs and research agendas intersect with industry and they build long term value-laden relationships with the business community.

Our core purpose at the Sobeys School of Business is defined by three words – Discover, Share, and Transform. During the past two years we have been working very hard at living our core purpose. We are currently developing our better workplaces agenda, a research initiative that will focus on one of our core research strengths at the business school. It is a key focus in our ongoing effort to produce research that has a meaningful impact on organizational performance. The intent of the better workplaces research agenda is to gain insight on how organizations work, and how to help them work better.

It's a people-focused agenda. The better workplaces agenda builds on the strength of our diverse, international faculty who are in touch with the day-to-day workplace challenges. The community of researchers goes well beyond the typical boundaries of a business school. It includes personnel staffing and selection, human resource management, leadership and coaching, occupational health, industrial labor relations, spirituality, corporate governance and business ethics.

Our goal is to become a global forum where people come together to challenge the status quo, conceive new ideas, and explore different perspectives on how organizations do, or should, behave. It is no coincidence that this is the way the best organizations learn and grow.

We will continue to build on our established relationships with professional organizations including the Chartered Accountants, the Certified Management Accountants, The Canadian Association of Management Consultants and our newest Partner, GAMA Canada. We are looking to build stronger ties with the investment community as we launch the student managed Portfolio Investment Trust.

Most importantly we will bring together our global focus with our regional commitment to develop managerial talent in Atlantic Canada. ♦

Accreditation

The Sobeys School of Business recently hosted a peer review team from the AACSB (The Association to Advance Collegiate Schools of Business (AACSB)) on February 24-25. The visit was an important step toward the accreditation of the Sobeys School of Business. "Accreditation is critical for us to be seen as a peer to the best business schools in Canada," says Dr. Alan Miciak, Dean of the Sobeys School of Business.

Dr. Linda Van Esch stewarded the accreditation process with the support of staff and faculty at the Sobeys School of Business and Institutional Analysis and Planning.

Saint Mary's submitted a self-evaluation report in September and received feedback in December. The peer review team met with groups of faculty, students, in over 35 meetings and visited classes, various departments and facilities. The visit will assist in benchmarking a wide range of elements of the Sobeys School of Business including Saint Mary's research productivity, student and faculty qualifications, curricula, faculty resources, program requirements, and facilities including the library. The AACSB Initial Accreditation Committee will meet in April, review and act on the recommendation of the review team. ♦

Taking the Next Step Academic Plan: An Update

BUILDING ON STRENGTHS

Undergraduate Teaching and Learning

Saint Mary's has a long history of achievement in undergraduate education. With a comprehensive and innovative Arts faculty, the Atlantic region's leading business school, and a dynamic Science faculty, it also offers two years of study in Engineering and a range of programs of value to current and prospective teachers. Saint Mary's undergraduate programs emphasize both breadth and depth and are designed so that students can combine courses of study from two or more faculties. Student teacher ratios are favourable, average class sizes are small, and the percentage of regular faculty with doctoral degrees is exceptionally high. Saint Mary's has developed innovative certificate and diploma programs in response to community needs and requests. The latest educational technology is used to enhance learning in a variety of contexts and to overcome the limitations of time and space. Strong academic programs are delivered in an environment marked by tolerance and concern for the personal well-being of students.

It is essential that Saint Mary's maintain the strength and vitality of its undergraduate programs. This objective will not be served simply by maintaining the status quo. Success depends on an on-going and organized process of development and renewal, informed by the mission and values of the institution.

Actions:

- In the development of undergraduate curricula, include programs and opportunities which are closely related to faculty research and community outreach.
- Under the auspices of Senate, carry out regular reviews of academic programs, and ensure that such reviews are consequential by following through on recommendations.
- Develop sound methods for student evaluation of programs, courses, instructors and services and make student feedback an important factor in planning reforms.
- Maintain close contact between faculty and students as a hallmark of Saint Mary's.
- Expand accessibility through the further use of educational technology and the selective development of programs using the World Wide Web.
- Foster high standards of student literacy by implementing a campus-wide strategy.

- Recognize that learning takes place inside and outside the classroom. Cultivate opportunities for experiential learning and for a high level of involvement in both the university and the community.
- Develop, promote, and continuously evaluate library resources to ensure that they are closely and effectively tied to the academic programs of the university.

Community Outreach

Saint Mary's is uniquely committed to service to the local, regional, national and international communities, a commitment which it realizes through outreach activities, community-based research programs, and contributions to life-long learning. Its reputation as an open and responsive educational institution has brought it a large measure of goodwill in the community. Outreach units include the downtown Business Development Centre, which supports entrepreneurial initiatives; the Saint Mary's University Art Gallery, which contributes to the cultural life of the community; the Burke-Gaffney Observatory, which promotes science education in the schools and among the public; and the university's athletic facilities, an invaluable resource for recreational activities and for building community spirit. In a number of ways, Saint Mary's places its research capacity at the disposal of the community, through the work of individual students and faculty as well as through collaborative and group projects. Continuing education programs offer a variety of opportunities for life-long learning. Saint Mary's downtown campus in the World Trade Centre and various off-campus extension centres facilitate access to an array of courses and programs.

In community partnerships at many levels, Saint Mary's is working from a position of strength and is well positioned to build on its experience and reputation at home and abroad. While a strong foundation exists for future success, energy and creativity are required to make the most of our opportunities.

Actions:

- Develop new community-based research partnerships, locally, regionally, nationally, and internationally taking full advantage of new federal funding programs that support such partnerships.
- Develop, expand, and/or support a select number of academic institutes and centres as bridges to the community and as means of influencing public policy.

- Increase the availability of Saint Mary's research and academic facilities to the wider community, combining such access (where appropriate) with the generation of additional revenues for the university.
- Advance partnerships with community and professional groups as a way of developing and expanding programs for life-long learners.

International Programming

Closely associated with Saint Mary's commitment to community service is its distinctively international character, reflected in its proportion of international students (approximately 10%) and its success in securing funding for international projects. Saint Mary's students come from approximately 90 countries. Flourishing programs in English as a Second Language provide a crucial component of both international recruitment and international partnerships. Saint Mary's has a number of active collaboration agreements with universities and educational agencies around the world, and offers study abroad opportunities and international mobility opportunities to students in a variety of its programs. Its undergraduate and graduate programs in International Development Studies are nationally recognized and are important ingredients in its international programming. Other programs in traditional disciplines combined with those in Asian Studies and Global Business also play an important role.

Actions:

- Achieve further increases in the number of international students at Saint Mary's, ensuring that such students have the services, supports and opportunities they require.
- Work for the greater internationalization of the Saint Mary's curriculum as a way of engaging global issues and of preparing students to live and work in a global environment.
- Promote and support greater student mobility and more extensive participation of Saint Mary's students in study abroad opportunities, exchange programs and international internships.
- Diversify and achieve greater balance in Saint Mary's international linkages by establishing or strengthening ties in countries or regions where our presence has hitherto been relatively weak.

Age quod agis — What you do, do well!



Undergraduate Teaching and Learning

Advancing Literacy: The Writing Initiative

by Pat Saunders, Director of Saint Mary's Writing Centre



Pat Saunders

In 2003 Saint Mary's designed and began implementation of a comprehensive program to promote and foster advanced literacy for all students. The program's long range objectives included: developing a 'Writing in the Disciplines' approach to supporting critical academic reading and writing, providing support and instructional resources

for faculty, collaborating with the public school system, and establishing a Writing Centre for students. We have made exciting progress on all fronts in the past two semesters.

The Writing Centre opened in September of 2003 and is now in its second term of full operation. Response from student and faculty alike has been very positive and interest in the Centre and its programs is growing steadily. In March, the Writing Centre inaugurated an annual Literacy Week on campus in an effort to raise awareness of literacy as a cultural

See **Writing Initiative** continued on page 12

Last year, all new students in the Faculty of Arts were admitted for a four year degree program.

Experiential Learning

- A working group is identifying opportunities for experiential student learning.
- A survey about experiential learning opportunities was distributed across campus. The results will be available later this semester.

Student Evaluation

The Evaluation of Teaching Performance Committee was established by the Vice-President, Academic and Research and the President of the Faculty Union to recommend a student evaluation of teaching (SET) instrument to replace the existing instrument. The committee researched the literature on evaluation and evaluation instruments, surveyed faculty and students on the current instrument and considered a spectrum of options in use at other academic institutions. The committee has submitted their report with recommendations. Further discussions will be ongoing this semester.

Forensic Science Goes Online

The first forensic science online course, Forensics 200 was offered during the fall semester through the Division of Continuing Education.

40 students were enrolled in the online course that is part of the Saint Mary's unique forensic science diploma program. There were 20 students in degree programs and 20 serving RCMP officers from every province in Canada with one student from Nunavut. The officers were selected from 250 applicants.

The online and on campus forensic science courses are taught by Saint Mary's faculty and RCMP forensic professionals. Creative efforts are made to ensure that the online courses are interactive. For instance, when students learn about fingerprints they use magnification icons to enlarge and identify prints. The RCMP and Saint Mary's are developing a video of a mock crime scene set up on campus that will become a virtual crime scene for students enrolled in an upcoming online forensics course. This will be part of an exercise that requires students to gather evidence. Work is underway to complete the online version of Forensics 201 for September. ♦



Community Outreach

Community Based Research: Security and Immigration

Saint Mary's researchers involved in a new collaborative project with regional immigrant serving agencies represented by the Metropolitan Immigrant Settlement Association (MISA) are asking how ethno-racial communities are being affected by legislative changes in security, immigration and citizenship.

"This is a really important project," says Dr. Edna Keeble, Chair of Saint Mary's Department of Political Science. "It forces us to think about how recent changes to Canada's immigration and security laws after 9/11 have impacted the lives of immigrant and ethnic communities in Atlantic Canada. Do we have in our region experiences of "immigrant-as-security-threat" or racial and ethnic profiling? How would we know these experiences? That is why we need to partner with community organizations like the Metropolitan Immigrant Settlement Association (MISA)."

Dr. Keeble will be working with Dr. Evangelia Taststoglou and Dr. Diane Crocker, Saint Mary's Sociology professors, Dr. Alexandra Dobrowsky also with the Political Science Department and Carmen Celina Moncayo Moncayo of MISA in examining the impact of the definition of terrorism contained in Bill C-36, Canada's new security legislation. They are also looking at the effect that related aspects of Bill C-11, dealing with changes to immigration law will have on ethnic and immigrant communities. The project will uncover the impact of the legislation and the human security agenda on women and men in Atlantic Canada, interethnic relations

See Security continued on page 12

According to the 2003 Canadian Undergraduate Survey Consortium (CUSC) 43% of Saint Mary's graduating students performed unpaid community service and volunteer activities in addition to their studies.



International Programming

Internationalization of the Curriculum

by Dr. Esther Enns, Dean of the Faculty of Arts



Saint Mary's University has made a commitment to expanding its international programming in the Academic Plan. A specific action item calls for work toward the greater internationalization of the Saint Mary's curriculum

as a way of engaging global issues and of preparing students to live and work in a global environment.

The proposed "International Programming Fellowship" represents a concrete step toward realizing elements of the international programming goals of the Academic Plan. With today's knowledge-based economy, accelerating globalization, and remarkable mobility of human, material and financial resources, Saint Mary's University's active presence on the international scene is an exceptional advantage for its students. The general goal of this project is to broaden and bring greater visibility to the full range of international learning opportunities available at Saint Mary's University, highlighting those international learning experiences available within the existing curriculum. The more specific goal is to create higher visibility and profile for the international education available at Saint Mary's University by integrating international elements of the curriculum

While existing research is limited, it nonetheless points to the need for a stronger focus on internationalizing the

See Internationalization continued on page 12

The Metropolis Project

Saint Mary's will be one of the four contributing universities in the network supporting the Metropolis Centre, a new research centre that will focus on immigration and diversity issues in Atlantic Canada. The centre will receive over \$1 million in federal funding from Citizenship and Immigration and the Social Sciences and Humanities Research Council of Canada (SSHRC) over the next three years and will complement four existing centres in Montreal, Toronto, Edmonton and Vancouver.

"The Atlantic Metropolis Centre aims to stimulate, promote and support productive partnerships among academic, government and non-governmental organizations in pursuing policy-relevant research agendas related to immigration, population migrations and cultural diversity," says Dr. Terry Murphy, Saint Mary's Vice-President Academic and Research.

The project will allow universities, such as Saint Mary's, to build linkages with the existing Metropolis Centres in other regions of Canada to address the national policy priorities of the Metropolis Project. Dalhousie University, St. Thomas University and Universite de Moncton will be participating in the project. It will benefit the region by focusing on strategies to recruit and retain more immigrants to the region, strengthening our skilled labour force and enriching the already diverse population. ♦

Applications for the LLP Beyond the Classroom

The Liberated Learning speech recognition technology pioneered by Saint Mary's Atlantic Centre of Research, Access and Support for Students with Disabilities will now be showcased at the Alexander Graham Bell Institute. Almost \$400,000 in federal funding will be used to research and develop the liberated learning technology at the Bell National Historic Site in Baddeck, Nova Scotia.

Saint Mary's has a collaborative agreement with University College of Cape Breton (UCCB) and the Bell Institute to further test speech recognition technology in university classrooms. The Bell Institute will work with Saint Mary's and Liberated Learning partner IBM to adapt voice recognition software to devices that assist hearing disabled visitors. ♦

Connecting Minds: Building Partnerships

Progressive partnerships are a fundamental element of Saint Mary's University's strategic directions and future growth. Saint Mary's long standing commitment to community outreach is the foundation for the university's success in building local, regional, national, and international partnerships.

Innovation, creativity and an environment that supports collaborative efforts have contributed to the increasing number of outreach activities, projects with external research and funding agencies, educational, corporate, institutional, community and governmental partnerships and community based research programs.

Saint Mary's leading edge academic institutes and research centres are bridging faculty research to the community. The university's partnerships expand its impact, contribute to a better appreciation of diversity and cultural differences and strengthen communities in the region and around the world.

Examples of Saint Mary's Strategic Partners:

- The Greater Halifax Partnership
- Nova Knowledge
- Metropolitan Chamber of Commerce
- Law Reform Commission of Nova Scotia
- The Atlantic School of Theology
- Reebok Canada
- GAMA International Canada
- Canadian Forces Leadership Institute ♦

Saint Mary's University Students' Association (SMUSA) and the office of the Vice-President Academic and Research have contributed to a five-year joint bursary program to support international educational opportunities for students. This year, \$25,000 was available for students involved in variety of international programs. Next year, \$30,000 will be allocated for the bursary program.

International Internships

Saint Mary's administers career-related international internship through the Youth Employment Strategy (YES) in partnership with Human Resources Development Canada (HRDC), CIDA and the Department of Foreign Affairs and International Trade (DFAIT).

Saint Mary's International Activities Office has administered over 100 internships in Armenia, Azerbaijan, Bosnia and Herzegovina, Botswana, Brazil, Cambodia, Chile, China, the Czech Republic, Egypt, El Salvador, The Gambia, Ghana, Republic of the Maldives, Mexico, Nepal, Palestine, the Philippines, Saint Vincent and the Grenadines, Samoa, Slovakia, Sweden, Tobago, Vietnam and Zimbabwe. ♦



EU-Canada Mobility Project

The Europe-Canada Mobility Project is an academic exchange program and competition that provides Canadian and European students the opportunity to collaborate on business studies related to the opening of subsidiaries in other countries. The program is funded by the Canadian federal government and European Union.

Saint Mary's is one of six participating partners that include Inholland University-Alkmaar in the Netherlands, Satakunta Polytechnic in Finland, Provinciale Hogeschool Limburg from Belgium, University College of Cape Breton, and the University of New Brunswick, Saint John. The month long competition involves the creation of nine study teams each consisting of students from the different partner universities. The teams study, create a report and present a business plan to a panel of judges.

Last May, Saint Mary's hosted 54 students from Europe and the Maritimes. They prepared business plans for Reudnitzer, a German Brewery that was proposing an expansion to Eastern Canada. This spring, the competition will be hosted by Provinciale Hogeschool Limburg in Hasselt, Belgium. The teams will compete to prepare a strategy for the Canadian sardine cannery, Connors Brothers that is looking at expanding their operations in Europe. Dr. John Chamard, Management and Dr. Jeff Power, Accounting are coordinating Saint Mary's participation in the project. ♦

Homburg International Mobility Awards see page one.

The University is in the process of hiring an international mobility officer who will assist students in finding and applying for international educational opportunities.

Taking the Next Step Academic Plan: An Update

MEETING CHALLENGES AND OPPORTUNITIES

Student Satisfaction and Success

Saint Mary's has a strong tradition of providing a positive, supportive environment for students. In the face of current pressures on higher education and the growing demands on students, faculty, and staff, the university will be challenged to live up to its institutional values in this respect. Growth in size and complexity must not be allowed to undermine the friendly and humane atmosphere of the campus. Saint Mary's must provide and maintain high-quality facilities and services for students and ensure that policies and procedures are fair and responsive to their needs.

While working to ensure a positive experience for students, Saint Mary's must also intensify its efforts to increase student success. For a variety of reasons - personal and financial as well as academic - a minority of Saint Mary's students do not complete their academic programs. In the interests of both the university and the students, it is imperative to work toward an improvement in completion rates by strengthening academic support and enhancing student life.

Actions:

- Improve academic advising, emulating best practices inside and outside Saint Mary's.
- Facilitate program planning for students by rationalizing the timetable and by making accurate information about course offerings available in a more timely way.
- Develop and/or strengthen university preparatory courses, access programs for under-represented groups, academic help centres and peer support programs.
- Work toward more effective and expeditious procedures for responding to student complaints and appeals.
- Use all available means to limit the financial burden which students bear, including increasing scholarships and bursaries, limiting tuition increases wherever possible, and providing opportunities for on-campus and co-operative employment. Develop criteria of eligibility for scholarships and bursaries, which reflect the exigencies of contemporary student life, including the fact that many students are unable to take full course loads.
- Build on Saint Mary's career development programs to build the confidence of students and facilitate their transition to the workplace.

Research and Scholarship

Saint Mary's faculty and students have made significant contributions to scholarship over many years. An important dimension of this success has been the extent to which undergraduate students have been included in faculty research projects. Given the historically undergraduate character of the university, however, research has not been assigned as high a priority as it otherwise might have been. Saint Mary's has now reached a point in its history where a greater emphasis on research is possible and opportune. The demands of a knowledge-based economy and the challenges facing a society undergoing fundamental change make the generation of new knowledge and the critical assessment of inherited assumptions matters of urgency. Increased public investment in research, especially by the federal government, offers greater access to the necessary resources. Research funding is increasingly linked to community partnerships, and this trend converges strongly with Saint Mary's traditions of outreach and service. Faculty renewal, crucial to a flourishing research agenda, has been exceptional at Saint Mary's, as nearly half of its current complement was appointed in the last ten years. By the same token, the opportunity to pursue both research and teaching is a central concern of prospective new faculty members. A strong research culture is therefore essential to future recruitment.

Actions:

- In keeping with the Strategic Research Plan for the university, build clusters of research strength in areas where Saint Mary's has the capacity to excel. The appointment of Canada Research Chairs is a crucial ingredient in this strategy.
- Under the auspices of the Faculty of Graduate Studies and Research, develop strategies for gaining maximum access to external research funding from granting councils, other government sources and private foundations.
- Identify additional sources of funds that can be used to supplement current resources for seeding research projects, securing matching funds, and supporting internal research projects.
- Recognize the mounting challenges and opportunities facing scholarly communication, and adopt collaborative strategies for maximizing library resources and supporting research.
- Build on efforts to recognize and publicize the research accomplishments of Saint Mary's faculty. Strengthen Saint Mary's image as a research-active university.

Graduate Studies

Graduate Studies is an area where Saint Mary's has an opportunity to grow significantly. The university currently offers a number of disciplinary and interdisciplinary master's programs and a Ph.D. in Commerce, the only one in Atlantic Canada. The momentum which has developed points to further growth, especially in interdisciplinary programs and in areas where Saint Mary's possesses unique strength. Both the capacity and demand exist. The creation of clusters of expertise in strategically selected fields, including through the appointment of Canada Research Chairs, provides the necessary strength to support new masters and doctoral programs. Rising educational standards, the growing demand for employees with graduate qualifications, and strong interest among international students in Saint Mary's programs (current and proposed) offer sound reasons to believe that enrolments in our programs will be strong.

Actions:

- Increase enrolments in existing graduate programs to ensure their viability, to provide graduate students with opportunities for enrichment through interaction with their peers, and to provide a cohort of students who can participate in faculty research projects.
- Under the leadership of the Faculty of Graduate Studies and Research, define criteria and a plan for the development of graduate programs. As part of this planning process, explore appropriate opportunities for inter-university graduate programs and programs designed for non-traditional graduate students.
- Incorporate graduate students into the teaching and research missions of the university, linking such involvement to their professional development.
- Ensure that the particular needs of graduate students are addressed in the further development of the library's resources and services.
- Under the auspices of Senate, develop a system for systematically reviewing graduate programs, either by themselves or in conjunction with broader program reviews.
- Support the development of graduate studies with adequate resources, including competitive fellowships and assistantships for students and provisions for graduate teaching to be included consistently in faculty teaching loads.

Age quod agis — What you do, do well!



Graduate Studies

Masters of Management Co-operatives and Credit Unions

Saint Mary's first class of Masters of Management Co-operatives and Credit Unions (MMCCU) students work for insurance, banking, food, energy and farming co-operatives and credit unions in the United Kingdom, United States, and Canada.

The 15 students are enrolled in a distance learning program, the first graduate program of its kind with a focus on management training in co-operative business. Dr. John Chamard, Director of the program says, "Many of the people who specialize in co-ops from a business point of view are scattered around the world." Mounting a program through Web - CT allowed instructors from Scotland to Alabama to contribute their expertise. It also allowed students to study and continue to work in their jobs.

The class first met at Saint Mary's for an orientation, group work and guest speakers. They will meet again later this semester in Mondragon, Spain for a ten day working trip. Mondragon has the largest integrated co-ops in the world in hospitality, retailing and manufacturing. Dr. Chamard says, "We want to show students how you can have an integrated co-op operation. That is part of the goal of every co-operative." Next year's class will have 25-30 new students. ♦

New programs:

- Masters in the Management of Co-operatives and Credit Unions
- PhD program in Astronomy
- Masters of Finance
- MBA- CMA
- MSc in Applied Science

Support for Graduate Studies

- The newly established Faculty of Graduate Studies and Research (FGSR) fellowships valued at \$5,000. were granted to 40 graduate students.
- The scholarships are combined with other sources of faculty research and external grants, research stipends, and teaching assistant positions.
- This year, more funding was available for Saint Mary's graduate students than ever before.
- Graduate students received over \$400,000. in faculty research grants and other external sources to support graduate studies.
- The FGSR nominated nine students this year for the Canada graduate scholarships.
- Seven students holding Canada Graduate Scholarships (\$17,500) pursued Master's degrees at Saint Mary's in 2003-04.

Student Satisfaction and Success



KClark

Extreme FYI Assists Students' First Year Transition



First year students and FYI program participants; (l-r) Jillian Sicard, Angel McGee, and Jenna Doucet.

Making the transition to university life is often daunting for first year students. The Extreme First Year Information (FYI) Program is a pilot project developed through Student Services to provide students with information, resources and contacts that they need during the crucial first semester.

69 students registered for the Friday afternoon workshops that dealt with note taking, writing research papers, academic regulations, university services, time management, preparing for exams, stress management, managing money, and issues surrounding sex and alcohol. Students also participated in social gatherings and events.

Keith Hotchkiss, Director of Student Services says that it is critical for students to make a connection in the first weeks of classes. "The students found that it helped them navigate through their first few weeks on campus and make the initial transition easier." Students reported in a program evaluation that among other benefits it helped them to create a comfort zone and develop friendships. "The best thing was that it was a chance for them to form connections," says Karen Nicholls, Extreme FYI advisor. "It's a holistic approach to the different dimensions of first year."

Dr. Jim Cameron, a Saint Mary's psychology professor is evaluating the program and assessing its impact. He developed a questionnaire in September for the FYI students and a random sample of other first year students living on and off campus. In January, he assessed their academic efficacy and their satisfaction with the first year experience at Saint Mary's.

The questionnaire asked students about their feeling of attachment to the community and expectations of their own academic success.

"I'm interested in their identification with the University, their connectedness and involvement with the community and what other things predict success and well being," he says.

Dr. Cameron will be measuring how much students feel that they know about the University as a result of the program. He is also interested in tracking how many of the students from the group complete their programs. ♦

CUSC Graduating Students Survey 2003

Saint Mary's participated in the Canadian Undergraduate Survey Consortium (CUSC) last winter for the fourth year. All potential spring graduates were surveyed. This was the second time that a Saint Mary's graduating class had been surveyed through CUSC, the first time was in 2000.

92% of Saint Mary's students surveyed were satisfied with their decision to attend the University. This was up from 87% in 2000.

91% of students surveyed said that they would recommend Saint Mary's University.



Frank H. Sobey Business Excellence Award



Laurie-Ann Willett, recipient of the Frank H. Sobey Business Excellence Award.

Laurie-Ann Willett, recipient of the Frank H. Sobey Business Excellence Award returned to university at the age of thirty to complete her Bachelor of Commerce degree. She had been working as a successful sales representative and studied part-time at Concordia University. Willett, a self described keener took her studies at Saint Mary's very seriously. "For the next few years, this was going to be my job," she says. Willett has excelled with straight As and a recent GPA of 4.24. "It has been a dream of mine to have a degree to hang on my wall, and the fact that it has taken me so long to get to where I am today has made it much more meaningful to me." It has not been easy. Willett has had to support herself as she lost both of her parents to cancer in the mid-nineties.

She is one of six business students chosen from universities in Atlantic Canada to receive a Frank H. Sobey Business Excellence Award valued at \$8,000. Students are chosen on the basis of their high academic qualifications, career aspirations, entrepreneurial ambitions, extra-curricular activities and community activities. Willett is a research assistant, she works at Saint Mary's bookstore part-time and still manages to find time to volunteer with Big Brothers/Big Sisters as an in-school mentor. She aspires to complete an MBA after graduating this spring and work as an executive with a large corporation.

"Winning such a prestigious award has confirmed that dedication and hard work are rewarded and that any objective can be obtained," Willett says. "This award has inspired me to continue in my pursuit of excellence." ♦

Academic Re-entry Success Program

A new pilot study developed by The Faculty of Arts is giving students on academic dismissal a second chance at success. The academic re-entry success program is designed to support the re-entry of selected students placed on academic dismissal. This year, a dozen students chosen to participate in the study have continued their studies under special terms of probation.

The students were required to apply for the program and identify the factors that contributed to their poor academic performance. They also needed to provide evidence that they had taken measures to address those factors. Students' likelihood to succeed in the program was assessed in the summer by an academic advisor and recommendations were made to Dr. Esther Enns, Dean of Arts. The selected students signed a memorandum of understanding that outlined the special terms of their probation assigned by the Dean.

Their progress has been monitored by their assigned academic advisors who act as academic coaches in weekly one on one meetings. The faculty advisors, Dr. Donald Naulls, Associate Dean of Arts, Dr. Enns, Dean of Arts, Dr. Anthony Farrell, Modern Languages and Classics and Dr. Dianne Crocker, Sociology have made recommendations, monitored and re-assessed their assigned students' progress throughout the year. Regular reports about student progress are sent to Dr. Enns. Workshops and training in time management and studying, literacy support as well as career and personal counseling are available to students. ♦

TRIUMF Summer Research Award



Brynle Barrett, recipient of a TRIUMF Summer Research Award.

Brynle Barrett, a third year Saint Mary's physics student has been awarded a TRIUMF Summer Research Award. TRIUMF, located in Vancouver, British Columbia, is Canada's National Laboratory for Particle and Nuclear Physics. The world class research facility is operated by a consortium of Canadian universities, with support from the National Research Council of Canada.

Each year, five students from across Canada are chosen to experience the excitement of research at TRIUMF. Brynle, the only student chosen from Atlantic Canada, will spend the summer working on a research project. He will receive return transportation to British Columbia, a salary, and a \$2,000 scholarship towards the completion of his degree program at Saint Mary's. Brynle is the third Saint Mary's student to receive a TRIUMF award. ♦



Research and Scholarship

The Patrick Power Library: Advancing the Goals of the Academic Plan

By Madeleine Lefebvre, University Librarian



Madeleine Lefebvre

The library has had a voice in the Academic Plan from its beginnings.

The role of any university library is to support the academic program by providing a wide range of resources and services to the university community. With this mission in mind, the library developed an operational approach to the strategic directions contained in the plan.

Resources

The dimensions of the building hamper corresponding library growth. This has necessitated an electronic expansion in order to provide more resources to the university community. As students take on less traditional schedules and learning opportunities, virtual resources bring elements of the library to students and faculty when and where they want them.

The Canadian National Site Licensing Project (CNSLP), was a groundbreaking initiative that enabled Saint Mary's as part of a consortium of 64 universities to provide access to over 700 expensive online full-text science journals. Initially funded partly by a \$20 million grant from the Canada Foundation for Innovation (CFI) and matching provincial and ACOA funding, this \$50 million project is now self-sustaining until 2006.

Building on the success of the CNSLP, we gained access to the entire Elsevier suite of online journals (Science Direct-1500 more full text titles), by leveraging the remaining CNSLP funds and additional funds from the consortium institutions.

With these agreements in place the library focused on the faculties of arts and commerce, through a further consortial CFI proposal: The Research Knowledge Network for the Humanities and Social Sciences. The \$73 million proposal was unfortunately declined by CFI, but an alternative strategy is under development.

To assist the preparation for the Sobey School of Business accreditation process, the library conducted an extensive analysis of the monograph collection, and is considering licenses to e-books.

The library's move to electronic resources has proved popular. Statistics for November 2003 showed that electronic databases were accessed 25,800 times, the highest ever monthly total, and a 43% increase.

The library is also keeping abreast of developments in open access archiving, a response by the global research community to the spiraling costs of commercial scholarly publishing. Through open access archiving, the research output of faculty is shared freely, keeping publishing and acquisition costs low, and publication timely.

In recent years, after huge increases in periodical subscription costs necessitated a major cancellation of titles, the library redesigned the acquisitions budget formula across subject areas. A new program fund was established to ensure that materials to support new courses are added to the collection.

Services

In 2002, a promotional services librarian was hired with a major responsibility of redesigning the library website. A recent addition was a list of all accessible periodical titles. From the 1000 hard copy titles of the late 1990's, the Saint Mary's community now has access to over 12,000 titles, largely in electronic format.

The implementation of the 3/2 teaching load and the growth of Graduate Studies and Research led to a full time interlibrary loan position, to expand document delivery services and access to material not held at Saint Mary's.

The library also played a key role in the development of the Writing Centre, and the two departments have fostered a close working relationship.

The acquisitions budget of the library has doubled in the last five years. With increased funding and the explosion of scholarly materials, it is essential to have a systematic evaluation process to ensure that collection development stays attuned to the Academic Plan. The library will appoint a Collections Librarian to oversee this function, develop policies, and strengthen coordination with the teaching process.

Space

Last year saw the half million mark in library visits well surpassed. The Congenial Space Project has been underway for some time, with an aim to make the library building a more comfortable, welcoming environment. So far this has involved the addition of more computer workstations, armchairs and new work desks in the foyer, and an improved lighting system.

Despite these developments to support the Academic Plan, the biggest hurdle facing the library remains its dimensions. The proposed Science complex atrium is eagerly awaited as an opportunity to expand congenial seating space. ♦

Initiating Leading Edge Research



Dr. Joe Hahn, Dr. Robert Deupree and Dr. Peter Twohig are Saint Mary's Canada Research Chairs.

Three of Saint Mary's six Canada Research Chairs have been appointed:

- Dr. Robert Deupree, Tier 1 Canada Research Chair in Astronomy and Astrophysics and the Director of the Institute for Computational Astrophysics
- Dr. Joseph Hahn, Tier 2 Canada Research Chair post doctoral candidate in Astronomy and Astrophysics
- Dr. Peter Twohig, Tier 1 Canada Research Chair in Atlantic Canada Studies

Searches are ongoing to fill Saint Mary's remaining three Canada Research Chair positions.

Research Successes

- Dr. Andrew Harvey, Economics, received \$2.5 million from the Atlantic Innovation Fund (ACOA) for a time-studies research project.
- A multidisciplinary team of Saint Mary's researchers are pursuing diverse community based health research with a \$100,000 development grant from the Canadian Institutes of Health Research (CIHR). The grant was shared between Saint Mary's CN Centre for Occupational Health and Safety and the Community Based Approaches to Health Research (C-BAHR) group.
- Saint Mary's is a research leader in petroleum related education and research and playing a key role in the advancement of Nova Scotia's hydrocarbon exploration with the support of corporate and federal funding. ♦

Investigating Religious Diversity in HRM

Dr. Paul Bowlby, Chair of the Department of Religious Studies and Dr Nancie Erhard, a research associate with Saint Mary's Gorsebrook Research Institute have recently received \$73,891.00. in funding from the Department of Heritage and Multiculturalism for a two year research project entitled "The New Religious Diversity in Halifax Regional Municipality (HRM)".

The project will focus on the development of base line data the religious communities established since the 1960s. The focus will not be the old line established religious communities of Nova Scotia, instead it will identify the origins of the Hindu, Islamic, Buddhist, Chinese Christian, and Greek Orthodox communities in Halifax to name a few.

The project will investigate the role of religious communities in assisting immigrants to adapt to Nova Scotia. Dr. Bowlby says, "What we're expecting to find is that religious communities have played a significant role in immigrant settlement." The findings documented in the project will be useful to government policy makers, who have enthusiastically received initial briefings about the initiative, in developing the province's immigration policy.

Once the research is compiled it will be adapted into educational materials which can contribute to the development of an approved world religions curriculum for the high schools. Dr. Bowlby and Dr. Erhard will develop a book or educational package and website for educators and the general public about various religious communities, their traditions and diversity in HRM. Dr. Bowlby says, "One of the outcomes of the project will be to develop materials that will enable high school teachers to talk about religion with reference to the religious communities in the city." ♦

Improving Environmental Compliance



Dr. Shaun Newsome

The Centre for Leadership Excellence is currently working with the Environment Canada Enforcement Agency in an effort to develop a better understanding of environmental compliance behaviour and how environmental law enforcement agencies can more efficiently affect positive organizational change in such behaviour.

"Among the multitude of internal and external factors that influence environmental compliance behaviour, leadership and organizational culture are very important," says Dr. Shaun Newsome, the centre's Executive Director. "We are fortunate in that we have a depth of experience in these areas." Dr. Veronica Stinson, a Saint Mary's psychology professor led Phase 1 of the project. She has considerable consulting experience in litigation aspects of industrial pollution. Other faculty members from Saint Mary's psychology department will also contribute to the project. Phase 2 involves conducting several focus groups/interviews to assess the efficacy of the organizational change model constructed in Phase 1. ♦



Logo courtesy of Dalhousie University

Saint Mary's promotes a scent free environment. Please help us maintain a healthy environment for everyone by not wearing scented products.

Thank you.



In Memoriam: *Angela Vecchio-Ozmon* July 25, 1964 – February 19, 2004



Angela Vecchio – Ozmon, 39, the eldest daughter of President Emeritus Kenneth Ozmon and Elizabeth Ozmon died on February 19, 2004. She was a devoted mother to her two children, Emma and Griffin Ozmon-Roberts.

Her diagnosis with breast cancer in 1999 confirmed to her that her number one priority in life was her position as their mother. But, she also understood that it was her life mission to share her experiences with others.

As a devoted breast health advocate and public speaker, Angela used much of her energy to inspire others. It was her work in this area that earned her the Saint Mary's University Alumni Award for Distinguished Community Service in 2002. Angela received a Bachelor of Arts from Saint Mary's and a Bachelor of Public Relations from Mount Saint Vincent University. In 2003, she was named Woman of the Year by the Halifax YMCA. Angela worked with CBC Newsworld's Health Matters to chronicle her journey with cancer. It was her hope

that by making her story public, people might be better able to understand breast cancer and people who live with the disease. She began her mission believing that it was about health promotion, but as the years passed, she realized her true calling was to try to make people aware of the importance of living and goodness.

Angela's sister, Kendi Ozmon lives in Boston with her husband, Brian Kim. Many of Angela's relatives live in New Jersey, Florida and Maine including her beloved Grandmother Eva and her Aunt Bobbie. Angela considered her family and close circle of friends as her ambassadors. She described the common thread that linked all of these people- they shared a responsibility to help others just because it was the right thing to do. This is how she lived her life.

Scholarly Professional DEVELOPMENT

Biology

Dr. Alfonso Rojo has presented two papers to the Nova Scotia Museum of Natural History (NSMNH). "The Fish Otolith Collection at the Nova Scotia Museum of Natural History: a morphological and statistical study of 1,000 otoliths from 62 fish species" will be published as a curatorial report. The second is a database of 2,500 references on fish osteology. It covers the last 150 years of research from articles and books written in ten languages of the western world. The database will be offered for consultation to researchers by the NSMNH. Dr. Rojo is a research associate with the museum.

Chemistry

Dr. John Young recently published the third of an invited series of articles on pedagogical issues in the *Journal of the Association of Science Teachers of Nova Scotia* entitled "We Know What We Teach Them but Do We Know What They Learn". The article suggested that there may be a substantial difference between the two and how to determine the difference.

Management

Dr. Hari Das' novel *Elephant in the Pit* received an honourable mention in the Atlantic Writing Competition.

Dr. Larry Haiven and Dr. David Wray, Director of the Work and Employment Research Centre, University of Northumbria, Newcastle-Upon-Tyne have been granted £5,500 from the British Academy for a project entitled "Culture and Regeneration in Former Mining and Steelmaking Communities: A Comparison of Cape Breton Island (Canada) and County Durham (United Kingdom)". The three-year study will assess how community identity, culture and tradition can be used as a resource to combat social exclusion and aid economic regeneration in the wake of the regional demise of the coal and steel industries.

Psychology

Dr. Jim Cameron's article "A three-factor model of social identity" will be published in *Self and Identity*.

Dr. Lori Francis recently completed her dissertation at the University of Guelph. She was awarded the dissertation prize by the International Alliance of Human Resource Researchers in February.

Appointments

The Association of Atlantic Universities (AAU) has appointed Peter Halpin as its new executive director. Halpin, a Saint Mary's alumnus, has served as a member of the Board of Governors. As executive director he will manage the AAU's overall strategic and operational functions on behalf of the region's 17 universities. Halpin has spent the past 16 years with Corporate Communications Limited (CCL) as a senior public affairs consultant.

Security *continued from page 8*

and relations among immigrant women's groups when certain groups are labeled as enemies. The changes in the perception of service providers as a result of changing laws and impact on service delivery to immigrants will be examined.

The project will engage outreach, build connections between researchers, immigrant serving and multicultural organizations, ethno-racial communities and policy makers. It will spur dialogue and foster public education on the changes and challenges of the new legislation.

Key immigrant and multicultural organizations in Halifax, Fredericton, Moncton St. John's, Saint John and Charlottetown will be important partners in the project. Workshops and town hall meetings will be organized through regional advisory committees. Research will be generated through focus groups, surveys and in-depth interviews in all six cities as the project runs through October, 2005. ♦

Writing Initiative *continued from page 7*

and social issue the implications of which extend beyond traditional education to questions of social justice, civic participation, and personal identity. Events during the week brought together members of community organizations, the public, students and faculty.

The Office of Instructional Development and the Writing Centre have collaborated to provide a faculty development workshop series titled "Writing Matters" which will culminate in a curriculum development retreat in early May 2004. Discussions of the 'Writing in the Disciplines' approach to integrating student writing within discipline-based courses are ongoing, and already a number of individual faculty are currently piloting courses based on this approach.

Finally, we have spearheaded the Atlantic Association of Writing Centres. One of the top priorities of this new association will be to work collaboratively with high schools to establish a web-based resource for high-school teachers and student writers. This program aims to facilitate the successful transition from high-school to post-secondary institutions. Research and experience demonstrates that support for critical reading and writing during this transition are key to student success.

If you would like to respond, or have questions, please contact me at pat.saunders@smu.ca or visit our web site: www.smu.ca/writingcentre. ♦

RBC *continued from page 1*

can enhance the way we provide services to our diverse client base and our diverse workforce."

With the new funding, the Atlantic Centre will also help establish a summer institute, international exchanges for students with disabilities and a demographic research centre for disabled students in higher education.

Dr. David Leitch has been the Director of the Atlantic Centre of Research, Access, and Support for Students with Disabilities since it opened in 1985. "The support clearly reflects the respective, shared values and historical commitment of RBC Financial Group and the Atlantic Centre to improve accessibility to education and employment for persons with disabilities." ♦

In the News...

Dr. Jamal Badawi, a Saint Mary's management professor and Director of the Halifax-based Islamic Information Foundation commented in a *Globe and Mail* article about the need for the Saudi authorities to improve emergency response. The Saudi government acted the day after 251 people were crushed and hundreds injured as thousands surged toward the Jamarat Bridge in Mena to participate in an annual pilgrimage.

Dr. J. Colin Dodds, President of Saint Mary's and **Dr. Bernie Davis**, Education, discussed the University's partnership with the University of Maine at Presque Isle in a *Chronicle Herald* article. The partnership has created a new education degree program for students.

Dr. J. Colin Dodds' comments about a \$400,000. gift from RBC Financial Group in support of the Atlantic Centre of Research, Access and Support for Students with Disabilities appeared in a *Chronicle Herald* article.

Dr. Andrew Harvey, Economics, was interviewed for a *Chronicle Herald* article about his time-studies research project that has received \$2.5 million from the Atlantic Innovation Fund (ACOA).

Dr. Chris MacDonald, Philosophy contributed "Nanotech is Novel; the Ethical Issues Are Not", an opinion piece about how we must become competent in dealing with moral concerns related to all new technologies in *The Scientist* magazine.

Scott MacMillan, Management and PhD student, told *The Daily News* that his book *The Big Game: 10 Strategies for Winning at Life* offers shortcuts to living a successful and self-reliant life that he wrote specifically with 20-year-olds in mind.

Joe Murphy, Irish Studies was interviewed for two BBC Radio nan Gaidheal stories. They dealt with Sunday shopping in Nova Scotia and Prime Minister Paul Martin.

Dr. John Reid, History, commented on the Queen's decision to recognize the Expulsion of the Acadians in a *Daily News* story.

Dr. Madine VanderPlaat, Sociology, discussed the Metropolis Project, a research centre that will produce information on Atlantic Canadian immigrants in a *Chronicle Herald* article.

Internationalization *continued from page 8*

curriculum, particularly if the University's emphasis on the academic outcomes of internationalization is to be realized.

Phase one of the strategic initiatives project, dealing with background research is currently underway.

Phase one is preparing:

- an inventory of the full range of international learning opportunities available on campus at Saint Mary's University
- a listing of opportunities for internationalizing the learning environment at Saint Mary's which are not yet in place
- a recommended plan of action for bringing momentum to the internationalization agenda of the University. ♦



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