



OTTERS AND EELGRASS ECOLOGY

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THE RING

NOVEMBER-DECEMBER 2021

The University of Victoria's
community newspaper

ring.uvic.ca



University
of Victoria

SPEED READ

UNIVERSITY RANKINGS

On top of the Maclean's 2022 national rankings

Maclean's magazine has released its annual university rankings, with UVic ranked as [Canada's top comprehensive university](#), a distinction it shares with SFU this year. UVic was also ranked as the top school for promoting Indigenous visibility—a position it's held since the category was introduced in 2018. In addition to information from reputational surveys, Maclean's weighs 11 key performance indicators to arrive at its rankings. UVic's performance is among the top three performers in eight of those 11 categories, and at number one in faculty awards and medical/science grants.

GIVING TUESDAY

The sprinkles are back

After the consumerism of Black Friday, Giving Tuesday has become globally recognized as a day to focus on giving back. UVic's Giving Tuesday initiative brings together community members, alumni, faculty, staff and students to donate to their chosen causes, raising money for a variety of programs and projects across the university. Many of these programs benefit the wider community. Find out more at uvic.ca/GivingTuesday.



Sprangers works with other members of the Concrete Canoe team in UVic's Materials Lab, preparing the vessel for a pre-COVID competition. PHOTO: ARMANDO TURA

Infrastructure and construction projects drive engineering grad

BY ANNE TOLSON

1,557

NUMBER OF
DEGREES,
CERTIFICATES
AND DIPLOMAS
TO BE AWARDED
DURING FALL
CONVOCATION

Growing up, Liam Sprangers spent long hours with friends constructing tree houses out of scrap lumber, building makeshift bike ramps and designing bridges to span nearby creeks.

Sprangers, who graduates this month with a Bachelor of Engineering, says he was drawn to civil engineering, in particular, by the prospect of being able to work in the construction industry.

"My co-ops were all memorable, but the one that sticks out most was working with Hall Constructors—it was like living out a childhood dream getting to

work on a construction site and seeing engineering in action," says Sprangers. He spent his last co-op term on multiple Hall construction sites, coordinating day-to-day activities on complex excavation projects for the company, which is based in his hometown of Langley.

"Gaining an understanding of how a large-scale infrastructure project gets completed was like getting a recipe for your favourite dessert," he says.

The experience and knowledge Sprangers gained at UVic—through four co-op terms, classroom work and his involvement with a student team—have helped prepare him for a job that starts in Novem-

ber. He'll be returning to Hall Constructors, this time on Vancouver Island, as a project coordinator.

Sprangers spent his first two co-ops at Metro Vancouver, working on water transmission and dam operations initiatives, where he helped coordinate construction and maintenance projects and worked in water-supply modeling. For his third co-op, he assisted a UVic Civil Engineering researcher's work in concrete repair by preparing samples, conducting tests and analyzing results.

During the last few years of his degree,

SEE SPRANGERS P.7

UNIVERSITY LEADERSHIP

Marion Buller named as next UVic Chancellor



Marion Buller—an influential Indigenous legal scholar and the former chief commissioner of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)—has been named as the University of Victoria's 12th chancellor. She will begin a three-year term on Jan. 1, 2022.

Buller is a member of the Mistawasis Nêhiyawak, a Cree First Nation in Saskatchewan. A longtime advocate for Indigenous issues and rights, in 1994 Buller was the first Indigenous woman to be appointed as a judge in British Columbia. A little over a decade later she created and presided in the First Nations Courts of BC—now known as Indigenous Courts—and provided the foundation for the Aboriginal Family Healing Court conferences. In 2016,

she was also appointed as chief commissioner for the MMIWG national inquiry.

Q. You've had a long legal career and made many contributions to the area of Indigenous justice. Why did you agree to take on this role at UVic?

A. First, I'm honoured to be considered the next UVic chancellor and carry forward the great work of Shelagh Rogers. I'm a graduate of UVic—I earned my undergrad and law degrees here—so this institution has been extremely important in my life and my career. Education is a gift that should be shared generously and wisely. I want to give back.

SEE CHANCELLOR P.3

around the ring

Sign up for multi-factor authentication

UVic Multi-Factor Authentication (MFA) is now available. UVic MFA strengthens NetLink account security by requiring a second factor when you log in to online services. The first factor we use is a passphrase—something you know. The second factor is something you have—such as a device in your possession. UVic MFA uses a quick, simple push system through a mobile app to verify you have the device.

A passphrase alone is not enough. Most data breaches start with a stolen passphrase. The extra layer of security that MFA adds will help protect your account and your information from malicious attackers. UVic MFA helps us protect against attempts to steal information entrusted to our care, including financial data and student and employee records.

For more information, visit uvic.ca/mfa

Aspiration 2030 has a vision for change



Following extensive consultations with the UVic community, the university's new Research and Creative Works Strategy is a bold new roadmap for the next decade of research excellence.

Lisa Kalynchuk, UVic's Vice-President Research and Innovation, describes the vision of *Aspiration 2030*.

Q: Why is the strategy called *Aspiration 2030*?

The name emerged as we listened to the UVic community; we engaged with over 750 people, including faculty, students and staff, who shared their experiences, hopes and goals. We heard that our community was hoping for something big and bold, and the word "Aspiration" was a good fit. We then identified five pillars of activity, or aspirations, which clearly define where UVic wants to be in the future. As these bold ideas began to

take shape, we realized that we would need time to make such significant changes, and the title *Aspiration 2030* was born.

Q: Can you explain the vision behind *Aspiration 2030*?

In our discussions with the campus community, we heard the strong desire to address the most pressing challenges facing society. But how do we do that? We start with curiosity, which is the fuel that drives many research and creative pursuits. Curiosity invites us to take risks, be bold, and try again when our first attempts are unsuccessful. But we know that curiosity is not enough; we must also engage with the broader community to disseminate new knowledge and work in partnership. And in all we do, we must seek social and technological innovation to push the boundaries of what might be possible. By combining these points,

the vision became clear—"Creating a better world through curiosity, engagement and innovation."

Q: How is the strategy relevant to the local community?

Community-based research and partnerships are integral to UVic. Through effective community partnerships, we can combine to great effect the expertise of our academics with the knowledge of those at the heart of their communities. Our research community wants to make positive change through their research and creative works. *Aspiration 2030* will enable our researchers to engage more broadly, empowering them to address the complex problems affecting local and global communities.

Q: Why is it important to you to have strong Indigenous links throughout the strategy?

President Hall and I feel strongly about the importance of people and place to what UVic is and what we represent. We live and work on the traditional unceded territory of the lək'wəḡən peoples, and we are home to world-renowned Indigenous scholars. We want UVic to be a place where our Indigenous scholars feel valued and supported and where strong relationships with Elders and Knowledge Keepers, Nations, communities, collectives and organizations are essential to our identity as a university and to the contributions we can make to the world.

Q: Where should students see themselves in *Aspiration 2030*?

Students are an essential part of the UVic research community. Through experiential opportunities, students learn and contribute alongside faculty. Providing students with meaningful research experiences throughout their university careers will ensure they leave our campus prepared and empowered, knowing that they can make a difference.

Q: What does *Aspiration 2030* mean for you personally?

I'm so proud of *Aspiration 2030*. I'm excited about the bold ideas and the path ahead. I'm grateful to all members of our community who took the time to share ideas and feedback and for their contributions going forward. I'm confident that *Aspiration 2030* represents who we are and where we want to go, and I hope people are energized and inspired when they read the document.

Read more about the plan and download the document at bit.ly/21-aspire.



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Addressing systemic barriers across campus

The university is intentionally thinking differently about planning process and design strategies to engage true and meaningful action on equity, diversity, inclusion and anti-racism throughout the campus community.

"This will be challenging and humbling work for UVic and for us all," says Cassbreea Dewis, executive director of Equity and Human Rights (EQHR). "The aim is to create an overarching Equity Action Plan, which will set out universal goals to advance and embed equity, diversity, inclusion and anti-racism across the university and deepen our institutional commitment to finding and addressing systemic barriers to equity, diversity and inclusion."

The process to develop the campus equity action plan began this

past spring, with a call for members of a new Reflection and Challenge Committee (RCC), and an ambitious one-year timeline. The goal is to launch the plan in spring 2022 and mobilize ongoing implementation across campus.

The RCC committee is tasked with:

- listening to diverse voices on campus;
- framing challenges and opportunities to address barriers and to achieving equity and justice;
- identifying solutions and actions to move UVic toward a desired future that has truly embedded equity, inclusion and justice for all.

The RCC "is dreaming big," says Tash Goudar (she/her), Equity Action Plan lead. "The Equity Action Plan will be the lens through which the whole university can (re)imagine their work and presence on campus."

With 25 diverse members, the committee is working with leadership support from EQHR to develop the plan through an equity-centred design process. This innovative process acknowledges that systems of inequity are products of design—meaning those systems can be re-designed.

By putting equity as the foremost priority through involvement of the people and communities most affected, the process itself becomes grounded in understanding the root causes of inequity, identifying sys-

temic barriers to equity and building action-oriented solutions.

"Equity-centred design allows us to break out of the traditional ways of developing a plan and makes sure the people most impacted are central in the planning and actions that result," says Goudar.

Over the next few weeks, more information about the equity action planning process and opportunities for community engagement will be shared widely.

"Concrete actions—not words or hopes—will build trust in the process and ultimately make it successful," says one RCC member. "We need to hold ourselves, each other and the institution accountable as we build this plan together."

Learn more: bit.ly/21-EAP

Climate finance and the race to net zero

Debunking myths around risk-returns in sustainable finance

BY SASHA MILAM

Solutions to the climate crisis are being developed in laboratories and the halls of government. But they can also be found in boardrooms and the stock markets.

“Investing to avert climate disaster is in everyone’s interest,” says Basma Majerbi, a climate finance and impact investing expert at the University of Victoria’s Peter B. Gustavson School of Business.

“What we are faced with today is both an enormous challenge and an opportunity: how to use financial markets to accelerate the transition to a green economy.”

Getting to net-zero carbon emissions demands radical shifts in how we invest. As disasters such as massive wildfires and heat domes driven by climate change turn up the pressure to find solutions quickly, research is making it increasingly clear what role investors of all types and sizes have to play.

“Governments have their targets as defined by the Paris Agreement and United Nations Sustainable Development Goals, but most of them are not yet on track to meet such targets,” says Majerbi.

Majerbi’s sustainable finance research explores the range of investment types that can drive meaningful change in this area. One project examines the G20 COVID-19 green stimulus packages that could affect supply of and demand for energy. Another considers the institutional investor’s view on climate risks and opportunities.

A third study targeted impact investing via mutual funds. Co-authored with postdoctoral fellow Ali Shahrad, it suggests there’s much more individual investors can do to drive climate



Majerbi. UVIC PHOTO SERVICES

action and other sustainability goals—with the right tools and information.

“Environment, social and governance (ESG) is a good first step that is essential to push companies to improve their management practices,” says Majerbi.

“But if you are passionate or concerned about a particular societal challenge, like climate change, rising inequalities or biodiversity loss, you are more likely to create real solutions to that issue through impact investment funds.

“The myth that ‘sustainable funds don’t perform’ has already been largely debunked,” says Majerbi, but there is still a lack of public awareness about impact funds. “Many advisers and investors still think that you have to sacrifice returns if you focus on achieving specific, measurable social and environmental impact because you are building a portfolio from a limited universe.”

Her forthcoming study of the global landscape of sustainable mutual funds offers additional perspective. “Do you give up returns with impact investing? Yes and no,” says Majerbi. “It’s possible to optimize your impact investing portfolio and have decent

returns. But the most interesting thing we found was that impact funds are more resilient during times of crisis—such as the COVID-19 pandemic—than conventional or other types of sustainable funds.”

In an analysis of ESG, impact and conventional mutual funds, money flowing into impact-focused mutual funds stayed strong, even when mutual funds as a whole took a nosedive. Moreover, impact funds and non-diversified environmental sector funds are growing faster and have higher adjusted returns than ESG funds globally.

Her advice for individual investors looking to make a difference mirrors this observation. “Demand drives supply in financial products like anywhere else. Demand products that align with your values and causes you care about.”

Impact Investing is a type of sustainable investing that starts with the investor’s intention to contribute solutions to societal challenges while also seeing financial returns, allowing for targeted investing in specific areas such as climate solutions. Factoring environment, social, governance, or ESG, means investors evaluate companies’ performance in financially

material issues in these three areas.

This year’s COP26 UN climate conference, takes place in Glasgow from Oct. 31-Nov. 12. This year, one of the main themes is climate finance in the transition to net zero.

Majerbi is co-investigator of The Climate Finance Project, funded by UVic-led and hosted Pacific Institute for Climate Solutions, in collaboration with British Columbia Investment Management Corporation. Alongside Gustavson’s Michael King and postdoctoral fellow Kevin Andrew, the researchers will integrate the latest research on climate scenarios to help institutional investors assess climate risks and opportunities as they make portfolio investment decisions.

UVic’s Vancouver Island Impact Investing Hub, led by Majerbi, convenes academics, students, investors, industry, government and other community members to contribute to climate solutions by accelerating the flow of impact and sustainable finance in BC and beyond. UVic recently partnered with Foresight, Canada’s cleantech accelerator, to support the growth of the cleantech ecosystem and the transition to net zero.

NEXT CHANCELLOR CONTINUED FROM P. 1

Q. Did you always envision a career in law?

A. Other than one relative on my mom’s side, there were no lawyers in my family—this wasn’t a family legacy by any stretch. I describe my law education as an “unplanned opportunity.” My law mentors lit a fire in me that set me on my legal path, including the absolute privilege of working with the late Anthony Sarich, who was the commissioner of the Cariboo-Chilcotin Justice Inquiry.

Q. Why are you convinced UVic’s commitment to truth and reconciliation is sincere and the work it does can be meaningful?

A. UVic has made a profound and sincere commitment to decolonization

at an institutional level and to incorporating Indigenous ways of learning into all aspects of the university, including teaching and research, and especially around environmental issues. UVic has also committed to truth and reconciliation, and to recognizing the role of Indigenous Peoples on Vancouver Island and across Canada. I’ve been paying close attention to the work UVic has been doing and I believe there’s a deep commitment to those principles. That means entire generations of students will now learn with an awareness of Indigenous history and rights in a way most of their predecessors have not. That is exciting and I want to be part of that.

Q. How do you feel about joining your alma mater in this role at a

time when there’s so much attention on issues around Indigenous Peoples in Canada?

A. My grandparents had experiences with a residential or day school. They saw education as a way to move forward—the key to living both worlds, Indigenous and non-Indigenous, and to live, work and be successful in both cultures. I’m honoured, thrilled and excited to take on this role at UVic. It’s a full-circle moment and I’m looking forward to working with President Kevin Hall, the board of governors and the senate, and getting to know the broader UVic community. We have a great responsibility to UVic’s students and I will be mindful of that every day.

Q. How do you think your skills, your education and your varied

professional background suit you to this new role?

A. I bring many years of experience as a trial lawyer, courtroom judge and chief commissioner of a national inquiry. I’ve observed what does and what does not work in the deeply emotional work of Indigenous reconciliation. I can bring this lens in my new role.

As a leader I’ve strived to use my privilege and position to address systemic barriers and advance society and causes of justice. To be a leader now at such a time in Canada’s history and at an institution like UVic, that is doing the hard and rewarding work around decolonization, is an opportunity that I’m honoured to be given. I can’t wait to get started.

around the ring

New and returning deans

Similar to other universities in Canada, a UVic dean is appointed for a five-year term, with the possibility of a second term of up to five years. Due to challenges associated with the pandemic, many of UVic’s searches for new deans were briefly put on hold in 2020. Eventually, searches moved online and resumed, and UVic welcomed several new deans in 2021.

In January, **Helga Hallgrímssdóttir** began her five-year term as dean of human and social development. Four new deans began their terms in July: **Lois Harder** as dean of social sciences, **Mina Hoorfar** as dean of engineering and computer science, **Robin Hicks** as dean of graduate studies, and **Annalee Lepp** as dean of humanities. Harder joined UVic from the University of Alberta and Hoorfar from UBC Okanagan. The other newly appointed deans had previous roles here at UVic. **Val Napoleon** was ratified as acting dean of law for a 15-month term beginning Oct. 1, with the search for a new dean scheduled for 2022.

Dean searches are currently underway in fine arts, education and business, with new leadership expected in 2022.

Employee bus pass available on ONECard

New this fall, the Employee Bus Pass Program can now be purchased and encoded onto your ONECard. Passes are sold in four-month blocks, saving you trips to Campus Security. Monthly passes are still available for sale. Stop by Campus Security or call 6386 for more detail.

UVic’s 2020/21 Strategic Framework Implementation Report

The third annual Strategic Framework Implementation Report demonstrates the breadth of work undertaken and accomplished this past year towards achieving our institutional goals—and there were a great many achievements across the entire university. Also included in this year’s report is a summary of our continued response to the COVID-19 pandemic, as well as major priorities for the 2021/22 year. Download the Strategic Framework Implementation Report (PDF) at bit.ly/21-implement.

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Sea otters boost genetic diversity of eelgrass

A unique interaction between sea otters and the flowing plant known as eelgrass has researchers looking closer at the co-evolution of the two species. In a paper published in October in the journal *Science*, UVic geography PhD graduate Erin Foster explains how the digging activities of sea otters disturbs eelgrass beds, which in turn leads to greater genetic plant diversity.

That finding came as something of a surprise to conservationists who had been puzzled by what mechanism allowed eelgrass beds to thrive despite the digging efforts of the sea otter. Identifying that mechanism made Foster's research a top ecology story in October in both the *New York Times* and *National Geographic*, and it's since appeared on *CBC* and in the *Times Colonist* as well.

As UVic geographer Chris Darimont, who served as Foster's PhD supervisor, told the *New York Times*, her research demonstrates the value of ecosystem diversity, highlighting "another way that a predator can hedge our bets against an uncertain future."

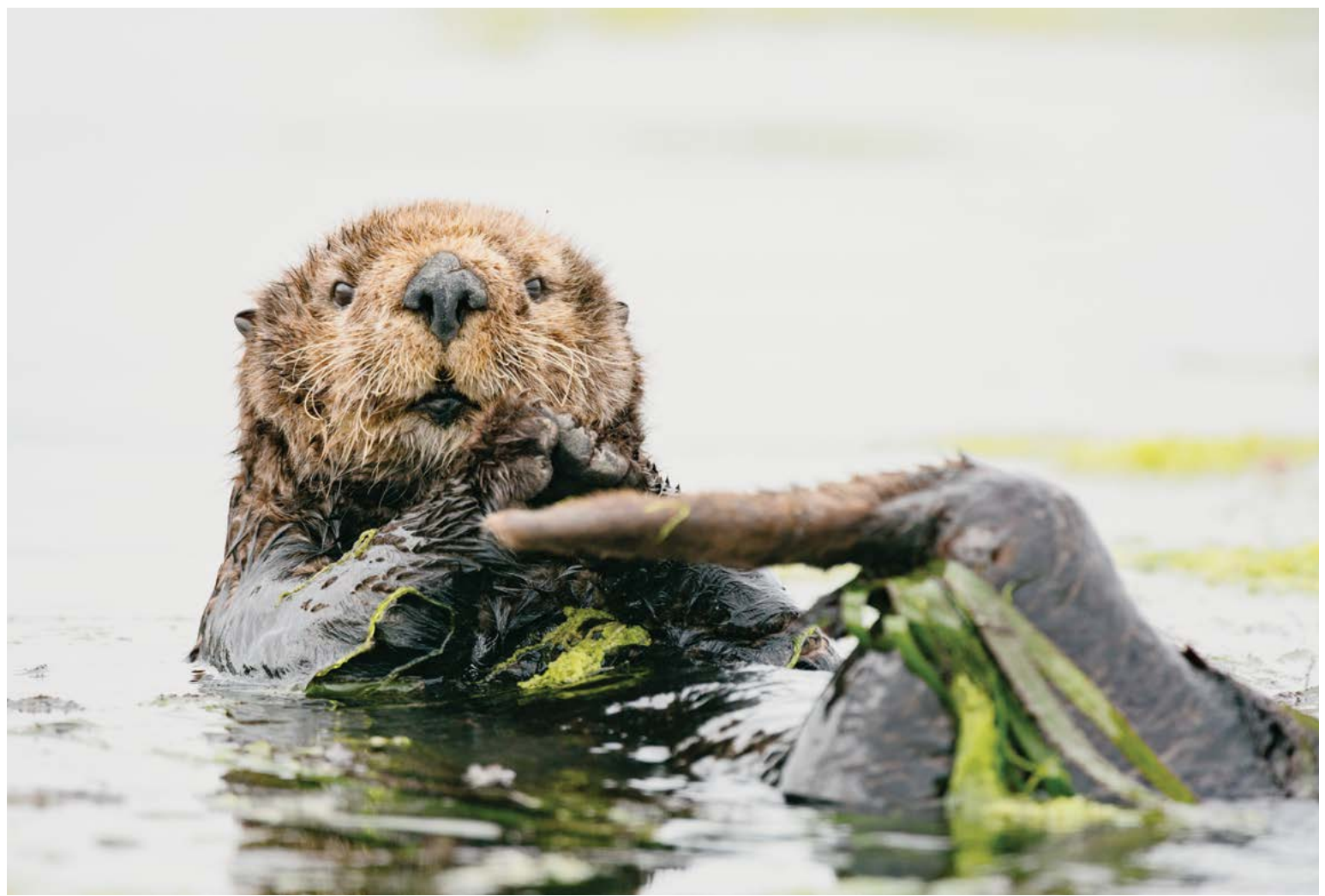
Q. What is the significance of the interaction between sea otters and eelgrass?

A. Eelgrass growing on the ocean bottom inadvertently blocks the sea otter's access to clams and other food buried below the plants. Sea otter digging disturbs the eelgrass roots and promotes conditions that favor sexual (over asexual) reproduction, enhancing genetic diversity. With asexual reproduction, new plants are genetically identical to the parent, but with sexual reproduction, almost every single seed will be genetically different, since the genes of the two parent plants mix.

In areas where sea otters have been present from 20 to 30 years, eelgrass genetic diversity was up to 30 per cent greater than in areas without sea otters, or in areas where otters had arrived during the past 10 years. The genetic diversity of eelgrass is important to its survival in a rapidly changing environment.

Q. Why is eelgrass important to the environment?

A. The more variety there is in the genetic composition of each individual,



Sea otter feasting on eelgrass. CREDIT: KILIII YÜYAN. FRONT PAGE IMAGE: JOE TOMOLEONI

the more likely that some individuals will be able to sustain environmental stressors—just by chance. Some individuals, for example, might be very tolerant to heat waves, others to disease, and yet others may tolerate heavy grazing or ocean acidification.

Eelgrass plays a number of important roles in the environment, including preventing shorelines from erosion and providing a habitat for herring and a nursery area for rockfish and salmon. Eelgrass produces oxygen and stores greenhouse gases, such as carbon dioxide, helping to mitigate climate change. As well, eelgrass is culturally important to Indigenous people as an important source of starch, the roots can be eaten whole, and the seeds can be ground to a flour.

Q. What is your research process?

A. The most important part of my research process has been to think carefully about what others have shared

with me over the years. Mentor, friend and co-author, Jane Watson, first had the idea about sea otters enhancing genetic diversity of eelgrass decades ago. Watson thought there must be some mechanism allowing eelgrass beds to thrive despite the digging efforts of the sea otter. We worked together to come up with a study design to evaluate the idea that digging favored sexual production in eelgrass leading to greater genetic diversity.

Q. What do you want people to take away from this research?

A. I hope our discovery will help people think more broadly about the effects that large animals have on ecosystems and understand how the return of a once-absent predator is an important part of future recovery initiatives—for both plants and animals.

Foster's co-authors include UVic geographers Lauren Henson and Chris



Foster examines an eelgrass seedling at the bottom of an otter pit. PHOTO: CARLY JANUSSON

Darimont, along with colleagues at the Hakai Institute, UBC, Vancouver Island University, SFU, U-Cal Santa Cruz and Fisheries and Oceans Canada. The research was supported

by the Tula Foundation and NSERC. The researchers acknowledge the Ka:yu:k't'h'/Che:k:les7et'h', Huu-ay-aht, Hałtzaqv and Wuikinuxv Nations in whose territories they worked.

UVic signs on to Race to Zero climate campaign

The University of Victoria is reinforcing its resolve to fight climate change and build a sustainable future by signing on to the *Race to Zero* (RtZ), a massive global alliance dedicated to reducing carbon emissions to net zero by 2050, if not earlier.

The UVic executive council earlier this month supported signing and submitting the Race to Zero pledge, joining 33 other Canadian universities and colleges, and more than 1,000 higher education institutions worldwide.

The university is already a strong proponent of climate action as well as the *United Nations' Sustainable*

Development Goals (SDGs).

"Significant action is needed to address the global crisis of climate change, and this is one way to hold ourselves accountable and rally support as part of a global movement," says President Kevin Hall. "Joining the Race to Zero is an important way to demonstrate our leadership in developing and contributing to climate solutions for a healthy and resilient planet."

Since 2010, UVic has been net zero and achieved a 30 per cent reduction in greenhouse gas emissions. The RtZ pledge commits to set an interim target to achieve in the next decade

to reflect maximum effort toward or beyond a fair share of the 50 per cent global reduction in CO2 by 2030. An additional 20 per cent reduction in emissions will be required over the next eight years, as well as a major shift in measuring and reporting emissions.

UVic achieves net zero by following the processes set out under BC's Carbon Neutral Government program, and legislation requiring that all provincial public sector organizations follow a regulated process to measure, reduce, offset, report and verify their greenhouse gas emissions. "The RtZ targets support the plan-

ning currently underway in the development of our new Climate and Sustainability Action Plan," says Mike Wilson, director of campus planning and sustainability. "The campus community will be invited to provide input on the draft goals, strategies and actions for the plan in the new year."

The bulk of UVic's emissions—92 per cent—result from providing heat and hot water for 35 buildings on campus, and the university is planning for the transition of its energy plant to low-carbon energy. A separate planning process is underway to determine the appropriate

technical pathway to support this transition, which will protect the university against the increasing costs of carbon-pricing policy at the provincial and federal level. New technology—some of which is being researched and developed at UVic—will also present opportunities to increase the climate resiliency of campus buildings and infrastructure.

The university has adopted a responsible investment policy to lower carbon emissions across its investments by 45 per cent by 2030 and to invest in thematic impact opportunities that measure renewable power generated and GHG emissions avoided.

The Race to Zero pledge is a United Nations Framework Convention on Climate Change-supported global campaign to rally international leadership and support from businesses, cities, regions, investors and universities to reach a zero-carbon recovery that prevents future threats and unlocks inclusive, sustainable growth.

The campaign is building momentum ahead of the UN Climate Change Conference in Scotland (COP26) this fall, driving commitments to shift away from a carbon economy to more sustainable options.

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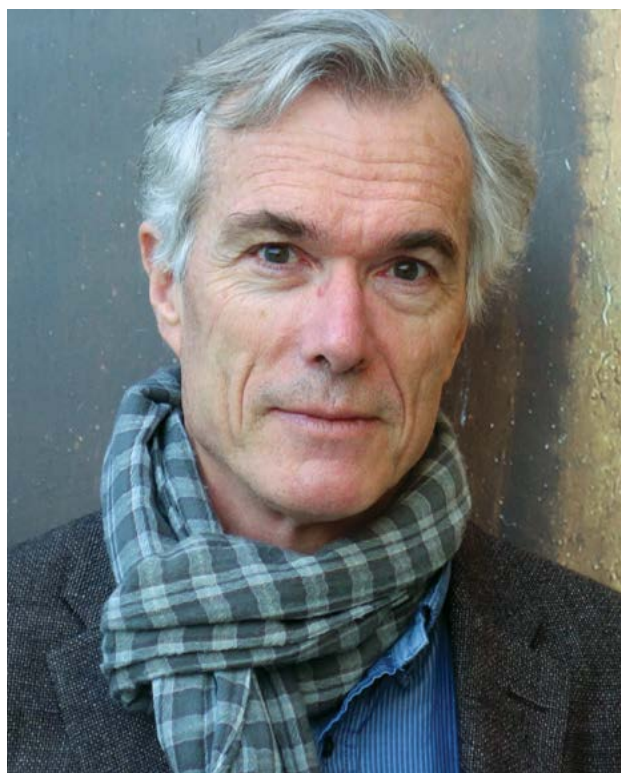
CONGRATULATIONS, GRADS!

HONORARY DEGREE RECIPIENTS

Inspiring trio to receive university's highest honour

Two socially conscious life and business partners and an award-winning scholar of China's history are the recipients of honorary doctorates awarded during the University of Victoria's fall 2021 convocation ceremonies. An Honorary Doctor of Letters will be conferred on Timothy James Brook during the morning ceremony on November 10, followed that afternoon by Honorary Doctors of Education for both Arran and Ratana Stephens.

Over six convocation ceremonies—held on Nov. 10, 12 and 13—1,557 degrees, diplomas and certificates will be awarded to graduands, many of whom completed programs during a global pandemic. The events will be the first in-person convocation ceremonies to take place at UVic for two years. While they are also the first at the Farquhar Auditorium to be attended by President Kevin Hall, they will also be the last ones presided over by Chancellor Shelagh Rogers, whose term ends later this year.

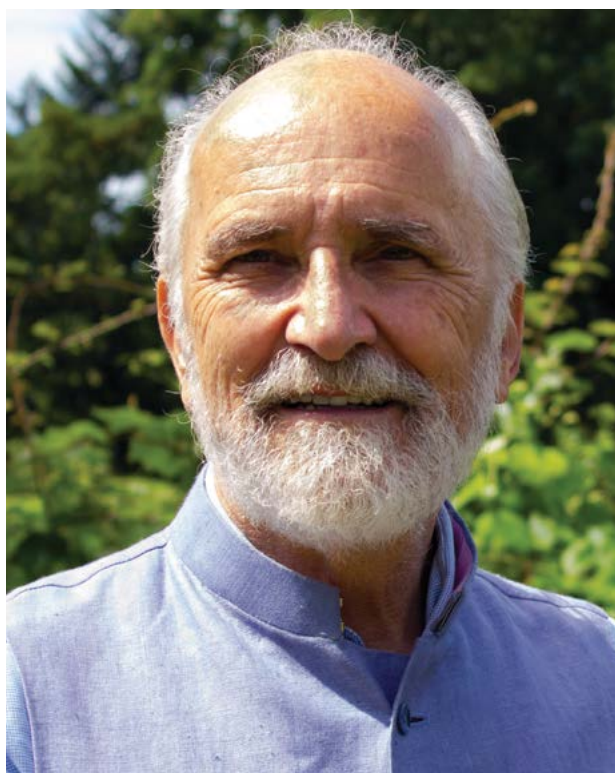


HONORARY DOCTOR OF LETTERS (DLitt)

Timothy James Brook

Writer and scholar Timothy James Brook is at the forefront of innovative research on China's historical legacy. He currently holds the Republic of China Chair at the University of British Columbia, following academic appointments at the University of Alberta, University of Toronto, Stanford University, and the University of Oxford, where he served as the Shaw Professor of Chinese.

Brook, who lives on Salt Spring Island, has published 13 books. The widely-read *Vermeer's Hat: The Seventeenth Century and the Dawn of the Global Age* was awarded the Mark Lynton Prize from the Columbia School of Journalism. He's also received the Guggenheim and Getty fellowships, the Wallace K. Ferguson Prize from the Canadian Historical Association and an honorary doctorate from the University of Warwick.



HONORARY DOCTORS OF EDUCATION (DEd)

Arran and Ratana Stephens

Arran and Ratana Stephens are partners in life and business as highly successful and socially conscious entrepreneurs. In 1971, they founded the organic supermarket LifeStream in Vancouver. In 1985, they started up Nature's Path, which became the first-ever certified organic food manufacturer in North America and one of the continent's largest organic cereal, granola and snack producers.

The world-class company now employs more than 700 people and distributes in more than 50 countries worldwide. The organic sector has grown exponentially over the years. Still, Nature's Path remains family-run and committed to being environmentally sustainable, socially responsible, and financially viable. The business has frequently been named one of Canada's best employers.



Their corporate ideals embrace a model that is good for the planet and for human health—including promoting plant-based and non-GMO products. Nature's Path has donated more than \$40 million to various community and environmental causes, including the Jane Goodall Institute, Vancouver General Hospital and St. Paul's Hospital. The two have won many awards, together and as individuals, including most recently the Order of British Columbia, which honour their business excellence, inspirational leadership and philanthropy.

GUSTAVSON SCHOOL OF BUSINESS

From coffee to career

Podcast helps Gustavson grad earn recognition by BC Business mag

BY CARLOS CHICAS BERTI

Finishing the last year of her degree online wasn't what Paige Cey had in mind when she started the bachelor of commerce program at UVic's Gustavson School of Business, but that unexpected change of plans has put her on the path to a career she might not have envisioned without the impromptu switch to remote learning. As UVic's November convocation approaches, Cey will be attending her graduation ceremony online from her temporary home in Lisbon, Portugal.

Her path to Portugal, she explains, started with a cup of coffee. "I remember very clearly in my third year being told to take advantage of my position as a student to network as much as possible. I took that advice and challenged myself to do a networking coffee once a month with someone I admire," Cey recalls. "When the pandemic hit and people had more time at home, I suddenly had the opportunity to access and talk to some really incredible professionals. I quickly decided to turn the conversations I was having public by recording them and starting my own podcast."

Inspired by *Girlboss Radio*, a podcast with stories of success from women in business, Cey decided to take a stab at a similar venture herself. She created the *Pick Her Brain* podcast as a place where female entrepreneurs and professionals could chat, tell their stories and share advice. Now with over 45 episodes aired, Cey has been able to record conversations with lo-

cal and international businesswomen who inspire her—from Victoria-based tech entrepreneurs to international fashion bloggers.

"I remember being nervous to stand out and do something different. It can feel embarrassing to put yourself out there, but I am so glad I did," says Cey. "From my very first episode, I received so much support from my friends and classmates and have been able to reach so many founders and women in business that I admire."

Her work has won her listeners, and a lot of praise. Earlier this year Cey won the [Rising Star category in BC Business's Women of the Year awards](#), all due to her work on the podcast. "Being selected as a BC Business Women of the Year recipient was an absolute honour. It feels really incredible to see your hard work be recognized by other people. Anyone who has a podcast will tell you it often feels like talking into an echo chamber, so it was extremely validating and gratifying to have my podcast be so supported."

The podcast was a learning experience for Cey, and it also helped open new career doors she would have never expected. "I interviewed *Girlboss*' new CEO, Lulu Liang, for an early episode of the podcast. I ended up keeping tabs on the company and when I saw they were hiring I referred a friend I thought would be great for the role. Soon enough Lulu reached out and asked what I was up to post-grad. She essentially built a role for me based on my experience and interests when I said I'd love to join the company. It was a huge reminder to me of how important it is to build and nurture your network," adds Cey.

Cey now works as the marketing and content coordinator for *Girlboss*, a media company whose goal is to



Cey at work with the podcaster's tools of the trade.

advance the role of women in the workplace and nurture entrepreneurs. "Working for *Girlboss* has been an absolute dream," says Cey. "I have been a fan of founder Sophia Amoruso and the *Girlboss* brand for as long as I can remember, so it's surreal to now be a part of the company."

The icing on the cake? Cey will now be taking on a role producing *Girlboss Radio*, the show that had originally inspired her to get started with podcasting.

As she contributes to shaping *Girlboss*'s new chapter, Paige reflects on how the last two years of her BCom degree have shaped her. "Working and studying remotely allowed me to get experience I could've never imagined during a typical co-op, or doing school in person. I've been able to build my own podcast, freelance for a marketing agency and work countless remote startup jobs—and all that experience led me to where I am today," she says.

Although the online path was sometimes difficult, Cey is now in a unique position of taking her work remotely. Over the last few months she's been stationed in Europe, helping keep *Girlboss* running and catching up with some of the international experience she had missed for the last two years. As for the future: "I hope to one day start my own business, whether or not that's a side-gig or a rebirth of *Pick Her Brain*, so stay tuned for that."

Journalism as a path for change

Jenessa Joy Klukas harnesses the power of the pen

BY JOHN THRELFALL

When it comes to wrapping up a writing degree with a flourish, it's hard to beat Jenessa Joy Klukas. Not only did Klukas finish the final year of her studies interning at the independent media outlet *The Tyee* as part of the Journalists for Human Rights' Indigenous Reporters Program, she's also been hired by the equally independent *IndigiNews* as their new education and child welfare reporter.

"Children, child welfare, education, Indigenous issues: these are the topics I'm passionate about and really enjoy writing about," says Klukas. "Having those all in one position is basically my dream job."

Of Xaxli'p and Métis descent, Klukas grew up on the land of the Haisla Nation in Kitimat before moving to Victoria, transferring into UVic's writing department from nearby Camosun College. With a focus on creative nonfiction (CNF), Klukas found UVic a good fit for her aspirations.

"The CNF program did a great job in setting me up for success and gave me a lot of really useful tools: publishing,

how to pitch, what editors expect," she says, offering her praise for the department—and specifically the support of CNF professor Deborah Campbell.

"The faculty and staff were all very encouraging and helped me a lot in finding my confidence and voice... I really appreciated that," she says. "But Deborah was incredibly helpful and gave so much advice."

It was Campbell who encouraged Klukas to apply for the six-week Tyee internship, where she wrote a series of stories about the childcare industry. "Early-childhood educators don't get the support they need: it's an underdeveloped topic in the media," says Klukas, who also likes the idea of harnessing the power of the pen for positive change.

"As somebody who is Indigenous, the lack of diversity [in journalism] made me want to contribute my voice and make sure Indigenous stories are heard," she says. "It's nice to see the industry opening up—and I really do think it is what Canada needs right now."

Given the social upheavals that coincided with her degree studies—reconciliation, COVID, the continuing climate crisis, the rise of recent social justice movements—Klukas feels like the world has definitely shifted since her first writing class.

"It does feel different... there are big conversations to be had with people you often don't know," she says. "The political and conversational climate is changing, especially in areas like social justice and reconciliation... in some ways for the better, I hope. It's an interesting world to adapt to."

With her *IndigiNews* beat covering Vancouver Island, Klukas gets to remain Victoria-based for now—another plus to an already ideal position. "*IndigiNews* has been on my radar for a while, as they're a really great outlet," she says.

Better still, when she applied, it turned out she was already on their radar: "They had already been reading my pieces at *The Tyee*." None of this surprises writing professor Deborah Campbell. "Jenessa Joy's engagement with challenging issues from an Indigenous perspective makes her an invaluable member of any news team," she says.

Despite the obvious challenges facing our world, Klukas is excited about her future. "I came into writing and journalism at a good time for the issues I want to speak on," she concludes. "Canada is becoming more receptive and craving more Indigenous voices in media, which is wonderful—and a step in the right direction."



Klukas. PHOTO: ANDREW SILBERNAGEL



Creswick. UVIC PHOTO SERVICES

FACULTY OF HUMAN & SOCIAL DEVELOPMENT

Proof that policy can transcend partisan power

BY KATE HILDEBRANDT

Matthew Creswick, who graduates from UVic this November with a Master of Public Administration, has walked the long hallways and worked in many of the ornate chambers of Victoria's Parliament buildings during his three years of employment with BC's Legislative Assembly—and has made a surprising contribution to our understanding about how democracy works in BC.

Upending the perception that the bare-knuckle partisan politics which drives Question Period also prevents BC's opposition parties from influencing the government's policies, Creswick's careful research—conducted as part of his UVic studies—shows that the collaborative work done by MLAs from both the government and opposition parties nevertheless helps to shape the annual budgets and public spending priorities of government.

That insight stands as confirmation, in a sense, of both Creswick's own non-partisan values of service and the nature of his work at the legislature.

As a parliamentary education researcher, people depend on Creswick's writing, depth of understanding and non-partisan values. "These skills," he explains, "are immensely valuable and I apply them in my work every day."

"What I do is just one of many niche roles where you can work and learn about the role of government in our communities," adding, "which is not to be confused with the role of politics."

He interacts with politicians, learns about the many challenges facing British Columbians, rubs shoulders with reporters and journalists, supports new interns, develops new educational outreach initiatives and answers any questions the public might have about the assembly.

And while he's been doing that, he's been completing his master's degree—joining study and practice with solid research.

"Matthew was a strong graduate student," says assistant professor and graduate supervisor Tamara Krawchenko. "He wrote a fantastic master's project on parliamentary committees that was linked to his work with the Legislative Assembly."

His research explored the impact of parliamentary committee recommendations on real-life provincial government policy. In BC, government is not obligated to provide any follow-up to committee recommendations. His work explored the impact of these committees—a relatively unstudied element of parliament's functioning, whose impacts remained largely unquantified, until now.

He created a test case to see if recommendations from the Legislative Assembly's Select Standing Committee on Finance and Government Services, for example, were reflected in the annual budget of the provincial government.

"The major contribution of this research," says Krawchenko, "was to highlight the role of parliamentary committees to better understand their work and potential impact."

A guiding value to serve

There was no single experience that drove Creswick, now 27, to return to UVic to pursue his master's. "I just saw how valuable my earlier learning was to the work I was doing," he says. "And I applaud UVic for supporting those skills."

Born and raised on rural Salt Spring Island, Creswick was inspired by his parents—a home-care nurse and a middle school teacher—and witnessed their good work. "They showed me their amazing capacity as public servants to improve and change their communities. This was a constant in my life."

That drive to serve guided Creswick to the public sector in a broader sense, wanting to be involved in how this province is governed, yet he's in no hurry to commit to any partisan cause.

There is an extensive non-partisan world to be discovered in government work, Matthew will tell you, where a wealth of variety and opportunity is available to those interested in policy, planning and procedure.

"I couldn't imagine myself being happier working anywhere else."

His trajectory was, in a sense, foreshadowed when he moved to BC's capital at 17 to attend UVic. Keen to prepare for his future career, Creswick confides that his first year was not his strongest.

Nevertheless, he graduated with a BA plus honours in 2017 and was accepted into the BC Legislative Internship Program—putting him to work with MLAs, political staffers and public servants from across BC. "It was my first office job and an amazing opportunity that really helped me decide where I wanted to go next."

Drafting legislative proposals in the Ministry of Advanced Education, Skills and Training and working alongside the Official Opposition's research office to support house and committee debates were just a few highpoints of his internship.

"Everyone knows you're an intern, that you're there to learn, so the support is genuine and non-partisan," he explains. "Developing very high non-partisan values is vital to succeed

during the internship."

After six months, that work had primed him for something new and different.

As if on cue, Creswick was offered a rare opportunity to work with the BC Legislative Assembly—often referred to as the heart of government—as an administrative assistant, which led him to his current role.

The nature of this work and the mix of relationships compelled him to return to UVic and complete his master's. "I realized I had a chance to really learn about what it takes to be a civil servant from both the academic side and from my own firsthand experiences on the job."

Creswick also received a scholarship in 2020 from the Association of Former MLAs of British Columbia, another positive sign he was on the right track.

The take-away? Political progress isn't always about adversarial posturing. Working on legislation, analyzing governmental and parliamentary procedures, delving into intense policy issues: this is also the heart of politics, says Matthew. "These are invaluable experiences that inspire me and make me want to learn more."

He's now considering law school while staying close to the core of this career he has forged for himself.

SPRANGERS CONTINUED FROM P. 1

Sprangers was a member of the UVic Concrete Canoe team, a civil-engineering-based student team that designs, constructs and paddles a concrete canoe as part of a national competition.

"I learned so much about concrete technology, as well as project management, communication, budgeting, design and problem solving," says Sprangers. "It was such an interesting project to tackle and, overall, a great experience."

Ultimately, he says, the best part

of his time at UVic was meeting so many genuine, fun and like-minded people. It all started on his very first day on campus when, moving into residence, he met the three people who would later become his roommates throughout his degree.

"Every great experience I had at UVic comes back to the great people I met there—they turned long study sessions into fond memories and made tedious homework assignments simple," he says.

Still, like so many students,

Sprangers found the repercussions of the COVID-19 pandemic difficult, including the transition to online learning, the curtailment of social activities, and the added stresses of day-to-day life.

Fortunately, whether in Victoria or back home on the mainland, Sprangers has been able to find a good measure of relief through fishing.

"There are a few lakes around Victoria I could go fly fishing at or, when there was a break from school, I'd go home to the Fraser River and some

of its tributaries to fish for salmon and sturgeon," he says. "I don't know what it is about fishing that feels so therapeutic—could be the outdoors, the strategizing involved, or maybe just that most of the activity involves doing nothing for a while."

Having grown up fishing with his dad, he's noticed the steady decline in salmon runs over the years and is concerned about the impact to the area environmentally and economically. Now, similar to the way his early enthusiasm for construction helped

guide his educational path, he hopes to eventually find a way to incorporate his passion for salmon and fisheries conservation into his future work.

"Over the long term, I hope to get more involved in construction projects that involve land rehabilitation, particularly involving wetlands and streams," he says. "Hopefully I can work on projects involving salmon habitat restoration. I want to create infrastructure that is more sustainable and works for both people and the environment."



UVIC LIBRARIES

Building the skills of a screenwriter

Paula Raimondi Cantú is a storyteller with purpose

BY LISA ABRAM

Paula Raimondi Cantú, who graduates this November with a UVic writing degree, is a triple threat: curiosity seeker, risk taker and determined achiever. These elements of her character align with a passion for telling stories that need to be told, from the perspective that she knows best—her own.

Cantú's five-year journey through the writing program carried her through several co-op and work study positions, building skills and supporting her quest to hone the craft she hopes will be her life's work: screenwriting.

From marketing coordinator and content editor to communications assistant and editorial assistant, Cantú excelled at each university placement.

Cantú showed particular resilience under the strain of ever-changing COVID protocols, balancing her studies and a work-study placement at the UVic Libraries. Having flown home to visit family in Mexico for winter break, travel restrictions meant she had to work remotely for her coursework and in her new role as the library communications assistant.

Unfamiliar with the communications tools used by librarians, Cantú embraced learning new software and created a help guide for UVic's Wellness Week—[Indigenous Approaches to Holistic Wellness](#)—complete with electronic and print resources for all UVic students, in support of Associate University Librarian - Reconciliation [Ry Moran's mandate](#) to lift up Indigenous voices and to advance decolonization within the library.

From her perspective as a student, Cantú began to take notice of faculty and instructors' efforts to [decolonize language](#) used in the curriculum, classroom and lecture hall settings—heightening her awareness of Moran's efforts to examine the “big picture” of decolonization and reconciliation across the university.

“It has been a sincere pleasure working with Paula in the library. We have really valued her curiosity, hard work and commitment to our work. Her efforts on building our social media list of Indigenous influencers and other initiatives will continue to enrich the library for years to come,” says Moran.

In addition to taking a full course load, Cantú carved out time to be the founder and creative director of an online magazine, [Epopoya](#), a multidisciplinary art publication that celebrates the creative expression of self-identified people of colour, with design and layout support from fellow UVic students and sisters, Rachel and Sarah Lachmansingh.

In addition, as part of her work study responsibilities, Cantú designed a program book showcasing the writing talents of UVic students whose submissions were selected for the libraries' [on the Verge student writing contest](#).

“It was a real pleasure to work with Paula on the [on the Verge publication](#), and I appreciated all her time and dedication to the project, going above and beyond what was expected from a work study student. Her professional work ethic was exemplary,” says Grants and Awards Librarian Christine Walde.

“The [on The Verge](#) publication is a project I will remember fondly for years to come. I was given the creative freedom to design a booklet



Cantú. PHOTO: SEBASTIAN SANTANA ORTIZ

with all the winner's submissions. With this independence and trust, I felt obliged to these amazing writers to do my best in representing the resilient theme of their work,” says Cantú. “In a way, this project was an opportunity for me to continue practicing what I enjoy about positions in the arts and communications, which is to honor and elevate the voices of those who share their stories with the world.”

Cantú also seized a networking opportunity to talk to the leader-

ship of the Whistler Film Festival about her career goals—a connection that's become a contract position for the upcoming celluloid celebration.

“In my time at UVic, I learned to be a writer who wears many hats. Telling a story goes beyond putting words down on paper (though writing is still an important aspect of it, of course). Taking classes in magazine publishing, media and film production, and copy editing gave me a varied set of skills that I've

been able to use and strengthen in positions where storytelling plays an important role. I've acquired tools that will hopefully help me continue telling stories, including my own,” adds Cantú.

While Cantú is well on her way to fulfilling her dream job as a successful contributor in a writers' room, or as an award-winning screenwriter telling stories of equity-deserving groups, one thing is certain: Cantú can do anything she sets her mind to, and she does it with joyful aplomb.

FACULTY OF SOCIAL SCIENCES

PhD grad collaborates with Indigenous youth

BY ANNE MACLAURIN

Andrea Mellor, who graduates this November with a UVic PhD, was drawn to the interdisciplinary social dimensions of health program because she saw a missing link between her earlier work as a hydrogeologist and the health-related issues occurring in Indigenous communities. Mellor wanted to explore the disconnect she felt in her scientific work by understanding the factors outside of our bodies that influence health.

Now that her graduate studies are complete, Mellor says, “I tell people I focused on the importance of cultural teachings, teachers and communities during adolescence, and that connecting to culture is key to supporting the Indigenous youth community.”

Born in Calgary, Mellor first tackled the hard sciences, studying geology and hydrogeology—drawn to them in part because she'd grown up near the mountains, closely connected to nature. It wasn't until she was working on an on-reserve groundwater assessment in Northern BC that she realized her studies up until then hadn't given her the full story about Indigenous water issues.

“I went back to school because I needed a better understanding of how the work I was doing was connected to

much more than water coming from a tap,” says Mellor.

Mellor was already working in BC, but a move to southern Vancouver Island fulfilled a childhood dream of attending the University of Victoria.

“UVic was a place that was having these conversations, explains Mellor, and I was able to connect with so many wonderful people who were open to sharing their knowledge and teachings with me.”

Some key milestones included the lessons of exploring self-location and privilege, something Mellor learned during Public Health and Social Policy professor Charlotte Loppie's Indigenous Leadership and Engagement course. She was also present when Cindy Blackstock and Spirit Bear received their respective honorary doctorate and PawhDs—“a thrill in retrospect,” says Mellor, “considering how much Dr. Blackstock's work has influenced my own.”

During her graduate work, Mellor was also introduced to Elder May Sam at First Peoples House, and discovered they had a mutual love of working with wool.

“I have always worked with textiles as a hobby—processing sheep fleece, knitting, weaving—and it was through this handwork that I wound up meeting a lot of the people in my

community on the Peninsula,” says Mellor.

“It was a true honor to work with Grandma May—she was a wonderful person to chat with about our project, sharing her knowledge about coming-of-age teachings,” adds Mellor.

In her PhD research, Mellor supported a community-led project that worked to understand what urban Indigenous youth living in foster care felt was important about a culturally centered coming of age. Alongside a team of community partners, community members and Island Health, the project hosted two youth workshops and a dinner to hear directly from the youth community and develop knowledge-sharing resources.

“My supervisors were also incredible mentors along the way—in particular, health geographer Denise Cloutier. Her presence at our workshops, during all our community meetings, co-authoring our papers, it's a long list,” says Mellor.

The future includes working with Cecilia Benoit at UVic's Canadian Institute for Substance Use Research (CISUR) as a research affiliate. Part of Mellor's post-doctoral work will involve understanding the supports that young people who age out of government care need to thrive into adulthood.



Mellor

Mellor is grateful for the support she received from the Corrine Lowen Memorial Award in Social Dimensions of Health in 2018 and the BC SUPPORT Unit Vancouver Island Centre—

Patient-Oriented Research Graduate Fellowship 2019/20, as well as the funding her project received from an SSHRC Reconciliation Grant and an Island Health Collaborative Grant.

Rehearsal for success

BY JOHN THRELFALL

When fourth-year School of Music saxophone player Baylie Adams wanted to make a community impact during last February's Black History Month, she looked to her own instrument for inspiration. "We were only hearing about Black composers in terms of jazz music, so I read up on Black composers to find a more diversified repertoire," she explains. "I'd never even thought about it in terms of classical saxophone."

Adams' research led her to American classical composer William Grant Still—the first African-American to conduct an orchestra in the US and, in 1931, the first to have his *Afro-American Symphony* performed by a mainstream American orchestra.

Inspired, she applied for and received a \$1,500 Student Life Grant from the Office of Student Life to finance the project. From there, it was a short step for her Quartet Cantabile—rounded out with fellow music students Alex Tiller, Ayari Kasukawa and Cole Davis—to record an online recital. *In Appreciation of William Grant Still: A Virtual Benefit Concert* featured a number of Still's compositions—including one written specifically for the saxophone, performed by Adams with accompanist Yusef Shadian.

In addition to engaging people to learn about this specific Black composer, the recital raised over \$900 for the Blue Marists of Aleppo—a benefit fund directly supporting those affected by the ongoing war in Syria. Organizing a fund-raising concert also helped Adams feel like she was contributing to various Black Lives Matter actions unfolding at the time. "Putting work into an event like this made me feel better about all of the injustices," she says.

Undertaking such an effort in the midst of her final year of studies is one thing, but it's even more remarkable when you consider it happened during the COVID lockdowns, which were particularly challenging for orchestral musicians.

"It's hard to play a recital when there's no one in the crowd," she explains. "It's difficult to feel

proud about your performance when there's no audience, when you're sitting in your room playing your instrument to people online."

Yet, as Adams notes, that "show must go on" mentality ended up being one of the biggest takeaways of her Bachelor of Music program.

"That was a hard thing I learned at UVic, but it was a good thing," she says. "Being in rehearsals really made my degree special—I'm never going to forget that experience... even if it sometimes did involve my professor saying, in a nice way, that I have to work harder. It changed the way I conducted myself in rehearsals and did make me work harder. Because of that, I became a better player overall."

Proof of that is her current enrollment in UBC's Master of Music program, where she daily draws on the lessons learned here. "I constantly reference my profs at UVic because I want people here at UBC to know what they taught me," she says. "But I also find myself messaging students who are still at UVic, sharing what I'm learning here now. Working with other people has helped me learn how to better listen to the opinions of others, and be more comfortable sharing my own thoughts."

While she was part of both the School of Music's Sonic Lab contemporary ensemble and Wind Symphony while at UVic, Adams didn't limit her academic experiences solely to music. In addition to a workstudy position with Alumni Relations, she also enjoyed working for Multi-faith Services, where her tech support position helped with the temporary loneliness of being a long-distance musician.

"I invited all my friends to join the weekly online sessions—meditation, yoga—so we got to see each other there," she recalls. "That was a really great experience. Meditating with other people, whether in-person or online, was new for me."

Adams is also excited to return to campus to graduate... this time, in person. "It feels a bit like a dream," she laughs. "Human presence is getting more familiar again, but still seems a bit nostalgic."



Adams. PHOTO: DIAMOND'S EDGE PHOTOGRAPHY

THE CONVERSATION CANADA

How to make fragile global supply chains stronger and more sustainable

BY ADEL GUITOUNI, CYNTHIA WALTHO AND MOHAMMADREZA NEMATOLLAHI, GUSTAVSON SCHOOL OF BUSINESS

In 2019, global supply chains moved more than US\$19 trillion in exported goods. The production and sale of many items we need and use—including toys, clothes, food, electronics and home furniture—depend on global supply chains.

For most of us, supply chains are no longer an abstract concept. The COVID-19 pandemic raised our awareness about the interdependence of our economic systems. We now understand the many ways these chains directly shape and impact our lives.

The pandemic has also revealed the fragility of global supply chains as US President Joe Biden and others warn of the impact on the world economy of continuing supply-chain bottlenecks.

A supply chain is a set of organizations—like suppliers, manufacturers, distributors and retailers—that work together to provide end customers with a specific product or service.

The supply chain becomes global when the product or service crosses multiple international boundaries. Global supply chain organizations are directly and indirectly dependent on each other.

Supply chain problems cascade

Global supply chains have conventionally been focused on achieving financial efficiency above all else. The result is messy and fragile global supply chain systems.

In practice, the decisions made and actions taken by each organization affect the performance of the entire supply chain. A problem at any point feeds other problems at different stages of the chain.

A product shortage at a retail store, for

example, might be caused by unsuspected problems such as labour issues, raw material shortages or clogged ports.

Semiconductor shortages are disrupting the automobile industry. Meanwhile, the cost of moving a container from China to the west coast of North America is estimated to have increased by 650 per cent since before the pandemic.

Race to the bottom

The pursuit of financial efficiency has shifted global production to low-cost regions, increased the flows of freights, caused port congestion and eroded the resilience of supply chains. Cutting costs above all else became a race to the bottom. It resulted in global economies with limited redundancies, contingencies and safeguards.

Fragile global supply chains are exacerbated by the fragmentation of decision-making processes, limited collaboration between buyers and suppliers and transactional management. There is no obvious centralized business or authority commanding and controlling these chains. Instead, several companies cooperate and compete for the value created.

Global supply chains also account for large contributions to greenhouse gas emissions and have an impact on air, land and water biodiversity and geological resources. A typical company's supply chain is responsible for 80 per cent of its greenhouse emissions and more than 90 per cent of its contribution to air pollution generated in the production and distribution of a consumer product.

One billion metric tonnes of emissions could be saved if key suppliers to 125 of the world's biggest purchasers increased their renewable energy input by 20 per cent.

The impact of supply chains extends to society. For example, the problem of forced

labour is well-documented in today's global supply chains, resulting in several controversies about modern slavery. More than 24.9 million people are documented to be working in slavery conditions in these chains.

Businesses in global supply chains are facing increased pressure from different stakeholders to adopt sustainability and disclose their impacts. A Dutch court recently ordered Shell to reduce its carbon emissions by 45 per cent from its 2019 levels. In the future, supply chain disclosure and transparency will become the norm of good governance.

Robust supply chains in demand

The world needs robust supply chains that are founded on sustainability, collaboration, trust, transparency, visibility and diversification of supply. That new model of supply chains could help combat economic fragility, climate change and inequality.

Global supply chains connect businesses and markets across all layers of economic, social and ecological systems. That means customers, governments and other stakeholders should encourage the emergence of robust and sustainable supply chains.

Responsible decision-making within supply chains has the potential to contribute to economic progress and societal well-being while maintaining the environmental integrity of the planet. Our preliminary research on sustainable blueberry supply chains, to be published soon, indicates that sustainability contributes to resilience.

Supply chain management is a "team sport." Current research provides ample evidence that collaboration benefits global supply chains. Buyers and suppliers can enjoy higher service levels, more product availability and significant reductions in costs if they work together.

More preliminary research we've conducted on personal protective equipment supply chains in British Columbia, also to be published in the weeks to come, shows that collaboration between the supplier and customer reduces costs and risks by at least 17 per cent. Effective collaboration contributes to supply chain resilience and helps avoid future disruptions.

Building effective collaboration means rewarding responsible and long-term management of global supply chains and discouraging short-lived gains. Global supply chains should promote sharing the gains and the pains among buyers and suppliers.

Incentives need to be created to encourage this collaboration. Digitization of the economy will also contribute to better transparency and traceability in global supply chains.

Nonetheless, moving towards robust global supply chains isn't straightforward because historically, they've been focused on short-term rewards. For decades, we've justified the development of fragile and fragmented global supply chains in the name of economic growth and financial efficiency. This may have provided short-term benefits, but it has created our current supply chain crisis.

Will that crisis reveal a way forward?

Adel Guitouni is a professor at the Peter B. Gustavson School of Business at UVic. Cynthia Waltho and Mohammadreza Nematollahi are both postdoctoral research fellows at the school.

This column appears as part of The Conversation Canada, a not-for-profit collaboration with UVic and other universities that delivers analysis and research from the academic community directly to the public. More info: bit.ly/conversation-21

An undying interest in vampires



Golz. UVIC PHOTO SERVICES

A master class in vampirology feeds our thirst for myths of the undead

BY PHILIP COX

Although Halloween comes but once per year, the thirst for stories about vampires never seems to die. This has helped humanities professor Peter Golz pursue his own passion for the study of these stories in film and literature for more than 20 years. In doing so, he's made Victoria home to

one of North America's most popular university courses on vampires.

"The figure of the vampire allows students to delve into the desires and fears of particular cultures in particular historical moments," says Humanities Associate Dean Academic Lisa Surridge. "Peter Golz has created a master class in cultural studies that has stood the test of time."

For anyone who has spoken with Golz, it's not surprising that his office is filled with an impressive range of vampire-related paraphernalia—action figures from popular TV shows like *Twilight* and *Buffy: the Vampire Slayer*; a vampire-themed magnetic poetry kit; a Dracula lunch box; along with film posters, DVDs and endless rows of books, books, books.

The briefest of conversations with this humble professor about his passion for the subject feels like an

immersive symposium in vampirology. And no wonder: Golz has been teaching one of North America's most popular courses on vampires for 20 years this fall.

Golz laughs, "When people ask me 'what do you teach?' and I say 'vampire studies,' they always reply with either 'oh, that's so cool!' or 'no, seriously, what do you teach?'"

A curriculum of vampires

The course Golz created for UVic's Department of Germanic and Slavic Studies in 2001, which he's taught every year since, has captured the imagination of students, fans and the media alike over the last two decades.

It has been featured by a wide range of national and regional news outlets such as *The Globe & Mail*, CBC, the *Times Colonist* and CHEK TV, and appears on countless 'best course' lists and vampire fan sites.

Attention like this, alongside glowing reviews from students, has helped course enrolment swell from 75 students in its first year to over 300 at its peak. When offered online for the first time last year as a result of the pandemic, the course attracted students from across Asia and Europe, as well as North and South America, despite the extreme time differences. Some passions never seem to sleep.

A vampire for every generation

In addition to the media attention and buzz generated on campus by word of mouth, Golz attributes the success of his course in part to the subject matter itself.

"Vampires have become a lot

more interesting in the last 20 years, because they are not depicted as the stereotypical Other as they once were," he says. In line with their famed shapeshifting powers, vampires have learned to adapt—and fit in. "Now vampires are more likely to live among us, like in the TV series *True Blood*, the *Twilight* films or *Buffy: the Vampire Slayer*. And we are more likely to hear them tell their own story, like in *Interview with the Vampire*, which makes them more sympathetic characters."

The characteristics of our imagined vampires shift alongside our times and circumstances. For instance, there's a growing demand for 'pandemic vampires,' Golz says, as seen in films like 2007's *I Am Legend* and in TV series like *The Strain*.

Although this trend clearly speaks to our own time, the concept behind it has a long history. In the classic 1922 German Expressionist silent horror film, *Nosferatu*, death follows the vampire protagonist Count Orlok indiscriminately when he moves from Transylvania to Germany. The doctors in his town blame these deaths on an unspecified plague brought in by a swarm of rats that arrive with Orlok's ship.

"*Nosferatu* was filmed in 1921, just after the Spanish flu epidemic," Golz explains, "but it was set in the 1830s when there was a big cholera outbreak in Germany. . . . I think the film's director wanted to make something that was really appropriate for its time, which is a concern we often see reflected in vampire storylines."

Read more: bit.ly/21-vampire

NOV. 15-19: GLOBAL DAYS AND FIVE DAYS OF ACTION

Equity action and global impact—an important week

Nov. 15-19 marks an eventful and impactful week as UVic hosts the first-ever UVic Global Days and the fourth annual Five Days of Action. The events share a common goal to empower global and local community members to build connections, gain knowledge and develop tools to help shape positive changes in the world.

UVic Global Days

UVic Global Days is a globally focused week-long community program that will celebrate the diversity, values, pursuits and successes of UVic and its broader communities.

The theme for the 2021 event draws on the importance of our collective efforts and action:

The UN Sustainable Development Goals: global citizens working together towards shared visions of a better tomorrow.

"Global Days is an important and timely initiative at UVic," says Catherine Krull, special advisor international. "Throughout the week, the university and the broader community will be showcasing its international work. Stimulating presentations, performances and events will show our strong commitment to the United Nations Sustainable Development Goals. Through celebration and engagement, UVic's Global Days is our promise to work collaboratively to make the world a better place."

Sessions hosted throughout the week will include film screenings, presentations, info sessions and interactive workshops (including ethical chocolate tasting).

Kicking off the week, Beth Eden of QS World Merit will inspire audience members to recognize the impacts we are each capable of. Eden has worked with SDSN Canada, as well as the UN, and is recognized as a 30 under 30 Sustainability Leader and 25 under 25 Environmentalist in Canada.

Students, faculty, staff and local and global community members are all welcome and encouraged to attend the week's events. Many sessions will be offered virtually, with some also available to a limited in-person audience. Visit uvic.ca/global-days for more.

Five Days of Action: 365 Days of Commitment

Organized through the Equity and Human Rights (EQHR) team and its partners, Five Days of Action started in 2018 to highlight UVic's commitment to end discrimination, harassment and sexualized violence on campus. Each day of the five days in the annual event highlights a call to action, asking us all to listen, reflect, create dialogue, engage in social change, and show solidarity every day of the year.

"Together we are striving for a campus community that is humble and open, has visible and actionable commitments and is responsive to concerns as they arise," says Cassbrea Dewis, EQHR executive director. "5 Days of Action is a week to listen, learn, reflect and engage in dialogue on how we can all work toward building a more diverse, inclusive and safe campus. We hope everyone who is able attends a workshop or event, or simply takes time to commit to small or large actions."

Workshops, events and reflective pieces—such as the *Racism in Greater Victoria: Results and Lessons for the University* workshop—will be offered every day of the week through virtual platforms and on campus.

Staff, faculty, students and community members are all invited to take part by visiting an artistic display, attending an event or workshop and by engaging with the curated list of things to read, watch and do. There are also opportunities to engage during the week through UVic's Instagram. Visit uvic.ca/5days to find out more.

Day in the life: Kim Fawthorpe

BY MITCH WRIGHT

If you've taken a seat anywhere on the University of Victoria campus, you've benefited from the work of Kim Fawthorpe and her team.

Fawthorpe is manager of Interior Modification Services in Facilities Management, where she and her team of five interior designers look after all the furniture and interior design needs on campus—from outfitting a new space to remodelling and updating a previously used facility. Her team also includes two drafting design technicians who look after wayfinding signage on campus and maintain accurate space records for every building and room on campus.

The team also ensures specific ergonomic and functional needs are accommodated, provides desks and chairs for classrooms and exam setups, and works to ensure a barrier-free experience across campus.

At any one time, the team might be working on 200 to 300 projects, ranging in scope from a few hundred dollars to well into the millions. And every piece of furniture they bring on campus is of the highest quality—commercial grade and sustainably created.

"We're a very busy, very active group," Fawthorpe says, adding that beyond general day-to-day furniture requests, her team's work is widely varied with everything from active involvement in decommissioning and recommissioning Level 2 laboratories, to more recently establishing COVID-19 testing clinics.

"COVID hit us quite hard—hit everyone on the front lines of facilities," Fawthorpe says, highlighting that establishing clinic spaces required an immediate response with very little lead time.

While many university staff were able to shift to a work-from-home situation during the height of the pandemic's early days, the interior team continued with a hybrid model while working on campus. And all



Fawthorpe. UVIC PHOTO SERVICES

those people working from home presented new challenges, as many now required furniture to outfit their home workspaces.

"That was a very unique experience for me," says Fawthorpe. "I've never encountered anything quite so challenging, with the amount of work we had to do and then undo, and all very quickly. The last year and a half, I've felt more like an air-traffic controller."

Fawthorpe also has to ensure campus is barrier-free. That encompasses things like ramps or chair lifts, handrails, signage and lighting, but may also include designing specific spaces for students with disabilities, creating respite rooms for students and caregivers, and ensuring people can find their way around as well as in and out of facilities.

"It's all about feeling safe and comfortable and welcome," says Fawthorpe. "That's a lot of what my team does every day. We find when we focus on what students need, everything else falls into place."

Her own favourite place on campus is on the third floor of the McPherson Library, where her team designed a new study space with natural daylighting and comfortable furniture.

"It's not the biggest or most special, it's just a really beautiful space. Every time I go there I take a few minutes

to enjoy it," says Fawthorpe, who also spends a sizable portion of her time at home revamping spaces. She's currently amidst her seventh home restoration, for which she does much of the work herself.

With her team, which she describes as exceptional, Fawthorpe has twice received special recognition—the 2009 President's Distinguished Service Award (for the William C. Mearns Centre for Learning team) and the 2019 President's Extraordinary Service Award (Team Cultivator Award for the Surplus Furniture Program).

That surplus furniture program was launched a few years after Fawthorpe began at UVic in 2003, when she saw an opportunity to warehouse assets as they became surplus, sell them at a discount and reinvest the proceeds into both maintaining the program and refurbishing student spaces. Those funds have brought five refurbishments to life so far.

The surplus program processed about 100 items in its first year, and now takes in thousands of items annually. The direct impacts of not purchasing new furniture due to the program include avoiding 65 tonnes of CO2 emissions from transport and manufacturing, and saving the institution an estimated \$2.5 million to date.

STAGING EQUALITY, REPRESENTING CHANGE

BY JOHN THRELFALL

If you've ever attended a play in the Phoenix Building, odds are good you've been inside the Chief Dan George Theatre. Named for the actor and chief of the Tsleil-Waututh Nation whose talent took him beyond North Vancouver to become an Oscar-nominated actor, the theatre also features a striking Coast Salish-inspired wooden-inlay wall panel—both signs of Indigenous respect literally built into the building when it opened in 1981.

Yet, as professor Yasmine Kandil asked when she hosted the President's Town Hall in the Chief Dan George Theatre in October, has the department done enough to live up to those respectful intentions? Especially when taking into account who has historically come to—and been represented in—that space?

Enter Staging Equality: a vision of how theatre can address issues of race, diversity and inclusion by building relationships based on trust and respect.

A collaborative and creative research project

Created out of the Strategic Framework Impact Fund, Staging Equality is a three-year collaborative and creative research project devised by Kandil and fellow theatre professor Sasha Kovacs.

"Theatre is a tricky space to be contending with stories of racism and to try to work in an anti-racist methodology and decolonize theatre practices," says Kovacs. "These are really challenging things to do."

Currently working with an interdisciplinary team of students, faculty and community partners on a series of workshops and staged readings, Kandil and Kovacs hope Staging Equality will cultivate an environment that respects the legacy of Chief Dan George.

"It's welcoming through building relationships," explains Kovacs. "What

context or work do we need to do before our new partners and audiences enter this space?"

Now in the second of a three-year framework, Staging Equality is built on a year-long foundation of consulting, questioning, listening and planning alongside their community and campus partners. One early—but essential—shift involved abandoning the standard model of working with out-of-town guests and professionals, and instead focusing on Indigenous and racialized artists who are already doing the work right here in Victoria.

That led Kandil and Kovacs to local playwright Lina de Guevara, who founded Puente Theatre back in 1988 to showcase the experiences of immigrants and diverse minorities. In September, Staging Equality presented a staged reading of de Guevara's play *Journey to Mapu* in the Chief Dan George Theatre, which featured a 15-person cast of almost entirely people of colour.

Staging Kamloopa

Staging Equality's next project is similarly local: a staged reading of the Governor General's Literary Award-winning play *Kamloopa: An Indigenous Matriarch Story*, written by Kim Senklip Harvey of the Syilx and Tsilhqot'in Nations. Harvey became the first Indigenous woman to ever win that award, announced the same week she graduated with her MFA from the UVic Department of Writing.

Now a PhD candidate with UVic Law, Harvey will be directing the Nov. 20 Staging Equality reading of her own play, featuring a mixed cast of Indigenous students, alumni and community members. "With the readings, we're also really trying to foster connections between current BIPOC students and BIPOC alumni and artists," says Kandil.

Not only will this mark the first

time *Kamloopa* has been performed locally in any format, but Harvey's participation also represents a strong measure of confidence in Staging Equality. "It really has been about collaboration, about building those relationships across campus and in the community," says Kovacs.

Hope for change

Kandil also sees Staging Equality as a way of offering hope to students and partners, both current and future. "Racialized students do not always see themselves represented in curriculum . . . so when they work alongside practicing artists, they can have the hope and see the opportunity to practice their craft after they graduate."

While they are only at the half-way point, Kovacs feels the project has already made an impact on her personally and professionally. "As a white woman, this has been hugely transformative: not only on how I do research but also in the way I make theatre and teach students," she says. "And, as a department that has a theatre company operating within it, the hope is that the work we're doing on this project can be of value and of use for other departments across Canada."

For her part, Kandil is pleased that Staging Equality has become a sign of positive change in Victoria's theatre community.

"It's already starting to create a buzz and cultivate the kinds of relationships that will lead to projects beyond this," she says. "If you show trust and you show respect, people come willingly and want to stay and build more relationships through the arts. That's what's been moving for me."

The free public performance of *Kamloopa* is at 8 p.m. Saturday, Nov. 20, in the Chief Dan George Theatre (reservations required).

bit.ly/21-kamloopa

From September's performance of *Journey to Mapu*. PHOTO: MIRANDA HATCH



Kovacs and Kandil outside Chief Dan George Theatre. PHOTO: ADRIENNE HOLIERHOEK

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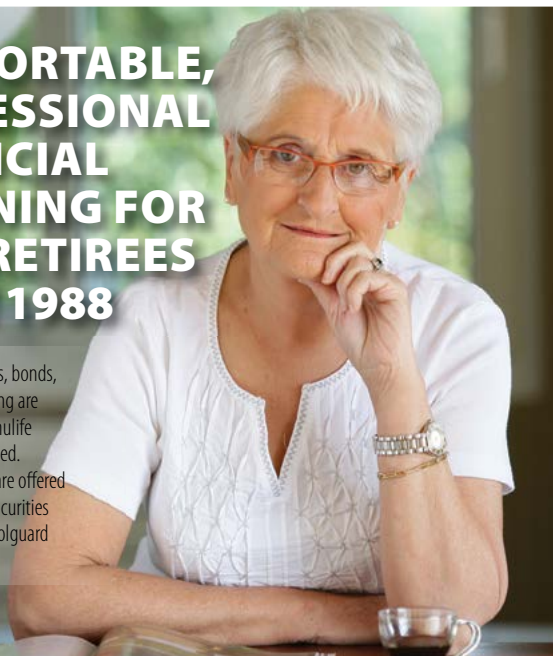
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Networking expert connects the dots



Lawyer-turned-author J. Kelly Hoey makes a case for showing up every day

Unlike fellow New Yorkers Simon and Garfunkel, J. Kelly Hoey (BA '87) is not a rock or an island. The UVic grad, writer and in-demand public speaker is a firm believer in the importance of making connections, not just in your career but everyday life. The problem is, we're often not good at it or, at least, comfortable with putting ourselves out there. Which is where Hoey comes in. The lawyer-turned-author of *Build Your Dream Network: Forging Powerful Relationships In A Hyper-Connected World* will be in Victoria Nov. 16 to share her networking knowhow with UVic alumni and students as part of the UVic Alumni Signature Speaker Series. But before that, she found time in her busy schedule to discuss what New Yorkers have taught her about communicating, the roots of her fabulous footwear obsession and why networking isn't a four-letter word.

Q. Networking sometimes gets a bad rap, evoking images of liquid lunches, awkward

mingling and the exchange of business cards. Could you reframe what networking is and why it's valuable?

JKH: Networking absolutely gets a bad rap for the reasons you've mentioned along with it being perceived as an activity you undertake (in desperation) when you're in need (i.e. need a new job, or new client). Networks are built on trust; so for me, networking is every single human interaction. How we show up routinely, matters. Those little ways we show up every day (be it at the office, or at school, on Twitter, Zoom, Slack, email etc.) ultimately matter more than working the room once.

Q. Has the pandemic changed networking?

JKH: We've all experienced network shrinkage (that's the bad news). It's simply a fact that there have been fewer opportunities to connect with people we don't know well, or only see on occasion—and this segment of our networks has shrunk.

The good news out of this is we've realized how much those casual-acquaintance relationships add meaning to our lives. A greeting from the bus driver on your regular commute or chatting with the barista where you grab your morning coffee, those light exchanges are important, they make us happier and add to our overall well-being. Then there are the colleagues who perhaps you only saw at bi-monthly department meetings or during intermural softball season. Those relationships can also be a critical source of information and opportunity.

Q. Is it easier or more difficult to network in the era of Zoom and working from home?

JKH: Depends on who you ask. For some, it has been easier as COVID combined with technology has democratized the opportunities to connect. Some interactions have improved because of technology (in one COVID interview I listened to, a college professor recounted how much more he enjoyed thesis-review meetings on Zoom, rather than the old way of gathering around

a boardroom table). Networking has become more difficult too, as now we really need to think about this human activity, rather than working the room on auto-pilot, lazily resorting to ice-breaker questions that worked in the past. For better or worse, networking will continue to occur on Zoom (and online generally).

Q. What are your thoughts on Zoom backdrops? Book shelf, blurred background, vacation photos, a blank void? Does it even matter?

JKH: Do what works for you—and make sure the backdrop isn't going to be a distraction for the people you're connecting with. During one Zoom panel, I recall being unable to listen to a panelist's remarks as her arms kept disappearing because of the backdrop.

Q. Much has been made about the strong personality of New Yorkers. What have you observed in the way they interact and communicate?

JKH: New Yorkers are very direct, get-to-the-point types. It's equally efficient and amusing. New Yorkers don't like their time wasted but, in the right circumstances, they will give you all the time in the world.

As for my communication style, after 21-plus years of living in New York, I'm a rather odd combination: the polite Canadian (who can happily wait their turn in line) and the brash New Yorker (who shouts when someone butts in). When someone I don't know reaches out, I have a strong networking preference for being asked direct, specific career questions rather than vague ones. If I can direct someone to an answer, I want to be able to do so (quickly) and no, we do not necessarily need to discuss it over coffee or a Zoom!

Q. What's the most common mistake people make when networking?

JKH: Failure to follow-up. Number one networking mistake and a shockingly widespread

one, too. By follow-up, I mean both extending thanks when someone gives you their time, advice or both, and updating them as to what you've done with their guidance. For example, if someone writes a recommendation letter for you, they want to hear from you if landed the position (they don't want to hear it from a third party). Following up is such a simple, considerate networking mistake to correct and one that adds strength to relationships, too.

Q. Is teaching people how to network more effectively a form of networking for you?

JKH: It sure is. Over the years, people I've met from speaking at conferences and events have become friends, business acquaintances, referral sources etc. In many instances, those people have reached out years later—another reason to take a long view on networking. Tweeting, posting and blogging have also proven to be valuable networking for me. It's why I've spoken at the PGA Championship (multiple times), call bestselling author Tom Peters a friend and mentor and ended up on a British Airways hackathon (flight from SF to London) alongside tech luminaries that included Craig Newmark (founder of Craig's List).

Q. For a lot of people, university can be a bit of a safety blanket, and the thought of "putting yourself out there" once you've graduated can be terrifying. What's one piece of advice you have for those people?

JKH: Don't wait until you graduate to put yourself out there. Your networking building starts in university. Get involved on campus where you can. Talk to your professors, classmates, TAs and university staff about what you're hoping to do after graduation, and remember be of service to them as well. The relationships you build during university have the potential to open a lot of career doors for you.

To attend the UVic Alumni Signature Speaker Series with J. Kelly Hoey on Nov. 16, visit uvic.ca/alumnisignaturespeaker.

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