In an exclusive interview, Interim Dean Anne Leavitt reveals how she alone was able to solve the office shortage for arriving faculty:

**PM:** Dean Leavitt, PM has heard from several new and returning part-time faculty who have not been assigned an office. First of all, do you feel any sympathy for their plight?

**AL:** That's an excellent question, PM. Of course, on the one hand, it's dreadful to be homeless on a modern campus which promises all the amenities of a computer, phone, desk, chair, modern plumbing nearby and all that stuff. But, on the other hand, I believe I’ve found the solution, one that fits within our need to accommodate faculty with the amenities to which they are entitled, and one which is sensitive to the cultural fabric of Vancouver Island. I'm actually stunned that none of our senior executive has thought about this before, given that the solution to our office shortage problem is to be found in that staple of Canadian bathroom reading materials, namely, the Canadian Tire Catalogue: the solution, PM, is tents.

**PM:** Tents? With all due respect, Dean Leavitt, are you serious?

**AL:** Serious? Of course I'm serious. In fact, your question is a perfect illustration of the kind of backward and in-the-box thinking that Deans must work very hard to overcome if Malaspina is to become the world-renowned university it aspires to be within your lifetime and mine. Consider the advantages of tents: they are portable; they can be folded up and stored when not in use (a great advantage when it comes to achieving our goal of 100% facility utilisation); they come in an array of colours and shapes (unlike our current office cubicles); they can be placed anywhere the user likes; and, in these days of cell-phones and WiFi technology, the need for costly, fixed-structured and hard-wired offices no longer exists. And, let's face it. People like tents. Look at how many people leave their hot, cramped and airless Malaspina offices every summer and move to the campgrounds where waking each morning in a tent is surely one of life's greatest pleasures. Tents, as even the Human Resources folks know, relieve stress. Malaspina's replacement of its current fixed-structure, hard-wired offices with tents will not only produce a happier workforce. Consider how students will feel when, their first day on the campus, rather than confronting a maze of intimidating corridors of concrete offices, they find themselves invited to enjoy the ambiance of a cheery campground where office-hours are replaced by sing-alongs with students and instructors roasting marshmallows and wiener over the fire. Our MacLean's ratings would go through the roof. And a all of this can be achieved quickly and easily without the need for costly fund-raising campaigns for new buildings, no cost over-runs, no vexing negotiations with architects and contractors, and no ... (contd. p. 94)