



# On Campus News

ocn@usask.ca | news.usask.ca



PIERRE WILKINSON

## Clarifying the numbers

### Efforts underway to verify Aboriginal enrolment figures

by COLLEEN MACPHERSON

There is an old saying that numbers don't lie, but in the case of Aboriginal student enrolment at the U of S, the numbers may not be telling the whole truth.

The fall enrolment census at the university showed Aboriginal undergraduate and graduate student numbers are down 8.9 per cent and eight per cent respectively from the previous year, "but official statistics and anecdotal statistics often don't match up," according to Registrar Russell Isinger. "We've been saying for some time that our self-declared Aboriginal stats are not a true reflection of the situation."

To sort it all out, Isinger and

a number of other officials from across campus are working to understand what students view as a self-declaration of Aboriginal

**"We've been saying for some time that our self-declared Aboriginal stats are not a true reflection of the situation."**

Russell Isinger

ancestry, to encourage students to self declare, and to figure out how to gather that information from across campus.

There are only two official avenues for voluntary self-declaration, he explained. The

first is at the point of admission; the second is to self-identify in PAWS. It is these numbers that are used in the enrolment census.

But there is also evidence that some students believe applying for an Aboriginal scholarship or for admission into a specific program constitutes self-declaration and so do not self-identify through official channels.

The first goal of the working group, said Isinger, is to identify all of these points of contact "and then find an easy means for staff to then communicate that into the student information system. The message is that if you're declaring to us for one purpose, you're declaring to us for all purposes."

The importance of accurate enrolment numbers is twofold, he said. First, the institution "wants to be able to say we're a destination of choice for Aboriginal students," a claim that needs to be supported by statistics. "Also, having the right data goes hand in hand with

having the right supports and services. What we're able to offer for 1,400 Aboriginal students might look very different from what we're offering for 3,000."

The working group also plans to change the language on

*See Campaign, Page 2*



Russell Isinger, university registrar

COLLEEN MACPHERSON

#### Inside

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# Awaiting bids for student centre construction

✦ COLLEEN MACPHERSON

The university took a little different approach with the construction tender for the Gordon Oakes-Red Bear Student Centre, and officials are hopeful it will result in a number of competitive bids for the project.

Chris Bergen, associate director of projects with the Facilities Management Division (FMD), said two presentations about the Douglas Cardinal-designed building were held for potential general contractors prior to the tender being issued. The point, said Bergen, was to introduce the unique, sculptural stone-clad building to contractors and to explain “the why and how it fits with the campus, to provide our vision.



Bergen

We wanted to get them excited about this project.”

The usual pre-tender process is to gather potential bidders, visit the building site and field questions, he explained. In this case, the special effort was required because the building is complex in design “and we didn’t want general contractors thinking “Holy smokes, how do you build this?” and then just throw numbers at it.”

The architect, whose notable buildings include the Canadian Museum of Civilization, the First Nations University of Canada and the Smithsonian’s National Museum of the American Indian, participated in the presentations to contractors, which included viewing very sophisticated 3-D models and images of the structure. Bergen said the university has never done such extensive modelling of a building, “every component from the stonework detailing right down to how the mechanical systems run through the structure.”

Feedback was positive about the process. “It’s a signature building,” he said, “and some of the general contractors are very keen. They appreciated having an understanding of the



Exterior view of Gordon Oakes-Red Bear Student Centre

DOUGLAS CARDINAL ARCHITECT INC. / RBM ARCHITECTURE

background and the vision, and realized it’s not as daunting as it appears at first glance.” Sharing the models and images takes some of the guesswork out of tendering, Bergen said, “and hopefully that will be reflected in the bids as well.”

The deadline for submitting tenders has been extended to Dec. 18 at the request of the industry, he explained. The original deadline was Dec. 11 but there are other large tenders for projects in the city closing that week and contractors wanted more time to prepare their bids.

Once the bids are received, each will be evaluated “and if the bids are favourable, the

tender could be awarded the next day,” Bergen said. Because there is no academic or research component to the building, the construction schedule is flexible “but even though the ground is frozen and the contractor will be limited in what they can do, I think they’ll want to mobilize as soon as possible.”

The Gordon Oakes-Red Bear Student Centre will be built in Wiggins Court between the Arts Tower and the Murray Library. Its 2,350 square metres will house both the Indigenous Students’ Council offices and the Aboriginal Students’ Centre with additional space for learning and ceremonies. ■

## Campaign to explain self-declaration benefits

From Page 1

admission forms and in PAWS to explain, in a less legalese manner, why the university is collecting self-declaration information. Isinger said the intent is “to explain we’re doing this so we can provide the right services, the right programs, the right supports, and that we want to communicate things that are to your benefit. And that we want to invite you to the graduation powwow.”

There will also be a campaign mounted before the next census day in February to educate

Aboriginal students about the value of self-declaring, but Isinger stressed it is strictly voluntary.

“This is still ultimately a personal choice. If students do not want to self-declare, that’s fair game, but I also want to point out that this is some of the most protected information we have and very few people have access to it. The data we report on is always in the aggregate.

Isinger added that colleges and schools will be involved in the work needed to clarify the numbers “because the local and institutional needs are the same. We are all the U of S.” ■



### SHRF Achievement Award 2012



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The Saskatchewan Health Research Foundation (SHRF) is pleased to present the SHRF Achievement Award to Dr. Adam Baxter-Jones. As a leader in childhood growth and development and an expert in the treatment and management of bone and joint diseases, Dr. Baxter-Jones is most deserving of this recognition for achievement.

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# Administrative commons creates efficiencies for division

✍ COLLEEN MACPHERSON

A complete reorganization of administrative activities in the College of Arts and Science's Division of Humanities and Fine Arts is expected to provide better co-ordination of services but also focused expertise in specific areas.

"We're working toward what I've been referring to as an administrative commons," said David Parkinson, vice-dean of humanities and fine arts. "The key will be that each program and department will receive service and support from the full team."

The reorganization is in response to the need for the university to trim its operating budget significantly over the next four years. To make the change, the division eliminated five positions on Nov. 27 and will group the remaining 10 support personnel in a central location on the fifth floor of the Arts Tower. Parkinson said four additional staff members will eventually be included in the commons to provide support for research facilitation and outreach and engagement activities. Clerical and reception staff will remain in place in division operations in the John Mitchell, Murray and Education Buildings.

**“The goal is to provide a satisfactory level of services—and I mean that in the most positive and careful way—by January”**

David Parkinson

The commons will operate on a triage model, he said, handling administrative support for the entire division. There will also be specialization by certain staff in areas like finance and budget, and graduate program services. "We want to ensure that expertise previously located locally can be provided across the full array of our programs." But there will also be extensive cross-training because "when all the lights shine on the old fashioned switchboard, we have

to have people to handle that work in a timely way. The goal is to provide a satisfactory level of services – and I mean that in the most positive and careful way – by January" when the second academic term of the year begins.

The Division of Humanities and Fine Arts includes eight departments, some 15 programs, over 700 declared majors and 95 faculty members, and it provides about 15,000 three-credit-unit equivalents every fall and winter term.

Parkinson said increased workload for staff in the administrative commons is a concern "and a very, very real challenge ... but we're identifying ways of delegating tasks further into the



Parkinson

resource expertise, he said. "This is something you do not want to try alone." The change was also guided by clear principles and procedures. Parkinson acknowledged these situations create "considerable uncertainty and doubt in people's minds ... so it is vitally important to communicate as is proper, as is requested and as is requisite with the affected people. Communication is absolutely key."

He added he has been "bowled over" by the commitment and humanity of faculty, staff and students throughout the college. "They are all very committed to the success, identity and future of the departments and programs they represent." ■

administrative commons" to ensure efficient use of people's time.

The division was helped in its re-organization by college staff and central human

FROM THE ARCHIVES

## Lift off

✍ PATRICK HAYES, U OF S ARCHIVES



U of S Archives RG2043 BX02 C-07L.

On Tuesday July 11, 1967, the university's Institute of Space and Atmospheric Studies, in co-operation with Bristol Aerospace Industries Limited of Winnipeg, sent up two Black Brant 3 rockets from the Churchill Research Range. The launchings marked the third and fourth in a series of experiments to better understand weather patterns by studying the photochemistry of the atmosphere.

Each rocket rose approximately 100 km into the atmosphere. The clamshell nose cones separated in flight to expose a light-measuring device called a photometer. All measurements were "telemetered" to the ground and no attempt was made to recover the scientific instruments. Both payloads, weighing approximately 80 kilograms each, were built and tested in the workshops of the Institute of Space and Atmospheric Studies on campus. They were then sent to Winnipeg for further testing and incorporation into the nose cones. Bristol Aerospace supplied the rocket engineering under a contract with the National Research Council. ■

# Home for the holidays

✍ KRIS FOSTER

The holidays are around the corner, the university will be closed and most of us know exactly how our time will be spent: opening gifts, gathering with family and friends, and over eating.

But what about the more than 2,200 international students at the U of S, many of who stay in Saskatoon? What do they get up to?

Derek Tannis, manager of the International Students and Study Abroad Centre (ISSAC), said there are lots of options open to international students, but typically they organize their own activities.

"For a lot of students, it's a

blessing to have this spare time to do work and focus on studies or spend some extra time with families," said Tannis. "Many students take it upon themselves to organize events over the holiday break. The India Students' Association, for example, is organizing a New Year's gathering this year."

The Global Connections Student Committee, he continued, has a very active Facebook page where all events are listed. "These events are organized but not necessarily because it's Christmas; many of our international students don't celebrate that."

But even if they do not

celebrate Christmas, said Paul Sartison, they are in a culture that does. "The culture is saying it is a happy time," said Sartison, the multi-faith co-ordinator and Lutheran chaplain at the U of S. "There is a message saying you should be celebrating. Taking part is also part of the learning experience of being in Canada and taking in the culture."

To provide students with the chance to take in holiday festivities, the Multi-Faith Chaplains Association at the U of S finds host families for many international students. "This has been going on for a number of years," said Sartison. "We set up a student with a Canadian family for a holiday meal. It is a good way to make sure people aren't alone."

Sartison said they often hear back from the host families about "how much they enjoyed it and appreciated the cultural experience."

There is also a program offered by the Interservice Christian Fellowship called Christmas in the Woods, Tannis added. "It is a camp that has room for about 50 students and offers a number of Christmas activities to learn about the traditions of the time and to experience winter activities at a low cost." ■



Derek Tannis, left, and Paul Sartison

✍ KRIS FOSTER

# Taking a break

## Editor's Note

The first part of the publishing year is over for *On Campus News* and we're now taking a breather before we return with the Jan. 11 issue. But, as everyone knows, news and information never follow a calendar so during our hiatus, we will continue to refresh [news.usask.ca](http://news.usask.ca) with new content and we will be sending out *On Campus Now*, the e-digest for U of S faculty and staff. This is a relatively new venture for us but we hope you find it both interesting and informative.

Thank you to those who took our calls, granted us interviews and sat for photos so far this year. And thanks also to everyone who took to the time to call or write with story ideas. We appreciated each and every one.

Until January ...

Ed.

## OCN Publishing Schedule

No.	Issue Date	Deadline Date
9	Jan. 11, 2013	Jan. 3, 2013
10	Jan. 25, 2013	Jan. 17, 2013



SCIENCECARTOONSPLUS.COM

# Bros growing mos for Movember

In the Nov. 9 issue of *On Campus News*, we highlighted some of the great moustaches from U of S history, going as far back as President Walter Murray in 1908. Here we feature some modern versions, all grown for Movember in support of research and awareness of prostate cancer and men's mental health.

While these are only a few of the mos that sprouted all over campus last month, colleagues and co-workers identified these gentlemen as having being particularly photo-worthy moustaches. With great good humour, each allowed their photo to be taken. Most said the extra facial hair would be coming off Dec. 1 but collectively, they raised thousands of dollars for a worthy cause.

Of particular note was the friendly "Mo Down" competition we found between Mark Burt, a financial analyst in Integrated

Planning and Assessment, and Kris McWillie, budget manager in Financial Services Division. Based on votes from co-workers, McWillie was declared the winner.

For Ron Abernathy, plumbing supervisor in the Facilities Management Division, growing a moustache for Movember holds particular significance—Abernathy is a cancer survivor.

In *On Campus News* headquarters, Brian Kachur, OCN designer and the last person to touch the paper before it goes to print, grew arguably the greatest moustache Movember has ever seen. Having shaved immediately after sending the paper to the talented folks at Transcontinental Printing, the photo below is sadly the only evidence of his amazing feat of masculinity. He should be celebrated across the nation. ■



Wade Epp, HR



Kris McWillie, FSD and Mark Burt, IPA



Ron Abernathy, FMD



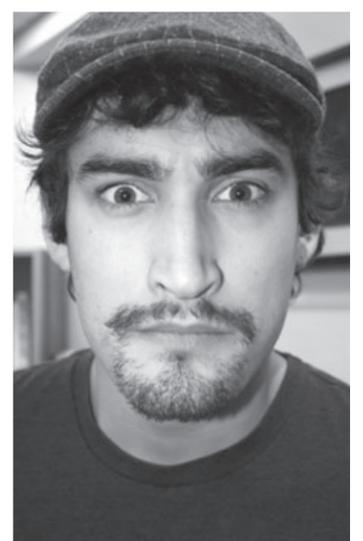
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Brian Kachur, OCN graphic designer



Jared Brown, USSU

Send letters to the editor or viewpoints to [ocn@usask.ca](mailto:ocn@usask.ca)

## ocn On Campus News

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The views and opinions expressed by writers of letters to the editor and viewpoints do not necessarily reflect those of the University of Saskatchewan or *On Campus News*.

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# Bye-bye beagles

## Campus canines adopted but not before revealing a lot about diet and obesity

✍ COLLEEN MACPHERSON

Lynn Weber sent out a simple email in mid-November asking if anyone was interested in adopting a beagle. What she was unprepared for was the overwhelming response.

"It went viral," said the associate professor in the Department of Veterinary Biomedical Sciences. "I started getting emails from Alberta, Ontario, everywhere. Let's just say that I had so many phone calls and emails that handling them became a full-time job. I didn't expect that kind of response."

The beagles that needed homes were part of Weber's three-year nutrition study at the Western College of Veterinary Medicine (WCVM). They had become a common sight on campus when all eight were out for their daily walk with Weber, a veterinary student or a volunteer managing a fist full of leashes. The dogs, all named for Charles Schultz Peanuts characters, were even featured in an award-winning U of S print ad in *University Affairs* magazine.

Weber put together profiles for each of the dogs needing homes—Peanut, Lila, Lucy, Sally, Patty and Linus—that included birthdates, photos and descriptions of their unique personalities. (She started the study with 10 beagles; two were adopted earlier due to health problems unrelated to the study and two were spoken for before the study ended.) She emailed the request for people to take



Lynn Weber's beagles were part of a three-year nutrition study.

BRIAN KACHUR

the dogs to her colleagues in the WCVM "but most of us deal with strays so often that the response rate is low." It was when she sent the email to two collaborators in the College of Agriculture and Bioresources that it really took off.

Nothing gets the word out like Facebook, and soon Weber had more than enough prospective adopters but to find the right homes for the beagles took some work. "I do a bit of a screening," she said, "asking if people have experience with dogs, if they

have yards, but a lot of it's gut feeling. I can actually tell quite a bit from two lines in an email," including how to identify the "whackos" of which there were a few.

Weber then did personal interviews with the adoptive families before introducing them to the beagles. There was a natural bonding that took place—the dogs and owners picked each other. "At one point, I had four groups of potential owners and four dogs so I let everybody loose in a room together."

By the end of November, the beagles all had new homes, all in Saskatoon. Weber said she didn't cry when the dogs left but her PhD student and technician both did.

Cute and loveable as they were, the beagles also proved to be excellent subjects for Weber's study that looked at whether dried field peas were a healthier carbohydrate in dog food than rice. The findings are important, she said, "because dogs are just as fat as humans are—30-50 per cent of pets are obese."

By carefully feeding the dogs formulated diets, Weber got them fat by 12 weeks into the study, then found they did not lose weight on either the field pea or rice diets. What she observed, though, was that the dogs on the field pea diet fared better in terms of insulin levels, ability to handle glucose and levels of belly fat—"they did better on the pea diet; it was making them healthier."

Her most interesting finding was that the weight the dogs gained in two weeks took them almost three months to shed. "Their metabolism had changed," said Weber. "They were holding onto every ounce of fat, and that's bad news for those of us who are dieting."

The dogs were back to normal weight for the final eight months of the study but the last of Weber's measurements on them have not yet been analyzed. "The important question is, are beagles a superior model for studying obesity? All the tests you can do on humans we can also do on dogs, and that isn't always the case with rodents."

And for those who already miss seeing the beagles out for their walk, 10 more will be arriving in the spring when Weber expects to start a new carbohydrate study to compare a number of different lentils with corn. Although they will not be out for walks, that study will also involve 10 cats and thousands of fish. ■

## Cup ambassador

University of Saskatchewan Chancellor Vera Pezer has an important role to play in the upcoming University Cup hockey tournament, but it is a role she said needs a bit of clarification

When her participation in the national event was announced recently, Pezer was described as the volunteer ambassador but, as she explained with a smile, people started avoiding her for fear they would be recruited to volunteer for something. In fact, Pezer's title is simply ambassador, which is a volunteer job.

The U of S is hosting the CIS PotashCorp University Cup March 14-17 which will bring together the best university hockey teams in the country. Leading up to the event, Pezer said her role "will be not unlike my work as chancellor in that

I'll be engaging with people, meeting with organizations and promoting the university. If there's a University Cup event, I'll be there."

See Promoting, Page 9



Pezer



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# Creating a welcoming space

## Art intended to inspire reflection, thought

Four significant pieces of art have recently been installed in the Murray Library, part of a year-long effort to make the space more welcoming for the visitors of Aboriginal ancestry and to inspire reflection on the past and the future.

The artwork—two untitled pieces by Kevin Pee-Ace, a member of the Yellowquill First Nation, and two by Métis artist David Garneau entitled *Red River 1870s (beaded map)* and *Centering (Buffalo Skull)*—were officially unveiled Nov. 28 at an event in the library that included fiddling and an artist's talk by Garneau. Library Dean Vicki Williamson said the purchases, made with undesignated donor funds, "were a long time in the making" but are an

“**This is about understanding and success for all of us in Saskatchewan.**”  
Vicki Williamson

important part of the initiative to convey the sense of “a safe and welcoming space where people can grow their knowledge.”

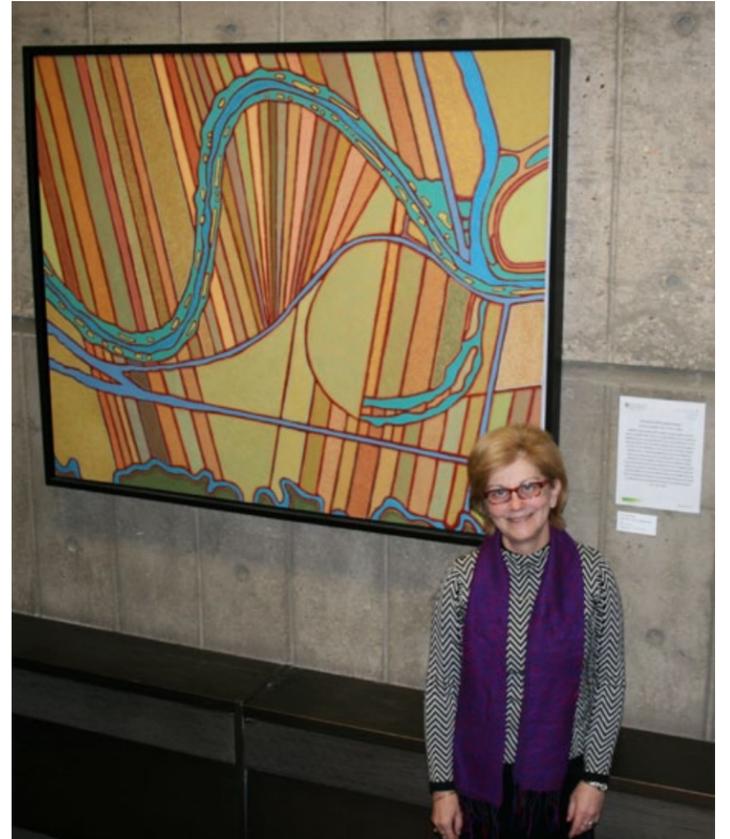
Williamson, who is from Australia “where there are many similarities in our relationship to Indigenous people,” personally selected the Garneau works first. Then, during a visit to Wanuskewin, she saw Pee-Ace's work. “They called me over and said, ‘I would look wonderful on the main floor of the Murray

Library.’ It was like the stars were aligned.”

The library has made a deliberate effort this past year to recognize Aboriginal culture and contributions, and to ensure its space is welcoming, motivated in part by the visit to Saskatoon in June by the Truth and Reconciliation Commission of Canada (TRC). In addition to continuing to develop its Indigenous Studies Portal, the library mounted a major exhibition in the spring entitled *Knowledge Keepers: Authorship, Artistry, Archives* which includes published and unpublished First Nation, Métis and Inuit related materials.

“We did the physical exhibition ahead of the TRC visit,” said Williamson, “but we kept it up deliberately so when our new students and faculty joined us in the fall it would be there. And the online component of the exhibition will live on in perpetuity.”

Other University Library initiatives include establishing an access point at the university's Office of First Nation and Métis Engagement at English River



Dean Vicki Williamson in front of David Garneau's *Red River 1870s (beaded map)* in the first-floor stairwell of the Murray Library.

COLLEEN MACPHERSON

and ensuring staff, including the dean, receives treaty education. Williamson said initial work has also begun on an Aboriginal employment strategy that will “demystify library service as a profession and highlight the benefits of a library service career.”

For Williamson, all of these initiatives are steps on the path

toward “creating an environment of reflection and thought where people can think about the reconciliation movement, about relationships of the past and new perspectives moving forward. This is about understanding and success for all of us in Saskatchewan. And art is often helpful for starting those conversations.” ■

### The Gwenna Moss Centre for Teaching Effectiveness

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Deadline February 15, 2013

<http://www.usask.ca/gmcte/awards/sylviawallace>

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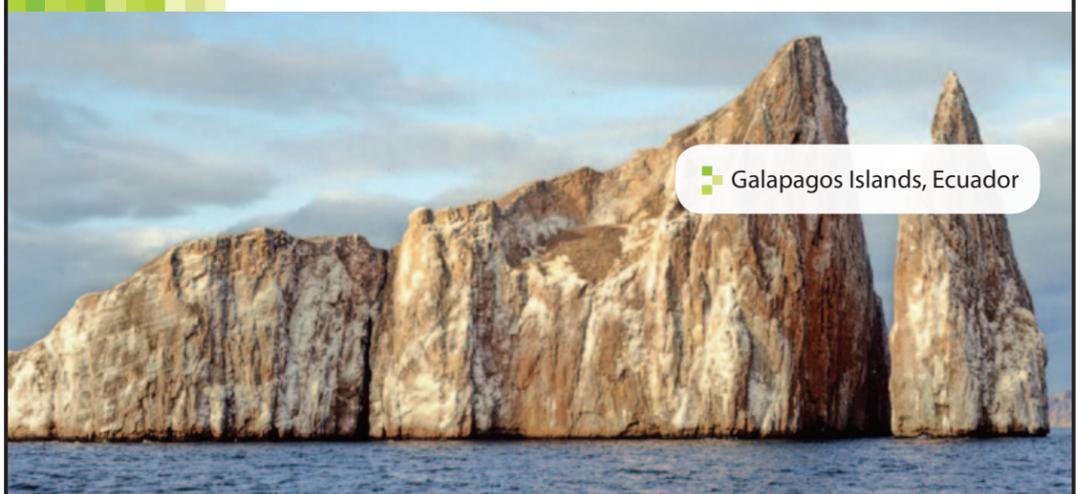
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# Research services moves from paper to online tools

by MICHAEL ROBIN

An ambitious initiative is underway to replace the patchwork of paper-based and under-powered digital systems used to manage University of Saskatchewan research with a single system to save researchers time and allow efficient delivery of services.

"We've reached the limits of what we can do with our existing systems," said Karen Chad, vice-president of research. "We've committed ourselves to becoming one of the top medical-doctoral universities in the country. We simply can't achieve this without better tools, and it's essential that our research community gets involved in their design."

The new University of Saskatchewan Research Management System (UnivRS), jointly sponsored by Chad's office and Information and Communications Technology (ICT), is envisioned as a single, highly secure suite of online tools, explained Susan Blum, director of research services, who leads the UnivRS team with Monisha Shukla from ICT. The system will allow, for example, online development, collaboration and submission of research grants and ethics applications as well as electronic signatures. Other features include the



Blum

ability to enter information once to fill in multiple forms, and the ability to track grant and ethics applications online.

Efficiency is the goal, Blum said. For example, the Service and Process Enhancement Project (SPEP) estimated that implementing electronic signatures alone would save many hours of time for researchers simply by eliminating the need to physically move papers to multiple locations around campus.

Rick Bunt, chief information officer and associate vice-president for ICT, explained that the U of S has invested in information technology systems for the foundation areas of financial services, human resources and

students. However, research has never received a targeted investment even though it has long been identified as a top priority for the university.

"We are the only U15 university that has not invested in a robust, enterprise-wide research administration system," Bunt said. "With our present patchwork approach we are now in a critical state."

The U15, a group of Canada's leading research universities, admitted the U of S to its ranks in 2011. The group serves as a gathering point for university leaders to work on issues of common interest like federal government operating funding for national science laboratories, or policies regarding international graduate students.

Blum said the UnivRS team identified a host of deficiencies in the current patchwork system in a business case that received the support of the Provost's Committee on Integrated Planning (PCIP) earlier this year.

"The university is dangerously close to not meeting some of the Tri-Agency, provincial, and internal requirements," she said. "These demands are expected to grow, as funding agencies and governments ask us for more information and a higher level of detail in this increasingly competitive research environment."

Blum said support for research administration is one of the highest priority recommendations to come out of SPEP. Inefficiencies in current systems waste time for both researchers and administrators, and limit the university's ability to participate in outside initiatives like the harmonization of human research ethics across western Canada.

The UnivRS development team spent two months conducting interviews with everyone from new scientists to deans and beyond. In October, a request for proposals for a new system was issued. The business case for UnivRS, together with a proposed budget, will go to the university's Board of Governors in March, and the system is expected to begin rolling out in 2014.

In the meantime, vendor proposals are being evaluated and the research community is being encouraged to participate. Blum explained that short-listed vendors will give presentations on their systems in the next few weeks, and researchers are invited to propose actual U of S scenarios during the presentations. ■



## Flag presentation

U of S President Ilene Busch-Vishniac, holding flag at right, was presented with a Treaty No. 6 flag when she visited the Onion Lake Education Centre (Kihew Waciston) Nov. 29 on the Onion Lake First Nation as part of her inaugural provincial tour. Indian Teacher Education Program (ITEP) students who are completing their degrees and will graduate in 2013 made the presentation. Busch-Vishniac joined the students in a traditional lunch, heard about their experiences studying where they live, and participated in a cultural assembly at the Cree Immersion School. Also shown in the photo are Peter Stoicheff, dean of arts and science, holding the flag left, and Joan Greyeyes, the university's special advisor on Aboriginal Initiatives, far right.

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**REGISTRATION**

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# Restructuring creates communications, marketing teams

by KRIS FOSTER

The university's marketing and communications professionals have been brought together in a new structure that will, in the long run, decrease costs and increase efficiencies.

"This reorganization formalized a university-wide function; like HR and finance, communications and marketing is carried across the campus," explained Ivan Muzychka, associate vice-president communications in University Advancement. "Now, with this reorganization, we have brought together under five portfolios about 60 marketing and communication professionals who are joined by a common vision and common goals. The reorganization gave an existing campus-wide group more structural definition and created a number of specialized teams."

The change created five portfolios—alumni and development communications, college communications, internal communications, marketing, and strategic communications—each led by a director, he continued. "However, we reorganized without investing large amounts of money. No new people have been hired; the directors already existed as senior employees. The university is facing a financial challenge, and this was always in mind during the process."



Muzychka

Communications was one of the first areas examined by the Service and Process Enhancement Project (SPEP) in 2011 with an eye to better co-ordination across campus, said Muzychka. Research stemming from SPEP revealed that communication and marketing professionals had a "desire to co-ordinate this and unify work around specific goals."

"We wanted more effective and more cost-efficient communications at the university and this will do that. We know that when we have co-ordination and participation on a project from across the university, we have more impact. The positioning project, for example, was university wide and brought together different stakeholders that repre-

### Communications and marketing structure

**Strategic Communications**  
 Director: Patty Martin  
 Portfolio: news, media relations, senior executive communications, strategy and issues management, and government relations communications

**College Communications**  
 Director: Jennifer Millard  
 Portfolio: college and school communications

**Alumni and Development Communications**  
 Director: Christy Miller  
 Portfolio: communications with university alumni and donors

**Internal Communications**  
 Director: Sharon Scott  
 Portfolio: communication within the campus community

**Marketing**  
 Director: Carla Vipond  
 Portfolio: advertising, web, social media, graphic design, branding

sented all of the university."

The new structure will also result in cost savings, other efficiencies, and consistent messaging and branding, he continued.

"We will see efficiency increase when co-ordination increases. Advertising co-ordination, for example, will eliminate three or four ads in the same publication if one will do. Then when the audience hears our message, it isn't a number of disparate voices, but rather one coherent voice. That makes our messaging more effective."

Consistent branding and messaging are critical to raising the university's profile. "One of the goals is that we need to raise our profile in Saskatchewan and outside of the province. As we increase our research intensity and communicate that efficiently and effectively, we will see our reputation, profile and awareness increase with key audiences."

But all the expected benefits come with growing pains, he said. "The toughest part I'd

say, were some of the fears and anxiety this restructuring created (but) we wouldn't effect this change if we didn't believe we could be more effective by co-ordinating this work."

In the end, Muzychka said he expects to see a co-ordinated team that knows exactly how much money is spent on marketing and communications, and one that creates strategies and plans that benefit all units and departments, even those without any significant marketing and communications capacity.

"I'm excited about this change. We have a new president, we are in the U15 and we are facing a number of other changes (that require communications). We have a role to play. Communications at the university is successful on many levels. The communications and marketing team is very good and award winning. I think there is potential for our work to make a very large impact in helping the university achieve its goals." ■

## Promoting fast, clean hockey

From Page 5

Her key message for the community "is that the calibre of university hockey is second to none," she said. While CIS football may have a higher profile, the hockey played at the university level is fast, exciting and clean. Pezer has much praise for the Huskies, who have had a strong season so far, "and it's always a little bit more interesting when the home team has a chance to win."

The U of S Huskies last won the University Cup in 1983 in Moncton with Dave King behind the bench. The tournament was last hosted here in 1999 and 2000, and that event set an attendance record, "so we want to do better than that." She added that proceeds from the University Cup will be directed back into Huskies programs.

Pezer said she is "not a particularly good spectator," preferring instead to be involved as an organizer or ambassador "so it took me about two seconds

to say yes when I was asked to be a part of the University Cup."

The University Cup ambassador has one more message: "Get your tickets - they make great Christmas presents." ■

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### Financial Services Division | FSD

#### Contacting FSD

Below is a condensed guide on who to contact in FSD. Find the general phone number, email address and more information for each of these departments on the FSD website under *Departments & Contacts*.

#### AVP's Office

- leads and directs FSD
- financial and analytical support for senior management/board
- communicating information about FSD

#### Budget & Special Projects

- implements and manages annual university budget
- provides financial expertise for major projects and resource allocation
- taxation support, advice and analysis

#### Financial Reporting

- controls, monitoring and reporting of financial activities
- financial administration of research projects

#### Institutional Reporting (part of AVP's Office)

- provides institutional reports to senior management/board
- co-ordinates annual external audits and monitors other audit activity

#### Payroll & Payment Services

- Payroll – employee pay, fee-for-service, honorarium, other payments to individuals
- Payment Services - employee reimbursements, travel, vendor and non-resident payments, PCard Administration

#### Pensions Office

- administers pension plans (member contributions, member data, calculating and processing benefits, etc.)
- information to members, regulators and other plan stakeholders
- pension guidelines

#### Purchasing

- buying goods/services and advice
- competitive bid processes
- procurement contracts
- supplier/contractor performance
- customs support and advice

#### Student Accounts & Treasury

- collects tuition and other fees
- payment of one-time scholarships
- other student financial services
- cash management, including investment and foreign currency services

#### Systems Support & Development

- UniFi support, training and security setup
- developing financial reports
- support for FAST
- FSD internal financial systems and desktop support

[usask.ca/fsd](http://usask.ca/fsd)

#### Need help with UniFi?

Call 966-8783 or email [unifisupport@usask.ca](mailto:unifisupport@usask.ca)



# Coming Events

## ■ Seminars/Lectures

### Public Policy Lectures

- Dec. 7, 12:30-2 pm, Prairie Room, Diefenbaker Building (videoconference from Regina), Gregory Marchildon, professor, Canada Research Chair, WRTC site director, Johnson-Shoyama Graduate School, U of R, Donald Philippon, professor emeritus, School of Public Health and School of Business, University of Alberta, and Amber Fletcher, research associate and PhD candidate, Johnson-Shoyama Graduate School of Public Policy, U of R, will present *Researching Health System Leadership: A Case Study of the Shared Services Initiative in Saskatchewan*, part of a national research project on health leadership in Canada.
- Dec. 11, noon-1:30 pm, Prairie Room, Diefenbaker Building (videoconference from Regina), Peter MacLeod, principal and co-founder of MASS LBP, presents *The Promise of Public Engagement*

### Chemistry Seminar

- Dec. 10, 4 pm, Room 159 Thorvaldson, Dr. Zibo Li, Department of Radiology, University of Southern California, will give a seminar entitled *Constructing Novel Molecular Imaging Probes: the driving force is still chemistry*

### Archaeology Lecture

- Dec. 14, 7:30 pm, Room 132 Archaeology Building, the Saskatoon Archaeological Society presents Karmen VanderZwam who will deliver a lecture entitled *Archaeology of Ireland: Neolithic Tombs, Early Monasteries, Fairy Forts and Medieval Castles*.

### Literature Matters

- Lecture series by members of the Dept. of English, 7:30 pm, Grace-Westminter United Church social hall, 505 10th St. East
- Dec. 12, Don Kerr, Saskatchewan Poet Laureate, reading his poetry

### Geography and Planning Colloquia

- Fridays at 3:30 pm in Room 146 Kirk Hall
- Jan. 4, Kyle James and Steven Siciliano present *Paving northern towns and reducing risks to humans from chemical exposure*
- Jan. 11, Prajwal Basnet presents *Water-shed cumulative effects assessment and management in southern Saskatchewan*
- Jan. 18, Ravi N. Chibbar, CRC, presents *Crop improvement for enhanced grain quality and utilization*
- Jan. 25, Jay Sagin presents *Hydrologic modeling in arid and inaccessible watersheds: Pishin Lora Basin, Pakistan*
- Feb. 1, Gareth Perry presents *Space-time variability of polar cap patches*
- Feb. 8, John Acharibasam presents *Efficacy of strategic environmental assessment processes in Canada*
- Feb. 15, Ty Czerniak presents *Uncovering walkability in a winter-city: An infill strategy for downtown Saskatoon*
- March 1, Evan Siemens presents *Effects of climate variability on hydrological processes in Canadian Rockies' headwaters*
- March 8, Gale Hagblom presents *International Women's Day Lecture: Aboriginal women's urban housing*

### Veterinary Microbiology Seminars

- Dec. 7, 12:30-1:30 pm, VIDO Lecture Theatre, Kristen Schroeder, MSc student, presents *Establishing differentiated UW228 cells as a model of HSV latency*.
- Dec. 14, 12:30-1:30 pm, VIDO Lecture Theatre, Dr. Rob Nixon, senior manager, veterinary operations, Pfizer Animal Health, Companion Animal Division presents *Alternative Career Paths in Animal Health: It's a Long and Winding Road*

- Jan. 4, 12:30-1:30 pm, Room 2105 WCV, Matthew Links, PhD student, presents *The chaperonin-60 universal target is a barcode for Bacteria that enables de novo assembly of metagenomic sequence data*, and Amit Gaba, PhD student, presents *Interaction of pVIII of Bovine adenovirus-3 with eIF6*
- Jan. 11, 12:30-1:30pm, Room 2105 WCV, Stacey Elmore, PhD student, presents *Ecology of Toxoplasma gondii in wildlife species from northern and western Canada*, and Rui Zhang, PhD student, presents *Effect of Zhangei on dog cancer cells and the molecular mechanism responsible*.

### Philosophy in the Community

- Dec. 12, 7-9 pm, The Refinery, 609 Dufferin Ave., Sarah Hoffman presents *Love and Games*

## ■ The Arts

### Metro Jazz Nutcracker

Music professor and trumpeter Dean McNeill will lead the the Metro Jazz Ensemble of Saskatoon in a performance of Duke Ellington's version of Tchaikovsky's *Nutcracker Suite* Dec. 9 at 3 pm in Third Avenue United Church. Tickets are available at the door or online at [tickets.saskjazz.com](http://tickets.saskjazz.com)

### College Art Galleries

*Models for Taking Part*, a group exhibition organized by Presentation House Gallery and curated by Juan A. Gaitán, continues in the galleries until Dec. 22.

### Knowledge Keepers

The exhibition *Knowledge Keepers: Authorship, Artistry, Archives* continues until Dec. 18 in the Library Link space. Designed to mark the work of the Truth and Reconciliation Commission of Canada in Saskatchewan, the exhibit showcases First Nations, Métis and Inuit related materials from both the Library and University Archives.

## ■ Huskies@Home

### Men's Hockey

- Jan. 4 and 5, 7 pm vs. Manitoba
- Jan. 18 and 19, 7 pm vs. UBC

### Women's Hockey

- Jan. 11 and 12, 7 pm vs. Alberta
- Jan. 25, 7 pm vs. Mount Royal

### Men's Volleyball

- Jan. 11 and 12, 8 pm vs. Thompson Rivers
- Jan. 25 and 26, 8 pm vs. Brandon

### Women's Volleyball

- Jan. 11 and 12, 6:15 pm vs. Thompson Rivers
- Jan. 25 and 26, 6:15 pm vs. Brandon

### Men's Basketball

- Jan. 18, 8 pm vs. UBC Okanagan
- Jan. 19, 8 pm vs. Thompson Rivers

### Women's Basketball

- Jan. 18, 6:15 pm vs. UBC Okanagan
- Jan. 19, 6:15 pm vs. Thompson Rivers

### Track and Field

- Jan. 12, Prairie Duel
- Jan. 25-26, Sled Dog Open

## ■ Courses/Workshops

### Centre for Continuing and Distance Education

For more information, visit [www.ccde.usask.ca](http://www.ccde.usask.ca) or call 966-5539

### Business and Leadership Programs

- Introduction to Transportation, Jan. 15 – April 16
- Leadership Development Program, March 5-April 2
- Building an Effective Team, Feb. 27

- Emotional Intelligence, March 6
- Professional Selling: Skills for Sales Success, March 12-14

### USCAD Fall Classes

- Visual Arts Survey I, Jan. 14 – April 15
- Advanced Printmaking and Trad Image Making II, Jan. 17 – April 18
- 2D Design I, Jan 17 – April 18
- Drawing I (morning), Jan. 14 – April 15
- Drawing I (evening), Jan. 17 – April 18
- Drawing II (morning), Jan. 14 – April 15
- Life Drawing I, Jan. 16 – April 17
- Life Drawing II, Jan. 16 – April 17
- Drawing for Illustration III, Jan. 15 – April 16
- Painting I, Jan. 14 – April 15
- Painting II (morning), Jan. 15 – April 16
- Painting II (evening), Jan. 15 – April 16
- Developing Design in Painting & Mixed Media II, Jan. 16 – April 17
- Open Project Painting II/III, Jan. 12 – April 20
- Open Project Painting II/III, Jan. 17 – April 18
- Watercolour II, Jan. 14 – April 15
- 3D Design I (afternoon), Jan. 17 – April 18
- 3D Design I (evening), Jan. 16 – April 17
- Sculpture I (afternoon), Jan. 17 – April 18
- Sculpture I (evening), Jan. 16 – April 17
- Sculpture II, Jan. 16 – April 17
- Photography I (afternoon), Jan. 15 – April 16
- Photography I (evening), Jan. 16 – April 17
- B&W Photography I, Jan. 15 – April 16
- Portrait Photography, March 2,3, 30, 31
- Digital Camera Basics, March 1,2, 15,16
- Advanced Photography II, Jan. 16 – April 17
- Photoshop I, Jan 17 – April 17
- Intro to Computer – Mac, Jan. 9, 10
- iPad Basics, Jan. 12
- Photoshop II, Jan. 17 – April 18
- Experimental Fiber Art Advanced II, Jan. 17 – April 18

### Community Music Education Program

Parenting with music – new session starts January 2013. Private lessons in guitar, traditional piano, Suzuki piano and violin are also offered. For information about our Fanfare! Children's Choir, contact Nicole Wilton Elliott at 966-5625.

### U of S Language Centre Programs

For information or to register call 966-4351

- Part-Time English Class – contact main office for further information
- Pronunciation – Jan. 10 – March 14
- Spoken English - Tuesdays and Thursdays, Jan. 15 – March 7
- Effective Writing and Grammar - Mondays and Wednesdays, Jan. 14 – March 11
- Graduate-Level Writing - Mondays and Wednesdays, Jan. 14 – March 11
- Effective Reading Skills – Jan. 15 – March 5
- Advanced Listening and Note taking – Jan. 17 – March 7
- Multilingual Conversational Language Classes start the week of Jan. 14, and end the week of, March 25. Class offerings include French Level 1-7, Spanish Level 1-7, Portuguese Level 1, Italian Level 1, Japanese Level 1-2 and German Level 1-2. New this winter is Japanese for the traveller. All conversational language classes are \$195 excluding GST.

### Gwenna Moss Centre for Teaching Effectiveness

For more information and to register for workshops visit [usask.ca/gmcte](http://usask.ca/gmcte).

- Sept. – Dec., GMCTE Courses for Graduate Students and Faculty: *Transforming Teaching*

### WSEP Safety Training Courses

- Register at [usask.ca/wsep/web\\_course](http://usask.ca/wsep/web_course)
- Biosafety: classes available online
- Standard First Aid with CPR A: Jan. 30 and 31, 8 am-4:30 pm
- First Aid Recertification Course: March 11, 8 am-4:30 pm

- Laboratory Safety: Jan. 17, Feb. 11, March 13, 8:30 am-4 pm
- Occupational Health Committee Level 1 Training: Feb. 6 and 7, 8:30 am-4:30 pm and 8:30-noon (Feb. 7)
- Radiation Safety: Jan. 21, 8:30 am-4 pm
- Safety Orientation for Employees: Dec. 11, 1-4 pm; Jan. 10, 8:30-11:30 am; Jan. 28, 1-4 pm
- Safety Orientation for Supervisors: Jan. 14, 1-4 pm, Feb. 13, 1-4 pm
- Transportation of Dangerous Goods (Receiver): Dec. 10, 11-noon
- Transportation of Dangerous Goods (Refresher): March 6, 1-4 pm
- Transportation of Dangerous Goods by Air/Road (Shipper): March 21, 8:30 am-4:30 pm

### Edwards School of Business Executive Education

For information call 966-8686, email [execed@edwards.usask.ca](mailto:execed@edwards.usask.ca) or visit [edwards.usask.ca/execed](http://edwards.usask.ca/execed)

- The Masters Certificate in Business Analysis, Jan. 16-May 9, Regina
- Agile Fundamentals for Project Managers and Business Analysts, Jan. 28-30, Saskatoon
- The Effective Executive Leadership Program, Feb. 2-8, Elk Ridge Resort
- Team Leadership Skills for Project Managers, Feb. 19-21, Saskatoon
- The Project Management Course, March 18-20, Saskatoon
- Spring Forward: Grandey Leadership Luncheon, March 21, Saskatoon
- The Business Analyst's Course, April 10-12, Regina
- The Effective Executive Leadership Program, Summer May 31 – June 7, Waskesiu
- The Project Management Course, June 24-26, Regina

### ICT Training Services

For information or to register, email [training@usask.ca](mailto:training@usask.ca) or visit [training.usask.ca](http://training.usask.ca)

- Adobe Acrobat 9/X Professional Introduction Course, Jan. 8 and Jan. 10, 1:30-4:30 pm, \$150 students, staff, faculty; \$185 others
- Adobe Dreamweaver - Introduction Course, Dec. 17, 9 am-4 pm, \$150 students, staff, faculty; \$185 others
- Adobe Illustrator - Introduction, Dec. 18 and Dec. 20, 1:30-4:30 pm, \$150 students, staff, faculty; \$185 others
- Adobe InDesign - Introduction Course, Jan. 22 and Jan. 24, 9-noon, \$150 students, staff, faculty; \$185 others
- Adobe Photoshop - Intermediate Course, Dec. 11 and Dec. 12, 1:30-4:30 pm, \$150 students, staff, faculty; \$185 others
- ArcGIS - Introduction, Dec. 17, 9 am-4 pm, \$0 students, staff, faculty; \$185 others
- ArcGIS - Introduction, Jan. 14 and Jan. 16, 6:30-9:30 pm, \$0 students, staff, faculty; \$185 others
- BbLearn / U of S Course Tools - Fundamentals Seminar, Dec. 13, 1:30-3 pm, \$0 staff, faculty
- HTML Basics Workshop (with HTML 5 Overview), Dec. 19, 9-11:30 am, \$25 students; \$50 staff; \$50 faculty; \$100 others
- IT4U - Make the Most of Your Mac - Intermediate, Jan. 17, 3-4:30 pm, \$0 students
- IT4U - Make the Most of Your Mac - Introduction, Jan. 15, 3-4:30 pm, \$0 students
- IT4U - MS PowerPoint Tips and Tricks, Jan. 10, 1:30-3 pm, \$0 students
- IT4U - MS Word Styles/Outlining/TOC's, Jan. 9, 10:30-noon, \$0 students
- IT4U - Research Posters - MS PowerPoint, Jan. 23, 3-4:30 pm, \$0 students
- Make the Most of Your Mac - Intermediate, Jan. 17, 3-4:30 pm, \$0 students, \$50 staff and faculty; \$75 others
- Make the Most of Your Mac - Introduction, Jan. 15, 3-4:30 pm, \$0 students, \$50 staff and faculty; \$75 others
- MS Access - Fundamentals, Jan.15 and Jan. 17, 1:30-4:30 pm, \$150 students, staff, faculty; \$185 others
- MS Excel - Fundamentals Plus, Jan. 9 1:30-4:30 pm, Jan.16 1:30-4:30 pm, \$150 students, staff, faculty; \$185 others

- MS Excel - Fundamentals, Jan. 16 9-noon, Jan.17 9:00 am-noon, \$150 students, staff, faculty; \$185 others
- MS Office 2010 - What's New Seminar, Jan. 23 10-noon, \$0 students, \$50 staff and faculty; \$75 others
- MS PowerPoint - Tips and Tricks, Jan. 10 1:30-3 pm, \$0 students, \$50 staff and faculty; \$75 others
- MS Word - Fundamentals, Jan. 8 9-noon, Jan.10, 9:00 am-noon, \$150 students, staff, faculty; \$185 others
- MS Word - Styles / Outlining / TOC's Seminar, Jan. 9, 10:30-noon, \$0 students, \$50 staff and faculty; \$75 others
- Research Posters - MS PowerPoint, Jan. 23, 3-4:30 pm, \$0 students, \$50 staff and faculty; \$75 others
- SharePoint 2010 Introduction, Jan. 29, 1:30-4:30 pm, \$100 students, staff, faculty; \$125 others
- Faculty Workshops: contact [training@usask.ca](mailto:training@usask.ca) or 966-4866 for more information on these workshops geared to faculty.
- Online Training Library: enquire about the purchase of Pro Licenses for access to training videos.
- IT4U – Computer Training and Support for Students, contact <http://it4u.usask.ca>
- Many courses are available to off-campus users. Visit [training.usask.ca](http://training.usask.ca) for more information.

## ■ Miscellany

### Cameco Spectrum 2013

Cameco Spectrum, North America's largest student-run exhibition of science and technology, will take place in the U of S Engineering Building Jan 17-20. For more information, see [www.spectrum.usask.ca](http://www.spectrum.usask.ca)

### Cancer Research Day

From Molecular Biology to the Human Experience of Cancer is the theme of the 12th annual Saskatchewan Cancer Research Day to be held Dec. 13 at TCU place in Saskatoon from 8:30 am to 4:30 pm. This event recognizes and promotes excellence in cancer research, presents updates on cancer research activities in Saskatchewan and provides participants an opportunity to network. Keynote speaker will be Margaret Fitch, head of oncology nursing and co-director of patient and family support at the Odette Cancer Centre, Sunnybrook Health Sciences Centre in Toronto. To register, contact [doreen.stumborg@usask.ca](mailto:doreen.stumborg@usask.ca)

## Submit Coming Events

Information for Coming Events will be accepted until 5 pm on deadline day.

Next OCN: Friday, Jan. 11, 2013  
Deadline: Thursday, Jan. 3, 2013

[ocn@usask.ca](mailto:ocn@usask.ca), fax 966-6815  
or use web submission form at [www.usask.ca/ocn](http://www.usask.ca/ocn)



# Around the Bowl

Elana Geller has joined the University Learning Centre as the peer assisted learning co-ordinator. She most recently worked in the University of Manitoba's student advocacy office and was a philosophy lecturer at the University of Western Ontario, Wilfrid Laurier University and the University of Manitoba.



Geller



Liber

**Karsten Liber**, director of the Toxicology Centre and professor in the School of Environment and Sustainability, was recently appointed to the Board of Directors of the Society of Environmental Toxicology and Chemistry (SETAC) – North America for a three-year term. SETAC is the largest global society in the field of environmental toxicology and chemistry, comprising a membership of over 6,000 individuals from academia, business and government.

**Daphne Taras**, dean of the Edwards School of Business at the U of S, is among the recipients of the 2012 Canada's Most Powerful Women: Top 100 Awards presented by the Women's Executive Network. Taras' award is in the public sector leaders category, which recognizes management role, vision and leadership, corporate performance and community service.



Taras

**The Office of the Provost and Vice-President Academic has announced the following appointments:**



Busch

Professor **Angela Busch** as the acting director of the School of Physical Therapy for the period starting Jan. 1.



Elias

Professor **Lorin Elias** as the head of the Department of Psychology for five years starting Jan. 1.



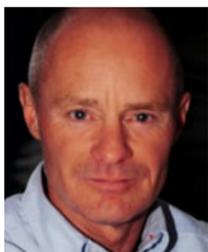
Baxter-Jones

Professor **Adam Baxter-Jones** from the College of Kinesiology will serve as acting dean of the College of Graduate Studies and Research for the period Jan. 1, 2013 to June 30, 2014. Baxter-Jones has been associate dean of graduate education and research in kinesiology since 2008, and spent one year as acting dean of the college.



Carr Stewart

**Sheila Carr Stewart** as the acting head of the Department of Educational Administration in the College of Education for the period Jan. 1 to June 30, 2013.



Flannigan

Professor **Rob Flannigan** to the position of associate dean in the College of Law for a three-year term starting Jan. 1.

## Campus Incidents

Selected incidents reported by the Department of Campus Safety. Report all information about these and other incidents to Campus Safety at 966-5555.

### Nov. 19-25

- Officers investigated a report of three females aggressively soliciting money for a children's charity, Children's Joy Foundation. They were located and stated they were collecting money for an unregistered charity based in Alberta. They were told they could not solicit money on campus without proper authority. Saskatoon Police were also contacted and attended.
- As a result of officers investigating a suspicious vehicle, a male was charged with having a damaged windshield, have/keep/consume/ alcohol in a motor vehicle and possession of marijuana for the purposes of trafficking. He and a fellow passenger are appearing in court Monday morning.

### Nov. 26-Dec. 2

- Officers responded to a two-vehicle accident at the corner of College Dr. and Campus Dr. One person was taken to hospital with undetermined injuries. One driver was charged with failing to yield the right-of-way.
- We received another report of a male voyeur looking through the ground-floor windows at College Quarter. A search of the area was made with negative results
- Damage was done to various rooms on the first floor of the Administration Building. Suspects have been identified and are being dealt with.
- Officers attended a disturbance at the Williams Building. The disturbance was a dispute between two students over a damage deposit. The matter was resolved.

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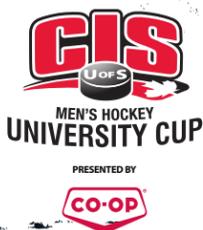
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# Sneak peek



This year, *On Campus News* is using the back page to explore places on campus that are off the beaten path—often behind locked doors—and to introduce you to the people who work in them. Suggestions for this feature are always welcome; email [ocn@usask.ca](mailto:ocn@usask.ca)



## Cooks in the kitchen

Preparing over 300 breakfasts, 800 lunches and 600 suppers per day in the Marquis Culinary Centre, supplying food to nine retail outlets on campus and filling catering orders requires a lot of chopping, stirring and grilling, but the 150 people who work in Culinary Services manage it without batting an eye. It's all about organization.

Chayla Oulette, a culinary student apprentice, led the Sneak Peek tour of the kitchens, pointing out the hot and cold prep area, four walk-in coolers, and the bakery. She also provided some statistics:

- the kitchen prepares 800 gallons of soupeach week
- on Thursdays, the chefs cook some 300 pounds of turkey (about 50 birds)
- work starts in the kitchen at 4 am and wraps up at 10:30 pm
- over 3,000 pounds of meat is served each week
- the kitchen has eight conventional commercial ovens and five combi ovens that can steam, bake or smoke
- the kitchen goes through about 1,000 eggs per week
- the favourite dessert on campus is the white chocolate raspberry cheesecake, and the bakers make 40-50 at a time.



**Chayla Oulette, culinary student apprentice**



 KRIS FOSTER



Watch for a video tour of the Culinary Centre kitchens in the Dec. 14 e-newsletter *On Campus Now*.