Centre construction set to begin

Gordon Oakes-Red Bear Student Centre will be a hub for services

Meghan Sired

After almost two decades of planning, construction of the Gordon Oakes-Red Bear Student Centre at the University of Saskatchewan will begin in June. The centre, designed by world-renowned architect Douglas Cardinal, will be a hub for Aboriginal student services, including the Aboriginal Students’ Centre and Indigenous Students’ Council, with additional space for learning, gathering and ceremonies.

“I look forward to seeing the new centre rise in the core of our campus on Treaty 6 land,” said Ilene Busch-Vishniac, U of S president and chair of the project’s steering committee. “Over time, I hope this centre will become a symbol of student support, success, learning and cultural understanding—the centre is intended to be so much more than just a building.”

The student centre will be located in Wiggins Court between the Arts Building and the Murray Building with connections to both the Arts Tunnel and the Health Sciences Building. The 17 elm trees that will be removed to make room for the centre will be incorporated into the design of the central gathering area inside the building.

Private ceremonies with members of the Gordon Oakes family, local Elders and university and community leaders will be held before the public groundbreaking. The date for the public groundbreaking ceremony has yet to be finalized.

The contract for construction of the building is expected to be awarded shortly, according to information provided by the steering committee. The approved project budget is $17 million. More than $12 million of that total has been raised so far with $4.7 million of that total coming from private donors and the rest from internal sources including parking revenue, the Academic Priorities Fund, year-end surpluses from previous years and investment income.

Busch-Vishniac said she is confident that the Gordon Oakes-Red Bear Student Centre will help Aboriginal students feel supported at the U of S as they pursue their educational and personal goals. For many Aboriginal students, the university campus is the biggest community they have been a part of, she added. More than 1,700 U of S students have voluntarily self-declared as Aboriginal.

“The U of S Students’ Union has one of the largest numbers of First Nations and Métis members of all student unions in Canada and we take pride in that,” said Max FineDay, USSU president who is also a member of the steering committee. “The placement of the centre in the heart of campus is a great first step in showing First Nations and Métis students that they are valued and recognized at our university.”

Meghan Sired is communications co-ordinator in Student and Enrolment Services Division.
Budget adjustment update

Colleen MacPherson

The two highest profile initiatives in the university’s multifaceted operating budget adjustment (OBA) project are moving forward at pace and other efforts to address a projected deficit will soon begin to gain both visibility and momentum.

The project, to prioritize academic programs and support services across campus—called TransformUS—is about four months into its 11-month mandate, said Pauline Melis, assistant provost of institutional planning and assessment, and its two task forces are making good progress. Both are in the process of presenting lists of academic programs and support functions that will be evaluated against recently publicized criteria, she said. Along with the list will be the form the groups will use to collect the program and service information needed for the prioritization process.

“Both the lists and the template will be released shortly,” said Melis. “The next big element will be piloting the template with select groups. Once it’s launched to the general community, then the really big job for the task forces is the evaluation itself. It’s taken a bit longer than I would have liked to get the templates ready but I expect they’ll be out soon.”

Melis, whose office of Institutional Planning and Assessment directs the overall OBA project, said the summer months will be spent collecting information that will ultimately lead to recommendations from the task forces about which programs and services should be maintained, which require more resources and which it suggests be eliminated. The task force reports are due in the Office of the President on Nov. 30.

“What’s occupying my time right now is considering what happens when the final reports are submitted,” Melis said. “What is the timeframe for decisions? Who is going to make those decisions? We want a process that will be led by the president and the provost, and which will also involve Council, the Board of Governors and unit leaders from across campus.”

Melis said her office and others involved in OBA hope to have all preliminary decisions about the fate of programs and services made within three months of receipt of the task force recommendations.

A second major undertaking is workforce planning, which is being led by the Human Resources Division. That effort, to reduce salary and benefit costs and ensure jobs at the U of S are strategically aligned with institutional priorities, is coming to the end of its second phase, said Melis. So far, the savings achieved through workforce adjustments are pegged at about $6.3 million.

At the end of phase two, likely in June, “we hope workforce planning will turn into an ongoing people planning process” whereby every job to be filled is carefully considered along with what kind of staff complement we need to support our mission as a university.”

With TransformUS and workforce planning underway, attention will turn to five other areas of potential budget savings, all of which were generated by suggestions submitted by employees when the budget adjustment project was first announced. Melis said obvious themes emerged when the suggestions were considered and those themes form the basis of additional projects.

“Where we’re going next, we think is exploring the theme of maximizing the value of the university spend,” ensuring the U of S uses its spending power to generate savings and discounts. Some work in this area, like a new institution-wide travel booking process, is already in place.

Another theme is total compensation and rewards, which Melis said requires “a very deep conversation with the Board of Governors.”

A number of ideas were grouped into the theme of reducing the university’s footprint. In addition to all suggestions related to sustainability, “we’re looking at things like reducing space and lease costs in order to generate savings.”

Revenue generation is another OBA theme “and here we’re looking at ways to amplify the operating budget.” One example is taking steps to retain more students between first and second year, which Melis said could, with the right retention strategies in place, realize about $3 million in additional annual revenue.

The final theme gleaned from OBA suggestions is organizational design. Melis expects the initial focus will be on optimizing administrative work common to both central and distributed operations. Some organizational design changes may result from TransformUS, she added.

Taken together, the various approaches to trimming expenses and boosting revenue in the university’s annual operating budget “are a huge undertaking. We’ve got lots of parts of the university working on this but we can’t do it all at once so the themes will roll out at various times and at various speeds.”

Pedal patrol

Special Constable Michael Chapple weaves his way through an obstacle course in early May as part of a training course sponsored by the Law Enforcement Bike Association. A number of Campus Safety officers, along with their Saskatoon Police Service colleagues, traded in their long pants and car keys for shorts and helmets to participate. The four-day course included classroom work and time on bikes where they covered a wide range of topics from physical fitness and emergency braking to defensive tactics. Campus Safety has seven officers dedicated to bike patrol on the U of S campus.

Added responsibilities, new name for unit

What was called University Advancement has been given responsibility for two key files at the U of S, and a new name to reflect the new scope of activity within the unit.

President Ilene Busch-Vishniac has announced that administrative responsibility for government relations would move immediately to the portfolio of Heather Magotiaux, who is also responsible for development, alumni relations, marketing and communications, the Office of First Nations and Métis Engagement, and community outreach and engagement. To create more co-ordination of activities dedicated to First Nations, Métis and Inuit faculty, staff, student and community success, the special advisor on Aboriginal initiatives will also now report to Magotiaux. That position previously reported directly to the president.

Busch-Vishniac also announced that the new name for Magotiaux’s unit is Advancement and Community Engagement.

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Operating budget 2013-14
Making choices that are deliberate, realistic

Colleen MacPherson

As operating budgets go, the university’s 2013-14 one was a challenge to prepare but in the end, there is some comfort going into the new fiscal year.

Piyaa Sen, director of budget and special projects in the Financial Services Division, said it took some time “to harness everything that is going on within the university and boil down into reasonable projections in the budget.” Those projections include revenue of almost $468 million and expenses of just over $471 million, leaving a deficit of $3.25 million for the year.

The Board of Governors approved the budget May 9. Sen said it is important to keep in mind that the budget numbers are a “best guess.” As efforts are made to reduce the university’s operating budget through initiatives like workforce planning, those savings will play a part in whittling down the deficit. “We know what actions are undertaken even though at this point, we can’t cost them out with complete accuracy,” she said. Savings might also come in areas like utility costs “but we can’t predict the weather.”

“In the absolute, we know that $3 million is a lot of money but relative to the whole operating budget, it’s 0.7 per cent. We could have made choices that would have eliminated the deficit but what we chose to be was realistic and deliberate, recognizing the efforts that are underway to address a much larger deficit projected for 2015-16.”

In addition, the board maintained an operating reserve that could be used to deal with any small deficit that remains at the end of the 2013-14 fiscal year. Within the first efforts already underway, she said, the deficit would have been much higher.

The two most significant are about $10 million in completed permanent budget reductions including workforce changes, and a deferral of $2 million in spending on the RenewUs infrastructure renewal project. “Our goal is to put $5 million every year into RenewUs,” Sen said, “but at this early stage, that money is not yet critical so $3 million was appropriate for this year.” She stressed the term deferral was chosen carefully “because we fully intend to reach to the $5 million mark in subsequent years.”

Looking at the approved budget, the university’s projected revenue is up almost five per cent over the previous year, due to both an increase in provincial funding and a jump in tuition revenue. Sen said the tuition revenue increase is a combination of higher tuition rates and additional students attending the U of S.

The operating budget revenue is only about half of the total money the university receives in a year. The remainder comes in the form of funding for specific purposes like capital and research.

On the expense side, the cost of salaries and benefits are expected to climb by 1.66 per cent, to $304 million across all employee groups.

The Board of Governors will consider the university annual capital plan at its June meeting.

Additional information about the 2013-14 operating budget can be found at uask.ca/finances.

FROM THE ARCHIVES
First employee

Patrick Hayes, u of s archives

The first university employee was Registrar Duncan P. McColl. This was one of two administrative positions named in the University Act of 1907. The other was president, which would not be filled for another year.

McColl had been appointed Deputy Minister of Education in 1905 and would remain so until 1912. When named registrar, the university was just a concept - there were no buildings, no faculty and no staff. McColl was seen as an able administrator and quickly began the work of establishing conviction. This in turn elected the Senate, which would create the Board of Governors. He resigned as registrar in 1914 and was immediately named secretary of the board where he served for another two decades. In 1928, McColl was awarded an honorary degree and died in Vancouver in 1949.

Professors recognized for distinguished work

The designation distinguished professor has been conferred on four individuals at the U of S, recognition of their achievements in research, scholarly and artistic work.

Three professor emeriti – Dr. Ali Rajput in the Department of Medicine, Che Kan Leong in the Department of Educational Psychology and Special Education, and Roy Billington in the Department of Electrical and Computer Engineering – along with Hank Classen in the Department of Animal and Poultry Science join 10 others who have received the designation since the Distinguished Professorship program was established in 2010.

Rajput is a world-renowned expert on movement disorders. He has undertaken critical investigations in the causes of Parkinson’s disease and is part of an international research team that recently discovered a gene mutation that can lead to Parkinson’s. At the U of S, Rajput established one of the world’s largest banks of autopsied brains from Parkinson’s patients, which draws scientists from all over the world to his laboratory for research and collaboration.

Classen’s contributions to poultry welfare, nutrition and management have had a significant effect on the industry with regards to improving animal health and introducing cost-saving measures. He investigated the processes involved in nutrient absorption and is a world authority on lighting regimens, demonstrating that lighting influences the feeding behaviour and health of poultry. Classen has also demonstrated that poultry transport conditions have a serious effect on the welfare, mortality and meat quality.

Billington is an internationally recognized leader in power system reliability, economics and performance. He developed a wide range of techniques to evaluate the reliability of power systems and has made significant contributions to the development and application of techniques to measure past performance and predict power system reliability. Billington is co-founder of the Power System Research Group at the U of S, which has become known internationally for pioneering research in the field.

“The contributions of these four scholars are outstanding,” said Jim Germida, vice-provost of faculty relations. “Researchers of this calibre advance the U of S as a world-class institution.”
Another year over and done

Editor’s Note

This issue of On Campus News marks the end of our 20th year of publishing and it’s time to thank everyone who contacted us with story ideas, shared their knowledge and passion for their work, submitted to interviews, and stood still for photos. (Another year is over and we are still waiting to meet a single person who does not say, “I hate having my photo taken.”)

As we wrap up one publishing year, we are already preparing for another. Below you will find our publishing schedule for 2013-14. Keep it handy – our deadlines are carved in stone.

We will start the new publishing year by reporting back to you on the results of our news reader survey, which you can complete at usask.ca/newssurvey. We are looking for your views on whether you are the news – site – news.usask.ca

and news and information will continually be updated on the news site – news.usask.ca

Keep it handy – our deadlines are carved in stone.

Thoughts about change in academic institutions

Since he took office as provost and vice-president academic, Brett Fairbairn has made it a point to deliver an annual address to the community, a lecture of sorts that allows him to explore the issues beyond the day-to-day activities of his office or the university as a whole.

This year, as an alternative to a presentation in Convocation Hall, the provost sat down for an interview with On Campus News editor Colleen MacPherson to explore one idea that has been on his mind – universities and the process of change.

Answering the questions:

OCN: Do you view universities as institutions that adapt well to change?

BF: Universities are pretty stable organizations. It's one of our characteristics and it's one of our strengths. We don't aim to change everything from week to week although we do aim to be responsive to big trends in society. Right now, there's a lot of change going on in universities, including our own.

OCN: What's driving that change?

BF: There's change in the public policy environment, in the expectations of government, in funding, in the expectations by parents, the public and the media. That's pretty pervasive. I've recently been looking at universities in England for example, where they're facing a completely different environment and a need to be responsive to student demands in ways they never have been before. And in ways we haven't seen here.

OCN: Are we feeling those pressures here?

BF: The trends are similar throughout the developed world but the intensity and the exact combination of things are different in different places. I think the media, the public, parents, students and government actually have similar interests everywhere and those interests get expressed in different policies, in different decisions, in different countries, so I can see similarities in what's going on in Saskatchewan with what's going on in the United States, in Europe and in other provinces in Canada.

OCN: You say the U of S has been sheltered. Do you think that will always be the case?

BF: We don't know the future but my hope is that we'll continue to be exposed to moderate demands and expectations from the external public. What's also nice about that is that when the pace of change is a little bit more moderate, we are in a position to be more deliberate and take our time to think about things. There are things we do under financial pressure but there are things we can also take the time to think about and do right.

OCN: What is it about universities as institutions that make significant change so difficult?

BF: We take a long-term view of things because when we have a transaction with a client, that's usually a four-year interaction with a student to get a degree. That's different from health care or a business when a transaction may be a minute, or five minutes, or a few days. We also take a long-term view because we have alumni out there and the value of their degrees, even though they finished studying years ago, depends in part on what our university does today. So, we have long-term responsibilities to bodies of knowledge, to professions, to disciplines, to communities of people. That's all inherent in being a university.

OCN: Do you think that will always be the case?

BF: We don't know the future but my hope is that we'll continue to be exposed to moderate demands and expectations from the external public. What's also nice about that is that when the pace of change is a little bit more moderate, we are in a position to be more deliberate and take our time to think about things. There are things we do under financial pressure but there are things we can also take the time to think about and do right.

OCN: Are there some things that universities cannot or should not change?

BF: That goes back to the definition of what a university is. There are things about a university so fundamental that, if you changed them, everyone would
Improved PAWS coming in July

Jennifer Webber Forrest

There are big changes in store for PAWS, and those changes are much more than skin deep. This July, the university’s web portal will launch a dramatically different layout that will change how the U of S community accesses information and completes online tasks.

“This is not just a prettification,” said Medbh English, content and communications specialist with the PAWS team. “It’s a completely different approach to how we deliver content.”

In fact, when designer Colin Skrapek unveiled the demo version to the PAWS team, English said, “Wow. This is going to be good.”

Not only is the new user interface cleaner and less cluttered, said English, the whole previous structure — which saw boxed channel content appear on multiple tabs such as Employee or Admin Services — is gone altogether.

Instead, all content will be accessible from the new PAWS homepage. Task-based channels such as registration and employee vacation time reporting will be a click away. Timely content will appear in a prominent centre column, making it easier to see announcements, bulletins and news feeds. One-time tasks like voting or Aboriginal self-declaration will show up at the top of that centre column and remain there until either completed or dismissed.

“You won’t have to go searching around to find things,” said English. “It’s a more intuitive site.”

The changes are largely the result of a response from PAWS users, said English. Overwhelmingly, staff and students said they wanted things easier to find, cleaner and more streamline lines were common themes in a user survey conducted this past year.

The PAWS team within Information and Communications Technology (ICT) set as a goal to deliver relevant, timely and useful content, said English, and to make it work on a variety of different formats, from desktop to hand-held devices.

For English, the team effort was a success: “It not only looks a lot better, it works better.”

She added the PAWS team is also working closely with the ICT Help Desk and ICT Training Services to ensure a smooth transition for users.

Jennifer Webber Forrest is communications specialist in ICT.

Starting the day with a healthy stretch

From head to toe, University Library employees are getting a good stretch in before the workday starts with the launch of a six-week pilot program called Stretch to De-stress.

“This is for our health and wellness,” said Anna Gersher, a copy catalogue who, as a member of the library’s learning and development committee, got the stretching program started for library employees. “I’ve been thinking about some type of program like this for a few years. A lot of us (in the libraries) sit out our desks anywhere from 80 to 90 per cent of the day, so this program recognizes the impact that has on us physically.”

Library administration was very supportive of the program, so Gersher got in touch with Tim Black, a university consultant with Health and Safety Management System, who set her up with David Kobylak, a kinesiology grad and fitness trainer who offered to lead the program.

“When you have a sedentary job that has you sitting so much, your posture really slips,” explained Kobylak. “You go from sitting to slouching and this causes all sorts of problems, especially with your back.”

So every Tuesday and Thursday morning for about 30 minutes, a group of employees gather in a staff lounge on the sixth floor of the Murray Library where Kobylak leads them through a series of stretches, working everything from the ankles and calves, up through the back, shoulders and neck.

“Even just a bit of stretching helps posture, releases stress, increases energy and helps relaxation,” said Kobylak.

“I love it,” said Gersher. “I’m hooked and I already look forward to it even after a couple sessions.”

Gersher

Library employees stretching for health and wellness.

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• Unfurnished executive suites available at lemonia apartments
  • 1 BD: $960
  • 2 BD: $1095
  • Studio: $910
• Parking: $40 per month
• Extra storage: $20 per month
• F/S, D/W, W/D included
• Suite has its own furnace and a/c
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Wheat alliance aims to improve crop yields

Kira Glasscock

The U of S will play a key role in the effort to improve wheat quality and productivity with the announcement of a new partnership made May 16 on campus.

"Each partner brings a unique area of expertise to the table," said President Ilene Busch-Vishniac of the new Canadian Wheat Alliance. "Combined, these complimentary areas of knowledge—in wheat breeding, genomics, biotechnology and pathology—set the Canadian Wheat Alliance up for long-term and continued success."

As part of the alliance, the U of S will work to improve Canadian yields by developing new and improved varieties of wheat that are resistant to disease and extreme weather conditions, such as drought, heat and cold. University of Saskatchewan researchers will work with experts from the National Research Council of Canada, Agriculture and Agri-Food Canada, and the Government of Saskatchewan to ensure global competitiveness of Canadian wheat farmers and boost the value of the Canadian farm economy by a cumulative total of $4.5 billion by 2031.

Busch-Vishniac explained that there is already extensive research being done at the U of S to improve crops. Researchers will continue to develop more high-yielding crops that allow producers to grow more food on the same amount of land. They are also investigating how wheat can address health and diet issues.

"One focus is carbohydrates, a major source of calories in the human diet," she said. "Our research aims to improve the profile of slow-digestible carbohydrates in cereal and pulses. Such carbohydrates provide protection against diabetes and cardiovascular disease."

The federal government will invest nearly $85 million and make in-kind contributions to the alliance. The provincial government has committed an additional $10 million to support wheat research in Saskatchewan over the next five years. Busch-Vishniac indicated that the alliance would aid the university in continuing to develop and share knowledge with the agriculture and food industries.

"We are working to strengthen Saskatchewan’s agricultural leadership with new science, technology and policies to help feed a hungry world adequately, safely and sustainably," she said.

Kira Glasscock is communications co-ordinator in the College of Agriculture and Bioresources.
Laura Kennedy, the university’s President’s Service Award winner and 2009 President’s Service Award recipient, is well known for her ability to integrate academic theory with practical application to benefit the world.

Perhaps her greatest asset is her ability to integrate academic theory with practical application to benefit the people with whom she works.

Ron Graham graduated from the U of S in 1962 with a Bachelor of Science degree in civil engineering and that same year, joined the family construction business, PW Graham & Sons Ltd in Moose Jaw. In 1978, he became president and CEO, and today, the company called Graham Group Ltd. is an industry leader. Over that same time, Graham has supported numerous athletic programs, academic programs, and scholarships, including the Centre for Communication Studies in the College of Engineering and the Huskie Clubhouse expansion, demonstrating a life-long commitment to the University of Saskatchewan.

The word “convocation” arises from the Latin “con” meaning “together” and “vocare” meaning “to call.” The convocation ceremony is a calling together of new graduates. The University of Saskatchewan’s Spring Convocation will take place June 3-6 and in addition to awarding thousands of degrees to students, a number of honorary degrees and awards will be presented to very deserving individuals. To read the full citations, visit awards.usask.ca
Stress and the art of memory making  

Howland and his team are studying how the brain adapts to changing circumstances to understand its “executive functions” like working memory, planning, attention, problem solving and reasoning.

The rats in question spend their work days in boxes that resemble mini-video theatres, complete with small screens. They learn to touch the screen when they see “image A” to get a food reward, while touching “image B” gives them nothing. Once they’ve mastered the task, the researchers switch it up so that image B now gives the reward – and they add a stressor such as mild foot shock.

“What we’ve found is if you give the stress right before you ask them to change the contingency to go from A to B, it actually improves performance. So they’re faster,” Howland said. “It’s like an exam. You need to be a little scared of the exam. That’s when you perform your best. You don’t perform your best when you’re perfectly prepared, and you have no arousal at all.”

While the extra stress may give the rats an edge, it does not necessarily mean the knowledge will make it into long-term memory.

“You learned something yesterday, but it doesn’t really matter today because you just experienced more stress. It’s a totally different world now. You’re much more interested in what you have to do to get out of the stressful situation, not what happened yesterday. So you’ve suppressed that memory.”

In another project, the researchers mapped out some of the chemistry behind how stress affects memory.

Stress reduces activity in the hippocampus – the part of the brain where memories are formed. Once the stress is removed, activity returns to normal. Howland has found that by using a drug to block certain chemical channels in the brain called glutamate receptors, this effect can be turned off.

“That type of change in brain activity seems to be critical for the memory retrieval problems,” he said. “We’re really narrowed in and specified that change as being critical and that relies on glutamate receptors.”

Howland explained these short-term stress effects are part of the body’s emergency response system, originally evolved for immediate action such as escaping a predator. The brain sends a signal to the adrenal glands; the adrenal glands flood the body, the brain, with stress hormones to respond to the threat. Ideally, everything returns to normal when the danger has passed.

Problems arise when, in effect, the alarm does not shut off – a common occurrence for humans in the fast-paced, stress-filled modern world.

“When the lion is about to chew your arm off, the stress response is absolutely essential. It’s how you run away and survive. But you can’t be in a cage with that lion forever.”

Chronic stress has been linked to clinical depression, and while he specializes in the immediate stress response, Howland said there is a lot of overlap, and in fact some of the drugs used in his lab have gone off – a common occurrence for humans in the fast-paced, stress-filled modern world.

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Benefits risks inherent in change

From Page 4

agree that what you have left is no longer a university. That's really important to think about and that is about the values of the institution and some of the structures that are really closely related to those values.

BF: Are you saying that narrowing those values or the structures that make a university what it is should change?

OCN: Not exactly. I view the values and the commitments of a university as more permanent and the actual structures as being more changeable. I think what's really important to the values, the mission, the relations with community – the ideas that are in the minds of the public and the participants. All the other stuff, in times like this, we realize is more ephemeral. You can't even control the parts of a university are organized and fit together without changing what it means to be a university.

BF: OCN: Can you describe what you mean by structure?

BF: When I think about structures, I think about how jobs are defined, to whom people report, how people are organized into units, with whom they work on projects, how people are defined, to whom people report, how people are organized into units, with whom they work on projects, how people are organized into units, with whom they work on projects, how people are organized into units, with whom they work on projects. The leadership piece is important. The leadership piece is critical. Leadership is more demanding and is changing in this environment. The basic functions and roles aren't changed from what they were before – deans are still accountable for what they were accountable for previously – but in times of change, there's a lot more weight on that role. Often I think people in leadership roles have to dig deeper and come up with more creativity, with more inspiration, with more persuasion in order to help keep everything working the way it needs to.

BF: OCN: Can you talk a bit about the role of leadership during times of institutional change?

BF: The leadership piece is critical. Leadership is more demanding and is changing in this environment. The basic functions and roles aren't changed from what they were before – deans are still accountable for what they were accountable for previously – but in times of change, there's a lot more weight on that role. Often I think people in leadership roles have to dig deeper and come up with more creativity, with more inspiration, with more persuasion in order to help keep everything working the way it needs to.

BF: OCN: How?

BF: The advantage of a silo organization is that to do my job, I only really need to know what's inside my silo. In the new environment, to do my job I have to know more about what everyone else is doing so that's actually a pretty significant change.

BF: OCN: Can you talk a bit about the role of leadership during times of institutional change?

BF: The leadership piece is critical. Leadership is more demanding and is changing in this environment. The basic functions and roles aren’t changed from what they were before – deans are still accountable for what they were accountable for previously – but in times of change, there’s a lot more weight on that role. Often I think people in leadership roles have to dig deeper and come up with more creativity, with more inspiration, with more persuasion in order to help keep everything working the way it needs to.

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A trio of researchers at the new Experimental Decision Laboratory is striving to better understand how individuals, groups and even nations make decisions about innovation that affect health care, food, business and even personal lives.

“The socio-economic world is inextricably linked to the political, cultural and ethical spaces,” said Peter Phillips, professor with the Johnson-Shoyama Graduate School of Public Policy, explaining that decisions are made at all stages of innovation, from early development and evaluation to public approval and acceptance.

The lab, located in the Social Sciences Research Laboratory in the Arts Building, is unusual in that it combines research in three disciplines – public policy, psychology and economics. This is a powerful combination, said Phillips, who co-leads the lab with James Nolan, associate professor in the Department of Bioresource Policy, Business and Economics, and Valerie Thompson, professor and head of the Department of Psychology.

“Being able to test for the full array of effects, separately, and then jointly, will help us understand more completely the challenges of generating optimal innovation,” Phillips said.

The three disciplines are all interested in decision-making, but from different angles. Psychologists are often interested in cognitive capacity, economists in transactions and exchanges, and policy analysts in how individual decisions affect others.

In particular, the researchers will be looking at how Bioterrorism, Policy, Business and Economics, and Technology interact. Decision-making in areas like biosecurity, risk assessment, and radiation safety: June 10, 8:30 am-4 pm, $100 staff and faculty; $185 others.

- **ITC Training Services**
  - Adobe Dreamweaver - introduction, June 26 and 27, 1:30-4:30 pm, $125 students, $150 staff and faculty; $185 others.
  - Adobe Illustrator - introduction, June 4 and 11, 10-11:30 am, $125 students, $150 staff and faculty; $185 others.
  - Adobe InDesign - Intermediate, July 3 and 10, 10-11:30 am, $125 students, $150 staff and faculty; $185 others.
  - Adobe Photoshop - Introduction, June 5 and 12, 1:30-4:30 pm, $125 students, $150 staff and faculty; $185 others.
  - Adobe Photoshop - Intermediate, June 25 and 27, 1:30-4:30 pm, $125 students, $150 staff and faculty; $185 others.
  - Adobe Photoshop - Photo Retouching, July 9, 10-11:30 am, $75 students, $100 staff and faculty; $150 others.
  - AIGCS - Introduction, May 27 and 29, 6-9 pm, $50 students, staff and faculty; $85 others.
  - BIIL•US: U of S Course Tools - Instructor Workshop, May 24, 1:30-4:30 pm, $60 faculty; n/a others.
  - MS Excel Fundamentals, July 17 and 18, 10-11 am, $120 students, staff and faculty; $185 others.
  - MS Excel Fundamentals Plus, May 28 and 30, 9-10 am, $125 students, staff and faculty; $185 others.
  - SAS for Windows, Introduction, May 28, 8-10 am, $125 students, staff and faculty; $185 others.
  - Security Network Penetration Testing and Countermeasures, July 22-29, 9 am-4 pm, $325 students, staff and faculty; $380 others.
  - Faculty Workshops: contact training@usask.ca or 966-4988, for more information on these workshops geared to faculty.
  - Online Training Library: Free videos from Lynda.com now available. Check the PD Training Tab, Online Training Library Channel – Adobe, Microsoft, etc.
  - ITU – Computer Training and Support for Students, contact itu@usask.ca or visit the It4u users area on campus. Visit usask.ca for more.

Miscellaneous

**Brown Bag Lunch Series**

- Students in the age of ‘Cooning Change’, a no-took workshop about relationships with food. The six, one-hour lunch sessions (noon-1 pm) run June 4-6, 11, 13, and 23 in Room 323 Place Riel Student Centre. The cost is $60 or $50 for full-time students, with a registration fee or for more information, contact Cathy Langdon at c-langdon@usask.ca.

**Financial Town Hall #5**

The US will host its fifth in its series of financial town hall meetings June 15 from 12:30-1:30 pm in Convocation Hall. Information is available at usask.ca/finances.

**Breakfast with the President**

René Bach-Ashihula will host a final President’s Breakfast for students at the University Club May 31 starting at 7:30 am. Call 966-7575 to make a reservation.

**The Arts**

**Creatures in Undation**

A solo exhibition of new sculpture and drawing by Saskatoon artist and Department of Art and Art History Head Shantel Shaeff is entitled Creatures in Undation can be seen until July 30 in the Kendal Room in the Agriculture Building.

**Making a Scene!**

The Department of Drama is offering four one-week long Making a Scene summer drama camps for children between the ages of 10 and 17. The camps focus on improvisation and characterization as well as voice and movement techniques. No experience needed: just an active imagination! Camps begin July 8. Cost: $200 per four days. For registration information call 306-966-5188.

**College Art Galleries – Main Level**

On view May 28 and continuing throughout the summer in the College of Art Galleries is William Linton’s The Artful Room, an exhibit of all-painted murals commissioned by Fred Abbott for a reception room of the newly-demolished Intercontinental Packers Ltd. building. A public reception will be held May 31 starting at 6 pm and the exhibition continues until Aug. 10.

**STM Gallery**

On view in the STM Gallery until June 28 is After A Long Winter, paintings by Michelle Yatabe. The gallery is located on the second floor of St. Thomas More College. It is open 8 am-5 pm Monday to Friday.

**Submit Coming Events**

Information for Coming Events will be accepted until 7 pm on deadline day.

Next COC: Friday, Aug 30, 2013 Deadline for Submissions: Monday, Aug 22, 2013 coc.usask.ca, Fax 966-4815 or on web submission form at www.usask.ca/coc

**Libraries Conference Speakers**

The Canadian Health Libraries Association announced that the annual conference presentation that is open to the public with a $25 admission fee. It takes place in the Crescent Ballroom at the Lethbridge Cavern Hotel. For more information, contact Ashley Fannel at Ashley.fannel@albertahealth.ca or visit www.cephibi.ca/conference

**Summer Institute**

The Dept. of Curriculum Studies’ Educa- tional Technology and Design Over- Night Institute will take place July 4, 5 and 6. The institute is a research-focused gathering with all participants staying at St. Peter’s College in Moose Jaw. There will be sched- uled sessions, unstructured collaborative time and opportunities to generate research ideas. For more information, visit usask.ca/education/ccs/unit/iead/etAdstudio/
Mary Ellen Andrews has been appointed to the position of acting associate dean of the College of Nursing’s North and Northwestern Saskatchewan Campus and Rural and Remote Engagement for a one-year term starting July 1.

Shaun Murphy, a faculty member in the Dept. of Educational Foundations, has been awarded the American Educational Research Association Narrative Research SIG’s Early Career Award. The award recognizes narrative research by early career national and international scholars.

Starting in July, Ray Spiteri, professor in the Dept. of Computer Science, will take on the position of president of the Canadian Applied and Industrial Mathematics Society (CAIMS), an organization with a growing presence in industrial, mathematical, scientific and technological circles both inside and outside of Canada.

Plant scientist and biology professor Vipen Sawhney has been awarded the 2013 Award of Innovation for developing a commercially viable male-sterile line of tomato that promises to reduce the cost of hybrid seed production by at least 40 per cent for one of the world’s most valuable crops. The award is co-sponsored by Innovation Place and the Industry Liaison Office.

Fred Phillips, professor and Baxter Scholar in the Edwards School of Business, will be awarded the Canadian Academic Accounting Association (CAAA) 2013 Teall Award for innovation in accounting education as well as the association’s 2013 accounting case writing award. The presentations will be made at the CAAA’s annual conference in late May.

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Gardening at the U of S
Centre for Continuing & Distance Education
Sponsored by the Master Gardener Program

Hort Week
July 6 to 12

Over 30 gardening workshops and free horticulture tours across campus. Whether you’re a beginner or experienced gardener, you’ll discover new ways to make your yard look beautiful.

Hort Week Workshops include:
• Free Presentation: 10 Tips You Didn’t Know about Landscaping, by Award Winning Horticulturist Egan Davis
• Planning Your Landscape Project
• Reducing Pests Without Chemical Pesticides
• Veggie Gardening in Small Spaces
• Hands-on Plant Propagation
• Weed Identification and Control
• Stained Glass Birdbath
• South African Flowers for the Prairie Garden

For up-to-date info visit ccde.usask.ca/hortweek

Children’s Activity Camps

July 8 to August 30

• Fun, safe, non-competitive activity camps for children ages 5-12
• Certified and experienced instructors
• Week-long, half day or full day camps available
• A variety of activities to choose from, including soccer, basketball, sports and water mania, rock climbing and many more!

There’s something for everyone.

Register now at 1 (306) 966-1001.

For more information, please visit kinesiology.usask.ca/community-programs
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.

Inside world headquarters

We thought a fitting conclusion to our year of Sneak Peeks would be right here, in the world headquarters of On Campus News. While we’re not behind locked doors, we certainly are off the beaten path, located as we are in rental accommodation at Innovation Place.

It doesn’t look like much but the space—actually just Colleen MacPherson’s desk, credenza and filing cabinet—is the OCN editorial office, advertising office, circulation office, layout office and office of just about everything newsy at the University of Saskatchewan. Located close by are desks, credenzas and filing cabinets belonging to writers Kris Foster and Michael Robin as well as to other members of the strategic communications team.

Although it does have great views of campus, of Circle Drive North and of all flights using primary runway 09/27 in or out of the Saskatoon airport, the great advantage to the office’s location is its proximity to what we call The Creative Suite, home to the designers who make us look good with every edition of the paper.

We’ve enjoyed sneaking around campus this year, peeking into rarely seen places. Thanks to everyone who unlocked the doors for us.

Colleen MacPherson will provide a video tour of OCN world headquarters in the May 31 issue of On Campus Now.