From money to mission
TransformUS replaced; focus turns to teaching, research

Significant headway in reducing a projected operating deficit means the University of Saskatchewan is now in a position to advance a new plan of action that focuses on mission rather than money.

"As everyone is aware, we have been through what I call a crisis," said Interim President Gordon Barnhart, referring to recent efforts to reduce operating expenses through a process called TransformUS in the face of a projected $44.5-million deficit.

"The TransformUS banner is down but a great amount of what was produced in TransformUS was good. It's just that it was too much too quickly," he said in an interview with On Campus News.

After a summer of discussion and consultation, senior leaders at the U of S have developed a plan that includes a number of priority areas and projects. The plan was unveiled to the campus community Sept. 9. The community also heard that more than $32 million in savings had been realized through a combination of expenditure reductions and revenue increases. (Please see story Page 2)

Reflecting on TransformUS, Interim Provost and Vice-President Academic Ernie Barber said every large organization must always have a process of continual evaluation of its programs, priorities and administrative structure "to make sure you're getting maximum value."

In fact, he added, the TransformUS program prioritization process has provided important data for future decision-making.

"If you start with the templates that were filled out, that's an incredibly valuable snapshot for the university of its programs, and that's a valuable snapshot for deans about what's going on in their colleges," Barber told On Campus News.

The same can also be said of the TransformUS task force reports. "Think of the amount of work they did over a short period of time. They were able to come to a higher level of understanding about what all those things we learned clearly is that we've got to slow down so that we get beyond sharing information with people and actually hear voices."

Bob Badger, cultural co-ordinator in the Office of First Nations, Métis and Inuit Relations, presented Howler with a hand drum Sept. 5, just hours ahead of the Huskies’ home opener against the University of Manitoba Bisons (Huskies 44, Bisons 24). Drums used in ceremonies are sacred, Badger explained, but “this one is a playful happy drum that we hope will help the Huskies win a lot of games.” In exchange for the drum gift, Huskie Athletics is providing complementary tickets to various sporting events for Aboriginal youth.
Consultation key as projects progress

From Page 1 data were telling them. I want to acknowledge and thank all of the people who contributed so significantly to program prioritization by providing information from their units and preparing the first drafts.

The reports and the plans drawn up based on those reports, however, are being replaced by a smaller set of priorities or initiatives that relate more directly to the university teaching and research mission, Barber said. He added the list was drawn up collaboratively with senior administrators, deans, executive directors and unit heads from across campus. They are all areas of the university’s operation “that we need to make substantial progress on this year.”

As for the rest of the TransformUS projects, they have not been scrapped but are now lower on the priority list and will proceed at a much slower pace, Barber said.

“One of the things we learned clearly is that we’ve got to slow down so that we get beyond sharing information with people and actually hear voices as these projects are being developed.”

Barber added he is committed to advancing a change agenda “aimed at strengthening our place among Canada’s top 15 research-intensive universities.”

First on the new list of priorities is accelerating delivery on university commitments to improve Aboriginal engagement, including a representative workforce, student success and research.

Restructuring of the College of Medicine, including finding a new financial model for its support and improving both teaching and research activity and student outcomes, remains a priority, said Barber. There is also a plan to complete the re-organization of central teaching and learning activities and functions in the Centre for Continuing and Distance Education, Media Access and Production (eMAP) and the University Learning Centre.

Strengthening support for graduate studies and graduate students, and creating inter-disciplinary and cross-college academic programs will also get attention in the coming year.

Barber was clear that any mergers or amalgamations of academic units suggested in the TransformUS reports are being sent back to the units affected for further deliberation before any actions are taken.

Greg Fowler, vice-president of finance and resources, expressed his support in his role included in the new plan. One is the completion of the re-organization of the Facilities Management Division. “It too being ‘slow down,’ he said. “We’ve having consultations because we’ve had quite a few changes to our facilities area. We need to listen to what we need and make changes as we go.”

Consultation will also characterize any changes to service delivery at the U of S. Fowler said the TransformUS process was based on sharing and these service models will be reworked with a project that focuses on supporting the university’s academic mission.

“We’re rethinking service design and delivery. What we’re trying to do is have it led by the dean and work this year to prepare a proposal about what services should look like at the University,” Fowler said he expects both central and college-based staff as well as faculty and students will contribute to developing a new structure “but right now, it isn’t about immediate actions; it’s about consultation and discussion.”

The need to address service delivery “is still there,” added Barber, “and pressure needs to be kept on it.”

Another ongoing project is the transformation of the University Library’s collections, services and facilities. Barber said the library has been working on changes and updates for a number of years but the process was accelerated in the past few months “partly by a request to remove some dollars fairly quickly from the library system. We’ve relaxed the pace so the project can continue on the deliberate path that (Dean) Vicki Williamson was leading it down. The multi-year plan is still there.”

Even with a new plan on how to proceed, Barber acknowledged that in a large, complex organization, total agreement on every decision is impossible. The key, he said, is to listen carefully to all voices at very particular points in the decision-making process.

“We did hear that voices were not necessarily heard at the point where we were deciding what we would do, sometimes we were a little late in the game where we’re talking about how we’re going to do something. There’s a real sense that we need to hear from others earlier and make sure there’s understanding along the way.”

“There was an incredible amount of work done over the past two years and we really need to celebrate all of that but we now need to take a step back and bring more voices into the conversation.”

—

Review of Dean Edwards School of Business

In accordance with the board-approved Search and Review Procedures for Senior Administrators, a committee has been established to review the performance of Dean, Edwards School of Business, Daphne Taras.

The review committee invites members of the university community to provide feedback on Dr. Taras’ performance as Dean, Edwards School of Business.

Submissions can be made by letter or email. Respondents are encouraged to use the wraparound (expectations) and competencies (skill) from the position profile to provide their feedback, although the review committee recognizes that not everyone can comment on each area. The profile may be reviewed by contacting Lori Auchstaetter at usask.ca. When making a submission by email, respondents must include their name and affiliation in the body of the email. Every email submission will be acknowledged by return email to confirm the authenticity of the author’s identity.

All submissions received through this process will be considered by the review committee in raw form. All identifying information will be removed to protect the confidentiality of the respondents when the feedback is reported.

Please make your confidential submission by noon on September 24, 2014, to Lori Auchstaetter, secretary to the review committee, Office of the Provost and Vice-President (Academic) by email, lori.auchstaetter@usask.ca, in hard copy, 208 Peter MacKinnon Building, or by fax: 966-4316.

—

Budget savings return U of S to solid financial footing

COLEEN MACPHERSON

Colleen MacPherson has a master’s degree in English from the University of Saskatchewan and has been a reporter since 1991. She spent 11 years at the University of Saskatchewan and nine years at the Regina Leader-Post. She has won several awards for her work and has written for several newspapers, magazines and websites. She is now a freelance writer and editor. She can be reached at colleen.macpherson@gmail.com.

Greg Fowler

“it was possible then (2011 and 2012), being either pessimistic or realistic, to say if we sat on our hands and did nothing to increase revenue or control expenditures that we would end up with a significant operating deficit down the road,” he said.

“The reality is, however, that no responsible organization ever sits on its hands for four years and watches that happen.”

The university’s response to the looming financial crisis was very typical—“it was what it has always done—it found ways to reduce expenditures and increase revenues.”

“It also did so very publicly. “It was a way of communicating that this was a significant challenge but the next thing is that the university has responded to the challenge. As Greg said, there’s been about $25 million a year in expenditures cut out of our operating budget and then another about $7 million added back in by more normal returns on our investments.”

Combine that with careful management and changes to the “structure of the organization and the result, said Barber, is that “we can now say that we’re in a little bit (of a) normal period.”

September 12, 2014 • ON
Finding the next president
Search committee to be finalized by October

COLLEEN MACPHERSON

The wheels have begun to turn on the process to find the next president of the University of Saskatchewan.

University Secretary Beth Williamson said how the university recruits a president is set out in a document entitled Search and Review Procedures for Senior Administrators. It specifies the membership of the 12-person search committee and the general procedures it must follow. And that committee is already taking shape.

The chair of the Board of Governors will head the search committee, which will include David Dubé and Grant Isaac as additional representatives from the board. Representing University Senate on the committee will be Chancellor Blaine Favel and the student representatives will be Max FineDay, president of the U of S Students’ Union, and his counterpart from the Academic Assembly, who will be named by University Council at its October meeting, said Williamson.

"In terms of timelines, the Governance and Executive Committee of the board is working on identifying a search consultant to assist in the process," she said. A request for proposals for a search firm has been issued and the university secretary expects a contract will be awarded in September.

Once the committee is confirmed by the end of October, it will review the position profile and begin a consultation process. Williamson said the search procedures require that the university community and various stakeholders be given an opportunity to comment on "the university's strategic goals and objectives, and on progress made or problems encountered in achieving those goals and objectives."

At the end of the consultations, the information received will be used by the search committee to inform the position profile, she said.

Working with the search firm, the committee will then proceed to a selection process, including deciding if the search will be open, meaning the names of candidates are public, or closed with the identity of candidates kept confidential. Williamson said that while the decision is the committee's, there is guidance in the search and review procedures for a closed presidential search because an open search may result in fewer presidential candidates coming forward for fear their current employer will then know they are seeking a new provost and vice president for tenure decisions.

Williamson said the committee will take as much time as is necessary to find the appropriate candidate for the job of president.

She added that the search for a provost and vice president academic is also being discussed "but there is a desire to allow the next president to have input into the selection of the new provost." Ernie Barber has committed to remain in the position on an interim basis until a new provost is identified.

Williamson said the presidential selection committee will be providing updates throughout the process "that address two questions: 'Are you making progress?' and 'Is there anything you can tell us?'"

Faculty ratify tentative deal

Members of the University of Saskatchewan Faculty Association (USFA) voted Sept. 2 to accept the provisions of a tentative three-year collective agreement that includes 2.25 per cent salary increases in the first two years and a 2.75 per cent salary hike in 2016-17.

The university's Board of Governors must ratify the agreement before it is official. The next meeting of the board is in October.

An executive summary of the contract is posted on the USFA website shows other provisions including 400 special increments from a pay inequity balancing fund for female academic, a number of changes to faculty benefit packages, the establishment of three ranks for librarians tied to the lecturer, assistant professor and associate professor salary grids, and the set up of formal search procedures for assistant deans.

The tentative contract also makes changes to the process of awarding tenure to faculty members. Included is the withdrawal of the board’s delegation of authority to the university president for tenure decisions and a revision of the full tenure review committee’s membership to include nine faculty members and three senior administrators.

Acting in the past

University Archives, Walter Murray, who served as the first president from 1908-1937, took a year of leave in 1919-1920. Stepping into the role was George H. Ling, who at the time was dean of arts and science.

James S. Thomson also took a year of leave during his term as president in order to serve as general manager of the Canadian Broadcasting Corporation. Walter P. Thompson, another dean of arts and science, served from 1942-43 in an acting capacity and went on to become the third president in 1949.

The next acting president, Robert W. Begg, held the office in 1974-1975 upon the retirement of John W.T. Spinks. Begg officially assumed the office as fifth U of S president in 1975 and served until 1980.

When Leo F. Kristjanson retired as the sixth president in 1989 for health reasons, Blaine A. Holmlund, who was vice-president of planning and development, served as acting president for five months until J.W. George Ivany began his 10-year term as the seventh president in November 1989.

The current interim president, Gordon Barnhart, took up the position May 22 after Ilene Busch-Vishniac, the University of Saskatchewan's ninth president, was dismissed without cause.

FROM THE ARCHIVES

Down on the farm

This issue's image was taken about 1920 and looks north across the University Farm toward campus. The photographer would have stood near where Griffiths Stadium is today. Among the buildings shown here, only the barn remains standing. From left to right are the original Engineering Building that burned to the ground in 1925; the Livestock Pavilion that was demolished in 1986; the farm foreman's residence; and the farm hands' boarding house. It was demolished in 1975 to make way for Campus Drive.
EDITOR’S NOTELET

Missed all the fun

The editor’s note in this issue of the paper is so short that you’ll notice I labelled it a notelet. Here it is:

After five years of working from an office at Innovation Place, I’m back on campus and realize I had forgotten how exciting and fun it is—back on campus and pretending it was the start of the academic year. Ed.

NEW TO US

Mirela David

Bringing to light the experiences and attitudes of female gynecologists in China in the 1920s and 1930s is adding an additional perspective to the discussion of eugenics.

“Eugenics was just something they believed in,” said Mirela David, an assistant professor in the Department of History and women’s and gender studies program. “It was a theory—we now know it’s a false theory—of racial improvement.”

Eugenics took a different form in China than in Canada, she said. In China, the focus was on birth control, women’s responsibility to produce healthy babies and prevention of venereal diseases.

“There are repercussions for Chinese society today,” she said, explaining that infants with mental handicaps are still abandoned by their families. Advances in genetics have also opened up new issues.

“The Chinese are very big on that; their data are very impressive,” said David, who is also proficient in English, German, Spanish and her native Romanian. “Our language class in university and chose Chinese instead.

“Eugenics was just something they believed in,” said Mirela David, an assistant professor in the Department of History and women’s and gender studies program. “It was a theory—we now know it’s a false theory—of racial improvement.”

She can look at (the genetic underpinnings of) human intelligence. That has eugenic implications.”

David was initially intrigued by China when she travelled there as a child with her father. Serendipity intervened when she failed to get into an English language class in university and chose Chinese instead.

“I spent two years there (in China) to study the language,” said David, who is also proficient in English, German, Spanish and her native Romanian. “Our classes were all in Chinese. Now I can pretty well talk about what I need to talk about, and read what I need to read.”

After completing her master’s degrees at the University of Bucharest and the University of Tuebingen, Germany, she did her doctorate at New York University before joining the U of S in July. In her teaching, she hopes to instil in her students a sense of skepticism and inquiry.

“I want them to come away with an awareness of different perspectives on things, especially in women and gender studies,” she said. “Interracite, be reflective, be critical, be engaged.”

In life, timing is everything. For example:

• Cooking. You can’t make a good pizza unless your timing is spot on. Ditto for brewing beer.

• Investing in the market. In addition to the other considera-

ations, you have to know when to put your money in and when to take it out.

• Music. If you don’t have good timing and can’t keep a

steady rhythm, take up a less demanding hobby such as

politics or nuclear physics.

• Sex

Sheffield is a concept related to timing in an important way—many activities, objects, and professions have a shelf life:

• The yogurt you buy at the supermarket has a specified shelf life, and when it exceeds the shelf life you toss it in the garbage.

• Governments too have a shelf life, which they exceed when they lose the people’s trust because they are arrogant, indifferent, insensitive, corrupt, or catering only to their base (get my drift, Steve?). Then the people throw the bums out and elect another gang, so that the cycle can begin again.

• Musicians have a shelf life, beyond which they should retire gracefully. Earl Scruggs was the most important banjo-

istic influence in my life. I got to see him perform in 1962, when he was at the top of his game, and it blew my mind. When I saw him again at Dakota Dunes several years ago, it was actually depressing. He seemed feeble and did not execute his trademark banjo rolls, but instead faked his breaks. Clearly he had exceeded his musical shelf life.

• Academics too have a shelf life. Nothing is worse than some elderly professor staggering around campus and pretending to keep up with scholarship in his field when he cannot even remember where his office is.

I did not want to be the

Early Scruggs of professors at the University of Saskatchewan, so

when the opportunity came to retire as of 30 June 2014, I took it.

My time had come, and, like

a number of my colleagues who also retired in June, I did not want to overstay my welcome. There is a certain grace to getting out near the top of your game, and I hope I did not wait too long. If the

relation between age and perfor-
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Finally, prairie lemons

Low-light variety 34 years in the making

KRIS FOSTER

It has taken nearly 34 years, but finally a lemon tree has been bred in the U of S greenhouses specifically for low-light conditions in an indoor home environment.

“It’s been a long process,” said Karen Tanino, a plant physiologist and professor in the College of Agriculture and Bioresources, who, with her spouse M.P.M. Nair, rents space in the greenhouses to breed the lemon trees.

It was many years ago when a departmental assistant told her husband that lemons cannot be grown on the prairies, said Tanino. “You should never tell him he can’t grow something,” she added with a laugh.

Lemon trees like heat and normally need lots of sunlight. They do especially well outdoors, in natural light under sub-tropical conditions with lots of space to grow. Given those parameters, it is not surprising they do not thrive in a prairie climate.

“Basically, the concept is that in northern climates we are already heating our homes (so the temperature is suitable), but the home is a low-light environment, so a lemon tree needed to be bred for low light as opposed to high light or being in full sun,” she said.

Nair, explained Tanino, remembered a low-light citrus plant from South India where he was born. “He got a permit to import plant cuttings and began breeding lemons with this low-light tolerant plant.”

After all that time, a bit of stubbornness and a lot of patience, Nair bred a lemon tree that grows indoors with low light and in a small space—certainly not a conventional environment for a conventional citrus tree.

“These lemon plants will produce about 12-16 commercial-sized fruit per year in a six-inch pot that fits on a windowsill,” said Tanino. “This is the first time anyone has produced a low-light tolerant citrus plant ever. That’s exciting.”

The first cultivar to be released is named Centurion to commemorate the centennial of the College of Agriculture and Bioresources, Tanino said, adding that other varieties will likely follow and will feature characteristics including seedlessness, edible leaves, edible flowers and having varying thicknesses and flavours of rind for candy making. “But it takes quite a long time to get through the release process.”

Karen Tanino

Tanino said she hopes this will lead to more food-producing plants to be grown indoors because “it capitalizes on the indoor living environment by using plants to convert the higher carbon dioxide levels into food and improve air quality.”

ON CAMPUS NEWS September 12, 2014

Student, seniors program recognized

A U of S initiative that pairs student groups with senior citizens in the community was recognized earlier this year for its contribution to improving health care for patients.

In May, the Longitudinal Elderly Person Shadowing (LEPS) program was awarded the Pursuing Excellence Better Teams Award by Saskatchewan Health Quality Council (HQQC). Representatives from LEPS accepted the award at the HQCC Quality Summit.

Since 2007, LEPS has paired health-science students with a senior companion from Luther Towers, an independent living facility close to campus. Over a three-month period, the student groups meet several times with their senior companion to take part in casual, guided conversations. These visits familiarize students with the physical, social, emotional and spiritual aspects of aging—valuable knowledge for health-care professionals practicing in a system where aging seniors are the majority.

More than 400 students from medicine, nursing, pharmacy, nutrition, physical therapy and social work have participated in the program. LEPS begins its eighth year on Sept. 29 and will run until Nov. 17. About 90 students and 30 seniors will be participating.

“We are really delighted that this community-university partnership continues with the very important participation of LutherCare Communities and the seniors who give so generously of their time,” said Doreen Walker, program co-ordinator for LEPS.

In 2012, the program was awarded the U of S Provost’s Prize in Innovative Practice and Collaborative Teaching and Learning.

ANNUAL CAMPAIGN FOR STUDENTS 2014–15

You can brighten the future

There are students at the University of Saskatchewan right now that have the potential to change the world. They are our future leaders, teachers, scientists and health-care providers—but they need your help to fulfill their dreams.

Make your gift to support student scholarships through the Annual Campaign for Students 2014-15. Your donation gives students a brighter future and that makes a brighter future for us all. Please give today.

give.usask.ca/students 1-800-699-1907
The top 10 reasons why your animals should visit us.

We're located right on campus
The WCVM Veterinary Medical Centre is a short walk away from your classroom or office.

We can be your family's vet clinic
New to Saskatoon? We can help to make your animal's move a smooth one. We provide animal owners the comfort and familiarity of a family vet within a referral hospital.

We're a referral hospital
We offer specialized clinical services such as veterinary ophthalmology, oncology and dentistry on a referral basis.

We take care of animals, big or small
Our patient list includes everything from dogs, cats and exotic pets to horses, cows and specialized livestock.

We have amazing caregivers
Our staff of 150-plus people includes board-certified veterinary specialists, clinical veterinarians, registered veterinary technologists and other animal health professionals.

Our facilities are world-class
Thanks to a recent expansion and upgrade, we have state-of-the-art facilities available for animal owners and veterinarians across Western Canada. Advanced technologies available at the VMC include MRI, CT, a linear accelerator for pet radiation therapy, and an expanded equine performance centre.

We offer 24/7 emergency services
Our 24-hour veterinary emergency services are available for all animals, 365 days of the year.

We're a one-stop, pet care shop
Our accredited, on-site pharmacists can fill and renew your animal's prescriptions. We also have a variety of pet food and animal care products.

We help to train Canada's future vets
The Veterinary Medical Centre is a teaching hospital for WCVM veterinary students. With your support, we're helping future veterinarians gain vital skills and practical experience in veterinary medicine.

10% off for U of S students and staff
Study or work at the U of S? Show us your U of S ID card, and we'll take 10 per cent off your bill. Discount applies to all clinical services for large and small animals as well as pet food at the WCVM Veterinary Medical Centre.

Make an appointment today.
Small Animal Clinic - (306) 966-7126
Large Animal Clinic & Field Service - (306) 966-7178
Please visit usask.ca/vmc for more information
After the worst of many grizzly bear incidents during a summer job in the Yukon, Jeffery McDonnell returned to his studies at the University of Toronto but switched his major from geology to water studies. “I thought I was an outdoorsman but realized canoe trips in Algonquin Park are different from geology in the Yukon,” McDonnell, associate director of the U of S Global Institute for Water Security, recalled with a laugh. “I had so many bad grizzly bear encounters, one that was too close for comfort and had me spending two hours up a tree.”

It was, however, much earlier on in life that McDonnell’s curiosity for water was sparked. As a kid exploring Toronto’s surrounding greenbelt, with its valleys, ravines and streams, McDonnell remembers wondering where water in streams comes from and how it gets there. “I find that endlessly fascinating,” said McDonnell. “These questions burned inside me for over 30 years now, even as a kid I remember wondering how all this happens.”

After earning master’s and doctorate degrees at Trent University and the University of Canterbury respectively, McDonnell jumped feet first into discovering how landscapes store and release water. To do this, he traces two naturally occurring, stable isotopes found in water molecules oxygen 18 and deuterium. This is the same type of unique glacial dates and climate scientists use in ice core research to determine temperatures from hundreds and thousands of years ago. “These isotopes preserve a record of temperature and they also preserve how a rainfall event gets translated to the flow we see in a stream. We can actually use the isotopes as tracers of the water molecule from rainfall and snowmelt through the land to the stream.”

There are many factors that determine how a stream responds to rainfall or snowmelt, McDonnell continued, adding that he tries to compare the ways different combinations of land use, topography, climate and geology all work to control how streams respond. “These factors are all changing and in many cases co-evolving; topography is sculpted by rainfall, which is affected by climate, which influences the plants that grow, which defines the soil characteristics. So it’s this intertwined tapestry of factors that affects the answers to fairly basic questions like where does the water go when it rains.”

In general, McDonnell said there are two ways water gets to a stream: the first is when the intensity of rain exceeds the surface’s availability to infiltrate—imagine dumping a bucket of water on an impermeable surface like concrete—and water simply runs off the surface and creates rapid stream flow. The second way is much slower—flowing through the soil and bedrock—and, because the majority of the world is not paved, is much more common. Consider a sponge that absorbs water until it is full at which point it slowly releases water. This is how the majority of rainfall and snowmelt enters the world’s surfaces and groundwater. Geology, specifically the type and absorbency of rocks underneath a landscape, plays a big role in how water is stored and released.

Because of the different paths water can take to a stream, and the number of factors influencing that journey, the length of time it takes for water to travel from surface to stream varies greatly. “An important question we look at is how old water is in the stream,” he explained. “As we think about climate change, land-use change and land practices, the way that those things often express themselves in the river network is by changing the age of that water. The age of the water tells us a lot about the memory in the system.”

McDonnell and his team of students and researchers track the isotopes to determine the age of the water. Some streams respond quickly to rainfall and snowmelt and the water in these environments “is much younger, more on the order of days to weeks to months. But the water that is forming that stream coming from groundwater can be months to years to decades old.”

He pointed out that when water moves through the soil, it picks up nutrients and chemicals present in the environment. The isotopes in those water molecules can be analyzed for composition and concentration to determine the water’s age and how long it takes chemicals to move through the system. “So we need to know the age of water to understand and predict the ups and downs of the stream flow that affects fish passage, navigation and flooding. It’s also key to learning about when pollutants and contaminants, fertilizers, and stuff we apply in agricultural areas will come through,” explained McDonnell.

This is a conundrum because ultimately if we want to make predictions on land-use change and climate change we need to understand both parts of the equation, because the time scales of those two things are very different.”

One example McDonnell referenced is that lakes in the coastal plains of North Carolina where farmers, as in many other parts of the world, started using nitrate-based fertilizers in the 1960s. Only recently have those nitrates started appearing in the rivers, he said, because it has taken that long to go from the surface to the groundwater and emerge into the stream. “How long will it take to clean it up, but what do you do? You could stop adding nitrate-based fertilizer today but it could take decades or centuries to clean up just because of this dichotomy of time scales. Streams still respond quickly and you still get flooding, but in terms of the transport of these agricultural nutrients, it’s like turning around the Queen Mary; it’s a long, slow process.”

McDonnell compared his research to pulling at a ball of yarn — “you just keep getting more and more questions.” He hopes to answer enough of them to develop a model that can make predictions on issues of water quantity and quality for diverse environments.

“The end goal is to more confidently and accurately predict what water quality and quantity is going to be, how parts of the world will respond to climate change, what the future might be for scenarios based on population projections, and how we might manage the landscape for agricultural use, urban development and natural resource extraction. I hope the tools we develop can be useful for informing these conversations.”

Deciphering Data
How to Present Tables, Charts, and Graphs
October 28, 2014, 9:00 am – 4:00 pm
Western Development Museum, Saskatoon

Writers and editors often deal with numbers, tables, and charts but are rarely offered training in the skills of data presentation. This friendly, practical workshop focuses on the best ways to present numeric data so that it is easy to read and understand. It will provide essential tools for clear, persuasive, and unambiguous numeric communications.

This workshop is for writers, editors, researchers, designers, communicators—anyone who routinely deals with data.

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University Council at 20
Evolution of collegial self governance

There is a bit of a birthday bash in the works to celebrate University Council moving into its 20th year.

“It is important to recognize collegial self governance,” said Dr. Jay Kalra, chair of Council, which, along with the Board of Governors and Senate, makes up the University of Saskatchewan tricameral governance system. Established in its current form in 1995, Council is a representative body of faculty that oversees the academic mission of the institution.

With 10 public meetings a year and nine standing committees, Kalra said University Council provides myriad opportunities for involvement in governing the university. “Every faculty member has a role to play and everyone has a right to play a role.”

Using Council’s 20th anniversary to acknowledge its accomplishments is important, said Kalra who describes himself as “a facilitator of open discussions at Council meetings that include members, students and visitors.” He said his celebration plans include inviting a few faculty members to speak at Council meetings about their teaching, research and scholarly work. “We have to seize the opportunity to learn from those people.”

And though the celebration marks 20 years, Council has existed since the founding of the university itself, and that history reveals that it took some work to create the high-functioning body University Council is today.

Materials provided by University Archives indicate University Council was originally the executive committee of Senate and was made up of the president and Senate-appointed members. As is the case today, its mandate was the academic agenda of the university. In 1909, it had become a faculty council that included the president, deans and all professors and assistant professors, so as faculty numbers grew, so did Council membership.

When George Ivany took over as president in 1989, he made revamping the university’s tricameral governance structure to improve its effectiveness a top priority. In a March 8, 1993 issue of his president’s newsletter, Ivany said a representative university council was needed to “enable effective and informed decision making involving significant faculty input.”

Barry Ziola agreed wholeheartedly that change was necessary. The director of administration in the College of Medicine described the body made up of all faculty members on campus as dysfunctional. “Four to five hundred people would show up for a meeting and they had great difficulty getting any work done. It created a state of intellectual paralysis. That’s how I viewed it.”

Recreating Council in a new form required rewriting The University of Saskatchewan Act. It was a long, involved process but in 1995, the government approved the changes and on Dec. 6 of that year, the restructured Council met for the first time in Convocation Hall. The first order of business was to elect Ivany as chair.

The new Council was set up with 116 members: the president; the provost; two faculty members from each college, the University Library, and each affiliated and federated college; one student from each college and affiliated and federated college; and 54 faculty members at large, a third of whom turn over each year.

“There were many people who figured this was a quantum leap forward, and I count myself among them,” said Ziola. “It established an equilibrium vis-à-vis faculty and administration.”

A member of the new Council’s first academic programs committee from 1996-98, Ziola said “it was a fresh start” so committees spent a great deal of time “working through procedures for dealing with what was coming from academic units.”

Those operating procedures clearly define how academic issues and change proposals move through Council.

Ziola, who continued to serve on various committees and completed his tenure on Council in 2008 as vice-chair, said the election of members as opposed to including everyone who holds a faculty position was a significant change. “It means you have to make an overt, solid decision to run for Council. It forces people to think about what Council is trying to do and its role in the governance system of the university.”

He added he has always appreciated that personal politics are checked at the door of the Council chamber. “People take Council seriously. Its role is to control the academic content of the university and politics be damned. Politics is irrelevant to academics and to what is best for students.”

As Council marks 20 years, Council is a representative body of faculty that oversees the academic mission of the University of Saskatchewan. Established in its current form in 1995, Council is a representative body of faculty that oversees the academic mission of the institution.

“Every faculty member has a role to play and everyone has a right to play a role.”

Jay Kalra

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Barry Ziola

Publishing Schedule

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Indigenizing Practice  
Friday, Sept. 19, 2:30 pm, 215 WVCIM,  
Briana Monid and Brilha Mondin from the Sahtu Region of the Northwest Territories are keynote speakers in the Indigenizing Practice in Post Secondary Education,  
Learning From Elders Symposium. Sept. 20-21, 10-11 am,  
the campus. For more information or to register, go to www.usask.ca/walshot/diary2014  

Seminars/Lectures  
All My Relations: Aboriginal Education and the Future  
• Sept. 17, 10:30 pm, Mayfair United Church,  
S. Andohwone College will host former Prime Minister The Right Hon. Paul Martin to speak on challenges and issues facing Aboriginal education in Canada entitled All My Relations: Aboriginal Education and the Future. Tickets are available at www.pacitz.com/allmyrela-  

tions or by calling 306-966-8910.  

Western College of Veterinary Medicine  
• Sept. 3 – 5, Advanced Silversmithing I:  
• Glass Fusion II: Nov. 1-2  
• Glass Fusion I: Oct. 18-19  
• Photography I: Sept. 17-Dec 10  
• Photography II: Sept. 16-Dec 16  
• Printmaking and Traditional Image  
and Managerial Accounting:  
• Southern Africa: 21-Day Northern  
Development Program  
• Intermediate Chinese Class, Wednes-  
• Reading Skills: Tuesdays, Oct. 7–Dec. 2  
• Graduate-Level Writing: Mondays and  
• Pronunciation: Thursdays, Oct.9 –Dec. 4  

Huskies @ Home  
Football  
Seattle vs. Calgary  
Oct. 4, v. UBC  
Oct. 23 vs. Alberta  
Men’s Soccer  
Oct. 3 and 6 vs. Alberta  
Oct. 11 and 12 vs. Wespeg  
Women’s Soccer  
Sept. 15 vs. MRO  
Sept. 14 vs. Alberta  
Oct. 3 and 5 vs. Lethbridge  
Oct. 18 and 19 vs. Regina  
Cross Country  
Oct. 4, 9 and 10 Dog Open  

The Arts  
Milne Exhibition  
The Conexus Centre in southern Saskatchewan photographer Mike Milne will be on view in the Link Gallery in the library until the end of the calendar year  
Gordon Snegroff Gallery  
An MFA exhibition of work by printmaker, visual artist and former graduate student, Mike Snegroff entitled A Suburb Sinner closes Sept. 12 at the Gordon Snegroff Gallery.  

Edwards School of Business,  
Executive Education  
For more information call 306-966-8866;  
email exed@edwards.usask.ca  

University of Saskatchewan  
Library Research Series  
2014  
• Sept. 12 and 14, The Labour Management  
Relationships Certificate Program  
• Sept. 16 - Dec. 16, Introduction to Opera-  

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Univ
Assessment Centre (MAC) will be held Sept. 16 at 1:30 pm in the E Wing Atrium of Health Sciences.

Fall Coffee Party
The University of Saskatchewan Women is holding its fall coffee party and membership registration Sept. 28 from 2-3:30 pm at the VPA, Edwards Family Centre, 333 4th Avenue North. The association of present, former and retired women faculty and spouses or partners of other faculty members meets monthly and includes a number of special interest groups. New members are welcome.

Free Pancakes
All arts and science students are invited to join Dean Peter Stuczynski and the Arts and Science Students’ Union for free pancakes Sept. 16 from 6-10 am in Arts 146.

Knowledge Mobilization
A panel discussion entitled Knowledge Mobilization: Who does it and what does it look like? will be held Sept. 24 from 6-10 am at Station 20 West. Panelists include Donna Zink, Robert Henry and Tracy Riddell. The discussion will explore knowledge mobilization and how it can affect positive social change.

MPH Practicum Poster Fair
The School of Public Health will host its annual poster fair showcasing the master of public health student practicum projects undertaken in 2014. The program runs from noon 3-10 pm Oct. 14 in the Health Sciences O Wing Atrium. Visitors are welcomed.

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This year’s back-page feature explores the hidden treasures from University Archives and Special Collections, and the people who use them.

Community connections

Offered by the College of Arts and Science’s Interdisciplinary Centre for Culture and Creativity (ICCC), the course Cultural Heritage Mapping: Locating Saskatoon’s Past introduces students to place-history and historical-cultural space mapping. Students work in close collaboration with City of Saskatoon staff, and neighbourhood associations and residents to research community-defined heritage projects. They learn and apply historical mapping and data collection methods including oral interviewing, archival research, digital geodatabase construction and digital cartography. Upon completion of the course, student work in a variety of forms—reports, posters, slideshows, maps, web displays and artistic works—is presented to the community for public use.

Andrew Dunlop, director of community engagement and outreach in Advancement of Community Engagement, teaches the course and encourages students to research Saskatoon’s past cultural landscapes in University Archives. A wealth of materials like maps, drawings, and aerial and landscape photographs invariably reveals many historical connections between the city and the U of S.