



On Campus News

ocn@usask.ca | news.usask.ca



KRIS FOSTER

Time in a bottle

This first-century blue glass flask from the ancient Phoenician city of Sidon is one of more than 75 pieces of ancient glass and pottery that make up the Arthur and Beatrice Minden collection currently on display in the university's Museum of Antiquities. The artifacts were donated to the museum by the Minden's children and are valued at over \$100,000.

Residential makeover

President's home reno to include kitchen, floors, plaster, paint

COLLEEN MACPHERSON

The iconic President's Residence at the University of Saskatchewan is scheduled for a makeover this summer.

The greystone residence, home of the university's first president Walter Murray and subsequent holders of that office, was completed in 1913 at a cost of \$44,615 and is considered one of the finest homes in the city. Colin Tennent, associate vice-president of facilities and university architect, said it has been maintained in good condition over the years "but it's been some time since we did core work on the building. We've invested where we felt it was strategically important or where there was a risk of future damage ... and there are lists as long as my arm of things we'd eventually like to

do but the work over the summer will be functional and cosmetic as opposed to structural."

The window of opportunity to do renovation work on the house is being created by president designate Ilene Busch-Vishniac. Although she takes over as U of S president July 1, Busch-Vishniac has agreed to move into rental accommodation to allow for renovations to take place in July and August.

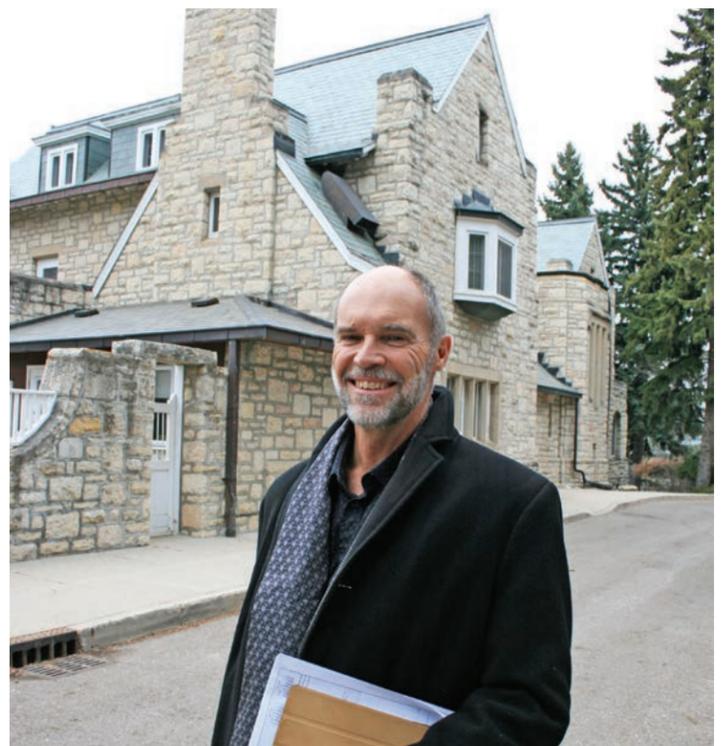
Tennent said Busch-Vishniac has been involved in the planning and will continue to be consulted about her preferences as the work schedule is finalized.

The lion's share of the work will be done in the house's main floor kitchen. Some material and configuration choices made over the years in that room have

See *Busch-Vishniac*, Page 2

"... we want no dust, no muss, no fuss when the president moves in. We want to get them into a comfortable, functional house.

Colin Tennent



Colin Tennent outside the President's Residence

COLLEEN MACPHERSON



Crowded science Page 5



Going global Page 6



Read OCN online
news.usask.ca

Busch-Vishniac delays move-in date

From Page 1

departed from the character of the house, he said, and the intent is to recapture that essence through elements like the cupboards, woodwork and even in details like heating register covers.

One of the challenges, said Tennent, is that while the kitchen is for the private use of the president and her family, it is also a hub for the entertaining that goes on in the residence, a tricky combination of residential and commercial.

The renovation is also

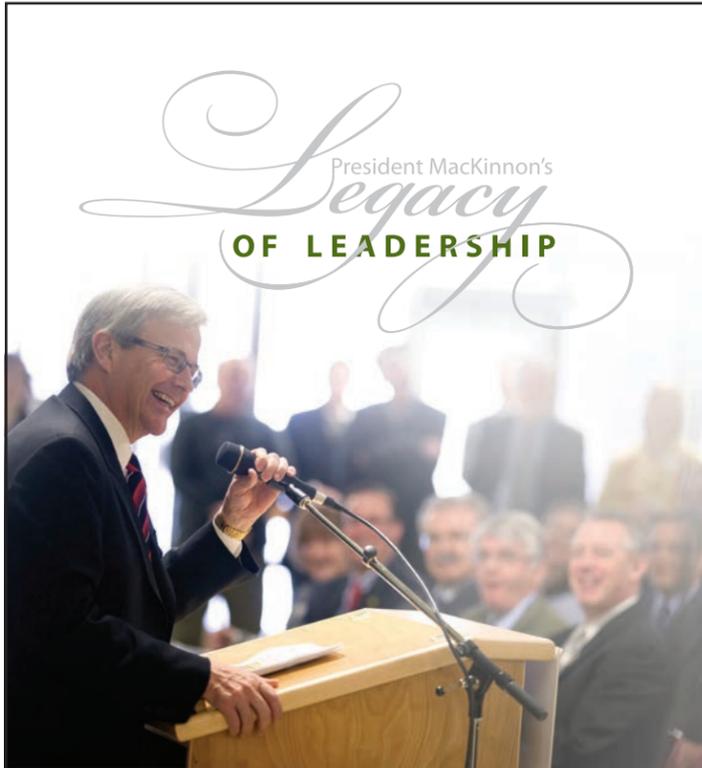
expected to include refinishing the wood floors on the main level with particular emphasis on the entryway. The installation of tile on the floor there created what Tennent termed "a mid-70s feel" that needs to be addressed to preserve continuity of style throughout the home.

Moving to the second floor of the residence, which is private family space, the focus will be on ensuring it is comfortable and well appointed. Tennent added there may be some functional changes made to address issues like bathroom access but consultation with the incoming

president will continue before final renovation plans are made.

The summer will also allow for plaster repairs and painting throughout the building.

"We don't want to bite off more than we can chew in a two-month window. There are a lot of folks here (in the Facilities Management Division) who will bend over backwards to make sure the house is in the best shape it can be but we want no dust, no muss, no fuss when the president moves in. We want to get them into a comfortable, functional house." ■



U of S President Peter MacKinnon has had a profound effect on the University of Saskatchewan in his 13 years as president. We celebrate how far we have come together, and the vision he leaves us for the future, as he prepares to step down as president on June 30, 2012.

Join us at a cocktail reception and dinner being held in his honour.

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Remote connections blocked to thwart off-campus attackers

Off-campus attackers are taking aim at University of Saskatchewan computers, prompting Information Technology Services (ITS) to block some remote connections starting May 1.

According to Chad Collier, server and database services manager with ITS, there has been an increase in the number of reported hacking attempts since December. The most frequent reports are attempts to break into systems using Microsoft's Remote Desktop Protocol (RDP), which allows users to connect to and control Windows-based systems from off-campus sites. The protocol is used by some colleges to provide off-campus students with access to computer labs, said Collier, and by employees who want to

connect to a work computer from home or while travelling.

Although the hacking attempts have been unsuccessful, they have often caused students and employees to be locked out and unable to access university IT resources.

To address the attack risk, ITS will block RDP connections from the internet starting May 1, said Collier. "This will prevent these attacks from causing account lock outs, and will better protect university computers from being breached."

Students and employees will still be able to make connections to on-campus systems using RDP, but will need to take a few additional steps after May 1, Collier explained. ITS maintains a Remote Desktop Gateway that

can be used to securely establish RDP connections from off campus; instructions for using the gateway can be found on the ITS website under services/networks/remote desktop.

Alternately, off-campus users can make use of the university's Virtual Private Network (VPN) to establish a secure connection to the campus network, after which they can use RDP as usual. Instructions for the VPN are also on the ITS website under services/networks/vpn.

Collier said that additional assistance with computer or mobile device configuration for making RDP connections is available through local IT support or by contacting ITS Help Desk at 966-4817. ■

ocn

Next OCN
deadline is
May 3

In Memoriam

David Fredrick Mildenerger, Facilities Management Division, Feb. 15

Natalie Rose McLeod, Feb. 23

Dr. Sergey Fedoroff, Anatomy, March 19

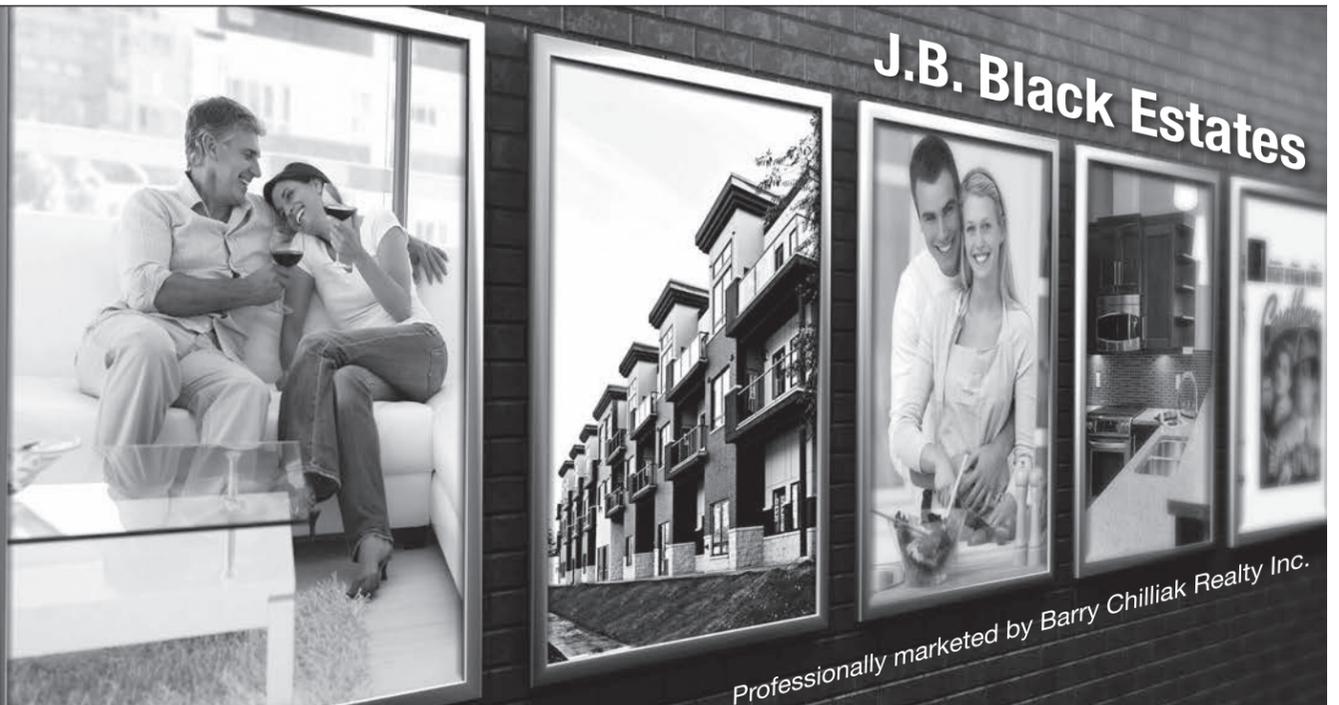
Helen M. Johansen, March 28

Arthur Friesen, Facilities Management Division, April 15

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Introducing a new budget model

TABBS links revenue, costs to academic activity

✦ COLLEEN MACPHERSON

After four years of research, planning and development, the University of Saskatchewan is moving toward a new internal budget system that links revenue and costs directly to academic activity.

Called the Transparent Activity-Based Budget System (TABBS), the model has been introduced to college deans and will be run parallel to the existing budget system until its full implementation at the end of the university's third planning cycle in 2016. For one of the people closely involved in its development, TABBS hits the mark when it comes to linking resources to strategic priorities and ensuring budget responsibility is appropriately allocated.

Lou Qualtiere, associate dean of research in the College of Medicine and co-commitment leader of the finance resources commitment in the second integrated plan, said the new budgeting system "will push our thinking about priorities and ensure that decisions will be made on the basis of academic merit and cost."

In an interview with

On Campus News, Qualtiere explained TABBS grew from the need for a new budget system to replace the university's historic process. That process, in the simplest terms, involved central administration taking the previous year's revenue allocation for each college, adjusting it for salary increases, other differentials and what he termed "special arrangements," and then providing that new amount for the next year. "It really didn't allow the people in charge of looking at budgets to understand how budgets were determined."

Qualtiere, commitment co-leader Laura Kennedy, associate vice-president of finance, and a working group set out four years ago to find out how other universities handled their budgets. They looked at various resource distribution systems, at the effects each had on university operations and at how each might be applied at the U of S. The result is TABBS, which he said is very complex but centres on two main components.

The first is responsibility centres, mainly the colleges (but also other entities like

VIDO) that control academic programs and, in TABBS, have responsibility for the revenue needed to operate those programs and the associated costs. That revenue, he said, comes from three main sources – tuition, research and the university's provincial operating grant. If, for example, a college operates a program with 50 students in it, that college will receive tuition those students pay but it will also have to cover the program costs, items like faculty and staff salaries.

The second part of the model, said Qualtiere, "involves recouping some of that revenue to pay for central costs." These include items like space, utilities and other central services, and are identified in TABBS as support centres. Using student services as an example, he explained that the total cost of providing student services to campus will be proportional to the number of students in each college, and each college will

“It (TABBS) informs the academic decisions we’re making with numbers that reflect the actual cost of the activity.”

Lou Qualtiere



Qualtiere

then be billed for the actual cost of the service for its students.

"Using this model, you know exactly what your revenue and costs will be," he said. "Once all those numbers are known, there may be units, departments or programs that lose money so the responsibility centre will have to recover those costs somewhere else if it believes that main-

taining that unit or program is critical to its mandate. It informs the academic decisions we're making with numbers that reflect the actual cost of the activity."

TABBS also ensures support

See TABBS, Page 10

FROM THE ARCHIVES

Under the microscope

✦ PATRICK HAYES, U OF S ARCHIVES



U of S Archives, A-1617

Reproduced here is a 1961 image of two unidentified students viewing slides in a College of Medicine classroom laboratory. A light fixture had been integrated into the table as a light source. The bulb had an opaque cap to promote the light pooling just above the table. A mirror at the base of the micro-

scope reflected the light upward to illuminate the slide. Each student on registering for first-year medicine was required to provide a microscope approved by the professor of anatomy. The microscope could be purchased from the University Bookstore on a deferred payment plan. ■

In setting tuition rates for 2012-13, the U of S Board of Governors once again took into account comparisons to other institutions, affordability and accessibility for students, and program quality. But another factor in play this year was what the provost called "an enormous step forward in public policy discussions about tuition."

Brett Fairbairn is referring to a memorandum of understanding signed by U of S President Peter MacKinnon and Rob Norris, minister of advanced education, employment and labour, prior to the release of the provincial budget March 21. In it, the two agreed tuition rate increases recommended to the board for its consideration would be developed using program-to-program comparisons, principles and evidence.

It was also agreed, Fairbairn continued, that proposed tuition increases for 2012-13 would be broken into three categories – no more than four per cent for the majority of the university's direct entry programs; no more than nine per cent for most professional programs; and one exceptional consideration for law, which had the lowest tuition rate among comparator programs in Canada.

In the end, the board's decision will see tuition go up by an average of 4.4 per cent with most programs seeing an increase of 4.2 per cent or less. Tuition in law will go up 15.62 per cent in 2012-13.

Fairbairn said a firm cap on tuition increases for all programs does not allow for "different considerations for different programs so we welcome the thinking that went into this year's decision and we hope it will become a regular part of our deliberations."

The university and the provincial government have also agreed to conduct a review of funding levels of comparable post-secondary programs across the country over the coming year, he continued. This information will inform the discourse about tuition in the province, he said. "To my knowledge, this sophisticated way of thinking about tuition puts the University of Saskatchewan at the forefront in Canada."

Tuition makes up about 22.5 per cent of revenue in the university's annual operating budget. The increases announced April 16 are expected to produce an additional \$6.8 million in 2012-13 to support core academic programs and services as well as improvements in teaching, learning and the student experience.

Fairbairn also pointed to the university's ongoing work on accessibility and affordability, one of the three tuition strategy principles. Since the release of its *Accessibility and Affordability Report 2011* that looked at research, trends, opinions and perceptions about barriers to accessing post-secondary education, the institution has continued to consider "strategies to mitigate each major barrier, cost being one of these."

Detailed information about tuition for 2012-13 can be found at usask.ca/tuition ■

Thanks to contributors

On behalf of the board and staff of Equal Justice for All, we wish to thank those on the U of S staff who contribute to our charitable service through payroll deductions.

Letter

Equal Justice for All has offered free help and coffee for 26 years to the most vulnerable in Saskatoon, people who need access to phones and information about social supports they depend on for housing or basic needs, or family connections. Our volunteer staff are trained to understand policies, mediate, make referrals or advocate at rental or welfare appeal hearings. Often they accompany clients to child welfare meetings or hearings.

We struggle to meet the costs of rent, business phones, volunteer honorariums and supplies. Your donations are valued.

Our annual meeting is at 1 pm April 27 in the lower hall at St. Thomas Wesley Church, Ave. H and 20th. Our office is located on the west side upstairs. You are welcome to visit or volunteer.

*Mildred Kerr, chairperson
Equal Justice for All*

With only two issues left in this publishing year (May 11 and May 25 with deadlines of May 3 and May 17 respectively), it is time to turn our attention to the 2012-13 publishing year. Below is the schedule of OCN issues for the coming year. A PDF version is available at news.usask.ca – click on OCN in Print, Publishing Schedule.

Ed



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Retirees recognized

The University of Saskatchewan will recognize and thank retiring staff and faculty at a banquet in Marquis Hall May 11. For information about the event and tickets, call 966-6613.

Beverly Allen , College of Pharmacy and Nutrition	Rita Hoffman , University Library	Roberta Robertson , College of Medicine
Juhachi Asai , Canadian Light Source	Darlene Hrabok , Residences	Gail Rothery , University Library
Gail Berg , Food Services	Lois Hudson , Food Services	Donna Rye , Food Services
Tammy Birns , University Library	Linda Jabusch , Department of Family Medicine	Patrick Sarich , Facilities Management Division
Catharine Campbell , Western College of Veterinary Medicine	Marilyn Jutras , College of Medicine	Allen Schaan , Food Services
Barry Carroll , Vaccine and Infectious Disease Organization	Rick Kalenchuk , Facilities Management Division	Ben Schaan , Facilities Management Division
Bob Chandara , Facilities Management Division	Antonet Kaye , Interdisciplinary Centre for Culture and Creativity	Jan Sheasby , College of Kinesiology
Johnstone Clarke , University Library	Glenis Koop , Centre for Continuing & Distance Education	Linda Sibbald , College of Medicine
Peter Cockburn , Facilities Management Division	Claude Lang , Student and Enrolment Services Division	Maureen Sinclair , Department of Biochemistry
Gary Crippen , Educational Media Access and Production	Barbara Long , Dental Clinic	Barb Smith , College of Nursing
Linton Davenport , College of Arts and Science Information Technology	Mary MacDonald , College of Nursing	Gordon Snell , Residences
Maureen Desjardins , Department of Computer Science	Mary MacLeod , College of Nursing	Sidney Stevenson , Facilities Management Division
Wayne Donelle , Facilities Management Division	David McCaw , Facilities Management Division	Mary Tastad , University Library
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Francis Farden , Facilities Management Division	Beryl McCullough , College of Pharmacy and Nutrition	Paul Teplitsky , College of Dentistry
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Valerie Foulds , Facilities Management Division	Elaine Nystrom , Continuing Nursing Education	Wanda Warren , Animal Resources Centre
Barbara Fournier , Food Services	Eva Ogilvie , University Advancement	Edna Jen Warrington , University Library
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Robert Hamilton , College of Dentistry	Trudy Polvi , Bookstore	Betty Winslow , College of Arts and Science
Donna Herman , Department of Psychiatry	Cindy Ramage , Bookstore	Barbara Wolff , Facilities Management Division
Alex Hnatiuk , Facilities Management Division	Elisabeth Reimer , Parking and Transportation Services	Chris Zbytovsky , Facilities Management Division
	Jim Ridgway , University Library	
	Charles Ringness , Department of Art and Art History	
	Lawrence Riopka , Workplace Safety and Environmental Protection	

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2012-13 Publishing Schedule

No.	Issue Date	Deadline Date
1	Aug. 31	Aug. 23
2	Sept. 14	Sept. 6
3	Sept. 28	Sept. 20
4	Oct. 12	Oct. 4
5	Oct. 26	Oct. 18
6	Nov. 9	Nov. 1
7	Nov. 23	Nov. 15
8	Dec. 7	Nov. 29
9	Jan. 11, 2013	Jan. 3, 2013
10	Jan. 25	Jan. 17
11	Feb. 8	Jan. 31
12	March 1	Feb. 21
13	March 15	March 7
14	March 28*	March 21
15	April 12	April 4
16	April 26	April 18
17	May 10	May 2
18	May 24	May 16

* Publication date is Thursday prior to Good Friday, March 29.

ocn On Campus News

On Campus News is published 18 times per year by University of Saskatchewan Communications. It is distributed to all U of S faculty, staff, graduate students and members of governing bodies, as well as to others in the university community, related organizations, some Saskatchewan government officials and news media. Subscriptions are available for \$22 per year. Story and photo ideas are welcome. Advertising rates are available online or on request. *On Campus News* aims to provide a forum for the sharing of timely news, information and opinions about events and issues of interest to the University of Saskatchewan community.

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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Sharing in the science

✉ COLLEEN MACPHERSON

Kyle Larson is heading off to eastern Nepal this fall in the hope of shedding new light on ideas about how the highest mountains on Earth were formed, and he's asking for little extra help from members of the general public who share his interest in geology.

The assistant professor in the Department of Geological Sciences is using a unique crowd sourcing website—Petridish.org—to raise additional funds for his project, and at the same time raise the profile of the science that goes into understanding how the Himalaya Mountains came to be. Through Petridish, Larson is seeking \$3,500 “from everyday people interested in science” to expand the scope of the work he will be able to do in Nepal.

Larson first learned about Petridish.org through social media, he said. The site allows

researchers to raise up to \$10,000 for a particular project from people interested either in the researcher or the area of science. Project proposals, including videos, are posted on the site giving the public the chance, according to the website, to “get involved first hand with research projects that are changing our world.”

The same day he heard about the site, Larson said he went online to learn more and the next day, wrote up his proposal called Raising the Roof of the World. In it, he explains the two models for mountain building and how knowing the temperature and pressure conditions of the rocks will help clarify scientific thinking about what happens to the Earth's crust when tectonic plates collide.

Most of what he wants to accomplish in Nepal will be



Kyle Larson at work in Tibet.

PHOTO SUBMITTED

covered by a Natural Sciences and Engineering Research Council of Canada grant “but in this granting climate, everybody gets a little bit and base funding is never enough to do everything you want to do.” In addition to collecting samples to determine the temperatures and pressures the Himalaya rocks have been under, Larson wants to add the critical element of time to round out the picture. The \$3,500 he is seeking on Petridish.org will allow him to do radiometric

isotopic analyses of eight specimens to understand when the rocks reached those various temperatures and pressures.

The rules of Petridish are that if Larson does not attract the full \$3,500 he is requesting, “nobody pays, but if you get more, it's great because we'll be able to analyze more samples.” Petridish takes five per cent of the total raised for each successful project to cover its operating costs.

Much of the appeal of using the new website for Larson is

expanding the public's understanding of the role geology plays in everyday life. “Here in Saskatchewan, large parts of our economy, particularly mining, are based on geology and as geologists, we haven't done a very good job relaying that to the public.”

Larson is using Twitter to promote not only his own project but the novel concept of Petridish itself. “I'm trying to really push people to Petridish to get as many eyes on it as possible.” ■

Addressing the operating deficit

Members of the University of Saskatchewan community are responding to the provost's invitation to make suggestions about how the institution can save \$12-15 million in next year's operating budget and avoid a potential \$20-40 million annual deficit by 2016.

At a town hall meeting April 3 to explain the university's current financial situation, Brett Fairbairn put out a call for suggestions as to how the institution might address the

growing gap between its revenue and expenses. According to Pauline Melis, assistant provost of institutional planning and assessment, the responses so far range from ideas that will yield immediate savings to very long-term suggestions that involve rethinking how the university operates.

“Some people are making very specific suggestions,” said Melis, like narrowing the selection of preferred hotels university employees can use

when travelling in order to secure a better rate or ending the faculty computer renewal program. “We've had a number of suggestions about how to save energy and other day-to-day efficiencies as well as some thinking about whether the

university will need as many classrooms as it currently has if courses are delivered online or through other distributive means.”

Melis said some respon-

See Adjustment, Page 11

Financial Town Hall:
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Creating a global classroom

✍ MARK FERGUSON

While presenting at the TED Conference in Palm Springs, California in early March, Edwards School of Business instructor Trevor Maber was surprised at the number of people who were taken by his by talk.

“After my presentation, dozens of people came up to me and told me how much they appreciated my talk,” said Maber from his office in the Edwards Building. “It is so exciting to plant an idea, a seed, and to see what happens.”

Maber, a human resources and organizational behavior expert, presented at the conference on a self-awareness tool called the Johari Window—a technique used to help groups of people in corporate settings to solve problems. The presentation must have been a success, said Maber, as the organizers of the TED Conference approached him shortly afterwards with another request.

“They asked me if I would be interested in doing a voice-over-animation for a video on a concept called the Ladder of Influence ... I said yes.”

The Ladder of Influence, explained Maber, presents people with situations like being cut off in a parking lot and asks what kind of patterns would cause a person to react in certain ways.

“Let’s say you were cut off nine times by someone screaming at you and being a jerk. Then, let’s say the 10th time you were cut off it was by someone



Trevor Maber speaking at the TED 2012 conference.

TED AND MICHAEL BRANDS

rushing to get his pregnant wife to the hospital. How would the other nine incidents affect the 10th?”

It is these kinds of concepts that Maber has studied and taught for years, first as an undergraduate student at the U of S and then as a master’s student at Royal Roads University. He is working on his PhD from Fielding Graduate University while continuing to teach, but his experiences with TED have changed his philosophy on teaching.

“TED is helping to change the ‘capital-C classroom’ into a global classroom where people from around the world can share ideas and learn from each other in the form of short presentations. Every day more and more

educators around the world are using presentations from TED in their own classrooms, and it is this dissemination of ideas that we should not take for granted.”

Maber is excited to see a video of his presentation and the voice-over animation that should be available in the next couple of months for viewing on the TED website. Until then, he is keeping in touch with his classmates in the global classroom.

“I met one fellow at the conference from Iraq who told me about a TED event in his home country during a security lock-down. No cars were allowed within five miles of the conference and people walked a long way to be a part of TED ... it’s great to be a part of something like that.” ■

New approach to College Quarter development

The university will take a new approach to developing a 31-acre parcel of land in College Quarter that will include a twin-pad ice rink, a hotel, athletic fields and retail or office space.

A request for expressions of interest (REI) was issued late last year for the multi-use development on the corner of Preston Avenue and College Drive. According to Judy Yungwirth, director of Corporate Administration, the responses indicate the project needs to be broken into its various component pieces rather than dealt with as a single project.

“We got seven submissions in response to the REI,” she said, but few to develop the entire package. “We also got many phone calls from people interested in only one component of the project, largely because they’re not master developers who can take on such a large multi-use development.” When the College Quarter advisory committee reviewed the REI responses, “we decided that to have a really competitive process, we need to have more depth in the proposals.”

The result is that the project will be divided into its various pieces—the rink, a hotel, commercial space, playing fields and possibly residential, she said. Once the scope of each component

is finalized, “we could issue our first request for proposal (RFP) as early as the fall, and it will likely be for the hotel. We’ve had the most interest expressed in the hotel component, and there’s a huge demand for it.”

As for the rink, the search is on for a funding source for that component of College Quarter. When it issued the initial REI, the university had applied for funding to the P3 Canada Fund, a federal government program that supports sport infrastructure development



Yungwirth

through private and public partnerships. “That would have made us eligible for up to 25 per cent of the capital costs,” Yungwirth explained, but the application was denied “so we’re looking for new funding.”

By dealing with each piece of the development separately, Yungwirth said the RFPs should attract developers with more expertise in each part of the project. “That will give us more control over each project,” but the change in approach also means the university will take on a larger role in the planning and delivery of the development, including responsibility for infrastructure like roads and sewers. With the city’s approval of the College Quarter concept plan earlier this year, Yungwirth expects the university will soon have the rezoning it needs to proceed. ■

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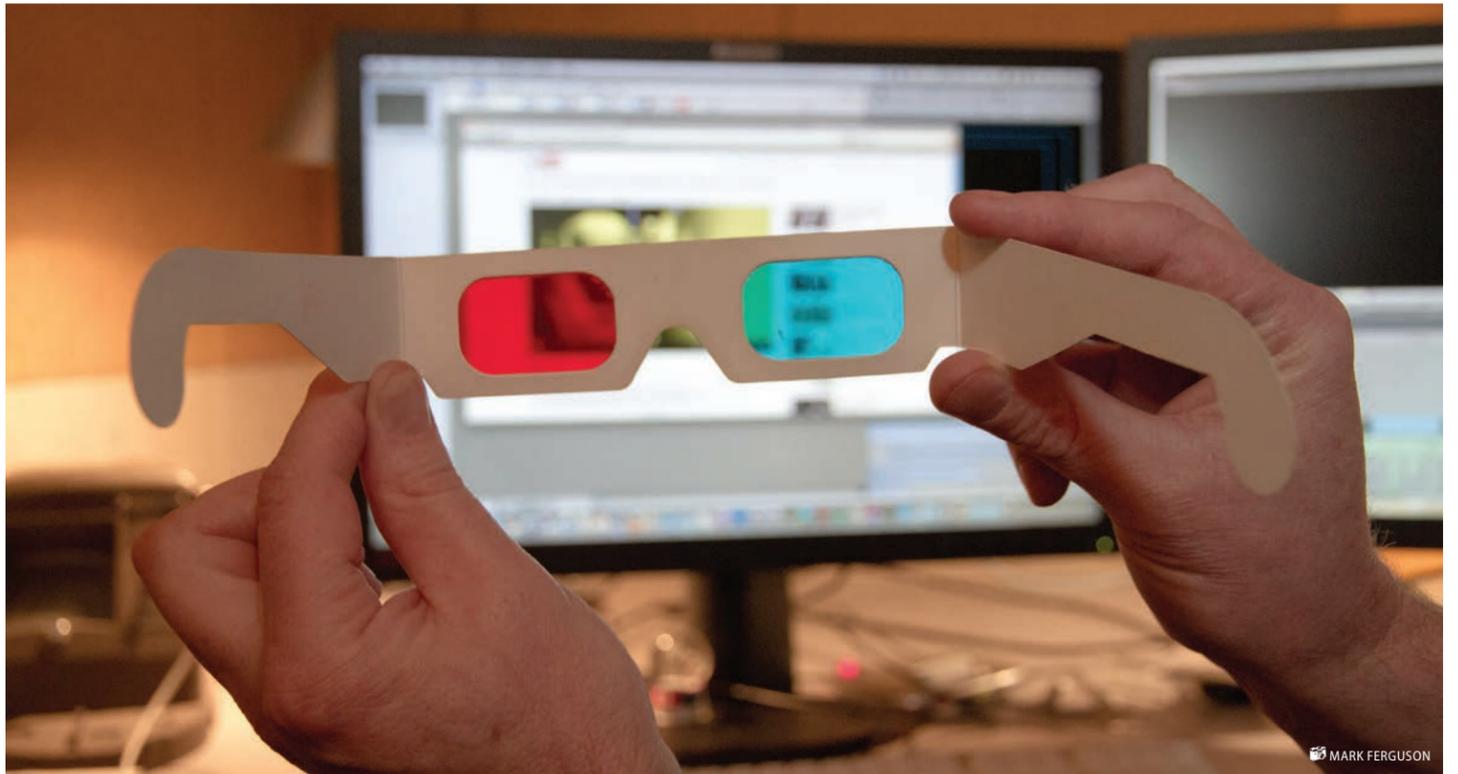
To-Do List

- register kids for art and music classes
- landscape the yard
- become a leader
- explore my creativity
- learn Cree
- see wild polar bears

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Seeing education in 3-D

Media Access and Production (eMAP) at the U of S has made its first foray into three dimensions with the production of a 3-D video tour of the Museum of Antiquities. Available for viewing on YouTube, the video points to the possibilities of incorporating 3-D in university education. Read the whole story and find a link to the video at news.usask.ca



MARK FERGUSON

Campus jobs popular with students

Shari Thompson can tell when the economy is humming – all she has to do is look at the number of job postings on the U of S Student Employment and Career Centre website.

“When economic times are good,” said the employment co-ordinator, “we’ve got a lot more activity and right now, our students are in demand.” With hundreds of job listings to choose from, students, Thompson has noticed, are largely looking for work close to home.

The centre offers a wide range of services to help students find work, she explained, and it

acts as a broker between students and employers – local, regional and even international. But the most popular employer with students, the one list of jobs they search most often, is the University of Saskatchewan itself.

The centre’s website offers students email subscriptions to 44 categories of job postings but according to Thompson, the Working on Campus category is by far the most popular. In March, that category, which includes Royal University Hospital and tenants of Innovation Place, had 1,352 subscribers. Part of its popularity might be

that working where they study is a good option for students; the flexible nature of the jobs allows them to put academics first.

“Our mission is student success,” she said. “Employing students is about engaging students. It’s part of the sense of community, part of the atmosphere at the university.”

For international students, campus work is particularly appealing. Thompson explained that full-time students from other countries who have study permits can work full time at the university but are restricted to a maximum of 20 hours per week

at jobs off campus.

But finding work on campus takes work, she said, because not all jobs are posted with the Student Employment and Career Centre. The Human Resources Division maintains a listing of available jobs, some are posted on college and unit website, “and some never make it to the posting stage—they’re filled by students making personal contact with professors who are looking for a research assistant or marker.”

Located a little off the beaten path in lower Marquis Hall below the Bookstore, the centre and the services it offers for free online



Thompson

job posting may not be as well known to U of S faculty and staff as it could be, she said, “but this is where students are looking.” ■

Around the Bowl

Adrienne Thomas has joined Media Access and Production (eMAP) as head of media production and will provide management and strategic planning.

Prior to joining eMAP, Thomas was senior producer

and production manager

for Bamboo Shoots. Also

joining eMAP is Sandra

Panko who will serve as

media producer overseeing

the design and implementa-

tion of video communications for clients. Previously

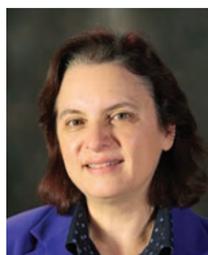
with Juxtapose Productions, Panko has more than 15

years of experience in production and communication

planning.



Panko



Thomas

David M. Parkinson, director of the U of S Language Centre in the Centre for Continuing and Distance Education, was elected vice-president of Languages Canada at its recent annual general meeting.

Languages Canada represents over 170 language programs across Canada that teach in both official languages.



Parkinson

Two major gift officers have joined the development

unit of University Advancement. Carmen Hesje is

working in the College of Engineering to increase

fundraising revenue with a focus on gifts from

individuals and industry partners. She joined the

university from Bayer Healthcare. Susan Winfield

O’Hara is working on major gifts for both the College

of Dentistry and College of Pharmacy and Nutrition.

She has previous experience in policy advising and

government relations. ■



Winfield O’Hara

reach out & learn

Centre for Continuing & Distance Education



Susan is the **Director of Research Services** for the **Office of the Vice-President Research**. She took a variety of CCDE courses to enhance her leadership skills.

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CAUCE 2012

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- **Pre-conference session: May 27, \$150 • \$125 for CAUCE members**
 - David Zinger: *Are You Game for Engagement with Employees, Customers and Yourself?*
 - Bob Cram: *CE101: An Introduction to University Continuing Education*
- **Full conference: May 28 & 29: \$775 • \$675 for CAUCE members** (early-bird until April 30)
 - With keynotes from David Zinger and Ken Coates plus concurrent sessions on topics related to everything from continuing education, instructional design and e-learning to marketing, ESL and advocacy.

Learn more and register online at cauce-conference.ca



UNIVERSITY OF SASKATCHEWAN | ccde.usask.ca



In for repairs

The U of S Students' Union along with the Office of Sustainability and the Arts and Science Students' Union have installed a bike repair stand at the west end of the Bowl. Carl Swanson, a graduate student in the School of Public Health, makes minor repairs to his bike using the stand and the tools provided. The stand is part of a campus-wide effort to encourage use of alternate modes of transportation.

NAOSH Week

 Celebrating Safety & Health May 7–11, 2012



In past years, our themes have been How Safe are You? and What's your Plan? This year, let's focus on **Making it Work!**

Join Workplace Safety and Environmental Protection (WSEP) as we, along with our colleges across North America, promote and encourage everyone to participate in North American Occupational Safety and Health (NAOSH) week activities. NAOSH Week focuses the attention of employers, employees, the general public, and all partners in occupational safety and health on the importance of preventing injury and illness in the workplace, at home, and in the community.

Help us share our focus on and vision of safer workplaces and communities.

Monday, May 7

- Ergonomic Solutions for Computer Users, 9:00–10:00 am (College 280)
- Changing Landscape in Biosafety, 1:00–2:00 pm (Ag 5C61)

Tuesday, May 8

- Maintaining a Safe Environment for Work and Study, 1:30–2:30 pm (2E25 Ag)

Wednesday, May 9

- Acquired Allergies and Sensitivities in the Workplace, 9:00–10:00 am (Arts 214)
- The New Hazardous Waste Disposal Standard, 1:00–2:00 pm (Waste Management Facility)
- Waste Management Facility Open House and Facility Tours, 2:00–4:00 pm (Waste Management Facility)

Thursday, May 10

- What's New in Health and Safety Exhibition, 10:00 am–2:00 pm (Ag 1D51)

Friday, May 11

- New Electrical Safety Guide for Non-Electrical Workers, 11:00 am–12:00 pm (Ag 5C61)
- New Hearing Conservation Program, 2:00–3:00 pm (Geol 155)



FOR MORE INFORMATION visit our website: www.usask.ca/wsep



Facilities Management Division
www.usask.ca/wsep

Medicine proposes new structure

The College of Medicine is moving quickly toward adoption of a new structure designed to address concerns over accreditation, help increase the college's research performance, and

untangle the lines of authority and accountability in providing clinical services in the health system.

The college has released a proposed new structure that

would see the establishment of three new divisions, each overseen by a vice-dean. The Division of Biomedical and Population Sciences would house the existing basic science departments and the Department of Community Health and Epidemiology. The Division of Clinical Sciences would provide a research intensive environment for those clinician/faculty members who view research as their primary focus. And, the Division of Clinical Instruction would serve as the main vehicle for clinical teaching.

Under the proposed model, the School of Physical Therapy remains unchanged within the college.

The restructuring proposal has been widely circulated to staff, faculty, students and other stakeholders for comment. Once that feedback is considered, a final proposal will be prepared, and that proposal is expected to go to University Council for approval in May.

Speaking at a large meeting April 11 in the college and linked by video to Prince Albert and Regina, Provost and Vice-President Academic Brett Fairbairn and Dean William Albritton outlined the rationale for the structural change. On accreditation, Fairbairn said issues of non-compliance, particularly the college's academic model for clinical instruction, are "matters of considerable concern to the university ... but we're determined to do whatever is necessary," including reorganizing how clinical teaching is assigned and carried out.

Albritton told the large audience that research performance in the college falls short of

eMAP

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media.store@emap.usask.ca
966-4265

See *Implementing*, Page 10

A vision for enrolment

Since October, a university committee has been working to develop a new Strategic Enrolment Management (SEM) plan that will guide the long-term vision for undergraduate and graduate student enrolment—including numbers and composition—at the U of S.

“In reality, SEM is about fundamentally shifting the way we think about our enrolment,” said David Hannah, associate vice-president of student affairs, adding that the SEM plan will shape the student body in a way that fits with the objectives of the third integrated plan. He explained SEM as a process “that integrates enrolment planning and enrolment strategies, and enables structures with an institution’s long-term planning processes and strategic directions.”

And once planning got underway, said Hannah, it became apparent that the timing of the project was perfect. “Each college, in preparing for the third integrated plan, laid out its enrolment goals to 2016, but did so in isolation of the other colleges. When you add all the colleges’ enrolment goals together, it actually resulted in a slight decrease in overall university enrolment,” he explained. “It seems that when you know that, it is a perfect time to engage in an institution-wide conversation about what the long-term enrolment goals of the university should be.”

To get everyone on the same page, the university used a competitive process to hire SEM Works, a consulting company with specific expertise in strategic enrolment management, to help develop a plan looking out to 2020 and beyond. “We wanted this to be a conversation that engages the colleges and the institution in determining our future enrolment,” said Hannah. “This is not intended to be a top down process. The consultants won’t be telling us what our enrolment goals should be; rather, they are leading us through a process that will enable us to collaboratively set goals at college and institutional levels.”

The multi-year process will identify strategic opportunities for the university to explore, explained Hannah. “Through this project, we are learning the process and building capacity. It will also lead us to develop tactics that can be implemented, specific actions we can take to change our enrolment profile, rather than just being a document that sits on a shelf.”

Those tactics are critical in addressing recruitment issues in Saskatchewan and determining what the enrolment profile will look like, he continued.

“Typically, there has been one primary pathway to our undergraduate programs: Grade 12 students from Saskatchewan. But those numbers are

declining and will continue to for the next decade or so, so we need to diversify those pathways. We expect the enrolment profile to include more students from key recruitment groups such as Aboriginal students, out-of-province students, international students and mature students.”

Lawrence Martz, dean of the College of Graduate Studies and Research, added that “while graduate student numbers have grown substantially over the past decade, they must continue to grow to support the expanding research programs of our faculty and to strengthen our position as a prominent medical-doctoral university. Growth will need to become increasingly differentiated, with larger PhD numbers in our areas of research strength.”

The desired profile of the student body will be as important as the enrolment number itself, explained Hannah. “SEM isn’t just about numbers; it’s also about composition—undergrads versus grads, Saskatchewan versus out-of-province, how many Aboriginal and international students. We know this matters because it provides students with a more diverse experience and better reflects the province’s population.”

Hannah is also clear that SEM goes beyond recruitment. “While many people think first about recruitment when discussing enrolment, the SEM perspective focuses on all factors that affect enrolment including admissions, financial aid, student supports, retention, class scheduling, degree completion, housing and other factors.” SEM even extends to program offerings, he continued. “What attracts students in terms of academic programming? To what extent should we try to get students into our existing programs versus developing new programs that appeal to students?”

SEM presents a new reality for Canadian post-secondary institutions, Hannah said. “SEM grew up in the U.S. where there

is a much higher level of competition and where tuition revenue makes up a bigger part of the operating budget. U.S. schools live and die based on enrolment because enrolment drives tuition and revenue. Although we are fortunate to receive proportionally more government funding in Canada, tuition is still crucial and becoming even more important.

“Up until a decade ago we never really had a problem with enrolment, but the trends we are facing now include a declining demographic of university-aged kids and increased competition for the best students, especially in the prairies and Atlantic Canada. As a result of all those things, we have to deal with enrolment in a more systematic and strategic way.”

Hannah expects to have preliminary enrolment goals set



Hannah

by the summer and by fall, “we will turn our attention to identifying strategies and tactics to move towards those goals. I think the U of S has a better understanding of SEM than even five years ago and we are now ready to have this conversation.” ■

Financial Town Hall

Emerging Strategy

Provost and Vice-President Academic **Brett Fairbairn** and Acting Vice-President Finance and Resources **Greg Fowler** will provide an update on the **emerging strategy** for our financial situation.

Join us from 11:30 am – 12:30 pm in Convocation Hall on Wednesday, May 16.

Everyone is encouraged to attend.

Watch live online at usask.ca/finances

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Journal Voucher Support Clinics
2-4 p.m.
Room 281,
John Mitchell Building

Upcoming dates:
May 1, 3, 17, 31

Drop in *anytime* during a scheduled clinic with your JV entry documentation in hand. One of our experts from FSD will work directly with you to resolve your problem and answer your JV questions.

Need help and can't make it to a clinic? Contact your financial analyst in the Financial Reporting department.

FSD contacts and resources:

JV Support Clinics
Jody Clark
966-2440
jody.clark@usask.ca

UniFi Support
unifisupport@usask.ca
966-8783

www.usask.ca/fsd

(See our Training page under Faculty & Staff or Colleges/Depts/Research to find out more about training offered by FSD.)

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Financial Services Division **FSD**

UNIVERSITY OF SASKATCHEWAN

FSD

Coming Events

■ Seminars/Lectures

Children and Statecraft

- May 3, 10:30 am-noon, Regina (videoconference to Saskatoon), the Johnson-Shoyama Graduate School of Public Policy presents John D. Whyte, policy fellow and former deputy minister of justice and deputy attorney-general of Saskatchewan who will present a lecture entitled Children and Statecraft: Finding a Way to Improve First Nations Education. Register online at jsqa.ohmedia.ca/form/367

Rise of China

- May 15, 2-3:30 pm, Arts 263, the Depts. of Sociology and History present Huping Ling, Truman State University, who will give a lecture entitled Rise of China and Chinese in North America

■ The Arts

Kenderdine Art Gallery

On view until June 29 is *Picasso and his Contemporaries*, an exhibition curated by Leah Taylor. There will be a public reception April 19 from 4-7 pm. Second floor, Agriculture Building

College Art Galleries

Running until May 5, *Rural Readymade* is a group exhibition organized by the College Art Galleries.

■ Courses/Workshops

Verbal Judo

Campus Safety is offering Verbal Judo courses throughout the year. Verbal Judo teaches the skills necessary to remain calm, and focused during any verbal encounter. Classes can be set up to accommodate individual departments or groups of 5-12 people. For more information contact Dave Prout at 966-2438 or email to campus.safety@usask.ca

Information Technology

Services (ITS) Training Services

For information or to register, email its.training@usask.ca or visit <http://training.usask.ca>

- Adobe Illustrator CCS5.5 Introduction Course, June 12 and 14, 1:30-4:30 pm, \$150 students, staff, faculty; \$185 other
- Adobe Illustrator CCS5.5 Intermediate Course, May 29 and 31, 1:30-4:30 pm, \$150 students, staff, faculty; \$185 other
- Adobe InDesign CS4/CS5.5 Introduction Course, May 14 and 16, 9-noon, \$150 students, staff, faculty; \$185 other
- Adobe Photoshop CS5.5 - Introduction Course, May 8 and 10, 9-noon, \$150 students, staff, faculty; \$185 other
- Adobe Photoshop CS5.5 - Intermediate Course, May 15 and 16, 1:30-4:30 pm, \$150 students, staff, faculty; \$185 other
- Adobe Photoshop Lightroom - Introduction (BYOL), May 23 1:30-4:30 pm, \$75 students, staff, faculty; \$100 others
- ArcGIS - Introduction, May 29 and 31, 6:30-9:30 pm, \$0 students, staff, faculty; \$185 others
- BbLearn / U of S Course Tools - Fundamentals Seminar, May 25 OR May 28 1:30-3 pm, \$0 staff; \$0 faculty
- HTML Basics Workshop (with HTML 5 Overview), May 11, 1:30-3:30 pm, \$0 students, staff, faculty; \$100 others
- iPad Tips and Tricks (More Than 'Angry Birds'), May 2, 3-4:30 pm, \$0 students, staff, faculty; \$75 other
- Make the Most of Your Mac - Intermediate, May 3, 3-4:30 pm, \$0 students, staff, faculty; \$75 others
- Make the Most of Your Mac - Introduction, May 1, 3-4:30 pm, \$0 students, staff, faculty; \$75 others
- MS Access - Fundamentals Plus, May 29 and 31, 1:30-4:30 pm, \$150 students, staff, faculty; \$185 others
- MS Access - Fundamentals, May 22 and 24, 9-noon, \$150 students, staff, faculty; \$185 others
- MS Excel - Fundamentals Plus, May 8 and 10, 1:30-4:30 pm, \$150 students, staff, faculty; \$185 others

- MS Excel - Fundamentals, Apr 30 and May 2 9-noon, \$150 students, staff, faculty; \$185 others
- MS Excel - Fundamentals, May 22 and 24 1:30-4:30 pm, \$150 students, staff, faculty; \$185 others
- MS Outlook - Fundamentals, June 5, 1:30-4:30 pm, \$0 students, staff, faculty; \$100 others
- MS Outlook - Fundamentals Plus, May 9 OR June 7, 3-4:30 pm, \$0 students, staff, faculty; \$100 others
- MS PowerPoint - Creating Research Posters, May 24, 2:30-4 pm, \$0 students, staff, faculty
- MS PowerPoint 2010 - Fundamentals Plus, Jun 6, 1:30-3 pm, \$0 students, staff, faculty; \$100 others
- Pixel Perfect - How to Work with Images, May 21 2:30-4 pm, \$50 students, staff, faculty; \$75 others
- STATA Survey Data, May 24, 10-11:30 am, \$25 students; \$25 staff; \$25 faculty
- Wiki Intermediate, May 22 2:30-4 pm, \$0 students, staff, faculty

Additional workshops, seminars and custom training are available; email its.training@usask.ca or visit <http://training.usask.ca>

WSEP Safety Training Courses

Register at www.usask.ca/wsep/web_course

- Biosafety: May 3, May 16 8:30 am-4 pm
- Biosafety Refresher: June 12, 12:30-4:30 pm
- Fire Safety: May 23, 1:30-3:30 pm
- Standard First Aid w/CPR A: June 6 and 7, 8 am-4:30 pm
- Laboratory Safety: May 30, June 11, 8:30 am-4:30 pm
- Laboratory Safety for Undergrads: May 4, May 14, May 17, 8:30 am-4:30 pm
- Occupational Health Committee Level 1 Training: June 20 and 21, 8:30 am-4:30 pm
- Radiation Safety: June 28, 8:30 am-4:30 pm
- Safety Orientation for Employees: May 8, 8:30-11:30 am; May 9, 1:30-4:30 pm
- Safety Orientation for Supervisors: June 25, 1-4 pm
- Transportation of Dangerous Goods (Receiver): June 18, 11-noon
- Workplace Hazardous Materials Information System: June 25, 9:30-11:30 am

Centre for Continuing and Distance Education

For information, go to ccde.usask.ca or call 966-5539

Business and Leadership Programs

- Leadership Development Program, Oct. 9 - Nov. 27 (Tues., 2 days and 6 evenings)
- Destination Coach Program, Oct. 22 - 26

USCAD Spring Art Classes

- Visual Art Survey I, May 17, 25, 26, 27, June 8, 9, 10
- Practical Arts Survey I, Mon/Wed, April 30 - June 13
- 2D Design I, May 4, 5, 6, 11, 12, 13
- Open Sculpture Studio, May 4, 5, 6, 11, 12, 13
- Drawing I, May 25, 26, 27, June 8, 9, 10
- Drawing II & III, June 1, 2, 3, 15, 16, 17
- Making an Artist Memoir, May 26, 27
- Glass Mosaics I, April 20, 21, 22
- Painting I, Tues/Thurs, May 1 - June 12
- Drawing & Painting the Portrait II, Mon/Wed April 30 - June 13
- Painting Towards Abstraction II & III, May 4, 5, 6, 11, 12, 13
- Computer Intro to Mac, Tues/Thurs, May 1, 2,
- iPad Basics, Sat, May 5
- Digital Photography, Mon/Wed, April 30 - June 13
- Advanced Photography II, Tues/Thurs, May 1 - June 12
- Outdoor Landscape Photography II, June 9, 10
- Photoshop III, Mon/Wed, April 30 - June 13
- Pinhole Photography I, Aug. 18, 19

Community Music Education Program

Community Music Education 4 week summer baby class June 6 for ages 0-18

months. Fee \$60

Community Music Education Summer Camps

- Camp 1 Music Around The World, July 9 - 13, 1:30-4 pm, 5-6 year olds, \$135
- Camp 2 Music Around The World, July 16 - 20, 9-11:30 am, 4-5 year olds, \$135
- Camp 3 Guitar Camp, July 16 - 20, 1-4 pm, 7-10 year olds, \$150
- Camp 4 Music Around The World, July 23 - 27, 9-11:30 am, 5-6 year olds, \$135
- Camp 5 Music Around The World, July 23 - 27, 1:30-4 pm, 4-5 year olds, \$135

Indigenous Peoples Program

- Cree Accelerated Learning Centre, Build a Cree vocabulary to enhance and strengthen partnerships, July 16 - 19, 10 am - 3 pm (Lunch served)

U of S Master Gardener Program

- Garden Fundamentals, April 28 and 29, 9 am-4 pm
- Insects in Your Yard and Garden, Saturday, May 19, 9 am-4 pm
- Communications, Sunday, May 20, 9 am-4 pm
- Tree and Shrub Identification, Saturday, May 26, 9 am-4 pm

U of S Language Centre Programs

- Language classes run once per week for 8 weeks. Register by phone at 966-4351 or online at ccde.usask.ca/learnlanguages
- Monday evenings - 6:30-9 pm French, French 2, Spanish 1, Spanish 2, Portuguese 1, German 2
 - Tuesday Evenings - 6:30-9 pm French 3, French 4, Spanish 1, Spanish 4, German 1, Japanese 2
 - Wednesday Evenings - 6:30-9 pm French 5, French 6, Spanish 1, Spanish 6, Italian 1, Japanese 1
 - USLC - TEFL Intensive Program, July 16 - Aug. 11

Edwards School of Business, Executive Education

- For information call 966-8686, email execed@edwards.usask.ca or visit www.edwards.usask.ca/execed
- Winning the War for Talent: Recruitment Strategies for the Current Labour Market with Chelsea Willness - May 3
 - The Summer Effective Executive Leadership Program, May 25 - June 1, Waskesiu Lake
 - Powerful Presentation Skills with Rachelle Brockman - June 5, Saskatoon
 - The Project Management Course, June 18 - 20, Regina
 - The Masters Certificate in Business Analysis, Sept. 12, 2012 - Jan. 26, 2013, Regina
 - The Business Analyst's Course, Sept. 19 - 21
 - The Masters Certificate in Project Management, Oct. 16, 2012 - March 9, 2013, Regina
 - The Masters Certificate in Project Management, Oct. 18, 2012 - March 23, 2013,

The Gwenna Moss Centre for Teaching Effectiveness

- For full details and to register visit www.usask.ca/gmcte
- April 30, 9 am - 5 pm, Scholarship of Teaching and Learning Symposium: Exploring the Impact of Our Research on Teaching and Learning. Keynote speaker: Lorne Whitehead, from UBC's Carl Wieman Institute for Science Education and a visiting fellow with the Carnegie Foundation for the Advancement of University Teaching
 - May 1, 8 am - 4 pm, Experiential Learning Conference: How to Create Experiential Learning Opportunities in your Classes. Open to all instructors, staff and students interested in creating experiential learning courses and programs. Workshops about community service-learning; work experience; field courses; study and work abroad; undergraduate research and inquiry-based learning

- May 2, Curriculum Design Information Sessions for Departments and Academic Programs: 9:30-11:30 am, So You Want to Renovate your Curriculum?: 1:30-3:30 pm, The Curriculum Innovation Fund: Financial support for your curriculum renovation.
- May 3, 10-noon, Integrating Indigenous pedagogy into your teaching panel presentation with Karla Williamson (Inuit, College of Education), Margaret Kovach (Plains Cree and Saulteaux, College of Education), Marie Battiste (Mi'kmaq, College of Education), and Rose Roberts (Woodland Cree, Northern Intertribal Health Authority).
- May 3, 1-4 pm, In Relationship: Learning About Saskatchewan's Aboriginal People with Lamarr Oksasikewiyin, Saskatchewan Aboriginal Literacy Network
- May 7-11, 9 am to 4:30 pm, Course Design Institute, integrated large and small group activities with opportunities for individuals to design or redesign a course in their subject area, with Heather M. Ross and Barb Schindelka, GMCTE

■ Conferences

CAUCE 2012

The Canadian Association for University Continuing Education (CAUCE) annual conference will be held at the Delta Bessborough May 27 - 30. Hosted by the Centre for Continuing and Distance Education (CCDE), the event will feature David Zinger in both a PD session (Are You Game for Engagement with Employees, Customers and Yourself?) and a keynote address (Making Change: Six Power Tools for Influence). For more information visit www.cauce-conference.ca or phone 966-4272.

Epidemiology and Biostatistics Conference

The University of Saskatchewan will host the 2012 Canadian Society for Epidemiology and Biostatistics (CSEB) National Student Conference May 13-14. This student-organized conference will be offering workshops, discussions and networking opportunities. The conference will provide students with the opportunity to present their research with their peers and senior researchers. For more information, visit www.studentcseb.ca

Next Generation Sequencing

At the 2012 Progress and Applications of Next-Generation Sequencing Workshop May 3-4 in the Neatby-Timlin Theatre, international, national and local speakers present on advances in sequencing and bioinformatics as it relates to plan and animal genomics and metagenomics. Registration information at 668-2659 or events@agwest.sk.ca

■ Miscellany

All Science Challenge

The All Science Challenge and Amazing Techno Race, an enrichment competition with hands-on design challenges for Grade 6, 7 and 8 students, will take place May 11 from 9 am-3 pm in Arts 143. The challenge is designed to help student acquire knowledge that is beyond the school curriculum. Information is available at www.letstalk-science.ca/challenge

Joint Convocation

The Eleventh Joint Convocation of the Saskatoon Theological Union will be held May 4th at 7 pm at St. John's Cathedral, 816 Spadina Crescent East, Saskatoon.

MSF Recruitment Session

Médecins Sans Frontières (MSF) will hold a recruitment information session May 8 at 7 pm in Room 344B of St. Thomas More College. Both medical and non-medical professionals are welcome to attend. For information and to register, go to www.msf.ca/recruitment/recruitment-events

Science Competition

The Association of Korean-Canadian Scientists and Engineers (AKCSE), Saskatchewan chapter, will host the National Math and Science Competition 2012 for student in Grades 4-11 at the University of Saskatchewan May 5. For information contact Chang-Yong Kim at 657-3765.

Retirees Honoured

The U of S will recognize retiring faculty and staff with a banquet in Marquis Hall May 11. For more information, call 966-6613.

Thermo Fisher Show

Fisher Scientific presents a Thermo Fisher Show June 19 from 9 am-2 pm in the Agriculture Atrium. Fisher Scientific and key Thermo partners will share new products and promotions in 2012, from pipette tips and centrifuges to chromatography systems.

Submit Coming Events

Next OCN: Friday, May 11
Deadline: Thursday, May 3

ocn@usask.ca, fax 966-6815
or use the web submission form at news.usask.ca

Implementing change will take time

From Page 8

expectations. Currently, research funding stands at about \$19 million "but it should be \$100 million." The problem, he said, is due in part to faculty complement distribution which will be addressed in the new clinical sciences division where faculty members will spend 50-75 per cent of their time on research.

The other main factor for the changes in the college is the need to strengthen service relationships strained by the university's complex structures, said Fairbairn. The goal is to create clearer alignment of clinical

services with clinical resources and authority, and academic service with academic resources and authority.

Albritton encouraged everyone to take part in constructive discussions about the proposed college structure: "We don't need a thousand reasons why this won't work. We need to know how we can make it work better, or an alternative." Fairbairn added that the actual implementation of the new structure "will take months, but we have a window before summer to get started."

Full details are available at medicine.usask.ca/concept ■

Adjustment strategy being developed

From Page 5

dents have suggested there is value in considering outsourcing particular services at the university, while others have said it is important the search for cost savings takes place on both the academic and administrative sides of the organization.

"Many people have mentioned in their emails the

recent experience of budget adjustments in 2009-11," she said, "and I sense a bit of anxiety about this being a duplication of effort but we welcome all of these ideas, and will welcome them at any stage in the process."

That process involves establishing a university-wide strategy for handling budget cuts which will include principles that will govern how budget adjustments are made

"and the areas where we want to focus," Melis explained. "We're working our way toward another town hall in May where we'll be updating the campus community about where we're at now and what the strategy will look like going forward."

She added that in addition to weighing suggestions from individuals, the university is looking at savings already identified through efforts like the

Service and Process Enhancement Project (SPEP) and at rethinking specific items in the 2012-13 operating budget. As an example, the multi-year budget framework for 2012-13 includes \$4.5 million for infrastructure renewal. "Reducing that is one way of mitigating the budget deficit in 2012-13 but we have only a certain number of those opportunities before we have to make hard decisions.

"Simplistic answers are not possible," said Melis. "This is a very big challenge but we will be taking a very controlled and measured approach."

Ideas and suggestions can be sent to finances@usask.ca. More information about the university's financial position can be found at usask.ca/finances or plan to attend a town hall meeting May 16 at 11:30 am in Convocation Hall. ■

TABBS in place by 2016

From Page 3

centres are responsible for their activities. "If one support centre is costing me X and I don't feel like I'm getting value for that money, that will force the discussions that have never occurred before," said Qualtiere. "There's accountability on both sides."

The commitment to transparency in the budget system comes in making the costs and revenue allocations to all responsibility centres available to all. If two colleges want to develop a joint program, each will know the others revenues and costs, he said. The result is informed

planning and decision-making; "there'll be no suspicion because it's all out there."

With the TABBS model established, Qualtiere said the transition period to its full implementation "is absolutely critical. With this model, no one ends up with the same amount of money they had before" so time is needed to clean up the data and ensure the numbers are reflecting reality. Consultation is still required, he said, as is education and supports for those heading responsibility centres. But, said Qualtiere, Provost and Vice-President Academic Brett Fairbairn has said "he would like to see this model become

a reality around the end of the next planning cycle and I think that's a reasonable approach."

As the work of the finance resources commitment draws to a close at the end of April, Qualtiere said he is pleased with the TABBS model and its adherence to the principles laid out at the start of the project, specifically that budgets are aligned with activity to ensure focus on strategic priorities. It has been a great deal of work and Qualtiere admits he has learned more about university budgeting than he ever imagined "but just the fact we got this far, I have to be optimistic about its success." ■

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.

April 9-15

- A fire alarm was set off at Seager Wheeler residence when an electrical cord shorted out. No damage was reported. Seager Wheeler was later evacuated when a fire alarm was triggered by excessive smoke from a meal being cooked.
- A hit and run accident was reported at Innovation Place. A pedestrian was struck by a motor vehicle. The driver of the vehicle did not stop. The pedestrian attended the hospital for treatment of injuries. The file is still under investigation.

April 16-22

- A \$700 bike was stolen from racks at the Murray Building.
- There has been a rash of thefts of toilet paper from a washroom in Kirk Hall.
- A cell phone was stolen when it was left on the counter at Tim Horton's in the Place Riel tunnel.
- Officers investigated a hit and run accident at McEown Park. One male has been charged with failing to remain at the scene or reporting the accident.
- Four vehicles had windows smashed at Innovation Place. No entry was gained to the vehicles and nothing stolen.



For a summer adventure they'll never forget.
We've got something for everyone!

Kids Camps
kidscamps.usask.ca

Aspiring Young Artists Community Arts Program CCDE • 966.5539 • ccde.usask.ca/uscad/artcamps

The Aspiring Young Artists Camps for Kids are age appropriate week-long day-camps designed to provide children who love arts activities with a safe, fun, exciting and creative atmosphere in which to enjoy their school break. Students will learn techniques in drawing, painting, printmaking, mixed media and sculpture. Daily outdoor time is a component of this flexible schedule.

Ecology Camps for Kids CCDE • 966.5539 • ccde.usask.ca/eco/ecologycamps

Children 8 to 12 years participate in a rich program of daily field trips and nature study in and around Saskatoon. Kids will visit scientists, study rocks, fossils, plants, insects, fish, amphibians, reptiles, birds, mammals and Saskatchewan Endangered Species, and then undertake environmentally friendly projects to help them! Choose a theme week on bird banding, dinosaurs, insects, marine mammals, endangered species and wetland ecology. Camp size is limited to 13 campers and two instructors. Travel to off-campus sites is via 15-passenger van.

Summer Band Camps, Department of Music 966.6177 • www.saskband.org

Get ready to make some music! Toot your own horn in full band, small ensembles, private lessons and more. We have bands for young musicians in grades 5 to 12. Guaranteed to be the most fun all summer! Visit our website for more information.

Living History Workshops, Museum of Antiquities 966.7818 • www.usask.ca/antiquities

Learn about the history, culture, art, mythology and daily life of civilizations long ago! Come and explore the ancient world—from the Near East to Egypt, from Greece to Rome, from the Middle Ages to the Renaissance. Children ages 6 to 12 will participate in week-long, full-day camps filled with games, crafts, tours, and activities that bring the past to life!

Music Camps, Community Music Education Program CCDE • 966.5625 • ccde.usask.ca/cmep/musiccamps

Around the World Music camps are designed to introduce your child to the exciting world of music. These one-week half-day music camps (for ages 4 to 6) explore cultures, songs, games and instruments.

New! Music and Dance camp, presented with the Department of Kinesiology, for 7 to 10 year-olds: This full day camp begins with music in the morning, with a variety of multi-cultural songs, games & instruments, and dance in the afternoon—jazz, ballet and more! The end of the day culminates in a rec swim at the PAC pool! July 9–13.

SCI-FI Science Camps, College of Engineering 966.7755 • 1.866.556.8723 • www.scifi.usask.ca

SCI-FI Science Camps promotes the love of science, engineering and technology to youth. Our camps for 6 to 13 year olds involve designing, building and experimenting with innovative hands-on projects in a fun atmosphere. We also offer camps in locations around the province. We provide a variety of themed camps to suit any aspiring young scientist or engineer. We offer camps such as: Medical Science, Veterinary Science, Computer Science, General Science, and last but not least, Technology Camps which include building programmable Lego Robots! Visit our website for more information.

AgBio Discovery Camps, College of Agriculture and Bioresources • 966.4056 • www.agbio.usask.ca/agbio-discovery-camps

This summer, become immersed in the culture of science and fun. AgBio Discovery camps offer kids a week of science experiments, animal care and games centered around agriculture. Would you like to learn the science of making ice cream? Have you ever wanted to care for your own piglet? In this highly interactive camp, students will learn just how fun agriculture can be.

Spring & Summer Kinesiology Programming 966.1001 • www.usask.ca/kines_community

Children's Activity Camps, Dance Camps, Huskie Athletic Sport Camps and Hockey Schools, Human Performance Centre Programs, Programs for Special Needs and Aquatics Programs for Adults and Children. We have something for everyone this summer. Call us or get your copy of our brochure for details.

Drama: Making a Scene! Department of Drama 966.5181 • www.artsandscience.usask.ca/drama

Discover the wondrous world of acting! Creativity thrives during a fun-filled week of improvisation, characterization, voice and movement. For complete beginners as well as experienced young actors (ages 10 to 17). A highlight of each of the four week-long camps will be a live performance for family and friends—a performance you help create, and, of course where you assume a starring role! Call us, or visit our website at www.artsandscience.usask.ca/drama (Making a Scene 2012). See you on the stage!

These camps fill up fast so don't delay.
Register today!



UNIVERSITY OF
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kidscamps.usask.ca

The View from Here




KRIS FOSTER

The corner of College Drive and Cumberland Avenue was the original site of Griffiths Stadium, shown at right in 1958. The university opened the first phase of the stadium in 1936. It was built using largely student labour, which provided employment during the Depression. Additions, renovations and improvements have been ongoing since then, most notably the relocation of the stadium a few hundred metres east of the original site. This was necessary to accommodate the widening of College Drive in 1967.



UNIVERSITY ARCHIVES A-9244