



BEING HEARD

Izabela Vlahu has taken over the position of president of the Graduate Students' Association (GSA) at the U of S, and high on her priority list for the year is building a sense of community among the students she represents. One of her campaign promises was ensuring the voice of graduate students is heard "behind closed doors and publically as well." Read more about the GSA's new president on Page 3.

KRIS FOSTER

Planning for change

19 projects mark next phase of TransformUS

COLLEEN MACPHERSON

The release of the TransformUS action plan April 30 marks the turning point in the program prioritization process, from discussion and recommendations to implementing change but there are still months of work ahead to ensure the university's long-term financial stability.

"I'd characterize us as being about halfway through TransformUS at this point," said Provost and Vice-President Academic Brett Fairbairn the day after the plan was made public. "We've had 18 months of discussion and consultation; we're now launching a series of projects."

Those projects, which are grouped under the themes of simplifying structures, focusing on the university's core mission, implementing a shared model for support services and incorporating ongoing prioritization, address the recommendations made in December 2013 by the

task forces charged with evaluating all academic and administrative functions. The plan also takes up the challenge from the Board of Governors to leave no stone unturned in the effort to alleviate a projected budget deficit.

"One way for people to read this plan is to think about the themes and how they apply to more than the specific projects," said Fairbairn. "To simplify, to focus, to share and to prioritize are things that everybody can do in every job in the university."

Greg Fowler, the vice-president of finance and resources, said the objective of prioritizing programs through the work of the task forces and the resulting action plan is "to create a system that doesn't need to face budget

cuts every few years, but rather continuously changes and re-allocates resources to meet priorities and adapts to new funding realities."

In writing the action plan, the Provost's Committee on Integrated Planning (PCIP) drew on in-house expertise in areas like planning and finance.

For the complete action plan and project briefs, visit: words.usask.ca/transformus

It also consulted the Education Advisory Board, a university and college think tank based in Washington, D.C. Fowler said the board has done significant research on shared service structures—one of the plan's four themes—at universities across North American and Europe,

and representatives presented those findings to senior administrators at the U of S.

The action plan is designed to find \$20-25 million in permanent savings and up to \$5 million for reinvestment in priority areas.

There are 19 separate projects within the four theme areas in the plan, and not all of the called-for changes will happen at once. The roll out of the projects

See **Leading**, Page 2



Brett Fairbairn, centre, provost and vice-president academic, and Greg Fowler, vice-president of finance and resources, spoke with OCN editor Colleen MacPherson about the TransformUS action plan.

KRIS FOSTER

Leading change a shared responsibility

From Page 1

takes into account the university's long-term commitments to its students, said Fairbairn, "but fortunately we can plan ahead because we're not dealing with a current deficit. This is about addressing a future issue."

The action plan outlines the changes needed to meet financial goals, but many details remain to be sorted out. Much of that work will fall to leaders at various levels in the organization.

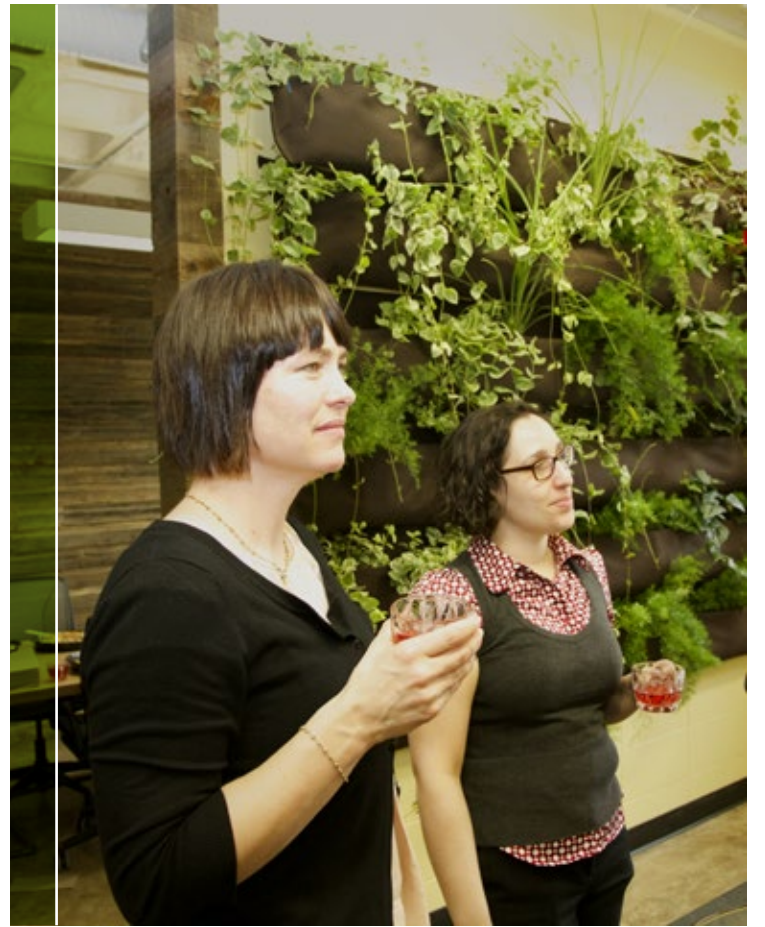
Authority, responsibility and corporate knowledge are widely distributed, explained Fairbairn,

"so one committee spelling out how it will be for everyone doesn't fit the structure of a university. Leadership is distributed and for us to do what's outlined in the plan requires that leaders ... at every level step up."

Fowler said the university is taking a conscious change leadership approach through Human Resources that examines the current state and defines the desired future state. The goal is to create structures that better serve students and faculty in "a workplace that also benefits staff with more specialization and a better organization to work in.

"We expect our leaders in the institution's 31 planning units to be able to take this work on and support the culture of change we need."

Fairbairn made reference to his 2014 academic address in which he suggested the structures within the university "are in our heads, and changing them is as easy or as hard as changing our minds. The (action) plan was written with that in mind—we're changing a lot of structures and processes and that will mean we'll need the changes in behaviour and the changes in the culture of the organization." ■



COLLEEN MACPHERSON

SUSTAINABLE RENOVATION

Marcia McKenzie, left, director of the Sustainability Education Research Institute, and office manager Nicola Chopin guide visitors through the institute's newly renovated space in the Education Building during a recent open house. The changes to the collaborative workspace included removing old flooring and ceiling tiles, installation of wood detailing and a feature wall made of wood reclaimed from a grain elevator, and a green wall covered in plants. The \$250,000 physical and technology update of the space was made possible using Canada Foundation for Innovation Leaders Opportunity Fund with matching dollars from the college.

Flat-rate policy in place for research

A new flat-rate policy that aims to make processes supporting research and the associated finances more efficient came into effect at the U of S May 1.

"This new flat rate is transparent, easy to understand and will simplify negotiations and discussions for faculty and sponsors," said Susan Blum, director of Research Services.

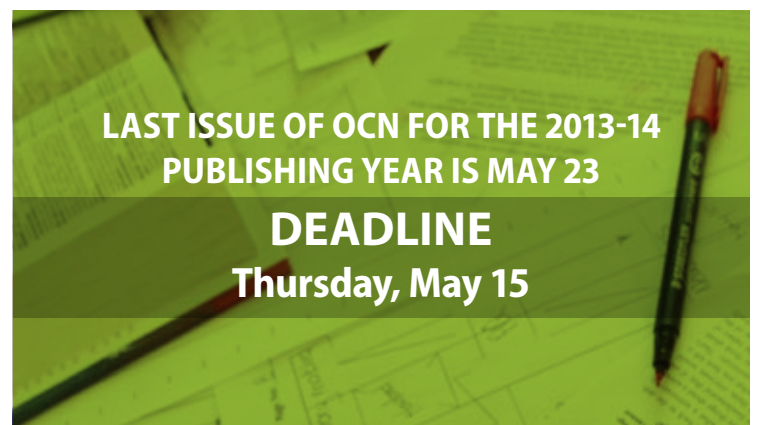
The 25-per-cent rate replaces a variable rate with various exemptions that often required case-by-case negotiation for each researcher and project, she explained. This was further complicated by differing treatment for various funding agencies and sponsors.

Blum said the new policy was developed after extensive consultation with the research,

scholarly and artistic work committee of University Council and administrative committees.

Institutional costs of research include building use and depreciation as well as services the university supplies to researchers to support their work. Examples include library resources, computer and network support, ethics approval, biosafety and radiation regulation compliance, as well as legal, human resource, and administrative services.

The policy change brings the U of S into line with other U15 universities in Western Canada, all of which have adopted a flat fee in the 25-per-cent range, said Blum. ■



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University of Saskatchewan, Arts Building
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Registration: www.usask.ca/cuisr
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Writing it right in job ads

✍ KRIS FOSTER

U of S research has shed some light on the important role words play in job ads.

“Standard job ads contain language about what the company wants,” explained Joe Schmidt, assistant professor in the Edwards School of Business. “That includes details about skills, qualifications, being motivated, a self-starter and dynamic, etc.”

Schmidt said this type of recruitment ad focuses on the “demands-abilities fit,” the ability to do the job and what employers need from employees. Traditional recruitment ads, he continued, often ignore another important fit between an organization and employee, the “needs-supplies fit,” or how an organization meets an employee’s needs.

Schmidt wanted to study how the applicant pools would differ if a needs-supplies fit focus was used in ads to shine a spotlight on what a potential employee may be looking for in a job. “These ads focus on how



Joe Schmidt from the Edwards School of Business.

✍ KRIS FOSTER

an organization meets the needs of an employee, things like skill diversity, task variety and significance, autonomy, and opportunity for promotion.”

So Schmidt and his colleagues worked with an engineering firm in Calgary to

manipulate the wording of 56 online ads, for a variety of jobs, to reflect either the demands of the job or the needs of the applicant. While the emphasis of the fit was manipulated, the ads still accurately portrayed the jobs.

“We made half the ads

emphasize what an organization needs from employees, like skills and qualifications, and the other half focused on what an applicant needs in terms of resources and fulfillment; these ones focused on the type of things that help people obtain job satisfaction,” said Schmidt, a specialist in organizational psychology. He added the ads drew 992 applications.

Schmidt measured the number of views each type of ad received against the resulting number of applications. Not surprisingly, the ads focused on the needs of the employee received more applications, almost 14 per cent more. “But companies don’t simply want more applicants, they want more qualified applicants.”

Schmidt then rated applicants—using the company’s own screening methods—based on qualifications, education and experience, and with the permission of the firm, he also surveyed 91 applicants on topics like career goals and profes-

sional needs. What he discovered was that needs-supplies fit ads attracted the highest quality of applicants.

“These individuals perceive themselves as more marketable, in higher demand, and so can be pickier about jobs they apply for, and they appear to be more attracted to positions that fulfill their needs,” he said. “Highly marketable job seekers are more focused on finding positions that fulfill their needs than less-marketable job seekers.”

The results, Schmidt continued, “are intuitive, but a lot of companies just don’t do this. I think it sends a clear message that ads need to emphasize needs-supplies fit. Web recruiting is pretty much a standard now and online ads make it so much easier to do this compared to old ways of advertising jobs in the paper. There are no restrictions on space or word count.”

Schmidt’s research has been accepted for publication in the *Journal of Business and Psychology*. ■

Vlahu wants stronger student voice

✍ KRIS FOSTER

Recently elected Graduate Students’ Association (GSA) president Izabela Vlahu wants to spend the upcoming year building a stronger grad student community on campus.

“I would like to see the GSA become the first point of contact that students turn to when they need help, especially international students,” said Vlahu, who came to the U of S from Macedonia in 2010 to pursue

“When I campaigned, I promised students that their voices would be heard behind closed doors and publically as well.”

Izabela Vlahu

a master’s degree in math. “GSA should be a home to grad students.”

Vlahu, who served as vice-president academic last year, said that organizing the recent GSA research conference really highlighted the importance of community.

“We organized that conference and for three days students and faculty came together to celebrate research—that was a success,” said Vlahu, who is now pursuing a PhD in mathematics.

“Students had the chance to meet students and faculty from other departments and be a part of a community. It was wonderful to see.”

This community, she continued, is going to be called upon in the very near future as action plans resulting from TransformUS are to be implemented across campus.

“Student involvement is going to be required, but we need to raise awareness so we can get student contributions and input on this,” she said. “When I campaigned, I promised students that their voices would be heard behind closed doors and publically as well.”

To that end, Vlahu and her fellow executive members—Ranjan Datta (vice-president academic), Rajat Chakravarty (vice-president student affairs), Mohammad Rafati (vice-president finance), Rahwa Osman (vice-president external) and a yet-to-be-appointed vice-president operations and communications—need to educate students on the issues and collect input so the graduate student voice can be represented.

“Students are busy being students, so this is an additional challenge, but it is our responsibility and duty to speak out on their behalf. We need to be accountable, and let them know how they are affected and how they can be involved. I hope this will empower them to speak on their own rather than me on their behalf.”

A full-time student and single mother of a five-year old, Vlahu’s time is precious but she is willing to take on the challenge of student politics. “There are always challenges, but this is important to me and when

a good job is done, the benefits are apparent.”

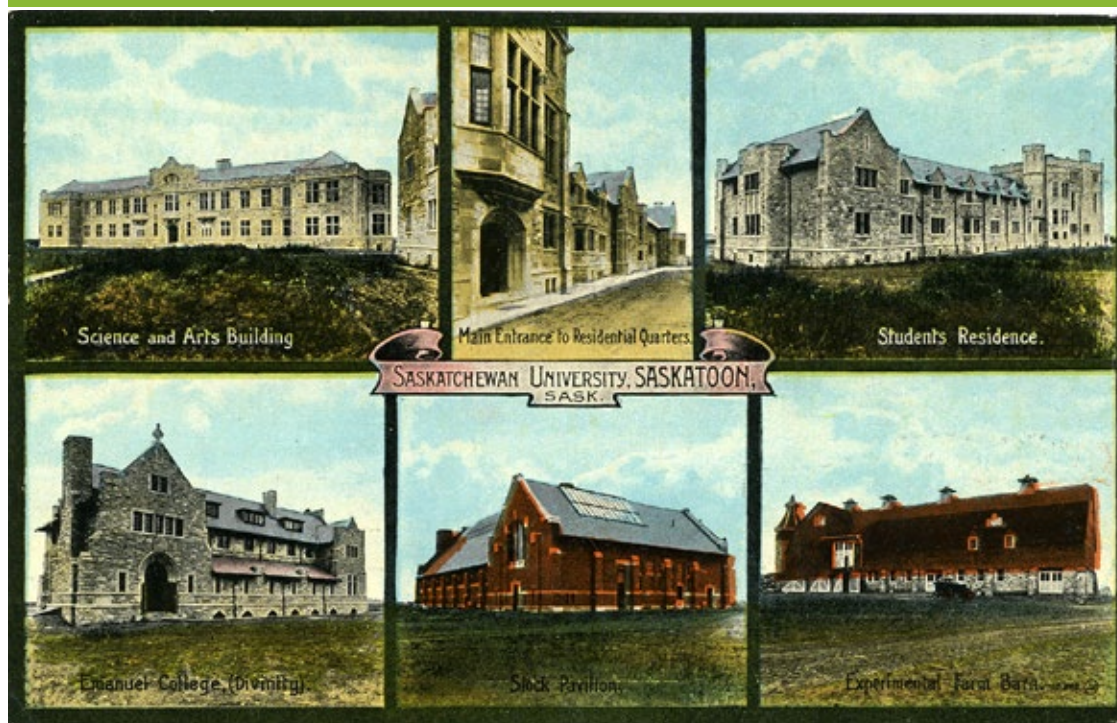
The next step for the executive is to use a planned retreat later in May to discuss priorities for the upcoming year.

“We all know each other, but

we’re not a team yet, we want to build team work. These conversations need to get started. Just because I am a mathematician doesn’t mean I’m not comfortable talking,” she said with a smile. ■

FROM THE ARCHIVES

The golden age

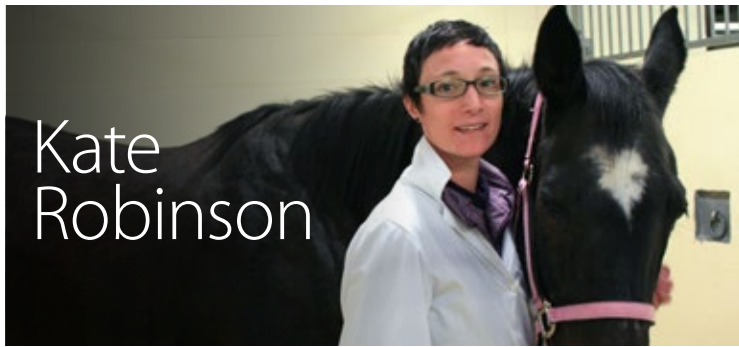


✍ PATRICK HAYES, U OF S ARCHIVES

This issue’s image is a campus postcard from ca 1912 and features five recently completed buildings. The date would put it in what is commonly known as the “Golden Age” of postcards—1902-1915. All of the images were taken from the west. Reading clockwise the buildings are the Peter MacKinnon Building, two views of Saskatchewan Hall, the Main Barn, the Stock Pavilion (demolished in 1986) and Emanuel College. The Archives has an extensive collection of U of S postcards up to the 1990s. They come in a variety of formats including hand tinted, sepia, view books, portrait and occasional real photograph reproductions and aerial views. ■

✍ A-1036

NEW TO US



Kate Robinson

"I was one of those horse-crazy kids," said Dr. Kate Robinson. "I started riding when I was about eight years old and continued all the way through my undergrad in university."

Robinson is an assistant professor in the Large Animal Clinical Sciences Department at the Western College of Veterinary Medicine (WCVM). Growing up in Ontario's cottage country, she pestered her parents for riding lessons, then worked cleaning the stables to earn more riding time. She also honed her golf skills enough to earn a scholarship to St. Francis University in Pennsylvania. It was there she chose her profession.

"One of the horses I was riding colicked and had to be euthanized, so that's what prompted me to want to become a veterinarian," she said.

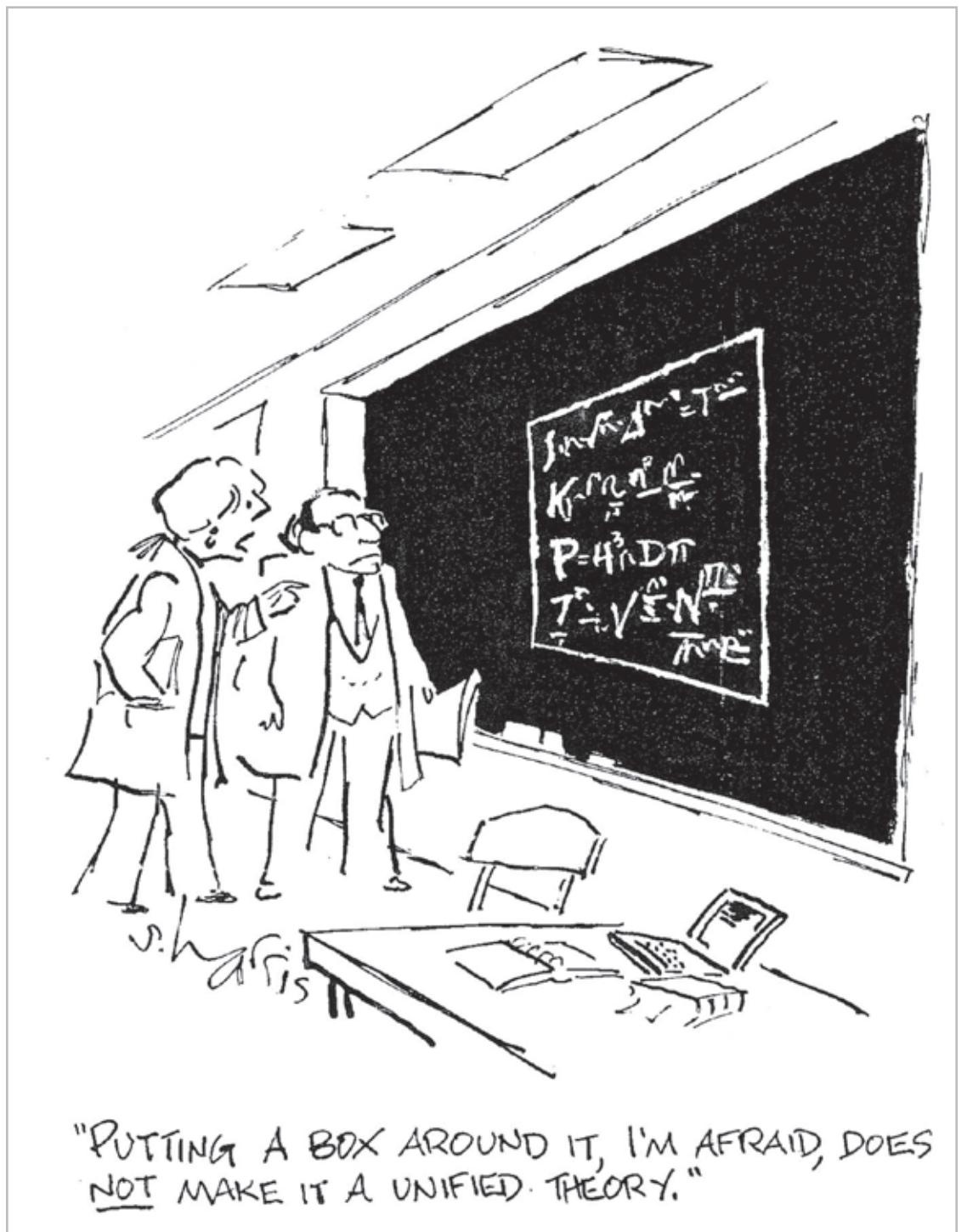
She applied to St. George's University in Grenada "as a backup plan," she said. "I thought, 'three years in the Caribbean wouldn't be so bad.'" She returned to Canada for her fourth year of clinical work and then a residency at the WCVM, chosen for its superior large animal veterinary program. She joined the faculty in August 2013.

Robinson now works in the college's Equine Field Service Division, providing primary care to horses in Saskatoon and surrounding area. Her truck is also her classroom where she quizzes fourth-year students before and after their time with patients, working to build a solid knowledge base and independent thought.

"I want them to develop the instinct or ability to come up with their own questions regardless of the topic and then investigate it for themselves."

Robinson's research is just getting started, with initial projects looking at equine metabolic syndrome and insulin resistance (similar to Type II diabetes in humans), and the effectiveness of acupuncture for pain.

"To be able to care for them (horses) and provide care for both the patients and the clients, like I do here, I can't even describe it. I've got the best job in the world. I completely love what I do."



SCIENCECARTOONSPLUS.COM

Retiring employees honoured

Each year, the University of Saskatchewan honours its retiring employees with a reception and banquet. This year's event will take place May 28 in Marquis Hall, beginning at 5:30 pm with dinner and a program to follow at 6:30 pm. Tickets are available online at usask.ca/retirementbanquet

Congratulations to all retirees.

Cindy Berger | University Library
Mikelis Bickis | Arts and Science
Keith Cameron Bigelow | Arts and Science

Bill Bingham | Medicine
Stella Blackshaw | Medicine
Ron Bolton | Engineering
Joanne Borys | Financial Services Division

Colin Boyd | Edwards School of Business
Robert Brad | Engineering
Garth Bruce | Medicine
Rick Bunt | Information and Communications Technology
Sheila Carr-Stewart | Education
James Cheesman | Arts and Science
Grant Cheston | Arts and Science
Lily Chin | University Library
Mary-Ellen Chittick | Medicine
Michael Corcoran | Medicine
Penny Davis | Medicine
Michel Desautels | Medicine
Richard Devon | Medicine
Gerri Dickson | Medicine
James Dowdall | Facilities Management Division
Philip Dwyer | Arts and Science
Corinne Fasthuber | Gwenna Moss Centre
Marlene Fehr | Agriculture and Bioresources
Mark Flynn | Education
Cathie Fornssler | University Secretary's Office
Hartley Furtan | Agriculture and Bioresources
Marguerite Germann | Medicine
Susan Gingell | Arts and Science
Brian Graham | Medicine
Len Gusthart | Kinesiology
Vivian Hajnal | Education
Don Hamilton | Veterinary Medicine
Jane Heaslip | Nursing
Judith Henderson | Arts and Science
Valerie Hildahl | Bookstore
Janet Howells | Student and Enrollment Services
Karen Hughes | Agriculture and Bioresources
Peter Hull | Medicine
James Irvine | Medicine
Linda Iwabuchi | Medicine
Clayton Jackson | Agriculture and Bioresources

Iris Kalyniuk | Education
Dave Karaloff | Engineering
Ivan Kelly | Education
George Khachatourians | Agriculture and Bioresources
Peter Konchak | Dentistry
Ron Laliberte | Arts and Science
Leona Leason | Arts and Science
Michael Leoppky | Facilities Management Division
Noel Lowry | Medicine
Robert Lucas | Arts and Science
Elizabeth Lulchak | EMAP
Tom Mainprize | Medicine
Toni Maranduk | Financial Services Division
Norma McBain | University Secretary's Office
Gord McCalla | Arts and Science
Christine Meier | University Post Office
Hans Michelmann | Arts and Science
Jim Miller | Arts and Science
Elena Morgun | Culinary Services
Josie Nobel | CCDE
Ken Norman | Law
Wendy Novakovski | Parking Services
Alyson Oles | Safety Resources
Rose Olfert | Agriculture and Bioresources
Barry Olson | Agriculture and Bioresources
Dennis O'Shaughnessy | Arts and Science
Beverly Pain | Education
Mary Pato | Medicine
Pat Pattison | Safety Resources
Lyall Petrie | Veterinary Medicine
Karl Pfeifer | Arts and Science
Joonie Poleschuk | Culinary Services
Janice Polley | Medicine
Lydden Polley | Veterinary Medicine
Klaas Post | Veterinary Medicine
Len Proctor | Education
Arlie Putnam | University Library
Gordon Putz | Engineering
Lou Qualtiere | Medicine

Patrick Renihan | Education
Germaine Riou | ISSAC
James Romo | Agriculture and Bioresources
Kenneth Rosaasen | Agriculture and Bioresources
Sandra Rose | Veterinary Medicine
Benjamin Rosser | Medicine
Keith Russell | Kinesiology
Koravangattu Sankaran | Medicine
Rajini Sankaran | Medicine
Blaire Saunders | Medicine
Vipen Sawhney | Arts and Science
Bonnie Schoenfeld | Nursing
Richard Schoney | Agriculture and Bioresources
Richard Schwier | Education
Satya Sharma | Arts and Science
Chris Sherban | Information and Communications Technology
Janet Sklarchuk | Dentistry
Meg Smart | Veterinary Medicine
Veronica Soltys | Education
Gordon Sparks | Engineering
Larry St. Louis | Arts and Science
Jeffrey Steeves | Arts and Science
Raymond Stephanson | Arts and Science
Wendi Stoeber | Medicine
Donald Story | Arts and Science
Marilyn Striemer | University Library
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Maureen Webster | Dentistry
Karen Weingeist | Bookstore
Nigel West | Medicine
Tom Wilson | Medicine
Frank Winter | University Library
Norman Zlotkin | Law



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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 U of S community.

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

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The power of the grid

Research aims to improve power system operations

✍ MICHAEL ROBIN

Electricity: it powers our days, from the morning alarm to the final click of the switch that shuts off the bedside lamp—a supply so stable and reliable it's taken for granted, and Rama Gokaraju is working to help keep it that way.

The associate professor of electrical and computer engineering conducts research on smart grids, advanced systems of electrical transmission and communications that power modern society.

While the power industry has embraced these advances, Gokaraju explained there is still much potential for improvement, particularly in real-time power system simulation and operation. This would allow operators to respond to changes in the system more quickly.

"A lot of things, even though they call it 'real time,' it is not strictly real time," said Gokaraju. "They plan a few hours in advance, one day and one week in advance."

Electrical systems have a vast range of demands on them, from the miniscule load of a household toaster to the multi-megawatt draw of industry. Saskatchewan's electricity must be co-ordinated from a variety of sources and locations, all with differing capacities. Connecting these sources with customers is a grid of transmission lines studded with control systems to both deliver and modulate the power.

"It is an interconnected system. Anything changing at one place will have an impact on a different portion of the network and that happens in a few seconds or even less than a second," Gokaraju said.

This means information about where and when power

is flowing must also travel at lightning speed. Gokaraju explained it is crucial this information be "time stamped," something smart-grid technology achieves through global positioning system (GPS) clocks. This allows precise control of the system.

"What can be done is measurements can be taken and synchronized with the GPS clock. We can get all that information simultaneously and institute system separation, that is, create 'electrical islands,' so instead of putting all customers in the zone out of power, it can be confined to the local fault area."

This capability to isolate problems is key to a stable electricity supply, and for the most part, it is extremely reliable. Occasionally, however, something goes wrong. For example, in 2003, control centre computer failure and untrimmed foliage caused a blackout in Ohio that affected other networks, knocking out power to about 55 million people in Ontario and several Midwestern states.

"It was a domino cascading effect and in matter of few minutes, the whole thing was down," Gokaraju said.

That such an event is rare is testament to thousands of simulations that are run to anticipate problems before they occur. Gokaraju and his team are working to improve these simulations, with the goal of limiting blackouts to as small an area as possible.

"The system is quite strong, but disturbances are going to happen. This is a vast system, so you cannot prevent disturbances. They (power utilities) plan for so many things, running thousands of scenarios, (even) tens of thousands of scenarios."



Graduate students Natalya Petryshyn and Shea Pederson run electrical systems simulations in the lab of Rama Gokaraju in the Department of Electrical and Computer Engineering.

✍ MICHAEL ROBIN

Smart-grid technologies are also being employed where demand for electricity conflicts with public attitudes and regulation. For example, Gokaraju described a Japanese utility that added a 500-MW power plant to meet demand but was refused permission to upgrade main lines. That meant the utility had to supply the increased power through existing lines.

Without smart-grid technologies, said Gokaraju, this would push the lines uncomfortably close to design limits, so the Japanese ran real time computer simulations to plan for contingencies. "They (the Japanese) put the whole thing on a simulator and run the simulations in parallel to the actual grid operation," he said.

Gokaraju and his team have been able to match the real world, in real time—strong evidence that their smart grid solutions are dependable.

"We are developing systems that could provide real-time operational awareness in the power system." ■

Distinguished professors named

Two senior researchers—one from the School of Environment and Sustainability (SENS) and the other from the Johnson-Shoyama Graduate School (JSGS) of Public Policy—have been awarded distinguished professorships at the University of Saskatchewan.

Peter Phillips from JSGS has a significant reputation for leading research in the area of global agri-food policy systems, including development of large multidisciplinary agri-food science research networks.

Karsten Liber of SENS, who is also director of the Toxicology Centre, received the professorship in recognition of his work in the area of metal



Phillips

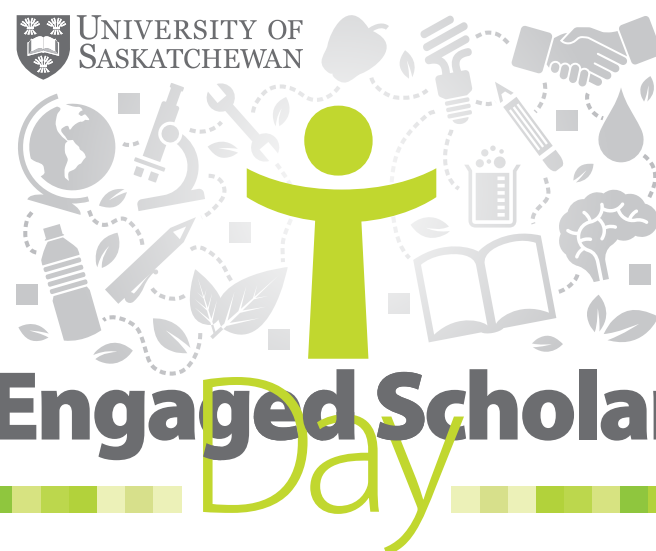
bioavailability and toxicity in aquatic ecosystems.

The Distinguished Professorship Program was created to honour and celebrate outstanding



Liber

achievement in research, scholarly or artistic work by U of S faculty or emeriti. Phillips' and Liber's appointments as distinguished professors are effective July 1. ■



Wednesday, May 14

A day to recognize, celebrate and inspire U of S engaged scholarship that seeks community-based solutions to regional and global challenges.

Everyone is welcome to attend.

KEYNOTE SPEAKERS INCLUDE



Lalita Bharadwaj
University of Saskatchewan
School of Public Health



Sherril Gelmon
U of S alumna
Portland State University



For more information, visit
usask.ca/engagement

CAMPUS INCIDENTS

Report all information about incidents to Protective Services at 306-966-5555

April 21-27

Citations issued:

- 1 for speeding
- 1 for failing to obey a stop sign

Incident Crime Log:

- April 17, harassment at Voyager Place
- April 24, theft under \$5000 at Canadian Light Source

Events of Note:

- On April 25, person(s) activated the emergency eyewash station on the second floor of the Thorvaldson Building near room 214. The water subsequently damaged ceiling tiles and paper products. Tampering with emergency equipment such as eyewash stations, emergency showers or fire alarms is a serious event. If anyone has information on this incident, please contact the Department of Protective Services at 966-5555.

April 28-May 4

Citations issued:

- 1 for having alcohol in a vehicle

Incident Crime Log:

- April 28, theft in the Thorvaldson Building
- April 28, person intoxicated in public, Health Sciences Building
- April 29, theft in the Thorvaldson Building
- May 2, harassment in the Murray Building
- May 4, a person intoxicated in public, National Research Council
- May 4, vehicle offence, U Lot

Events of Note:

- Three items were taken from the Computer Museum in the Thorvaldson Building: an Apple Newton Messagepad 120, a Sharp Pocket Calculator/Printer/Cassette, and a Palm IIIx. All were artifacts on display in the museum. Any information about this theft should be reported to 306-966-5555.



COLLEEN MACPHERSON

NOT WINTER

Now that winter appears to be over, the 'other' Saskatchewan season—construction season—has begun. A stretch of Campus Drive was closed to traffic in early May to allow for the repair of main chilled water lines that run from the heating plant to buildings across campus.

St. Thomas More College Expansion **OPEN HOUSE** 12-2pm.



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Sunday, May 25, 2014

11am - Celebration Mass
Honouring the legacy of the Basilians - STM Chapel

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For more information contact Development Officer Dianne Anton at 306-966-8918 or danton@stmcollege.ca

creating more.

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Nominate a University of Saskatchewan alumnus for a 2014 Alumni Achievement Award.

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Room with a View

This year's back-page feature explores the view of campus from various office windows, and the people who enjoy them. Do you have an interesting view? Let us know at ocn@usask.ca



KRIS FOSTER



Come and go

Ronda Duke has seen the seasons come and go, has seen students come and go, and has even see E-Plant come and go from the large, west-facing windows in her office on the main floor of the Thorvaldson Building.

Duke, the assistant to the head of the Department of Chemistry, looks out her 1928 windows onto the Arts Building, the Murray Building, the Gordon Oakes-Red Bear construction site and the many paths that weave through the area. In summer, she said she likes to see children from various camps trooping from place to place, and during the school year, there are always people on the go. She calls it "the hustle and bustle" of campus.

Duke's windows also provided a perfect vantage point for E-Plant, the classic rivalry competition between the Colleges of Engineering and Agriculture and Bioresources, the Frosh Week Lady Godiva ride of old, and of bands that once played on the steps of Thorvaldson to welcome students to the new school year.

