Without a sturdy foundation, even the most elaborate structure shall never leave the drawing board. Once that foundation has been established, however, even the grandest designs may be achieved.

At his State of the Campus Address on Sept. 26, Indiana University Northwest Chancellor Bruce Bergland told the campus that this university, after years of intense strategic planning and internal reforms, now stands atop a strong strategic and programmatic foundation for success. This infrastructure, he said, will facilitate new or ongoing initiatives to boost enrollment, increase grant sponsorship, spur fundraising and development, revamp general-education curriculum, advance institutional research, maintain continuous academic improvement, and bring equity to staff and faculty salary structures, among other goals.

“There are people who would claim that our vision statement is not a real vision statement because it should be just a few words or a few sentences,” the Chancellor said. “But I want to remind you that our steering committee said, ‘No, we don’t want to do it that way. What we want to do is develop a word picture, if you will, of the values that we would like to have our institution embrace by 2010.’ That’s what our steering committee decided, and that’s what our vision statement presents.”

Bergland credited the IU Northwest Shared Vision, which can be viewed at http://www.iun.edu/~spcnw/, with providing the impetus for a number of important changes and advancements in the past seven years. These have included: a sincere commitment to diversity, symbolized by the creation of the Office of Diversity and Equity, which is overseen by Director Ken Coopwood, Ph.D.; the introduction and continuous upgrade of information technology in campus classrooms; and the establishment of a Strategic Planning Process, through which the institution’s Strategic Planning Committee regularly gauges the success of its yearly Outcomes and plans a strategy for meeting future goals en route to the achievement of the university’s 2010 Vision.

The Chancellor encouraged members of the campus community to learn more about the Shared Vision by visiting the IU Northwest Shared Vision Web site, which can also be accessed on the university’s home page at www.iun.edu.

“As you’ve all heard me say as long as I’ve been Chancellor, we’re going to continue working toward that vision,” Bergland said. “I believe very much in the idea that you’ve got to maintain some constancy of purpose when you’re talking about the general direction of a campus. You can’t just go in one direction and then another.”

See CHANCELLOR page 4
Aggrey: Pay tribute to the fallen by making a difference in someone’s life

The Indiana University Northwest campus community congerated on the morning of Sept. 11 to remember the victims of that day’s infamous terror attacks against the World Trade Center and the Pentagon. Students, faculty, administrators, and visitors gathered around the campus flagpole and observed a moment of silence in remembrance of that tragic day six years ago, when the actions of some brazen and determined extremists shocked the world and plunged the United States into a struggle against terrorism.

Yet the mood at this year’s brief ceremony was not bitter or vengeful; rather, it was hopeful and reflective. Following a flag-lowering exercise in which IU Northwest ROTC cadets raised an American flag and then lowered it to half staff, Vice Chancellor for Academic Affairs Kwesi Aggrey told the audience that America is a country “still searching for answers in a world that has been changed forever.”

“We are not here to answer a call to arms ourselves,” Aggrey said. “This is not an assembly to condemn a group of people. It is not a forum to criticize leaders we disagree with. Rather, this is to be a vivid reminder to all of us that we are all citizens of one world.”

Aggrey encouraged everyone at IU Northwest to remember always the lessons of Sept. 11: that family and friends must be appreciated while they remain with us; that everyone deserves to live in a free and just society; and that America should and must remain a beacon of hope and justice and a promising destination for freedom-seekers around the world. The vice chancellor also urged everyone to honor the lives of those who have died in the battle against oppression by taking positive action to help make the world a better, safer place.

“As you reflect on this day – and I hope you do – please ask yourselves what Sept. 11 means to you,” Aggrey said. “Yes, right here at IU Northwest in Gary, Ind., search within your soul to find a way to connect with a student, a co-worker, or a neighbor, so that, on Sept. 11, 2008, you can proudly say that you made a difference in the life of someone who doesn’t look like you. This would be your contribution to the memory of those who perished on Sept. 11, 2001.”

Aggrey then concluded the solemn event with a moment of silence. Earlier, after the flag had been lowered, Officer Warren Tipton of the IU Northwest Police Department delivered a moving rendition of the National Anthem.

Sept. 11 observances are an annual tradition at IU Northwest. They are held at 8:45 a.m., and the American flag remains at half staff for 24 hours in memory of those who perished on that day, and in honor of those who assisted with relief efforts.

IU Northwest ROTC cadets attend to the American and Indiana flags as Vice Chancellor for Academic Affairs Kwesi Aggrey addresses the audience during the university's Sept. 11 observance. In his remarks, Aggrey spoke of the sacrifice made by those who came to the aid of the tragedy's victims and said the greatest tribute to those fallen heroes is to help others.

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Please submit submissions by the 15th of each month for the next issue.
Police academy thrives at IU Northwest

NILEA recruits become valued members of the campus community

Before he became executive director of the Northwest Indiana Law Enforcement Academy, which is headquartered at Indiana University Northwest, Tim Wardrip was biased toward Indiana’s home academy in Plainfield, where he had undergone recruit training nearly 30 years before.

So, when Wardrip learned that his son, Nick, who is now with the Hobart P.D., would attend NILEA’s commuter academy rather than the residential facility downstate, he was initially disappointed.

“I thought, ‘Gee, I wish he’d gone to the academy downstate, because that’s where I went,’” Wardrip, who retired as lieutenant from the Merrillville P.D. before taking the NILEA position, recalled during a Sept. 24 interview with Northwest News. “By the time it was over, I realized it had been better for him to attend the academy up here rather than downstate because of the local connections. When he got done, he probably knew more people in law enforcement in Northwest Indiana than I did, and I’d been around for 30 years. And he made all of these contacts in 18 weeks.”

Local networking access is one distinct advantage that NILEA offers recruit officers who take their academy training at the IU Northwest branch rather than in Plainfield, Wardrip said. Another is familiarity. Because many training sessions are held at area departments and are taught by local law-enforcement instructors, he explained, NILEA recruits graduate with a working knowledge of Northwest Indiana’s various agencies and some of their key personnel. Such knowledge can prove useful to rookies once they hit the street, he said.

NILEA also keeps recruits within close proximity of their families, meaning they go home each night while Plainfield recruits spend their weeknights in dormitories.

NILEA’s benefits for local police agencies are just as important. Having a local academy gives departments more flexibility in scheduling new hires for academy training, which means agencies are able to put their officers on the street more quickly. Once recruits graduate from the academy, they still must undergo field training with their departments, so it can take six months or more from the time a young officer enters the academy until he or she is ready for solo patrol.

“For our chiefs and sheriffs, it’s a manpower issue,” Wardrip said. “The quicker they can get a recruit officer back from us, the quicker they can get that officer out on the street by himself. That is the eventual goal.”

“Plus, you have local control with your own police academy and your own instructors,” he added. “You can keep your officers in their home environment.”

Although NILEA operates as an independent academy, its operations are supervised by the home academy in Plainfield. Curricula at the two training centers are very similar, and when recruits complete the program they are awarded certificates from both academies.

Since its inception in 1999, NILEA has trained two classes per year, with 25 to 30 recruits in each class. Training sessions currently run 18 weeks, but Wardrip said changes to the academy’s curriculum would reduce that to 15 weeks beginning in January. Plainfield’s sessions also run 15 weeks.

“We’re trying to train more officers on a yearly basis,” Wardrip said. “With this reduced curriculum, we believe we’ll be able to do three sessions in 14 months. That added flexibility would be beneficial to our membership.”

NILEA set up shop at IU Northwest back in 1999, after conducting its initial training session at Valparaiso University. But IU Northwest’s partnership with NILEA really extends back to the 1980s, when the university donated a facility it owned on Broadway to what was then known as the Lake Suburban Training Council for a Continuing Education Academy. This academy, which still uses the facility, provided continuing education classes for area officers. Indiana requires sworn officers to earn 16 credit hours of continuing education each year.

When the Northwest Indiana law enforcement community agreed to expand the academy’s role to include basic recruit training, IU Northwest again became an active partner in that education initiative. The university donated office space in Savannah Center and additional classroom space in Raintree Hall to accommodate NILEA’s expanded functions. Recruits also have use of Savannah’s gym facilities for physical training.

IU Northwest has a non-voting seat on the NILEA Board of Directors, as does U.S. Steel, another important partner in the academy. Wardrip said the university’s contribution to NILEA has been vital to the academy’s success.

“We do try to maintain a close relationship with the university,” said Wardrip, who is also a graduate student in the School of Public and Environmental Affairs (SPEA). “I do have occasional meetings with the Chancellor, and we do discuss mutual issues. So that is something that is important to us here. We really do appreciate the space that they provide for us.”

See NILEA page 10

Recruit officers from the Northwest Indiana Law Enforcement Academy (NILEA) salute during a wreath-laying ceremony at IU Northwest on Sept. 11, 2007. NILEA, which is headquartered on campus, has graduated approximately 450 officers since its inception in 1999.

Photo by Christopher Sheid/Northwest News
Bergland noted that one outcome for 2007 relates to salary equity for faculty and staff, and he said work toward that goal is underway.

"By the end of this year, we'll have reports on the faculty equity and staff equity, and we in the administration are committed to achieving those goals," he said. "It won't be in the first year, but we will achieve it, meaning that we're looking to make significant progress in helping us all to feel comfortable that the salary distributions here are equitable."

Other vital elements of IU Northwest's infrastructure that the Chancellor identified in his address included: the Academic Quality Improvement Process (AQIP), which facilitates the university's continuous academic improvement, and which has been shepherded by Associate Vice Chancellor for Academic Affairs Robin Hass Birky, Ph.D., and Faculty Assistant to the Chancellor Linda Delunas, Ph.D.; the Office of Administrative and Fiscal Affairs, the fiscal management of which Bergland said has become much more orderly and efficient under the stewardship of Vice Chancellor Marilyn Vasquez, J.D.; the Office of Development, which works to foster charitable support and other initiatives under the guidance of Associate Vice Chancellor and Executive Director of Development Pat Giannini; and the Office of University Relations, which, led by Associate Vice Chancellor Toni Lietteau, strives to promote IU Northwest to internal and external audiences through media placement, marketing campaigns, alumni outreach, and the facilitation of special events.

Bergland noted other important changes and improvements to the university's infrastructure, as well, including the creation of a performance-management system, the establishment of an Office of Sponsored Programs, and the development of a facilities-planning process.

"It used to be the case that if you could find an open room and get in there, it was yours," he said. "If you saw the Chancellor and he was in a happy mood, something good happened. But we've made significant strides with the development of our facilities-planning process, with a committee chaired by our director of institutional research, Kathryn Lantz. I am very impressed with the way they are going about helping us plan for all of the things that we are going to be doing with our facilities.

"One of the things I am most proud of is the way the student room in Moraine has been remodeled and made into a room that people can really enjoy being in," the Chancellor added. "Of course, the departure of that orange carpet was dear to my heart."

Bergland also reported that IU Northwest has, during the past year, filled nearly all of its available administrative posts with permanent hires. In terms of the organizational structure in the Chancellor's Office, he said, only one position – that of Vice Chancellor for Information Technology – remains unfilled. The post is currently held by Vasquez on an interim basis, and Bergland said a permanent hire for that position would be sought after a determination is made about where information technology and instructional media fit within the organization.

Bergland used a diagram of the university's administrative structure to illustrate the current status of IU Northwest's administrative positions, and he also took the opportunity to explain to the audience the makeup of his Cabinet. Its members include: Bergland; Vasquez; Vice Chancellor for Academic Affairs Kwesi Aggrey, Ph.D.; and Vice Chancellor for Student Affairs Diane Hodges, Ph.D.

"That's it," he said. "There is no cast of thousands. It's the four of us. (Executive Assistant to the Chancellor) Kathy Malone serves as the staff to that committee, but she is not a member of the committee in an action sense. I wanted to get that information out in front of you."

Regarding emergency planning, the Chancellor noted that recent weather events on campus underlined the need for formal emergency procedures. Storms in May and August did significant damage to campus trees and cut power to the university, and heavy late-summer rains resulted in flooding to the main campus parking lot and several buildings.

"As you know, I think we did a hell of a job dealing with the flood," Bergland said. "But that was because a small group of people worked themselves to death to accomplish what we did. We've got to have an organized process to take action immediately, and we're reviewing the draft of a process to do that right now."

Much of the strategic planning and infrastructure development of which Bergland spoke have been part of a necessary prelude, he said, to a concentrated enrollment push that is just now getting underway. It was important, he said, for IU Northwest to address its myriad organizational issues before launching an effort to substantially increase its student population.

"The point is, we have not been in the position, in my judgment, where we could talk about a planned approach to increasing our enrollment," the Chancellor said. "We now, I believe, are there."

Bergland said the inception of the College of Health and Human Services, along with the identification of IU Northwest's three focus areas of academic excellence – health and human services, business and economics, and arts and culture – would give the university strong focal points around which to build its recruitment efforts. The Chancellor announced that his steering committee on enrollment includes: Hodges; Lietteau; Associate Professor of Psychology Mary Ann Fischer, Ph.D.; Associate Vice Chancellor for Enrollment Management Joe Pellicciotti, J.D.; School of Business and Economics Dean Anna Rominger, J.D.; Director of Admissions Linda Templeton; and one other faculty representative who is yet to be announced.

"We will be working on a plan that, initially, will be focused on increasing our enrollment to 6,000 students within five years," Bergland explained. "As you know, right now we are at just below 5,000 students."

Near the beginning of his address, Bergland took time to acknowledge the upcoming inauguration of Michael A. McRobbie, the 19th president of Indiana University, who will undergo formal installation into the position on Oct. 18. Bergland praised McRobbie as a capable leader with vision and strategic expertise.

"He's in his 11th year with the university, so he knows the place well," the Chancellor said. "He's a very bright man, a very hardworking man, and somebody who I'm already getting great reports about and have had very positive experiences with. So I am expecting great things from him."

Bergland also announced the three newest members of the Indiana University Board of Trustees: Derica W. Rice, Trustee Liaison to IUPUI; Jack M. Gill, Trustee Liaison to IU/Purdue Fort Wayne; and Arthur D. (A.D.) King, Trustee Liaison to IU Kokomo. All were appointed by Indiana Gov. Mitch Daniels.

Bergland noted that longtime board member Sue H. Talbot, Trustee Liaison to IU Kokomo, was recently re-elected to her seat by IU alumni.

In discussing the university's past and future, Bergland contrasted the present state of IU Northwest with its condition upon his arrival eight years ago. At that time, he said, IU's Gary, Ind. campus lacked many of the basic organizational structures and processes that other regional campuses had developed as far back as the 1980s. Now, through a collective planning effort involving many talented and committed members of the campus community, Bergland said, IU Northwest has positioned itself to make even greater strides toward its institutional objectives.

"I am very, very happy with how we stack up right now, as far as the directions we are taking and our commitment to them," he said.
Hodges asks faculty, staff to get involved
Vice Chancellor for Student Services says participation key to campus community

In her first formal address to the Indiana University Northwest campus community, Vice Chancellor for Student Affairs Diane Hodges emphasized that a successful Student Affairs division must draw from the talents and support of everyone at the institution: students, faculty and staff. Each person who interacts with current or potential students serves as an ambassador for IU Northwest, she said, so it’s vital for everyone to contribute to a positive and supportive campus atmosphere.

“Every person at the Indiana University Northwest campus is a part of Student Affairs,” Hodges stated. “From the faculty in the classrooms to the food-service workers in the cafeteria, from the facilities-management people to the people in financial aid … everyone contributes to the quality of life of our students each day. We all contribute either negatively or positively to the campus climate. As we interact with students, they get a picture of how we feel about them and how we feel about our work here at IU Northwest. I hope that you will understand that we, as people, can really make a difference in how people are perceiving their experience here.”

Hodges, who came to IU Northwest in July from the University of Illinois at Chicago, said intercollegiate athletics would be a significant focus for her division now and in the future. Not only can successful sports teams promote school spirit and contribute to a more cohesive campus climate, she said, but strong athletic programs can also serve as a high-profile recruitment tool.

“Competitive athletic programs can really make a difference in terms of enrollment,” Hodges said. “People think more about coming to a campus if they have athletic programs that they can identify with. The year after Northwestern went to the Rose Bowl, although they don’t need additional admissions applications, they certainly got an increase in the number of people who were interested in that institution.”

Campus support for athletics, particularly attendance at games, also rewards the student-athletes who invest time and effort into such endeavors, the Vice Chancellor said.

“These students … practice, travel to competitions, and sacrifice their time,” she said. “They do this with little reward, actually. Other than the pride of being an IU Northwest student and loving their sport, there is no reward for it.”

Hodges reminded the audience that IU Northwest fields several men’s and women’s sports, including volleyball, baseball, golf, and basketball. She expressed special enthusiasm for the coming basketball season, noting that the IU Northwest RedHawk men’s and women’s teams both have new coaches this year. Pete Trgovich, who last spring coached the East Chicago Central Cardinals to a state high school championship, took the reins of the men’s team after resigning as E.C.’s coach. And Ryan Shelton, graphic designer and communication specialist for the Office of Marketing and Communications, will coach the women’s team. Hodges said she expects the new personnel to invigorate the program.

“If you haven’t attended any athletic events, I want to encourage you to do so,” the Vice Chancellor said. “You may be surprised at our level of play. This year, there are also going to be many more surprises. We are going to have fan activities at halftime and competitions that everyone will enjoy.”

Another area of emphasis for Student Affairs at IU Northwest this year is student government. Hodges said strong student government enriches the education of those who participate and also allows the staff to forge helpful relationships with student leaders on campus.

“The most important part of student government is that student leaders grow and learn lessons that they can use for the rest of their lives,” Hodges said. “They learn organization, they learn problem-solving, and they learn conflict resolution. They also learn how to manage their time and how to interact with people who are different from them.”

“However, as an administrator — and on a selfish note — student leaders are important to us because they are our eyes and ears to help us understand what other students are thinking about. They help us to bridge the generation gap,” she added.

During her address, Hodges updated the campus on a number of her division’s current initiatives. She announced that Assistant Professor of Social Work Denise Travis, Ph.D., who recently stepped down as director of the Division of Social Work, would join the IU Northwest Counseling Office on a part-time basis. Travis will join Director Raymond Fontaine, D.Min., in addressing students’ counseling needs.

“With the addition of Dr. Travis, we now have a more diverse unit and an enlarged ability to meet student needs,” Hodges said. “Dr. Travis brings with her many years of expertise and delivery of clinical services.”

Hodges reported that Student Support Services, under the guidance of Director Patricia Hicks, Ph.D., has expanded its need-based laptop-loan program for students.

“She actually loans laptops to students who don’t have one and who have to leave campus and can’t stay here to use our computer labs,” the Vice Chancellor said. “What that allows them to do is to use the laptop that we loan them to do their work at other places, once again adding to their ability to do their academic work.”

Hodges said the Office of Multicultural Affairs, under the guidance of staff member Henrietta Moore, is developing a program that will bring together IU Northwest students and high school students from Lew Wallace and Roosevelt High Schools in Gary for cultural events. She said this initiative is intended to expose the younger students to campus life and to the exciting array of cultural offerings available on campus.

The hope, Hodges said, is that participating students will receive added incentive to continue their education, and also that they will perhaps continue it at IU Northwest. The Vice Chancellor also noted that Indiana’s 21st Century Scholars program continues to serve as a conduit for bringing talented, dedicated students to IU Northwest.

Hodges praised the contributions of IU Northwest’s faculty and staff, and the efforts of students themselves, in creating a vibrant, challenging environment in which students can learn and grow.

“The overarching mission of Student Affairs here, as it is at all places, is the growth and the development of students as they pursue academic goals,” she concluded. “What they do here is learn things that will teach them how to move forward into the rest of their lives.”

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State of the Campus 2007

Aggrey discusses challenges, opportunities
Vice Chancellor for Academic Affairs wants Northwest to be best regional campus

For his State of the Campus 2007 address, Vice Chancellor for Academic Affairs Kwesi Aggrey greeted his audience with a list of challenges in one hand and holding a host of opportunities in the other. Aggrey, who joined Indiana University Northwest in July 2006, did not sell short the hard choices that lie ahead for Academic Affairs in the months to come, but he did express confidence that the university’s wise and dedicated academic administrators, with input and support from faculty and staff, would choose the right answers for their divisions, for their students, and for the campus community.

“We are still struggling, but we are headed in the right direction,” Aggrey said. “I am hopeful that, with hard work, we will emerge and take our rightful place as the best IU regional campus.”

The Vice Chancellor quickly enumerated the most significant challenges facing IU Northwest today: slightly reduced enrollment — the only IU regional campus to report a decline this year; a projected $800,000 budget shortfall for the 2008-09 budget year; competition from other regional campuses and community colleges; and the integration of a new academic unit, the College of Health and Human Services (CHHS), into the institution’s budget and organizational framework. Aggrey assured the audience that measures are underway to address each of these concerns and transform each potential roadblock into a strategic advantage, instead.

Regarding enrollment, Aggrey praised plans, announced by IU Northwest Chancellor Bruce Bergland during his State of the Campus address, to engage an outside group to evaluate the university’s enrollment efforts and design a plan for boosting IU Northwest’s student population eventually to 6,000. The Vice Chancellor said that CHHS is expected to play a central role in future recruitment efforts, as will the university’s other stated programmatic areas of excellence — arts and culture, and business and economics.

As for CHHS, Aggrey admitted that many important questions remain about the new college’s organization, funding and personnel. Issues currently being considered, he said, include: whether to search internally or externally for a permanent dean; how the cost of the CHHS organization and startup will fit into the university’s existing budget; how the new college will enhance the curriculum or quality of learning in existing HHS programs; how the college’s collaboration with the IU School of Medicine – Northwest will be structured; and when the campus community can reasonably expect to see measurable benefits from the new academic venture.

“What realistic gains should the campus expect?” Aggrey asked rhetorically. “How will this college make us unique? What difference should the employer of a radiological technician expect to see between a graduate in 2005 and a 2010 graduate? These are some of the questions that we will be addressing.”

As part of the university’s focus on its academic areas of excellence, Aggrey said, there will be an increased emphasis on international programs. He noted that Chancellor Bergland has personally arranged for new exchange programs with two universities in Bilbao, Spain, and Aggrey cited potential relationships for CHHS in Kenya (via an existing program at the IU School of Medicine) and for the College of Arts and Sciences in Ghana, Africa, where the IU Department of Minority Studies currently has a program.

Meanwhile, he said, Associate Professor of Economics Surekha Rao, Ph.D., will be taking some of her M.B.A. students to India in 2008, and Aggrey has asked her to explore the possibility of student-faculty exchanges in that country, as well. He said Academic Affairs is also interested in hearing ideas and proposals for other possible exchange programs.

“We shall be seeking a number of carefully selected partnerships in different parts of the world,” he said.

The Vice Chancellor also emphasized the need for partnerships with local institutions, including sister IU campuses. Aggrey announced that his office had scheduled a joint work session in early October with the IU South Bend Office of Academic Affairs to share ideas and discuss opportunities for collaboration. The two campuses have already arranged to cooperate in a joint anthropology program that will utilize faculty and resources at each institution.

“We belong to one university,” he said. “We have to stop looking at ourselves as competition. That’s not going to get us anywhere. If we can cooperate with them, let’s do it."

Aggrey took a similar position with regard to IU Northwest’s more local competitors, saying there is much to be gained from cooperation with Purdue University Calumet and Ivy Tech Community College. The Vice Chancellor said he would be meeting with his counterpart from PUC to begin talks about cooperation on academic issues. Particular matters of interest to IU Northwest, he said, include the effect of student housing on PUC’s recruitment, retention, faculty morale, and overall campus atmosphere.

Regarding Ivy Tech, to which IU Northwest plans to shift its respiratory therapy and health information technology programs as part of its mission-differentiation efforts, Aggrey said the university has a vested interest in the success of the community college’s students.

“In the end, we hope that we get their students and that their students do well,” he said. “That being the case, we have no choice but to work with them.”

As his colleague, Vice Chancellor for Student Affairs Diane Hodges, mentioned in her campus address, Aggrey emphasized the importance of faculty involvement in student groups and campus events. He pointed to the upcoming Fall 2007 Convocation, “Voices of Darfur,” as a terrific example of a campus program that ought to draw strong attendance from faculty and students alike.

“We had our first academic convocation last year,” Aggrey recalled. “I hope you remember those academic bloggers. We are fortunate enough to have a two-part convocation, ‘Voices of Darfur,’ this year. Part one is scheduled for Oct. 19, with another panel scheduled for Spring 2008. I encourage you to plan to bring your classes to these sessions. It is very important for us to get our students involved.”

See AGGREY page 11

IU Northwest Vice Chancellor for Academic Affairs Kwesi Aggrey speaks to the campus on Sept. 26 about the questions, challenges and opportunities facing IU Northwest this academic year.

Photo by Christopher Sheid/Northwest News
State of the Campus 2007

Vasquez talks technology, financial forecast
Vice Chancellor for Administrative and Fiscal Affairs paints mixed fiscal picture

The bottom line for any successful organization is, in fact, its bottom line. As a public institution of higher learning, Indiana University Northwest is no different. Maybe that’s why Vice Chancellor for Administrative and Fiscal Affairs Marilyn Vasquez was the Chancellor’s Cabinet member who wrapped up the State of the Campus 2007 presentations on Sept. 26. Vasquez offered the audience a thorough overview of IU Northwest’s fiscal situation and administrative initiatives for the current fiscal year.

“I realize I’m the only one who stands between you and the door, so I am going to try and be as succinct as possible,” Vasquez joked.

The Vice Chancellor painted a mixed financial picture for the university, noting that IU Northwest’s reserve fund took a $1.4 million hit during the previous fiscal year. She attributed the deficit primarily to a state funding issue; the good news, Vasquez said, is that Indiana has told IU Northwest to shift that $1.4 million owed by the state from its general operating fund to the repairs and renovations fund. So this bookkeeping maneuver, while leaving the university’s operating budget short, will give IU Northwest some much-needed resources for campus repairs and improvements.

“For 10 years, we haven’t really had any repair and renovation money to speak of,” Vasquez said. “We now have $1.4 million that we can begin to make some improvements with.”

Considering that last year’s tuition revenues were down by $100,000, Vasquez said, and taking into account the university’s increased utility costs, which jumped by about $300,000, the fact that IU Northwest more or less broke even outside of the $1.4 million repair and renovations transfer attests to the effectiveness of the institution’s cost-saving efforts.

“This shows that there was a lot of saving and a lot of fiscal responsibility taking place on the campus this year, so that it wasn’t a larger (financial) hit,” she said.

“So, right now, in terms of where we stand for the coming year, it looks really good.”

Vasquez also explained that, although IU Northwest’s student enrollment and credit hours for Fall 2007 were slightly lower than last year’s numbers, the final totals actually were higher than what had been projected in the budget. So the university’s financial picture for this fiscal year actually looks brighter than expected, she said.

Looking forward, Vasquez addressed budget projections that show a potential $800,000 shortfall in the 2008-2009 fiscal year. That forecast, which is based on a presumption of steady enrollment, accounts for the 5-percent tuition increase approved by the IU Board of Trustees last spring, and it also assumes the usual 3-percent increase in salaries and compensations. Planning for this shortfall, the Vice Chancellor said, will require concentrated frugality from all quarters of the institution.

“It’s news you all need to hear,” Vasquez said. “Very quickly, we’re going to begin having discussions about how we can reduce what the deficit is going to be next year. It’s something we’re all going to have to try and work on to address how we’re going to do this, so that we can still provide the excellent instruction to our students in the best way that we can.”

One expense that won’t come out of the university’s operating budget is the repair bill for damage sustained by this past summer’s storms and floods. Between the 100 trees lost collectively in May and August, windstorms and the renovations to several buildings damaged by water, Vasquez said, the total price tag could hit $1 million.

“IU is self-insured, and Risk Management, who handles all of the claims, has assured us that they will be covering this because it was a result of the storms and the flooding,” the Vice Chancellor said. “We do have a lot of work that we need to do in order to get back to where we want to be.”

Vasquez reported that work continues on the first floors of Lindenwood and Sycamore Halls and in the Moraine Student Center, which suffered the most severe damage. She said assessments are underway to determine how these buildings should be renovated to prevent a repeat occurrence. First-floor occupants in Lindenwood and Sycamore remain in temporary locations while the cleanup continues; most operations in Moraine have returned there, except for the IU Credit Union and the Northwest Phoenix student newspaper. Vasquez said it’s expected that most offices in Moraine will be able to function while construction and repairs are ongoing, but that work there may not be complete until next April.

As for the lost trees, Vasquez reported that the university architect has drafted a landscaping plan that calls for a significant replanting effort. She said the Facilities Planning Committee would review that plan and that planting could begin as soon as November.

On the technology front, Vasquez, who serves as the Interim Vice Chancellor for Information Technology, said that faculty and staff would be impacted by several new technology initiatives. Perhaps the most daunting of these, she warned, would be the next PeopleSoft upgrade.

“It’s going to affect all of the units that it affected in the past,” Vasquez said. “It’s going to affect financial aid, the registrar, admissions, academic advising. Hopefully, by doing this upgrade, we won’t have to do another upgrade for several years.”

A few system-wide technology initiatives also are in the works, Vasquez said, including the introduction of ChaCha, a new academic search tool for the Internet, designed by the Indiana company of the same name, that is intended to make Web searches more exact and productive. She also mentioned Connect-ED, a new emergency-notification system that will utilize e-mail, text messaging and other communication media to facilitate the quick communication of important information to campus community members.

Vasquez also announced that the IT department is conducting a faculty survey to glean input on classroom technology issues. She encouraged all faculty members to participate in the survey so that IU Northwest’s IT team can determine what is working in campus classrooms, what is not working, and what the faculty’s needs are.

“It’s going to take all of us to do it, and your cooperation will be key,” she said.
IUSM-NW zebrafish study appears in Immunity
Immunity proteins found in fish outperform those in humans, research shows

The same proteins responsible for innate immunity in human beings also are found in zebrafish, where they are particularly active during embryonic development. This discovery, made by a team of researchers at the Indiana University School of Medicine – Northwest and outlined in the September 21 issue of the prestigious journal Immunity, could someday lead to the development of immunity-boosting treatments for HIV/AIDS patients and others whose natural adaptive immunity has been compromised.

“In the future, we have many different aims for this research,” said IUSM-NW Assistant Professor of Biochemistry and Microbiology Dipika Gupta, Ph.D., who led the published zebrafish study, titled “Zebrafish Peptidoglycan Recognition Proteins Are Bactericidal Amidases Essential for Defense Against Bacterial Infections.” “One of them is to develop new treatments for infections. One way to do that is by developing drugs. But another way is by enhancing our own immune system. By doing these kinds of studies, maybe we can find ways to enhance it.”

The article is also available at Immunity’s online site at www.immunity.com.

The zebrafish study builds on earlier published work Gupta had conducted with fellow faculty member and Professor of Microbiology and Immunology Roman Dziarski, Ph.D., in which they identified four immunity proteins within the human genome. Called peptidoglycan recognition proteins, or PGRPs, these proteins are found throughout the human body and constitute humans’ first line of defense against bacterial infection.

PGRPs contribute to what is known as innate immunity, a naturally occurring and instantaneous defense response to the presence of bacteria. This differs from adaptive immunity, which is a more complex defense mechanism that involves the production of antibodies to combat specific invading pathogens and bolster the organism against future attacks. It’s this more powerful adaptive immune system that is damaged by HIV/AIDS and other immune-deficiency disorders.

Since their initial discovery, Gupta and Dziarski have been working to analyze how the innate immunity proteins are constructed and how they carry out their defensive function. In the zebrafish study, the researchers learned not only that the small tropical fish possess the same PGRPs as humans, but also that the zebrafish version of these proteins actually function at a higher level than those found in people.

“There are four proteins (in humans), but they basically have two different activities,” Gupta explained. “One of them breaks down a bond in the bacterial cell wall. Others are just bactericidal. They kill bacteria that otherwise would cause disease.”

In other words, the four human PGRPs are specialized, with one pair combating bacteria through a process of molecular breakdown, called amidase, and the other pair basically attacking and destroying them directly. But zebrafish PGRPs, Gupta said, all carry out both functions.

“Somewhere along in evolution, the human proteins lost a function, because the zebrafish has both of them,” she said. “Learning why human immunity proteins lost this versatility is one future goal of Gupta and Dziarski’s ongoing PGRP research. Finding ways to possibly reclaim it, thereby enhancing innate immunity in patients whose adaptive immunity is impaired, is another.”

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The Indiana University School of Business and Economics, along with the Diversity Programming Group, the Asian-American Students Association and the Indian-American Cultural Center of Northwest Indiana, sponsored the third annual Asia Day festival at IU Northwest on Sept. 25. The event, attended by hundreds of students, faculty, and community members, featured cultural dances, colorful costumes, and a free feast of Asian delicacies. (Right) IU Northwest pre-med student Rohini Chatterjee performs a traditional rain dance to a contemporary Indian musical accompaniment. Despite this, the day’s rains held off until the event’s conclusion. (Below) Rajendra Kediya, a guest dancer from the University of Wisconsin, wows the audience with a whirling, traditionally elaborate performance related to the Indian spirit world. The event was emceed by Associate Professor of Economics Surekha Rao, Ph.D.
Reading group a sign of the *(New York) Times*  

Linda Anderson (back center), director of student life and athletics at IU Northwest, joins several students in perusing the *New York Times* for discussion topics on Wednesday, Sept. 19. Students pictured include: Thanzeela Mohideen (back left), Sara Farooq (back right) and Bryan Norkus (foreground). The *New York Times* Discussion Group meets each Wednesday at 10 a.m. for one hour in Savannah Center Room 207 to discuss current events as reported on by the *Times*, free copies of which are available each weekday on campus. A total of four students and two staff members attended the Sept. 19 meeting, but the group is open to all students, faculty and staff, and participation varies from week to week. Topics discussed on Sept. 19 included the Jena 6 controversy in Louisiana, the rise and fall of the stock market, and Oprah Winfrey's support of Democratic presidential candidate Barack Obama. The campus community is invited to participate in this thought-provoking group discussion. *(Photo by Christopher Sheid/Northwest News)*

**NILEA from page 3**

NILEA’s primary source of funding comes from dues paid by member departments, which number more than 60 agencies. NILEA’s members include departments from across the seven-county Northwest Indiana region and beyond. Wardrip said the current recruit class includes an officer from Walkerton and another from New Carlisle, both located in St. Joseph County.

Although NILEA recently hired a senior instructor, retired Illinois police officer Pat Murray, Wardrip said most of the academy’s teachers are guest instructors from area agencies. NILEA also has two “troop handlers” on staff: Burt Sanders from Gary P.D. and Ron Rogers from Hammond P.D., along with administrative staff members Tamara Sullivan and Carrie Greer. Wardrip said Sanders and Rogers are on loan from their generous home departments.

“Our instructors come from all walks of life,” Wardrip said. “Many of them are certified law enforcement instructors. But we’ve also got attorneys, prosecutors, healthcare officials — you name it.”

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Because the zebrafish occupies a much lower rung on the evolutionary ladder than humans, Gupta said, it was an ideal subject for a comparative PGRP study, which she and Dziarski initiated about three years ago. Insects and other invertebrates do not possess any adaptive immune system but rely solely on innate immunity, but Gupta said fish are believed to be the first organisms to have employed both defenses.

“The fish, remember, is sitting in water, which is probably filled with bacteria, so it needs to have immune mechanisms that are right there and working,” Gupta said. “Some of the proteins are also expressed in the eggs. The eggs are sitting outside in dirty water. The eggs, from hour zero, have to be able to fight off infection.”

The key to the eggs’ survival, the study showed, is PGRPs, particularly one protein dubbed PGRP-5. Gupta and her team determined that PGRP-5, along with other proteins, is important for fighting bacteria in the very early stages of development. It showed that the embryos have little or no adaptive immunity to fight off infection. The eggs are made ready with innate immunity. But the adaptive immunity comes 48 hours or 72 hours later.

Though excited that the zebrafish PGRP research has been published by one of the leading journals in the field, Gupta is already looking ahead to the next stage of this fascinating and multi-layered study.

“We want to see how these proteins work,” she said. “What is their mechanism of action? How are they killing the bacteria? What is it about humans that they don’t have both activities?”

Gupta thanked her fellow contributors to the study, including IUSM-NW researchers Xianna Li, Shiyong Wang, Jin Qi, Stephen F. Echtenkamp, Rohini Chatterjee, and Roman Dziarski, as well as Mu Wang of the Department of Biochemistry and Molecular Biology at IUSM-Indianapolis and Geert-Jan Boons of the Complex Carbohydrate Research Center at the University of Georgia.
Service-learning project shows the possibilities

By Jodie Reminder
Instructional Technology Specialist
Center for Excellence in Teaching and Learning

CETL workshop participants usually find that they walk away from the event with a new idea to assist their teaching or improve student learning. After last spring’s Teaching Award, Promotion and Tenure workshop, however, it was CETL’s staff members who came away with a fresh idea about how to incorporate students, faculty and staff into a unique project.

One of the issues discussed at that event was how beneficial it is for faculty members to tape themselves as they teach. Not only does this make an excellent addition to a teaching-award application or the promotion/tenure process, but it also gives an instructor the chance to see what students see in the classroom. As instructors reflect on their teaching, they are able to make small changes that can have a big impact on their students.

Assistant Professor of Communication Taylor Lake, Ph.D., mentioned during this session the possibility of her Media Production students assisting faculty members with this process. The comment sparked the interest of CETL Executive Director Charlotte Reed, Ph.D., not just because of the effect it could have on teaching, but also because of its potential connections to service learning. Lake, Reed, and CETL Instructional Tech Specialist Jodie Reminder later met to discuss the potential of such a project.

Service learning is an innovative teaching pedagogy in which the student performs a community service that is tied to some aspect of the curriculum. This way, the student is able to grasp the classroom concepts through real-world application, and the community benefits from that learning experience. CETL has been charged with promoting service learning on campus, and faculty members such as Lake have incorporated the technique into their courses. Taking her idea as an example, Media Production students would gain the experience of videotaping a “client,” and the instructors would receive a tape of their teaching.

The one obstacle that has prevented Lake from adding this service-learning aspect to her class and subsequently offering the service to the faculty was lack of equipment for such a project. Fully convinced that the project would benefit the IU Northwest campus, CETL collaborated with Prof. Lake on a proposal sent to the Office of Academic Affairs in the hopes that CTE funds would be available for purchasing the equipment needed.

Just when it looked like the project wouldn’t be possible, the CTE funds came through and the plan was set in motion. Lake, Reed and Reminder were asked to seek the expertise of the Instructional Media to develop the plan further.

After a meeting with Instructional Media Director Terry Lukas, Ph.D., and Media Production Specialist Tome Trajkovski, the project evolved to include a third layer: production of the finished product. Instructional Media offers the same service that the students will be offering, but it also has the expertise to turn raw footage into a nicely packaged final product.

Faculty members will be able to contact CETL when they need a tape made of their teaching. CETL will coordinate with Prof. Lake’s class and Instructional Media to arrange for taping and final production. Professors will receive a polished teaching tape for mentoring activities, teaching awards, promotion and tenure reviews, and for their own personal use.

Once active, the project will benefit the entire campus. Students will learn in their fields through hands-on experience with cutting-edge technology. Faculty members will assess and develop their teaching strategies and methods, and staff members will be able to expand the services they offer.

Anyone who would like to know more about this project or suggest a new idea of their own may contact the CETL office at (219) 980-6755.

IU Northwest Notes of Distinction

Assistant Professor of Economics Tin-Chun Lin, Ph.D., has been notified that his article, “Do Technology Shocks Matter in Taiwan in the 1990s?” was accepted by the Asian-African Journal of Economics and Econometrics, which is a refereed journal and is indexed by the Journal of Economics Literature. Prof. Lin also had a second article, “The Optimal Weighting Algorithm of Education Index in An Empirical Economic Growth Model,” accepted by the same journal.


Professor of Public and Environmental Affairs and Associate Vice Chancellor for Enrollment Management Joe Pellicciotti, J.D., recently co-authored (with Michael Pellicciotti, Deputy Prosecuting Attorney for Seattle-King County) an article titled “Sovereign Immunity and Congressionally-Authorized Private Party Actions Against the States for Violation of Federal Law: A Consideration of the U.S. Supreme Court’s Decade-Long Decisional Trek, 1996-2006.” The article was accepted for publication by the Baylor Law Review.

Assistant Professor of Social Work Manoj Pardasani, Ph.D., delivered the keynote address on Sept. 17 for the National Institute of Senior Centers (NISC), an affiliate of the National Council on Aging, at its annual conference in Washington, D.C. Pardasani discussed the results of a nationwide study of senior center programs and services.

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The first “Voices of Darfur” program, scheduled for Oct. 19 at 3 p.m. in the Savannah Center Auditorium, will feature remarks from two Sudanese women, Awadiya M. Ahmed Yahia and Suad Mansour, both of whom are active in the struggle to bring world attention to the plight of Darfur’s refugees. They will report on the conditions faced by the victims of that brutal civil war. Aggrey urged faculty members to attend and bring their students to this significant and heartbreaking program.

“It is an opportunity for them to hear from people who have survived unimaginable atrocities,” the Vice Chancellor said. “The two women who are coming to speak to us on Oct. 19 have gone through this. I think it should be something that we should all be interested in.”

Aggrey said that IU Northwest students’ learning need not – indeed, must not – cease at the classroom door. Special programs and events, he said, present faculty with an excellent way to help their students increase their knowledge of the world around them.

“We do need to bring our students? Yes, we do,” Aggrey said. “We have work to do. We have students who think that the historical importance of Los Alamos is that the Alamo landed there. We do need to do some work. We do need to broaden our horizons, and we do need to help our students grow in those directions.”

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October Calendar of Events

Thursday, Oct. 18
IU Presidential Inauguration (Live Broadcast) -- 2 p.m. in Hawthorn Hall. Indiana University’s 18th Presidential Inauguration will be broadcast live at IU Northwest as Michael A. McRobbie is formally installed in the post. Faculty and staff are invited to join their colleagues in witnessing this historic event.

Friday, Oct. 19
Fall 2007 Convocation: “Voices of Darfur” -- 3 p.m. in Savannah Center Auditorium. This year’s convocation will strike a humanitarian theme, as IU Northwest welcomes to campus two refugees from the embattled Sudanese region of Darfur. They will recount their personal experiences in that war-torn region and describe the humanitarian crisis that has left hundreds of thousands dead and placed millions more at the mercy of starvation, disease and warring militias. All faculty, staff, students, and community members are encouraged to attend this moving and urgent presentation to learn what they can do to make a difference. A reception will follow the presentation.

Monday, Oct. 22
One Dollar Used Book Sale -- 9:30 a.m. to 7:30 p.m. through Thursday, and 9:30 a.m. until 1 p.m. on Friday, in Moraine Student Center. The Anthropology Club’s popular, semi-annual used book sale returns to IU Northwest the week of Oct. 22 with more than 10,000 fiction, non-fiction and textbooks available for $1 each. Proceeds will go toward anthropology scholarships and field-study grants for IU Northwest students. Books will be added during the week, so repeat visits are encouraged. Anyone wishing to donate books may bring them directly to the sale.

Wednesday, Oct. 24
Diversity Awareness Video Series: Jewish-American culture -- 11:30 a.m. to 12:30 p.m. in Savannah Room 205. This monthly video and discussion series will look at Jewish-American culture. Michael Steinberg, executive director of the Jewish Federation of Northwest Indiana, will be the guest speaker. Campus community members are encouraged to bring their lunch and participate in this friendly and informative campus event.

The Tournées Festival at IU Northwest: To be announced -- 7 p.m. in the Savannah Center Auditorium. This free film festival brings the finest in contemporary French cinema to IU Northwest. The originally scheduled film, “Paris je t’aime,” was pulled from the series due to a scheduling conflict. The replacement film will be announced soon.

Thursday, Oct. 25
IU Northwest Disabilities Awareness Event -- 9:30 a.m. until 11:30 a.m. in Savannah Center Auditorium. The campus community will recognize Disabilities Awareness Month with a special event featuring personal stories from students who have pursued higher education despite their physical impediments. There will also be updates from university departments on IU Northwest’s ongoing efforts to improve campus facilities and services for students, faculty and staff who have disabilities. Finally, there will be a screening of the Oscar-winning documentary “King Gimp,” about a man determined to overcome the challenges posed by his cerebral palsy.

Tuesday, Oct. 30
Take Action: Vote Smart -- 12 p.m. to 3 p.m. in Moraine Student Center. If you’re curious about the issues and candidates in upcoming elections in Northwest Indiana and the state, come to this event sponsored by the Department of Communication and find out all you need to know about the rapidly approaching political contests. At Take Action: Vote Smart, IU Northwest students will debate the most important issues of the day and shed light on the coming election season.

The Tournées Festival at IU Northwest: “Delwende: Leve-toi et marche” -- 7 p.m. in the Savannah Center Auditorium. This free film festival brings the finest in contemporary French cinema to IU Northwest. In “Delwende: Leve-toi et marche,” a mysterious illness in a Burkina Faso village kills the children and forces a young woman into an arranged marriage while leaving her mother open to charges of witchcraft.

Thursday, Nov. 1
Non-Profit Institute Open House and Resource Fair -- 9 a.m. to 4 p.m. in the Savannah Center. The second annual open house hosted by the Center for Regional Excellence and the Non-Profit Institute will include non-profit and for-profit exhibitors, workshops on volunteer management and grant databases, and a networking event for organizations in search of board members and for volunteers interested in serving. Contact NPI at (219) 981-5629 for more details.

Tuesday, Nov. 6
The Tournées Festival at IU Northwest: “Le Petit Lieutenant” -- 7 p.m. in the Savannah Center Auditorium. This free film festival brings the finest in contemporary French cinema to IU Northwest. The film "Le Petit Lieutenant," the final festival film, an eager young detective from the country joins an elite Parisian investigative unit and quickly becomes intoxicated by the tense, hard-throttle world of big-city police work, with tragic results.

Thursday, Nov. 8
22nd Annual IU Northwest Gala -- 6 p.m. at Avalon Manor, 3550 East Highway 30, Merrillville. IU Northwest will host its 22nd Annual Gala Celebration to recognize the many donors whose vital support assists the university in fulfilling its educational mission. The event will feature great food, fine wine, entertainment, and remarks from IU President Michael McRobbie and IU Northwest Chancellor Bruce Bergland.