Dean Craig Brater recipient of the 2011 Henry R. Besch, Jr. Award

Promotion of Excellence award presented at Fall dinner

Hal Broxmeyer (IN), Distinguished Professor, IU School of Medicine, presented the 2011 Henry R. Besch, Jr. Promotion of Excellence Award to Craig Brater (IN), Dean, IU School of Medicine and Walter J. Daly Professor, at the October 3 fall dinner in Bloomington.

The Award is conferred upon an individual who has exhibited unusual distinction in promoting and encouraging the growth of excellence at Indiana University.

The plaque was presented to Dean Brater “In recognition of his extraordinary scholarly and distinguished service to Indiana University through his caring and thoughtful devotion to maintaining the highest academic standards, enhancing the quality of and working environment for faculty, staff, and students, and advancing the reputation of the University.”

IU President’s Medal goes to two emeriti scientists

2011 President’s Medal for Excellence to John Preer (BL), Distinguished Professor Emeritus of Biology in the College of Arts and Sciences and Ting-Kai Li (IN), Distinguished Professor Emeritus, IU School of Medicine. The awards are among the highest honors an IU President can bestow and are presented in recognition of extraordinary scholarship, achievement and leadership at IU.

Professor Preer is credited by colleagues and peers with path-breaking research into the genetics of Paramecium and developing new methodologies that have revolutionized molecular and ciliate biology.

After earning a bachelor’s degree from the University of Florida in Gainesville, he enrolled at IU to study taxonomy under eminent scientist Alfred Kinsey. He took a course with the young
geneticist Tracy Sonneborn and was inspired to switch his academic focus to protozoology. After taking several different paths along the way, Professor Preer returned to Bloomington in 1968 to take a position in the department of his mentor, Sonneborn. He was elected to the National Academy of Sciences in 1976 and made a distinguished professor in 1977. After retiring from academics in 1988, he remained actively working in his lab until at age 95 when he decided to cut back hours.

T. K. Li is one of the nation’s leading researchers in the area of alcoholism and genetics. In 1971 he joined the IU faculty as a professor of medicine and biochemistry. He held the title of John B. Hickam Professor of Medicine and later was named Distinguished Professor of Medicine. In 1985, he became director of the Indiana Alcohol Research Center at the IU School of Medicine and served as associate dean for research in the school from 1986 to 2000. In 2002, National Institutes of Health Director Elias Zerhouni appointed Li to become the new director of the NIH’s National Institute on Alcohol Abuse and Alcoholism. He has been the recipient of numerous awards and honorary degrees.

He is currently professor of Psychiatry and Behavioral Sciences at Duke University School of Medicine.

In recognition of Li’s long and illustrious career and his many contributions to the university and to the IU School of Medicine, Dean Craig Brater established a permanent endowed fund that supports the T.K. Li Professorship of Medical Research.

For more information, please go to: http://newsinfo.iu.edu/news/page/print/19615.html?emailID=19615

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**Biologist Pikaard receives recognition in plant sciences**

**Craig Pikaard (BL), Carlos O. Miller Professor of Plant Growth and Development, College of Arts and Science’s Department of Biology and Department of Molecular and Cellular Biochemistry, has been chosen as one of 15 in the nation to benefit from $75 million plant science initiative by Howard Hughes Medical Institute and the Gordon and Betty Moore Foundation.**

GBMF and HHMI believe the research will generate high-impact discoveries with implications for a range of intertwined concerns facing society: food production, human health, protection of the environment and identification of renewable energy resources.

Pikaard’s laboratory is focused on how plants control the activity of their genes, and most specifically on the evolution of RNA polymerases, the enzymes responsible for decoding the information stored in chromosomes.

For more information, please go to: http://newsinfo.iu.edu/news/page/print/18887.html

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**VP José provides Congress testimony on research funding**

**Vice President for Research, Jorge José, Rudy Professor of Physics, testified on the merit review grant award process and its effect on federally-funded scientific research during a hearing before the U.S. House of Representatives' Subcommittee on Research and Science Education.**
José was one of four experts to testify before the subcommittee as it works to understand the strengths and potential weaknesses of a funding process used by a number of federal agencies, including the National Institutes of Health, the Department of Energy and the National Science Foundation.

In Fiscal Year 2010, the NSF alone awarded 12,996 grants from more that 55,500 proposals, and about 96 percent of those were evaluated through the NSF merit review process.

For more information, go to: http://newsinfo.iu.edu/news/page/print/19175.html

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**2012 Fall Dinner**

The 2012 Alliance Fall meeting and dinner will be held on **Wednesday, September 19, 2012**, in Indianapolis at the University Place Conference Center. President Michael McRobbie and IUPUI Chancellor Charles Bantz will be hosting the event. The general business meeting will begin at 5:00 p.m., followed by a reception at 6:00 p.m. and dinner at 6:30.

You will be receiving more information in the summer about the event. Please mark your calendars now and plan to attend.

A special thank you goes to President McRobbie and Bloomington Provost Karen Hanson for hosting an enjoyable event this year in Bloomington.

The presentations by Distinguished Professors Geoffrey Fox, Michael Larson, Curtis Lively, William R. Thompson, and David Weaver were very enlightening.

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**Alliance elections to be held in the spring**

It is time to elect an Alliance Steering Committee and Co-Chairs to take office on October 1, 2012.

You will be receiving information concerning the **call for nominations after the Holidays.** Please be thinking of members to nominate.

The commitment to serve is for three years and consists of two meetings per year (one prior to the Fall dinner and the second in the spring) as well as several scheduled meetings with President McRobbie during the academic year. The ballot will include those members receiving the most nominations among those receiving at least two nominations from each campus.

Candidates will be asked to make a brief statement about what they believe the Alliance’s goals should be and what their views are on various issues. We hope to share their statements with Alliance members via the Alliance website.

Voting will take place in the spring.

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**Special Honors and Awards**

Robert Arnove (BL), Chancellor’s Professor Emeritus of Educational Leadership and Policy Studies, along with Vasti Torres, professor of leadership and policy studies, was selected by the U.S. State Department and the J. William Fulbright Foreign Scholarship Board for Fulbright Specialist awards.

For more information, go to: http://newsinfo.iu.edu/news/page/print/19712.html

Claude Baker (BL), Chancellor’s Professor of
Music Composition, has been commissioned to write a multimovement symphonic work commemorating next year’s 75th-anniversary season of Ohio’s Canton Symphony Orchestra.

Marion E. Broome (IN), Dean and Distinguished Professor, School of Nursing, has been selected as an Indianapolis Business Journal 2011 Woman of Influence for her professional excellence and leadership in her career and community service. Dean Broome has been a pediatric nurse for over 35 years and is best known for her pain management and research ethics with children.

Fred H. Cate (BL), Distinguished Professor and C. Ben Dutton Chair, IU Maurer School of Law, has been appointed to the policy council for a new organization advocating responsible business practices in the online adult entertainment community. Professor Cate is one of four founding members named to the policy council of the International Foundation for Online Responsibility, an independent nonprofit body created by ICM Registry.

For more information, go to: http://newsinfo.iu.edu/news/page/print/18964.html

Dan Dalton (BL), Harold A. Poling Chair in Strategic

Management and former Kelley Dean, was honored with The Distinguished Career Award, presented at the Academy of Management’s annual meeting. The award recognizes Dalton’s advancement of research methods and the impact he has had in the field of management, inside the classroom and out.

For more information, go to: http://newsinfo.iu.edu/news/page/print/19293.html

Jorja Fleezanis (BL), Henry A. Upper Chair in Orchestral Studies, Jacobs School of Music, received an honorary doctorate from New England Conservatory at their May commencement ceremonies as well as delivering the commencement address. The degree pays tribute to musicians who have made outstanding contributions as performers and teachers, administrators, composers and musicologists.

For more information, go to: http://info.music.indiana.edu/news/page/print/18775.html

Karen Hanson (BL), Bloomington Provost and Rudy Professor of Philosophy, has been awarded the 2011 Philip Quinn Prize for Service to Philosophy and Philosophers, given by the American Philosophical Association. She has been an IU faculty member since 1976 and will be leaving IU in February 2012 to become provost and senior vice president for academic affairs at the University of Minnesota.

Marjorie Lyles (IN), OneAmerica Chair in Business, is the recipient of the 2011 IU John W. Ryan Award for Distinguished Contributions to International Programs and Studies. Lyles has consulted for important Indiana-based companies and served as a visiting scholar at universities in China, Thailand, Malaysia, Switzerland and the United Kingdom.

For more information, go to: http://homepages.indiana.edu/web/page/normal/18053.html

Susann McDonald (BL), Distinguished Professor of Harp, and Alexander Toradze (IUSB), Distinguished Professor and Martin Professor of Piano, are recipients of the 2011 Indiana Governor’s Arts Awards. Also receiving the award from IU were Sylvia McNair, Jacobs School of Music, and June Edwards, vice president of the Arts Foundation Board at IU South Bend. The awards recognize excellence in artistic achievement, philanthropy, arts education and leadership in the arts.
Michael A. McRobbie, IU President and Alliance Honorary Member, has been named vice chairman and chairman-elect of the Board of Trustees for Internet2 for the 2011-2012 academic year. Internet2 was formed in 1996 and is an advanced networking consortium led by the research and education communities and dedicated to developing breakthrough Internet technologies and advanced applications also used in healthcare, science and the arts and humanities.

For more information, go to: http://newsinfo.iu.edu/news/page/print/19269.html

Elinor Ostrom (BL), Distinguished Professor of Political Science, Arthur F. Bentley Professor, and co-recipient of the 2009 Nobel Prize in economic sciences, received an honorary doctorate from the University of Montpelier.

For more information, go to: http://newsinfo.iu.edu/news/page/print/18946.html

William M. Tierney (IN), Chancellor’s Professor and Sam Regenstrief Professor of Health Services Research, has received the 2011 Morris F. Collen Award from AMIA, the largest international professional biomedical informatics association, for his “persistent efforts to advance the field of biomedical and health informatics, and thus, to exalt data-driven and computer-assisted health care as the norm, both in the United States and globally.”

Violette Verdy (BL), Distinguished Professor and Kathy Ziliak Anderson Chair in Ballet, is the recipient of the prestigious 2011 Jerome Robbins Award. The award was presented on stage at an all-Robbins New York City Ballet evening at the David Koch Theater. She was joined by 25 other former and current company ballerinas.

New Members

We welcome the following new members to the Alliance since the June 2011 issue of Excellence.

Maria Bucur-Deckard (BL), John W. Hill Chair of East European History

Janet S. Carpenter (IN), Sally Reahard Chair in Nursing

Claire Draucker (IN), Angela Barron McBride Professor in Mental Health Nursing

Cherri D. Hobgood (IN), Rolly McGrath Professor, Department of Emergency Medicine

Murray Korc (IN), Myles Brand Professor of Cancer Research

Gerard Magliocca (IN), Samuel R. Rosen II Professor of Law

Maurice Manning (BL), Ruth Lilly Professor in Poetry

Robert G. Presson (IN), Robert K. Stoelting Professor of Anesthesia

Allen W. Wood (BL), Ruth N. Halls Professor of Philosophy

Members who have received new or additional titles:

Michael Lynch (BL), Distinguished Professor of Biology and Class of 1954 Professor

In Memoriam

The Alliance wishes to extend their deepest sympathy to the families and friends of the following member who has passed away.

John Ryan, IU President
Emeritus and Alliance Honorary Member.

George Weber (IN),
Distinguished Professor Emeritus (School of Medicine).

Profiles in Excellence

The Alliance would like to thank Douglas Hofstadter for agreeing to be profiled.

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Member Profile
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Douglas Hofstadter (BL) is Distinguished College of Arts and Sciences Professor. His Pulitzer-prize-winning book Gödel, Escher, Bach: an Eternal Golden Braid (1979) has had considerable impact on people in many disciplines, ranging from philosophy to mathematics to artificial intelligence, to music, and beyond. Hofstadter's research is driven by a longstanding interest in both creativity and consciousness.

Q. What are your research interests? Your mission?

A. I am interested in many topics and disciplines, but I would say that they mostly fit under the rubric of "the nature of thought". To put it another way, I describe myself as "constantly thinking about thinking". And another crucial force that has driven me as long as I can remember is a nonstop craving for beauty, as I will explain below.

As an undergraduate I majored in mathematics, and during those formative years, I did a great deal of exploration mostly on my own (but also with some friends) of certain kinds of sequences of integers, and these led to all sorts of astonishing visual patterns. The ideas I discovered were incredibly exciting to me, and they had a kind of cascading, snowballing nature, in that one idea just led to another and then to another, and so on and so forth -- variations on a theme, and variations on the variations, etc. I felt thrilled at the way in which my mind was leapingfrogging from idea to idea and it felt like this was surely what the deepest creativity was like. However, to my shock and chagrin, I gradually came to realize that my ideas in math were not highly abstract in the style of most twentieth-century math, and although I myself felt extremely excited by them, I could see, to my great disappointment, that I wouldn't succeed in the world of mathematics, because I was just too concrete a thinker -- too down-to-earth. (Modern mathematicians never deal with such accessible things as visual patterns. It's not that they're snobs -- it's just that they are interested in ideas that truly are so abstract that they are simply not representable in a visual manner. Alas...)

Rudely pushed out of math by what I came to call, many years later, my "low abstraction ceiling", I turned with renewed hope to physics in graduate school, but once again, a very similar kind of disappointment took place over the course of a few years. Running into such deep troubles in the subject I so admired, and on which I had placed all my hopes for my life's work, was extraordinarily painful and frightening to me. Very luckily, though, after a huge amount of external struggle and internal turmoil, I managed to get a Ph.D. doing some research that, to my great surprise, turned out to be intimately related to my passionate number-theoretical explorations as an undergraduate, and it resulted in my discovery of an amazing and intricate visual structure (closely related to some of the visual structures that I'd discovered as an undergraduate some ten years earlier, although this was somewhat more complex and subtle than they were) that no one else had ever seen or even suspected, and so, in short, all that extremely heady early math-stuff paid off beautifully in the end. And yet, despite this grand success (most physicists loved the strange visual pattern I had discovered), by then I had clearly realized, to my great disappointment, that I didn't have the makings of a high-quality physicist either -- and so, after my doctorate, I had no choice but to turn in yet another direction. That direction turned out to be, in
essence, cognitive science, which was a fusion of many of my interests, as I will now try to explain.

During my adolescence I had become profoundly fascinated by and involved in foreign languages, largely because of my father's sabbatical spent in Geneva when I was in 9th grade. In Geneva I learned to speak French fluently, and over the next few years (in fact, the next few decades!), I took courses in other foreign languages with enormous excitement. My love of languages inevitably led me to pondering about such enigmas as "What does it mean to think in French?" and "What is the relationship of words to ideas?"

Also as a teen-ager (and of course from then on), I was powerfully drawn to music, and I worked hard at playing the piano for many years, one of my main goals being to compose pieces for the piano — pieces that would touch the soul in the way that the composers I most admired did. While in my twenties, I wound up composing some 30 or so smallish pieces, and the process of doing so made me wonder about the relationship between the spontaneous expression of one's innermost feelings, which seems to come straight from the heart, and the deliberate manipulation of patterns of notes, which seems to be a much more formal and cerebral process. As an amateur composer, I was fascinated by the process of musical creativity, which involved both the heart and the head in some mysterious combination.

Over the years, I also developed deep interests in visual art, in the writing systems of various languages (especially those of India), in the question of what consciousness is (or whether it is nothing at all — that is, an illusion), in analogy-making and its central role in creativity, in translation (particularly of poetry, preserving its meaning, its tone, and its structural aspects all simultaneously, as faithfully as possible), and so forth. All of these various interests reflected facets of my passionate interest in the nature of thought, especially creative thought.

I think my interests could be described as "kaleidoscopic", driven largely by an intense curiosity about relatively concrete things (patterns, languages, alphabets, words, music, the mind). Despite what some people might suspect, I am definitely not a highly abstract thinker, and this trait of mine is both a serious weakness and a valuable strength. In any case, it has led me to an idiosyncratic way of exploring what the human mind does, and also to a certain degree of intellectual isolation, since I tend to just go my own way rather than belonging to a large school of thought.

Q: Talk about your department and where it fits into your research.

A: I don't really have a department. When I first came to IU, in the fall of 1977, I was hired by the Computer Science Department in the College of Arts and Sciences, and this is because I described myself at that time as an "artificial-intelligence researcher", and in the eyes of the world (even my own eyes), that made me a kind of computer scientist. After a few years, however, I realized that I was not a computer scientist at all, but, as I said above, a "thinker about thought" — and this meant something more like a cognitive scientist (and that term had just been invented in those years).

I moved to the University of Michigan for four years (1984-1988), and during that time my departmental affiliation was with Psychology, not Computer Science, and when I returned to IU in 1988, I came as a "College of Arts and Sciences Professor" (a very free position), and I was mainly attached to IU's budding Cognitive Science Program and more loosely affiliated with a few departments — namely, Computer Science, Psychology, Philosophy, and History and Philosophy of Science. However, these connections were mostly nominal and didn't really involve any obligations. And then, in the early 1990's, thanks to my unflagging interest in languages, and in particular my work in poetry translation, I was invited to join the Comparative Literature Department as an adjunct professor, which was very flattering to me, and I did so with enormous pleasure.

Despite all these loose affiliations with various departments, I really don't feel that I belong to any department. If I have any one
"umbilical cord" at IU, it is to the Cognitive Science Program rather than to a department, but even that link doesn't cover all my interests by any means. As I said above, I just tend to follow my own drummer, which leads me to various destinations that don't easily fit in any department, and as a consequence I have taught, over the years, seminars on such variegated topics as the art of ambigrams (pieces of calligraphy with double readings), the insidiousness of sexist language, the revelations about the mind that come from studying speech errors, how analogies have given rise to the greatest discoveries in physics, the evolution over the millennia of the notion of atoms, the subtle art of verse translation, the nature of discovery and invention in geometry, hype versus hope in artificial intelligence, the magic of Alexander Pushkin's novel-in-verse "Eugene Onegin", the mysterious depth of J. D. Salinger's novel "Catcher in the Rye", and so on and so forth. It's really a crazy quilt.

Q. Speak to the meaning of excellence in your life and work and how you foster excellence in your associates and colleagues.

A. I am a perfectionist and love elegance in both form and content. I have typeset nearly all of my books, which means I have also designed them, and in doing so I have always paid enormous attention to structural elegance on many levels. This includes such matters as: which typefaces are used, how sentences are formed, how lines and paragraphs and pages appear, how the cover appears, and so forth.

I am also passionate about clarity in communication. My personal opinion, a somewhat pessimistic one, is that most academics, even highly accomplished ones, are pretty poor at communicating their ideas. (Of course there are many exceptions, but I still believe that this is generally the case.) To my surprise and bafflement, the majority of academics seem quite unable to put themselves in the mindset of other people (the lay public, students, and even their colleagues), and they seem nearly completely oblivious to the blurriness, the ambiguousness, and the enormous technicality of what they are saying. This near-total insensitivity to how other minds think constantly surprises me, disturbs me, and mystifies me. Having such a low-quality style of communication strikes me as the diametric opposite of what the mission of academics or scholars or intellectuals should be.

My own style of expression in lecturing, teaching, and writing has evolved over the years, and at its core are such key principles as the constant use of examples, the constant use of analogies, an enormous reluctance to resort to jargon and abstract terminology, and an irrepressible tendency to use first-person narrative even in lecturing or writing about scientific ideas.

I also love the playful use of language. For instance, over a period of a few years I wrote a six-page autobiographical essay without using the letter "e", which was a wonderful (and quite hilarious) challenge, and which typifies the kind of thing that I spend a great deal of time on. For better or for worse, this kind of verbally playful activity, intimately combining attention to form and attention to content, exemplifies the kind of thing that I most love -- and yet it is hardly the kind of thing that most academics would be drawn to doing. In fact, many might think of it as superficial frippery (or at least that's what they might condescendingly call it, even if they didn't fully believe their own harsh words).

In all the seminars that I teach, I play the role of student as well as that of professor. I myself do most if not all of the homework that I assign, because I am often every bit as much a learner as my students are. In fact, usually I choose to teach a seminar because of genuine intellectual curiosity about a topic, and so I really am a student in the course, along with the official students.

I have a few mottos that I deeply believe in, and I try to pass my belief in them on to my students. These include "Communication is hard!" and "Always use examples!" and "Get to the nub of the matter!" and so forth. I passionately believe that high-quality, clear thoughts deserve high-quality, clear expression, and I try to inculcate in all my students a deep respect for the values of clarity, simplicity, conciseness, lack of ambiguity, and a desire to use examples and analogies in a down-to-earth, visualizable
fashion. I am afraid, however, that this kind of down-home, "horses-and-doggies" intellectual style is terribly hard to convey, and that I have not managed to propagate it to very many people. That's something of a disappointment and a mystery to me, but one learns to live with mysteries and disappointments and just to continue "fighting the good fight".

Q. Mention any special honors.

A. I have to say that I was truly lucky to be awarded the 1980 Pulitzer Prize for "General Nonfiction" for my first book, "Gödel, Escher, Bach: an Eternal Golden Braid". This great honor quickly earned me tenure at Indiana University without my even trying for it (a truly lucky break!). This honor has also resulted in a great deal of academic freedom for me, for which I am eternally grateful. In 1997 I was selected to give the Sonneborn Lecture here at IU, which was a great honor, especially since when I first came to IU I had the privilege of getting to know the eminent biologist Tracy Sonneborn quite well, and I held him in the highest esteem. A few years ago, I was elected a Distinguished Professor at IU, which was very gratifying to me, since IU is my home institution and it means a lot to me to be appreciated by my colleagues. More recently, I have been elected member of a few elite societies in this country and abroad, including the American Academy of Arts and Sciences (in Boston), the American Philosophical Society (in Philadelphia), and the Royal Society of Sciences (in Uppsala, Sweden), and very recently I was elected a Fellow of the Cognitive Science Society, which I found particularly gratifying, since I have often felt that my research group's ideas, developed and refined over more than three decades, have been largely neglected or dismissed by other cognitive scientists. This honor, however, suggested that perhaps a number of people in cognitive science are gradually coming around to seeing some merit in my often idiosyncratic ideas about how the mind works. And I am very thankful for this recognition.

Just this year I received an honorary doctorate from the University of Cergy-Pontoise in France, and a few years ago my book "I Am a Strange Loop" (on the eternal question of what an "I" is) won the Los Angeles Times Book Prize in the area Science and Technology. My 1981 book (co-edited with philosopher Dan Dennett) "The Mind's I" was ranked as "one of the best 100 science books of the twentieth century" by Scientific American magazine, which was truly a great honor. Speaking of Scientific American, in 1980 I had the equally great honor of being selected to don the venerable mantle of Martin Gardner, the amazing columnist who had written the hugely influential "Mathematical Games" column in Scientific American every month for 25 years (Gardner's column had certainly exerted an enormous influence on me during my most formative years). I anagrammatically changed the column's title to "Metamagical Themas", and I wrote that column, in my own very different fashion, for three years before stepping down.

Last but (perhaps) not least, when I was a professor at the University of Michigan and was working hard on improving my so-so Mandarin, I won first prize for third-year students of Chinese in a Chinese tongue-twister competition.

Q. What are your interests outside of research?

A. There is no sharp dividing line between my "research" and the rest of my life. Recently, however, I have taken up salsa dancing with much passion, and I guess that that would count as lying "outside of my research". But even in salsa, I am constantly thinking about how my mind works -- how I conceive of moves that I learn, how I memorize them, how I try to improve my style, how other people do these things, and so forth. I hope one day to use my love for creativity to invent some new salsa moves, in much the same way as I once invented ideas in math and still invent ideas in other domains (such as ambigrams). I guess I just can't help myself -- I am eternally fascinated by the mind and by how it integrates all the things around it, whether these are geometric shapes or abstract ideas or sonic patterns or patterns of motion, etc. etc. And as I said above, I am constantly driven by a desire to "possess" beauty.
Promotion of Excellence Nominations

Nominations are solicited for honorary membership in the Alliance and the Alliance's Henry R. Besch, Jr. Promotion of Excellence Award in 2012. The Alliance is committed to the promotion of excellence at Indiana University. In keeping with this mission, members elect from time to time individuals to honorary membership in the Alliance and for the Henry R. Besch, Jr. Promotion of Excellence Award.

To be eligible for these awards, an individual must have (1) pursued excellence in her or his own career; (2) facilitated the achievement of excellence in others; (3) created mechanisms at Indiana University that enabled others to pursue excellence; and or (4) moved an organizational unit at IU forward to achieve an outstanding reputation.

Members wishing to nominate an individual for the excellence award and honorary membership should contact the Alliance office for more information. Nomination deadline is April 1, 2012.

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Letters to the Editor

The Steering Committee invites the general membership to contribute “letters to the editor.” The topics should be related to the mission of the Alliance. Given our sparse publication schedule, the letters should address concerns that will be of relevance after a delay of weeks or months. Such letters provide a means for members not on the Steering Committee to play a role in setting policy and priorities, and we encourage you to make such a contribution. Please send letters to the Alliance office, Poplars 823, IUB, Fax: 812-855-5767 or email to alliance@indiana.edu

Fall Dinner to be held Wednesday, September 19, 2012 in Indianapolis