Five more review teams announced
By Anna K. Herkamp
Assistant Editor

Five more review teams are examining another set of campus programs to determine possible cost savings or revenue generation as part of the Stewarding Excellence @ Illinois initiative.

The Stewarding Excellence steering committee announced March 8 the second group of project teams and their areas for review.

Independent colleges and schools with fewer than 40 faculty members, including the Graduate School of Library and Information Science, School of Labor and Employment Relations, School of Social Work and the College of Media will be reviewed. Other areas include initiatives and small centers, campus programs supporting teaching, and the Graduate College. An additional team will look at ways to increase revenue generation.

The group will first look at why these particular areas are under review, he said.

In the charge letter announcing the formation of the academic unit review committee, members were asked, among other questions, whether there could be cost savings in merging another set of campus programs.

The team will examine the individual academic units.

Funding, furlough days, terminal contracts. No doubt many UI employees are feeling stressed. They should be aware of a valuable resource that can help them deal with the anxiety they’re feeling.

That resource is the Faculty/Staff Assistance Program, which offers free, confidential counseling for UI employees and their family members who are feeling more than a little overwhelmed.

“People are coming to see us with significant amounts of anxiety,” said Karie Wolfson, interim director of the program. “It’s not because they’re not getting along with a boss or co-worker, but more in terms of what the future holds,” Wolfson said. “There also are those who have received a T-contract or who are even voluntarily separating. We want those individuals to move through with a sense of resilience. We’re really supporting them through their own job-loss process.”

Last year, the program served about 5 percent of the employee population and scheduled about 2,000 appointments.

This year, that number is up and is likely to keep increasing. “I kind of have the sense that until April, when we really know a little more about the decisions that are going to be made, that number is going to continue to increase,” Wolfson said.

As the UI works its way through the financial crisis, employees are trying to make sense of all the information about it.

“There’s a point where having information is very helpful — as long as that information is perceived as a challenge to overcome and trusting that the resources are there to meet that challenge,” Wolfson said.

“When individuals hit ‘overwhelm,’ they’re no longer really staying regulated, centered, grounded. They’ve (gone into) survival mode,” Wolfson said. “They activate a fight/flight response. We work with people to help manage that anxiety; (we ask them to) take a break from reading everything there is out there about furloughs.”

Stress relief! Karie Wolfson, interim director of the UI Faculty/Staff Assistance Program, says many employees are feeling heightened levels of anxiety as a result of the stressful economic conditions at the UI. The program’s free, confidential counseling services are available to all UI employees and their families.

Feeling stressed? Overwhelmed? Help is just a call away.

March Madness
A UI expert in statistics and data analysis gives advice to basketball fans looking for an edge in their office pool.

Teaching tool
A visually impaired sculpture student is creating a series of small sculptures that will help children learn math concepts.
Trustees discuss accelerated degree program, UI budget

By Anna K. Herkamp
Assistant Director Publishing/Editorial Director

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In the 10th UI-Chicago Trustees meeting in Urbana, UI President Stanley O. Ikenberry introduced the possibility of an accelerated degree program that would let students finish their bachelor’s degrees in four years.

Ikenberry said many Illinois students come to campus with college credits from advanced placement and dual enrollment courses taken in high school. If those credits could be combined with mutual承认学分, credit offerings, stu

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dents could potentially graduate and save a year’s worth of college costs.

Another way to help students get through the system faster, Ikenberry said, would be to make course transfers from community colleges to the UI smoothier.

Improving the partnerships between the three UI campuses could help students take advantage of resources on all campuses and possibly increase internship opportunities.

Ikenberry also suggested that high school students and parents be encouraged to take courses online during winter break.

Trustee Lawrence Oliver asked what the steps would be to create the program, and Ikenberry said a team would be assembled to study the issue and the areas in which some of the methods are already in place.

REVIEW TEAMS, CONTINUED FROM PAGE 1

The state is reviewing proposed legisla-

tion that would allow public universities to borrow up to $500 million, which Ikenberry described as “an additional shelved in an already generous hole.”

Currently, the state is paying the UI about 17 to 18 percent of its appropriations, while other state institutions are getting funded at 25 to 50 percent, said Walter K. Knorr, vice president, chief financial officer and comptroller.

Trustee James Montgomery asked Knorr whether the UI would face any more past due state payments between now and the fall election. Knorr replied that it did not.

The UI has been appropriated $45 mil-

lion of federal stimulus stabilization funds, which are one-time funds given to states to stabilize education funding.

That money, according to Randy Kan-

gas, associate vice president for planning and budgeting, is expected to be fully expended in the current fiscal year.

Knorr believes the $45 million will ar-

rive soon.

The governor’s proposed fiscal year 2011 budget shows that higher education receives a $103 million decrease from the fiscal year 2010 appropriations.

“Ikenberry said many Illinois students find fellowship money through the Graduate College, which was replaced by the molecular and cellular biology honors concentration approved for the majors in molecular and cellular biology and integrative biology.

The state owes the UI almost $500 mil-

lion. We don’t have the financial resources to point out the strengths of each area under review and come up with cost savings as we go. We don’t want to make mistakes that are irretrievable.”

Knorr also noted the board that the UI Foundation is 80 percent of its way toward a $2.21 billion fundraising goal.

In other business, the board:

• Accepted the resignation of UIS Chancellor Richard D. Kingemeis, effective Oct. 31, and approved his appointment as chancellor emeritus. The board also granted him a one-year administrative leave.

• Appointed Terri Elizabeth Weaver as dean of the College of Nursing at Chicago, effective Aug. 16.

• Approved remodeling the department of Theater at the UI Urbana-Champaign University from the Sangage Department of Advertising after the unit’s founder.

• Approved the elimination of the bache-

lor of science in Liberal Arts and Sciences in biology honors, which was replaced by the molecular and cellular biology honors concentration.

• Approved the elimination of the bach-

elor of science in Agricultural Sciences.

• Approved designs for the Electrical-

ity building.

The UI-Chicago will be the first to be located in a Multiracial Society) and the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Transla-

tion in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translation in Small Urban Communities; I-STEM; the Dalkey Archive; the Center for Translate-
On the Job Wendy Gooch

Office support specialist Wendy Gooch is in charge of making sure the inner workings of the School of Labor and Employment Relations office run smoothly. Whether she’s coordinating visits from company recruiters or keeping track of student data for the graduate programs, she’s always busy and enjoys her office’s team atmosphere.

Tell me what you do. I assist Neil Madigan, who is the assistant dean for Labor and Employment Relations. We work in the career services department. Our two main functions are spring recruiting and fall recruiting. I’m responsible for making sure those run smoothly. I make sure the students are here and I make sure the (recruiter) schedules are full.

What is LER? We are a three-semester graduate program for human resources and labor relations. We have about 150 students.

Can you walk me through a typical day for you? During recruiting season our recruiters get in about 7:30 a.m. I greet them and have the room set up and their schedules in place. I walk them through where the students will be and (review) how their day will go. I get them settled, make sure students are here, if they’re not here – I’m like the mom – I have to find out what’s wrong. It’s not like our students to miss an interview.

I also maintain the schedule for reserving rooms throughout the building; I guess you could say I manage the on-campus recruiting calendar.

How many company recruiters come to campus to talk to LER students? We average about 38 in the fall and 16 in the spring. Today we had Boeing, for example. Some of our top firms (that hire) interns are Cummins, Shell, Northrop Grumman, PepsiCo also is one of our top intern companies. Those that hire full-time employees are Coca-Cola, ConocoPhillips and Cooper – we have a variety of companies.

Do you like working here? This is the best place I’ve been. This office is great to work for. It’s kind of like a team feeling – if one of us needs help, the others are there to pitch in. If we have a whole building function, we’re all there to get it done. I like that. I like knowing that the support is there.

What’s something about your job or your office that people might not know? There’s no formal ranking process for HR programs, but employers and students recognize us as one of the top three programs.

How long have you worked at the UI? Eight years (as an office specialist). I started out in Illinois Connection – it was an outreach program of the president; then from there I went to Housing, then I was over at the Graduate College.

What other jobs have you done? I did day care for five years. My kids were much younger; I enjoyed it. I took care of three of my own and took on three others. (Watching all six kids was) so satisfying. To this day, one of my (former charges) still will call me by the name she called me when she was little. It’s great to see them grow up and become fantastic young people.

How old are your kids? They’re 17, 18 and 19. Right now, I have a junior in high school, a senior in high school and a freshman in college.

Where are you originally from? Tolono. I have lived here my entire life and I foresee myself there forever – unless I get tired of this darned cold weather.

Why work at the UI? Given the hard financial times here, do you have any regrets about working here? Never. Despite all the negative things going on and throughout the state, the UI is a great place and ... you do have stability. The students are coming here for a reason: We give a great education, and I think that is important. That is what we need to focus on, the positives.

Did you like any of the other jobs you did at the UI as much as this one? This is my favorite. I guess having older kids now, you want (students to know) they have someone there for them. I think every student that comes here feels that. We’ll do our job to help them. Anything else you want to add? I am very fortunate to have three great kids who, when I’m not here, I’m chasing around the county, the state ... in a gym or on a football field or at a track meet.

— Interview by Anna K. Herkamp, Assistant Editor

Assembly Hall to sell alcohol during pilot program

T he Assembly Hall will introduce a pilot alcohol sales program this month at select shows targeted toward adults. Alcohol sales will be limited to beer and wine. The pilot program is in effect at Cineglobe-Soleil’s “Allegria,” which continues through March 21, and “Cabaret” on April 24.

Additional events targeted toward adults also are being considered. Sales will not take place during events that draw a large number of students.

For a number of years, Assembly Hall management has been at a disadvantage competing for national touring shows because the venue does not sell alcoholic beverages, unlike competing venues in Bloomington, Chicago (including the UIC Palladium and Porchlight) and Peoria. “We’ve actually lost shows to the U.S. Cellular Coliseum in Bloomington and Peoria Civic Center because they sell alcohol and we don’t,” said Kevin Ulliett, the director of the Assembly Hall.

Consumer feedback also has driven the pilot program. “It’s important that we respond to marketplace needs,” Ulliett said. “For some adult audiences, having an alcoholic beverage while enjoying a show has become an expectation, and, this is something the Krannert Center for the Performing Arts has been doing successfully for years.”

University President Stanley O. Ikenberry and Chancellor Bob Easter have both approved the pilot program. Assembly Hall will be required to provide a written report to university administration at the end of the pilot program to determine whether to continue alcohol sales.

Several Assembly Hall staff members have become TIPS certified (Training for Inter- vention ProcedureS), which provides instruction in the responsible service, sale and consumption of alcohol. A detailed safety plan has been developed by the Assembly Hall to manage and monitor the program. The plan has been set up where no other concession products will be sold; all Illinois Liquor Commissi on policies and regulations will be strictly followed. ID will be checked as necessary, wrist bands will be issued and drink limits will be enforced.

GO GREEN ILLINOIS

Going Green: Allerton Park and Retreat Center

T he Allerton Park and Retreat Center near Monticello is doing its part for the environment. Its sustainability ef forts include the recent installation of an on-site wood-burning boiler that heats five park buildings: the visitor’s center green- house, public restrooms, operations build- ing and a workshop and warehouse.

The initiatives were made possible with the aid of a $25,500 Student Sustainability Committee grant. The boiler will save the park more than $10,000 in heating bills per year. Park officials were notified recently that proposed geothermal projects, which will provide an alternative energy source for four buildings in the park, which include the visitor’s center main building, Evergreen Lodge, gatehouse and House in the Woods, have received $23,000 from the American Recovery and Reinvestment Act funds from the state. The project also has received tentative approval for a $25,000 zero-interest loan from the SCC. The entire project is estimated to cost $82,000.

The counselors also work with groups of employees in units for conflict resolution, grief therapy and to help create a healthy work-life balance.

FSAP, CONTINUED FROM PAGE 1

and the budget and balance that with what brings them joy.”

Counselors remind stressed employees of what’s in and what’s out.

“In a nutshell, it’s rather difficult – the brain doesn’t know the difference between real and imagined,” she said. People who are worried take their problems and amplify them, said Wolfson.

“We try to help people stay focused on the real as opposed to what hasn’t happened yet.”

The FSAP counselors help employees by arming them with strategies or resources to help them resolve problems they’re facing. If long-term help is needed, they issue referral ralts to other professionals who can help.

“Underneath most work-related issues there’s a personal problem,” she said. “We try to help them work through that and get back on course.”

All sessions are confidential. Personal information would only be shared if the law requires it. Information never becomes a part of personnel files.

FSAP also has worked with managers for Wolfson calls survivor guilt – the anxiety managers and supervisors feel after they have to let someone go.

Wolfson encourages employees to call the center if they feel like they could use someone to talk to.

“Everyone really is ambivalent about coming here,” Wolfson said. “They want to feel better, but really don’t want to talk about personal, painful kinds of things,” she said.

“Therapy is a process of self-discovery,” she said. “Most people have a sense of growth. ... Until you admit you have a problem, you can’t begin to take the steps toward healing.”

“We believe with the right supports in place everyone will move toward health and well-being,” said Wolfson. “It is our job to help the individual and coordinate those supports for each person we see.” When people come here, they feel better, she said.
Beefing up your department’s security can be simple

By Anna K. Herkamp
Assistant Editor
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A series of break-ins to campus buildings resulting in theft and vandalism have motivated faculty and staff members to be alert. Among the buildings targeted by vandals or thieves in the last two months are the Alice Campbell Alumni Center and the Armory.

According to the No. 1 crime on campus, said Jeff Christensen, deputy chief of police in the Division of Public Safety.

To prevent such crimes, the best thing unit leaders can do is when police call “target hardening,” or taking precautionary measures to secure, but the degree to which alarms, cameras and other security measures can do is what police call “target hardening,” or taking precautionary measures to ensure their offices won’t be targets.

“All units are responsible for locking offices secure, but the degree to which alarms, surveillance cameras and other security measures are implemented is up to individual department and unit leaders, Christensen said. Sometimes beefing up security measures can be as simple as locking doors, making sure windows are shut and thing valuable – like cash, computers or equipment. All UI Police are on hand to assist any unit with a security consultation, Christensen said.

Three principles must be in place in order for crime to occur, Christensen said: the ability of someone to commit a crime, the desire to do it and the opportunity to do it. The third principle can be controlled, he said.

Although building breaks-ins usually occur when no one is around, thefts on campus during the day or when witnesses are around. Any time people notice anything that seems out of place or are unsure about what’s happening, they should call 911, Christensen said.

Many people think 911 is only for serious emergencies, but the service is meant to be used any time an officer is needed. And if something doesn’t feel right, people shouldn’t hesitate to call, Christensen said.

Take advantage of security consultations offered by the UI Police. Make sure there are plans in the Division of Public Safety, offers Jeff Christensen, deputy chief of police in the Division of Public Safety, offers the following tips for offices to follow to make sure their spaces are secure:

Secure your space

Jeff Christensen, deputy chief of police in the Division of Public Safety, offers the following tips for offices to follow to make sure their spaces are secure:

1. Take advantage of security consultations offered by the UI Police.
2. Make sure valuables are never left in the open.
3. Secure personal belongings and never leave items such as purses or wallets unattended.
4. Make sure you know who has keys to your office at all times.
5. Take inventories of office equipment and electronics regularly.
6. Make sure any cash kept in the office is kept in a secure place.
7. Make sure there are plans in place to deal with threatening or suspicious people.

On the web: www.dps.uiuc.edu/

Genealogical tourism redefining leisure travel market

By Phil Ciclona
News Editor

For the work- weary, the word “vacation” may conjure images of leisurely, carefree days at the beach sipping umbrella drinks. But according to published research by a UI expert in tourism and recreation, genealogical tourism is one of the fastest growing markets in vacation travel because it represents a conscious shift away from relaxation and into the realm of personal enrichment.

The increase in popularity of genealogical tourism reflects discontent with the idea of having authentic, lived experiences over the bubble-like environment of an all-inclusive resort or a pleasure cruise. According to our research, the popularity of genealogical tourism is due to a sense of belonging to the past. The authors say another part of what’s contributing to the rise in popular interest in genealogical tourism is the diaspora of races, cultures and ethnicities in the U.S. and the need for authentic connection to their roots.

“Diaspora definitely plays an important role in popularizing genealogical tourism,” Santos said. “Individual cultural and ethnic identities exist in fragmented and discontinuous forms in the U.S. and the need for authentic connection to their roots.”

The authors say that exploring, re-defining and confirming our identities are life-long projects.

“A lot of us may feel there’s a tension between the need to feel connected and the need to be individualistic,” Santos said. “Genealogical travel gives us a practical way to explore those feelings and move toward a deeper understanding of our identities.”

Genealogical tourism also serves as a “communicative platform” for our doubts and fears about our past. The authors say that exploring, re-defining and confirming our identities are life-long projects.
**Motivating factors**

Psychology professor Dolores Albarracín and William Hart, of the University of Florida, found that people who are highly motivated to achieve and those who aren’t differ dramatically in their response to messages meant to inspire them to excel.

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**A Minute With ...**

Crop scientist John Masiunas on the outlook for produce

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Scientific data need to be curated for long-term use

By Phil Ciciora
News Editor

The world is awash in information, curating all the scientifically relevant bits and bytes is an important task, especially given digital data’s increasing importance as the raw materials for new scientific discoveries, an expert in information science at the UI says.

Carole L. Palmer, a professor of library and information science, says that data curation—the active and ongoing management of data through their life cycle of interest to science—is now understood to be an important part of supporting and advancing research.

“There’s a lot of recognition now of the value of data as assets to institutions and to the scientific enterprise, more generally,” Palmer said. “Saving only the publications that report the results of research simply isn’t enough anymore. Researchers also need access to data that can be integrated and re-used in new ways. This is especially important in data-intensive science, where the power of discovery lies in applying computational approaches to large, aggregated data sets.”

Palmer, who also is the director of the Center for Informatics Research in Science and Scholarship at Illinois, said that researchers need to start thinking about data-management requirements from the very beginning of their projects, and to think in terms of a data set’s lifecycle.

“Data curation emphasizes the lifecycle—managing and preserving data for the long term, and that process begins long before data are generated,” Palmer said. “Data curation needs to be introduced at the proposal stage to make sure a viable data-management plan is in place at the outset of a project.”

The five-year award, one of the five-year awards, will fund developing infrastructure for the management of the ever-increasing amounts of digital research data. The Illinois team is conducting studies of scientists’ data practices and needs, and analyzing how to best represent complex units of data in the repository, while also further developing their professional training programs in data curation.

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“The bottom line is that many very talented scientists are spending a lot of time and effort managing data. Our aim is to get scientists back to doing science, where their expertise can make a real difference to society.”

The Center for Informatics Research in Science and Scholarship at Illinois will receive about $2.9 million as a partner on the Data Conservancy project, a $20 million initiative led by Sayeed Choudhury at the Johns Hopkins University Sheridan Libraries. The five-year award, one of the first two in the National Science Foundation’s DataNet program, will fund developing infrastructure for the management of the ever-increasing amounts of digital research data. The Illinois team is conducting studies of scientists’ data practices and needs, and analyzing how to best represent complex units of data in the repository, while also further developing their professional training programs in data curation.

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Expert: Bracket seedings irrelevant after Sweet Sixteen

By Phil Ciciora
News Editor

For just about any team they play, no matter what their initial seeding was, the odds of either team winning is reduced to a coin flip. Tournament seedings, which are determined by a ten-member committee of NCAA basketball athletic directors and conference commissioners from across the country, are an easy, convenient predictor for people with little knowledge of the current college basketball scene, but are ultimately ineffective in predicting the final three rounds of the six-round tournament, Jacobson said.

“People often overvalue seedings,” he said. “The best advice is, pay attention to them early in the tournament, but as the tournament gets going, remember that their usefulness as a predictive measure fades.”

In last year’s tournament, the outcomes fell in line with Jacobson’s predictions. “Last year was a classic year when all of our statements about statistics and probability came true, which is that the high seeds were able to get to the Elite Eight very easily, but after that you could flip a coin in terms of who is going to win,” Jacobson said.

All four of the number one, two and three seeds made it through to the Sweet Sixteen, “which is exactly what our research says, that seeding does make a difference in the early rounds, and the top three seeds are going to be pretty predictable until the Elite Eight round,” Jacobson said.

For a team to make it into the Elite Eight round, they try to avoid playing a one-seed as much as possible, Jacobson said. “Eights and nines play ones in the second round, when their ranking still has value,” he said. “Fours and fives potentially could play a one in the third round, when one still has value. So if you want to go far in the tournament, I would rather be a 10-seed than an eight or a nine, as paradoxical as that may sound.”

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According to Sheldon H. Jacobson, a professor of computer science and the director of the Simulation and Optimization Laboratory at Illinois, picking the higher-seeded team to beat a lower-seeded opponent usually works only in the first three rounds of the tournament. Once the tournament enters the Elite Eight round, a team’s seed in the tournament is irrelevant.

“In the Sweet Sixteen round, the rankings still hold – but just barely,” Jacobson said. “From the Elite Eight round and onward, you might as well pick names out of a hat.”

Jacobson, who along with graduate student Douglas M. King wrote an article titled “Seeding in the NCAA Men’s Basketball Tournament: When is a Higher Seed Better?” published in the Journal of Gambling Business and Economics, said the impetus of the study was to see if a team’s seeding was a good predictor of how far the team ultimately would go in the Big Dance.

“You would expect once you get deeper in the tournament that the higher seeds would continue to dominate,” Jacobson said. “But after the Sweet Sixteen, top seeds stop dominating. For just about any team they play, no matter what their initial seeding was, the odds of either team winning is reduced to a coin flip.”

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When that happens, upsets are more likely to occur.

“If you have a six- or seven-seed playing a one-seed in the Elite Eight, that’s a prime upset candidate,” Jacobson said. “If all else fails, pick a name out of a hat or flip a coin. Statistically, it won’t make a difference.”

Jacobson said that other qualitative factors outside of a team’s initial seeding such as player match-ups, a team’s style of play and its relative “hotness” or “coldness” prior to the game have a greater effect on the outcome of contests in the later rounds of the tournament. By the Elite Eight, you have to study the more qualitative aspects of a team,” he said. “You have to pay attention to intangibles such as match-ups, injuries, how close they are to their home and how many home fans are going to be there. Those factors make more of a difference than seeding.”

What do the researchers hope happens in this year’s tournament?

“Hope isn’t the issue – we just observe it,” Jacobson said. “With over 25 years of data, you start to see trends, and all we’re doing is observing those trends. But I think everyone loves the underdog, the Cinderella. The hard part, of course, is figuring out who the Cinderella is. It’s very difficult to predict statistically who that is.”

Although it may be difficult to predict who will wear Cinderella’s glass slipper, and who will turn into a pumpkin at the stroke of midnight, Jacobson said that the tournament hasn’t seen any real outliers in significant numbers for a couple of years. “The last time we saw anything like that was in 2006 when we had a four-seed and George Mason, the 11th-seed,” he said. “In 2005, we had a four-seed and a five-seed. So we’re due for a year where we’ll have a lot of early upsets. I’ve been saying that for a few years, but we really are due for one, statistically speaking.”

Bracketology, according to Sheldon H. Jacobson, a professor of computer science and the director of the Simulation and Optimization Laboratory, picking the higher-seeded team to beat a lower-seeded opponent usually works only in the first three rounds of the tournament.
New teaching tools help visually impaired learn math

By Sharita Forrest

Mastering mathematics can be daunting for many children, but researchers have found that children with visual impairments face disproportionate challenges learning math, and by the time they reach the college level, they are significantly under-represented in science, technology, mathematics and engineering disciplines.

Researchers at the UI are helping shape the futures of children with visual disabilities by creating innovative teaching tools that are expected to help the children learn mathematics more easily — and perhaps multiply their career opportunities when they reach adulthood.

Erich Bloch, a professor emeritus of chemical engineering at North Carolina State University, said the UI’s advances in math instruction to assess the sculptures’ efficacy as teaching tools.

“We're trying to bring the education of mathematics and technology through sculpture in the School of Art+Design with-in the College of Fine and Applied Arts at Illinois, is creating a series of small sculptures with mathematical equations imprinted on them in Braille that will be used to help children with visual impairments learn mathematics. The equations will be written in Nemeth Code, a form of Braille used for mathematical and scientific symbols.

“The sculptures are organic forms that are designed to be hand-held by children around the ages of 7-10,” said Deana McDonagh, a professor of industrial design and the lead investigator on the project.

“They're designed from the viewpoint of a younger child.”

“They’re very engaging, fun educational tools, and when the children run their hands over them, they’ll realize that there are Braille equations embedded within the forms,” McDonagh said. “We’re hoping the children will become mainstream educational tools.”

Traditionally, children with visual disabilities are taught to solve mathematical problems using abacuses, tools that may seem antiquated in today's world and foster stigmatization, Schneider said.

“We're trying to eliminate the stigma and provide them with a method of engaging in doing things,” Schneider said. “We’re hoping to eliminate this idea that blind children have to learn math with an abacus because they can’t see to write on a piece of paper. We’re trying to eliminate the stigma and provide them with a method of engaging in and with math.

“We’re hoping that as they grow older, they’ll become more interested in careers in science, technology, engineering and mathematics fields.”

Schneider sculpted six models, each a few inches in diameter, from cubes of balsa foam. The models are being translated into three-dimensional computer images to finalize the shapes and position the equations before the sculptures are cast from bronze, a durable material that can withstand extensive handling and occasionally being dropped.

“There where you and I might place the Braille equations is of no consequence,” McDonagh said. “When children with visual impairments are handling the sculptures, and reading them with their fingertips, it’s got to make sense to them where we place the Braille in three-dimensional space.”

Once the sculptures have been cast, the next step will be to have children with visual impairments and their teachers use them in math instruction to assess the sculptures' efficacy as teaching tools.

“The number of people with disabilities on the increase, and our population and its needs are changing,” said McDonagh, whose research and teaching focuses on empathic product design, assistive technologies and disability issues.

“We're trying to use people's different life experiences and respect that there are different ways of doing things,” McDonagh said. “It's an opportunity to bridge the gulf between the lived experience and science, mathematics and technology through sculpture.”

Renderings of the models will be displayed April 26-30 as components of Schneider's graduate exhibition for her bachelor of fine arts degree, which she expects to receive at the end of the spring semester. The exhibition, which will be geared toward people with disabilities and will comprise stone sculptures and other pieces, will be held on the fourth floor of the Illini Media building, 512 E. Green St., Champaign.

Four honorary-degree recipients chosen for commencement

Our people have been chosen to receive honorary degrees during the 139th commencement on May 16 at the Assembly Hall.

The speaker has not been announced.

The honorary-degree recipients:

Richard M. Felder, a professor emeritus of chemical engineering at North Carolina State University will receive the honorary degree of doctor of engineering. Felder is known for his groundbreaking contributions to engineering education and engineering education research. He is widely known within the chemical engineering discipline for “Elementary Principles of Chemical Processes,” a book that has been a fixture in undergraduate chemical engineering curricula for decades.

Arnold L. Mitchem, president of the Council for Opportunity in Education, will receive the honorary degree of doctor of humane letters.

Mitchem has been a voice for low-income, first-generation students and individuals with disabilities and a champion for improving access and opportunity in education. Because of his work, TRIO Programs have expanded by nearly 400 percent and now serve more than 872,000 students at 1,200 colleges and universities.
UI researchers discover long polymer chains dance the conga

Understanding the steps to the intricate dance inside a cell is essential to choreographing the show. By studying the molecules that give a cell its structure, UI researchers are moving closer to understanding these steps: the conga line.

Led by Steve Granick, Founder Professor of Engineering and a professor of materials science and engineering, of chemistry, and of physics at the UI, the team will publish its findings in the journal Physical Review Letters.

Long chains of the molecule actin form filaments that are a key component of the matrix that gives the cell its structure. These play a role in numerous cellular processes, including signaling and transport. Similar polymers are used in applications from tires to contact lenses to the gels used for DNA and protein analyses.

Long actin filaments display snake-like movement, but their serpentine wriggling is limited by crowding from other filaments in the matrix. Researchers have long assumed that actin filaments could move anywhere within a confined cylinder of space, like a snake slithering through a pipe.

However, Granick and his research group have created a new model showing that the filaments’ track isn’t a perfect cylinder after all. Rather than a snake in a pipe, a filament moves more like a conga line on a crowded dance floor: Sometimes it’s a tight squeeze.

To track the filaments’ motion, the Illinois team used a novel approach. In the past researchers have observed the entire large molecule, which was like trying to figure out someone’s trajectory by watching the entire crowd writhing on the dance floor.

“Just like a crowded place, you can only move through the empty spaces.”

Next, the team will focus on further improving their model to include a molecule’s forward motion as well as its lateral wiggling. “So far we’ve been able to see the conga line bending, moving sideways, and now we want to see it move in the direction it’s pointing.” Granick said.

The U.S. Department of Energy-funded team also included graduate students Bo Wang (lead author), Juan Guan and Stephen Anthony, research scientist Sung Chul Bae and materials science and engineering professor Kenneth Schweizer.

 containg paper by L. Brian Stauffer
image courtesy Bo Wang

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Deaths

Robert Ayres Barnett III, 89, died Jan. 20 at the Champaign-Urbana Regional Rehabilitation Center, Savoy. Barnett worked at the UI for 15 years, retiring in 1988 as a personnel officer. He was a member of the Unitarian Universalist Church, Urbana, or Alzheimer’s Association – Greater Illinois Chapter.

David Cornelius Foster, 83, died March 2 at his home in Urbana. Foster was a refrigeration mechanic sub-foreman with the Division of Operation and Maintenance (now Facilities and Services). He was a member of the Illinois Brotherhood of Electrical Workers.

Mary Jane MacDonald, 84, died March 1 at Memorial Medical Center, Springfield. MacDonald worked at the UI for 18 years, retiring in 1982 as an assistant professor and head of the UI Commerce Library. She was a member of the UI Alumni Association and of the Illinois Association of Women Librarians.

Paul Seasholtz Riegel, 73, died Feb. 27 in Scottsdale, Ariz. Riegel was an administrator at the UI and a member of the UI Foundation.

Linda Joyce Patterson, 58, died March 1. Patterson had worked at the UI for more than 20 years and was an office support associate with university accounting in the Office of Business and Financial Services at the time of her death.

Paul Seasholtz Riegel, 73, died Feb. 27 in Scottsdale, Ariz. Riegel was an administrator and faculty member at the UI for more than 28 years. He retired in 1996 as associate chancellor emeritus and adjunct professor emeritus of educational organization and leadership. He had served as a senior member of the administrative staff for six chancellors of the Urbana campus.

Memorials: The Nature Conservancy, P.O. Box 17080, Baltimore, MD 21298-8986 or the UI Foundation, 1305 W. Green St., Urbana, IL 61801 MC-3186.

Laurna Faith Rubinson, 55, died Jan. 1. She was a professor of health and safety education for more than 20 years, retiring in 1997. Memorials: Arizona Cancer Center, UMC North, Casa de la Luz Hospice, 3838 N. Campbell Ave., Tucson, AZ 85719-1454.
Six faculty members and eight graduate students from the Illinois campus have been awarded fellowships by the Illinois Program for the Research in the Humanities for 2010-11. The fellowships support research and writing over the coming academic year on topics proposed by the recipients.

Faculty fellows and graduate student fellows are expected to remain in residence on the Illinois campus during their award year and participate in IPRH’s yearlong interdisciplinary Fellows’ Seminar. Faculty fellows are released from one semester of teaching with the approval of their departments and colleges; however, they are asked to teach one course the following year on a subject related to their fellowship. Graduate student fellows receive a stipend from IPRH.

“Among the greatest privileges of serving as IPRH director is the ability to spend time around our seminar table, learning from the work of our faculty and graduate student fellows,” said Dianne Harris, the director of IPRH. “I am delighted to welcome the 2010-11 class of IPRH fellows, whose work spans numerous disciplinary boundaries and forges important new intellectual pathways in humanities scholarship. Politics of Indigeneity: Mapping White Possession and Settler Indigeneity in Alberta/Montana". 

The new IPRH Faculty Fellows, their departments and projects:

- Timothy Cain, educational organization and leadership, “Faculty Unions Before Their ‘Abrupt Appearance’: Professors, Instructors and Graduate Students in the AFL and CIO”
- Tamara Chaplin, history, “French Kiss: Mediating Sex in Postwar France (1945-2000)”
- Ryan Griffith, art and design, “Regional Inquiry Studio”
- Bruce Levine, history, “The Second American Revolution: The Destruction of Slavery and Slave Society in the U.S.”
- Audrey Petty, English, “High-Rise Stories: Voices From Chicago Public Housing”

The graduate student fellows, their departments and projects:

- Nicholas Brown, landscape architecture, “Landscape, Justice, and the Politics of Indigeneity: Mapping White Possession and Settler Indigeneity in Alberta/Montana”
- Umbatpa Dutta, psychology, “The Margins Strike Back: Contested Identities, Everyday Violence and Tribal Youth in India’s North-east”
- Sarah Frohardt-Lane, history, “Race, Public Transit and Automobileity in World War II Detroit”
- Alison D. Goebel, anthropology, “Reconfiguring Middle Class Whiteness: Global Capitalism, Race and Small City Space in the United States”
- Natalie Havlin, English, “Cultures of Migration: Race, Space and the Politics of Alliance in U.S. Print and Visual Culture, 1940-1959”
- Cory Spidey Holding, English, “The Rhizemic Gesture in British Elocution”
- Rwanele Holm-Holm, history, “Beyond the American Empire-State and White Supremacy”

Two of the graduate fellows, Brown and Snow, have been designated Nicholson IPRH Fellows for 2010-11, with the support of the College of Liberal Arts and Sciences and the Nicholson Endowment Fund.

The Nicholson Endowment is a gift of Grace W. Nicholson (1906-1998), who pursued undergraduate studies in liberal arts and sciences, and John A. Nicholson (1891-1986), a professor emeritus and faculty member in the department of philosophy for 33 years. Established in 1999, the Nicholson Endowment provides support for academic programs in the College of Liberal Arts and Sciences and excellence in the study of the humanities on campus.

Three external scholars also will join the IPRH fellows. Stetiches are under way for one Digital Humanities Postdoctoral Fellow, to be appointed jointly by IPRH and the Illinois Informatics Institute, and two Mellon Postdoctoral Fellows in the Humanities, funded by a recent $1.25 million grant from the Andrew W. Mellon Foundation.

More information about the IPRH fellowship programs is available online or by contacting Christine Catarasime, the senior associate director at IPRH.

ON THE WEB www.iabrui.linois.edu
Illinois Summer Youth Music
World music, trumpet camps available
Illinois Summer Youth Music is tuning up for its 61st year of camps for budding musicians, thespians and vocalists, and this summer’s students will have even more opportunities for pursuing their interests.

ISYM, which has offered camps annually since 1949, is one of the best-known and most highly regarded musical programs in the U.S., providing comprehensive and intensive instruction annually to more than a thousand students in sixth grade through high school. Students can choose camps that focus on band, orchestral or choral music or camps that focus on a single instrument.

Over the past several years, ISYM has expanded the number of camps from 18 to 23, spread over three one-week sessions. The first session runs from June 20 to July 1.

In ISYM, an accelerated track within the ensemble programs for college-bound music majors, is being offered for the second year. The academy is geared to high-level performers who seek a more rigorous musical experience, including private lessons with faculty members, master classes and playing in small chamber ensembles with other academy students.

Enrollment is limited to one or two students per instrumental or voice area, and selection is made through audition recordings, which must be submitted by May 1.

“Last year, we accepted 35 academy students out of about 1,000 campers, so it’s a really high-level, challenging track for music performers,” Allen said. “The beautiful thing about ISYM is that we provide challenges for college-bound music majors, but we also have opportunities for kids who just want to come and play in a band or sing in a choir for a week.”

Scholarships are available from Rotary or Lions clubs and other organizations, while some students earn scholarships from ISYM based upon their achievements. A $5,000 grant from the Urbana Arts Council will pay tuition for 13 commuter students this year, Allen said.

Camps usually fill quickly, and ISYM already has received about 100 applications, Allen said.

A complete schedule of camps and information about ISYM are available online at the ISYM Web site at www.music.illinois.edu/ismy.

College of Business
Program offered for non-business majors
The UI College of Business is offering a new four-week certificate program to give non-business majors a head start when they hit the job market.

The crash course seeks to give students a competitive edge, augmenting their primary studies with business fundamentals that apply in nearly every career, said Ceci Oneto, the director of the program.

“This program will really round out students’ resumes, setting them apart from thousands of other graduates in their majors,” she said. “It shows that they were proactive to make themselves more marketable and also demonstrates their intellectual curiosity.”

She says resume building is especially important as students compete for work in an economy that is still recovering from a deep and lingering recession.

“It’s hard to differentiate yourself in a market like this,” said Otnes, a UI marketing professor. “There are signs that the economy is turning around, but it’s still tough out there and they have to do what they can to help.”

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The 72-hour program is a “boot camp” on the basics of business, she said, covering accounting, finance, marketing and management. Students will receive training in entrepreneurship, business ethics and sustainable business practices, along with skills such as resume building, business writing and effective presentations.

The certificate program will also include a case-study competition that will give students a chance to develop solutions for real-world business problems.

A complete course schedule and application information is online at www.business.illinois.edu/ISMU.

Graduate School of Library and Information Science
Research showcase is April 9
The Graduate School of Library and Information Science will host its 2010 Research Showcase from 1:30 to April 9.

Faculty members and doctoral students will present short talks highlighting their scholarly work from 1:30-3:30 p.m. in Room 126, followed by a poster session and reception from 3:30 to 4:30 p.m. in Room 131 and the East Foyer. The event is free and open to the public.

Topics include data curation, text mining, facet analysis, bioinformatics, e-science, organization of information, music information retrieval, youth literature, social networks and media and community informatics.

The 2010 program is posted at www.lis.illinois.edu/research/showcase. Links to slides and audio recordings of the presentations will be posted after the event.

Graduate College Distinguished Speaker Lecture
New trends in graduate education
Earl Lewis, provost and vice president for academic affairs at Emory University, will deliver the spring 2010 Graduate College Distinguished Speaker Lecture on April 2. His talk, “Flipping on the Switch to the Future: Planning Now for New Trends in Graduate Education,” begins at 11 a.m. in 112 Chemistry Annex.

Recently appointed to the newly constituted National Advisory Committee on Institutional Quality and Integrity by U.S. Secretary of Education Arne Duncan, Lewis also chairs the Board of Directors for the American Council on Education, and is a fellow of the American Academy of Arts and Sciences.

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Jay College of Criminal Justice. He has written several published works focusing on Filipino American, ethnic minority and LGBTQ issues in the fields of psychology and education. His research has focused primarily on multicultural issues in psychology, including impacts of racial discrimination and racial/ethnic/sexual identity development on mental health. His book, “Filipino American Psychology: A Handbook of Theory, Research, and Clinical Practice,” was published in 2009. The goal of the conference is to provide information that can be used to make the campus more diverse and more inclusive. It will feature multidisciplinary research and scholarship in the form of panels, roundtables and presentations. Sessions are designed to be interactive and experiential. The conference is free and open to the public; registration is required. Advance registration is recommended. For more information about the conference and to register, visit http://cdms.illinois.edu.

Environmental Compliance Department

Help sought to identify campus pollution

The Environmental Compliance Department is asking for help in identifying water pollution on campus. People are asked to report discolored water, foaming or an unusual odor in the Boneyard Creek as well as anything draining into a storm sewer inlet or leaking containers of unknown or hazardous substances. Any of these situations should be reported to the department at 217-265-9828.

MEXICAN AMERICAN CIVIL RIGHTS MOVEMENT

Latino scholar to speak April 1

Ramón Gutiérrez, one of the nation’s leading Latino scholars, will discuss “Reyes Lopez Tijerina and the Origins of the Mexican American Civil Rights Movement” at 4 p.m. April 1 in Room 160 English Building. A reception will follow.

Gutiérrez is the Preston and Sterling Motton Distinguished Service Professor of History and director of the Center for the Study of Race, Politics and Culture at the University of Chicago. He is the author of “When Jesus Came, the Corn Mothers Went Away” (1991) and is editor of six volumes. He is working on a study of the religious and political thought of Tijerina, one of the leaders of the Mexican American civil rights movement during the 1960s. Gutiérrez has received numerous academic awards, including a MacArthur Foundation Prize Fellowship, the John Hope Franklin Prize from the American Studies Association and the Frederick Jackson Turner Prize from the Organization of American Historians.

This event is co-sponsored by the Latina/Latino Studies Program and the Center on Democracy in a Multiracial Society.
March 18, 2010

Much of this information is drawn from the online Campus Calendars on the UI Web site at http://illinois.edu/find/calendars.html. Other calendar entries should be sent 15 days before the desired publication date to insideil@uiuc.edu.

Honing art

With the release of its Abstract Expressionists commemorative postage stamps on March 12, the U.S. Postal Service honored the artistic innovations and accomplishments of a group of artists who moved the United States to the forefront of the international art scene.

Included in the collection is "Romanesque Figures" (1949) by Adolph Gottlieb, which is part of the Krannert Art Museum’s permanent collection. Also featured on the stamps are works by Arshile Gorky, Hans Hofmann, William Zorach, Robert Motherwell, Barnett Newman, Jackson Pollock, Mark Rothko, Clifford Still and Joan Mitchell.

Jennifer Finberg, a UI professor of art history, was invited to select the 10 artists featured.
Friday
Polish-in-the-Slavic-Context: Central European Conversa-
tion Table and Movie. 7 p.m. Lucy Ellis Lounge, 1080 For-
sousa/. Kimball Auditorium. Movie
Language and Literatures.
sports
To confirm times, go to
www.fightingillini.com
Friday
Men’s Tennis. UI vs. Ball
State. 10 a.m. Atkins Tennis Center
Friday
Men’s Gymnastics. UI vs. UC. 3 p.m. Hall
Friday
Men’s Tennis. UI vs. Stanford. 6 p.m. Atkins Tennis Center
Friday
Saturday
Jeffrey Fish.
time, go to
Friday
Men’s Tennis. UI vs. Penn State. 2 p.m. Atkins Tennis Center
Saturday
Men’s Tennis. UI vs. Purdue. 1 p.m. Atkins Tennis Center
Saturday
2 p.m. Atkins Tennis Center.
Saturday
Nature Sketches by Gladys
e Buxton and Stuart
Transnationalism: Germanic
Languages and Litera-
tures. 3rd floor exhibit cases, UI
Museum, 1103 S. Sixth St. Monday-Tuesday and
Wednesday - Friday 8:30 a.m.-5 p.m.
In addition, there are several
exhibits of the world's
collections show Alice in Won-
derland through July 9.
“Helen May Butler and Her
Art” (1923-1967). Includes a
photograph of the artist
during her visit to Europe.
Through July 3.
“Korean Funerary Figures:
The Big Read, an initiative of
the Illinois Library.
The Big Read is free, but registration is required.
More information at
Friday
Saxophone Quartet. Marquee Series.
Friday
Chu-Chun Yen, piano. 7:30 p.m. Recital Hall, Smith Memorial
Hall.
Friday
Dr. Jeffrey F. Huettel.
Friday
More information at
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Sophisticated and Fun-
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March 18, 2010

more calendar of events

CALENDAR, CONTINUED FROM PAGE 14

Urbana. Weekly on Thursdays
Building, 402 S. Lincoln Ave.,
7-8:30 p.m. LDS Institute
Language Course
units and teaching assistants in
Assisting faculty, academic

Library
Main Library hours: Monday-
Thursday: 8:30 a.m.-11 p.m.;
Friday: 8:30 a.m.-6 p.m.; Sat-
Sunday: 11 a.m.-5 p.m.; Sunday:
11-11 p.m. Check online for
hours for other libraries.
Tours: Self-guided of main and
undergraduate libraries; go
Information Desk (second floor, main library) or Informa-
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New research: Potentially risky loans helped ease recession

By Jan Dennis
Business & Law Editor

Questionable lending helped sink the U.S. economy, but also provided a lifeline that kept countless firms afloat and averted an even deeper recession, according to research by a UI finance expert.

Murillo Campello says a survey of corporate executives found that many small and mid-sized firms survived the economic storm by tapping easy, low-cost lines of credit locked in ahead of the downturn, during an era of loose lending that also included sub-prime home mortgages.

“These lines of credit were so liquid and so accessible that it made this recession far less acute than it would have been otherwise,” he said.

In hindsight, Campello says the economy-sparing credit was likely ill advised, similar to the risky mortgages doled out to under-qualified homebuyers that contributed to an economic collapse now dubbed the Great Recession.

Extended amid a robust economy, the credit became potentially toxic for banks when the downturn hit, he said. Interest rates were not adequately risk-adjusted, and banks gave themselves no outlet to deny firms that needed money just to survive, rather than for business-building projects the credit is designed to finance.

“It saved those firms’ skin during this recession, but probably won’t be as easy to access next time. There will be stricter terms and, of course, higher interest rates.”

The research illustrates the value of easing rather than tightening credit during bad times, said Campello, who co-wrote two earlier studies on the perils of financial constraints that were cited this year in a report by President Obama on the state of the economy.

He says lines of credit not only spared small and mid-sized firms from bankruptcy, but also let them emerge from the recession on more solid financial ground. As a result, those firms may now be poised hire and spend, providing a needed jolt as the economy rebounds.

“These companies have more cash, more profits and it may be nearing the point where they will start to hire,” said Campello, a UI finance professor and faculty research fellow with the National Bureau of Economic Research.

The nation’s unemployment rate remained flat at 9.7 percent in February after peaking at 10.1 percent in October, but analysts say the job market is beginning to show signs of recovery.

Campello says the February jobless report offers promise, including stable manufacturing employment and a 30,000 increase in temporary workers who sometimes move up to full-time in the aftermath of recessions.

How quickly hiring escalates depends on when consumer confidence rebounds and whether the government pumps money into job-creating programs, he said.

“A wild guess would be that employment will stay roughly where it is for six months, then pick up in the third quarter,” Campello said. “But everything is still uncertain now. Obama calls this the recession of our lifetime and it is. It’s a unique situation, even the recovery we may be looking at.”

The earlier research by Campello that was cited in the presidential report also stemmed from surveys of top executives to gauge how corporate spending is affected by a credit crisis.

One, co-written by UI finance professors Heitor Almeida and Scott Weisbenner, showed that firms curbed investment when long-term debt came due amid the latest crisis, which increased refinancing costs.

Risky business Finance professor Murillo Campello says a survey of corporate executives found that many small and mid-sized firms survived the economic storm by tapping easy, low-cost lines of credit locked in ahead of the downturn. “Some bankers made mistakes by authorizing these lines of credit and we’re lucky they made those mistakes,” Campello said.

Another study found that firms facing financial constraints trimmed employment, investment and other spending sharply during the recession compared with companies with access to credit.

“Some bankers made mistakes by authorizing these lines of credit and we’re lucky they made those mistakes,” Campello said.