Feel free to share.

January 2010

Quote of the Month

Loneliness expresses the pain of being alone and solitude expresses the glory of being alone.

- Paul Tillich, theologian and philosopher

Some people would try to convince you that being alone is a bad thing, but an understanding of the difference between loneliness and solitude can shed light on why solitude can actually be healthy; a way to reflect and replenish yourself. For more on the difference between loneliness and solitude, consider http://www.psychologytoday.com/articles/200308/what-is-solitude.

HRA Work/Life Events/Programs/Activities

Reduce Stress: Register for Yoga

HRA Work/Life, Intramural & Recreational Sports and the Student Wellness Coalition offer ongoing yoga classes. Spring classes start Monday, January 11th and end Thursday, May 6th. Registrants pay the semester recreation fee (\$83 - staff/faculty; \$30 - students) and may then attend the 12:05-12:45 classes in the Campus Center (with a few exceptions) on Mondays (Level I) and Wednesdays (Level II) and the Union Building Room 130 on Tuesdays (Level II) and Thursdays (Level I). There is no yoga class on January 18. FMI and the registration form, visit http://www.hra.iupui.edu/HRA/WorkLife/default.asp under News & Upcoming Events.

Estate Planning and Long-Term Care

This January 26th 12:05-12:55 session in the University Library Lilly Auditorium will provide information about the basics of estate planning (who to involve on your team; important documents such as power of attorney, advance directives, etc.) and how long-term care insurance fits into the plan. Make no mistake - the information that will be shared is important for persons of <u>all</u> ages because there are parts that will help you protect yourself, your spouse, your children, etc.. Claire Lewis, an elder law attorney, will be our guest speaker.

Staff, faculty and students are invited. You are welcome to bring your lunch and eat during the session. Register at

https://www.cln.iupui.edu/apps/catalog/index.asp?site=HR – scroll down to Work/Life in left menu, then click on "Estate Planning & Long-Term Care" in right menu that pops up and follow the prompts from there.

21st Century Management/Leadership Cues

Your Friend the Checklist

When you think of checklists you might think: "dull," "dehumanizing" or "not for real professionals." But then consider that Dr. Peter Pronovost of the Johns Hopkins University School of Medicine developed a successful checklist to help prevent infection in IV lines, Cisco Systems uses a checklist to analyze potential acquisitions and airplane pilots use them all the time.

Checklists are good because, if done well, they (1) educate about the best known course of action (2) help you avoid blind spots, especially in complex environments (3) insure you against overconfidence and forgetfulness (4) make big screw-ups less likely (5) provide a quick summary of what to do (no long documents to read, just the mission-critical elements) (6) assure a more standardized approach (7) are a good training tool for new employees and (8) save time because you don't have to rethink each time. As you make your checklist think about ways to better serve customers, cut red tape, lower costs, make things easier in your office, etc.

So, think about things you do in your department/school that might be done better using a checklist, and ask those who actually do that process to develop it (or, if you are the "right" person to do the checklist, take the initiative to do it on your own). Then, as you and others use it and learn from it, ask for suggestions (based on new information, experience with how it's working where the rubber meets the road, etc.) and make revisions to maintain its usefulness. It may not save a life like Dr. Pronovost's does, but it might make life easier and results better. Care in choosing which processes and how many processes are made into checklists is important as you don't want to squash initiative by tightly controlling everything. Creativity, flexibility, innovation and decision-making latitude are also important.

Source (in part): Heath, Dan and Heath, Chip, "The Heroic Checklist," *Fast Company* magazine, March 2008.

Work/Life Partner Activities & Information of Interest

Work/Life programming is about wellness, career/personal enrichment, dependent care, education on things that affect your personal life (finances, home maintenance, legal issues, etc.), information for families/singles, ideas for better balancing your work and life and more. In a nutshell, it's about providing information that you, as a whole person need/want. Since HRA's Work/Life office cannot meet all these needs, we are happy to let you know of work/life-related opportunities that other organizations on and off campus are offering, along with other general information.

Health, Wellness & Safety

FREE T'ai Chi at IUPUI

The IU School of Liberal Arts, in collaboration with the Confucius Institute of IUPUI, offers T'ai Chi classes every Monday at noon (12:00 to 1:00), during the regular semester. The classes are free and are held either in the courtyard behind Cavanaugh Hall or, in inclement weather, on the first floor of the Taylor Building (formerly the University College building). At each session, Dr. Wang leads the group in various

martial arts styles focusing on T'ai Chi. Last year, Dr. Wang taught T'ai Chi 24, T'ai Chi Fan, and the long boxing style, and in coming semester she will introduce T'ai Chi 42 and the Chen style T'ai Chi 56. FMI, contact Dr. Wang at www.iw41@iupui.edu

Mammogram Services

There are some free and low-cost mammograms available in central Indiana. They all have different eligibility requirements, so visit http://www.imcpl.org/cgi-bin/irnget.pl?Mammograms and see if you are eligible for any of the programs. You can also call your state or local health department about free or low-cost mammograms in your area. To check that the mammogram provider is FDA certified to provide quality mammography, call the American Cancer Society at 1-800-ACS-2345.

Free Smoking Cessation Program

The National Institute for Fitness and Sport (NIFS), which is located just south of the IUPUI campus, is offering a free smoking cessation program for both members and guests. The program will be held on Thursdays, January 21st - February 18th from 6:00 p.m. - 7:00 p.m. Guests enrolled in the program will receive a complimentary workout pass to the fitness center, good for the day of class only. To register, call Callie at 274-3432 x 287. FMI, visit http://www.nifs.org/butt-out-smoking-cessation.

If you are planning to use the IU Tobacco Cessation Plan (which includes nicotine replacement therapy, if needed) you might consider enrolling in the IU plan at 866-784-8454 and also participating in the NIFS program for a little bit of extra support. Information about the IU Tobacco Cessation Plan is at http://www.indiana.edu/~uhrs/benefits/cessation.html.

Drumming Circle

Drumming is an ancient and sacred practice that replicates your heartbeat. You can participate with others at St. Luke's Methodist Church Modular Building, 100 W. 86th on January 27th and February 24th, 6:30-7:30 p.m. The hour will consist of both structured and unstructured time. Drums are provided or bring your own. No prior experience needed. No registration needed, donations appreciated.

Affordable Indiana Health Resources

Butler University has a Web site (http://www.butler.edu/community-health) that allows you to find health centers/clinics in your county (with lists of services and cost), stores with low-cost prescriptions, information about drug discount cards, Medicare part D resources and more.

Pay-What-You-Can Yoga

This yoga class is open to all, regardless of your finances or yoga experience. Come to class and find your strength and

happiness through poses, breath and meditation. Bring a mat and blanket. Mondays & Thursdays, 5:30-6:30 p.m. St. Luke's Methodist Church (100 W. 86th) room N103/104. No class January 4 and 7. Pay what you can; donations appreciated.

Exercise: Do, But Don't Overdo

You often hear, "No pain, no gain," but, in truth, if you continue to exercise when you're in pain, you could cause an injury to yourself. Read this WebMD article for information about this and other exercise myths - http://www.webmd.com/fitness-exercise/guide/fitness-fables. Visit

http://www.acefitness.org/exerciselibrary/default.aspx and scroll down to where it says "Search Exercise Library" then click on the part of the body that you want to exercise for illustrations and detailed instructions, but don't forget to warm up and, after exercising do a "cool down." Before starting any exercise program, talk with your doctor.

Seasonal Affective Disorder (SAD)

Some people suffer from symptoms of depression (less energy, moodiness, anxiety, feelings of hopelessness, difficulty concentrating, etc.) on a seasonal basis. Gray, dreary winter months are the most common time, but some experience SAD during other months. Phototherapy or spending time outside on sunny days may help those with a mild case of winter SAD, but ask your doctor about appropriate treatment for you. For more on SAD, visit the Mayo Clinic site at http://www.mayoclinic.com/health/seasonal-affective-disorder/DS00195.

Body Image and Eating Attitude Screening

IUPUI Counseling and Psychological Services (CAPS) offers this screening opportunity on Tuesday, February 9,

10 – 4:00 in Campus Center room 148.

Free Trial at Intramural & Recreational Sports

Try out the classes and facilities at IUPUI Intramural & Recreational Sports for free January 11-22. Check their Web site http://www.iupui.edu/~iupuirec for details.

2010 Mini Marathon Training Program: Having Fun Going Thirteen Point One

The 14-week National Institute for Fitness and Sport (NIFS) Mini Marathon Training Program is for runners and walkers (older than 16 years of age), beginners and seasoned racers, in training for the OneAmerica 500 Festival Mini Marathon on May 8, 2010 (Geist Half Marathon participants also welcome!). Weekly meetings, Wednesdays at 6:00 p.m., January 27 through May 12 at NIFS (downtown) and Cherry Tree Elementary School (Carmel), consist of group runs/walks, stretching and refreshments. Participants receive a daily 14-week training schedule, the NIFS MMTP program shirt, 50% off the *Absolute Beginner's Guide to Half-Marathon Training*, discount at Runners Forum (downtown and Carmel locations) for shoes/apparel and the NIFS celebration pasta dinner. Fee: \$60 NIFS members (\$70 non-members), \$70 NIFS members with the *Absolute Beginner's Guide* book (\$80 non-members). To register over the phone, contact Cassie at 274-3432, ext. 222 or visit NIFS website at www.nifs.org.

Lite 'N Up

NIFS' (our neighbor on the south edge of campus) Lite 'N Up series will be held each Tuesday, 6-7:30 p.m. from January 12th to March 2nd. It is designed to provide tools that support a healthy lifestyle and includes presentations by registered dietitians and

certified health and fitness instructors on a wide variety of topics related to nutrition, fitness and wellness. Cost is \$165 for NIFS members and \$195 for nonmembers and includes full NIFS membership for that period of time. FMI or to register, call 274-3432 x 239.

Personal/Home/Family/Financial Life

Save for College Using Payroll Deduction

Did you know that you can save for your child's college education by using payroll deduction to contribute to a CollegeChoice 529 plan? The payroll deduction form is at http://www.ofs.iupui.edu/forms/CollegeChoice529InvestmentPlan.pdf. Information from the Indiana State Treasurer - http://www.collegechoiceplan.com. General information - https://collegechoicedirect.s.upromise.com.

IU Simon Cancer Center's Summer Program

High school students who are from underrepresented populations, have completed their junior year, have a 3.0 or higher GPA and display an aptitude for science and math, as well as college students from underrepresented populations who have at least a 3.2 GPA, are biomedical or behavioral science majors and have at least 24 hours of college credit can gain hands-on experience during this summer's Indiana University Melvin and Bren Simon Cancer Center Summer Research Program. Applications are due March 1. FMI, visit http://www.cancer.iu.edu/srp.

Writers' Group

Anyone interested in doing more writing and having support for his/her endeavors, is welcome to attend the writer's group meetings on the 2nd Wednesday of the month, 7-8:30 p.m. at St. Luke's Methodist Church (100 W. 86th) in room E212. FMI, contact Jacquie

Reed (jreed46038@hotmail.com) or Laura Duvall, (ldwactor@aol.com).

Asante Touring Company Auditions

Auditions for the Asante Touring Company will be held on Saturday, January 9, 2010 at 10:00 AM at the Eugene and Marilyn Glick Indiana History Center, 450 West Ohio Street, Indianapolis. Candidates must be 18 years of age or older and have a high school diploma or equivalent. Candidates also need to attend a session to learn a dance routine and demonstrate their ability to sing two minutes of a Motown song of their choice (without accompaniment) on Saturday, January 9th.

Those selected will be paid a stipend for their participation in Session One's production of "The Motown Story," which will be presented at the Madame Walker Theatre, March 4-9. Interested individuals should contact Ms. Deborah Asante at 297-0020.

IndyGo Resources

If you've never ridden the bus or it's been awhile, the resources available on IndyGo's "How to Ride" page offer tips and guidance. Along with "How to Ride" videos, a Rider Guidelines brochure (in English and Spanish) is available for download. If you have

questions in advance of your trip, call 635-3344 or log onto www.lndyGo.net. Since the "How to Ride" videos were produced, fare prices have changed, (visit the lndyGo Fares page for current fares), the Blue Line circulator is no longer in service and the Red Line Downtown Circulator requires regular fare.

IndyGo now posts regularly to Twitter (http://twitter.com/IndyGoBus) and Facebook (http://www.facebook.com/pages/Indianapolis/IndyGo-Indianapolis-Public-Transportation-Corporation/128047843807). Check it out, if you use those communication resources.

Free and Fun/Interesting

Emily Ann Thompson (Irish, Scottish and Cape Breton tunes), Saturday, January 9, 1:00, Artsgarden. FMI, http://www.indyarts.org/calendar.aspx?id=10522. Snow White (with a modern twist), Saturday, January 9, 3:00 in Clowes Auditorium at Central Library. Presented by Young Actors Theatre KIDZ, a troupe of local students in grades 3-7. FMI, http://www.imcpl.org/events/index.php?action=search. * Cinderella (with a twist on the classic fairy tale), Saturday, January 9, 11:00 in Clowes

Auditorium at Central Library. Presented by Young Actors Theatre KIDZ, a troupe of local students in grades 3-7. FMI, http://www.imcpl.org/events/index.php?action=search

<u>Uptown Quartet (jazz)</u>, Sunday, January 10, 2:00, Artsgarden. FMI, http://www.indyarts.org/calendar.aspx?id=10482.

<u>Family Fun Day</u>, January 17, 1-5:00 Holliday Park. FMI, <u>www.hollidaypark.org</u> or 475-9482.

<u>Welcome to the Monkey House (based on stories by Kurt Vonnegut, Jr.)</u>, Sunday, January 17, 3:00 in Clowes Auditorium at Central Library. Presented by Young Actors Theatre TEENZ, a troupe of local students in grades 8-12. FMI, http://www.imcpl.org/events/index.php?action=search. *

Keep the Dream Alive: A Commemoration of the Life of Martin Luther King, Jr.,

Monday, January 18, 12:15 p.m. at Madame Walker Theatre. Music, dance and words of wisdom will be shared. The Freedom Walk from the Urban League building down the street to the Walker Theatre precedes the event and starts at Noon. FMI, call 487-9366

<u>Alair (celtic music)</u>, Saturday, January 23, 1:00, Artsgarden. FMI, http://www.indyarts.org/calendar.aspx?id=10543.

<u>Classical Concert featuring members of the Indianapolis Symphony Orchestra</u>, Sunday, January 24, 2:00 in Clowes Auditorium at Central Library. FMI, http://www.imcpl.org/events/index.php?action=search. *

<u>Ticket to Ride: A Tribute to the Beatles,</u> Saturday, January 30th, 7:30 p.m., Madame Walker Theatre. Though this is a free event, you MUST have a ticket. For tickets, call 487-9366.

Miscellaneous

^{*}For *branch* library events, visit http://www.imcpl.org/events/index.php?action=search.

Seek and Destroy Unneeded Confidential Information

Many IUPUI employees handle confidential data (social security, debit or credit card numbers; financial account and loan information; health information, etc.) as part of their daily jobs. It can be easy to forget to get rid of information you no longer need. IU offers you a tool called Identity Finder to search out that type of information so that you can review and determine what should be gotten rid of. To learn more, visit http://keepitsafe.iu.edu/identityfinder. I've used it and found it easy to use. If you're not sure how long to keep items, visit http://keepitsafe.iu.edu/identityfinder. I've used it and found it easy to use. If you're not sure how long to keep items, visit http://keepitsafe.iu.edu/identityfinder. I've used it and found it easy to use. If you're not sure how long to keep items, visit http://www.libraries.iub.edu/index.php?pageId=3148. If you need to destroy hard drive/storage media, visit http://purchasing.iupui.edu/surplus/shredding. For wiping disks, visit http://kb.iu.edu/data/auhn.html. For other related information, visit http://kb.iu.edu/data/akln.html. Questions? Ask the person who provides tech support in your department.

Report Violations at IUPUI Anonymously

IU has contracted with EthicsPoint to provide all IU constituents with a way to report activities that may involve financial or other misconduct, violations of university policy, etc. Visit https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=17361. A menu on the left also provides easy access to the whistleblower policy and other policies. You can even get an update on the concern you raised and maintain your anonymity using the Report Key.

Getting the Staff Council Newsletter?

The Staff Council addresses needs of staff, awards staff scholarships for continuing education, serves as the staff voice in campus affairs and more. One way to keep yourself in the loop is to subscribe to the Staff Council e-newsletter by sending a message to Karen Lee at klee2@iupui.edu. If you want to view the newsletter, visit http://www.iupui.edu/~scouncil/who/newsletters.html. If you want to learn about the work of the Staff Council, visit - http://www.iupui.edu/~scouncil. They also have a Facebook page.

Greening IUPUI Grant Fund

IUPUI is providing up to \$50,000 annually to fund student-, faculty- and staff-led initiatives which will "green" IUPUI by advancing the Sustainability Principles. Here's the basic information (1) Grants are for projects or activities that will reduce the environmental impact of IUPUI's campus (2) Students, faculty and staff may apply. Students must have a faculty or staff member's support and designated as the project contact person on the application (3) Awards may be used for educational purposes, if it is clear that the education will lead to a reduction in IUPUI's environmental impact (4) Awards will not be made retroactively (i.e., to reimburse) (5) Applications received by the deadline date will be given full consideration. Applications received after the deadline date will be reviewed and awarded only if funds are still available for the period in which it is submitted. Applications may be reconsidered for a following period when funds are available if deemed appropriate (5) Applications are due February 28, 2010. The grant application is at www.sustainable.iupui.edu.

Becoming More World/Culture Wise

Selected Holidays of Note (Source: University of Kansas Medical Center Web site)

January 5 – Guru Gobind Singh's Birthday (Sikh)

January 6 – Epiphany (also called Twelfth Day or Feast of Three Kings) (Christian)

January 7 – Feast of the Nativity of Jesus Christ (Christian, Orthodox)

January 13 – Lohri (Buddhist, Hindu, Sikh)

January 17 – World Religion Day (Baha'i)

January 19 – Martin Luther King Jr.'s Birthday (U.S.)

January 26 – India Republic Day

January 30 – Tu b'Shvat or Tu B'Shevat (Jewish)

Ethnic/Cultural Festivals/Events/Classes

Note: I gather information from a variety of sources. Some sources include contact information, cost, etc. and others don't, so please excuse the sometimes less than comprehensive information.

Local

<u>Clinton, Bush & Obama: Contrasting National Security Strategies, and Finding a Way Forward</u>, presentation by <u>Lamont Colucci</u>. January 12, 5:45 p.m. refreshments, 6:30 p.m. dinner, 7:30 p.m. presentation. Capri Restaurante, 2602 Ruth Drive, Indianapolis. Regularly scheduled meeting of Indianapolis Committee on Foreign Relations. Information and reservations, <u>Courtenay Weldon</u>.

<u>Presentation by author Edwidge Danticat</u>, January 13, 7:30 p.m. Reilly Room, Atherton Union, Butler University, Indianapolis. Information, 940-9861. Danticat is a novelist whose moving and insightful depictions of Haiti's complex history are enriching our understanding of the Haitian immigrant experience. Her books include *The Farming of Bones* (1999), *The Dewbreaker* (2004) and the memoir *Brother*, *I'm Dying* (2007). She has been a visiting professor of creative writing at New York University (1996-1997) and the University of Miami (2000 and 2008).

<u>Linha de Passe (film; Brazil).</u> January 14, 7 p.m. \$9. The Toby, Indianapolis Museum of Art, 4000 North Michigan Road. The film received honors for best actress at the Cannes and Havana Film Festivals in 2008.

<u>Fasching (the Mardi Gras tradition in German-speaking Europe).</u> January 16, 7 p.m. <u>German-American Klub</u>, 8602 South Meridian Street, Indianapolis. "Music by Jay Fox." <u>The Reality of Global Warming: Cold Facts on a Hot Topic</u>, presentation by Brian J. Soden. January 21, 7 p.m. Auditorium, Mother Theresa Hackelmeier Memorial Library, Marian University, Indianapolis. Dr. Soden is professor of meteorology and physical oceanography at the School for Marine and Atmospheric Science at the University of Miami.

<u>Hip-Hop and Its Influence on Global Culture</u>, panel dialogue. January 21, 7:30 p.m. Clowes Memorial Hall, Butler University, Indianapolis.

<u>The Arab-Israel Conflict in 60 Minutes</u>, presentation by Alan Dowty, professor emeritus of political science, University of Notre Dame. January 28, 7:30 p.m. Free and open to the public; reception to follow. Auditorium, Jewish Community Center, 6701 Hoover Road, Indianapolis.

America and the World: A View from the Senate, presentation by Sen. Richard G. Lugar (R.-Ind.). January 31, 7 p.m. Civic Theatre, Marian University, Indianapolis.

Work/Life Balance

New Year's Resolution: More Work/Life Balance

If you are one of those persons who arrives to work early and/or leaves late each day, consider taking a small step to change. Select at least one day a week that you will work only the normal office hours. As you find that this is working, add another day and so on.

Volunteer Opportunities/Civic Engagement

Comment: You might wonder why I include a section on volunteerism in this newsletter. I believe that partnering with the community we work and live in is a win/win. The organization you work with gets the value of your services. It potentially allows you, the volunteer, to network and build relationships with other people, explore one of your passions, learn a new skill, experience a leadership role, get the great feeling that you get for making a contribution and have fun. Is that reason enough to include this section? J

Make a Difference for a Girl in Indy

Girls, Inc. (located just east of IUPUI campus) needs volunteers to serve as hands-on program facilitators and lunch bunch career mentors. There are also group partnership opportunities. FMI, visit http://girlsincindy.org/index.asp?p=5.

Education for Homeless Children

Indy School on Wheels provides educational services to homeless children in 10 locations in Indianapolis and needs tutors. FMI, visit http://indyschoolonwheels.org/dspVolunteer.html.

Career/Professional/Personal Enrichment/Recognition

Workplace Etiquette Quiz

There are very few places to learn about office/business etiquette, so how are we to know what the expectations are. Take this quiz to improve your etiquette IQ - http://www.emilypost.com/business/business_ei_quiz.htm. Some general information can be found at http://www.etiquetteexpert.com/etiquette-tips.html, and here's a link to some podcasts from Peter Post and The Boston Globe -

http://www.emilypost.com/business/podcasts/index.htm . For international etiquette cues, visit http://www.cyborlink.com .

Mentoring as a Must-Have for Career Building (part of the Office for Women "Total Career Makeover" series)

On Wednesday, January 13, 12-1:30 in University Library 1116, Marilyn Kuhn will share how to use mentoring as a career strategy.

FMI and to register, call 278-3600 or e-mail ksgrove@iupui.edu.

<u>Building the [Academic] Dossier (part of the Office for Women "Partnering for Promotion series)</u>

Learn how to gather evidence and effectively present it to evaluators on January 28, 12-1:30 in University Library 1116. FMI and to register, call 278-3600 or e-mail ksgrove@iupui.edu.

Working Through Difficult Conversations

The crucial skills learned at this January 12, 8:30-10:00 a.m. session at the Peace Learning Center, 6040 DeLong Road (inside Eagle Creek Park), will help you to understand the three levels of conversations and how to promote conditions where people speak frankly and respectfully. You will gain skills that encourage spirited dialogue and reduce confrontation and resistance. Learn to promote best ideas, save time with fewer meetings, have less disagreement and make better decisions. Contact Nancy at 327-7144 or nruschman@peacelearningcenter.org prior to the session to receive a park pass. There is a \$5 fee and preregistration is required.

Call for Proposals for Indiana Latina/o Conference

The Latino Enhancement Cooperative and La Casa of Indiana University, along with Ivy Tech Community College invite proposals for workshops to be held at the Indiana Latina/o Leadership Conference. The conference will be held February 27, 2010 at the Ivy Tech Community College campus in Valparaiso, Indiana. Please limit workshop/session to one hour. Each proposal postmarked no later than January 7, 2010 is guaranteed for the review process. Please submit a written proposal to: Latino Enhancement Cooperative, Indiana University-La Casa, 715 E. 7th St, Bloomington, IN 47408 or by email to iulec@indiana.edu. FMI, contact 812-855-0174 or iulec@indiana.edu.

Note

If someone forwarded this Work/Life e-newsletter to you, you picked it up via the Web or link or received a paper copy and want to subscribe to receive online, just send a note to mstimmin@iupui.edu.

Note: In order to provide as many good resources as possible to participants, we will often acquire speakers and informational pieces from a variety of sources and will list Web sites of various companies/organizations. We do not necessarily endorse the persons/companies/organizations whose information we use or whose Web sites we list (though we have done some basic research to try to ferret out reputable organizations, of course). The information we provide is not intended to be advice, simply information. Be a wise consumer and do the appropriate research before using the goods/services/information of any of these companies/organizations/sites.

Maggie Stimming, M.A., CWPM Work/Life Effectiveness IUPUI Human Resources Administration 620 Union Dr., Room UN 340 Indianapolis, IN 46202-5168

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