

**Edited Transcript  
2006 State of the Campus Address  
Presented to the IUPUI Faculty Council  
By Chancellor Charles R. Bantz  
October 3, 2006, 4 p.m.  
University Place Conference Center Auditorium**

## **INTRODUCTION**

This is the fourth opportunity I've had to address this campus about its state. It is one of the truly great traditions of the campus. I remember when I came here. [IUPUI Faculty Council President] Bart [Ng] and his colleagues said: Are you going to continue this tradition? My response was a resounding "yes!" The only thing I said is I didn't want it in December. I thought it might be good to have it near the beginning of the semester of the academic year. I think it's critical for us to review where we've been and project where we're going, especially on a campus like this one, which is fundamentally committed to the future. That is the framework I want to take today.

## **A Year in Transition**

As you've heard Bart mention, we've had a year of transition, which will continue — and that's not news to this campus.

That's sort of the state of IUPUI — one of transition. While there have been significant changes under way since we met last year on this occasion — most notably, of course, the search for a president of Indiana University — there have also been changes in terms of reorganization of the Bloomington campus. There's been a change in my title to executive vice president, instead of vice president for long-range planning.

There've been changes on the campus, which I consider critical to our future. We now have a new executive vice chancellor and dean of the faculties for the first time in 19 years, after Bill [Plater]'s long, successful service. Uday Sukhatme has jumped right in, the way that we had asked him to do, by looking at an Action Plan, which those of you in the Faculty Council have heard about. And you will hear more about this.

I see this as not really a transitional year, but a year in which the past is truly prologue in that we've done a significant amount of planning. We've begun a series of actions which will propel us into the future.

## **Input from the National Scene**

Some of this planning, information gathering, and input have come from the national scene:

- National Center for Public Policy and Higher Education, "Report Card"
- National Center for Higher Education Management Systems (NCHEMS), "As America Becomes More Diverse: The Impact of State Higher Education Inequality"
- U.S. Department of Education, "The Toolbox Revisited: Paths to Degree Completion from High School through College"

- Indiana Economic Development Corporation Strategic Plan
- Tom Mortenson, Lumina Foundation, President's Fund Conference

The recently released report of the Spelling's Commission [on the Future of Higher Education] is not listed here, but that's also been an important factor on the national scene.

We've had a series of studies in the state. We've had people locally. Tom Mortenson is a national leader in the study of student access and opportunity. He spoke here at a conference most eloquently, and frankly, most disturbingly, about the difficulty that we've created in American higher education by not providing enough need-based support for our students. The national scene has tended to focus on a very specific issue about our students; that is, helping them to be successful, providing opportunity, and providing access. That's the theme in most of these studies. It's the theme in the communities we talk with because the promise of higher education in this country is such an important part of the future. In fact, many of you in this room are beneficiaries of the commitment of this country to access, opportunity, and student success. We need to keep that as a framework as we think about the campus and the country.

### **Input from the Campus**

In addition to the national scene, there has been campus input and thinking about our future. A whole series of individuals, groups, and reports have been created in the past year. We enumerate a number of them here:

- IUPUI Performance Reports
- Student/Faculty/Alumni Satisfaction Surveys
- Program Reviewers' Recommendations
- Doubling Goals Reports
- Diversity Cabinet
- Council on Life-Long Learning
- Enrollment Management Council
- Council on Civic Engagement
- Retention/Graduation Council
- Council of Deans SWOT Analysis
- Fiscal Futures Team
- Faculty Council Budgetary Affairs and Planning Committees

Both the Faculty Council Budgetary Affairs and Planning Committees provided input to the campus about priorities they felt were important. We had a series of councils that came out of the doubling initiatives, like the Enrollment Management, Civic Engagement, and Retention and Graduation Councils, which continue to work to make recommendations on how we can succeed. We asked a group to look at our fiscal future because there is a significant concern about what's happening with state support, what's happening with questions of potential caps on tuition increases, and a series of other financial matters.

Of course, this campus is nationally known for our Performance Report. The first part of the report focuses on stories about our accomplishments. The last always has the data. Those of you who are serious about the data flip to the back. You'll notice I have a tab on mine where the data starts. That is the culture of this campus.

The input includes the student satisfaction surveys. The Diversity Cabinet has been particularly active in the last year looking towards developing a plan for diversity on this campus.

Three major themes occur in almost all these reports. It's stunning how consistent the advice has been from faculty, staff, students, and others who provided feedback as to what we should be doing.

### **Theme I — Student Access, Success, and Opportunity**

The first theme goes directly with the national trend. We need to improve student success and student quality on the campus. It appears in one report after another. It includes the notion of providing scholarships — both merit and need-based scholarships. We need to create more opportunities for undergraduate research that enriches their educational experience. It helps with student success. It helps the researcher. It helps get funding. It is a wonderful cycle — a demanding cycle — but a wonderful cycle of mutual benefit that we need to continue to work on. We know we need support for fellowships for our graduate students. Student employment is an area that kept appearing in these reports because we know that if a student works on campus about 20 hours a week or less, they have a higher probability of graduating. If we are going to focus on success, given that our students work so much, this is a very logical thing for us to develop and enhance. Of course, internships are key in many of your disciplines, but we also know internships are providing an opportunity to, again, build relationships with students and encourage their success. The advice is exceedingly clear. We need to put time and effort and talent and resources into this area.

### **Theme II — Faculty Support**

The second theme, also very clear, is that we need to support the faculty. This, as we always say, is a “no brainer.” The faculty is the core of an institution. You are the innovators of the institution. You are essential to our future. We have to continue to create new generations of faculty behind those of us who are older than 25. We need to do that in a series of ways.

Schools and departments engage in the challenging task of identifying talent and recruiting them. That's core work. We need to help that with startup support. This is becoming across the campus and across disciplines increasingly important because we put significant demands on the faculty to perform almost immediately as soon as they come here. When we hire advanced faculty, those who have track records, they need support in order to start running from the moment they land on the campus as well.

Collaborative research is essential to innovation and it is hard work. It needs support in the way in which we reward individuals. We also have to face the fact that we need new graduate programs. On a campus that does not have a significant number of doctoral programs, this is a very tricky thing to do. It's resource intensive. It requires us working through the complexities of a university system and competitors.

And, of course, facilities. It's not a surprise on our campus that people say we need facilities. What's interesting is people are saying they need very specific facilities to do their work. We need to create opportunities for students to interact with faculty in more consistent ways. We need specific kinds of laboratories. We need specific kinds of spaces in the library. Those kinds of ideas came up in these reports. There's a very consistent pattern.

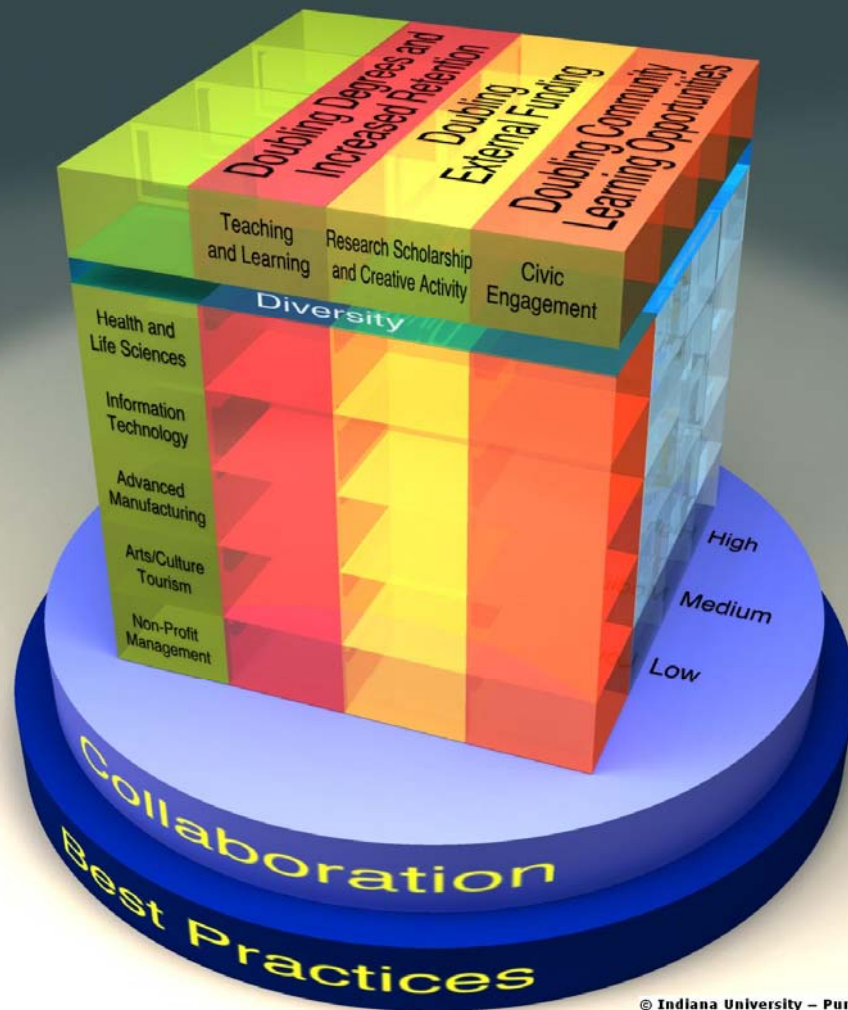
### **Theme III — Positive Campus Image**

The first two themes were not a surprise. The third theme, frankly, is somewhat a surprise.

There is a theme in these reports about the need for a positive image of this campus. What's interesting is the reports say we have a positive image. We have achieved, but we must drive that image further, and faster. A consistent set of suggestions is that one of the most intelligent ways to do this is to build on our core life and health sciences focus because it helps us recruit talented students, because it helps build quality faculty, and because it strengthens the whole campus, not just the health and life sciences. In most of the feedback, people recognize this. You don't have great biology students, if you do not have liberal arts support for that. You don't attract the highest ability students to the Bepko Scholars without having a rich array of quality undergraduate programs across the disciplines. We need to have that richness in our programs. I was also surprised by how nuanced it was. People are no longer saying what they might have said 10 years ago, "We don't get no respect." What they are saying is we get respect but not the respect we deserve. Frankly, that's a good attitude. It's not very Hoosier, but it's a good attitude for this campus and it reflects us.

### **The Cube**

We always frame input from various planning processes in the context of our strategic goals. This is what we refer to now as "The Cube."



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I want you to know that I have been handing this out in public. People, once they work through it graphically, find this very, very helpful because it makes clear what we all know: that we have the missions of teaching and learning; research, scholarship, and creative activity; and civic engagement. Those are our core business.

In addition, this campus is unique in that we've made diversity a cross-cutter. Everything that we do, we need to think about diversity.

We've built our mission on a tradition of collaboration and best practices — collaboration going back to our creation. As I joke with people, IUPUI is a married name. We took both names [Indiana University and Purdue University], put a hyphen in between, and that's how we ended up with a name that's so long. If you want to get a nervous laugh in Bloomington, just say Purdue is your middle name. I have taken to saying that occasionally and watch people try to figure that out. Someone actually asked me if my name was Charles "Purdue" Bantz!

Down the side of "The Cube" are the economic clusters we have selected as assets on this campus because they can contribute to Indiana's economic development. Of course, health and life sciences are at the top. We are not only Indiana's health science campus, we are one of

America's leading health science campuses. We need to just *own* that. When you give more degrees than all but six campuses in America in health sciences, you are a national health science campus.

In addition to that, information technology and advanced manufacturing are part of the state's core areas of economic development. The bottom two — arts, culture, and tourism and nonprofit management and philanthropy — are core economic clusters for Indianapolis.

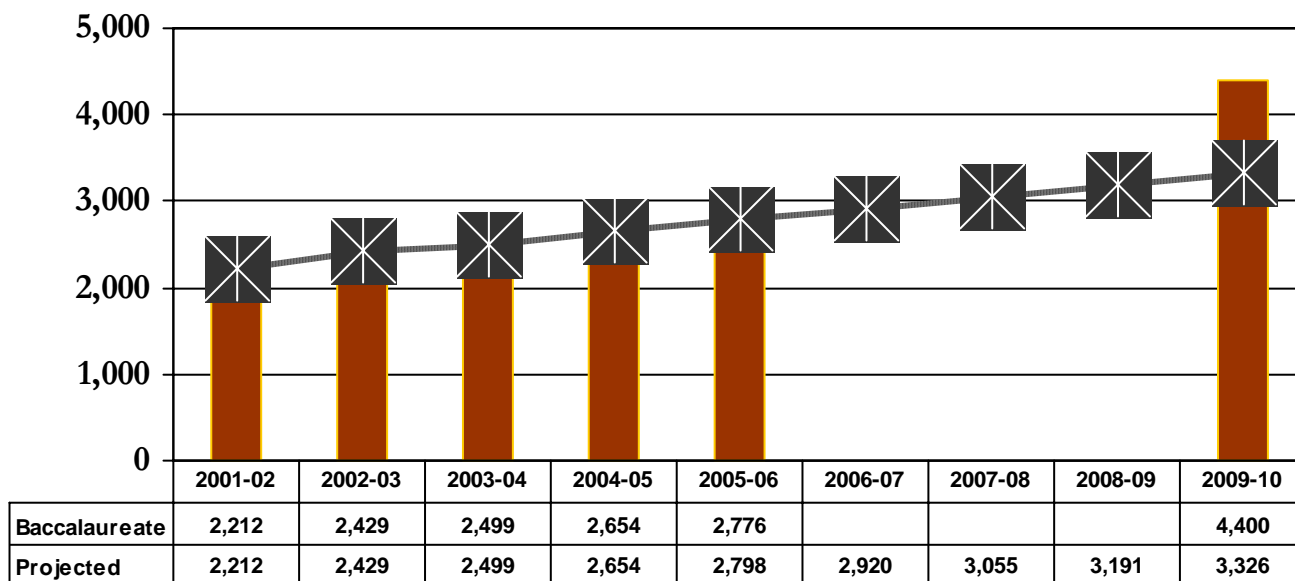
We have the doubling goals across the top, the challenge I laid out three years ago that we need to double our achievements and demonstrate the "Power of Two."

## The Doubling Goals

This framework has been exceedingly helpful in the past year in thinking about what we should invest in. What actions should we take? How should we move the campus forward in order to be most successful? As we do that, we always have to reflect on how we are doing on our goals. In previous years, I've talked about this at some length. I'm going to do it very quickly today and talk about the three core doubling goals: our success in increasing the number of bachelor's degrees, research funding, and participation in service learning.

In increasing the number of bachelor's degrees, the good news is we are increasing. The bad news is — not fast enough to double by 2010.

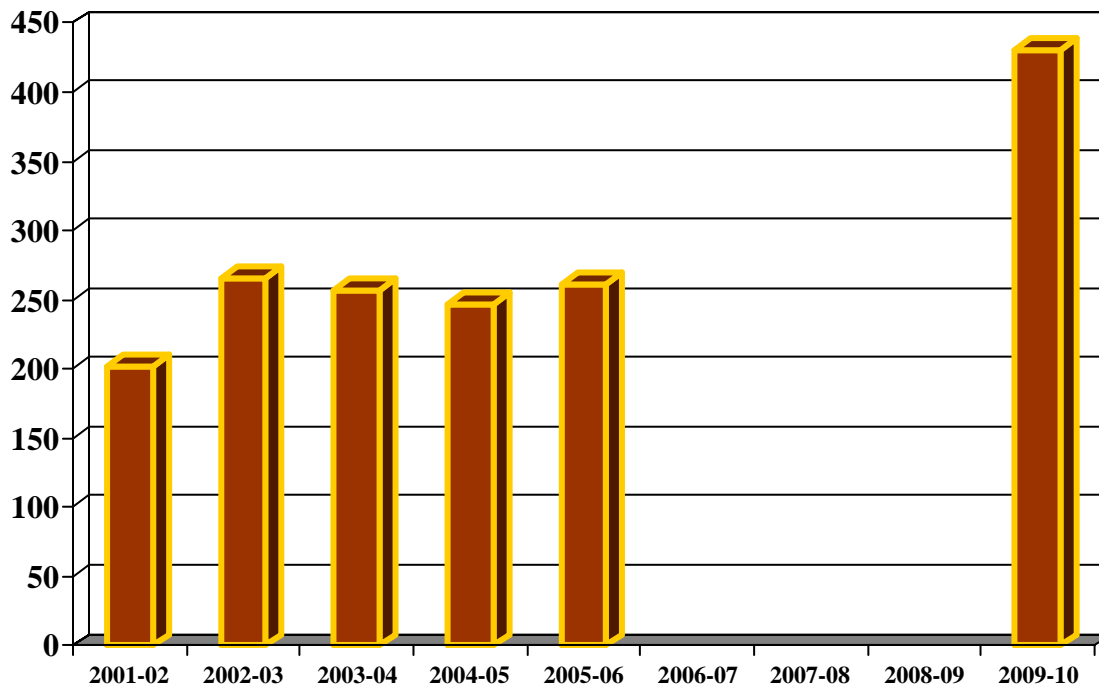
### Doubling Teaching and Learning



We've seen an increase this year of 122 over the previous year. There is a small positive to this line, but it is not steep enough yet. We are hopeful that this will move up for several reasons. One is that 2000 was the first year that we began to be selective in admission to our freshman class. That's an important thing for us to remember, especially those of us who came here after that time. Those of you who have served on the faculty many years used to teach classes which could have had a national merit scholar in with someone who would not be

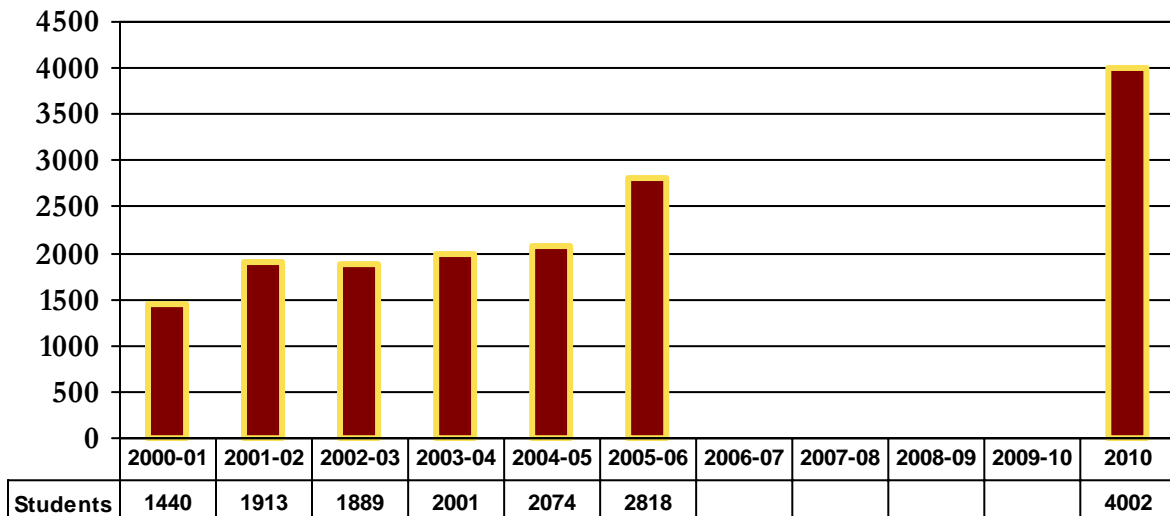
admissible to the campus today. As we know, that's a challenging teaching circumstance. This changed beginning in 2000, and we are going to see some improvement by that fact.

### **Doubling Research, Scholarship, and Creative Activity**



On the research front, this looks like a bumpier line than you would think. The 2002-03 line has a \$50 million gift from the Lilly Endowment to the Indiana Genomics Initiative. Take that out and we have a modest upward slope. Yet, this effort too needs to be pushed. Our researchers have managed to grow our NIH funding at a time federal funding to the National Institutes of Health is flat. Our colleagues in the School of Nursing have moved up since I've been here, from 20-something to 17 to 15 in their federal funding — truly an impressive movement in a short period of time. Oof course, our colleagues in medicine have made movement in this area. We also hope that there will be significant improvement with the aid of the legislative request IU has made. I hope you saw Dean of Medicine Craig Brater's interview in the Indianapolis *Star* today talking about that.

### Doubling Civic Engagement Participation in Service Learning



Service learning — this is the good chart — shows a significant jump just from last year. Almost 800 more students are participating in service learning. Over the last several years, we’ve seen a tripling of the number of classes offered in service learning. We are making progress on this measure in civic engagement. It’s important to celebrate this. We know this will touch students’ lives, because they will learn the habits of civic engagement while on the campus. It reflects this campus and its culture.

### Investments Follow Advice — Programs

We’ve talked about the planning process. I say that in the most positive sense, because last year, in some ways, it was taking a deep breath and gathering an enormous amount of information about what we should do next. But, it was not standing still. We made a series of decisions that have begun to propel our movement forward, and we’ve got several others immediately behind.

It was an interesting year of data gathering and taking actions simultaneously. We chose to invest in areas that followed the advice we were given. Now I know that may sound like a radical concept, but what we have actually done is said: What are the reports telling us? What are the focal themes that we hear? What are the goals we have? How do we advance in those areas?

The data nationally — and the feedback on our campus — say we have to support students’ success. What have we done to advance that? The most obvious is the Commitment to Excellence funding, started in 2003, the \$800 tuition added to undergraduate tuition which is to be directed back to undergraduate education. We went through a long, some would say, torturous process to identify programs that we could invest in that would enhance student success, enhance faculty, and enhance our focus in the life sciences. If you look down this list, you see the focus.



<b>Commitment to Excellence</b>	
Undergraduate Education in the Health and Life Sciences	\$250,000
Undergraduate Research Opportunities in the Health and Life Sciences	\$250,000
Building Undergraduate Excellence in Non-Profit Marketing and Development	\$125,000
Building Undergraduate Excellence in Criminal Justice and Public Safety	\$75,000
The Urban Center for the Advancement of Science/ Mathematics Education	\$356,000
Increasing Student Diversity, Retention, and Graduation through Undergraduate Research and Scholarships	\$171,000
Passport Nina Scholars	\$65,000
Bepko Scholars and Fellows Program	\$300,000

We are saying we are going to help undergraduates be more successful. We are going to be more successful in advancing life science. We are going to support the diversity of our student body. We are going to actually help outstanding students. The Bepko Scholars Program is bringing fantastic students to this campus. We added additional funding, \$300,000, to that program to advance it further.

In addition, we know we have to help improve K-12 education, particularly in math and science. Khaula Murtadha [School of Education]) and Carl Cowen and his colleagues in the School of Science put together a proposal that focuses on urban schools, training teachers to work in the Indianapolis environment to improve math/science education. This is a fundamental goal. We are partnering with the Indianapolis Public Schools. IUPUI is the anchor partner for the Crispus Attucks Medical Magnet School. That kind of focus and commitment to excellence reflects what we need to do, looking at some of the tough issues, and directing resources very clearly in these areas.

In addition, there are ongoing programs, some state, some campus, and some federal that have supported student access. I can't tell you that all these programs are safe in their funding. The TRIO Program keeps being a target in the U.S. Congress to be reduced, but we continue to maintain a series of these programs, many of which are coordinated through University College, to try and help our students.

<b>Ongoing Commitments</b>	
Diversity Research Scholars Program	Schools support each scholar with a full tuition and fee scholarship from freshman year through graduation.

Summer Research Opportunity Program	Supported by the IU Graduate School, CIC, the IUPUI Center for Research and Learning, and the NSF Alliance for Graduate Education and the Professoriate
Ronald E. McNair Scholars Program (TRIO)	Grant from the U.S. Department of Education, held in University College, but housed in the Center for Research and Learning
Louis Stokes Alliances for Minority Participation	Supported by a grant from NSF held in the School of Science
Indiana University Alliance for Graduate Education and the Professoriate	Supported by a grant from NSF, held in the Center for Research and Learning. The project is a partnership with IU Bloomington. IU is part of a consortium with Purdue and Northwestern Universities.

The Commitment to Excellence funding also had a focus on faculty, particularly those who serve our undergraduates, because of the nature of the funding.

<b>Commitment to Excellence</b>	
Enhancement of the Forensic Sciences and Investigative Sciences Program	\$200,000
Enhancing Diversity through Public Scholars	\$499,000
CTE Undergraduate Faculty Startup Program	\$300,000

The Forensics and Investigative Sciences Program just started two years ago. Jay Siegel in the School of Science, developed this program. There isn't another one that is up and running yet in this state. They have been blessed with lots of students. It's wonderful to have a TV show on virtually every night of the week promoting the excitement of science. It has helped student interest in this program.

We had a wonderful proposal coming from the School of Liberal Arts. Professor Ed Curtis, the Millennium Scholar in Liberal Arts, proposed Enhancing Diversity through Public Scholars, a very creative program to bring in faculty who are interested in topics of diversity and have them engage students in undergraduate research relationships.

In what is the biggest break from the past in this area, we began a startup fund to help deans and department chairs hire faculty who need resources that the deans are unable to provide and get them started at the undergraduate level. This is going to provide, I believe, the margin of difference in hiring some of the best faculty that we need across the campus. I think it is a terrific opportunity for us.

The table below shows other areas of campus support. We have the effort that Executive Vice Chancellor Uday Sukhatme has begun with the Action Plan, the Signature Centers. It is a wonderful thing to hear of his passion for encouraging faculty to create new ideas and new opportunities for programs which will be truly signatures on the campus. We are committing a significant amount of money that would be matched by the deans. In addition, we created a pool

to help faculty hiring because it has been clear to me that this has been one of the real challenges that the deans have faced since I have been here. As tough as it is to hire faculty, they are simply running out of resources to start them up when they come. That is simply not fair to the faculty that we are recruiting. The state provided \$2 million in new appropriations to support research based on our success in external funding. That money similarly is being invested in supporting researchers where that growth has come, primarily in the School of Medicine.

<b>Other Campus Support</b>	
Signature Centers	Up to \$150,000 each (matched by school)
Startups	\$500,000 annually
State Appropriation for Research	\$2 million

In addition to those, the Office of the Vice Chancellor for Research operates three different funding programs.

<b>Campus Research Funding</b>	
Research Support Fund	\$1,000,000
International Development Fund	\$ 75,000
Research Venture Award	\$ 319,000
<b>TOTAL</b>	<b>\$1,394,000</b>

Interim Vice Chancellor for Research Jan Froehlich has put in place a review process that has looked at these research support funds. Because of her background in medicine, Jan is saying, “We’ll give you the money if you promise to do a proposal to get additional funding to sustain it.” The purpose of the vice chancellor for research is to help people develop that tradition and move that forward.

Below is a list of the largest research awards faculty have received in the past year.

<b>Largest External Awards, FY 05-06</b>	
Scaling Up AMPATH, a Vital Component of the Presidential Plan for Emergency AIDS Relief in Kenya	\$3.8 m
General Clinical Research Center	\$3.1 m
The Arizona-Indiana-Michigan Alliance Philanthropy Collaboration	\$2.5 m
Pharmacogenetics Research Network and Knowledge Base	\$2.3 m
Aftercare for Indiana through Mentoring (AIM)	\$2 m
Riley Children's Foundation Telethon 2005-06	\$2 m

Pediatrics Diabetes Basic Research Program	\$2 m
Molecular Oncology Program	\$2 m

The AMPATH program is our Moi University partnership. It has become the best program on HIV/AIDS in Africa. It received this support from “presidential funds,” and that would not be IU President Herbert, that would be U.S. President George W. Bush’s funds supporting that program. I have learned recently that AMPATH now employs more than 700 people working at 20 sites in Kenya, delivering not only retroviral drugs, but also creating farms and factories, to create a full life for individuals who need to have healthy bodies in order for the drugs to work. They need to have income in order to sustain their families and care for the orphans who are being created by this scourge.

The General Clinical Research Center was a large grant to the School of Medicine. The Center on Philanthropy, in partnership with two other universities, received a very large grant that allows them to put some of the money into an endowment — an amazing gift from the Kellogg Foundation.

The other piece, in terms of resources, is philanthropy. I mention this because we are going to plan another campaign. We will start the silent phase in the next year. I also want to highlight philanthropy because, if you look at the list below, you will see that we have donors who understand our needs:

<b>Top 5 Philanthropic Gifts FY '06</b>	
\$1.5m	Sam Masarachia — Bequest, School of Liberal Arts scholarships
\$1.5m	Jean Schaefer — Bequest, School of Nursing
\$1.5m	Lance Armstrong Foundation — IU Cancer Center Endowed Chair
\$1.2m	IU Health Care Associates — School of Medicine
\$1.0m	Sally Reahard — Bequest, School of Nursing scholarships (final distribution of \$3M+ total gift)

There is support for scholarships, support for educational facilities, and support for outstanding faculty. Lance Armstrong’s gift created a chair in his name, which is held, of course, by Larry Einhorn, the physician who treated Lance’s testicular cancer. That kind of intersection is truly impressive.

I want to draw attention to the Masarachia Scholars because, some of you know, that program was created by a gift from Sam Masarachia several years ago. It was a gift of a million dollars. For those of you who don’t know the story, Sam is a retired union organizer. He worked for the Steelworkers. He never was wealthy. He apparently saved his nickels and invested well. In his life, he gave a million dollars for a program for our students in liberal arts. He passed away last year. In his estate, we received another million and a half dollars. Here is an individual who devoted his life to working people and then gave two and a half million dollars to support our students. That kind of commitment is going to change the lives of hundreds of students over the next decades. It is truly an impressive story that we should be proud of and that should make us feel an obligation to do more to support our students. So, our philanthropic support has also, fortunately, followed our focus.

We’ve also tried to focus on diversity in the ways that I’ve described before, such as the public scholars and the CTE support. I’ve asked Vice Chancellor for Student Life and Diversity Karen Whitney to serve a new role as campus diversity officer and to coordinate all the work we

do. As you saw on “The Cube,” diversity efforts cut across all campus activities. Obviously, efforts are critical in terms of recruiting faculty. It’s important with students. It’s important to each and every one of us. We have heard in several reports the suggestion that we need to have a single point of contact. I’ve asked Karen to play that role and bring together a group to coordinate. In addition, as I’ve mentioned, we have assigned them a duty through the Diversity Cabinet that by May there will be a plan. There will be recommendations for some additional investments in this area to move forward on our diversity efforts.

## **Investments Follow Advice — Facilities**

We’ve also had very significant support in investments for facilities — some of which are from the campus; some of which, of course, are everybody working together.

Learning Spaces. I hope you all know the story of Learning Spaces I in the Education/SPEA corridor. It is a fabulous transition of what was truly one of the duller corridors on the planet into one of the best destinations to sit on campus. Outside of the hotel, this is the most beautiful public space we have. The people who did this — the donors, the designers, the campus people involved in the planning — are going to do it again. Down the hallway, towards the Kelley School of Business side of the building, will be Learning Spaces II.

Similarly, Dean David Lewis has done a transformation in the University Library to create a better learning space. He’s also trying to put the resources together to increase how long our library can be open.

Each and every day I go by the Campus Center and watch it going up. A lot of new steel has been hung on it in the last week. We are going to be able to see the roof line and its curvature. It’s one of those places that fits the advice, fits the need, to support our students.

There are other ones under way. They are moving into the Medical Information Sciences Building in January at the head of the Downtown Canal backing up to West Street. There is a new project being built by Clarian across the Canal, the Clarian Education and Resource Center. Our colleagues in nursing and medicine are going to share a floor that has a simulator, so that they can actually work out on patients that aren’t real before they start working on some of us, which we are all in favor of. In addition to that, if you haven’t been around back by Riley Hospital, on the northwest corner of the campus, you should know there is a hole in the ground that’s getting bigger day by day. It’s the beginning of the Riley Phase V Project. That’s important to us, again, for research and teaching on the campus. Research III construction is up to the fourth floor. This is a very large building, primarily for cancer research. Of course, the IU Cancer Center hospital is moving rapidly, a \$150 million Clarian project. It’s not a campus project but, of course, the physicians will be all ours working from the Cancer Center.

I want to mention the University Place Hotel, not something I would ordinarily mention. One of the themes, remember, was saying we need to have a positive image of the campus. I hope all of you know that the University Place Conference Center is one of the positive images of the campus. This center touches the lives of tens of thousands of people from all over the world who come here for conferences. People talk about this. Obviously, the most famous visitor in the last year was the First Lady of the United States. Mrs. Bush was here for an event and, I want you to know, we got very positive rave reviews from the staff. They said the staff was helpful. The security was good. They were really pleased. Now that is a pretty good audience to please. One of our weaknesses in terms of image was that we didn’t own the hotel. Some of you may have stayed in it a few years ago. It needed some work. Well, we bought it.

We've renovated it. Two or three weeks ago, we got four diamonds. That is the highest rating in Indianapolis. There are three or four hotels that have that. We have essentially moved the hotel in service and in appearance to world-class. We are now going to get back on campus some people who would not have meetings here. Eli Lilly had quit having meetings here. They are coming back. We had the hotel done in time for the Final Four. It turned out that UCLA was based here. So a whole bunch of Californians now have seen a classy hotel in Indianapolis, and the word goes out. I am hearing this in the community. People who have been here and have been surprised. That's part of the positive image. The faculty part of me would say it's not the important part. It's important in the public relations part. It's important in getting people to know our campus and know this place.

### **Investments Follow Advice — Recognition**

What's really important, of course, is academics. We have had image enhancement recognition this year. It was a treat to go to the American Council on Education conference with Sharon Hamilton this year and be recognized for the work you did, the Faculty Council, the faculty committees, in creating the Principles of Undergraduate Learning. The Hesburgh Award competition is exceedingly fierce. We did not win the first place. We tied for honorable mention (that's the Certificate of Excellence). But, we tied with Ann Arbor, so it was an o.k. crowd. If I'm remembering right, it was UCLA that won. That was the competition.

Then a few weeks later, we were recognized by the Council for Higher Education Accreditation (CHEA), again for the Principles of Undergraduate Learning. This got national attention for us. We deserved it. You deserved it, the faculty who did this work. This is leading work, and it's being recognized at the highest level. That's an example of the kind of positive image we need to celebrate.

The biggest surprise this year was last month, when I came in, sat down at my computer, opened my email, and saw a news release in my inbox that says "IUPUI – Savior of the City." I worry enough about junk mail that when I see that as a tag line, I hesitated to open it. Yet, there it was, with no warning. To my knowledge, none of us knew anything about this study under way. Evan Dobelle did a national study of campuses that have changed their cities and ranked 25 of them. We were ranked number 4. We are the first public institution on the list. We follow such institutions as the University of Southern California, which has worked so hard to help the development of Watts, and the University of Pennsylvania, which has fundamentally transformed its entire neighborhood. We are on this list because the people on this campus made a commitment to partner with this city from the beginning. For 37 years, you have recognized this partnership. We have carried it forward. What's amazing is, it's not just us saying this. This is the kind of recognition we should celebrate each and every day because this is work that mattered to this city and to our community. It has changed it forever.

We are now seeing stories in the newspaper. John Ketzenberger is writing columns. He wrote another one today talking about us and IU and Purdue partnering and being collaborative. In an earlier one, he wrote: "The campus is part of the economic triangle that links Bloomington and West Lafayette to Indianapolis. It's not far-fetched to think that within that triangle reside the intellectual ingredients that will define the state's economic future."

That triangle is going to be the economic hub of the state, and we're essential to the future success. That captures IUPUI because we are the partnership hub of West Lafayette and Bloomington. We are becoming in people's minds the leader in terms of this

partnership/collaboration. Whether it is Michael Sturek [Chair, IU Department of Cellular and Integrative Physiology], whose Ossabraw pigs, now housed at Purdue University West Lafayette, help him understand diabetes, or our new hire in biomedical engineering [Ghassan Kassab, the Thomas J. Linnemeier Guidant Chair and Professor of Biomedical Engineering] who is, of course, appointed in the School of Medicine, as well as in Engineering and Technology. He will do research across several different campuses, including using the Ossabraw colony.

Similarly, just this week, we got news of a massive National Cancer Institute grant of \$7 million to the IU/Purdue Analytical Proteomics Team. A co-principal investigator on the partnership research project is Jake Chen, a joint appointment in our IU School of Informatics and Purdue School of Science at IUPUI.

David Stocum, founder and director of the IU Center for Regenerative Biology and Medicine, had an incredible achievement this year. His work is on the very, very cutting edge and he, with the great help of some of his colleagues, including Vice Chancellor Froehlich, managed to land one of the most competitive grants in America. The Keck Foundation is a very, very demanding funder. They came here. They twisted Jan and me through some polite but very clear set of questions to see if we were serious people, supporting serious work. They did the same with David and his team. It, too, is a partnership — with the Institute for Genomic Biology at the University of Illinois at Urbana-Champaign.

That kind of collaboration, that kind of accomplishment, that kind of connecting is, in fact, the single most important piece of this campus. That is our history. Excellence by partnering with each other, partnering across the campus, across the community, across different institutions, but always partnering to push ahead.

## **Focus on What Matters**

As I thought about how to visualize this, the People Mover seemed to work for me. It connects the different parts of Clarian. It connects IU with Methodist. It connects the campus to the head of the Canal and the pathology lab. It connects Riley and the cancer facilities. It connects us to downtown. It connects the campus and Wishard Hospital. It is very “future” looking. It reflects the sort of coming together for achievement that is the tradition of this campus and it reflects the desire to be better still. We have to get better. We have to help the community be stronger and more successful. That starts with our students. That is true in our research, and it has to be true in our civic engagement.

The reason IUPUI has been successful is because we have focused on what we are about. Focusing on what really matters. Ignoring the noise and focusing on what matters. Those of you who can do the research in the bench lab, do the research. I can’t do Mike Sturek’s research — I can guarantee you — or David Stocum’s. We have to have them doing it. Those of you who do mathematics need to do that at the very best you can and push it and yourself. The same thing with the transformation of our curriculum and working with our students. That focus, that achievement is how we got here today. It is the only way I believe we will continue to move ahead at the rate we need to.

We need to tell the story of how that focus translates our work into practice. You’re going to hear some presentations announced this year called the TRIP Initiative to demonstrate to our community how the work that occurs translates into practice. Almost every time I go out into this community, someone says to me, “You have such an incredible campus that has made such a difference.” One of our colleagues is visiting here from Boise State as an American Council on

Education Fellow. He says everyone tells him he's picked a fabulous place. I sat at lunch today with someone whose name appears regularly in the newspaper and who controls a significant part of the budget of the state of Indiana. He says to me, "The campus has come so much further than anyone dreamed and it has made such a difference. Keep doing that!"

That is a level of support and trust that most universities would beg for. We have that support. We have it because you, the faculty, have worked with the staff and worked with the students to achieve a level of success that has changed this campus. It has changed this community. It has changed the world for the better.

I want to thank you for what you do every day and night and to say that the state of the campus is that we *are* a success, but *we're not done!*

Thank you.

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