

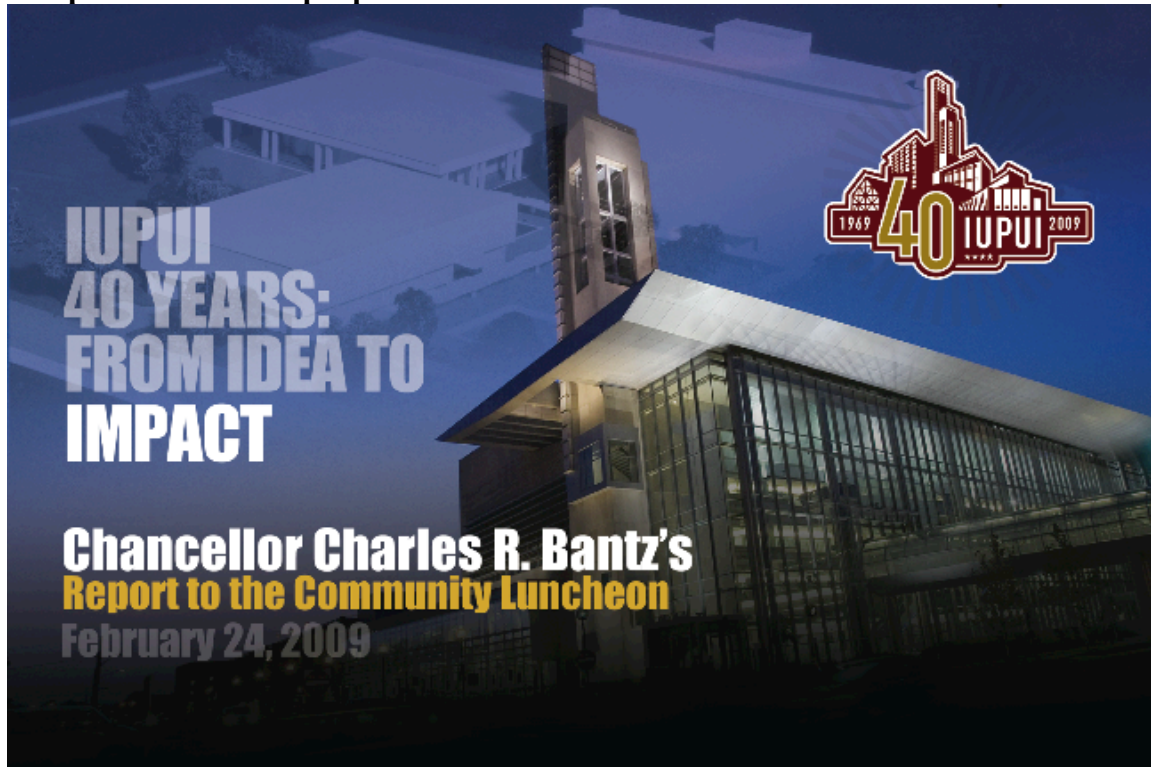
Edited Transcript

Report to the Community

Charles R. Bantz

Tue 2/24/2009, 12 noon-1: 1:30 PM

Campus Center Multipurpose Room



I want to talk first about the notion of this being, as you can see, the 40th anniversary of IUPUI.

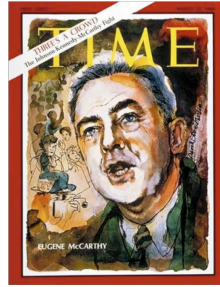
All of you, I hope, know bits of this story and know that on this place, well not literally on this place, this was an old building called the Bowers Building, from the turn of the last century. But nearby, we had in this neighborhood a community, a community of residents, and we had the hospitals. And we had a series of health professions that began to develop in the early part of the 20th century. Following that, we began in Indiana to have extension programs taught by Purdue and Indiana University here. And the combination of these programs were scattered in seven different locations from all the way as far as south as where we are to as far north as 62nd and Hoover. And for those of you who don't know that, that is a "long piece" as we would say where I'm from, up there 10 miles away. We had programs at 16th Street in town but we had them downtown in office buildings, but in 1968-'69, we created in this community, IUPUI, so this is the 40th anniversary.

Last month we were fortunate to kick off this anniversary year with a dinner in this room celebrating the work that had been done and kicking off the idea that all year long we want to remind people of the 40 years of effort to build what is here before us today. And at that event, we were fortunate to have Senator Lugar here. He, as Mayor Lugar in 1968, gave a famous speech certainly in my world and frankly in the world of city-county government because he said he had two goals as mayor and one was to unify the city and county councils and create what is now the City-County Council, and two was he said, "You can never have a great city without a great university." That was essential and it needed to be a public university and needed to be right in downtown Indianapolis.

And that speech is one of the few speeches that had ever produced so much reaction. We obviously have unigovernment [phonetic] and we have IUPUI, the direct result of that, and the whole group of people who worked around that to make that happen and I mean that, there was a whole group of people, some of you in this room in fact were part of that effort.

We recognized the Senator at that dinner and gave him the first Chancellor's Medallion that I've bestowed on anyone in recognition of that effort and achievement, and he took that opportunity to once again demonstrate his leadership, thanked us for the award, reminisced briefly about the 40 years and said, "Now we need to look to the future" and he challenged us to do that.

That speech I think has guided this campus from the very beginning. And it has guided us from a time which some of us will remember was particularly difficult.

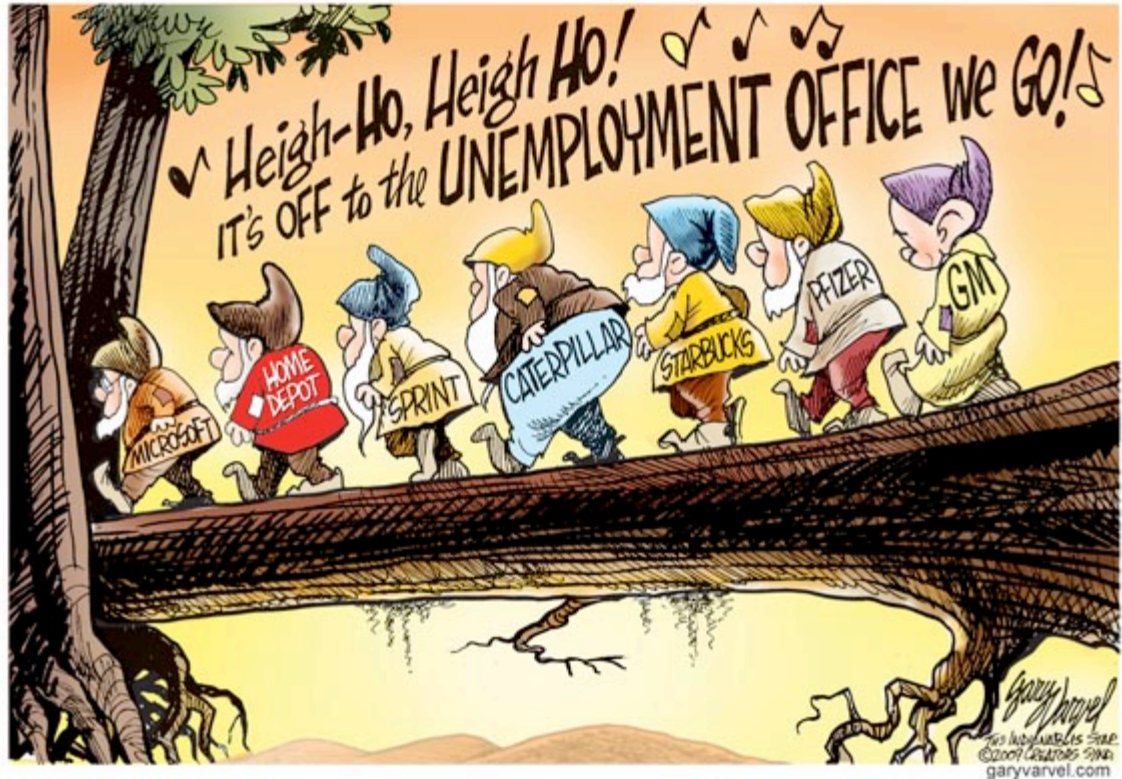


Cavanaugh Hall Groundbreaking

That speech was given shortly after an extremely controversial political election in a year in which the United States was engaged in a war in Southeast Asia with over 500,000 soldiers in place in Vietnam that in fact brought the assassination of two of our country's greatest leaders, Martin Luther King in April of that year and Robert Kennedy in June of that year following the California primary.

But also in that year of great stress and turbulence, there was a vision of the future and the shovel was literally turned to create Cavanaugh Hall across the street as the first major building of what would become IUPUI. And so that rather young person with the shovel in the center, some of you will recognize as Dick Lugar. Some of you will also know that's Joseph Taylor standing there beside him. Taylor Hall, as now named, is named after this Liberal Arts dean.

That was a time of great challenge for us and yet people saw the future and saw the opportunity that this campus could provide. It could change this entire community and state and contribute to the world. Here we sit 40 years later.



In this cartoon from last summer, during the campaign, of course, here are two candidates for president during two wars that we are engaged in in Asia. Enduring economic stress. We went through, once again in this country, a contentious election. We came out the other side and we had a transition of leadership and we have that challenge before us to think again of how do we have the future in spite of what we know is an enormously challenging time with job loss, with the stock market, with all of these issues.

But yet, as we talked at the table today at lunch, and as the mayor reminded us, this is a time that you have to see the opportunities in these challenges. We have to look forward. And those of us in higher education, I think, that's especially critical because it is our responsibility to see beyond the horizon. And I say that because as you're going to see, and that some of you know about this campus, there are people here who have said, "This must change!" So if Larry Einhorn would have sat there and said, "It's okay that 95 percent of the men who get testicular cancer die," we wouldn't be in a place today where 5 percent die and 95 percent live. That kind of vision in front of an overwhelming obstacle is what we have to have, and I believe it's been the commitment of this city that saw that we had to create a campus in the midst of one of the most stressful times in certainly my lifetime.



DARK DAY: “The Day of Judgment is either approaching or it is not. If it is not, there is no cause for adjournment. If it is, I choose to be found doing my duty. I wish, therefore, that candles may be brought.”

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And the way in which I think we focus on that is really captured by a story that Sylvia Payne in my office brought to my attention from John Kennedy on his campaign stump. He used to end his speech with the story about the House of Representatives in the state of Connecticut back in 1780. A Colonel Abraham Davenport was chairing the body of the House of Representatives, and this afternoon the sky's started turning gray, and suddenly turned entirely black. In a time of religiosity in government people dropped to their knees and prayed to God and said we should adjourn. Colonel Davenport, in the best pioneer tradition, I think, said, “The day of judgment is either approaching or it is not. If it's not, there's no cause for adjournment, if it is I choose to be found doing my duty, I wish therefore that candles be brought.” Let's get back to work.

That would strike me as the spirit of IUPUI. It hasn't been easy. There are people who know very specific things that they lack in their work but they've found a way to make things better. If people in 1968 would have said, “It's okay to have Indianapolis be a donut hole city,” we literally would not be here today. But people said that wasn't gonna happen.

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ARNE DUNCAN
Secretary of Education



SENATOR EVAN BAYH
\$2,500 Tax Credit

LAMAR ALEXANDER
VIEW FROM CAPITOL HILL

"Higher education is one thing that works and works well. It is our secret weapon for keeping our high standard of living."



And so I think today, we have to look beyond the gloom and say that we have opportunities. And as I focus in my role on higher education, I think we are in an amazing position. I would remind most of us that this is the first time in about 80 years we have had a professor in the White House. This is a part of Obama's presentation of self you don't hear a lot about, but the man has been a constitutional law lawyer for more than a decade. We usually hide that, by the way, in American politics. I can win best by asking which last President ran for office who held a PhD and almost nobody knows it was George McGovern. This was a secret 'cause it didn't get you elected. It didn't get him elected either way. [Laughter] But all South Dakotans have to stick together, so.

Similarly, Arne Duncan has been appointed Secretary of Education. Almost nobody knew who Arne Duncan was except, of course, the 40,000 employees that he supervised as the Superintendent of the Chicago Public Schools that teaches 405,000 students. How hard a job is this? I remind people that he had more employees than Purdue West Lafayette has students, and he had some of the toughest schools in the country, and now they have at least three of their schools ranked in the top 10 in the country in quality. Are they done yet? He'll tell you no.

So we have a Secretary of Education who understands K-12, and who just two weeks ago at the American Council for Education spoke highly of the partnership he has to have with us in higher education. Similarly as you go around the horn you see Lamar Alexander, the Senator from Tennessee, who spoke to that same gathering and emphasized the role that higher education always plays in building the future. And just last week Senator Bayh, on the day the stimulus package was signed on this campus, announced the elements of that package that benefit students and their families—the most notable of which is the tax credit of 2,500 dollars for every undergraduate student. And the family

who was there, from New Albany, the father is in college and the two children are in college, and obviously they were stressed financially. This tax credit will make a difference.

IUPUI INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS

MITCH DANIELS
STATE OF THE STATE

"But as we await better days, we should be positive, even exhilarated, by two undeniable truths.

First, times of stringency are optimal times for new thinking and breakthroughs in

SPENDING THE SAME DOLLARS MORE WISELY.

We are rightly encouraged to think of a budget bind as an

OPPORTUNITY TO INNOVATE."



But this has also been true in the state. We looked at our local and state officials and see a commitment to higher education. The mayor is here today and has been in this room at least four or five times. We see the president pro tem of the senate, we see the speaker of the house, all of whom have provided support and the commissioner for higher education who is national leader and pushed hard for Ivy Tech in the partnership and is supportive of our partnership with them as well.

But notice the words in the governor's speech and the challenge that he has given to us, which I think is really good to remember in these times, because we do need to be aware of these two, as he calls it, "undeniable truths." Times of stringency really are optimal times for new thinking and breakthroughs, in spending the same dollars and spending them more wisely so that we have to be good stewards, and I'll talk about that in a minute. We are also encouraged, I think at this time, to focus on the opportunity to innovate. And we know that this is our challenge in Indiana and one that we must meet, and I'll focus on that as well.



So let me bring it to the campus very specifically and I'm going to move through a lot of issues related to the notion of spending wisely and innovation and keep them moving forward. But I want you to get a sense of the range of activities that are under way and that we must continue to drive forward in these times. Beginning first is I want to focus on the notion of spending wisely about our students, their access, their success, and graduates, and I also want to talk about land use and resources because it's very timely for us with the master planning process I'll mention. We need to innovate through collaborations in translating research into practice, core elements of these campuses, past and in its future.

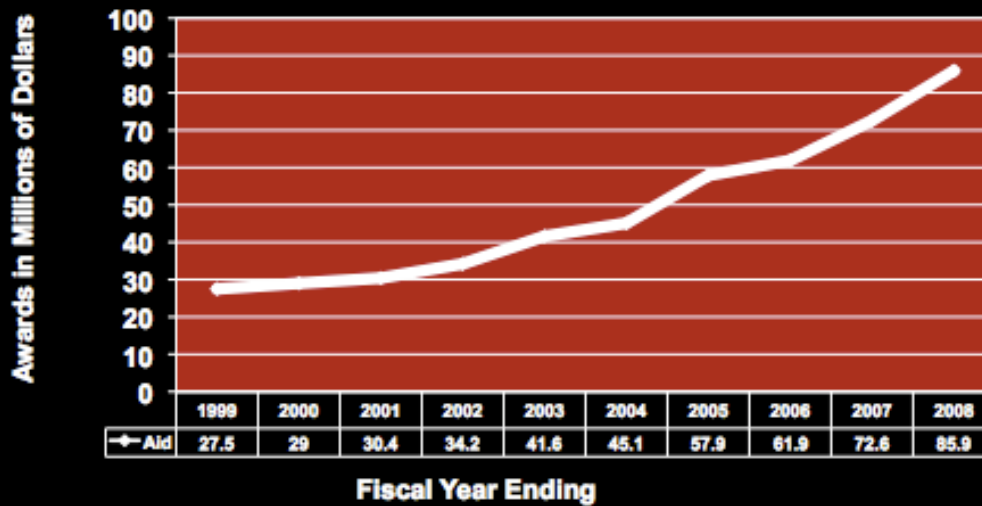
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Access. The commitment on this campus has always been to serve Central Indiana. It has been to make a difference in the lives of our students. And that requires providing financial support that students can come here. We have made that commitment, these three brothers are all on campus. One of them is going to graduate this spring and all three of them chemistry, biomedical engineering, great talents, how did that happen?

[SLIDE 10]

Financial Aid to IUPUI Students



We have committed to increasing our support for student financial aid. This has been a challenge for us. Some of this is philanthropy, some of it is using tuition dollars, some of it is reallocation. We are working to increase the resources available because we need to bring students in and we have to make them successful. Students need this kind of support for success. They need academic support. They need financial support. We need to do this wisely.

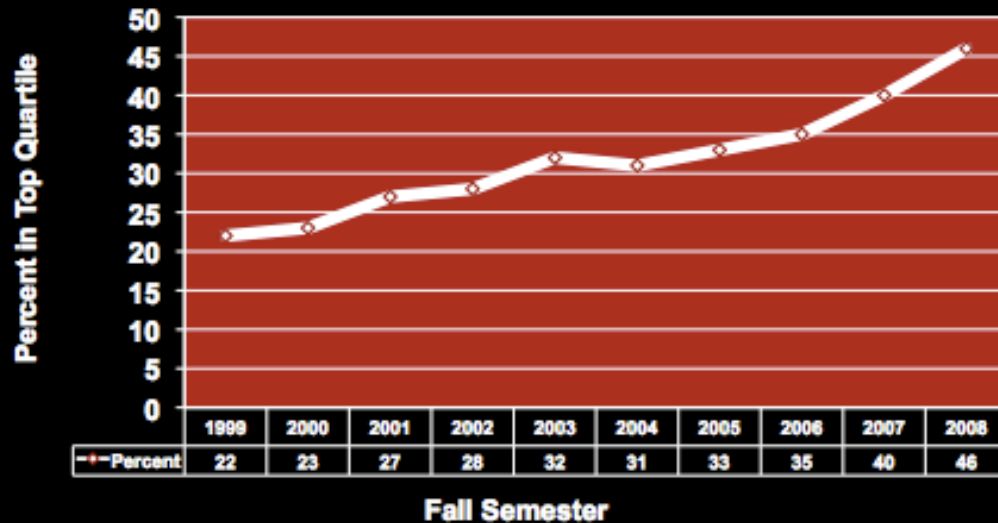
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And this example here of a Bepko scholar before you, one of our Bepko scholars on campus another biomedical engineer, terrific program that has brought us amazing students to this campus, and of course fits so well with the health and life science focus of this campus. Kellen Knowles is this Bepko scholar. We have a whole series of them, a great talent and we've supported them.

[SLIDE 12]

IUPUI First-Time Freshman in Top Quartile of High School Class



How has this had an impact on the campus? This is one of the things that is truly different. In the last 10 years we have more than doubled the percentage of our freshman class who were from the top quartile of their high school class. Similarly, we've reduced dramatically anyone from the bottom quartile and we've done that because frankly those students are not succeeding here. They did not have a good opportunity to succeed. They lack the skills based on their courses and grades in high school, and we've driven this development and frankly significantly improved our success rate.

As you've heard, I challenged the campus when I came to double the number of undergraduates that we complete. We are up over 30 percent since I've been here and the number of baccalaureate degrees granted every year. So we're driving that upward and we expect this to continue to move frankly at a faster over the next few years.

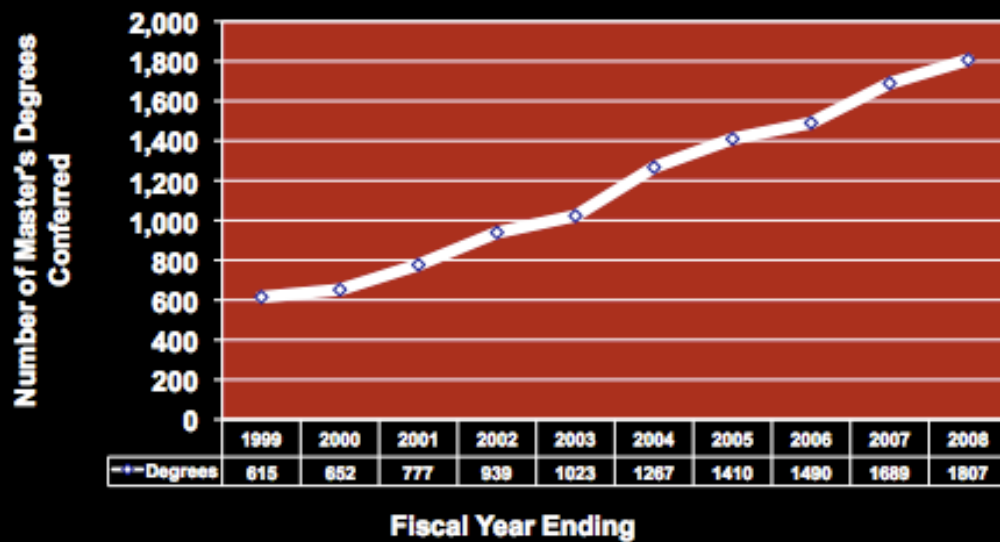
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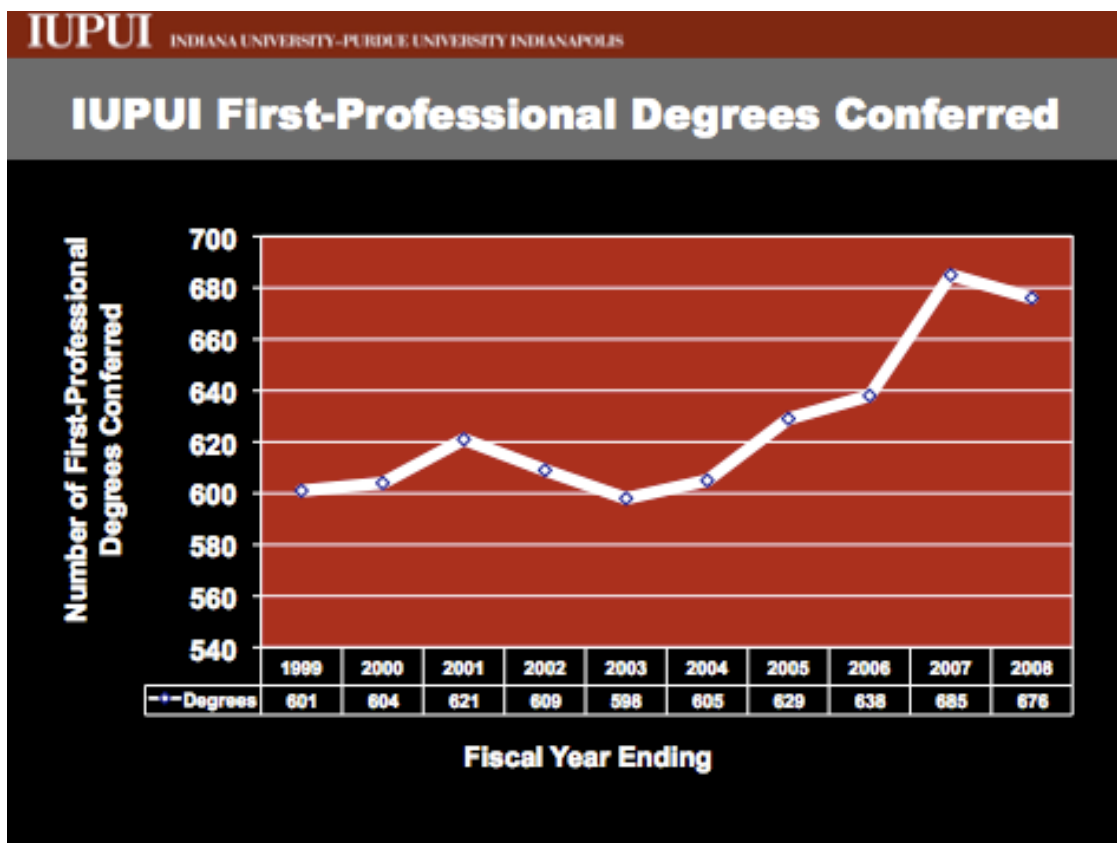
We also spend wisely on our graduates. We always have to remember as the deans do virtually every day that we have to produce quality graduates who serve their communities and are successful. And here's an example of one who's been recognized like that. Nicole Law is a principal in a suburban school district to the south here. She won the Milken Teacher Award last year, a national teaching award two in the state, and an IUPUI education graduate was one of them.

[SLIDE 14]

IUPUI Master's Degrees Conferred



We need to have many graduates who are incredibly well prepared and I believe that thanks to the work in the academic ground, we're doing that. We also see a dramatic increase in the number of master's degrees conferred. This is an urban research campus, it's central to our mission.



We are the place in Indiana where you can go part time to law school. We are the place in Indiana University that you can get a part-time MBA degree. We are the place in Indiana where you will be able to get a Library and Information Science degree, primarily technologically delivered. We are the place in Indiana that you can get a master's in law degree tailored for international students, in this case. We are literally providing the opportunity for those of you who are employers for your employees to get graduate degrees. So much so that one of our business leaders told me it was my job, he said it more politely than this, but it's my job to make sure we add academic programs, in this case, in informatics or in science that would challenges employees so much that the employee who could go anywhere would stay here. Because he said, "If you didn't create a job that's interesting enough, fast enough, he'd leave, and if he didn't have a part-time academic career on the side, he would leave." So that we are central to that aspect of economic development and having that kind of educational opportunity.

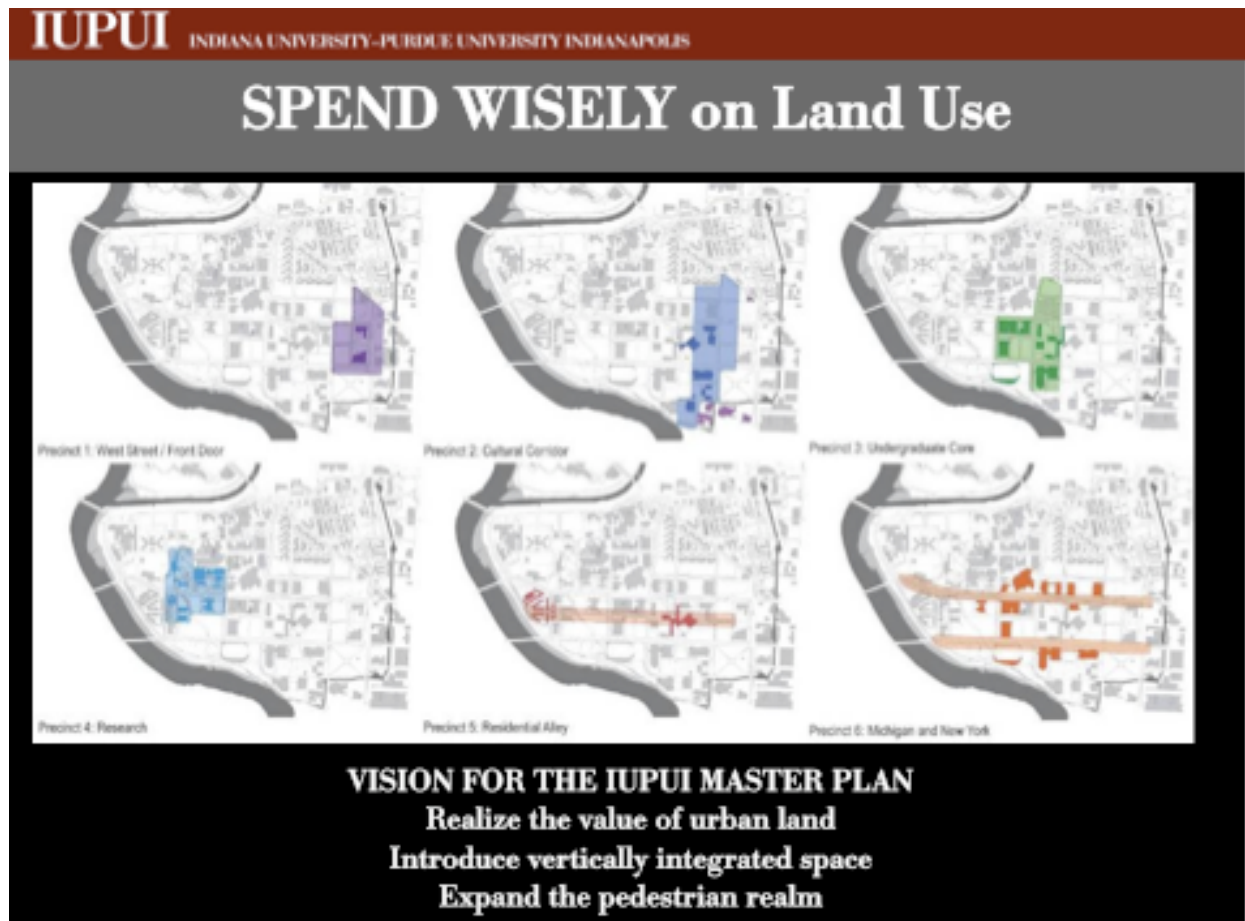
Similarly, we've seen the dramatic increase in our first professional degrees: law, medicine, dentistry, social work, and so forth. First professional degrees have gone up dramatically and we expect this to continue to move up. It turned down slightly as you'll see at the end but this is going to go up because I hope you know we're growing the school of medicine class substantially over a period of years. They will finish in 2012, as I remember. So we'll see that grow as well.

[SLIDE 16]



One of the critical aspects of producing successful undergraduates is to create a full educational experience that helps them go out into their community and experience activities and be successful in that community. The RISE initiative was initiated by Executive Vice Chancellor Sukhatme, building on the work that's been done on campus. We have had students engaged in undergraduate research. We know that draws students in and helps them be more successful, stay in school, and get involved in activities with the faculty and fellow students. We also know that international experiences are one of the biggest life changing things you can do as a college student. We've more than doubled the number involved, but it is still not as many students as we should have doing international experiences. We have also developed a national and international reputation for our service learning efforts. We've received national awards for that repeatedly. And just this last two weeks ago we received once again the President of the United States honor roll with distinction for service learning. We also are involved in experiential learning internships and so forth. The idea of the RISE initiative is that we will literally require our undergraduates to all have at least one such experience. It will show up in their transcript. Students will literally make this a distinguishing characteristic of an IUPUI education. This kind of development, I think, is an example of innovation, investing wisely in our students and trying to help them be more successful.

[SLIDE 17]



We also have to spend wisely on our resources. And as I mentioned, I was going to focus on land use very briefly because this has been in the news. The Board of Trustees approved on Friday the master plan for both the Bloomington campus and IUPUI of Indiana University. The master planning process took over a year. It thought through all aspects of our land use. I've learned stuff about the environment and what's on the west side of campus that I never knew about. We will build no small buildings, for example, in the west side of campus ever again 'cause the footings have to go so far down. You might as well put a 10-story building on top of it, not a 2-story that's because it is, euphemistically a flood plain. But we need to have solid buildings. This plan was critical for a couple of reasons and why I'm emphasizing it here as spending wisely is they have challenged us to rethink the value of urban land. The master planners looked at us and said, "You're in a city and you're using land like you're in a far distance suburb." So they're saying to us. We can develop 20 years of facilities on the peninsula. We can replace and build 3 million square feet on this peninsula. That's how much ground we have. I noticed an architect in the room smiled when I said 3 million square feet. This is a challenge to do, but they've made us say we need to use the space more wisely. We need to think about the environment much more carefully. They've talked to us about the need to separate the sewers on the campus. They've talked to us about runoff. They've talked to us about changing the streets. Yes, they've told us we need to make Michigan and New York two-way streets, because if I ask you all to raise your hand who would miss the turn for the parking lot and had to drive two blocks, most of you in the room would raise your

hand. And the reason that happens is because you can't simply turn around the next corner and go around to a two-way street and get back to the parking lot.

I know you all be pleased. They told us we do not have enough parking. We didn't need a consultant for that, but we need parking. But most importantly, we need to place it appropriately because it turns out most of the traffic on the campus is self-inflicted. We literally are drawing people into the center who don't need to be in the center. So we need to put the parking where the people enter the campus, which is all from West Street. About 80 percent of the people come from West Street. So we need to do a whole series of these things, all of which is about being smarter about the property we have and making it a more humane, more effective learning environment. We need to be wiser about it. More sustainable, yes, but also make it better for our students. So more pedestrian friendly, more bike friendly, more driving friendly, and definitely more hip for the students. There's a phrase up there you may have noticed: "vertically integrated building." I love this one. That's a multi-use building. We should have shops as well as offices as well as perhaps even residence halls hooked together and make it a more lively activity. So, as we build residence halls down the street right next to this building, there will be things like coffee shops, or whatever students want, and we'll try and put it in the building plans.

So, when we think about being wise with our resources, we have to think across all of it. It's not just money. It's the other resources we have including the people that we have and being effective with all of us on the campus. So we need to think that way. We need to in fact innovate that way.

[SLIDE 18]



And that's the second point I want to emphasize is the notion of innovating, first through collaboration and, of course, you've already heard about the Indiana Innovational Alliance, the partnership between Indiana University and Purdue University to try and enhance the biosciences industry, to try and drive that for us, and the life sciences. We see this is a center part of our existence. As I joked with somebody, we do understand partnering between Purdue and IU. This is part of our 40 years of history, and also bringing together the academic programs in both of them. We are the campus that brought biomedical engineering to the School of Medicine by having that kind of partnership. But this is even bigger and this is the kind of innovation we need to have through collaboration, an entire statewide effort including Notre Dame, including other institutions in this state, to try and be more successful. And you'll hear a lot more about this through the legislative session and beyond.

[SLIDE 19]



We've also innovated through collaboration on our campus and into our business community. The Lugar Center was named obviously after the senator. He gave his name graciously, but he's also given his time and ideas to us all. So you see Dean Oner Yurtseven there along with, on the left, along with the senator, Andrew Hsu, the director of that. We're doing work on renewable energy, especially fuel cells. There's been a whole series of areas of development in renewable energy. Clearly, it's one of the economic development opportunities for the city, the state, to develop. This is a real opportunity and we see this as a huge area of collaboration across the campus.

[SLIDE 20]



We also innovate on this campus in collaboration with the Indiana Health Information Exchange, the Regenstrief Institute. This topic is on lots of peoples' minds because it's in the stimulus package. I've noticed that it gets most people's attention. It is an exceedingly important thing with medical records. All of us here in Indiana, I hope, realize that we are the nation's leader in electronic medical records. This has been an important part of the leadership from Sam Regenstrief forward with the creation of the institute. And the Health Information Exchange is another good example of that kind of partnership.

[SLIDE 21]

INNOVATE with Collaborations on Teacher Preparation



We also partner across the campus in other ways. The Woodrow Wilson Program is one example. The Woodrow Wilson Foundation came to this campus and three other campuses in the state and said, "We want to partner with you, with the governor, with the Lilly Endowment in order to fund people to come back with their baccalaureate degrees to get a teaching certificate within one year." They would provide fellowship support to those students. Here is one of those teachers already at work. We're in the first year of this program. This emphasizes science, technology, engineering, and mathematics education, STEM Education. That's a focus we have. We've created several centers to work on that and been very successful we hope with this. This is an opportunity we believe for immediate economic growth. We believe that with resources to support more adults looking to recareer in this down economy, this is an opportunity, we think, we are able to add students through this program and respond to the long-term as well as short-term economic issues.

[SLIDE 22]



Innovating by translating research into practice, this is the epitome of collaboration coming together with the fundamental character, I believe, of this campus, which is that so many of us on this campus do research that we take out into the community and make a difference. And I start with the biggest, most visible of this and that is the Clinical and Translational Sciences Institute. This is Anantha Shekhar, who we joke is the rockstar of clinical translational research. His children tease him. He's on a billboard somewhere on the east side. Anantha is the psychiatrist who we asked to put together the largest grant proposal this campus has ever produced. He requested 50 million dollars. We received 25 million dollars. It involves a partnership across the state, and its focus is the notion of translating from the bench in medical research to the bedside, bringing treatments quickly to patients and also creating businesses. This was funded, as I've said, to 25 million dollars. We have some hope that this may get additional funds as a result of the stimulus package, because it fell below the level of funding. We hope it's going to pick up some resources. This is going to be one of the longest anchors, I believe, of the campus, and it involves people from literally dozens of programs and disciplines.

[SLIDE 23]



We also have got great examples that go way back on this campus. Ali Jafari, some of you in this room may have studied in engineering with, is the person who developed in his CyberLab the very first Indiana University product for teaching online, which came to be known as Oncourse, the predecessor to the current Oncourse product. But Ali is not a person who stops inventing, Ali invented another product in his CyberLab called ANGEL, and that's the company ANGEL Learning over on the northwest side, that is one of the largest commercial products for online learning in the United States. So, once again, student projects with Ali, create a product, spin it out into a business. It's a startup, it's employing people right here. But Ali didn't stop again. Ali has created another product out of the CyberLab called Epsilon, a collaborative tool which the *New York Times* picked up as its collaborative tool to allow people to interact all over the world with one another. And people can create communities through Epsilon. And Ali as you see there is the Chief Academic Officer of Epsilon and they keep improving that product. He will do something else is my prediction. He's not gonna stop now.

But this is the notion. You create something. You translate it. You put it to work. You create jobs. This is one of the core examples of innovation.

[SLIDE 24]



Similarly, we innovate in liberal arts. Two anthropologists, Larry Zimmerman and Liz Kryder-Reid, anthropologists who specialize in matters related to Native American communities as well as other things. Larry used to work with the Smithsonian on the reparation of Native American remains. They're both associated with the Eiteljorg. Larry is literally partly appointed with the Eiteljorg. They are in the Museum Studies Program. Indianapolis is a major tourist destination. Museums are part of that. We created an academic program to train people to work in museums. We have faculty who partner with those who reach out and get our students involved, and that kind of interchange is critical. Larry is also doing work with homelessness, coming out of his other areas of research. We have people who are innovating by translating their research into practice all across the disciplines in the campus.

[SLIDE 25]



Lenore Tedesco is someone who, some of you know if you'd met her, you'd remember as a dynamo of energy. She's worked on the White River along the edge with the restoration with the support from Lilly to restore the quality of the river edge on the west side of campus. About everybody in this room just drank the benefits of her work. She is the major partner of the Veolia Water Company. When I came here, not to insult my friends at Veolia, the water had an odor, and you may have noticed it's gone. It's not there anymore. Thank Lenore. Her team, Veolia's, you know, international research team worked together on this. This is a partnership and they continued to work not only on that project but water is a worldwide issue. How can we in fact make an impact on water worldwide, and frankly, how can we bring Veolia's research enterprise to Indianapolis? We've already brought some of their training enterprise there. Veolia, if you don't know it, Veolia is one of the world's largest providers of utilities. It's a very large French-based company and so to bring their research enterprise would be a very good day in the mayor's office, and the deputy mayor for sure.

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What you can do

IUPUI Performance Report

- Help Us Tell Our Story
- Copies Distributed as You Exit

Advocate for Investment in Education

Advocate for Indiana Innovation Alliance

WHERE **IMPACT** IS MADE

I want to move on to another example of innovation, and that is, I'm going to ask you to do something. First of all, as you leave, there's homework. We have a performance report that we'll give you on the way out. It is a brief, well-done document about our measures. We give you data. I gave you less this time than sometimes, but it gives you a sense of what we're doing. I also want you to know that, just this week, it won an award for its presentation and aesthetics in publication—first time we've ever won that award. But most importantly, I ask you to take a look at it, to come to know the pieces of the campus you care most about and try and explore them. And I ask you to do that because in this room, I'm often asked, "What can I do?" Frankly, we need you to be an advocate. This is a time, as I started with, of great stress. We know there are financial pressures on all of us. We know there'll be cutbacks. But what we also have to remember is Colonel Davenport and the notion that we've got to keep working and moving ahead. We have to drive this campus and this university and all of our universities ahead. And if you ask yourself, "Why do I know this so certainly?" Go back to 40 years ago when this campus was created. Some of us remember that time quite vividly. And it was a bad time in American life. And people here had the vision to create a campus and support it across the decades. And today you sit in a room like this, on a campus like this, with work that you've just seen and that you will read about in the performance report—work that has touched the lives of hundreds of thousands of people who are students, and touches more through the work that we produce. So we know the answer in Indianapolis of whether or not it matters if we support the development long-term of higher education, it does. This city would not be this city without the commitment that you had made in this room for decades to make this campus happen. So we thank you for those years of support. We thank you for those who have worked here for the work you do every day to make it possible. And frankly, we ask you to continue to do that because through these hard times we need to focus on that. This makes the difference, it does.

So thank you for what you've done in the past, but thank you for what you'll do to support us in the future. Thank you very much.

[SLIDE 27]



[Applause]