

Edited Transcript
2008 Report to the Community
By Chancellor Charles R. Bantz
February 20, 2008
University Place Hotel Ballroom

[applause]



Thank you, John, very much for that introduction and thank you for your service on the Board of Advisors of IUPUI for all the time I've been here and for your service on the Purdue Trustees for longer than that.

I want to thank so many of you in this room. One of the delights of my job is I get to know so many talented individuals who contribute so much to Indiana, contribute to the entire world, and many of you are in this room today.

I want to first thank our students who are with you at many of the tables who've taken time out of their day to spend some time with you.

You truly are leaders of today and of tomorrow. We want to thank you, and I ask all of us to give a round of applause to the students with us.

[applause]

I want to also thank the Chancellor's Circle, which is a group that supports the campus with their dollars, which allows us to do things that we can't with state funds, like lunch today.

And we want to thank you very much for doing that and also investing in a number of the initiatives I'll mention today that those gifts help us launch.

I do want to recognize several people who are here today, in particular, our elected officials. And we have, I believe, several individuals here. First, Representative Dan Burton. Carrie Burn is here somewhere, and we want to thank you for coming, Representative Burton, thank you.

[applause]

We're fortunate that one of Indianapolis's new deputy mayors is here, Nick Webber. I'd ask you to stand so we can recognize you, thank you.

[applause]

And I notice City County Council Representative Bob Cochran is here, right up front. Council member Cochran.

[applause]

And also, City County Councilor, Christine Scales is here, may I ask her to stand? In the back there, thank you.

[applause]

Now, is there anyone that snuck in after we were out front who is an elected official? I've learned to ask this question because you're really good at getting in the room quietly. I want to thank all of you who came today, elected officials. I know you have many, many pressures on your time and thank you also for your service to our community and in the case, of course, of the representative, to the nation. Thank you so much for that.

Each year, one of the challenges of my job is to try and figure out how you do a report to a community in a reasonable length of time about over two thousand faculty, thousands of staff, and nearly thirty thousand students and what they accomplish in a year? And frankly, it's impossible.

We have prepared for you a brief description in a performance report that you'll get as you leave here. But even at that, you'll notice we have a website that links off of it to give you a sense of what else we want to talk about.



IUPUI Is Making Impact Because . . .

IUPUI Focuses Investment in Areas that Yield Returns to Indiana

- Leadership
- Access
- Success
- Excellence
- Engagement



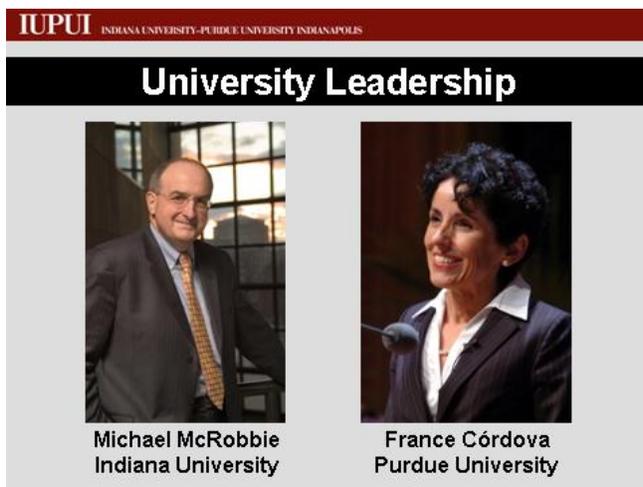
What I've decided to do today is to focus very crisply on a set of ideas, focusing on how this campus has invested its time and effort and resources in order to make Indiana a stronger state, building from our community and going all the way to the nation.

And that's occurred in five areas, the most obvious of which is our leadership, not as obvious as the notion of access, something that John Hardin referred to, which is providing access to students, oftentimes, the first in their family to go to college, oftentimes, responsible for parents or children or a spouse in their life as our students, unlike many places, and virtually always working as they go to school, whether they're undergraduates or graduate professional students.

Success, it's critical that those students be successful and be able to lead our community and contribute to our community for many, many years into the future.

Of course, we're committed to excellence and while we often use that term, I want to demonstrate to you in just a few brief examples of how we have invested our resources and our talent in order to build excellence on this campus. And that excellence, I believe, is truly based on the people that we have, whether they're students or faculty. And finally, as John alluded to, engagement.

IUPUI is distinctive in the degree to which we are engaged within our community and many of you in this room know that and will summarize a few items from this year. So what I've done is pick, under each of these topics, several things, very quickly to show you.



First, of course, beginning with leadership. I do need to mention the two new presidents.

With a name like IUPUI, we're interested in both of these presidents.

President France Cordova came to us from the University of California at Riverside, where she was chancellor and led a very strong effort to improve that campus.

Before that, she'd been at UC - Santa Barbara, working there as well. She's a scientist with the wonderful undergraduate degree in English from the University of Arizona. And for my colleagues at Arizona State, they're amazed that I can say it so positively, the University of Arizona, but I got over that years ago.

France is a really, true leader who's come to Purdue following in the very big footsteps of Martin Jischke and has shown that wearing high heels doesn't mean you can't fill big shoes. She's done a wonderful job in her short time with us.

President McRobbie, many of you have known, because he's been at Indiana University since 1997, and the characteristic I use to describe him is, he's interested in moving fast and I like that part of this. It has been an important step. He's got a clear vision, as I'll allude to in several places, that we are aligned with. And many of you in this room have agreed to take on responsibilities to help that effort move forward.

So, for example, in the room today, I have several of our university vice presidents, all four of whom have taken on new responsibilities. Let me take this moment to introduce them.

Doctor Ora Pescovitz, who everyone knows in Indianapolis, is President of Riley Children's Hospital. She is also taken on a role as the Interim Vice President for Research Administration, a job she wants to get rid of as fast as possible so she's working really, really rapidly on that.

In addition to that, Neil Theobald, who is the CFO of Indiana University. He had previously only been responsible for a small amount of money on the Bloomington campus, all their money, and is now supervising all the finances of Indiana University.

Doctor Ed Marshall is here somewhere, I'm told. And Ed, way in the back, is the Vice President for Diversity, Equity, and Multi-Cultural Affairs, an optometrist and a specialist and he's been very helpful in taking on that responsibility.

In addition, we have Craig Brater, who we know as the Dean of Medicine, but he's also the Vice President for Life Sciences for Indiana University.

And finally, from the IU Foundation, Bill Heller is here, who's responsible for fund raising in Indianapolis.

And I want to thank all my colleagues who have responded to President McRobbie's invocation to let's get to work and move Indiana University forward as rapidly as possible. And that really is an important framing device for the conversation about this last year.



We also are on the campus engaged in hiring. We are currently hiring more deans than has ever occurred in anyone's memory on this campus. In addition, we've been searching for vice chancellors. Bob Martin is retiring, which is an oxymoron with Bob Martin, but he is going to spend less time in the office. And we did a national search and we're very fortunate to hire Dawn Rhodes from the University of Toledo, who'll be joining us next summer as our new Vice Chancellor for Administration and Finance.

In addition, we've been ably served by Jan Froehlich as the Interim Vice Chancellor for Research. She's one of our chancellor's professors, a bench scientist; she's done a great job for us and we did a national search and we're fortunate to hire Khodadad Varahramyan who is coming to us from Louisiana Tech University, two examples of leadership that you'll see in place next year.

And in addition, we have more than five other dean searches. So it's Tuesday, who am I interviewing today, has been a common response by some of my colleagues.

This is critical for us as we know talent makes a difference and we're very fortunate in these two hires and others to have the kind of talent we need to go forward.

The graphic features a red header with the IUPUI logo and the text "INDIANA UNIVERSITY - PURDUE UNIVERSITY INDIANAPOLIS". Below this is a black banner with the text "Access: New Scholarship Support" in white. The main content is divided into two columns. The left column has a blue background with the text "IU's Degrees of Excellence" and an image of four students sitting at a table. The right column has a white background with the text "IUPUI: 21st Century Scholars Pell Pledge Grants" and an image of a busy university entrance with many people walking.

Access with our students is one of the key aspects of IUPUI. It's one of our responsibilities, we all know that, and we believe it's important.

We've made an important effort as part of President McRobbie's initiative called Degrees of Excellence to try and increase the number of baccalaureate degree-holding people in Indiana. And one of the ways we've done that is we've made a commitment to increase our support for students with high need, and that includes the Twenty-First Century Scholars, which all of you know, I believe, is an Indiana program, one that's nationally recognized, draws students into higher education who otherwise might not go to higher education.

And we're going to provide an additional fifteen hundred dollar support above the Twenty-First Century Scholars. This will affect over seven hundred students when it's fully loaded in five years, and that will help them graduate 'cause the research shows that amount of difference will make an enormous improvement in their graduation rate and that's one of our commitments to increase the number of graduates in Indiana.

In addition, the federal program that's called the PELL program, we've made a PELL pledge grant program and that will add additional money to the PELL grant, which has not increased in value substantially across the last decade, and as a result, we are not funding our students well

enough. Now, what's interesting about this program is that it's a fundamental commitment to access to the neediest students in the state of Indiana. This is for only Indiana residents.

And how we're getting the money is we're reducing our administrative costs, 1% a year cut in our overhead cost being reallocated to need-based aid. It's not going to be without pain. There will, in fact, be some reduction in jobs, but what the outcome will be is we hope to create new opportunities for educated students here in Indiana who have the greatest need of all of our students. In addition to that, though, we have to help students get to us because, as we all know, K-12 education is a key part of access for higher education. And we're doing many, many things and you'll hear about a couple of more later, but let me focus on one of them that is really a terrific partnership of this campus.



Superintendent White came to us almost as soon as he started, in his memory, in his first weeks, and Craig Brater and myself and others got together with Superintendent White and he said he wanted to make Crispus Attucks into a medical magnet school. And some of you know that Crispus Attucks is one of the most famous high schools in America. At one point, it was argued they had more PhD faculty than any high school in America and it was an enormously rich academic pool. And what the superintendent wants to do is make it a high-performing, medically focused high school. And as a result, we've partnered with them. Our colleagues in medicine have received external funding to assist that. We're working with education and science and trying to build this so we can see students as they graduate saying, we want to go to college, preferably here, but we want to go to college. And, we want to go into the health professions. And we know there's going to be a shortage of health professionals, and all of us in this room have a personal vested interest in making sure that shortage does not occur. So, we need to work on this very hard.

IUPUI INDIANA UNIVERSITY - PURDUE UNIVERSITY INDIANAPOLIS

Access: Ivy Tech Partnership



Isabel Rodriguez, B.A., Liberal Arts, May 2007
 Former Marine
 Ivy Tech State College Transfer
 IUPUI Individualized Study Major
 Nina Mason Pulliam Legacy Scholar

In addition, we're looking at access and we are a partner with Ivy Tech. As some of you know, IUPUI was essentially the anchor in building a partnership with Ivy Tech, certainly helped build Ivy Tech of Central Indiana by having the Passport Program, where we refer students to Ivy Tech who would not succeed here. We refer them to Ivy Tech to take courses, and then, they can come back to us. We've built transfer articulation. And our student here, Isabel Rodriguez, is a wonderful example of how important that is. Here is a former Marine, someone who has served our country, comes back to Indiana, starts into college through Ivy Tech, transfers to IUPUI, completes her degree with the support, as well, of the Nina Mason Pulliam Trust. Here we have your classic adult learner, someone who had a chance because we worked with the partnership with Ivy Tech and created an access opportunity. This is one of our key responsibilities, to make sure that those talented individuals always have an opportunity to succeed with us. And that is true whether or not they start at Ivy Tech, or if they're first year students with us. We need to make that opportunity possible. So, we focused very hard on this in the last year and we've invested our resources in this as well, trying to build and strengthen our systems because what we need is success. We need success for our students.

IUPUI INDIANA UNIVERSITY - PURDUE UNIVERSITY INDIANAPOLIS

Success: UCASE
 Urban Center for the Advancement of STEM Education





Charlie Barman
 School of Education
 Director

Kathy Marrs
 School of Science
 Assistant Director

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I want to talk now about a program which was one of our investments we've made in the last three years which has truly paid off. And you're going to see a theme developing here, which is about the acronym STEM, and if you don't know it, it stands for science, technology, engineering, and mathematics. Again, science, technology, engineering, and mathematics. STEM

education is a critical need in this country. I could go on an hour's length about the shortage of science, technology, engineering, and mathematics graduates from college in this country. It is a huge problem. It is, some people believe, hollowing out the academic strength of this country. And we cannot simply do that by starting in college. Those of us who've taught have all had the horrible experience of turning around after you've put four numbers on the board to create an average and turned around to watch a terrified look in your class's face when all you're doing is addition and division. We have a problem. And so, what we've come to realize is we have to improve the quality of teachers in K-12 in these disciplines, particularly, of course, science and mathematics. How would we set out about doing this? There are lots of efforts involved in this, but one that we invested in is the UCASE program, the Urban Center for the Advancement of STEM Education because we said, we need to improve the teaching of science and math in urban schools. And so, we invested campus money in creating this center as a partnership between the School of Science and the School of Education. And I can tell you, because it's true, I rejected their first proposal because it wasn't clear it was a partnership. It had to involve both the scientists and the educators in order to be successful. And after they worked on their proposal, we created UCASE. Charlie Barman chairs that, or is the director of that, and Kathy Marrs from the School of Science is the assistant director. They've already launched this. They have been so successful that their return on investment is roughly 500% in terms of federal grants already. Now why is that important? It's not the money. This is preparing individuals to teach science and math in K-12 education. We have to have that. We cannot be sending people into classrooms who are themselves afraid of mathematics. Because otherwise, our students are afraid of mathematics, too, whether it's algebra or arithmetic. It's a critical effort that we've made.

IUPUI INDIANA UNIVERSITY - PUBLIC UNIVERSITY INDIANAPOLIS

Success: Wilson Fellowships

Governor Announces:
INDIANA selected as lead state for **WOODROW WILSON FELLOWSHIPS** to improve teacher preparation and recruitment

Arthur Levine
 President, Woodrow Wilson National Fellowship Foundation

Now, what has this already lead to in a few short years? We were exceedingly pleased to be selected by the Woodrow Wilson Foundation to be one of Indiana's four campuses, IUPUI, along with Purdue - West Lafayette, along with Ball State and the University of Indianapolis, to be the first place in the United States to launch the Woodrow Wilson fellowships. Art Levine (he's the president of the Woodrow Wilson Foundation), describes it as the Rhodes Scholarships of education, to train the best graduates to go into teaching. It's for a master's program for individuals to teach in either urban or rural schools in order to improve the quality of education. Thanks to the Lilly Endowment's gift of ten million dollars to support this, these students will

each get a thirty thousand dollar fellowship in order to participate in the program. We're hoping to recruit talented graduates from science and math and engineering and technology disciplines to come back and get this education. We're launching this program led by Charlie Barman and the UCASE team from our campus because we were selected based on their success. Art Levine is one of the most forthright people I know, and he said, put Charlie in charge of this, make sure he's able to lead it, and you'll be all right.

And so, we're doing that and we're investing some of our campus resources in order to match the support from the Woodrow Wilson Program. And as you'll see, for those of you who can see the screen, Governor Daniels was there at the announcement along with Superintendent White and the Superintendent of Public Instruction, and Clay Robbins, and Sarah Cobb from the Lilly Endowment. I believe this is one of our chances to change education in Indiana. And it's building on our success, not solely on a hope for success.



Another example of this is the IU-HBCU STEM Partnership. This was President Herbert's concept that we at Indiana University Bloomington and at IUPUI need to partner with historically black colleges and universities which have always had enormously talented undergraduates, who then look to go to graduate school, oftentimes in predominantly white institutions. Indiana at Bloomington used to be a destination for that, especially during segregation. Bloomington was a very common destination when you couldn't go to graduate school, for example, in Alabama or Tennessee or Louisiana. And so, what Adam was interested in is trying to build a contemporary partnership. We launched it last summer and are partnering with nine other institutions. We had students both on our campus and in Bloomington. These students, frankly, appeared to have a wonderful experience. So much so, we've got one in graduate school already this year as a result of that. And we expect to have exchanges of faculty, as well as, students because one of the benefits of this has been to learn what incredible resources some of the HBCU's have. It is true, they don't have all the resources of a West Lafayette or a Bloomington or IUPUI. But frankly, they have some resources that we don't have, and so, we've learned that there's some research possibilities.

Again, a good example of trying to build towards success because these students, graduates of HBCU's in science and mathematics and engineering literally can go to graduate school anywhere. They will have as many as five and ten summer offers to try and go to summer programs because they're such talented students. Xavier, at the bottom, and Louisiana sends more African-Americans to graduate school and medical school than anybody. It's an amazing place and we're privileged to be partnering with them and these other institutions. Success is about, as we say, K-12 through high school and to graduate school, and one reason we have, frankly, a vested interest in this is, guess where faculty come from? They come from graduate school.

IUPUI INDIANA UNIVERSITY-PURDUE UNIVERSITY INDIANAPOLIS

Excellence: Translational Research

Ghassan Kassab
Thomas J. Linnemeier
Guidant Foundation Chair
in Biomedical Engineering

Linda Malkas
Vera Bradley Chair
in Oncology

And so, we're interested in having the most talented faculty we can have and we have set about this in the last few years very, very aggressively. Whether it's in the School of Medicine targeting talented individuals like Linda Malkas here who is the Vera Bradley Chair and recruiting her and her husband Bob Hickey and they brought their team. And some of you have heard this story so I'll stop at this point. There have been a series of such hires as well. On the other side of the screen, if you can't see it, is Ghassan Kassab who is the Thomas Linnemeier Guidant Chair in Biomedical Engineering. Both of these chairs, you'll notice, were created with philanthropy, which was a key part in both of these recruits. We set out in biomedical engineering to establish an individual with a track record of research that we would have to steal. It took us two years to steal him. He's come here, and already, both of these teams have created products that are in clinical testing or about to go into clinical testing. They've both created companies that have spun out. For those of you who are interested in breast cancer, Linda Malkas' team is working on a test, an antibody test, and hopefully, eventually, something which would reverse that disease. And Kassab's research, he tends to do a lot of things with blood flow, but the project that's spun out into a company involves a product with the clever name, LumenRecon. What this is about is how to measure how large a stent should be placed in your artery when you're being catheterized. It was not good news for me to discover that this is hard to measure. But I was exceedingly pleased that somebody's working on this.

And this is the kind of translational research that is a theme of the campus that I want you to be aware of. These are individuals who are doing very basic work that translates into work that has application in real life, and in this case, turning into companies is the goal. And so, what we do on much of this campus is translate research into practice and that comes from a long tradition.

As all of you know, I hope, we're only thirty-nine years as IUPUI, but we have several schools that are over a hundred, including Herron and Medicine. We have others near that, such as Dentistry and Social Work. Physical Education, depending on your count, is either over a hundred or slightly under a hundred. They moved around a few times. But what we have here is a series of schools that have almost all focused on translating the research, so that if you're a lawyer, you do, after all, practice law oftentimes. Not always in law but sometimes in other venues. You are a physician, you practice building on your research and education. The same thing, of course, is true in studio art. It's true in a variety of our disciplines, whether it's public affairs or whether it's archeologists who work in our community. So we translate research into practice which makes a difference to our community and that's why it's not surprising how focused we often are on engagement.



IUPUI INDIANA UNIVERSITY • PUBLIC UNIVERSITY INDIANAPOLIS

Excellence: African American Entrepreneurship

BESSIE HOUSE-SOREMEKUN
Public Scholar of African American Studies,
Civic Engagement, and Entrepreneurship
Professor of Political Science
Professor of African American and African Diaspora Studies
SCHOOL OF LIBERAL ARTS

CONFRONTING THE ODDS
AFRICAN AMERICAN ENTREPRENEURSHIP IN CLEVELAND, OHIO

Excellence is also true outside of the sciences. We have sought faculty. Last year, we sought what's called a cluster hire. You try and hire a group of individuals in a shared research area. In this case, African-American studies. We went out and tried to recruit three faculty members to come to us and we were successful. One of them here, you see before you on the screen, is Bessie House-Soremekun . She is a professor of political science as well as African-American studies. Her specialty is African-American entrepreneurship. She studies how African-Americans develop as entrepreneurs. She's had a center to facilitate that in Cleveland, that has been her focus, and if you've not met her, I can tell you, she is an energetic, African-American entrepreneur. She is so passionate about this work, and it really is illustrative how we try and recruit excellent individuals who, again, will connect to our community, in this case, the business community.

Engagement: Social Work



Lorraine Blackman
African American
Family Life
Education Program©



Michael Patchner
Commission on
Disproportionality in
Youth Services

We've also been very heavily, as you all know, involved in engagement and that is this notion of taking our work out. And here, we've got two faculty members, Lorraine Blackman, whose work is in the African-American Family Life and Education Program. She works with our community and applies her research in our community.

And along with her on the screen is our Dean of Social Work, Mike Patchner, who has been, as I tease him sometimes, the governor's servant since he's been here. He chaired the Commission on Abused and Neglected Children. He's now serving on the Commission on Disproportionality in Youth Services. He and the school are involved in training thousands of state employees to try and improve the care that's given to our children and youth in the state of Indiana. This is a commitment to our community that reflects, again, their scholarly focus in both of these cases. Mike's a specialist in this area, as is, of course, Lorraine. We take the excellence within the campus, translate it back out into our community, and make a difference in our community. These are two that have been very active in the last year.

Engagement: Center for Urban Policy



**Blue Ribbon
Commission on Local Government Reform**

In addition to that, we also were fortunate to contribute to the Kernan Shepard Commission, Chief Justice Shepard and former Governor Kernan, at the request of current Governor Daniels, took on a minor task, with no controversy, related to local government reform.

And the other handsome individual on the right of this picture is John Krauss, sitting up here in front as well. John is the Director of the Center for Urban Policy and the Environment. And along with Greg Lindsey, who's our Associate Dean, and several staff had the incredible task of

leading that commission through statewide hearings and coming to report in, of course, an unreasonable time frame and did so with the public consensus and enormous thoroughness and grace, frankly, under a lot of controversy. And I think it's an important step in public dialogue in this state about how we would change local government. And it really is an example of how we engage our community with the talents we have, in this case, in policy analysis and the ability to hold public conversations and gather information in a fair and balanced way, which is a really hallmark of the Center for Urban Policy and the Environment.



Engagement: Hispanic Business Council Research Report

PARTNERS
 Greater Indianapolis Chamber of Commerce
 Hispanic Business Council
 IUPUI Solution Center
 Indiana Business Research Center
 Latinus Group Enterprise Facilitators



ROLAND DORSON



CHARLES GARCIA



AMY WARNER



TERESA BENNETT



JERRY CONOVER



ROBERTO CURCI

Another example of engagement recently is with the Solution Center and the Business Research Center, and then, the Hispanic Business Council. We did a research report on the nature of Hispanic businesses here in central Indiana. An important piece of information from all of us about how those businesses were developed, how they're managed, are they family or not, and the kind of businesses that they're serving. It's been an important effort and a good partnership with the Greater Indianapolis Chamber of Commerce, Roland Dorson, and Charlie Garcia who represented, in this case, the Chamber, although he'd been involved in the Hispanic Chamber before. Finally, an example of engagement on this campus can never be done without talking about globalization because one of the really wonderful things is we describe this campus as Indiana's urban research and health and life science campus.



Engagement: Globalization






STRATEGIC PARTNERSHIPS
 Confucius Institute
 Universidad Autónoma del Estado de Hidalgo (México)
 Moi University (Kenya)

And people sometimes say to me, why do you say it's urban? Are you only interested in your neighborhood? And I take a deep breath and I point out that the world is urbanizing. It's not just

the United States. All of us, well, many of us of a certain age in this room had grandparents who grew up on farms. And now, John Hardin is a very small minority of individuals in the state and in this country who live on farms. And that has progressed around the world. Cities are the heart of some of the greatest opportunities, and frankly, some of the greatest challenges in the world. And so we have an opportunity to learn about healthcare, about business creation, frankly, about political conflict and other issues by being engaged globally and connecting it to our community. I suspect, local government reform is not merely an Indiana question but one that would go around the world. And so, what we've done at IUPUI is become increasingly strategic in how we do that.

We have many partnerships but we're beginning to focus on several that we believe will help us better understand our world and our students will better be served, but also, how we can gain and understand Indiana in reflection upon that. The first at the bottom there is the one that's the most famous, it's our partnership with Moi University in Eldoret, Kenya, which was built, of course, on a partnership to create the medical school at Moi back in 1989. And our colleagues in medicine became the inextricable partner to the medical school and helped build it up and were there, of course, when AIDS happened, and so they launched in partnership with their colleagues at Moi AMPATH, the Academic Model for the Prevention and Treatment of HIV-AIDS, which is, I would argue, the world's leading program treating AIDS. It has been an important lesson, I think, to all of us about how you can touch the world and learn about the world, far away from Indiana if you make that kind of commitment to a project as they have in medicine.

But what we realized over the last five years is that the rest of the campus had an opportunity to connect with that university, to connect with the structure that had been built, and to gain an educational opportunity for us, as faculty and administrators, but also, for, of course, all of our students. And so, in 2006, we signed an agreement across the entire campus, and now, I'm not quite sure which of our deans is not involved in Moi. Right now, unhappily, as you know from the news, none of our students are there. But we're hopeful, with Kofi Annan's help, that we will find ourselves back very quickly and rebuild that partnership. But the work has had to go on in the AMPATH Program because AIDS does not wait for local issues, and so, our colleagues Joe and Sara Ellen Mamlin have been heroes, frankly, as they've continued their work there. But that, I believe, is truly been an incredible lesson for all of us, about how distance, in fact, is irrelevant to the good work that needs to be done.

We also recently signed an additional agreement with the Autonomous University of Hidalgo in Mexico. It is essential for us to build a relationship in Mexico. There is no question that the relationship between the Spanish-speaking world and the United States is growing. We need to understand Mexico better than we do. Some of us were fortunate to live a long time with Mexico being our nearest neighbor, and yet, we realize that there's still a great deal to be done in every community. And we think this is a great opportunity for us. It is somewhat closer and has some of the same challenges.

The final one I want to mention is international recognition. The campus, through a competitive process, was selected to be host to a Confucius Institute. This is done by the Chinese government and it is only done when we have another university that will partner with us, a Chinese university, and we were fortunate that Sun Yat-Sen, which is one of the best universities in China, focused heavily on medicine, agreed to be our partner. With this, the government selected us. We've already launched it. Executive Vice Chancellor Sukhatme went to the first meeting of this council in December in China and we were having the Chinese Ambassador to the United States, one reason he'll be here this week is, he's aware of the campus because of that partnership. This engagement, of course, with China is essential again to our future to understand that country, to understand relationships, and build a partnership.

So engagement is key but it grows out of each of the ones I've talked before, where you have access for students, create their success, create excellence in the faculty and in the students, and then, make sure that we're continuously engaged so that we can, frankly, be more successful with all of our students and all of our community.

And that pattern, I believe, is what really sets IUPUI apart. It is what we do and are focused on and we partner with higher education institutions, whether it's Ivy Tech or Martin University. And I would point out that our new President of Martin is here with us today, Algeania Freeman is with us and we're glad. We've been important partners. We provide the library to Martin University and that's been a long-standing commitment. We partner within this city, we partner within the state, we partner across the country and across the world.



One of our most important partners, of course, is you. And every year, I'm asked, what can you do? And the first thing I want to remind you is as you get the Performance Report, please take a look at it and tell the story. We all know, the research is clear in my discipline, that if *you* tell the story, people believe you more than they believe me. No matter how honest I look, I'm from South Dakota. They're still going to believe you more. And so, it's important to tell that story. Tell it your way, based on what you know, and what you find important. And that's one reason we cover the range of topics. That's a really critical aspect of what we do here. And frankly, that has made the huge difference.

People have asked me over the five years I've been here, what's different about being in this role at IUPUI? And the honest, unquestioned answer is community support. This is different here and we need to celebrate that support that you give us in order to make us successful because it makes all the difference. I never, for example, ever have a discussion about town/gown issues in Indianapolis because as Tamara Zahn would point out, you are downtown. You can't have a discussion about that. So we need your help that way. The other area where we're going to need support is advocating for investing in the future. There are lots of important priorities every year before all of you who make decisions.

And where we are going to need help, I believe, is investing in people and investing in place. Let me be clear what that means. The only way we succeeded in recruiting some of the talent you saw was with help from our community, whether it was through philanthropy with a Guidant Chair or the Vera Bradley Chair, whether it was recruiting advice and participation from some of you in the community who talked to job candidates or vice chancellor candidates or professor candidates. All of that matters. When it's a recognition that we need to reward talented individuals, we've created new ways to try and do that. Each of those pieces comes, frankly, with the help from our community, and so, that's true of faculty and it's especially true of students.

One reason I tell the story so often about our Bepko Scholars is when I came here, there were people who said, I don't know if I want to send my son or daughter to IUPUI, it's not fill-in-the-blank. Well, I want you to know, every year now, they give me the list of where our Bepko scholars turn down to come to IUPUI, and last year, that list included the University of Chicago, Harvard University, and Stanford University. I'm sorry, those students can go anywhere in the world and they chose here. So, if the program fits, if your student fits this campus, if they want to be in Indiana's urban university with a downtown, with millions of people, with the issues that comes and the advantages that comes with it, we have students that are a match of anyone.

Now, are all of our students like that? No, this is not the University of Chicago where no one is below the ninety-eighth percentile. I'm serious, if any of you have sent your children to the University of Chicago, the trauma is, they suddenly realize everybody's in the top two percent. They're not special and that's wonderful and stressful. But, what they don't have there is the richness of experience of meeting students who come from incredibly different preparation and life experiences and they bring a rich diversity and challenge. It ain't easy, but it's life. And that's an opportunity that we have, and so, we need you to advocate for students as well as helping support our recruitment.

And the final thing is place and I mean this in two ways. I wouldn't be a Chancellor if I didn't tell you I need a building, okay? [laughter] I've gotten this far and I haven't talked about the Campus Center. This is a record, I want you to know. There's a picture over here and you need to walk through it. But, we're going to ask for some new facilities in the next legislative session and the most important one, I think, is the money we need to finish the neuroscience building. That's

critical, we know that, I can explain that to anybody and I'm not a neuroscientist. Craig and I and Ora are going to twist everybody's arms that we need some more money for that.

But what we need, I think, for the future of academic work here in our state is a place that brings together students who come to understand business and science and engineering and life science, and the opportunity that creates. And we're calling that the Innovation Center. And what we need, I believe, is to start educating our freshmen with the idea that maybe what they're working on might turn into something that they could sell. And that's a framework that has got to be interdisciplinary. It cannot occur if we put the business school at one corner of the campus and the engineering school, God forbid, at another campus or the other corner, and the science school further away. It doesn't work. Because what happens is some of you in this room hire those people and you spend the first year or two that they work for you slamming their heads together, saying, you have to talk to the engineers if you're in business. We want to start that at the beginning. And that's the Innovation Center.

But the other piece we need is something that people in this room have already made happen but we have to treasure and sustain it and that is the quality of place that's Indianapolis. We are in a competition for everybody we recruit as students and faculty. One of our assets has been the incredible work that Indianapolis has done to create a vibrant downtown. We would not be who we are, and we understand we're part of that, but we would not be who we are if some of you in this room hadn't had the vision and the risk-taking to do things sometimes Hoosiers don't want to do, invest seventy-five million dollars in a stadium is the one I always use as an example, with no football team. We've got to sustain that and grow that because the cities we compete against are doing the same thing and because our students and faculty make choices about lifestyle more than I did. I've never taken a move without a job, and the research shows twenty-five to thirty-four year olds who will do that. And we hire a lot of them and we recruit a lot of them to graduate programs. We need to continue that growth of place for all of us to enjoy.

And you've done that in this community and we have to keep sustaining that. So thank you so much for being here. Thank you for your support of IUPUI. It's been a wonderful year and let's make it that way again.

Thanks.

[applause]