

Edited Transcript

Report to the Community

Charles R. Bantz

Thursday, February 23, 2006, 12 noon-1:15 p.m.

University Place Hotel Ballroom

Introduction: **John Hardin**

Good afternoon. Sorry to interrupt the dinner/lunch conversation today. We do want to be respectful of your time, and we also like for Chancellor Bantz to have an opportunity to share some interesting updates about what is happening here at IUPUI.

On June, 1, 2003, Charles Bantz became the fourth chancellor of IUPUI. Earlier this month he was named Indiana University executive vice president, which I think is a testament to the trust and respect that the board and the president of IU have in Dr. Bantz.

Chancellor Bantz is an accomplished scholar in organizational communication, a discipline that focuses on how organizations are created, maintained, and changed through human communication. At the heart of his field of study is the recognition that the ability to manage communication is essential to the successful and efficient operation of large and complex institutions.

While teaching and conducting research in his field, Dr. Bantz held leadership positions at Wayne State University, Arizona State University, and the University of Minnesota. Strategic planning and continuous improvements were major responsibilities associated with those roles.

He is a passionate advocate for the special qualities that urban universities like IUPUI bring to the higher education landscape. He believes educational opportunities in the nation's cities are the foundation for our social and economic future. He is a strong supporter of IUPUI's involvement in BioCrossroads, the economic development initiative emphasizing Indiana's strengths in the life sciences.

As chancellor of IUPUI, he continues to carry forward the campus plan developed with a broad consensus of faculty, staff, and community input. It focuses on excellence in teaching and learning; research, scholarship, and creative activity; civic engagement; collaboration; best practices; and diversity. One of the key things that urban universities can do, according to Chancellor Bantz, is to play a role in connecting students to the broader community around them by emphasizing civic engagement as a core part of the curriculum and campus life. Another is promoting the diversity of the student body to ensure that students are prepared for increasing globalization in today's world.

In planning for an even greater future for the IUPUI campus, Dr. Bantz has urged the faculty to imagine the unimaginable, just like IUPUI's pioneers and champions have done since it was founded in 1969. Please join me in a warm welcome to Dr. Bantz.

Charles R. Bantz:

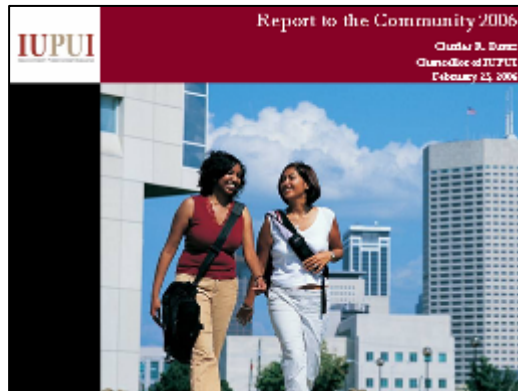
Thank you, John, so much. I'm going to ask John to stand a moment, along with his colleague, Barbara Edmondson, another member of the Purdue trustees. We want to recognize them and Jeff Cohen, a member of the Indiana University Board of Trustees. Thank you for your service to our universities.

I know there are some elected officials here today, legislators. We know at least one mayor is here, and others of you who are elected members of the City Council. Would all of the elected officials please stand so that we might recognize your service to this state?

Several of my Indiana University vice presidential colleagues are here today, including [Vice President for University Relations] Mike Sample, [Vice President and Chief Financial Officer] Judy Palmer, [Vice President for Institutional Development and Student Affairs] Charlie Nelms, and [IU Foundation Vice President] Bill Heller. I'd ask them to stand as well. Thank you for all of your services.

Today, I want to talk about both the past and the future of IUPUI. I want to do it in the framework that John just articulated, talking about the goals of the campus and what we are about.

In the slide that you see before you . . . I decided it's time for an update,



not only because my friends at OneAmerica have pointed out their sign is not on the building, but also that the student on the left, Helen Solomon, is now an alum, having graduated last year. Nikki Hagen, who works in the Dean of Faculties' office, is about to graduate and has offers from two law schools, including a full ride at one of them. They are terrific students who symbolize the success of our campus.

Before I speak specifically about the campus, though, I want to take a minute and update you on Indiana University, which has been much in the news since January 14th when our Board of Trustees made some changes in the structure of the university. Since it impacts the campus, I do want to mention that here today.

Most of the reorganization that was announced on the 14th of January, in fact, was directed at the Bloomington campus. The position of chancellor at Bloomington was eliminated. I've taken to introducing myself as, "I'm Charles Bantz and I am still the Chancellor of IUPUI."

The position of provost was created on the Bloomington campus, which is the chief academic officer. Additionally, there were some changes in the reporting lines in several different areas related to the Kelley School of Business and the School of Medicine.

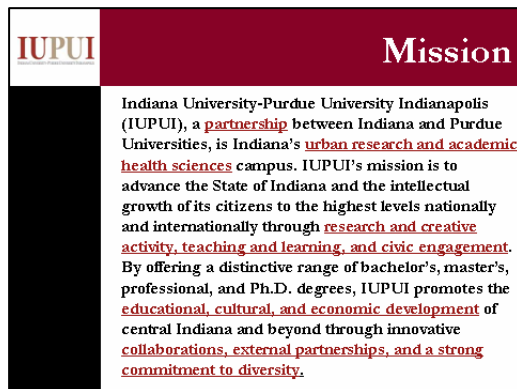
There was a personal impact, to which John Hardin just alluded. I have been a vice president since I was appointed in 2003, but my title was changed to

executive vice president. People have asked me what that means. Those of you who have worked in organizations always know that “other duties as assigned” is a significant part of your assignment. Those are being determined, but the core part of that assignment is that I’ve been asked to serve as the chief academic officer over the regional campuses and this campus. So that would include IU Northwest, South Bend, Kokomo, IPFW, IU East, and IU Southeast, as well as, of course, this campus. This duty was part of Ken Gros Louis’s role as senior vice president. So I have the opportunity to look over promotion and tenure documents from those campuses. Last Sunday, that’s what I was doing in my office with my loyal Bichon dog. I was reviewing the first wave of those proposals for promotion and tenure. That’s a set of duties that I did in my last job at Wayne State as a senior vice president for academic affairs. It’s an important part of Indiana University, and I’m happy to help in that area as the university makes these changes.



As the university itself evolves, I think it is critical to focus on this campus and talk about our future. We are going to focus our attention on mission-based priorities. Those who manage organizations know how critical it is that you define your mission, establish goals, and set priorities. This has been a key focus this year at IUPUI and will continue to be into the future.

This year as part of a mission differentiation process, the IU Board of Trustees approved a new mission statement for IUPUI. I won’t go through the whole mission statement, but I want to highlight the red items.



- We are a “partnership” campus, witnessed by the presence of members of the Purdue and IU boards today. That is major.
- We are Indiana’s “urban research” campus. Senator Lugar reminded me when I met with him last month that this was one of the goals of creating

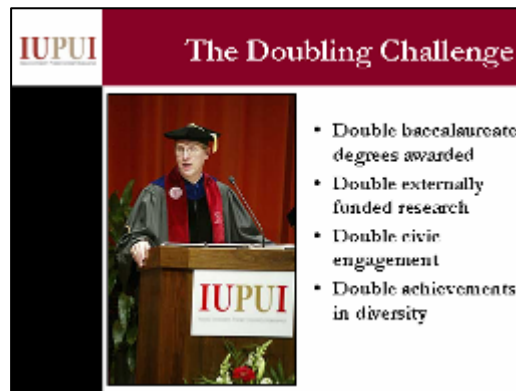
this campus.

- We are also and have been for more than a hundred years the state’s “academic health sciences campus.” This is a critical anchor, of course, to our state.
- We focus, as John mentioned, on “research, creative activity, teaching and learning, and civic engagement.” Civic engagement, as you’ve heard me

say before, is not unique among universities that are research-oriented, but it is a distinctive characteristic of our campus.

- Notice that we focus on promoting the “educational, cultural, and economic development of central Indiana.” Part of why we are here is to create economic and cultural opportunities through education.
- We do that, as you’ve heard John mention, through collaboration and partnership and seeking to have a strong commitment to diversity.

That mission really does frame what we are doing. Unlike some mission statements, it truly grew out of this campus. In my experience at several universities, this is the easiest mission statement to like that I’ve ever seen. Our campus is already more focused than most campuses in this country. We have a very clear sense of our commitment here in reaching out to the world from Indianapolis.



Many of you know that several years ago, I challenged the campus to double its achievements. People tell me this is bold. I knew that. It’s hard. I know that. I know it even more now that I’ve been here.

But it is critical that we double the number of undergraduates who can seek degrees at IUPUI. This state needs those graduates. We have to do that. I look around the room and see faces of

individuals I know who have contributed to help students in K-12 to enter college and the university. You know that is critical to the state’s future. We must do that for economic development, for the educational well being, and for the future of this state which, as we all know, is challenged by having a very low percentage of our adults with baccalaureate degrees or higher. We have to help with that.

We also need to double our externally funded research. External funding is competitively achieved. It means that others judge your work as worthy of funding. Those committees that make the recommendations are peopled by individuals who need money from the same pool. That means they value the work you are doing enough to say: “You get a million dollars,” which means the pool I will apply to is reduced. That judgment is important. The other reason is research generates ideas and opportunities not only for academic enterprise but for the economic development of a community. That occurs both in the ideas produced and the people who produce them. Universities are the home to intellectual capital unrivaled in most cities. We are the intellectual engine, along with Eli Lilly, of this city.

We want to double civic engagement, because that is a core purpose and an area we are growing.

We need to continue to improve and double our achievements in diversity. We must continue to grow and represent the world that we are part of. As [New

York Times columnist and author] Tom Friedman has demonstrated so effectively – the world is flat and the world is diverse. We need to make that part of the education we provide for our students to succeed.



[Vice Chancellor for Planning and Institutional Improvement] Trudy Banta gets the credit for this great “cube,” as we call it, in which we tried to bring together all the dimensions of mission-based priorities into one graphic. The doubling goals are on the top surface. Down the side are the central Indiana economic cores on which we must focus our future. The higher they are in the “cube,” the higher the priority. It is

unusual in an academic world to be so blunt about that. Those in business would say that’s the way it ought to be. In the academic world, we don’t do that often.



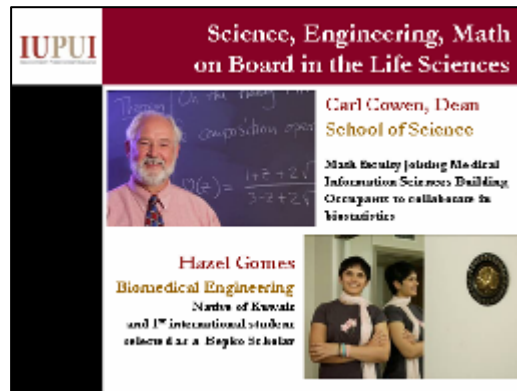
What this means is we are going to invest more in health and life science teaching and learning and in health and life science research than in other areas. We are going to do that beginning right now with our discretionary dollars. The illustration of this is what I call “Destination Life Sciences.” Indiana has made a commitment to making the life sciences a key innovator to our future economy.

This is not all we will be doing. As I remind people all the time, we want that Subaru plant in Lafayette. We definitely want the Toyota plant in Princeton. Those are good jobs that are important jobs. Frankly, if they are successful facilities, we want manufacturing. But it’s got to get better, faster, and more effective to keep our state competitive.

Still, innovation for us on this campus is based on health and life sciences first. That must be our focus. Health science is a distinguishing characteristic of this campus. We are one of the largest producers of graduate and professional degrees in the health sciences in the United States, and that’s a fact.

We have to build strengths in undergraduate education, as well—in, science, technology, engineering, mathematics—what is called “STEM” education. It’s critical for our future. If we aspire to make this campus a destination for undergraduates who want to study life sciences, we can do that by the strength of our faculty and the strength of opportunities to be involved in

internships at Lilly and Roche. I want to have a high school graduate—whether in Bangalore, India, or Bangor, Maine—say, “I should go to IUPUI. This is the place where life science is happening.”



How can we do this? We can do it by developing incredibly talented students, like Hazel Gomes, a Bepko Scholar majoring in biomedical engineering. Furthermore, our School of Science is working to develop partnerships among the different schools. Carl Cowen, as some of you know, is the relatively new dean of science, a mathematician from a really fine university at West Lafayette, Indiana. He's both a

mathematician—he does theoretical and applied math—and an educator. He's working with [the School of] Education and other schools to develop more and more strengths in science, technology, and education.

But he's also partnering with the School of Medicine. He's placing some of those mathematicians in the new Medical Information Science Building when it will be completed, so we'll have the full-time mathematician next to the biostatistician next to the person who does informatics. That proximity is much more likely to generate innovation. That's the kind of “Destination Life Sciences” possibility we want to create all over the campus from freshmen to faculty and all the way through.



The focus at any research campus has always got to be in research. I can talk about this at an astonishing length, but I won't. I want to focus on what is our core—the life sciences—and that's to talk about cancer, neuroscience, diabetes and metabolic processes, and health information related to wellness issues. I'll do this quickly because some of you see this a lot. I really want to highlight how this is integrated, because

Indiana University has recently announced its Life Sciences Strategic Plan.



Beginning first with the work in cancer, many of you know, I hope, Hal Broxmeyer who has been head of the local oncology center for years and is a terrific researcher, a major scholar, distinguished professor, and I'm proud to say—yesterday in this room—the recipient of the Taylor Award for Excellence in Diversity. He has been a leader in establishing the Bridges to the Doctorate program, which brings

students from Jackson State University, an historically black college, to IUPUI to conduct graduate research in the summer. Then they go back and write their theses at Jackson State.

Many of you know about Linda Malkas—or you've seen her on billboards—the Vera Bradley Chair in Oncology, and Bob Hickey, her colleague, who are doing amazingly important research in breast cancer. They are not only getting to be able to detect the existence of cancer prior to its emergence, but there is a possibility they may be identifying something that helps to reverse the cell degradation. This is going to be a technology transfer. They did a presentation recently, and we'll see a company spinning off of the university from that.



Cancer, however, is not only about basic research and clinical practice. It's the treatment of the whole human being. Here are three of our colleagues in the School of Nursing. All work in areas related to treatment and maintenance of individuals dealing with cancer. All three are leading scholars. Vicky Champion is one of the United States' most important researchers in nursing. That's why she won the

Pathfinder Award [from the National Institute of Nursing Research] about 18 months ago. But what I want to highlight is the partnership in cancer research, which is not only in the School of Medicine and in the School of Nursing, but in other schools as well. Terrific work is being done by our colleagues focused in this area. You should know that cancer is, of course, one of the focuses of Eli Lilly and Company, as is neuroscience and is diabetes. It's not an accident that we are aligning our research here with the research at Eli Lilly.


IUPUI **Neurosciences Research**

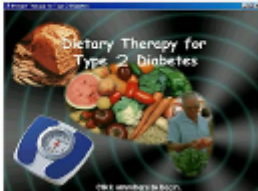
 **Gerry S. Oxford, Ph.D.**
Executive Director of the
Stark Neurosciences
Research Institute
Receptors Involved in Pain

 **Tatiana Foroud, PhD**
Director of the Hereditary
Genomics Division
Parkinson's Disease
Alzheimer's Disease

Neuroscience, as I've mentioned, is another area of focus. Gerry Oxford from the Stark Neurological Institute is doing work on pain, specifically, cancer pain. One of our colleagues in the Genomics Division, Tatiana Foroud, is working on Parkinson's and Alzheimer's diseases, as well. Neurologically based research is trying to identify how receptors are affected by disease.


IUPUI **Diabetes Research**


 **Robert A. Harris, Ph.D.**
Distinguished Professor
Shawalter Professor of
Biochemistry



Diabetes is, unhappily, as we've now seen in the newspapers, one of the scourges of this country. Bob Harris, a distinguished professor, has been doing work related to obesity and eating habits for years and is a major scholar. Diabetes is also a disease that is disproportionate in among African Americans. As a result, it becomes important once again in linking research with issues related to diversity.

IUPUI **Health Informatics**

 **IHIE**
Indiana Health Information Exchange
U.S. Department
of
Health and
Human Services
provided \$6.5 m



Stephen Downs
Regenstein Medical Informatics Faculty
Director of the Children's Health Research Program

Health information anchors the wellness part of what we do and essentially underlies almost all areas of research. Often in Indianapolis, we understate our position in the world. We tend to be a little modest. It is important for you to note that Indianapolis is the world's leading city for electronic medical records. It was because Sam Regenstrief created the

Regenstrief Institute. He thought we could apply manufacturing techniques to improve health care. What they focused on, early on, was information in the health record system. Now we have the Indiana Health Information Exchange, a federally funded project, and also a company as well. This is key for us to begin to understand disease. Right now, if you don't have electronic medical records and you walk in the door of a hospital with symptoms of a heart attack, they don't know anything about you. As Len Betley, President of the Regenstrief Foundation, points out—he would say it more eloquently I assure you— “This is crazy.” We have the technology to do that. That's what the Regenstrief Institute and the Indiana Health Information Exchange is doing. So, if you go somewhere, they will have your records. They'll know if you're allergic to penicillin or if you've got a stent. I emphasize this because this is a long-time anchor on this campus.

Next month, thanks to our colleague David Johnson at BioCrossroads and others, we will hear an announcement about stepping this up to a new level with a platform that allows creating and bringing together that information with information from individuals. Specimens from individuals will come together with the data in the aggregate and allow them to do research about health and wellness and disease. This could be one of the new innovative companies of Indianapolis. It will build on the work that's been done here on this campus for many years. It's a great illustration of the role of health information.



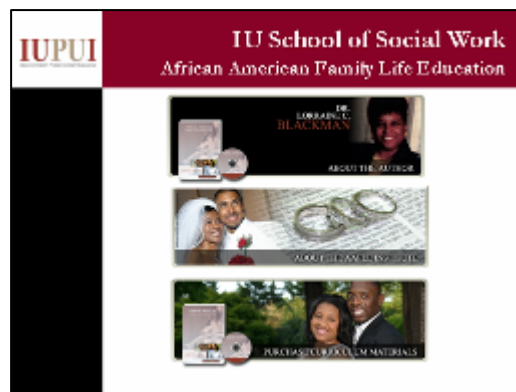
Some of you may know Sandra Petronio. I mention her here not just because she is an extraordinarily prolific professor and attractive and I'm married to her. I do it because more than 10 years ago, Sandra began on a mission in the communication discipline, saying we must take our research and translate it into practice. Some of my colleagues do research that is somewhat esoteric. They are

encouraged by Sandra and others to ask how you can take that information out into the community. Sandra's own work on privacy has produced a book about how her theory can be applied to AIDS/HIV and relationships. She has been a spokesperson for the notion that we have an obligation to take our basic work out into the world.

In clinical medicine, for example, that's what we do. You treat patients. You take your knowledge and training and apply it to real problems. What we at IUPUI believe, because of our commitment to this community, is that we need to do that across the disciplines. Sandra has proposed, and we're going to go ahead with establishing, a program called TRIPS, Translating Research into Practice, which will take ideas from inside the university and carry them out and allow the community to become aware of them and get involved in them. Not to treat people, but to share the ideas and share the possibilities. That will start this fall.



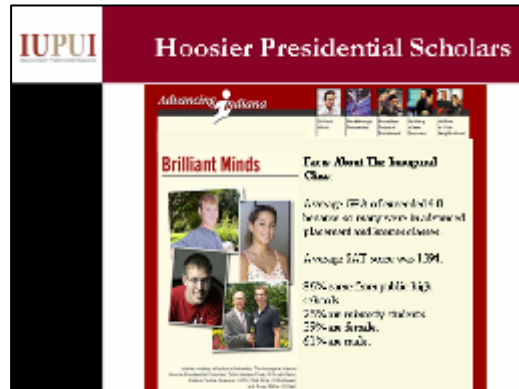
A good example of translating research into practice is the health policy research done by Eric Wright and Jeff Anderson on the Dawn Project. They apply evaluative analyses to the work being done by community agencies trying to help teenagers address and manage their emotional wellbeing.



We have dozens of other examples. One of our colleagues in the School of Social Work, Lorraine Blackman, has developed a set of programs to take her research and help African American families function better. She is taking what could have been very basic research and applying it to real community needs.



All of this, however, is essentially a focus on learning. We want our students to learn. We want our community to learn. But on a campus, we always remember that learning centered around students is our anchor. It's just the most important thing we do. I am so pleased that we have a number of students here today, and I hope you had a chance to meet them and talk with them.



I want to show you some examples of the wonderful students that we have here. “Brilliant Minds” is a great name for this web site because this has been a year almost unparalleled in Indiana University’s history. We have \$150 million in gifts for IU scholarships that have been received in, I think, the last 18 months, if I’m remembering correctly. These have come in a variety of different ways.

President Herbert established the Hoosier Presidential Scholars Program. There are students on every IU campus, including at IUPUI. Enormously talented students who have come to our campus and the other campuses.



Bepko Scholars



Will Hartzell-Baird
Sophomore, Computer Science
2nd Generation Alum
Goal: becoming a software engineer



Anita Sivani
Sophomore, Chemistry
Undergraduate Research in Department of Pharmacology
Goal: becoming a pediatric radiation oncologist

We are in the second year of the Bepko Scholars. Some of you were able to meet Will [Hartzell-Baird] before he had to go to class. I wrote a piece for the *Star* last fall after meeting the class of Bepko Scholars this year. Sandra and I were driving home and we started talking about these students. They are astonishing. They almost leave you speechless. They are really smart.

We also have students involved in undergraduate research opportunities. This is an area we are going to grow dramatically because we want them to be more involved in research on our campus. We know that working in the lab is the way to help them learn about their discipline. It also keeps them on campus and makes them more successful.



Diversity Research Scholars Program



Nikki Murphy
Freshman, Nursing
Investigating the most effective ways to use bedside nurses and children
Goal: Pediatric Nurse or Pediatric Nurse Practitioner

We have the Diversity Research Scholar Program, similarly targeted to getting students more involved in their own discipline as undergraduates through research and close contact with faculty.



Special Scholarships



Rashly Purnanay
Sam H. Jones Community Service Scholar
Mathematics Major
Purdue School of Science
Career Goal: Attorney

Sam Jones Community Service Scholars

Nina Scholars

Masarachia Scholars

Cox Scholars

The Sam Jones Community Service Scholars is one of the great ideas my colleagues came up with to recruit students who have a community service orientation. Their excellence is in their involvement in the community. We expect them to continue this as students here. The Nina Scholars Program, funded by the Nina Mason Pulliam Trust, has one of the higher rates of retention and is targeted at the highest

risk students I have ever seen. We are succeeding with those students. Sam Masarachia gave a gift of a million dollars from a lifetime of earnings as a union steward for one of the largest scholarship programs for students here. The biggest

new program is the Cox Scholars, which is for the Bloomington and the IUPUI campuses. We have our first cohort of those students this year. The Cox Scholars get support for three quarters of the cost of their education and are expected to work for the remainder of that. This is a program that we want to see grow.

These are all examples of bringing incredible talent to the campus, and it is only a touch. We have athletes who are amazingly successful students, as well as being outstanding athletes. The effect is clear. Not only are there great students who can succeed, but they change the campus.

Since I've come here, I've been waiting for a moment to occur. It happened in January in a meeting with the Chancellor's Professors. Dr. David Malik said he taught general chemistry last fall for at least the twentieth time in his career at IUPUI. Some of you have had the wonderful experience of general chemistry might not think that was the highest point in your career. It's hard. David said he had several of these scholarship students in his class. It wasn't just that there was only one perfect paper previously and now there are five or six. It was that it changed the entire class. It changed their interaction, changed the performance of the other students. It was transformative. He said it was the best class in over 20 years of teaching general chemistry. That's what happens as you bring these students into the mix of a campus. That's the future for this campus. It is these students—together—creating an even richer learning environment.

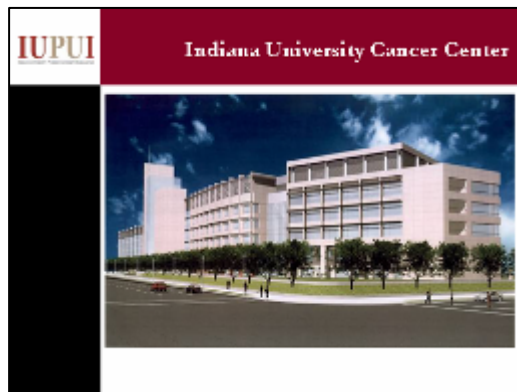


We were especially proud and privileged to receive last week in Los Angeles the Hesburgh Certificate of Excellence. This is a national competition for innovations that enhance college education. We received it for developing and implementing the Principles of Undergraduate Learning at IUPUI. For those of you who would not know this, Sharon Hamilton and other faculty colleagues took on the hardest

assignment you could ever take on a campus, which is transforming general education. My colleagues have done this. They did it so well that they were nationally recognized. Now you should know, those of you occasionally competitive people, that the other certificate of excellence went to the small school in Ann Arbor. And that was not Ave Maria Law School, let me tell you. This was true national recognition for incredible efforts to improve our undergraduate education. That kind of innovation on the faculty's part coupled with talented students, are really, I believe, the mix that is going to continue to make this campus the very best it can be.

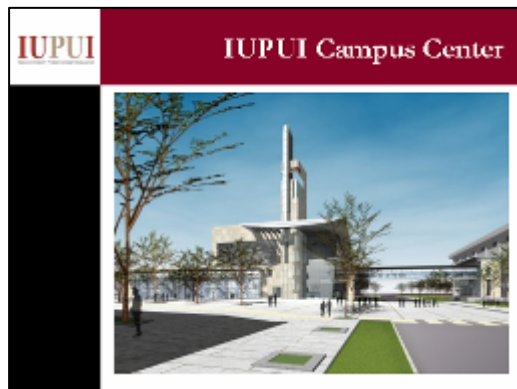


Civic Engagement. Usually I would stand here and go on eloquently, I hope, but at some length, about all the different ways we are involved in the community. Our annual Performance Report focuses on civic engagement. So, we'll give you on your way out our Performance Report, and you'll see hundreds of examples of the way in which we are involved.



Today, I want to talk about it in a different way; that is, to talk about our engagement in terms of facilities that bring the community to us. The IU Cancer Center is under way, a \$100 million Clarian Health Partners project. It will transform our ability to deliver world-class cancer care and treatment. This will be a key way we serve not only Indianapolis and Indiana but rural areas as well, as a destination cancer

treatment facility. IU's President Herbert has set the goal of being one of the five leading centers in the nation.



If you go kitty-corner from there, you will see the new Campus Center under construction. Some of you in this room may remember that it was decided in the early 1970s not to build a student union as part of the construction of Cavanaugh Hall, Lecture Hall, and the old library, the core buildings of what was then known as IU's "downtown campus." It was the budget. It only took 30 years, maybe 35, but we're finally

going to get it. Last year, I talked to you about how this affects our opportunity to

help students' success. That is the key reason we are going to do this. Students here have to have a place to get together, and they don't. This will be it.

Today I want to talk about the fact that this will be a destination for you. You will have a thousand seats in the multipurpose room. When we have a blockbuster speaker, that's where it will be. The parking will be directly behind it, and the Vermont Garage will be attached. We will have a 250-seat theatre that will be available for events, like lectures and music. (If anyone wants to pay for the inside of the theatre, I'm available for conversation. That is the one thing we value-engineered out of the building.) We have a skyway to connect to Cavanaugh Hall and a skyway from the garage into the Cancer Center, so we'll be able to move along on two levels among these buildings. It will become, we hope, a destination for you and the community here on our campus.

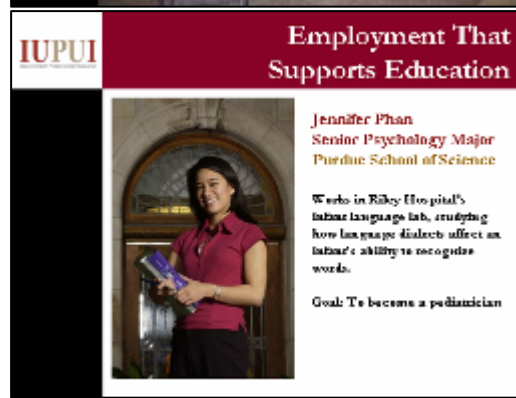


Finally, I'm standing, and you're sitting in, another example. This hotel and conference center was built for the Pan American Games. It was built to serve the community. It has served it incredibly well for many years, but it needed renovation. For the NCAA Final Four every room will be redone and will be available. Every room will have a flat panel screen, new furniture, and new paint. The bar is completely new

with a fabulous mural of the Jaguar basketball team. The restaurant has been redone and the menu was changed. By making it a better quality venue, we hope to engage you in coming here. It was a major investment of time and effort. The Indiana University Foundation made this happen by being willing to help with the transaction because we could not have borrowed directly. They helped us do that. This renovation is a key development for all of us here on the campus.



I'm always asked at these events what can you do. The first answer is I need your help with our students.



We need to make sure our students are able to work on campus, work in the community, more and more in areas

where they get to do what they study. So if you have opportunities for interns, we will be asking you to work out ways to make that happen. We want to increasingly tie together their academics with their work. Our students, effectively 70 percent of them, work. Their average hours work is 29 a week. This is too much. We need to get them in places where there is an integration between their studies and their work as much as possible.



The other way we are going to ask you for help is to celebrate our successes. I want you to know that I will brag at this point. I am on a campus with a men's basketball team that has the best conference record in this state. The women's basketball team is in second place in the conference, and has turned their record completely around in two years under Coach Shann Hart. They will go as the number one and probably

number two seeds to the conference tournament in Tulsa and will have to win in Oral Roberts University's home town. They will try and, I believe, succeed. So we're inviting you to the NCAA first round.

We want you to celebrate when you hear these things and tell others about it because, as some of you know, this was not IUPUI. Our researchers tell me, the phrase is out there, "It's not your mother's IUPUI or your father's IUPUI." We need to spread that message. It's not. It isn't even your college student's IUPUI. It's changed that fast. So it's important to do that. Whether it's Lance Armstrong (we'll take credit for the Tour d'France since it was our own [Distinguished Professor of Medicine] Larry Einhorn who saved the man's life) or Willie Faust, who's the creator of the sculpture on New York right outside the Herron School of Art, Eskenazi Hall. That's one way you'll always know you are at Herron.

At the bottom left, you see my favorite photo of [Executive Vice Chancellor] Bill Plater in front of the "Rock the Vote" sign. I have this incredible image of Bill as a rock star here. I wanted to highlight that today because Bill Plater is going to move on from being executive vice chancellor this summer to a new task creating a workshop related to international community development. He will take this on with the same degree of intensity he does with his current job. Bill has been on this campus since 1983. He came here as the dean of liberal arts. He became the dean of the faculties in '87 and became Executive Vice Chancellor in '88. He and [Chancellor Emeritus] Jerry [Bepko] and now with me has worked so hard with this campus. Bill is an architect, I believe, of the campus' national reputation in civic engagement. I want to ask Bill to stand and thank him for service to IUPUI. The kind of commitment to the campus that Bill has demonstrated is what will make the difference going forward.

We have amazingly talented faculty. We work hard to keep them here. I ask that you help us celebrate our successes, to celebrate the students who are at your tables, the athletes that you meet, the students who are the Bepko Scholars—whatever they do and succeed at—please help celebrate them. It is the future of the community, and we need your help to do that.



So, we thank you so much for being here today, but more importantly thank you for what you do every day to make Indianapolis and IUPUI a better place.

