

“You Can’t Have a Great City without a Great University”

By Charles R. Bantz

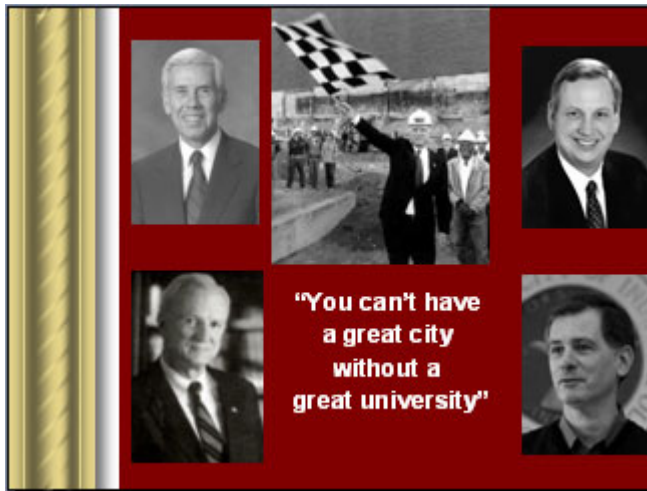
Indiana University Foundation Board of Directors

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I just finished my first year as chancellor of IUPUI. On the exact anniversary of my first year, on the exact anniversary of my first day, IU Foundation director Danny Danielson and his colleagues at the Rotary Club in Indianapolis invited me to speak. So, on my 366th day as chancellor, I made the mistake the night before of figuring out how many days former IUPUI chancellor Jerry Bepko had served: 5,966 days.

So, I do have a sense of proportion. I am a new person to the community and have a lot to learn about it. There are some fundamental things that frame this campus in ways that differ from where I've been and differ, as well, from the Bloomington campus.

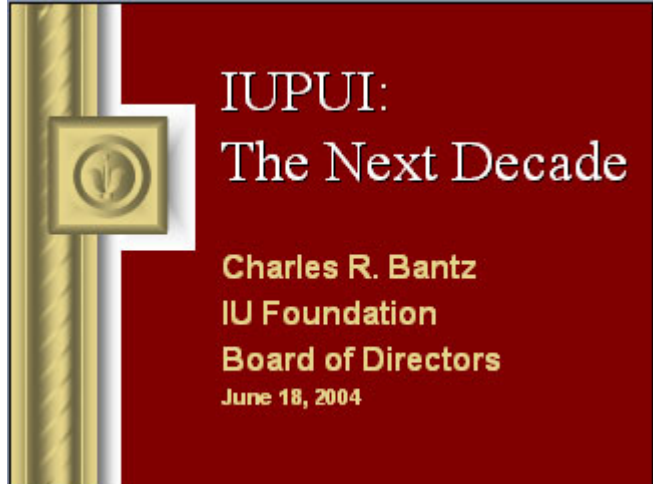
IUPUI is very much part of a city. For those of you who have been in cities, you know the kind of difference that makes.



The photo you see now is the kickoff of the Circle Centre Mall by former Indianapolis mayor Bill Hudnut along with the four mayors who have led Indianapolis since the 1960s. My first lunch with the current mayor, Bart Peterson, was about a year ago on campus in the IU president's office. Bart Peterson came in, greeted me, and said, “You can't have a great city without a great university.” His next line was, “The life sciences is the most important thing you can do for Indiana.” At that point, I controlled myself. I did not jump up on the table and start dancing. I got my Ph.D. in

1975. Since then, I've been a full-time faculty member and administrator. I have never encountered someone who got the point and got to the point so quickly. He understands that, as did all of his predecessors, “You can't have a great city without a great university.”

That's why IUPUI exists. People recognized Indianapolis to be a world-class city. You had to have a university. Therefore, Indiana University and Purdue University put aside a century of rivalry, shook hands, and agreed to move forward. It has been a challenge, I know, for people to make it work. I joke with audiences that I check my tie depending on whether I'm going north or south. You'll notice today that I'm wearing the red one, but there is black and gold in it.



What's amazing here is the commitment of the city and the universities to partner for the future. It was essential to the future of Indiana because of economic development.

For those of you who don't live in Indianapolis and haven't seen it grow, these photos give you a hint. That's IUPUI's second chancellor, Glenn Irwin, on the left. Glenn is still active, you should know, in university activities. This photo, from the 1970s, with the downtown in the distance, doesn't look like the city we know today. The campus building in the lower right, Cavanaugh Hall, was the first building on the campus that is now IUPUI. There were medical facilities, but many of them that you see today didn't exist in 1969. The photo above that is 38th Street. We had the Purdue programs across from the Indiana State Fairgrounds until the '90s.



**Chancellor Glenn Irwin
with Architect
Edward Larabee Barnes
1970s**



The transformation is astonishing. The number of buildings. The kind of facilities.

The University Library is a tremendous achievement. It just celebrated its 10th anniversary.

The Law School. (Trustee Pat



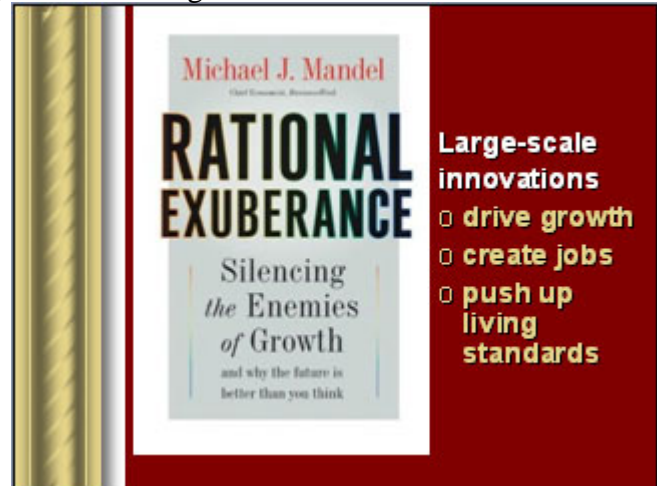
Shoulders will recognize it as his school. There is a chair in the Moot Courtroom with his name on it.) It's a beautiful, beautiful building.

The photo on the upper left represents probably the most important transformation. This is our campus housing.

All we had until last fall was 271 beds in Ball Residence Hall, a 1920s-era building. We now

have 1,100 beds, most in these apartments, right on the White River, wonderful facilities, much nicer than the ones you and I were in as college students— microwaves built in, washers, dryers. (In our day, we knew students who didn't wash and dry clothes.) It's beautiful, and it's a great location. I am envious. I asked about how much it would cost me to rent office space in it. If you haven't seen my office building, it's a tin shed, so these look great to me.

Let me talk now about the future. Michael Mandel is an economist who makes an argument for embracing the future. I'll give the short version of it. He argues that the only way we are going to succeed is with dramatic growth and large-scale transformations like the Internet. That kind of transformation produces what he labels “exuberant growth”—growth that galvanizes, that gets jobs created, that provides new opportunities. Exuberant growth is very much a part of IUPUI’s vision for central Indiana.



When I came here, I spent nearly six months talking and listening to people on the campus and in the community about what our goals should be for the next decade. As I listened, it was clear to me that the accomplishments in the 34 years since the creation of IUPUI are stunning. Former IU president John Ryan, for example, has a right to be enormously proud about having shaped the development of Indianapolis and the campus and its ability. The mayors, the General Assembly, the City-County Council, all contributed to the dramatic changes over the past 35 years in Indianapolis. It's an astonishing transformation of a city, of a community, and a campus.

So how do you move forward? The way to think about it is this. You have a vector, a line going up at a 45-degree angle. Once you’re going up at that rate, you can't afford mild growth. You need bold growth to keep the vector going upward. So, in my December 2003 installation address, I proposed that we need to invoke the power of two—to double our achievements.



We need to double our achievements in teaching and learning. We need to graduate twice as many baccalaureate degree holders as we are today. We have had a retention challenge with students. Our students start and stop, start and stop, and sometimes drop out completely, and don't finish. Over the last five years, we have built a series of programs, and retention is improving. We are up 9 percent, for example, in three years. We need to keep improving because Indiana needs

baccalaureate degree holders.

Why is it so important? The single strongest predictor of who won economically in the '90s was the increase in the number of baccalaureate degree holders. Indiana ranks somewhere between 45th and 49th nationally in the percentage of our adult population with baccalaureate degrees. This is a bad thing. We need to finish students. We need to retain graduates. At IUPUI especially, we need to finish more because our graduates stay in Indiana. That is the challenge in teaching and learning.

In research, we need to double not only our external funding, we need to double our success in creative activity and other kinds of scholarship.

Civic engagement is the third goal of IUPUI. You should know that this is unusual. It's not unusual for research universities to strive for excellence in teaching and learning and excellence in research. That's not unusual. What's unusual is that we also expect excellence in civic engagement at IUPUI. We expect partnering with our community in economic and community development of the world we are a part of in central Indiana.

But we can and should double our efforts in service learning, internships, technology transfers—all those things.

This year, I charged three teams to work on defining these goals. These are bold goals

So how are we going to do that? We are going to do that by doing what those of you in business do. You stop and say, How are we going to approach the problem? We are going to approach it very systematically. We are going to approach it on three specific dimensions. We are going to focus. We are going to innovate. We are going to partner, because that is characteristic of Indiana. That's the way you get things done. We'll never have enough resources. We know that. We can't generate it ourselves. We have to work with our community, as

The Doubling Commitment

- Focus
- Innovate
- Partner

Focus

- Life Science
- IT
- Advanced Manufacturing
- Logistics
- Art-Culture-Tourism
- Nonprofits

we have done in the Campaign for IUPUI.

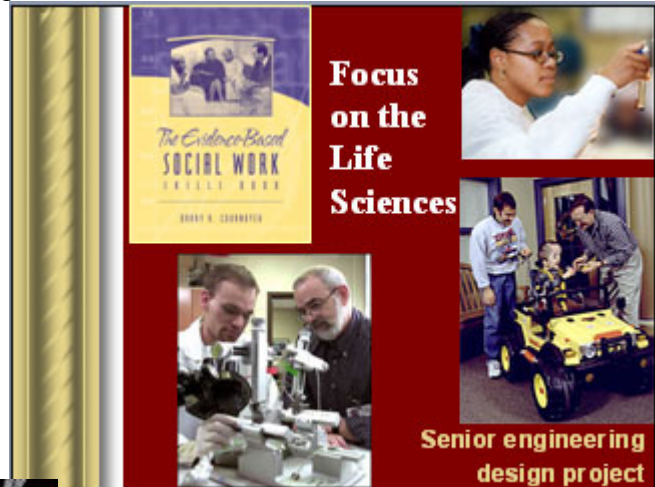
Now what does focus mean for us? It means we focus on areas of economic development that are specific opportunities in central Indiana. Life science. This is central to us. Information technology. For reasons many of you know, Indiana University has been a leader in that. Advanced manufacturing. Often times, people say, “Well, that's West Lafayette.” I'll say in a minute why it's not only West Lafayette. Logistics. Another area we're known for.

At IUPUI, we add two things to the first four central Indiana economic initiatives. One is, obviously, Indianapolis's bet on arts, culture, and tourism. All that convention business. We should attend to that. Train students to participate in it. We have museums in Indianapolis and plans to build more. We should be

training people to run museums. We need to look at the future of supporting art because we know that's an important part of economic development. It creates energy. It gets people to move here and enjoy our quality of life. The Herron School of Art and Design, one of the best undergraduate programs in the United States, is part of our campus. It is now finally moving physically to the campus next year.

Nonprofits is an area of economic development people often overlook. Just yesterday, we talked about a fraternity being based in Indianapolis. Clarian Health Partners is a nonprofit. The NCAA is a nonprofit. Obviously, Indianapolis has made an effort to be attractive to nonprofits, and we're blessed with being one of the leading centers in that area.

I start first with opportunities in the life sciences. I wake up in the morning saying, "What can we do to be more successful in that?" I hope all of my deans, and I don't mean just the ones in science and medicine, are doing that. I want them all thinking how can they contribute. We've got engineers developing equipment for disabled students. We've got a social worker developing evidence-based social work, which ties with evidence-based medicine and that effort. These are just a few



examples.

Information technology. I know you've heard a lot about IT at Indiana University and on our campus. I won't go on at great length, but it's not just about computing or information retrieval in the sense that you and I often think of. It's also robotics. I've cited IUF director and Eli Lilly and Company executive Gus Watanabe numerous times since the first night I met him. Gus described this room at Lilly where all the pipe adding was being done by robots. It's a wonderful image of an entire

room where robots are doing what all of us did in chemistry with those pipettes.

Life sciences and information technology—and that was Gus's point—intersect. Not only in health informatics, and not only in the Regenstrief Institute, which is the world's most famous database about health information. It's under new leadership with Tom Inui, and we expect it to move even further into the future.





Next, logistics and advanced manufacturing. Every time I start talking about manufacturing, I imagine people thinking, “Oh well, manufacturing is not important to the future.” Excuse me! Would you want to give up Cook Manufacturing? Would you want to give up Lilly's manufacturing? Would you want to see that Subaru Plant in West Lafayette disappear? Maybe that Toyota plant? Come on! This is important work that is going to continue, and we have to help it be more successful. We will see a declining number of jobs, but it'll happen because we are doing smarter

manufacturing. We need to be a part of that. We have an engineering program at IUPUI. These are just a few examples. We need to bring those people together with business and other people in information technology to address potential opportunities in logistics and advanced manufacturing.



Arts and culture. Obviously, as I mentioned, Indianapolis' arts and culture is



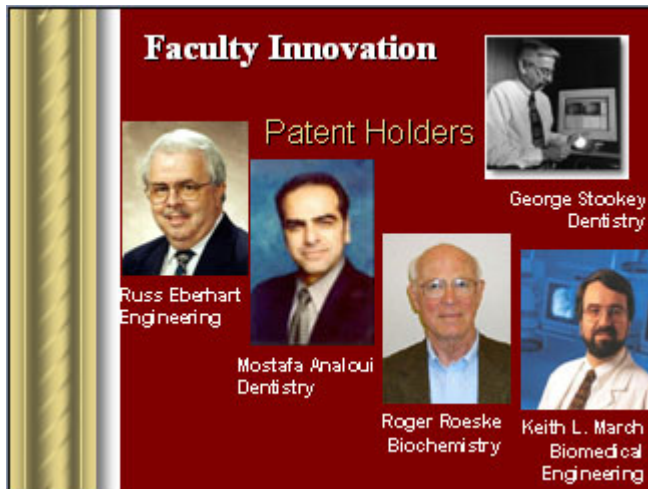
extremely important to tourism.

The nonprofits. I hope all of you know IU Center on Philanthropy Executive Director Gene Tempel. Last month, Gene and I went to the Kellogg Foundation for a meeting with the president, Bill Richardson. It was a terrific experience. They promised, and have subsequently delivered on, a \$3 million grant to the center. But the best part is that, as Gene and I are walking out, Bill says, “You know you have the best program in the country.” Now this is another one of those moments when you say, “I know it's not cool to jump and cheer when a president of a major foundation says that the center we have is the best there is.” But it confirms what we believe. Nonprofits, as I've said, are important to our future.

We have to innovate and facilities help us to do that. I mention facilities for one particular reason. In the lower left corner of slide 18 is the Biotechnology Research and Training Center, or BRTC, which the IU Foundation helped to make happen. That's innovation. We got a building faster than we ever would have because you were willing to help just as you helped with the University Place Hotel in your vote a few minutes ago. That innovation made a difference. We got a building built in something like 14 months. It was an amazing accomplishment.



Some of you have heard about the Advanced Research and Technology Institute, now known as the IU Research and Technology Corporation. It's at the head of the canal in downtown Indianapolis. The picture above doesn't exist yet. It's the Medical Information Science Building. It's going up where the horse barn for the police was. We're going to have an innovative building that brings together a whole series of information science efforts related to health.



You cannot innovate without faculty. No matter how much we say, "We'll build the buildings; we'll get the money." These people make it happen. We have to emphasize that over and over again. They're the ones in the lab at 3 o'clock in the morning, making it happen. The people in these photos are good examples. They are all patent holders.

IU President Adam Herbert just gave Roger Roeske, over in the lower right, the Innovator of the Year award. Roger spent 30 years solving a problem. He is in his 70s. His patent is licensed for the development of Plenaxis, an advanced prostate cancer drug, which literally turns around the actions by which prostate cancer spreads. This may be one of the big drug breakthroughs because it's a new process in fighting cancer.

Keith March, in the lower right is one of our very, very productive instrument developers. If you have ever had the unfortunate experience of having an angiogram, you know that there is the "fun part" where the doc used to have to put his/her hand on an artery and hold it until the blood flow stops. With Keith's invention, Perclose, he just puts a plug in now. Put it in and, in two to five minutes, it stops bleeding. Most audiences haven't had it and they all go, "Well, so what?" Those of you who have had it go, "Wow!" Right? Keith has, I think, five or ten patents. Eberhart's work is in batteries and electric cars. Most of you know George Stookey and his work in dentistry.

You also have to have transformational leadership. It's not only the people who invent things and move out into manufacturing, you have to have people who can transform departments and programs, transform whole disciplines. These photos represent some hires in the last two years that we are celebrating, dominated with one exception by the School of Medicine because of the hiring made possible by the Lilly Endowment's Indiana Genomics Initiative (INGEN) grant and the support of gifts through the Campaign. Keith Lillemoe. If you ever need, and I hope you don't, a pancreatic surgeon for cancer, he's the one. He was the vice chair of surgery at Johns Hopkins. He went to Johns Hopkins in his early 20s and never left, until we raided him last year. He will build us a cancer program of world renown. That's a key step in the future of our university.



Tom Inui came from Harvard and works with Regenstrief. Polly Baker is involved in the pervasive computing projects. Gerry Oxford. You have just heard about the Stark Neurosciences Institute gift. He's the director. That is the largest gift in the campaign not from Lilly—\$16 million. Gerry is already recruiting a team to transform our work in this area, an area where we were not strong. Brad Doebbeling has just joined the faculty, doing research in health systems administration. Some of us are interested in a health system that actually works in a coordinated fashion. I certainly am. Brad is part of a team working in that area.



Keith Dunker is a basic biologist who does bioinformatics. Eric Wright, a sociologist. And, a personal plug. Sandra Petronio, who is an expert in privacy in health, has just received her second award for research on privacy, an international award. I say it's a personal plug because I'm married to her.

One who does not appear, but whom I want to mention because Pat Miller is here. One of the great experiences of being chancellor is that I look at every patent we get. I sign off, and I send a note to people. I

sent a note to Bob Hickey. I get a note back saying, "Do you want to visit my lab?" I said, "Sure, I'll come and visit." Well, Bob Hickey is a researcher in cancer and he's also married to Linda Malkas. Linda Malkas is the Vera Bradley Professor in Oncology, a chair funded by gifts from Pat Miller's company. They sat me down and took me through their research. That's impressive for two reasons. One is that the research is impressive. Two is that I actually understood most of it. They are working on basic DNA replication and how it replicates badly and produces breast cancer. They are an unbelievable team. The reason they are here is because

Pat created the chair, along with their company, and recruited her. The story of the recruitment is incredible. You invited her to a country club in a rain storm and told everybody there that they were to recruit her. She thought she was going to a fund raiser. By the time, they got done with her, she said, “I’m leaving Maryland. We’re moving our lab.” They brought a half dozen people to Indianapolis. That kind of scholarly leadership makes a difference. Gifts made that happen, and your involvement. It is a wonderful story.

So, we see innovation key. So is partnering. We are trying to partner in every way possible. The IUPUI Solution Center is a new idea. It gives us a single point of contact for the campus. Most of you know how hard it is to figure out who to call at a university. The Solution Center will route you to the right place. If you’re looking for an internship, if you’re looking for a faculty member for advice, that’s how you’ll do it.

We partner with any number of other groups. The City-County Council. We are about to sign a memorandum of understanding to formalize some of the things we’ve been doing. Biocrossroads. The 21st Century Research and Technology Fund. It has been very supportive of us. One of the more interesting projects they’ve funded is our regenerative biology project, which is focused on the idea that you might be able to regrow body parts that have actually been deteriorated—like spines, which sounds good for those of us who have arthritis.

The other partnership that is essential—and I don’t need to elaborate this with you—is the enormous difference the Campaign for IUPUI has made to this campus. One of the gifts of my life was to be able to come here and see what is already in place—the partnerships that were created



out of this campaign and the relationships that will go forward into the future. It’s just amazing. The volunteer leadership. Obviously the IU Foundation leadership, the campaign leadership, and all the advisory boards that we have in our schools are bringing us knowledge, bringing us

relationships, and helping to make a huge difference in what we do.

So I see the future very much as a matter of focusing on what areas we want to work in. Making resource decisions based on that. Making decisions about what will grow and what will shrink. Trying to support innovation, particularly in the faculty. Hiring them, keeping them, allowing them to push the edges, as they are supposed to do. That's what they do best. Then partnering along the way. That's an integral part of IUPUI. We figured out we had to get along

between two different institutions. That's essential.

For the future, we're going to continue to build on the development that's already happened. We need to build on the infrastructure. We need to do a better job with our alumni and our alumni base in relationships. Like many urban universities, we haven't done as well with our alums as we need to. We need to plan for another campaign, obviously down the line, because the campaign was just the beginning of



building the base.

And finally, we need to thank those of you who've been involved in doing this: Bill and Rose Mays, Steve and Elaine Stitle, Jim and Jackie Morris, Jerry and Rose Semler, and, of course, Mary Ann and Randy Tobias. All of you have been involved since the beginning for the seven-year campaign. The only thing we can say is, "Thank you!" It has made an enormous transformational difference to the campus.

Thank you very much.



CRB:smp