

2010 Report to the Community

The Talent Dividend

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Transcript

[Charles Bantz] Thanks as well and ask all of our elected officials and I know we have several of you here to please stand and allow us to recognize you for your service to our community.

And Beth White was here as well I know. Back over there, Bob Cockrum. And thank you both for being here. I also want to recognize we have three trustees that I know for sure from Indiana and Purdue Universities. And I'd ask the trustee Reilly, trustee Eskew and trustee Hardin and if I missed any trustee, please stand and let us recognize all of you for your service.

I have a number of my colleagues on the campus leadership, the vice chancellors -- and deans that are here as well and university Vice President Morrison and I may have another colleague and I'd ask all the campus leadership and the University Leadership to please stand and be recognized.

I also want to take this opportunity to remind you that just last year was our 40th anniversary. And in the course of that celebration, we recognized with the Founders Medallion, a group of individuals who made an enormous difference to our community by being responsible for founding IUPUI in many, many different ways they contributed.

And we are very privileged to have with us today three of those people we recognized and I want to ask them to stand, Rozelle Boyd from the City County Council.

We have also Ned Lamkin who is here with his wife Martha who served us at Lumina as a founding president. But Ned, please stand as one of the founders.

And we're also pleased to have with us former senator-- Senator Emeritus Larry Borst, please stand Dr. Borst.

Thank you, thank you very much all of you for what you done. And I also must recognize one of the founders and builders of IUPUI.

We are privileged to have with us today the second chancellor of IUPUI, the former dean of the School of Medicine, Chancellor Emeritus Glenn Irwin. Thank you, Glenn for coming.

When people mention retirement, I point out that to my memory Glenn retired in 1986 and he doesn't come quite everyday but I followed him most days for many years coming down to campus and he is a role model of what retirement is about in terms of continued service.

So thank you Glenn for that and all you've done for the campus. The celebration of the 40th anniversary was a reminder to all of us and some of you heard me make this remark that even in tough times like

1968, people here in this community had a vision that they had to build a better city, a better state and a better nation. They set forward and established IUPUI in that year and launched us in 1969. That was the kind of vision I think that we must have today as we look at the budget that we're facing and have been facing the last several years. So while I'm gonna be mostly celebratory,

I've also got to start with the facts. And that is the economy, I know this is a shock to Gerry Dick, it is bad. The state's budget revenue in the first 3 months of this fiscal year, I know this is a shock, is down. And the next several months have been down as well. As a result the state has done what they should do, they've cut our budget.

Now listen, I just said they should do this. I happen to believe in fiscal conservatism. You don't spend what you don't have and so my colleagues on this campus have gone ahead and made the base budget cuts that we're required even though we did not know until December that we were likely to actually have to make them fully in this fiscal year. That work is done.

We've also made the cuts for the next fiscal year so that we've already cut 10 and a half million dollars out of our base budget -- on an ongoing basis from this campus. And that has occurred because my colleagues, the deans and the vice chancellors, took a look at their share of the responsibility. They eliminated positions, they cut travel, they made plans to go forward with less money coming in from the state. That was the facts.

That's our approach at IUPUI -- we don't cover up the tough times, we look at it but at the same time we follow the lead of President McRobbie and said we have to keep building for the future. We have to hire faculty and we have to build facilities so that we have them for the future.

And I want you to know, it's a great time to hire faculty in this country, and deans. We have just managed to find, I thought it was gonna be impossible to replace, we can never replace. To have a good successor for Larry Goldblatt as dean of the School of Dentistry and we've managed to snag a two-time dean of dentistry who we have got to come from one of the top research universities in the United States, University of North Carolina Chapel Hill. We've also hired in all the schools amazingly talented people. A mathematician just this week crossed my desk, an amazing person who does work in the life sciences with his mathematics. We've seen them one after another because we-- our colleagues have been committed.

So yes, we cut our budget but yes, we've said we're gonna move resources to build the talent that we have to have for the future. It's that commitment to the future that's essential and you're gonna see that as a theme in my remarks. So while we also recognize we could have another cut, and if I were a betting person I'd be betting on another cut because the economy still hasn't turned around although I did have a report from one of my special agents that people are showing up at Castleton big time on Valentine's Day and buying things. And I'm glad to hear that I want you to know. When I lived in Detroit, I used to go around and tell people buy cars. And frankly, given sales tax, I'd prefer certain cars over others but cars, people paid sales tax on. And we are seeing some turn but it's not there yet. So as I say that, I want you to keep that as the backdrop. We're dealing with tough times but we cannot let that

stop us. That is our obligation, our colleagues who were the founders didn't let that decade stop them. They didn't let the faculty and staff who served stop them. We have to keep moving forward.

That is essential to us because we are an anchor institution in Indianapolis. We're not leaving. We're here. It's essential for us to be successful as well as our colleagues in the other universities in our community. And I'm pleased that Beverly Pitts, the president of the University of Indianapolis joined us today as did the president of Ivy Tech and the chancellor of Ivy Tech Indianapolis as well as the provost of Ivy Tech system. All of you are anchor institutions with us. We are essential to the future.

The CEOs for Cities group of which my colleague Brian Payne and I are members for representing Indianapolis believe that four characteristics make great cities and make for success. You have to have talent, you have to have innovation, you have to be connected among the people and among the institutions, and you have to be distinctive.

Now, I'm not gonna give you this whole speech because that slide is a 45-minute address. I'm simply gonna say I'm gonna talk about talent and I have to announce to you news about distinction.

Brian Payne was supposed to be here today. He called me last night and said I have news, you can't tell anybody till tomorrow morning after 10 o'clock. Congressman Carson called him yesterday and said, and it's been announced about 40 minutes ago, that Indianapolis' application for 20 million dollars to complete the cultural trail was approved. Andre Lacy was here earlier to join us but left for that announcement because Andre is the co-chair of the fundraising and he gave us the detail, to John Hardin and I. The goal was 55 million dollars. They were short only 12. This means they're gonna take-- they're gonna go over their goal which creates the endowment so they will be able to endow the maintenance of the cultural trail.

So, what we're gaining here for those of you who are not cultural trail people is we will have a signature of Indianapolis of over 8 miles of bike-walking pass looping the downtown area coming through IUPUI from the Urban League's front door coming down Blackford, past the Herron School of Art, past the informatics building and the law school building, and going to the canal and looping back around connected to the Lilly Company, connected to Fountain Square, connected up past Mass Avenue.

This is going to be something we are known for so when you say a distinctive city, we are now adding to our sports, to our academic institutions, to our cultural institutions, we're adding the cultural trail. Truly an example of a legacy as its title says, of Eugene and Marilyn Glick and that today was the great news of one of our distinctions for Indianapolis.

I'm gonna focus on talent, this shouldn't surprise anyone. Universities are about talent. We hire talent whether they're administrators, faculty or staff, we recruit students to our campus with the support of like the Lilly scholarship as you heard Capri open. She's one of those students who came to us with that scholarship. We try and grow talent by bringing them to our campus and educating them in partnership sometimes with other institutions whether they're transferring from Ivy Tech, whether they're moving on for a physical therapy degree at the University of Indianapolis.

We wanna import talent and we wanna grow our own. That's the only way we get talent. You can't like make it in a chemistry lab. You gotta have these people and so a city is essential to that, that's why that distinctiveness is important and innovativeness and so forth. But I'm gonna tell a story about talent and why this is so important to us and how it fits what we've done in the last year.

This is my favorite slide of the year, okay. Now, you gotta take a look at this. I'll get you oriented in it. The vertical axis, for those of you who are not mathematically inclined, that would be the one in the center going up and down, okay. Forgive me Uday, but I don't assume everyone is like the executive vice chancellor's and is good with these things. That's the vertical axis. It says at the top high-sticky states and at the bottom it says low-sticky states. That refers to whether or not people who are there, born there like me in South Dakota, stay there and the answer for South Dakota is we leave. All three of my mother's and father's children do not live in South Dakota, we all left. Now, we're not the worst. I wanted to point out Alaska. The lower right-hand corner, it appears to me if you're born there you leave if you're not a Native American. But Wyoming is low, South Dakota, North Dakota, those states and notice Nevada does not retain people.

High-sticky states, the hardest recruiting job I've ever done to recruit any human being in my life was a native born Texan named Christina Maria Gonzales. A Latina, multi-generation Texan, it took three years. I pestered this woman for three years at every conference, I encouraged her to think and I'm trying to recruit her not to Indiana, to Arizona. It wasn't like I'm trying to get her to go to South Dakota. It was a desert just like West Texas. You see why, nobody leaves. They're the highest sticky state.

California, most of you know how hard it is to get people out of California who were born there. It's just like prying them out. Recessions help by the way but North Carolina, I didn't know about. But look at those at the top, hard to get people to move from those states who were born there. The other axis, -- the horizontal axis is whether or not states are a magnet. Do they draw people to them? Or do people in fact not go there like Louisiana and New York, my wife will be shocked, is not a magnet state. She liked growing up in New York but she left so she's one of those why New York is below the line and it doesn't attract people.

Look at the far right, however. Florida, Arizona are incredible magnets along with Nevada and Alaska. Now, I happen to have moved with Sandra to Arizona. I can speak to the fact everybody moved there. I had a running bet going how many years it would take before I met a person my age who is born in Arizona and I think I gave up counting at five years. I actually thought I've met somebody, she was older than I was, and it turned out she moved in 1912, the year it became a state at two years of age, okay. There are 100,000 people in Phoenix in 1940. There are over 2 million people there now, everybody moved there. And that's why you see that magnet, now get that it-- so this means if you're gonna import talent and you're not in the far right side, you got a bigger challenge.

We're not an automatic magnet state. Notice we're in the upper quadrant on the left. Cities are different in the whole state, I don't have this for cities by the way, and we're frankly a pretty positive place to recruit to. But also notice whether we keep people, so we're above in Indiana but we're not at the top. This is not like Texas where people just don't wanna leave.

So, we have to work at this, whether we're growing them and trying to keep them or attracting them. So that's the framework that I'm working with here and I want you to think about. So, if we're gonna get talent, we're gonna try and recruit to our community, we're gonna try and grow talent. The CEOs for Cities data analysis and said why is this so important. You're sitting there saying it sounds good. Why does this matter, really? Where are the numbers?

So, they hired an economist who said let's take the 51 largest cities in America and let's raise the college graduation rate and the high school graduation rate and the postgraduate rate, 1 percent, 1 percent difference and what that means in those 51 cities every year is 124 billion dollars in increased annual income because education increases annual income. So, the stakes are seriously financial not just that I need to recruit people to be the faculty, not just that I want our students to succeed, these are the stakes and we can even take that down to Indianapolis. Our high school or college attainment rate is basically 30 percent.

The chart at the very top which you can't read is Washington D.C. and the metro area, they are huge. They have good schools, they have a lot of ways to keep people and they recruit enormous number of young people who are educated to the metro area. You do not wanna be in Riverside, California, that's the lowest one and Las Vegas is right above it. Both are incredibly under-educated communities. We're in the middle on that chart.

So, our goal is gonna be in talent, to get a talent dividend is we wanna shift the distribution of people's education. We want people to finish high school, we want them to get associate degrees, we want them to get baccalaureate degrees, we want law degrees, we want graduate degrees, we wanna move everybody. IUPUI is essential to this effort in Central Indiana and we are for reasons I'll explain very clearly but realize, we not only are busy here in the baccalaureate at the center, that peak of that.

We are the place that produces the most advanced degrees in the state. If you want a physician, you look to the Indiana University School of Medicine. It's the only school of medicine. If you want a dentist, you look to the Dental School at Indiana University because 85 percent of the dentists are from there. We are essential in terms of MBA production, MPA production, social work production. I mean you just go through the whole list.

Now where that becomes really apparent is you look at this and say, how can IUPUI help? We have in Indianapolis, in the metro area, 293,000 people with some college but no baccalaureate degree. They might have an associate degree, they might have some. We have almost as many people like that is with baccalaureate plus. So we have an opportunity to help finish those students as well as obviously bring the students out of high school and get those number of students to complete baccalaureate degrees. All we need in the baccalaureate measure alone is 11,000 more students and we'll raise our percentage 1 percent.

To give you a scale, when I came in 2003, we were giving 2,200 baccalaureate degrees. So 11,000 literally 5 years of our production in 2003. I challenged us to double our numbers. We're up over 30 percent. We're on our way. If we double, we will literally produce those 11,000 in 5 years. We can do this and the difference it will make is 1.3 billion dollars if we move that whole curve.

And to give you a scale, I've been told that's approximately the payroll of Eli Lilly and Company in Central Indiana. So this is serious work. Now it's not just those 11,000. We gotta move the whole curve. We gotta get more high school, we gotta get more associates, we gotta get more professional graduate degrees. But we can do this and we can do it, I believe in part because IUPUI has the students who were from Indiana.

We have this spring just under 28,000 Hoosier students on our campus. 95 percent of our undergraduates are from Indiana. Frankly, I wanna grow the pie and grow a larger number of non-residents from international and other states. But we will always have an enormously disproportionate part of our population from Indiana.

Similarly, notice our graduate professional, most of our medical students, dental students, social work students in the graduate programs are residents. Now why is that so important? Remember we only get talent two ways. We import them or we grow our own. We are responsible for growing our own. 28,000 people are residents of Indiana. That's our responsibility here and we have to keep graduating them.

Our alums also stay here. This is our baccalaureate and graduate alums and where they live right now. And you see 70 percent of our undergraduates live in Indiana and 63 percent of our graduate professional which sounds pretty big but sounds even bigger when you realize that a physician who graduated in 1958, that we had lunch with in Florida, Liz and I, lives in Florida but practiced his entire career in Fort Wayne. He retired to Florida. He is counted as a non-resident even though he spent his entire time in Indiana-- when he was working here, so the impact of our graduates is tremendous on our state. We can in fact change this needle. We grow our own.

Steve Akard is a good example of this here. He has a liberal arts degree from this campus and then got a JD, and an MBA. He spent a few years around the world in the foreign service and so what's he doing now for the state, recruiting international business for IEDC. This is an example, we grew it, we let him go away for a while and we reeled him back in to our home state and he's making a difference by importing businesses in fact.

We have to, when we grow our own, educate them. We gotta help them be successful, get into college, finish college, and move on. We also have to help on the economic development side. We've got to in fact create a quality of life that retains students and their graduates, creates work opportunities and educational opportunities.

Those of you in business have told me over and over our educational programs are one of the strategies you use to keep people here. They can come and get a night degree and stay working with you. That's one of our advantages here.

So I'm gonna focus the rest of my remarks around the four themes that we are gonna be talking about for the next several years and the next campaign for IUPUI called the Impact Campaign.

We're gonna focus on student success, we're gonna focus on health and life sciences, we're gonna focus on our contributions as an urban public research university campus and we're gonna focus on civic

engagement. And I'm gonna illustrate this year and I'm gonna go through these really quick because otherwise, I will stop and tell you about each one and I can't do that. This is the part that frustrates me because there are so many good examples here.

But I'm gonna give you highlights. First thing, student success, some of our key partners are sitting here and along with Tom Snyder here today is Ivy Tech. Ivy Tech has grown into a comprehensive community college that helps serve the state and Central Indiana and they have been our partner now for nearly 20 years in a program where we first send students to them and we try and bring them back to get degrees.

We're strengthening that right now and we're doing it in two distinct ways. First, this program called Bridges to the Baccalaureate, a federally funded program from the National Sciences Foundation and from the Eli Lilly and Company Foundation. This is designed to take students in science at Ivy Tech and put them into research-- in laboratories on our campus. That we know get students engaged, that gets them involved, that keeps them focused on STEM, science, technology, engineering, and math degrees and helps them become successful.

This is one of the key things we have to do in Indiana. We have to create those STEM students, we have to get them out of Ivy Tech and make sure they don't hesitate, take too much time off, not continue and finish their degrees. We've gotta do this, and Andy Gavrin and his colleagues have raised money to do this. They have created this program. It's a tremendously focused program.

The second thing is what I'm pleased to announce today for the first time that we're establishing a scholarship program for Ivy Tech that sends graduates who come to IUPUI within 1 year of getting their associate degree. We will support them with a scholarship of 1,500 dollars on an annual basis for up to 4 semesters.

We want students to succeed. We know one of the critical places is when they finish something. Do they move across that transition successfully, financially we'll help them, we know that. We know it's important to us and it also helps Ivy Tech who tell students, finish your associate's degree. Now they have another thing to say, is if you finished then you're eligible for the scholarship.

So we did it as a way to try and increase the tightness of our partnership and to encourage students to finish both the associate and the baccalaureate degree. And so that's another example of this kind of partnership. The other end of this process is the Woodrow Wilson Fellowship which I hope you've heard about before and I'll touch on lightly.

Pat Rogan who is here today has been critical in this program. The governor took a lead along with the Lilly Endowment in their support for this program. This is for people who are returning after having gotten degrees to get a teaching certificate and have a master's program in a very intensive period with a fellowship named the Woodrow Wilson Fellowship that is supported at 30,000 dollars a year.

We launched that program, three programs-- campuses did this, this year with a total of 59 students. Our colleagues at UIndy are involved in this program as well as West Lafayette this year and we have 20 students. These are amazingly talented people. I was fortunate the governor included me in meeting the

first cohort of people. And we sat with them and it was just dazzling how talented these people were. And I want you to know that they weren't all 22. There was at least one person who was my age in this group. I was glad to see that there is life after my age doing a new career. And that kind of focus, it's a great program and I wanna thank Pat and the team that has done this so rapidly.

I've emphasized the STEM education so much because we have a fundamental responsibility as Indiana's health and life science campus. We're not alone in that, we don't create veterinary medicine for example or pharmacy on our campus, we have support and other disciplines from other campuses but we produce the majority of the health science workers in this state. And so we have a huge responsibility there and a key to that is of course science, mathematics, engineering education as preparation.

We are making a key element and this year has been to develop a school of public health. We are not there yet. We have a department of public health led by Marie Swanson, the photo in the middle there. Marie is working extremely acidulously, if that's appropriate to say, and has been successful in getting a grant from the Eli Lilly and Company Foundation. We are working with others who wanna support us in this. The campus has made a financial commitment to this. We have faculty moving together and we will methodically launch a school under the accreditation guidelines over the next several years. This is important because we have serious public health problems in this state.

Those of you in the room who know those data know that they put us in the bottom half of the country in terms of issues like cancer and smoking and diabetes and so forth, and public health is an important piece of our efforts to improve that.

You see some of the great work that's already being done. Shaun Grannis who is in the School of Medicine got a huge grant for public health informatics, 1 of 4 in the entire country. And we see one of our students who graduated from SPEA in public health a few years ago, 2008, who works with Native Americans worked initially in New Mexico and is now in Alaska. One of those people who moved to Alaska and we hope to, of course, to recruit back for our master's degree in public health.

The next one is a very big one and I'm pleased that David Wilkes is here in person over here at the side as well large on the screen. David Wilkes and Craig Brater and a team in the school of medicine put together a proposal that was very successful with our friends at the Lilly Endowment in December. This was announced.

Indiana Physician Scientist Initiative is to recruit people to Indianapolis to work at the School of Medicine who are both clinicians practicing and scientists who are taking their scientific work and translate it into practice in their own work and spreading that news. This is an enormous opportunity to import talent to the campus and simultaneously grow talent because remember the students are gonna work with these physician scientists and they'll have that opportunity. It was a tremendous idea.

I was so pleased that the endowment was receptive to the proposal that our colleagues put forward. The Glick Eye Institute, several of you were here when we announced that and that's the groundbreaking ceremony with Eugene and Marilyn Glick in the center and Craig Brater on your right

and Ora Pescovitz on your left. That is coming out of the ground. If you happen to go west on Michigan on the right side just past the cancer hospital, you'll see a crane, the blue crane. That is in fact the Glick Eye Institute and the foundation is almost down to the ground level. And this is gonna be another translational example. They are bringing together both basic science and research and clinical practice in the same facility. Gene and Marilyn were enormously generous with the 20 million dollars for the building and a 10 million dollar endowment gift which was so important to our efforts.

Urban public research campus, the third thing that I wanna talk about builds of course off the health and life science focus. We serve our community. I reminded people last fall that 99 percent of the physicians at Wishard are members of the faculty of the School of Medicine. That is a key part of our urban mission in terms of providing health and that partnership has been very important to us.

You probably can't read the detail above the slide here. This is Ransom Place Archaeology. One of the ways we do our work is that we do archaeology. Paul Mullins here in our neighborhood, they actually had a dig under this building back before it was built and he has done one on Ransom Place, and he may right now be far more famous for his book on donuts and particularly Long's donuts for those of you aficionados. Glazed America is the title of the book.

The Signature Center initiative is a perfect illustration of our research responsibilities. And Uday Sukhatme, the executive vice chancellor, led this initiative and this was a competition on the campus to get seed money to support research centers that had to be interdisciplinary and had to be focused on an area which we had the potential to become a national or international leader, truly signatures of our campus. This effort has produced Signature Centers, 27 of them across the disciplines in of course the health and life sciences but as you see in the humanities and social sciences as well.

This is a great example-- the Religion and American Culture center is a Signature Center. This is something you may not know is one of the signatures of the campus. We have a fabulous program in American religion on this campus. Phil Goff and his colleagues and you see here Ed Curtis and his book on Muslims in America. This is one thing that we are known for around the world. Probably, I think some days more than we are known for it in Indianapolis. But the Signature Center initiative is working.

These centers are supposed to support themselves after 3 years with outside funds. And this has been one of the great initiatives I think in our academic plan. Similarly, we work in translating research into practice as part of our urban mission. I've talked to you before, many of you, about the Vera Bradley Chair in Oncology that's held by Linda Malkas there on the left and her husband Bob Hickey. the Vera Bradley Foundation gave a gift to start that chair of about a million and a half dollars nearly 10 years ago and they were fortunate to recruit Linda here. She brought Bob, they brought a team.

They started an enterprise which has grown every single year and they spun out a company called CS-Keys which is a diagnostic tool -- Gerry in fact interviewed them on his show, Linda was on his show about a year ago as I remember. And this is a great example, basic research turning into practice to diagnose breast cancer early on. And they are also a great example of importing talent, bringing them here and now they're bringing through students and growing students here as well and still recruiting nationally other students.

Our best example this year, a wonderful win in our urban research mission in technology transfer is ANGEL Learning and I hope all of you know of this but I'm gonna take a moment and tell you because this is one of the great stories. Ali Jafari on the right there is a professor in our School of Engineering and Technology. Ali has been someone who has worked on creating software to teach online for more than a decade. He works always with students and he created what he calls the CyberLab and he brings students in and the goal of the CyberLab is to do basic work but always has in mind an outcome that's commercially usable. So he worked on the very first software that the university used. That was an internal effort and then he and David Mills, a student at that time, worked on what became known as ANGEL Learning, a piece of software. The company spun out of the university. The university wisely held a share of it. David and Ali held shares because Ali made David an equal owner with himself as part of the creation, a student who became an employee. David worked for the company, Ali didn't so David ended up I understand with more shares. And the company was sold this year for 100 million dollars. So not only did those two inventors get the reward of their intellectual property, Indiana University benefited from this and I'm pleased that the School of Engineering and Technology has 4.1 million dollars in investment capital that support its work.

And President McRobbie this month announced that he was gonna commit 5 million dollars of the university share to support the construction of a building focused on the investment in engineering but the building will also support our School of Science's effort. So here we are technology transfer because someone said we are supposed to create things that can be used, that can be turned into practice. And Ali by the way has another company called Epsilen. And if you go on the New York Times and try and interact with the New York Times, you'll notice it says in the corner, "Epsilen, a product of the New York Times." Excuse me. That would be a product of Ali Jafari and another student. And he is not done because his goal is to start an endowment for CyberLab to create scholarships in partnership with us for the future.

This is the spirit that Roland talked about of trying to always move forward and create jobs, opportunity, education, growing our own here at IUPUI. Finally, you heard in my bio mention that I'm involved in the President's Trust trying to emphasize the fact that even as I-- person for economic development,

I'm a liberal education person because I believe the successful people in our communities have had a background that involves liberal education. That is that core part of our education that gives us analytic skills, that helps us understand cultures, that helps us be able to write. All of those pieces in liberal education are so essential for our civic involvement as well as our economic success. And that message is one that we at IUPUI, I believe, illustrate dramatically in our role, which is a perfect transition to civic engagement and this is easy for me to talk about to you because you are our partners in this.

As I look around the room I could go to every single table that I've seen and say one of you partnered with us in civic engagement in a variety of ways. We are known for this nationally and frankly we deserve to be known for it nationally because you have made us such good partners. We have done this in many ways but our newest way is once again from the Academic Plan in the effort of Dr. Sukhatme, is the RISE initiative. We have said we want every student to have a RISE experience, a research learning experience, an international experience, a service experience, or an experiential experience.

And so I give you one of the really fun experiential ones. Frank Tai is an undergraduate but who then got a graduate degree as well from us. He did an internship at Pixar which is the incredible lab that produces all those animated things in most of the movies that are so successful these days. And guess what, he finished his master's degree as well as his bachelor's degree and they hired him. So here we have-- he had that amazing learning experience through experiential but he also got a career out of it and of course because he was in a degree program with liberal education he got that background that we need to have.

Similarly, we have partnered in strategic alliances. I meant to warn Marjorie that she was gonna be a very big photo here. Marjorie Lyles, our colleague -- who's back at one of the tables with Joe Xu. This is our partnership, we want to emphasize this year with, Sun Yat-sen University in Guangzhou, China. We have had, all of you know, a strategic alliance with Moi University in Eldoret, Kenya, now for 4 years almost. It builds on the program established in medicine which is a fabulous program that all of you, I know, know with the AMPATH program.

But now we have virtually every school on our campus involved in Eldoret at Moi University. What our goal is with Sun Yat-sen is to have the same kind of relationship building on two pieces that we have well established. One is the work that Marjorie has done with one of the business schools at Sun Yat-Sen. And if any of you who are midsized business interested in learning how to work in Guangdong Province, Marjorie just finished the report on how to do that and can provide advice specifically on how to do that.

In addition to that, we have a partnership with Sun Yat-Sen and the Chinese government for a Confucius Center and sitting next to Marjorie is Joe Xu who is actually a neuroscientist but chairs that, as the director of the Confucius Institute. And we're trying to build a strong partnership and so in December of this year, I signed an agreement with President Huang to establish a strategic alliance with one of China's greatest universities. Certainly, it's best medical school in order to build this across. This is going to be another enormous opportunity for our students, faculty and staff to have an international experience and change their lives.

It is also for those of you in economic development world, Guangdong Province is the economic engine of China right now. It is astonishing, their economic development and production numbers, especially thanks to Marjorie's report, I know this, in electronics. Huge productivity in that part of China-- about how we engage in best practices and enhance our diversity because that is a key part of our engagement in Indianapolis.

And here I wanna give just one example of our Indiana Business Opportunity Fair and the team involved in that. This is our team who's tried to grow our minority business and women owned business involvement at IUPUI and Indiana University broadly. This group has set-- following state set goals, they moved the campus close to our goals from the state and just recently had an enormous success.

We're doing a building project for the multicultural center and they doubled their expectations on minority and women involvement in that remodeling project. And that is an area frankly we needed enormous improvement as a university and it's a big win. And Rob Halter, who is third from left in that

slide, has been head of purchasing here and in fact head of the state's minority purchasing association and made a big difference in this area. So we really thank them for doing this because it has made such a difference to our community.

I want to wrap up by telling you about a few more words and I'm gonna be brief because I'm gonna be self-controlled. We got another award from the President of the United States for our involvement in community service. Second time we've been on the Honor Roll. Some of you remember several years ago the first year they gave awards for an entire campus. We won the only research university award that was given that year, the very first year. We continue to be recognized nationally at the highest level for the work we do in partnership with you. We've also won awards for improving our processes. We won awards for our outreach. We won awards in other areas.

But to end the one that I always love to mention is the one that they started just last year which is what universities are "up and coming." And I love this because those of us who fill it out get a blank spot in the US News. And it says "What universities are up and coming?" And Dr. Sukhatme and I get it as well as the admissions director on our campus and this happens at all the big universities in America. And so there's no cue. This is just open-ended. And last year, I reported to you with some pride that we're on the list.

Now, that was a big deal if your name is Indiana University-Purdue University Indianapolis getting on a list and for someone to remember you, you have to be smart enough to suddenly become IUPUI. And we are IUPUI nationally, that's all we are. We focus on that. And we were 14th on that list and I was so pleased as a graduate of Ohio State to be able to say we tied with Ohio State which is 20,000 more students and had a big football team.

I am pleased to report to you we moved up to number 7. Ohio State slid to 15.

And I spent 14 years in the PAC-10 Conference and I was pleased to see we're ahead of the University of Southern California which is an up and coming university. This is a group I wanna be a part of. And that has happened because the faculty, staff and students on our campus have demonstrated the energy and commitment to day in, day out make this a better place and partner with you.

We're known because we are unique in our commitment to not only the highest-level academic research, the highest-level learning. But we're also known for the highest-level commitment to our community for civic engagement.

All three and I think we represent in most people's minds what universities are supposed to be in campuses, in cities, we're like that. And we should be proud of that.

So, I'm gonna end with something that some of you have seen. You've seen more of me this year than ever in your life or mine because Amy Conrad Warner's team and Troy Brown told me that we needed to let people know, who are over 35, that IUPUI today is what you just saw. That their memories of a few years ago, sometimes longer ago, aren't true. And the way to do that was this campaign. Now, you

should know I teased them. So, now that we're finally targeting somebody who is older, you want me to be an ad. And Troy in his usual way said yes, you understand, you're older and that's why you're there.

But the design was to remind people that we are Indianapolis' campus and Central Indiana's campus and that's why it's always this welcome to Indianapolis in the billboards and why the commercials focus on what our students, faculty and staff do to make us what we are.

At IUPUI, serving the community is learning. IUPUI students and staff deliver more than 74,000 hours of service to different community agencies and schools. IUPUI, where impact is made everyday. And we wanna keep making an impact everyday for you.

Thank you.