

- Thank you, Jay.
- On behalf of everyone at the University of Illinois, I want to thank the City Club for more than a century of proud service to this city and our state.
- City Club debuted the same year as the first box of Crayola crayons and there's no question that both have made our world brighter.
- Before I get started, I would like to introduce several members of the University leadership team who are with us today.
- If each of them will please stand, I hope you will join me in welcoming them after I call their names:
 - Ramon Cepeda, a member of our Board of Trustees.
 - Trustee Ric Estrada.
 - Trustee Pat Fitzgerald.
 - Trustee Jim Montgomery.
 - Danielle Leibowitz, our student trustee from the Chicago campus.
 - Lester McKeever, treasurer of the board.
 - Former Board of Trustees Chairman Chris Kennedy.
 - Former board Chairman Larry Eppley.
 - Michael Amiridis, chancellor of the Chicago campus.
 - Jerry Bauman, interim vice president for health affairs.
 - Vice President and Chief Financial Officer Walt Knorr.
 - Vice President for Research Larry Schook.
 - Ed Ewald, interim president of the University of Illinois Foundation.
 - Roger Plummer, chair of the Foundation Board of Directors.
 - Loren Taylor, president of the U of I Alumni Association.

- I am fortunate to work with a highly supportive and engaged Board of Trustees and a group of seasoned and dedicated University leaders.
- And my wife is here: Roberta, dear - I won't ask you to do anything.
- I'm grateful for the opportunity to meet so many of the people who make this city great ... all in one place at one time.
- I've been doing my best to make the rounds and introduce myself since my appointment in November, and it's kept me hopping, with campuses and a U of I presence across the state.
- But I did find time the other day to start a little light reading in my field ... space plasma physics.
- So, I thought I would start with an equation ...
- OK – it says here “audience groans” – please oblige ...
- Impact for me is a simple product of excellence and scale. You can be excellent and affect a few people or you can have large scale but not be very good. You need both for substantial impact. Impact is what brought me here!
- And it is not a linear zero sum game relation. There is magic involved. Institutional culture, collaborative spirit, exuberance and willingness to take risks and explore are all important too. Raised to the power of magic!
- The U of I is truly a special place ... one with excellence, scale, and magic ... an original land-grant university created a century and a half ago when favorite son Abraham Lincoln signed the Morrill Act into law and opened the doors of higher education to the children of all classes.
- Since then, it has been carrying out a dream that Lincoln laid out more than three decades earlier in his very first public speech, during an unsuccessful run for the Illinois legislature in 1832.
- He was only 23 then, just back from fighting in the Black Hawk War, but saw the value that education held for a productive nation, calling it “the most important subject which we as a people can be engaged in.”

- “For my part,” he said, “I desire to see the time when education ... shall become much more general than at present, and should be gratified to have it in my power to contribute something to the advancement of any measure which might have a tendency to accelerate the happy period.”
- History shows that Lincoln’s contribution has been immense ... fostering a higher education system in the U.S. that became a model for the world.
- Here in his home state, it created a university that is a global powerhouse, with a rich legacy of service to not only students, but to the public good.
- We are the state’s largest educator, with more than 78,000 students across our campuses here in Chicago, in Urbana-Champaign and in Springfield.
- We award more than 20,000 degrees a year, building on a network of living alumni that now stands at about 700,000 worldwide ... more than enough to populate what would be the 18th largest city in America.
- Nearly 380,000 of them are sharing their talents right here in Illinois, including almost 270,000 in the Chicago area.
- We supply the human capital that is critical to the future of our state and nation ... well-rounded, critical thinkers with the skills to solve complex challenges and a civic-minded spirit that helps lift their communities.
- Their impact on our state, our nation and their well-being is profound.
- A recent study by the Economic Policy Institute found that high-wage states are overwhelmingly states with a highly educated workforce.
- People with degrees are employed at higher rate (factors of three or more) and earn more money (factors of two or more)
- A study by Georgetown University shows that workers with those skills are exactly what our nation’s employers want. According to the study, more than half of the jobs created during the recent economic recovery were filled by workers with a bachelor’s degree or better.
- But our contributions go much further.

- The University of Illinois is also a research giant, with a nearly \$1 billion research portfolio that includes federal funding that ranks among the top five university systems in the nation.
- We have literally changed the face of the planet. U of I graduate and faculty member Nick Holonyak invented LED lighting, which today is cutting energy costs by 30 to 70 percent and reducing light pollution massively.
- And no, Al Gore did not invent the internet, but the U of I surely made it popular – remember this icon, it came to pass!! (Mosaic and Netscape).
- And yes the night vision goggles used to catch Bin Laden were based on technology invented here (Cadmium Telluride).
- Research dollars also help fuel our state’s economy today ... supporting about 12,000 University jobs, roughly 40 percent of our total employment.
- That money and those jobs would go to other universities and other states if not for the leading edge scholarship of our professors and the promise that their research holds.
- More importantly, it plants the seeds of progress for the long haul ... fostering the pioneering discovery that spawns new innovation, new businesses, new jobs and new opportunities.
- Discovery by U of I faculty and graduates is ingrained in our culture.
- Along with the LED, Mosaic and night vision technology, it includes, robotic transplant surgery, life-saving HIV medication, plasma screens and a host of innovations that have enabled the modern electronic age.
- Next-generations breakthrough are in the works as I speak, and we have built an ecosystem to ensure that discovery makes its way from the laboratory to the marketplace to serve society and grow our economy.
- For example, more than 160 startups have graduated from the business incubator at our award-winning Urbana research park since it was created a little over a decade ago, and about three-fourths stayed right here in Illinois.

- The success of the University of Illinois stands as a testament to a vision that Justin Morrill championed when the Civil War was just beginning.
- He foresaw the power of large public universities that provided a practical education to children of all classes and how their collective talents could move America forward.
- His vision ... honed and expanded by the generations who followed him ... helped pave the way to more than a century of progress that is unmatched in our nation's history.
- It has helped lead our evolution from an agrarian society, through the industrial revolution and into a remarkable new era where space travel is routine and personal computers smaller than a wallet keep us connected to the world 24/7.
- As we move deeper into the 21st century, our world is now changing faster than ever before.
- We now have a more complex, global knowledge economy ... an economy where value is judged not by physical assets but by intellectual capacity.
- It's an economy that will be driven by workers who use their heads more than their hands ... workers with the know-how to mine through vast pools of knowledge to create new goods, new services and solve society's greatest challenges.
- Where better to cultivate the talent to make our state a leader than the University of Illinois?
- We already have all of the tools:
 - World-class faculty that includes 22 Nobel laureates, along with MacArthur "genius" grant winners and fellows of the nation's most prestigious national academies.
 - Academic excellence that includes 112 programs ranked among the nation's best ... attracting top students from across Illinois, the nation and literally every continent.

- A breadth of knowledge and scholarship in critical fields such as arts, humanities, biomedicine, chemical engineering, material science, computer science and engineering.
 - State-of-the-art facilities, from a groundbreaking electronic visualization laboratory here in Chicago that is a pioneer in virtual reality to Urbana's Blue Waters, the fastest supercomputer on any university campus in the world.
 - A hospital and clinics in Chicago that provide nearly a half-million patient visits a year, along with the nation's largest medical school ... with a rare combination of seven academic colleges that can help lead the way into a new era of health-care delivery.
 - Programs in history, culture and the arts that nurture well-rounded citizens and enrich the lives of our students and the communities we serve.
- Nurturing the University's strengths as an incubator of innovation promises rich rewards.
 - According to the state's latest economic development plan, for every new high-tech position in metro areas, an average of five additional local jobs are created ... two in professional fields and one in nonprofessional.
 - But just as our state needs us most, the University faces threats.
 - State funding for our academic programs is on a steady and steep decline. Federal funding for research is at risk. Competition is increasing from for-profit colleges and emerging global universities. Online education has clouded the future of residential campuses like ours.
 - Even in the face of those headwinds, we have no intention of sitting back and wringing our hands.
 - We can be proud of much.
 - So, we'll keep reaching for the brass ring and chasing a goal to make the University of Illinois not just one of the world's best, but the very best.

- We'll take our cue from abolitionist and humanitarian Harriet Tubman, who said:
- "Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience and the passion to reach for the stars to change the world."
- So we will continue our conversations with legislators ... telling them that this is a time to invest in higher education not disinvest.
- We are advocating a new compact with the state ... hoping to reach a multi-year accord that addresses the state's current and very real need to cut expenses but at the same time provides an appropriate and predictable level of funding for the U of I.
- In exchange, the University would turbo-charge its efforts to serve the needs of the citizens of Illinois:
 - We would increase access and affordability for state residents to undergraduate programs, as well as to professional programs in fields that are critical to the state.
 - We would launch new initiatives to further improve efficiency and reinvest savings in high-priority areas that will produce new or enhanced revenue streams.
 - And in each of those areas we would be accountable to the state, providing an annual report card that charts our progress toward those key indicators.
- We also would pursue public-private collaborations and reach out to industry like never before to attract new investment in academic and research programs that bring economic revitalization to the state.
- This state has incredible resources to draw from.
- We have deep intellectual power.

- Of the Top 50 universities in the latest Times of London rankings of the world's best, three are in Illinois ... the University of Illinois at Urbana-Champaign, Northwestern and the University of Chicago.
- For comparison, all of the United Kingdom has only seven.
- And Illinois also has an up-and-comer, the University of Illinois at Chicago, ranked 18th on the latest Times of London list of the best global universities under 50 years old.
- Illinois is also home to more than 30 Fortune 500 corporations, and clusters of industry across the state with needs that match the expertise of universities that can help them grow their businesses.
- The promise that collaboration holds is reflected by UI LABS, an independent research, training, and commercialization center created by the U of I and modeled after pioneering corporate research centers such as Bell Labs, which developed the transistor and cellular phone technology.
- Last year, UI LABS led a partnership that landed a highly sought federal grant that brought the nation's flagship digital design manufacturing institute to Chicago. I had the pleasure of attending the grand opening just last month.
- The new research center is a game-changing initiative, part of an Obama administration initiative to restore America's place as a leader in manufacturing and the reliable, middle-class jobs it creates.
- It's time to wrap up.
- The University of Illinois is committed to fulfilling its critical role in fostering an even better tomorrow for Illinois and extending Lincoln's land-grant mission to serve the needs of the 21st century.
- And we'll chart our course by following another piece of his good advice:
- "The best way to predict the future," he said, "is to create it."
- So, we are already moving and, today, I am announcing an internal reallocation of \$8.2 million recurring dollars for high-priority campus needs - by directing funds from central programs to provide more resources for student access,

affordability, completion, and success. This is really just the first of many planned steps to build upon the impact equation. All to optimize the state of Illinois's most significant – most excellent, largest-scale, most impactful, most magical asset.

- Thank you again for your time and support. I look forward to working with you.