

2013 Highlights of Major Accomplishments

Office of the Vice Chancellor for Research

July 1, 2012 - June 30, 2013

The Office of the Vice Chancellor for Research (OVCR) is dedicated to the advancement of the research enterprise at IUPUI. The primary units associated with OVCR consist of the [Office of Research Development](#), the [Center for Research and Learning](#), and the [Solution Center](#). These units support the campus in the achievement of its research mission. Central to this mission are the development and expansion of innovative research programs that align well with institutional mission and strategic plan, address important national and global needs, and through technology transfer and commercialization noticeably support the economic development of Indiana and the nation.

Office of Research Development

The Office of Research Development (ORD) consists of four main sections, identified as the Strategic Initiatives, Programs and Training, Proposal Development, and Research Commercialization & Industry Research Development sections. Through these sections, ORD supports the growth and development of the IUPUI research enterprise.

Teaching and Learning

- Conducted a series of workshops and training programs in support of researchers across campus. These included the “Nine Golden Rules to Succeed in Research” workshop series.
- Enhanced the NSF REU and NSF CAREER workshops to better respond to faculty needs and working styles.
- Offered upon request customized workshops and presentations to units and entities across campus, ranging from the Department of Psychology and the School of Public Health, to the Graduate Office for the Preparing Future Faculty Program and the Council of Associate Deans for Research.
- Increased providing alerts to faculty about upcoming funding opportunities, including through weekly targeted communications.
- Developed and conducted a new workshop on [Working with Industry on Applied Research & Creative Activity](#). The workshop is particularly helpful for faculty researchers who desire to seek research funding from industry and do not have prior experience with developing industry-sponsored research projects.

- Oversaw two interdisciplinary courses taught across the Schools of Engineering and Technology and Science in five different departments.
- Conducted for a second year in conjunction with the Center for Research and Learning and the Solution Center, the [Innovation-to-Enterprise Central \(ITEC\)](#) program, providing students the opportunity to learn about entrepreneurship and research commercialization.
- Conducted for a second year in conjunction with the Center for Research and Learning the [Ideas Solving Social and Economic Challenges \(ISSEC\)](#) student competition, designed to reward IUPUI students for their innovative ideas to solve social and economic challenges facing the nation and the world.
- Coordinated speakers to provide content for the Young Investigators Quest program, which provides hands-on activities and workshops for talented high school students.

Research, Scholarship, and Creative Activity

- Oversaw all the centers funded under the [IUPUI Signature Centers Initiative \(SCI\)](#). This initiative has been resulting in the in the development of nationally and internationally known research centers of excellence at IUPUI. Activities included: meetings with directors of designated Signature Centers and drafting of recommendations for continued support; meeting with Round 3 SCI awardees to provide support for the drafting of their final reports; organization of an SCI workshop for faculty interested in submitting proposals: review of new proposals (Round 6) with 2 centers out of 7 receiving SCI funding for 3 years; internal and external review of Round 3 centers for status designation with 2 centers out of 5 earning the designation.
- Provided administrative support for the comprehensive review of the [IUPUI Signature Centers Initiative \(SCI\)](#). Specifically, coordinated the program review, which was performed by three different entities including the Research Affairs Committee, the Council of Associate Deans for Research, and two external reviewers. Assisted in the development of the review plan, provided institutional data, assisted in the drafting of online surveys, and initiated contact with the external reviewers. Final recommendations on the continuation of this program were provided to the campus administration.
- Participated in the IUPUI Strategic Planning Initiative via OVCR representatives on the Strategic Planning Committee and Task Force on “Accelerate Innovation and Discovery” (chair).
- Worked closely with the Office of the Vice President for Research in support of a multitude of collaborative research initiatives including identification of “Faculty Clusters of

Excellence”, review of IUCRG proposals, planning of a NSF ADVANCE proposal, DOD proposal submissions etc.

- Developed the Faculty Clusters of Excellence initiative in collaboration with IU-Bloomington in areas of strength on both campuses. Two areas of particular significance and strength have been identified: Addictions and Virology. Progress has been made in attempting to match investigators in these groups on each campus, and to form focus groups that will work toward the goals of program development and funding.
- Oversaw the development of the IUPUI Imaging Research Initiative, with the goal of establishing IUPUI as a nationally and internationally recognized institution for imaging research and its application to relevant scientific questions and needs. Particularly, the six main goals of the initiative are to: (1) Establish and maintain interdisciplinary research teams focused on the development and implementation of cutting edge imaging technologies; (2) Establish and maintain interdisciplinary research teams focused on integrating advanced imaging technologies into key areas of research; (3) Provide the environment and opportunity for investigators primarily involved in imaging technology development to interact actively with those involved in applying imaging technologies as a mechanism to identify and pursue research activities that will benefit from advanced imaging methods; (4) Establish and maintain a culture that encourages the development of a robust IUPUI faculty by retaining and attracting outstanding investigators involved in the development and utilization of advanced imaging technologies; (5) Establish and maintain an environment that permits the development of a synergetic relationship with *external* partner institutions (e.g., IU Health, industrial partners, government institutions, other academic institutions); (6) Continuously identify and secure funding sources necessary to support *large-scale* research activities utilizing advanced imaging technologies within the IUPUI research community. A research symposium is planned with outside speakers for October 9, 2013, as is a monthly seminar series.
- Oversaw the development and expansion of the IUPUI Arts and Humanities Institute, dedicated to, 1) support individual faculty, groups, and interdisciplinary teams in their pursuit of research and creative activity in arts and humanities, including interdisciplinary initiatives; 2) serve as a portal for the promotion of innovative inquiry-based arts and humanities educational experiences in academic curricula across campus; and 3) act as a liaison between IUPUI and the community in the development of arts and humanities endeavors.
- Oversaw the development of the IUPUI STEM Education Research Institute, dedicated to oversee, promote and coordinate STEM education research initiatives across the IUPUI campus and in collaboration with external partners.
- Initiated development of a comprehensive research relationship with the Veterans Administration Hospital.

- Supported through the Proposal Development Section the realization of 54 proposals, submitted to external funding agencies, and requesting close to \$70 million in funding.
- Organized and hosted the 2013 IUPUI Research Day, the largest event of its kind held at IUPUI, providing an opportunity for the entire campus and their academic, industrial, governmental partners, and the broader community, to come together and find out more about the research enterprise at IUPUI, explore new collaborations, and lay the foundation for new partnerships. Dr. Loren Field, professor of medicine and 2012 Glenn W. Irwin, Jr., M.D. Research Scholar, gave the keynote address to an audience of campus and outside participants.
- Hosted in coordination with the National Science Foundation (NSF) the NSF Day at IUPUI. This daylong workshop, which was primarily designed for researchers and educators less experienced in proposing to the NSF, provided participants from universities throughout Indiana an opportunity to hear from and engage with representatives from the seven NSF directorates. There were over 300 participants in attendance.
- Delivered approximately 30 OVCR sponsored/co-sponsored workshops and presentations to over 534 participants. The topics covered have ranged from how to write top quality grant proposals, to how to find funding sources and develop successful research programs.
- Delivered 7 proposal development and/or funding search workshops in over 6 schools/departments on campus.
- Administered 8 [OVCR internal grant programs](#), providing seed funding in support of research and scholarly projects which have good prospects to grow and succeed, including through external funding support. A total of 119 proposals were submitted and 76 received funding. The total funding was \$1,405,360.
- Conducted a multitude of consultations with faculty, department chairs and school deans on the programs and services provided by the Office of the Vice Chancellor for Research.
- Established partnerships among the Schools of Engineering & Technology, Science, and Medicine in order to boost bionanotechnology research and acquire preliminary results for submission of competitive proposals to external funding agencies. Seed funding has been provided to collaborative groups, resulting in proposals and funded grants, including: Frank Witzmann, Christoph Naumann, and Rajesh Sardar, "Proteomic, Toxicologic & Physicochemical Studies of Nanosilver Exposure in Intestinal Cells," NIH - \$3,547,075 – PENDING; Lei Li and Christoph Naumann, "Developing an Immunoassay to Detect a Special Pyrimidine Dimer Commonly Found in Some UV Irradiated Deadly Pathogens," NIH - \$424,796 – PENDING, "Developing Rechargeable Lithium Metal Electrode Batteries," Argonne National Labs - \$106,236; and "Developing a Lubrizol Polyurethane Polymer Electrolyte for Li-ion Battery Applications," Lubrizol Corp - \$303,102.

- Planned and hosted the [IUPUI Innovation to Enterprise Showcase & Forum](#), bringing together students, faculty, and staff from across the IUPUI campus to present opportunities for collaborative business development—new ventures, R&D collaborations, and commercialization—to potential business community partners and investors.
- Provided funding to eight IUPUI research commercialization projects under the Funding Opportunities for Research Commercialization and Economic Success (FORCES) program, designed to support IUPUI researchers in the successful transformation of their research findings into commercially viable outcomes. The program was launched in Fall 2011, and has provided funding to 16 projects in the first two years. Results of these projects have enabled faculty reach key research milestones leading to submission of SBIR grant proposals, and enhanced intellectual property positions for projects that hold promise for commercialization of the research outcomes.
- Developing comprehensive research relationships with industry, including Roche Diagnostic, Siemens, Honeywell, Sensory Technologies, Ingersoll Rand Security Technology, and Honeywell. The interactions with Siemens have raised the possibility of donation of their [Product Lifecycle Management](#) software for research and instructional use at IUPUI. This software tool, while enhancing faculty research opportunities, will also expose students to valuable tools and techniques, enhancing their job prospects.

Civic Engagement

- Supported the [IUPUI Nanotechnology Discovery Academy](#), serving 50 high school students from 27 different schools from Indianapolis and the surrounding region (public, private, charter, and suburban). This Program also served 18 high school teachers from 15 different schools from the Indianapolis region, including the Indianapolis Public School system.

Diversity

- Prepared and submitted an NIH R25 (Postbaccalaureate Research Education Program, PREP) grant proposal to increase the number of undergraduate research mentoring (URM) scholars who successfully enter and complete Ph.D. programs in the biomedical and behavioral sciences.

Best Practices

- Conducted for a second year the Enhanced Mentoring Program with Opportunities for Ways to Excel in Research (EMPOWER) program, intended to provide research support to IUPUI faculty who are historically underrepresented and/or excluded populations in their discipline or area of scholarship and historically denied admission to higher education or

that discipline, 1) to become successful in sponsored research and scholarly activity, and 2) to achieve significant professional growth and advancement. The program sustains mentorship opportunities, supporting achievement of excellence in research and scholarly activity, and optimal attainment of academic career goals.

- Established a Task Force on Sustainable Funding for Research Centers, addressing continuing support of the administrative and development functions of research centers after their startup funding has been expended. Currently, there is no campus-wide policy or agreed upon procedure across schools for this purpose.
- Developed a document on industry research collaboration, describing the main elements and the phases that can exist for research partnership with industry, and providing a clear strategy for building successful partnerships with industry.

External Awards and Appointments

- Coordinated development of successfully funded NSF MRI proposal for acquisition of a field emission scanning electron microscope, at \$495,744, to meet the need for advanced imaging capabilities on campus.
- Received two awards, totaling \$22,500, from the NASA - Indiana Space Grant Consortium, in support of the IUPUI Nanotechnology Discovery Academy summer program for high school students and teachers.

Center for Research and Learning (CRL)

The mission of the [Center for Research and Learning](#) is to promote, create, and coordinate, innovative inquiry-based learning programs that integrate research and education. Our goal is to provide students effective pathways for lifelong active learning and professional development. CRL serves students through two primary program areas, identified as *Undergraduate Research Programs* and *Diversity Research Programs*. These programs are delivered throughout the academic year as well as through intensive research experiences during the summer. The CRL has served more than 500 students either through direct sponsorship of research or by providing structured opportunities to report their research to a broader audience.

Teaching and Learning

- Developed a two-tiered curriculum for a 0-1 credit “research skills” course (SCI –R225) to accompany our mentored research experiences. This course helps students integrate their research experience with classroom learning and will allow students to qualify for the “R” component of the RISE to the challenge initiative.

- Sponsored, and traveled with eleven undergraduate researchers from CRL programs to attend and present at the National Conference on Undergraduate Research (NCUR) in La Crosse, Wisconsin, April 2013 <http://crl.iupui.edu/news/index.asp>
- Organized and held the 18th annual Indiana University Undergraduate Research Conference (IU-URC) in Indianapolis in November of 2012. Co-sponsored by the Indiana University Graduate School and attended by over 150 students from Indiana University campuses.
- Created the Undergraduate Research Opportunities RISE Scholarships on the basis of a generous donation from Daniel and Kathryn Wilson. Five UROP RISE scholars will be named in 2013-2014.

Research, Scholarship, and Creative Activity

- Received funding from the NASA - Indiana Space Grant Consortium for the Multidisciplinary Undergraduate Research Institute (MURI) program.
- Submitted grant proposals to NIH (R-25 Post Baccalaureate Research Training Grant), the National Collegiate Inventors and Innovators Alliance (Innovation to Enterprise Program Expansion), the NASA - Indiana Space Grant Consortium (Support for the Multidisciplinary Undergraduate Research Institute – MURI), and participated in resubmission of the Louis Stokes Alliance for Minority Participation grant through Purdue University.
- Prepared paper accepted for publication in Council on Undergraduate Research Quarterly outlining our innovative ITEC and ISSEC programs <http://crl.iupui.edu/programs/ITEC/index.asp>

Civic Engagement

- Supported Special research project in conjunction with the Solution Center for Habitat for Humanity that sponsored teams of student researchers and graphic designers from School of Liberal Arts and Herron School of Art and Design in developing a commemorative book for Habitat Indianapolis' 20th anniversary.

Diversity

- Continued to provide support for McNair Scholars, in spite of loss of federal funding. Support included sponsoring trips to research conferences, graduate school interviews and offering professional development workshops.
- Submitted a proposal to campus to expand the Diversity Scholars Research Program (DSRP) from 26 students to 52 students and received a one year grant to pilot this project

- Sponsored three students for the Annual Biomedical Research Conference for Minority Students.
- Recruited six students from the 2012 IUPUI-Ivy Tech Community College Bridges to the Baccalaureate Program cohort (12 full-time minority students), who successfully transferred into IUPUI as full-time students and continue to participate in undergraduate research.
- In partnership with the [IU Simon Cancer Center Summer Research Program](#) recruited, in a competitive selection process with more than 200 applicants, twelve high school and college scholars, who are underrepresented in cancer research, to conduct clinical and population-based biomedical cancer research with mentors.

Best Practices

- Participated in and completed “Service with Distinction Program” including surveying our faculty and student client base and developing a plan for continual improvement of CRL services.
- Instituted a new annual performance evaluation for CRL staff.

External Awards and Appointments

- CRL Scholar Anna Mirza was recognized by the National “Posters on the Hill” competition as having been among the top 10% of more than 700 students who entered the competition.
- CRL Scholar James Plew was recognized as the Top Male Student for 2013 at IUPUI <http://crl.iupui.edu/news/index.asp>
- McNair Scholar, Sara Ibrahim won the Poster presentation award the Interdisciplinary Award at the Annual Biomedical Research Conference for Minority Students at the Annual Biomedical Research Conference for Minority Students in the field of Molecular and Computational Biology.

Solution Center

The mission of the [IUPUI Solution Center](#) reflects IUPUI’s commitment to its community. The Solution Center serves as a broker and connector between the university’s intellectual capital and the interests of the external community. Through community-based research, internships, service-learning and applied classroom projects, invention and entrepreneurship, and business development projects, the IUPUI Solution Center seeks to serve as a key partner in efforts to increase the number of highly trained and degreed professionals in Indiana;

facilitate meaningful collaboration and talent-driven partnerships with Indiana’s business, industry, government and nonprofit sectors; and assist in the discovery, development, and transfer of information, technologies, and methods that enhance practice in key clusters. Highlights of the 2012-2013 reporting year include:

- Completed the fourth year of the five-year Lilly Endowment “Initiative to Promote Opportunities through Educational Collaborations” sustaining grant (2009-2013). The initiative is supported by a \$900,000 Lilly Endowment grant, with \$900,000 match support from IUPUI.
- Expanded community relationships through 94,461 contacts, connections and referral requests; facilitated a total of 682 formal engagements between IUPUI students and faculty and community partners, resulting in: 1) 330 students, 158 faculty, and 194 community organizations and businesses involved in internships, class projects, and community-based research efforts; 2) Total of \$702,974 in funding for IUPUI engaged activities in the community (Venture Fund awards of \$337,734 to 79 community partners that leveraged an additional \$365,240 in match funding in support of engagements).
- Directly responsible* for coordinating and facilitating nearly 5,000 online internships, research, jobs, and volunteer openings posted through www.IUPUITalent.net, IUPUI’s campus-wide job posting system in 2012-2013.

2012-2013 Talent.Net Openings	Number of Postings/Openings
Internships	822 postings
Full-time Degreed	1,224 postings
Student Job on Campus	218 postings
Temporary/Staffing Agency	108 postings
Part-time/Full-time/Non-Degreed	1,212 postings
Work Study	275 postings
Independent Sales/Contract	83 postings
Full-Time Experienced	869 postings
Research Assistants	26 postings
Community Service/Volunteer	65 postings for a total of 168 openings

**As the IUPUITalent.Net administrator, the Solution Center was indirectly responsible for providing customer support for over 30,000 postings annually campuswide.*

Teaching and Learning

- Facilitated 97 internships and 189 class projects. Of that number, Venture Fund grants were awarded in support of 87 internships and 40 class projects that involved 130 students and 32 faculty from 16 different IUPUI schools.
- Supported, through a two-year grant from the JPMorgan Chase Foundation, over 100 students and faculty members, alongside similar numbers of community members, in a coordinated effort to affect neighborhoods in the Near Eastside of Indianapolis. To date the JPMorgan Chase – IUPUI Near Eastside Legacy Initiative (NELI) has engaged 19 students in internships, 74 students in class projects, and 16 faculty members from the Schools of Social Work, Liberal Arts, Dentistry, Science, Arts & Design, Public Health, Physical Education and Tourism Management, Engineering & Technology, and Journalism.
- Represented the community voice in strategic planning efforts through service on numerous task forces and committees each year. In 2012-2013, Solution Center staff held leadership roles on several campus committees: IU Lead; Out-of-the-Box for Learning; RISE Subcommittee of the Council on Retention and Graduation Steering Committee; and the Program Review and Assessment Committee (PRAC). Also contributed to the IUPUI 2025 Strategic Plan.
- A significant number of Solution Center engagements take the form of course projects, including those conducted in the SPEA Graduate Capstone course by Teresa Bennett and Dr. Seth Payton, Assistant Professor, each year. In 2012-13, the SPEA Graduate Capstone students completed 18 projects for 16 community partners. Projects types include policy analyses, needs assessments, nonprofit and public management planning, and program reviews.

Research, Scholarship, and Creative Activity

- Facilitated a total of 36 research projects and 69 internships, projects, or research engagements with an entrepreneurial component. Of that total, 33 research projects and 39 internships, projects, or research engagements received match funding through the Community Venture Fund.
- Hosted by the Office of the Vice Chancellor for Research (OVCR), Innovation-to-Enterprise Central (ITEC) is a student-centered, multidisciplinary, active-learning initiative to provide opportunities for students to learn about research commercialization and develop entrepreneurial and business skills. ITEC was created and piloted in partnership with the Solution Center in 2011. Since inception, the Solution Center remains involved by: assisting ITEC team members to access community resources; providing support to teams to develop and distribute community surveys through Solution Center list serves; and conducting workshops for ITEC team members on primary research methods.

- Advanced outreach scholarship and communities of practice in engagement through participation in conferences and scholarly forums. Completed in the reporting year or accepted for fall 2013 include posters, presentations and panel participation in the CUMU Annual Conference (Chattanooga, TN), the Assessment Institute (Indianapolis), the CU Expo International conference, the Midwest Knowledge Mobilization Network meetings in Chicago (fall 2012) and Indianapolis (spring 2013 -- Solution Center hosted), and the Robert G. Bringle Civic Engagement Showcase and Symposium.
- Facilitated community-based research in partnership with IUPUI faculty. For example, collaborated with Professor Lorraine Blackman (Social Work) who is leading a partnership with campus and community partners to explore issues regarding adolescents with HIV/AIDS. Partners include the Bethlehem House, Healthcare Education and Training, Indiana Minorities AIDS Coalition (IMAC), the Marion County Health Department, the IU School of Medicine, the IU Richard M. Fairbanks School of Public Health, the Robert H. McKinney School of Law, and others.

Civic Engagement

- Published a quarterly online newsletter since ~2006, and in September 2012 increased email newsletter publication from quarterly to monthly, which has increased email newsletter engagement by 2% overall in only 9 months among the Solution Center's 12,500 subscribers. Newsletter content now tells more stories about the Solution Center and its many partners, resulting in significantly more access with our constituents, including: "email opens" of 14,716; unique email "click-throughs" of 1,895, and email forwards or "shares" of 2,134.
- Grew the center's Twitter followers by 190% in less than 8 months. The center's Twitter Klout score, a measure of social influence using social media analytics, has nearly doubled since October.
- Hosted two engagement events in 2012-13: 1) engaged over 140 community partners, faculty, and student attendees at its first [Community Engagement Forum & Partner Holiday Celebration](#) in December, and 2) hosted a planning team of 12 higher education partners from 6 Midwest institutions for the [Midwest Knowledge Mobilization Network](#) event. In addition, the director met with numerous international guests at the request of the IUPUI Associate Vice Chancellor for International Affairs/IU Associate Vice President for International Affairs.
- As part of the JPMorgan Chase Foundation grant, and the IUPUI Near Eastside Legacy Initiative (NELI), the Solution Center facilitated and provided project management assistance for 13 quality-of-life projects at the request of community organizations in the Near Eastside of Indianapolis.

Diversity

- In 2012-2013, 21.4% of students who participated in Solution Center-funded or facilitated projects were minorities: 11.9% were African American, 4.8% were Hispanic/Latino, and 3.6% were Asian. In addition, 10.7% of student participants were international students and 2.4% identified themselves as “two or more races.” Of the total, 69% of students were female. These distributions are reflective of the distributions of the overall IUPUI student population in spring 2013.
- In 2012-2013, the Solution Center developed partnerships with 194 companies and organizations in eight different economic sectors: 3% in Advanced Manufacturing; 5% in Arts, Culture, and Tourism; 15% in Business; 14% in Education; 9% in Government; 4% in Information and Technology; 5% in Life and Health Sciences; and 45% in Nonprofit.
- Of the partner organizations that received Venture Fund support in 2012-2013 from the Solution Center, 4% were in Advanced Manufacturing; 6% in Arts, Culture, and Tourism; 9% in Business; 17% in Education; 7% in Government; 8% in Information and Technology; 3% in Life and Health Sciences, and 46% were in the Nonprofit sector.
- Of the business, industry, government, and nonprofit community partners that the IUPUI Solution Center worked with in 2012-2013, 59% of Solution Center community partners are minority owned or serving organizations (women/minority-owned/operated institutions or serve primarily women/minority populations). Of community partners who received funding from the Solution Center for their projects, nearly 84% were women/minority-owned or serving.

Best Practices

- The Solution Center seeks continuous improvement through ongoing assessment and evaluation. During 2012-13, the Solution Center was awarded a grant from the IU Office of the President to conduct an impact study of the Lilly Endowment “Initiative to Promote Opportunities through Educational Collaborations” sustaining grant (2009-2013). [As demonstrated in the completed Impact Report](#): General levels of satisfaction demonstrated by students, faculty members and community partners who participated in projects coordinated by the Solution Center were very high (89%). Respondents also reported that the Solution Center is very efficient in providing innovative and tailored solutions to meet community partners’ goals, while providing opportunities for academic development.
- Contributed to the IUPUI 2025 Strategic Plan through participation in the executive committee, as well as task forces for several strategic initiatives: Community Engagement, Innovation and Discovery, and Online Learning.

External Awards and Appointments

- In September 2012, the Solution Center was named Martin Center Sickle Cell Initiative's [2012 Community Partner of the Year](#), which included a Congressional Recognition from U.S. Rep. André Carson. The awards resulted in a [feature article about the Solution Center](#) published in the Indiana Minority Business Magazine's First Quarter 2013 issue and led to several new community partnerships.
- Honored six distinguished campus partners and seven distinguished community partners at its first [Community Engagement Forum & Partner Holiday Celebration](#), held in December 2012.
- Joined, through Teresa Bennett, the board of the Indiana Chamber of Commerce's [Indiana InternNet](#). Bennett was elected in 2013 to the [UWCI Board of Directors for 2013-2014](#) and Chair of the Boone County Advisory Board, and continues as a member of the Advisory Board for Public Allies Indianapolis. Christine Fitzpatrick continued to serve on the board for the [TechPoint Foundation for Youth](#) and was appointed to its executive committee. Fitzpatrick also accepted an interim appointment to assist the Executive Vice Chancellor with the campus-wide IUPUI 2025 Strategic Planning process and rollout.