

The campus is humming. The students are back in record numbers, studying, working, and socializing. In the opening days of this new academic year, I have had a chance to meet many of them. As always, I am impressed with their energy and intellect, as well as how far many have come—from Hanoi to Johannesburg, Berlin to Rio de Janeiro, and New York to Los Angeles. We have a truly diverse student body.

With diverse students come diverse talents, and our students continually surprise me with their ingenuity in big and little ways. At new student orientation I always challenge the incoming class to come up with better jokes than those I receive from the upperclassmen. This year's first-year class came up with some exceptional material, and selecting the winner was not easy. But Liz Bober, an architecture student, won the prize.ⁱ

While it may be a few more years before we graduate our first professional comedian, there is no doubt that we have wonderfully talented people at IIT who are accomplishing extraordinary things. I would like to share with you many of the marvelous achievements of the past year as well as some of the challenges and opportunities that lie ahead.

The 2004 academic year included much to celebrate:

Our enrollment surged. Fall 2004 undergraduate enrollment numbers are the strongest in more than two decades, with a better than 20-percent increase in full-time new undergraduate student enrollment.

New full-time graduate and law student enrollment increased by more than 25 percent. Equally good news is that the quality of our students remains strong; we have some of the best and brightest students in the world.

Two great new buildings opened. The Mies campus is a different place than it was one year ago. The addition of The McCormick Tribune Campus Center and State Street Village residence hall has brought new vibrancy and international recognition.

The McCormick Tribune Campus Center has not only been a wonderful campus addition for our students, faculty, and staff, it has also become a valuable resource for the broader community. I rarely walk through the building without glimpsing a conference or special event taking place.

Our buildings have received great critical acclaim from media and architecture critics around the world. State Street Village received the prestigious 2004 Institute Honor Award from The American Institute of Architects. This attention has generated important awareness of IIT as an architectural leader on both the local and global levels. We were particularly pleased to receive the Metropolitan Planning Council's Daniel Burnham Award for Excellence in Planning.

It took the talent and resources of many people to make these buildings possible: The McCormick Tribune Foundation; trustees Bob Pritzker and Bob Galvin, who inspired and challenged the IIT community to contribute generously to these projects; trustees Dick Jaffee and John Madigan, who successfully led the campaign to meet the challenge; Governor George Ryan; Mayor Richard Daley; CTA President Frank Kruesi, who ensured critical government support; trustees Al Gorman and Dirk Lohan, who were

important advisors during the planning process; and Dean Donna Robertson, Vice President John Collins, and a large number of dedicated staff members who made these projects a reality.

Our interprofessional program was strengthened.

We successfully created a new home for the interprofessional program, which is now entering its tenth year. The Institute for Business and Interprofessional Studies, under the leadership of Vice Provost Dennis Roberson, now houses this program, which provides students with a broad learning experience that transcends traditional disciplinary boundaries. This integrated approach is vital to the education of all our students and has made it easier to develop innovative programs such as biomedical engineering, mathematics and science teacher education, and an undergraduate business program with a focus on technology.

Campus life was enhanced. Student recreational life is an essential part of the student experience. Last year we made great strides in enhancing student life through our new buildings and new student activities, including an energized and expanded athletic program. During his first year as athletic director and soccer coach, Lee Hitchen has already transformed our entire program, from our established swimming, baseball, and basketball programs to our new soccer program—which benefited from a great new soccer playing field.

Many of our student leaders have played a vital role in enhancing campus activities as well. Our highest student honor, the Richard A. Babcock Award, was created several years ago through the generosity of trustee Bob Raclin. This year's award went to Richard Duncan for his terrific leadership in making *TechNews*, the student newspaper, a vibrant resource for the student community. Another enhancement to student life came about when Krishna Vijayaraghavan, a Ph.D. candidate, became president of the cricket team and entered it in the Midwest Cricket League, where they were runners up in Division II. The sport has proven to be so popular at IIT that the summer cricket program he organized drew 142 participants.

Our faculty continued to invent the future. This past year, Motorola Chair Professor and Vice President for International Affairs Darsh Wasan was elected to the National Academy of Engineering—the highest professional recognition in his field. The Academy cited his pioneering research, inspirational teaching, and his development of novel technology in colloidal processing and interfacial rheology. Professor Wasan’s accomplishment is representative of the extraordinary quality of our faculty—and their innovative work that is helping to shape the future of science, law, and technology.

Funded faculty research increased.ⁱⁱ One of the important new grants allowed us to establish the Institute for Biotechnology and the Human Future (IBHF). Under the leadership of Professor Lori Andrews, director of Chicago-Kent’s Institute of Science, Law and Technology, and IBHF President Nigel Cameron, the IBHF brings together stakeholders from diverse sectors of society to discuss and analyze issues such as human cloning, genetic enhancements, and gene patents. What is particularly impressive about IBHF is that it has effectively brought together and engaged people with a broad range of political views.

This past year we were delighted to welcome many new members to our faculty, including Professor Kathryn Riley, chair of the Lewis Department of Humanities, Professor Fred Hickernell, chair of Applied Mathematics, and Martin Cole, director of the National Center for Food Safety and Technology.

In the coming year we will continue to enhance facilities, strengthen our academic programs, and improve our financial performance.

Enhancing Facilities

We will formally create the Life Sciences Research Park. With \$6 million in support from the state of Illinois, we will open a life sciences incubator in the Engineering Research Building in spring 2005. The incubator will serve start-up companies in biosciences, including new companies from IIT, the University of Chicago, and other universities.

The incubator is phase one of the development of a Life Sciences Research Park on the south end of our Main Campus. Future development will take place in conjunction with a developer whom we expect to name early in this academic year. The developer will provide funding, management, and marketing to bring biotech companies to our campus.

We will expand the IIT Research Institute (IITRI).

We have issued bonds to finance the expansion of IITRI's physical facilities. Under Vice President and Director Dave McCormick's leadership, IITRI has seen strong growth since 2002, when approximately 90% of the Institute was sold to employees who created Alion Science and Technology Corporation. IITRI's growth was recently highlighted by \$28 million in new awards from the National Cancer Institute. IITRI is one of the world's leading cancer prevention research centers, and its presence within the Life Sciences Research Park will help make the park particularly attractive to biotech companies.

We will find a new home for the Institute of Design.

Six years ago the Institute of Design moved to its downtown location with a goal of establishing an international design center. For a variety of reasons this did not come to pass, and it no longer benefits the school to be isolated from the rest of the university. We will take steps this year to resolve the location issue.

We will continue renovating the core Mies van der Rohe buildings. IIT is home to the largest collection of Mies buildings in the world, and is universally recognized as a landmark in the history of modern architecture. We will continue to work on restoring our historic Mies buildings, beginning with Mies' masterpiece, S.R. Crown Hall, and continuing with Wishnick Hall. To date, we have completed restoration of Crown Hall's studios, upper-level woodwork, and famed South Porch.

The next phase of this work includes stabilizing the building's structure and envelope, addressing electrical, accessibility, and infrastructure issues, and improving energy efficiency. In keeping with Mies' original intent, translucent glass will once again be installed, and the steel structure will be repainted to reflect the charcoal "Mies black."

The important work in progress on these two buildings is being driven by the Mies van der Rohe Society, a group of dedicated people who are passionate about preserving Mies' legacy on our IIT campus. Under the wonderful leadership of former Governor James R. Thompson and Exelon Chairman and CEO John Rowe, the Mies Society is working to maintain the architectural integrity of Mies' buildings at IIT while ensuring that they meet the needs of today's and tomorrow's students. The Society is doing a marvelous job of raising funds for continued renovations. We have recently received a pair of million-dollar gifts: one from trustee Ralph Wanger, and the other from Exelon Corporation.

Successful campaigns begin with great leadership, and I would like to recognize Betsy Hughes, vice president of institutional advancement, for bringing enormous energy and talent to the Mies Society and Inventing Our Future campaigns. I would also like to thank Mies Society member John Vinci for providing outstanding support and guidance to ensure the architectural integrity of these restoration efforts.

We will complete plans for a new undergraduate residence hall and will transform our graduate residence halls. Building on the success of State Street Village, this year we will establish the location, size, and financing for a new undergraduate residence hall. We will also look at how we can better support fraternity housing, and we will complete transformation of our graduate residence halls into an independent not-for-profit corporation in order to finance major renovations to graduate housing.

We will renovate the Keating Hall exercise facility.

With such a long to-do list for the coming year, I am pleased to announce that this goal has just been met: we opened the newly-renovated Keating Hall facility in August.

Strengthening Academic Programs

We will modernize our engineering curriculum.

IIT has always had a state-of-the-art engineering program. Under the able leadership of Dean Hamid Arastoopour, the Armour College faculty are working to ensure that we continue to provide innovative education that enhances Armour's reputation as an internationally recognized engineering school, educates engineers with a strong fundamental knowledge of engineering principles, and instills an understanding and appreciation of the economic, environmental, and social forces that impact intellectual choices.

We will create a landscape architecture program.

The College of Architecture's proposed new Master's in Landscape Architecture will be the first professional degree program for landscape architecture in Chicago and will educate and train new generations of innovative landscape designers to benefit a "green" Chicago.

We will strengthen our Master of Public

Administration (MPA) Program. With the increasing demand for professional management in government and non-profit sectors, the mission of our graduate program in Public Administration has taken on new importance. Karl Nollenberger, academic director, and Richard Bonaccorsi, program development director, have joined us to strengthen and expand our MPA program to help meet this need for the next generation of professionals.

We will determine the future for the Stuart Graduate School of Business.

Former Dean Zia Hassan and the Stuart faculty did a wonderful job of bringing Stuart to AACSB accreditation. Since that time, the Center for Law and Financial Markets program has been integrated with the finance program. With CFM Director Mike Gorham's leadership, I am confident that these programs will continue to thrive. Meanwhile, the direction of the MBA program

needs greater clarity. Provost Allan Myerson is coordinating five faculty committees and will continue to work with trustee Bob Growney and the Stuart Board of Overseers to evaluate the school's direction and chart its future.

We will enhance our Camras Scholars Program.

In the coming year, we will implement a new approach to our premier scholarship program, the Camras Scholars Program. Since its inception in 1996, more than 300 students have been selected as Camras Scholars. These students are among the best of our undergraduates, and they thrive on opportunities that extend beyond the traditional curriculum. To ensure that we are providing these opportunities, we will introduce a new approach that will allow Scholars to select one of three core pathways: leadership, service, or research. I am excited about this enhancement to the program and am confident that it will make IIT even more attractive to the best students in the country.

In order to continue expanding and strengthening our academic and research programs and educational environment, we will also maintain a sharp focus on our financial health.

Improving our financial performance

As I have previously reported, our financial plan calls for reducing our endowment draw by \$15.5 million over a four-year period. Last year we reduced our endowment draw by \$3 million. This represents good progress, and we expect to do even better this year.

In order to accomplish this, we will maintain our fundraising efforts to support student scholarships and building renovations, with a goal of raising \$25 million this fiscal year. We will also look for every opportunity to increase cost-effectiveness across the university.

A special congratulations to Domenica Pappas, associate director of sponsored research, who won the university's award for an outstanding cost-saving suggestion. Thank you also to the nearly 200 faculty and staff members who submitted ideas through our electronic suggestion box; these cost-saving suggestions help us conserve resources in order to better serve our students and reward faculty and staff for their extraordinary work.

We must recognize, however, that the bulk of our revenue comes from tuition.

In order to increase tuition revenue we need to continue to raise university-wide enrollment and reduce tuition discounts. I am confident that we can do that while continuing to attract the very best and brightest students.

Our admission teams demonstrated this year that they have the talent to recruit increased numbers of gifted students. Mary Ann Rowan, vice president of graduate enrollment, Brent Benner, director of undergraduate admissions, Nicole Vilches, assistant dean of law school admissions, and their colleagues deserve special kudos, and I know they are grateful for all of the help they received from our faculty.

What is particularly impressive to me is that we were able to increase the number of incoming international students during a year in which the overall number of international students coming to the United States dropped sharply. India continues to lead in sending students to IIT, due in no small part to the stellar work of Professor Wasan.

In a perfect world, we would be able to meet all student financial need through income from our endowment. Unfortunately, there is still a significant gap between our philanthropic resources and student need.

The Inventing Our Future Campaign will focus on generating scholarship and grant funding to ensure that an IIT education remains affordable for students whose talents exceed their financial ability.

These are important goals, and I have great confidence in our colleagues who have particular responsibility in these areas.

Having touched on just a few of our proudest accomplishments of the past year and primary goals for the coming year, I'd like to share more about the intellectual leadership of our faculty, our individual college priorities, and our community partnerships.

Intellectual leadership

The strength of the university is in the quality of our faculty. They bring intellect and excitement to the classroom, the research laboratory, and the broader academic community. They bring insight and understanding to public and professional discussions of important issues. Our faculty members are dedicated teachers who bring a wealth of knowledge and experience to their teaching and who care about their students. I would like to congratulate two faculty members who exemplify this commitment to excellence: Professor Greg Pulliam, recipient of our 2004 Excellence in Teaching Award, and Professor John Kallend, recipient of our 2004 Bauer Family Award for Excellence in Undergraduate Teaching.

I am pleased that many of our young faculty members have been recognized by the National Science Foundation's or National Institute of Health's Career Development Programs: Professors Herek Clack, Linda Spentzouris, Albert Wang, Cindy Hood, Alex Flueck, and Jialing Xiang.

Our more senior faculty are doing important collaborative work as members and leaders of research teams that include colleagues from within and outside of the university:

- A team led by Professor Philip Troyk is designing and fabricating a prosthetic device for the blind.
- Professors Miles Wernick and Yongyi Yang are working on medical imaging methods that will identify patterns of brain activity, and are using this technology to help pharmaceutical companies determine which new drugs are the most promising.
- Professor Mark Anastasio and a team of researchers are developing 3D images of tumors to help make radiation treatments more accurate and precise.
- Professor Said Al-Hallaj is working on a project that will combine a lithium battery with IIT's patented thermal management system in a four-wheel scooter to increase mobility for people with disabilities.
- Professor Ali Emadi and his team of researchers have made great progress in the design of hybrid electric vehicles, which are proving to be a promising solution for improving fuel economy and lowering emissions.

- Professor Marco Saraniti and a team of researchers are working to integrate the biological functions of ion channels with the signal-processing capabilities of solid-state nanoelectronics—work that may help prevent epilepsy, muscular dystrophy, and cystic fibrosis.
- Under the direction of Professor Mohammad Shahidehpour, our newly-created Electric Power and Power Electronic Center (EPPEC) is helping to ensure that the U.S. has a reliable and economic supply of electricity.
- A team of researchers—professors Kevin Cassel, Herek Clack, Dietmar Rempfer, Candace Wark, and Jamal Yagoobi—is working to develop technologies that will detect biological contaminants quickly, locate the source, and predict the spread of the contaminants in the atmosphere.

As the quality and quantity of sponsored research has increased over the past five years, so has our focus on commercializing the resulting technologies. A growing network of alumni and friends is helping students and faculty convert lab experiments into products that serve the public. Not only does IIT benefit from product royalties and from equity stakes in the companies that are formed, but students on Interprofessional Project (IPRO) and Entrepreneurial IPRO (EnPRO) teams also gain valuable experience as they take new ideas to market. IPRO and EnPRO teams are helping to convert a number of new patents into products, thanks in large part to the efforts of Bob Anderson, director of Technology Transfer and Intellectual Property.

In addition to funded research, the scholarly achievements of our faculty are substantial. There were hundreds of articles and papers written in the past year and a number of books published:

Graeme Dinwoodie co-authored *Trademarks and Unfair Competition: Law and Policy* (with Janis).ⁱⁱⁱ

Ali Emadi published two books: *Vehicular Electric Power Systems: Land, Sea, Air and Space Vehicles*^{iv} and *Energy-efficient Electric Motors*.^v

Elie Geisler wrote *Technology, Health Care and Management in the Hospital of the Future*.^{vi}

Norman and Judith Lederman published a science teaching methods textbook, *Constructing Science in Elementary Classrooms*.^{vii}

Martin Malin wrote *Public Sector Employment: Cases and Materials* (with J. Grodin and J. Weisberger).^{viii}

Buck McMorris co-authored *Axiomatic Consensus Theory in Group Choice and Biomathematics* (with W. Day).^{ix}

Sheldon Nahmod co-authored *Constitutional Torts* (with Wells and Eaton).^x

Ben Nicholson published *The World Who Wants It*.^{xi}

Nam Raju co-authored *The Human Resources Program Evaluation Book* (with J.C. Scott and J. Edwards).^{xii}

James Stine wrote *Digital Computer Arithmetic Datapath Design Using Verilog HDL*.^{xiii}

IIT's success is built on the strength of our colleges, institutes, and centers. I'd like to share with you a few highlights of each of these units.

Armour College

Dean Hamid Arastoopour not only completed a successful first year as dean but was also elected a Fellow of the American Institute of Chemical Engineers and received their fluidized processes award.

This coming year there is a very full agenda for the College, including the launch of three research centers:

- The Energy and Sustainability Institute will address the intertwined issues of energy, security, and sustainable development. The Institute will be a truly interprofessional and interdisciplinary effort, drawing on the strengths of engineering, science, architecture, design, business, law, and psychology. Leadership of the Institute will be provided by the holder of the Henry Linden Chair, and a search for this position is currently underway.
- The Center for Integrative Neuroscience and Neuroengineering will be established jointly with the University of Chicago to capitalize on the strong research and Ph.D. partnership that already exists.

- A new manufacturing center spearheaded by our Mechanical, Materials and Aerospace Engineering Department will conduct scientific research and directly assist manufacturing industries in the United States. The proposed center will be a coalition of select universities, U.S. companies, and partnerships with local, state, and federal government representatives. Leadership of this Institute will be provided by the holder of the Perlstein Chair, and a search for this position is currently underway.

College of Science and Letters

Under the guidance of Dean Buck McMorris, who has successfully led the College's transition over the past year, the College of Science and Letters has seen a significant increase in enrollment, developed new programs, strengthened collaborative programs in the health sciences, and hosted two important international conferences—one coordinated by professors Howard Rubin and Nick Solomey, and the other by Dean McMorris.

New joint degree programs with the Illinois College of Optometry and the Chicago College of Osteopathic Medicine are under discussion. These would be the fourth and fifth health professions collaborations formally established by the university. Professor Ken Stagliano coordinates our current joint programs, which include Rush Medical College, Midwest University Pharmacy School, and Chicago Medical School. Research and teaching in this area will be strengthened through the acquisition of a Nuclear Magnetic Resonance Unit that was installed earlier this year.

An important senior faculty appointment was recently confirmed. Professor R.G. Mehta from the University of Illinois at Chicago will be joining the Biology department. He is a renowned cancer prevention specialist and will hold a senior research position at IITRI. We continue to look for opportunities to have joint appointments between IITRI and our academic units. The same model will be developed with our National Center for Food Safety, which expects to make joint appointments with the Biology and Chemical Engineering departments.

Other priorities for the year include initiatives in a variety of areas:

- Expanding the programs of the Department of Mathematics and Science Education, led by Professor Norm Lederman.
- Appointing the first Sawyer Fellows in Philosophy. Emeritus Professor Fay Sawyer created this program with a generous gift of \$2 million.
- Launching a new Mathematical Finance Professional Master's Degree program.
- Developing opportunities to deliver tailored teacher training in mathematics and science education to Chinese educators.
- Building upon the great success of our first summer program in Paris for undergraduate students. Professors Ullica Segerstrale and Kevin Harrington, who led the program, were very pleased with the performance of our students.

Institute of Business and Interprofessional Studies

Our program for creating significant business-world experiences for our students saw significant advances over this past year. The creation of our Institute of Business and Interprofessional Studies (IBIS) has provided support and direction for IIT's signature interprofessional curriculum. Under the outstanding leadership of Vice Provost Dennis Roberson, IBIS houses IIT's new Undergraduate Techno-Business Program, our Interprofessional Projects (IPRO) Program, and the IIT Leadership Academy—a program made possible by the tremendous support of trustee Al Self.

This fall, our new techno-business program enrolled 40 students, well exceeding the initial goal of 25. We anticipate that this number will continue to grow steadily over the next few years.

We have more recently established the Jules F. Knapp Entrepreneurship Center, which will house the Ed Kaplan Entrepreneurial (EnPRO) Program, where students can gain the experience and confidence necessary to become tomorrow's business leaders. Jules Knapp, a longtime trustee, made this new center possible.

College of Architecture

The College of Architecture greeted record numbers of high-quality students. The school was able to accommodate these students by expanding into a second building just south of Crown Hall.

In fall 2003, the College of Architecture welcomed the Council on Tall Buildings and Urban Habitat, which moved its headquarters to Crown Hall. This past year also brought several honors and awards to IIT architecture faculty:

- Dean Donna Robertson was named one of Chicago's 100 Most Influential Women by *Crain's Chicago*.
- Professor Jeanne Gang's Studio Gang is one of several architecture firms representing the United States at the ninth Venice Architecture Biennale this fall.
- Professor Gang and Professor Mark Schendel produced the winning design for the \$6.6 million Ford Calumet Environmental Center, chosen from 108 entries from nine countries.
- Professor Ronald Krueck was selected from a field of 40 to design the Spertus Institute of Jewish Studies, a major new facility on Michigan Avenue in Chicago's Loop.

Institute of Psychology

This past year, the Institute of Psychology was ranked fifth in the country for its rehabilitation program.

- Director Ellen Mitchell, who has guided the Institute on a path of continued growth, was nominated to be a representative to the 2004 American Psychological Association Educational Leadership Conference.
- Professor Joyce Hopkins was co-investigator on a five-year, \$3.5 million grant awarded from the National Institute of Mental Health.
- Professor Tamara Sher was selected for inclusion in the American Psychological Association's series of Master's training videotapes to illustrate her work in assisting couples with illness.

Institute of Design

The highpoint of the Institute of Design's programmatic achievements this past year was the launch of a new master's degree. It was a notable year for individual faculty achievement as well:

- Director Patrick Whitney, who has provided important leadership during his tenure, is profiled in the annual *Forbes* "E-Gang" of technology and innovation leaders in the September 2004 *Forbes* magazine.
- Professor Chris Conley received a \$100,000 grant from the National Science Foundation to create a plan for integrating design into the undergraduate curriculum at IIT.
- Professor Charles Owen's class project "eyeVox"—an interactive audience scoring system for Olympic events—was selected as a finalist in the 2004 SIGCHI Student Design Competition in Vienna.

The Institute's primary focus this coming year will be on enrollment as it hosts major recruitment events and launches a formal placement program. At the same time, it is also looking for ways to expand its offerings by exploring the addition of degree programs, including one for non-designers. There is also a study underway to identify electives and/or potential joint courses with Chicago-Kent College of Law and Stuart Graduate School of Business.

Chicago-Kent College of Law

This was another great year for Chicago-Kent. Dean Hal Krent made his debut as an advocate before the United States Supreme Court. Under his leadership, the quality of the faculty continues to be recognized as among the very best in the United States. Three new colleagues of exceptional promise joined the faculty: Professor Carolyn Shapiro, who clerked for Judge Richard Posner and Justice Stephen Breyer, is a graduate of the University of Chicago; Professor Michael Scodro, who clerked for Judge Jose Cabranes and Justice Sandra Day O'Connor, is a graduate of Yale Law School; and Professor Daniel Hamilton, who received his Ph.D. in history from Harvard University, is a graduate of George Washington Law School.

The quality of its faculty has made Chicago-Kent attractive to ever-larger numbers of the most intellectually gifted students. Dean Krent reported in the most recent law school newsletter that the law school

“received the largest number of applications in the school’s history ... the class includes 21 students with advanced degrees, five students with perfect 4.0 averages at undergraduate institutions, patent agents, painters, comics, a museum curator, teachers who have taught in Korea, Guatemala, China, Japan, and Brazil, and one student whose band’s songs you may have heard (well, at least some of you, anyway) on MTV’s *Road Rules* and the *Real World*.”

Graduate College

Dean Ali Cinar and his team are doing an excellent job of developing and expanding our graduate programs. In the coming year they will work on implementing new graduate degree and certificate programs, and will assist academic units in developing new professional master’s programs and Ph.D. programs. The graduate college will also focus on making education more accessible to working professionals by increasing the number of professional master’s degrees that can be completed on the internet, and will seek partnerships with local colleges and community colleges for joint programs, continuation degrees, and dual degrees.

Center for Professional Development

This year the Center for Professional Development developed two new specializations in its Manufacturing Technology and Management program: Industrial Facilities and Industrial Logistics. Director Bob Carlson was awarded a renewal grant from the State of Illinois Department of Commerce and Economic Opportunity, to support information technology entrepreneurship at IIT and in DuPage County. The Center also received an equipment grant from Lucent Technologies in support of the Center for Professional Development’s Voice Over IP teaching/research laboratory (VoIP).

In the coming year, the Center will finalize dual program agreements with the College of DuPage, Joliet Community College, and Moraine Valley Community College. It will also develop new industry-specific non-degree certificate programs, such as medical technology and medical management and VoIP.

Stuart Graduate School of Business

As mentioned earlier, one of our primary goals in the coming year will be to evaluate the school's direction and chart its future with the help of faculty and the Stuart Board of Overseers. I look forward to sharing detailed news of our progress in my next report.

Our Community: Working Hand in Hand

We are committed to strengthening our Chicago South Side community in every way we can, including helping with local schools, providing employment opportunities, supporting development of housing and infrastructure, and working with many organizations that share these goals—including the Chicago Community Trust, the MacArthur Foundation, and the Chicago Public Schools.

We are supporting the Chicago Public School Math and Science Initiative. Professor Norm Lederman and his colleagues in our mathematics and science teacher education department are providing a customized program of professional development to educate 30 master teachers of high school science and math. These 30 graduates will serve as mentors for next year's cadre of new teachers.

And we are investing directly in our community and our employees through an Employer-Assisted Housing Program for a new residential community called "Park Boulevard," which offers more than 1,200 new housing units between 35th and 39th streets.

Park Boulevard, a replacement for Stateway Gardens will provide a mix of housing types including affordable and market-rate condominiums, town homes, single-family residences, and duplexes. We are providing a \$7,500 forgivable loan to university faculty and staff to use toward a down payment for a unit in this new development.

We are providing opportunities for community-based small businesses to participate in university construction projects as well other services required by the university.

We consistently support community organizations and participate in committees and task forces that are addressing community issues. Associate Vice President Leroy Kennedy is our “ambassador” who carries much of this responsibility, including serving on the city’s Dan Ryan Expressway reconstruction task force.

A Word of Thanks

It has been an eventful, productive, and exciting year at IIT. I have never felt more confident in our ability to provide a superb education that will prepare students for success throughout their professional and personal lives.

Our faculty continue to inspire students, our staff works hard to meet student needs, our board members give generously of their time and resources, and many other friends of the university dedicate their time, talents, and financial resources to ensure the university’s continued success. My thanks to all.

And a special thank-you to Provost Allan Myerson, Chairman of the Board of Trustees Robert A. Pritzker, and Vice-Chairmen Craig Duchossois and Dave Vitale for the leadership they have all provided.

I am confident that we will see continued success in the coming year.

- ⁱ A panda goes into a restaurant and orders lunch. After he finishes lunch, the waiter brings the bill. The panda looks at the bill, stands up, shoots the waiter, and leaves. A patron in the restaurant chases the panda and asks him why he shot the waiter. The panda tells him to look it up in the dictionary. So, the patron returns to the restaurant, gets a dictionary, and looks up “panda.” The definition reads, “A rare bear-like mammal of the mountains of China and Tibet that eats shoots and leaves.”
- ⁱⁱ Funded faculty research increased to \$31.3 million, bringing total university research volume to over \$50 million, the balance of which represents research funding through the IIT Research Institute.
- ⁱⁱⁱ New York: Aspen Publishers (2004)
- ^{iv} Marcel Dekker (2003)
- ^v Marcel Dekker (2004)
- ^{vi} Praeger Publishers (2003)
- ^{vii} Pearson Education; 1st edition (2003)
- ^{viii} J. Grodin & J. Weisberger eds., West Group (2003)
- ^{ix} Society for Industrial and Applied Mathematic (2003)
- ^x Matthew Bender & Co; 2nd edition (2004)
- ^{xi} Black Dog (2004)
- ^{xii} SAGE Publications (2003)
- ^{xiii} Kluwer Academic Publishers; Cdrom & Bk edition (2003)