

Tom Theis: ...done here. A little over a year ago, then Chancellor Manning appointed a task force to look into sustainability issues across the UIC campus. The committee met and membership drawn from far and wide and the campus community issued its report in this past December. Its available online if any of you want to see it, has many suggestions, one of the interesting parts of it is it has a calculation of UIC's Greenhouse Gas footprint which some of you might find very interesting.

One of the subcommittees of that taskforce was on pedagogy and scholarship and so earlier this year I got together a group of people, an organizing committee, to follow up on some of those recommendations. So this meeting is a direct outgrowth of the taskforce which by the way has been renewed by Chancellor Gislason. In fact we met last week for our first meeting of this year. If anybody wants to join you will be enthusiastically welcomed.

Rick Gislason: Wait I thought I appointed this committee? *(Laughter)*

Tom Theis: We're not gonna get very far in our meeting, Rick, if we have to battle over this kind of turf. I'm feeling a strain coming on; I don't know if I can continue now. So, where was I? So this I think will be the first of 3 of these kinds of meetings that we hold to gather together people in the Environmental community at UIC. These meetings are principally aimed at the intellectual community but of course all are welcomed to attend.

And they will lead up to what I like to call a Strategic Planning Period for Environmental Scholarship, get our crystal balls out and look ahead over the next 5 to 10 years. So the format for this is fairly straightforward. I've asked a distinguished group of people from the campus just to say a few words about this. I told them no more than 5 minutes and then we'll just open it up to discussion.

One thing is it's hard to capture all these ideas and stuff just jotting them down so we're recording this for posteritous purposes, will be available for anybody to listen back to later on. Okay, so I guess we should go in order of exaltation on the panel so that means Rick you're the first as always.

Rick Gislason: Thank you Tom. By the way, Tom and I go way back so I think – I don't think he's too mad at me for my little smart-aleck remark. Anyway, Happy Earth Day everybody. I'm delighted to be here, I am delighted to make a few remarks and cut me off if I go more than 5 but I don't think I will, I hope I won't. My remarks are as

follows: that the research enterprises dynamic and the competition for research dollars is growing more intense. By the way, I might remind everybody I was the Vice Chancellor for Research so I've certainly had a long interest both on a personal point of view in Environmental Research but also what's called a professional interest in things like the Institute for Environmental Science and Policy.

Many current federal priorities include generating knowledge that bridges traditional discipline boundaries such **bio and crymatics**, Neuroscience, **Proteomics**, Homeland Security, Nanoscience and of course researching _____ environments such as energy. So now's the time to determine how to combine the resources available in our existing info structure to push UIC towards the forefront of environmental research and education. UIC has considerable interest in wide expertise in this area as I suspect all of you know but let me just mention our Energy Resources Center, our Institute for Environmental Science and Policy, The School of Public Health, The Urban Transportation Center, Facilities Management and the Office of Sustainability. And we're strong in all these fields and we have an excellent base from which to expand. I've been very interested in this area myself and fairly active in it.

As Interim Dean of LAS, I played a major role in the establishment of the Institute of Environmental Science and Policy as did many people in this room and again while serving as Vice Chancellor for Research I did hire Tom Tice as a permanent director for IESP to secure his position on campus and I don't mind telling you I'm quite proud of this hire. As Tom noted my predecessor, Sylvia Manning, performed a campus task force on sustainability to provide a candid evaluation on UIC's current programs and initiatives and one of the recommendations was to establish a permanent office for campus sustainability and we've done this. In January, one of my first actions as Interim Chancellor was to hire Cynthia Kline-Banai to direct this office. She's sitting right over there and I don't mind telling you this is the second hire I'm very proud of.

Again, as Tom noted, the Chancellor's Committee on Sustainability and Energy had its first meeting last week. The co-chairs are Tom Theis and Monica Rausa who work – who's sitting back here and works in the Chancellor's office. And in all seriousness if you're interested in joining that committee please have Tom and Monica recommend you and I'll be glad to add you to that committee. While Cindy's office and the committee are

working on reviewing, developing and implementing various sustainability initiatives on campus one of the things we want to focus on today is promoting environmental scholarship in both research and education for faculty and students. With the breadth and depth of knowledge and expertise we have on this campus and our committee to enter disciplinary research there's really no reason why UIC can't offer comprehensive sustainability studies degree.

We have the core disciplines for such a program: architecture, biology, business, chemistry, earth and environmental sciences, economics, education, engineering, urban planning, environmental and occupational health sciences and public administration. Though if you agree I encourage you to get started on this effort so today is Earth Day April 22, 2008 and again if this is something you're interested in I encourage you to get started on it today. It will be a lot of work and those of you who were instrumental with me in creating the Institute for Environmental Science and Policy I'm sure you'll agree it was a lot of work but I think you'll also agree the effort was well worth it. So it seems to me personally that a sustainability study is the logical outcome of this series of policy advances. I'm also certain that that will be worth it but again this is something that all of you will have to decide if you want to push this forward. Anyway, in any case I hope this dialogue will continue and help to develop a blueprint for environmental scholarship at UIC. Thank you.

Russell Betts:

As I find out that a Vice Provost outranks a Dean. *(Laughter)* I'm Russell Betts I'm Vice Provost for Planning and Programs and I'm a Physics Professor by profession. What I bring to this discussion is history in the strategic thinking and planning at UIC. I hope you've all looked at these documents that are actually I think well worth the read in that they start out discussing what UIC is and what it aspires to be. This, in a sort of blue sky look at the world and then later on in the strategic plan which is a little more specific all though still lacking in details of how we're gonna execute these plans.

One of the key thoughts in this exercise was how do we put the pieces that are UIC together in the best possible way because of the history of the institution and the way it's set up administratively. We all exist in our historical disciplinary boxes and how do we break out of that to create what we called new knowledge and we did that, took that phrase and we thought about it very carefully because we realized the importance of disciplinary knowledge and that that should not be pushed aside as we move towards multi-

disciplinary and into disciplinary studies which are clearly where many of the opportunities lie. And the topic of today's town hall is clearly one of those; I can't imagine anything more multi-disciplinary or interdisciplinary. So the challenge for us is first of all to put the pieces together and I would think what we need to start doing is finding out what pieces we have here at UIC because we're not very good at knowing what we all do and I think that's one of the main functions of this meeting is that is that people learn what everybody else is doing.

The other point is that UIC's not defined by it's internal boundaries neither is it defined by it's external boundaries and a thought that's in this strategic thinking document is one of blurring the boundaries between UIC and external institutions, between UIC and it's surrounding community and of course, depending on the issue, the rest of the world. So the challenge is to find out what goes on here, what goes on in the rest of the world, to not try and be all things to all people but to find a combination of pieces put together coherently that can really be highly significant and be a major flagship entity part of the unique signature that is UIC.

So just to close this thought, it's clear that to foster these kinds of activities centers and institutes have a very special role because they exist - as a Physicist I like to think in terms of geometry you think of an organization ____ as in a plane that out in some 3rd dimension the centers and institutes exist and they cross over the boundaries that are defined in the plane of the normal organization trap. And the Provost, myself and Rick have spent quite some time thinking about how to foster these kind of entities, how to make sure they're correctly resourced and can actually achieve their potential. So I think that's the challenge for us and I look forward to hearing about it today.

Tom Theis:

I guess if you all were a deck of cards you'd be the king.
(*Laughter*) Russell's the ace.

Pete Nelson:

Not with the kind of deck I usually play with. (*Laughter*) So actually this is a good order because for my comments what I did is I sent a note out – first of all my name is Pete Nelson I'm serving as Dean of Engineering this year. For my comments I sent out a note to various faculty members in engineering that are involved with Environmental Engineering and Science and asked for their opinions on some of the points Tom organized the workshop around. So I asked people to give me some of the current strengths as well as weaknesses and something that came up across everyone's opinion was basically that one of the

strengths we have here is that there's a real consensus at the campus level on the importance of environmental research I think Chancellor Agustisine as well as Vice Provost Betts outlined out.

Another very strong point we have is the broad range of activities we have going, I'm not gonna go through the list but we'll get into some of those later. And I'd say another strength that we all agree on is that we have individual faculty that excelled at their research and not to dwell on the weaknesses but maybe a day like today is a time to figure out what we can do better. One of the weaknesses that I think we have is that at the university in this area we have basically rather weak agency university relationships for sponsored research compared to other states like California, Texas and Florida and we'd really like to think that for this metro area or the state of Illinois that we're the first university of choice for all of these issues at the city of Chicago or the Metropolitan Water Reclamation wants to do something that they would immediately think of UIC. So that's something that we could probably strengthen a little bit.

Another engineering perspective is that we feel like we have a little difficulty getting the medical school interested in environmental research and that's not to blame the medical school, it may be our issue but we'd like to engage the medical school a little bit more and I listed it as a strength that we have strong individual faculty efforts. We also viewed as a little bit of a weakness that we have sort of pillars of excellence but a lot of these are combined as single PI's or 1 or 2 faculty members and of course the institute has and needs to continue to play a large role in bringing people together. Another weakness that we see is we don't do enough to attract talented students into the programs and some of this may be a little more marketing, maybe some new programs, maybe new majors, new minors, new course offerings but we should really do more to really let students out there know the exciting things that are happening and bring them into our research and curriculum opportunities. Just a couple more points. Tom, when he sent out the invites, he asked us to identify potential connections and I mentioned this as a weakness that we'd like to see much stronger university agency relationships. So we have places like Illinois Department of Transportation, Illinois EPA, Federal EPA Region 5, CMap, Aragon and then of course the IESP External Advisory Board Members.

And it's really difficult for individual faculty members to do this, to build these relationships so we need to do this probably having Tom take the lead on it, working with deans and other people in

the university. We like to – I'm very hesitant this year to ever suggest anything that involves resources but nonetheless we'd like to see some seed funding to stimulate some of these bridge building activities that we'd like to see happen. And I want to mention I have to leave here for about 10 minutes to go to our Engineering Expo to thank some advisory board members and judges so I'll come in and out. So excuse me I'm sorry but it's official duties today on this too.

Eric Welch:

Overhead I think we're still in the same – yeah I don't think that's true. My name's Eric Welch and I'm in Public Administration and I do environmental and science policy and environmental management research. There's a large contingent I think in the College of Urban Planning and Public Affairs that is very interested in doing environmental research and working on environmental projects with natural sciences and engineering, medical sciences and so on. We are just starting to get sort of organized in that front. Public administration has established just recently a science in environment lab where we will bring in students to work on policy and management related projects but we're very interested in getting students with engineering and natural science backgrounds.

So we've hired a couple of new people in this area and so we're very interested in engaging with the rest of the university. So one of the things that we do because there's not a huge amount of environmental policy funding out there, we do a lot of evaluation work and I thought what I'd do is talk to you a little bit about evaluation of some of the large interdisciplinary projects that sort of funds a lot of the research that we do. One of these projects is a 10 year engineering program down at UIUC the earthquake, mid American Earthquake Center. So about a year or 2 ago we did a survey of the researchers and the students to sort of get at a lot of different kinds of things at that center but in their 8th year of existence really asked them about some things related to interdisciplinary and so what I really wanted to give you a hint of or put on the table are some of the barriers or facilitators they saw at the 8th year of a project that had ups and downs throughout the existence.

So some of the barriers – so this is the highest to lowest: sufficient time to form research relationships, to explore ideas, developing communication links between sub areas, overcoming different cultures of academic disciplines, developing communication links across institutions and departments, there's a lot of communication and misunderstanding of language and that kind of thing,

understanding the different methodological approaches of a different discipline, learning the language of a different discipline. So there's a bunch more but they also – we asked them to comment openly about things and we split those into 4 different areas of resources which includes time and funding and disciplinary barriers but also things that can sort of pay attention to as we build the institutions that we want to build here. Things like insufficient incentives to just research methods in ways that help connect other disciplines, no expectation of collaborative research publications, project design so things that go in the front end that is how you get people together or what the ideas are and how important those ideas are getting everybody on the same page.

Some of the things that they found that were facilitators are again in sort of communication opportunities things like agreeing on project and program goals, being part of an interdisciplinary team, recognizing that you are, the good will of faculty to go into these areas, potential for significant products from collaborative research. And then the 3rd area is management project structure, leadership their talking about here, having good test beds or demonstration projects that people can really get their hands on and then resource based kinds of things where time to develop professional respect for other disciplines is often mentioned as an outcome. So all though we're talking about things we can do we also need to talk and goals we have. We think about sort of the process here of how to get there, how to get to a more interdisciplinary university.

David Wise:

My name is David Wise; I'm on the bottom of the totem pole because this is the end of my 3rd semester at UIC so I think I bring a perspective of a newcomer. I'm a Professor in Biological Sciences of Ecology and Evolution and also have a half time appointment in the Institute for Environmental Sciences and Policy. I came to UIC because I was attracted by two features: one the strength of the faculty whom I met and whom I knew of before I applied and secondly the strength of the new graduate program that led to my hiring which is called LEAP and I want to say a few words about that because it's a good indication of one direction UIC is all ready taking in this new field of multidisciplinary education and research and training. I came from another _____ institution, the University of Kentucky, where I was on the faculty in the College of Agriculture and my research was in both basic ecology and pest control in agricultural crops.

So what opportunities are there for my kind of research or ecological research or environmental research in a big urban

center? Well after I arrived I soon realized there was a second really great reason to come to UIC, not only because of the strength of this institution and our faculty but the wealth of opportunities for research and education and the ability to interact and make a difference in the whole greater Chicago land area and beyond as Russell said to the world. And what I want to do is take a couple minutes to talk about how we're doing this with the LEAP program, it's one of two active NSF funded IGERT programs which are integrative research programs funded by NSF. Tom came with one when he came here and joined UIC. The other program is in Computational Transportation Science with Ouri Wolfson as PI.

I believe we're still the case, just a little patriotism here or ra ra on Earth Day, we now have three IGERTS here and UIUC has yet to get one right? We can't say that forever I'm sure cause they're gonna get one someday. So what is the LEAP program? Well the program is a doctoral training program, the title of the grant was the Ecology and Management and Restoration and Integrated Human Natural Landscapes. We call it LEAP, standing for Landscape Ecological and Anthropogenic Processes because LEAP has a nice positive ring to it. It's an interdisciplinary program on the UIC campus, Colleges of Engineering, Urban Planning and Policy and also Arts and Sciences, Earth and Environmental Sciences and Biological Sciences.

Faculty from three colleges are involved but what's really unique I think about this program compared to most others across the nation and this is also true of Ouri's program that there's cooperation with partners outside the campus. We are partnered with organizations in Chicago land: Chicago Wilderness, Botanic Gardens, Morton Arboretum, US Army Core of Engineers, USDA Forest Experiment Station in Evanston which has a group of urban sociologists looking at environmental issues and Field Museum. And the goal of this program is to actually work with researchers at these institutions who are contributing to the teaching of our courses and will co-mentor our doctoral students. And just one example of how this program is working at the interdisciplinary level our first core course was taught – this is just the second year of the program – last fall we had eleven students, most of them were Igertrainees but we also had master students who did not have an Igertraineeship. They came from Urban Planning and Architect, Engineering, Earth and Environmental Sciences, Biology, Public Administration and the five faculty were Tom, Steve Forman from Earth and Environmental Sciences, Mary Ashley and I and also Marty Jaffe from Urban Planning.

And the whole course focused on preparing a report to the Conservational Organization Open Lands listing a set of options for the management of a newly acquired piece of property the Fort Sheridan Lakeshore Preserve and they came to UIC to LEAP in particular a year ago and asked how LEAP might contribute to planning for the development of this nature preserve. And the whole focus of this course was the students working on team projects, they wrote the papers as groups, they wrote a one single report eleven authors, made a presentation to Open Lands and that was the focus of the course. And that's the focus of this program and I think it's an indication of one direction that we can go in terms of environmental scholarship and outreach and education is engaging the greater community as part of our academic enterprise. So I'm glad to be here on this 30 – what is it? 38th Earth Day or something like that? Who's counting right?

Thomas Theis:

Thank you. Thanks to all of you. That was great. I heard a lot of stuff, gosh. I heard having a major in sustainability studies; I heard the importance of putting together the pieces. What are the pieces after all? We talked about the need for connections, the need for funding, the need for time, communication across cultures, incentives that's a big one. This lack of expectations was bothersome to me, have to get rid of that one and then of course the coup de grace the LEAP IGERT plays a grand example of the interdisciplinary enterprise. At this point it becomes a town hall meeting and you're all welcome to pipe up. I can roam around with this or we have a mic up here but we very much would like to capture your ideas and your interests in this particular topic. So it's open, I'm gonna roam around here. You had your hand up didn't you? It was kind of sheepish. *(Laughter)*

Krishna Reddy:

Krishna Reddy from Department of Civil and Materials Engineering. My concern is that sustainability and environmental issues are of course very important and I just organized a conference in New Orleans on challenges of sustainability in ___ environment. So now every university, every workplace is talking about more sustainability and environment. My question is UIC should focus on something that is unique and also set goals and set a road map and see how we can accomplish those goals because if you just keep talking in general about sustainability and environment in general we are not going to go anywhere. So we have to really focus because you have to look around our unique location and what our partners our.

A lot of other universities are doing research in sustainability and environment so my point is whenever I think about it what is that UIC going to be famous for? What is it UIC can really focus on? So it should be some debate on what UIC could do better and what should focus on and set some goals, lay a road map and then see how we are progressing as there's a measurable of items to think about. So all the faculty has a limited amount of time so we're all ready all working and so if there is road map like that I would be and other faculty members would be more than ready to do this.

Tom Theis: Do you have any ideas beside what are we going to be known for besides _____? (*Laughter*)

Krishna Reddy: No I think we have unique partners. As Pete said did a lot of top 50 companies or a year in Chicago area and we have city of Chicago, Region 5, ESEPA's there, IDOT is there, city of Chicago is there, Frank from Metropolitan Water Commission is there. And there area lot of external agencies which are in walkable distance, that's our unique strength. I think we need to kind of debate on faculty strengths, our resources and what is around and what are the issues?

I think then we can come up with – I mean that needs a lot of discussion, maybe we need to find out four or five niche areas UIC should focus on and lay out goals we want to accomplish in each of those areas and lay a road map maybe short term and long term and then see how we are progressing. I think that makes everyone clear where we are going, what is our focus and down the road if anybody say UIC, if anybody they say sustainable environment then UIC should stand up for something. So we cannot do everything in general.

Tom Theis: Okay let's keep it going, Luke.

Luke Hanley: Luke Hanley, Department of Chemistry. Well to answer your question, I think we should focus on issues of sustainability as related to our local region because if you look at this region what are some of our big issues? Well one is that we have this enormous lake, one of the largest bodies of fresh water in the world and how are we impacting that lake and how are we utilizing that lake in issues of sustainability? Another is energy usage, if you look at for example the southwestern United States they're now beginning to think in a very large way of using solar power for massive energy production and the sun isn't as bright here.

So you can imagine in terms of reducing energy usage and therefore reducing greenhouse gas emissions there might be other solutions that might be very specific to our location, so those are just two examples. Along those lines I've been wondering out loud to several people in memo form and several of them in this room have put up with me so far about we have a Uivi foundation and there's this brilliant futurist campaign and when you look at this campaign on the website they mention things relatively specific for say the medical school enhancing health in the region of Chicago but when they get to LAS and Engineering they tend to just say these very vague warm and fuzzy things about improving scholarship and improving the life of students and they don't go into any specific research issue.

Well admittedly it's difficult for such a diverse set of colleges to focus on one issue. Personally, I think sustainability in the Chicago area could be that issue and it could be something that would be usable as a way to elicit donor funds either for research or improving facilities on campus and so I think this is something we should really consider. Personally, I think we should be asking a little more of our foundation and fundraisers than we've been getting. I've been on this campus for nearly 20 years now and I've seen relatively little impact of private funding to this campus especially when we compare our status to say Urbana Champaign or even the medical school on the west side of campus.

Tom Theis: Go head Russell.

Russell Betts: Well my idea from Krishna was that we need a strategic plan for this activity and what Luke said is certainly true if you look at the LAS strategic plan it doesn't actually get to the point where it talks about aspires of excellence. You're not talking about what those might be and in relation to foundation it's clear that there has to be a message. You don't just go out and ask for money, you ask for support of particular initiatives or opportunities. This certainly could be one, I think would be very attractive, seems we're behind the curve here though and that is an urgency to what this is all for.

Steve Forman: I'm Steven Forman from the Department of Earth and Environmental Sciences and I'm a global chain scientist, I'm a Paleoclimatologist. Whenever you look at the science, global change is changing the way we view our environment, it's gonna change how society operates. It's a huge research endeavor, they're talking about having a Manhattan project for global change now in the American Global Change Climate Community and I think this is a time for UIC to really step up and focus basically

across campus, hiring initiative in this area of environmental science and global change. I've seen this at various universities UCLA has one now, Texas A & M, Penn State, also University of Texas at Austin and this is way in which really should propel the science and get the key people here needed basically to form core research groups and really move up to the next stage.

And that's something that has not been – I've been at UIC 12 years and I came here to start this Environmental Institute and I have not seen the type of robust type of investment and energy needed to really propel this task. I also think it's a good idea to have a campus research board reinstated with research funds targeted towards environmental science to really help to propel on this campus so we can start getting research in new areas. I also think it's vital we move the Environmental Institute from West campus to East campus where the bulk of the intellectual _____ environmental sciences is occurring.

Tom Theis:

Anybody up there – we have to ask you to speak into the mic.

An Li:

I'm not sure if moving IESP from west campus to east campus I think but I want to address professor has said. But more specifically which research area, which research directions, I think we discuss the someone trying to put together a big super fund grant. We talk about a nanoscience that's one direction but this needs to be some how connected to the environment right, it just not _____ of nano particles and things how this will effect the environment. And another possibility, possible direction is the emerging pollutants that has been my research area that's include something people may heard of PCP's but people may not know the flame retardants and pharmaceuticals and personal care products that PPCP's, PPDE's, those kinds of things. Those things are emerging in the environments, there a lot of research opportunities in that direction and I think that is another possibility and also I think over years IESP got some seed fundings for the faculty _____ and things like that. But I think probably those should I'm not sure if we have funding to continue that and also need more I think more super – I don't know the word but get it to reach the goal of those funding, I think that is also important.

Rick Gislason:

Yeah I'd like to make a few comments based on some of the stuff I've heard. First of all, I want everybody in the room to know how important I view and the senior leadership at UIC views the Chancellor's Committee on sustainability and energy and we are looking very much forward to results of their work. One suggestion I might have for the committee is something that

Krishna has suggested which is an inventory of UIC's strengths in this area, I think that would be very useful. I think if the committee wanted to create a strategic plan going forward, now that's a big job as Russell Betts of all people can tell you but I think that's something you might want to consider. I also do want to respond about fundraising.

One thing I want everybody in the room to know cause it just happens to be reality is UIC started very late in the game of fundraising. We've hired something like 30 or 40 people in the last 2 or 3 years and this under the direction as most of you know of Penny Hunt. But we finally have for the first time in the history of UIC, we finally have in place a first class fundraising organization so I would say to Luke Hanley let's not give up on them quite yet. You have to understand two things, one is two years ago or three years ago we had almost nothing.

I'm not saying we had nothing at all but we didn't have what we have now. For the first time in the history of UIC we have a really first class fundraising organization and so I think another attempt another possibly the Institute for Environmental Science and Policy might want to talk with Penny's organization, I think possibly the Chancellor's Committee on Sustainability and Energy might want to talk to them but it's – I don't think we wanna give up because in fact the reality is we just started raising money on this campus. We've had some successes and I expect we're gonna have more. I think the campaign has about 3 more years to run and I think the best part of the fundraising is still ahead of us so don't give up on that.

Male Speaker #7: When the development teams were set up it was organized through the colleges and one the concerns was that interdisciplinary activities which might be very attractive from a philanthropic point of view might get dropped in that kind of structure which reinforces the administrative structures of the colleges. So an entity like great cities or IESP which might have something that would really be something that somebody outside would want to fund because of it's impact on society or whatever and that wouldn't necessarily be fore fronted by the college reps. And so, I know Penny's aware of this and there is somebody in the office who's in charge of interdisciplinary stuff but I think it is important.

Rick Gislason: Again I'm pretty new to the fundraising business myself but my understanding is that it's people who represent a thing like a college that really do the fundraising, that are able to reach out to typically alumni but also to friends and things like that. So that's

why most of the effort is in the colleges but I think an institute or center but I'm thinking particularly about the Institute for Environmental Science and Policy, I think it has the potential to do some substantial fundraising. And so I think if Tom were to come to me and say he needed some help I'd be glad to work him and Penny on that. I mentioned the committee, I don't think the committee is really the place to be raising the money but I think the institute would be the place.

Tom Theis: Can you write a check out before you leave? *(Laughter)*

Tom Theis: David, sorry.

David Wise: I'd just like to make a brief comment response to some of the points that Christian made about focusing and a strategic plan and just to follow up on some of the words I said about my coming to UIC and my involvement in the LEAP program. I think we have a niche – we certainly can't compete with some of the larger campuses that are older in terms of the number of faculty and so on. So we do need to carve out our special niche and I think that we're poised to do this because of the strength of people here and institutions and also our location. Over half, right now half the world's population lives in urban areas so where are we, in one of the richest urban areas in the world. NSF traditionally has funded ecological research in more pristine nonhuman impacted areas.

They have only 2 long term ecological research projects in urban areas as far as I know Phoenix and Baltimore. So we are uniquely poised to carve out a niche identifying as Christian said particular research concerns and because of our location and this is an advantage we have over places like Urbana Champaign over other schools. And I think in the process of developing our strategic plan identifying issues we not only to talk across disciplines at UIC, we need to actively bring in members of the greater community whether it's state agencies, federal agencies and nonprofits, whatever we need to involve them at some stage in our process in the coming year.

Kate Warpeha: My name's Kate Warpeha and I'm in Biological Sciences and I apologize for being late. But I just wanted to say that we work so hard in doing our own fundraising and we do have global change money from USDA, kind of like a secret ear mark that now it's not a ear mark anymore cause their trying to get rid of them in Congress. But I didn't realize how many different disciplines there are interested in this and I think that's part of the problem is here we've spent so much time setting up collaborations with

University of Maryland and companies, different corporations because I'm in soy bean and we're very molecular biology but it is practically applied to global change in terms of ozone damage based on how much ultra violet radiation gets through and can damage crops and productivity. So even though it sounds very farm related, all the food packaging industries, not all of them, but a huge amount is based around Chicago and it's a billion dollar industry in Illinois alone. So for people interested in global change

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