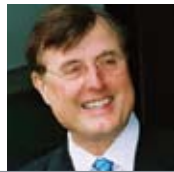


ILLINOIS INSTITUTE OF TECHNOLOGY
iitmagazine
Special Edition



rev**iit**alization

The
Collens
Years

1990-2007



The Collens Years



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iitmagazine

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ILLINOIS INSTITUTE
OF TECHNOLOGY



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In 1990, the year President Lew Collens took office at Illinois Institute of Technology, the university was in a very difficult place. The entering freshman class was one of the smallest in years. Main Campus, including its buildings and architectural treasures such as Mies van der Rohe's S. R. Crown Hall, had fallen into disrepair. And the institution was teetering on the brink of substantial financial difficulty, if not outright collapse.

As an alumnus and trustee, it pained me to see the university struggling. Although I personally never thought that IIT would close its doors, there were some people who entertained those thoughts.

IIT is a dramatically different place now.

Foreword

By Martin Jischke (PHYS '63)

President, Purdue University
Member, IIT Board of Trustees

Class size and quality has increased. Thanks in large part to seminal gifts from Robert Pritzker and Robert Galvin, and the accompanying IIT Challenge Campaign, the university's endowment has increased from \$50 million to more than \$300 million, and continues to grow.

IIT has one of the nation's leading innovative and interdisciplinary academic programs in the Interprofessional Projects (IPRO) program, as well as an increasingly distinguished and accomplished faculty.

The campus has won awards for its landscape, iconic buildings have been restored, and the neighborhood has experienced a rebirth. Academic buildings have been renovated, and two new buildings—The McCormick Tribune Campus Center (MTCC) and State Street Village (SSV) student residence—alongside University Technology Park At IIT (UTP), have enhanced and created new opportunities for the institution.

In short, a renaissance of the IIT we all hold so dear has occurred.

This special edition of *IIT Magazine* tells the story of that renaissance and recognizes the leadership of Lew Collens, president of IIT during this critical period.

Lew's insistence on quality, his integrity, and his indomitable will have underpinned much of the growth that has occurred at IIT.

This issue is divided into four sections, each of which covers a significant area of transformation at IIT during Lew's 17 years as president: academic distinction, the student experience, campus and community development, and financial growth.

The foundation for those improvements came from the report of the 1994 National Commission for IIT, a group Lew and the Board of Trustees appointed, and in which I had the honor to participate.

The commission was characterized by utterly candid conversations and open dialogue with the IIT community about the place in which the university found itself in the early 1990s, and the directions in which it needed to go in the coming years. But

commissions, in the end, are only as good as the recommendations they generate and the degree to which those recommendations are applied.

Under that standard, the National Commission, at a distance of more than a decade, stands up very well.

In terms of financial growth, the Pritzker and Galvin gifts—\$60 million each—will go down as a turning point in the university's history. But the wisdom of those gifts was that they were made as matching gifts, thereby encouraging the rest of the university to participate in its own financial strength and growth from the inside-out.

This fiscal surge enabled remarkable progress at the university. The IPRO program in particular gave IIT a distinctive educational initiative that is very responsive to the world of higher education, which increasingly is emphasizing the importance of experiential learning, interdisciplinary work, and team skills.

The financial stability has allowed IIT to provide extended financial aid, most notably through the Camras scholars program, which has helped to attract a talented student body. And the resulting improvements to the campus' physical condition—MTCC, SSV, and increased landscaping on State Street—has enhanced the physical environment and made the university a more attractive place for students.

But something else has happened during the past 17 years that has built upon, and surpassed, the change in any of these areas.

The interdisciplinary thinking encouraged by the IPRO program has been extended and applied in other areas such as the Biomedical Engineering department.

The entrepreneurial spirit that led to the great fundraising during the IIT Challenge Campaign has found expression in UTP, which is now home to a number of businesses that previously had no relationship with the university.

The tradition of architectural innovation seen most dramatically in Mies van der Rohe's Crown Hall has not only been preserved, but extended through innovative

new IIT buildings by internationally acclaimed architects Rem Koolhaas and Helmut Jahn.

The higher-quality student body, drawn in part by the Camras program, has made its mark in the classroom and has contributed to a more vital and engaged campus environment, as demonstrated by the quality of *TechNews*, the student newspaper.

In short, there has been a raising of collective aspirations during the past 17 years, based on an understanding of what is possible for the university to accomplish.

All of this has occurred during an era of dizzying local, national, and global change. In 1990, the Berlin Wall had recently fallen, Mayor Richard M. Daley had just completed his first term in office, and very few people had heard of the Internet.

A large part of strategic thinking needs to incorporate an awareness not only of changes at the institution, but in the different contexts in which the university operates and helps to shape more global change.

That awareness has characterized Lew's tenure as president.

The university's journey is far from over, and much more work remains to be done to continue IIT's upward trajectory. I was honored to serve on the search committee for Lew's successor, and will be frank in saying that it was not easy to replace Lew, a leader who possesses a unique blend of intelligence, humor, insight, and integrity.

The good news is that IIT is remarkably well positioned to continue moving forward to greater levels of distinction and accomplishment in American higher education. There is now a model of strategic thinking that can be adapted for the current landscape and challenge.

Through these revitalizations of the past 17 years, the collective aspirations of IIT will move even higher. ■





1990

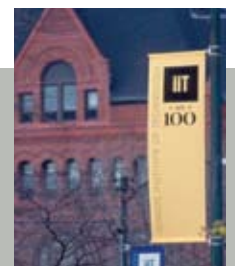
■ Lew Collens is inaugurated as seventh president of IIT.



■ IIT receives a National Science Foundation grant to develop and implement the Ethics Across the Curriculum program, which integrates professional ethics training into technical courses. [Above] Vivian Weil, director, Center for the Study of Ethics in the Professions



■ The university begins its centennial celebrations.



reviitalization

Toward Greater Academic Distinction

The Interprofessional Projects Program

By Kevin Meade
Professor of Mechanical Engineering

It was an idea that was ahead of its time.

In the mid-'90s, many universities began to respond to what industry leaders were telling them about college graduates: that they needed a more holistic education and the ability to communicate and be broad thinkers.

President Lew Collens was listening.

Then Vice President and Provost Hassan Nagib proposed to Lew an idea for a program that would elevate the traditional capstone course. This new program would assemble larger teams of 5–20 students who would address bigger, more complex problems while learning valuable workplace skills. Projects would team faculty from across the university, and a champion from a single department would drive each project. This idea echoed the recommendations of the National Commission for IIT, which stressed the importance of distinguishing IIT's academic program.

1991



■ IIT alumnus Marvin Camras (EE '40, M.S. '42) receives the National Medal of Technology from President George H. W. Bush for his innovations in audio and video recording and data storage.

■ The Institute of Design launches its Ph.D. program, the first doctoral design program in the United States.

■ Institute of Design students win the Sony Design Vision '91 competition for their audio-visual system, Soundance.



■ The Daniel L. and Ada F. Rice Campus opens with more than 1,000 course enrollments for the first term.



The Interprofessional Projects Program (cont.)



The Interprofessional Projects (IPRO) program launched in spring 1995. Nagib was the lead faculty member of the initial project, which dealt with the range of technical, economic, political, and social issues associated with the future of high-speed rail in the United States.

In the early days of IPRO, few of us faculty members had experience with interdisciplinary work. In time I have come to appreciate the efforts of the IPRO office to inspire new thinking, as well as the responsiveness of the faculty. The faculty have grown professionally by incorporating others' perspectives and work with their own, and by increasingly exploring collaborative research opportunities at the boundaries of the professions where it is recognized that significant innovation occurs.

Today, IPRO is a truly unique program, in large part due to the many innovative ways that the courses are delivered. It also is distinct because IIT requires all undergraduates to take IPRO, whereas most other universities make similar programs available only through particular majors or on a voluntary basis.



Faculty from throughout the university are invited to propose topics. We also make sure that a diverse group of students participate in each course.

Sponsorship also

plays an important role, with 25–30 percent of the teams receiving sponsorship from companies such as Motorola or the Chicago White Sox. These sponsoring organizations, including industry leaders and alumni, call on students to research a complex and multifaceted topic, oftentimes on behalf of their companies or to augment their own research endeavors. *(cont. on page 8)*

In offering IPRO, IIT was on the cutting edge. Now IIT is, to some extent, a leader in the field of interdisciplinary education.



1991

■ IIT dedicates the new National Center for Food Safety and Technology.



■ The university begins offering courses through its remote online educational service, IITV.



■ *Rolling Stone* names College of Architecture Professor Alfred Caldwell to its list of top professors.



■ IIT launches its bachelor's degree program in Environmental Engineering.

New Program: Department of Biomedical Engineering

By Vincent Turitto

Chair, Department of Biomedical Engineering
 Director, Pritzker Institute of Biomedical Science and Engineering

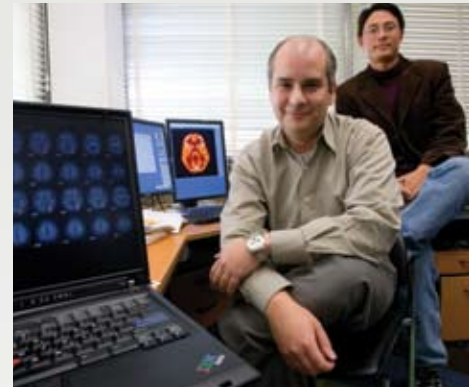
When I first met with President Lew Collens about starting a Biomedical Engineering department, there was not much broad interdisciplinary activity in that field at IIT.

The department, which we started from scratch in 2002, now has 10 faculty members, about 150 undergraduates, and a graduate population of nearly 30 people. It's grown into a substantive undergraduate major and a doctoral program that is going to create very strong areas of research. Already, the research expenditures are the most per faculty member of any department in the engineering school.

In addition to supporting this new venture, Lew developed the resources for the renovation of Wishnick Hall, which was an important part of the restoration of the Mies van der Rohe buildings. Today, we have four renovated teaching labs in Wishnick, 15 faculty offices, and an office suite for a new chair of the department. Also, the newly hired faculty have been installed in state-of-the-art research labs in the Engineering Research Building, part of University Technology Park At IIT (UTP). We've grown rapidly into this new space, which supports our academic and research efforts; this required a great deal of funds for the renovation, and Lew made the investment.

Thanks to his commitment of financial resources, we now have a home for Biomedical Engineering.

In addition, plans are currently underway to build significant facilities for the Pritzker Institute



of Biomedical Science and Engineering in UTP. The centers established under the Pritzker Institute will help enhance the partnership with the University of Chicago and other medical centers in Chicago.

The path of the future is through interdisciplinary efforts. Lew has led the way through the Interprofessional Projects program and by encouraging disciplines such as biomedical engineering, which is inherently interactive across fields in biology and engineering. The Pritzker Institute has areas of medical imaging, diabetes, and neural imaging. These involve Biomedical Engineering faculty as well as numerous faculty members in science and engineering across campus.

Our research is thriving due to collaborations, quality facilities, and a strongly supported interdisciplinary approach; Biomedical Engineering and the Pritzker Institute at IIT are well positioned to make highly significant contributions to the field thanks to the vision and foresight of Lew Collens.

■ The first Julia Beveridge Award, which honors outstanding IIT women employees, is awarded.



■ Madonna and her co-stars of *A League of Their Own* train at Ed Glancy Field in preparation for the filming of the blockbuster.



1992

■ Nobel Laureate Leon Lederman is appointed as the Pritzker Professor of Science.



The Interprofessional Projects Program (cont.)



The topics covered range from “edutainment,” applying electronic game methods to improving learning effectiveness, to accurately monitoring the respiration rate for those afflicted with asthma. Twice per year the university holds IPRO Day events, where teams present their work and are evaluated by faculty, professionals, and other students. IPRO topics usually carry over from semester to semester and year to year, allowing a new crop of students to build upon and advance an idea generated by an earlier group, with projects often taking social, political, or economic dimensions.

With its interdisciplinary and practical emphasis, IPRO was—and still is—a progressive approach to education. For example, the sole accrediting body for engineering and technology programs in the United States is the Accrediting Board for Engineering and Technology (ABET). In 2000, ABET transitioned from its old criteria to what it called ABET 2000. One of the fundamental distinctions of the new ABET 2000 was an explicit requirement for multidisciplinary teamwork. In offering IPRO, IIT was on the cutting edge. Now IIT is, to some extent, a leader in the field of interdisciplinary education.

The projects have been extremely impressive. KlarAqua, a sustainable, low-cost water purification system, is just one such example. In the project, students drew upon the work of Nasrin Khalili, an Environmental Management faculty member, who had developed a concept for improving clay filters used to purify water in remote villages. Students integrated readily available buckets, locally made clay pots, and other available materials into an economical system that improves the efficiency and quality of water filtration at the local family level in such areas as rural Mexico.

In 2006, KlarAqua won first place and a prize of \$15,000 for being the most innovative and socially responsible design at the Social Entrepreneurship Idea to Product competition.

IPRO has benefited the university on multiple levels. It has enabled us to surpass accrediting requirements; during our last ABET visit, the board identified IPRO as one of

While Lew’s intent with IPRO was to improve the academic experience for students, both IPRO and EnPRO have given back much to the university. Today, the disciplines join much more organically, and faculty and students learn from each other.



1992

■ The new, state-of-the-art Downtown Campus celebrates with an opening ceremony. The campus, equipped with Internet access throughout, is



awarded the 1992 Interior Architecture Award from the American Institute of Architects–Chicago.



■ The Judge Abraham Lincoln Marovitz Courtroom is dedicated at the Downtown Campus.



the strongest features of the IIT curriculum. The North Central Association echoed this in its more recent university-wide accreditation of IIT. And because students mention their IPRO experience when they interview for jobs, professionals who recruit and work with our graduates are increasingly aware of IIT's academic programs and special approach in preparing students to make substantive contributions in cross-functional team organization environments.



In 2001, Lew approached Board of Trustees member Ed Kaplan (ME '65) about helping to expand IPRO to create the concept of Entrepreneurial Projects (EnPRO) as a special component of the IPRO program.

An EnPRO tweaks the IPRO project focus, stimulating students to learn business skills by developing an idea for market. In an EnPRO, students evaluate the technical and business feasibility of a new venture idea, build prototypes, gain user feedback, and eventually formulate a business plan to explore the financial opportunity for starting a business.

The students have shown real enthusiasm for EnPRO. One creative project developed a system whereby capable tailors in places such as India, where individual craftsmen are being displaced by larger operations, are provided jobs making clothes for customers who place orders online.
(cont. on page 11)



■ The university sells nine vacant lots east of Main Campus, resulting in structures that make up the nation's first urban Parade of Homes.



■ The Board of Trustees authorizes the creation of the National Commission for IIT. The commission begins its work to develop a comprehensive strategy and financial plan to guide the university into the next century.

■ *Business Week* names four IIT alumni to its 1992 Corporate Elite list of CEOs from top United States companies. These include Alan Hirsig (CHE '61), Jeffery Grade (IE '66), Wayne Sanders (CE '69), and Robert Cornog (MET '61).



New Focus: Institute of Psychology

By M. Ellen Mitchell

Director, Institute of Psychology

Prior to President Lew Collens' arrival in 1990, some people thought of the Psychology department as primarily supporting undergraduate course requirements, not knowing that it had a history of graduating more Ph.D.s than any other department in the university.



That changed after the National Commission for IIT. The university community embraced the idea that IIT's academic identity would be better served

by organizing around its strengths in professional training rather than emphasizing the traditional undergraduate degrees.

In 1995, the Psychology department was elevated to an institute. Since then we have continued to graduate more Ph.D. students than any other department at IIT. More importantly, however, our Rehabilitation Counseling program achieved and is holding its spot in the Top 5 of the *U.S. News & World Report* ranking. Ten years ago we were No. 13 in the country, and before then, not even in the Top 15. Similarly, our Industrial Organizational program attained national ranking as No. 13 in the country by the *Gourman Report* of the *Princeton Review*.

We have retained and hired high-quality faculty members, and both our students and faculty are sought after as presenters and lecturers. With Lew's encouragement in 1998, we officially opened the Center for Research and Service, which consults to industry on human-resource measurement, selection, and career counseling, with multiple opportunities to employ students on projects.

Once the strength of our graduate program was recognized and we received the opportunity to explore its potential for growth, the institute has been able to truly flourish. Today, the institute's fundraising figures are dramatically higher than any time in its history. For this we are grateful to Lew.

1992



■ Stuart School of Business launches a master's degree in Financial Markets and Trading and the Center for Financial Markets. IIT is one of only a handful of universities to create specialized degrees aimed at preparing students for careers in modern capital markets.



■ The IIT student drama group, organized under its new name, 33rd Street Productions, gives its premiere performance.



The Interprofessional Projects Program (cont.)

Every year the IPRO program continues to improve. We are developing a new course sequence in team leadership and project management, with an initial focus on service learning team leadership. Supported by a grant from the National Science Foundation, this project will work to create a formal service-learning experience within the IPRO program that incorporates best practices, in association with Purdue University's Engineering Projects in Community Service Program.

Recently, IIT held a national conference about best practices in interdisciplinary team project programs, presenting IPRO as a model approach that is distinctive. Dozens of universities participated. The conference demonstrated how far the program has come, and how it has achieved national prominence.

On a personal level, I have especially enjoyed the international service learning aspect of IPRO, which has afforded me wonderful new teaching experiences.

A few years ago one of my IPRO teams went to El Salvador for a week. It was a very diverse group, with students representing a number of different majors and backgrounds, including an architecture student of Asian-American descent who had grown up in a small town in Africa where her father was a practicing physician. *(cont. on page 12)*



IIT is an institution that provides an excellent education while also engaging its students and academic community in the betterment of the surrounding Chicago community. The university fosters growth in its students, many of whom are poised to become tomorrow's leaders in the city and beyond. IIT has facilitated this growth while remaining effective stewards of the surrounding area, which is undergoing an exciting period of change.

During his 17 years as president of IIT, Lew Collens has been an outstanding academic and civic leader. I have appreciated his many contributions to the university, the city, and the state; we should all be grateful for his service.

By Dick Durbin

United States Senator, Illinois



1993

■ A 360-mph wind tunnel is completed at IIT's National Diagnostic Facility, making the facility one of the nation's largest for basic research in high subsonic aerodynamics.



■ Stuart School of Business moves to Downtown Campus.

■ The Ethics Bowl, now a national competition, starts as a small intramural event at IIT, organized by the Center for the Study of Ethics in the Professions.





The Interprofessional Projects Program (cont.)

We spent five days teaching a course on treating spinal deformities such as scoliosis with orthoses in El Salvador at Don Bosco University, the only internationally accredited orthotic and prosthetic education program in Latin America. About a dozen of our students teamed up with students from Don Bosco University to provide treatment for patients who participated in the course.

One of our students, Elizabeth, had ambitions to become a doctor. As I divided the students into groups with their patients, I handed her some X-rays and said, “This is your patient.”

Her eyes bugging out, she said, “Professor Meade, I’m so scared.”

“Why?” I asked.

“I don’t want to screw it up.”

Now, Elizabeth is finishing medical school.

I went there to teach biomechanics and left very humbled. It’s a very powerful experience. I’m grateful that we can offer such opportunities to our students.

While Lew’s intent with IPRO was to improve the academic experience for students, both IPRO and EnPRO have given back much to the university. It has made our students more attractive to employers while exposing us to organizations that might otherwise not have heard of IIT. And, for some of us, it’s pushed us to teach and learn in a more flexible and fluid manner than we had previously. Today, the disciplines join much more organically, and faculty and students learn from each other. ■

Throughout his career, Lew Collens has relentlessly pursued quality, which has a special importance in education. I personally witnessed this when Lew and I both were young faculty members at Chicago-Kent College of Law. His approach to academic work assumes that quality attracts students and resources. His pursuit of quality and institutional improvement as IIT president has permitted him to raise a lot of money, attract excellent students in a very competitive environment, and enlist a Board of Trustees that looks like a Who’s Who of leaders in the city.

In this pursuit of quality, what was once among IIT’s greatest liabilities—its location—has now become one of its most important assets, and will continue to become even more important in the future. Lew had a belief in the need for a private, non-sectarian, non-religiously affiliated institution in Chicago with strengths in engineering and the sciences. He also envisioned that the South Side would one day rival the North Side as an attractive place to live and study.

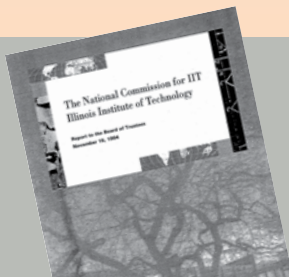
Today, considering the quality of academic programming at IIT, the nation’s need for high-quality engineers, and the concern for maintaining the United States’ leadership in science and technology innovation and invention, there is a special need for IIT, which is growing and gaining strength perhaps more than any other institution in the city. That growth and strength suggests that more and more leaders of the future will be coming to Chicago to study at IIT.

By Gerald Bepko (LAW '65, Honorary LL.D. '03)

*Former Interim President of Indiana University
Chancellor Emeritus, Indiana University, Purdue University–Indianapolis
Dean Emeritus and Trustees Professor,
Indiana University School of Law–Indianapolis*

1994

■ In fall 1994, the National Commission for IIT releases its recommendations for the university’s future direction.



■ *Industry Week* magazine names three IIT faculty members—J. Robert Selman, Eugene Smotkin, and Mohammad Shahidehpour—to its “50 R&D Stars to Watch.”



■ In an event at Keating Sports Center watched worldwide, basketball player Michael Jordan inks a short-lived deal with the Chicago

Expanding Overseas: IIT India

By Darsh Wasan

Vice President for International Affairs

Motorola Chair and Professor of Chemical Engineering



President Lew Collens has always been supportive of the university's international expansion, which was a recommendation of the National Commission for IIT. So when Motorola contacted me in 1996 to see if IIT could offer master's degree programs to its employees in Bangalore, India's "Silicon Valley," I was confident Lew would want us to try.

Motorola wanted to give its top performing employees in India the opportunity to advance their knowledge and skills without leaving India. IIT already offered master's programs to suburban working professionals through IITV, the William F. Finkl Interactive Instructional Network, which transmitted courses via microwave to company sites within a 40-mile radius of downtown.

In 1997, we began offering master's degrees in computer science and a master's in telecommunications and software engineering in Bangalore. Initially, we sent videotapes to Bangalore via air courier. Students submitted homework via email or ftp. Occasionally, we held videoconferences.

The Internet offered the potential to deliver courses anywhere, anytime. Motorola provided seed funding to expand that effort. Within a few years, classes in Bangalore were delivered entirely via streamed video on the Internet. Today, 24 hours after professors deliver their lectures in Chicago, IIT Online posts them on the Internet. Even working professionals who travel can access the courses. And students everywhere are held to the same standards as students in the Chicago sections.

At first, five companies participated. Today, 15 companies in India have employees enrolled in our master's programs. Companies tell us that this

initiative helps them recruit and retain highly skilled employees.

Some companies have commercialized ideas their employees developed in their IIT classes.

Offering courses in Bangalore helped to spark a dramatic increase in enrollment of Indian students at IIT in Chicago. In 1997, only 250 Indian students were enrolled here. Within a few years, enrollment of Indian students here more than doubled. By 2001, IIT was the No. 1 destination for Indian graduate students applying for United States visas. Today, 1,100 students from India and a total of 2,300 international students are registered for courses in Chicago. These students add a lot of revenue to the university. They also contribute to the base of this country because many of them stay here after they graduate and give back to our society.

Furthermore, these students also extend the globalization of IIT as a quality academic institution and enhance the multicultural vibrancy of the university.

We now offer degree programs in five other cities—Chennai, Hyderabad, Delhi, Mumbai, and Pune. Because we offer the same rigorous courses in India that we do in Chicago, IIT is very respected there. We were the first and only U.S. university approved by the Foreign Investment Promotion Board to operate in India.

We are very proud of the program because it has been quite successful in both building awareness of IIT and helping us better serve students and employers.

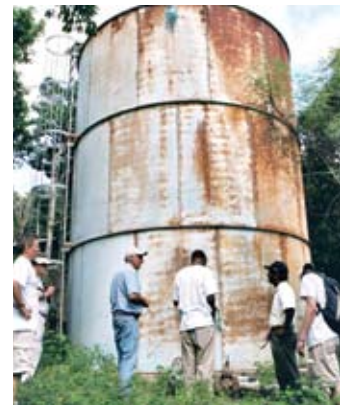


White Sox. To prepare for the Major League, Jordan trained with former IIT Athletic Director and Baseball Coach Jim Darrah.

1995

- As part of the National Commission recommendations, the university restructures its academic offerings, closing 22 degree programs.
- The Korean Alumni Association celebrates its launch.
- The university launches its website, www.iit.edu.
- The Interprofessional Projects (IPRO) program begins as a product of the National Commission recommendations.





The Leadership Academy

By Bruce Fisher (Ph.D. PSYC '87)

Director, IIT Leadership Academy

Director, Center for Research and Service

Hand-in-hand with providing a robust academic experience, IIT has exhibited a growing commitment to developing the leadership strengths of its students. Through the Leadership Academy, which opened in 1998, our students are better equipped to advance to positions of leadership while as students and in their professional careers.

The academy has had a great impact on all students and on how IIT is perceived in the marketplace. I have always appreciated President Lew Collens' support for the academy and

his role in cultivating the donors who funded this program. I am grateful for the generous contributions of Trustee Al Self and his wife, Lila, as well as John Mitchell (EE '50), which enabled us to found the academy.

IIT has exhibited a growing commitment to developing the leadership strengths of its students.

There are two levels of involvement among students. The first is the 25 Academy Scholars—the number has grown from 20 when it started—who receive a scholarship to fund their entire education. These are the best student-leaders at IIT.

The second level includes leadership retreats and seminars, which we offer to all undergraduates, not only to the academy scholars. On average, 150–200 students participate in

1995

■ The National Cancer Institute chooses IITRI to conduct its first brain cancer chemoprevention program.



■ Bolstered by the National Commission, the Camras—National Excellence in Technology Scholars Program begins as the country's largest merit scholarship program for engineers. The first class of Camras scholars includes 36 students.

■ IIT hires Lohan Associates to develop a Master Plan for Main Campus. It is the first master plan since Ludwig Mies van der Rohe introduced his design in the 1940s. The new plan, an outcome of the National Commission, includes recommendations for a new student center, student residences, and commitment to bring the historic Mies academic buildings to twenty-first-century standards.





them, which is nearly double the attendees from when we started. Lew is always right there, too, hiking and playing horseshoes with the students, encouraging them to test their potential.

The program has inspired a number of students to be more involved in activities on campus, within the country, and in other countries. A number of organizations initiated and managed by students got their start in the academy.

Engineers Without Borders (EWB), which does similar work as Doctors Without Borders, is one of them. Right now, EWB is working on infrastructure improvement in Haiti. EWB also collaborated with Habitat for Humanity to rebuild houses destroyed during Hurricane Katrina.

I have been involved with the IPRO Program since its inception, and am amazed at how it has touched the university on so many levels. There really is no other program like it out there because it engages students from across the university and involves faculty members from every conceivable field. As we are proud of saying at IIT, “It takes a team!”

From the very beginning, President Lew Collens has been an active “coach” for the IPRO Program, embracing its teamwork mantra by encouraging students and faculty to pursue challenging topics that are interprofessional by design and that stimulate alumni engagement.

While the IPRO course has had an enormous impact on our students, faculty, and academic programs, it has resonated well with alumni, too. During our twice-yearly IPRO Day events, alumni interact with students across several dozen large-scale teams who play the role of the professionals, showcasing a semester’s worth of hard work. Our alumni appreciate this level of engagement because they see how participation in IPRO group projects has helped students gain skills that are valued in the workplace.

For me, this is further satisfying when I hear from former students who are applying these skills in the real world.

One student, a civil engineering major, was part of an IPRO team that examined the ability of different structures in Chicago to withstand an earthquake. After graduation, he went to work for a prominent engineering consulting firm in Seattle. When an earthquake later struck that city, he was well positioned to play a leadership role as part of the earthquake mitigation team. His background impressed his firm, and he felt that his IPRO experience was one of the most memorable parts of his education and one that prepared him for an opportunity of a lifetime.

There are many other stories similar to that. It’s remarkable how the IPRO experience has dramatically affected the lives of our students in so many profound and unexpected ways.

By Tom Jacobius (MAE '71)

Director, Interprofessional Projects (IPRO) Program



■ A section of the South Side—including the southern border of IIT’s Main Campus—is named as an “empowerment zone,” pushing a \$100 million investment into the area over the next two years.

■ The National Institutes of Health awards the university \$8.6 million for biophysical synchrotron radiation research to support BioCAT (the Biophysics Collaborative Access Team), located at Argonne National Laboratory, a member of IIT’s Center for Synchrotron Radiation Research and Instrumentation.

■ The Institute of Psychology is formally established as a result of National Commission recommendations.

Teaching Better Teachers: Forming the Mathematics and Science Education Department

By Norman Lederman

Chair and Professor, Department of Mathematics and Science Education



An early vision of IIT was to give back to the local community by preparing teachers to teach science and math in the surrounding Bronzeville area.

During my initial discussions with IIT prior to joining the university, I stressed

that IIT needed to have comprehensive master's and Ph.D. programs in science and mathematics education. I knew that the biggest market for our Mathematics and Science Education (MSED) department would be teachers already in the area who would be looking to develop professionally.

President Lew Collens shared this vision.

With two faculty members and nine students, we offered our first class in spring 2002.

Since then, we've had a variety of successful programs, some with Chicago Public Schools (CPS) and some that extend further. We have a National Science Foundation grant with Western Michigan University and a variety of other projects where we evaluate grants at other organizations, such as the Brookfield Zoo and the University of Illinois.

Although there are no official national rankings, our peers view the MSED department very highly due to the esteem in which our faculty and graduates are held.

Our faculty have been on the board of directors of the National Association for Research in Science Teaching and the National Science Teachers Association, and have edited scholarly journals. Another distinguishing factor is that all of our faculty

are former teachers; we will not interview people who have not taught in public schools. Since we educate teachers, we want to make sure our faculty are experienced in this area of instruction.

We have 44 Ph.D. students, which makes us the biggest Ph.D. program on campus. Seventy percent of our doctoral students work in CPS. Two of our Ph.D. students have graduated: one is working at Loyola University, the other at Roosevelt University.

The growth of our department is impressive given our short time in existence, and is a tribute to my colleagues, our students, and Lew's commitment.

We have forged collaborative relationships overseas—research projects or faculty exchanges—that involve the Stockholm Institute in Sweden, the University of Hong Kong, and National Chang Hua University in Taiwan, among others.

But our collaboration is local as well as global.

For example, we have a post-secondary education grant with the Biomedical Engineering department in conjunction with The Biotechnology Institute in Virginia. We also are working with members of the Applied Mathematics department on co-sponsoring a Ph.D. program in Applied Mathematics.

As designed, our biggest program today is our master's program. Today, we have about 80 students, and true to the original vision of IIT, a large proportion of them are CPS teachers in Bronzeville.

Lew has been, from day one, the most supportive administrator at any level with whom I've ever worked. My prior experience was that if the president phoned to talk to me, I must have done something wrong. When Lew calls, it's about something he's heard or read, and he wants to know if there is anything that can be applied at IIT.

I always take his calls.

1996

■ Signaling an investment in the Near South Side, the City of Chicago announces plans to relocate its police headquarters to Bronzeville near Main Campus.

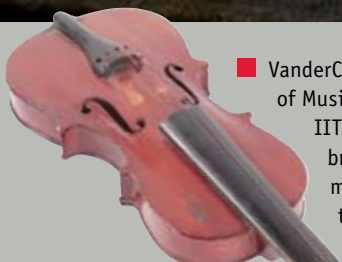
■ Robert Galvin and Robert Pritzker pledge \$120 million, the largest single gift in higher education at the time, in a fundraising challenge to the IIT community.



■ President Lew Collens is elected president of Leadership Greater Chicago, an organization that develops community awareness among leaders in the Chicago area.



1997



■ VanderCook College of Music moves to IIT Main Campus, bringing a host of music offerings to IIT students.

■ IIT-Bangalore launches to provide master's degree programs in India.



■ With support from The Richard H. Driehaus Foundation, IIT launches a competition to select the best design for a new campus center.



■ Mies' famous S. R. Crown Hall is named a City of Chicago Landmark.



1997



■ Chicago-Kent College of Law and other university academic units create the Institute for Science, Law, and Technology, under the direction of Lori Andrews [right], to evaluate emerging technologies and their impact on society. At the institute's first symposium, an attending scientist announces his plans to clone humans. Nineteen international governments respond by quickly banning human cloning.



■ The College of Architecture begins its Ph.D. program.





Toward a Quality Student Experience

The Camras Scholars Program

By Nancianna Derrick Schaaper (ME '01)
Camras Scholar

Ten years ago as a high school senior in Anchorage, Alaska,

with good grades and test scores, I was deeply involved in my search to find the “perfect” college—one that would educate as well as inspire me. One of my teachers gave me a brochure for the Camras program, which provided students full-tuition scholarships to attend IIT. If I qualified, IIT would pay the travel expenses for me to visit campus during Camras Weekend to interview for the scholarship.

I had never heard of IIT, but the opportunity sounded great to this ambitious 18-year-old. Fortunately, I qualified, flew from Alaska for an interview, and fell in love with both Chicago and the university.

1998



■ The Mars Global Surveyor reaches its destination in the Mars atmosphere, where it orbits the planet. Thermal coatings manufactured at IIT Research Institute protect parts of the space vehicle, as well as parts of the Pathfinder.



■ Rem Koolhaas, world-renown architect, is named the winner of The Richard H. Driehaus International Design Competition to build the campus center. At the announcement event, the McCormick Tribune Foundation pledges \$10 million toward the construction and naming of The McCormick Tribune Campus Center.

The Camras Scholars Program (cont.)

During Camras Weekend, the IIT undergraduates really impressed me as they proudly showed me around “their” campus. I also had a strong connection to the other students being interviewed. My fellow Camras applicants were from very diverse social and economic backgrounds, were at the top of their class, and were active in several organizations at their high schools. I instantly knew that I wanted to be a part of this group.



Once I was offered a Camras Scholarship, I accepted immediately. I had been considering quite a few schools on the East Coast, but that ended after I heard from IIT. It was a great scholarship, and a wonderful school.

My fellow graduates and I are going places because of the Camras program.

At IIT, we were met with challenging courses and opportunities to explore ourselves through numerous student groups. Above all, we were required to perform academically if we wanted to keep the scholarship. Some of us got involved in research early as undergraduates. If there was an idea we wanted to explore, we could do it. The opportunities as a Camras student were endless.

The Camras program has had a big impact on the makeup of IIT’s student body. Apart from being among the best and brightest high school graduates, Camras scholars come from all over the country, whereas most of IIT students historically have come from the Midwest. And even though IIT is a technical university that has drawn mostly men, many of the former and current Camras scholars are women.

1998

■ Governor George Ryan visits campus and announces a \$9 million grant from the Illinois FIRST program—which provides for infrastructure and transit improvements—to fund the construction of the acoustical tube surrounding the EL above The McCormick Tribune Campus Center.



■ The Institute of Design moves to the River North area in downtown Chicago.

■ An IIT research project, detecting better catalysts for fuel cells using accelerated use of combinatorial chemistry, is featured as one of the Top 10 breakthroughs of the year in *Science* magazine.



■ The Ed Kaplan Entrepreneurial Studies Program is founded to give students an edge in technology-business development.

There has been a positive boost in school spirit. Bringing in new athletic programs contributed to a certain extent, but the Camras program made a difference, too. This was apparent when Camras students would host prospective scholars during their visits to campus. When I visited IIT for the first time, I saw current students who were involving themselves in helping new people and hosting prospectives because they love IIT. Their great sense of pride in their university community was very apparent and infectious. In turn, I hosted students whenever I could.

While the Camras program has attracted students who are dedicated academically, they also have a unique sense of humor. At graduation, one of my Camras friends hooked a motor to his graduation cap and had the tassel spin around, while another had some LEDs on his cap illuminated!

One of the benefits of being a Camras scholar was joining the other scholarship recipients for dinner at the home of Robert Pritzker. We all felt honored, as first-year Camras students, to be invited to such an event. The dinner was an occasion when we felt the privilege of being Camras scholars and empowered to be successful like Mr. Pritzker.

It also was an honor simply to be part of a program named for Marvin Camras, an important inventor who pioneered magnetic tape recording and served on the faculty of IIT.

I've kept in touch with many of my Camras friends, emailing, talking, and even meeting with them for
(cont. on page 22)



In my opinion, the Camras Scholarship program has been the most significant factor in attracting a quality student body to IIT during President Lew Collens' tenure. I was—and still am—amazed at the caliber of students selected to the program.

On the campus of IIT, you will find Camras students making a difference every day by leading student government, performing community service, founding new organizations, and acting in theatrical productions. A student from Edinboro, Pa., I was fortunate enough to be selected as a Camras scholar in the second year of the program, which provided me many opportunities that I never would have been able to experience at any other university. I was able to see the evolution of the program and to view first-hand how each crop of new Camras scholars was more impressive than the last.

As if encouraging student development through Camras was not enough, President Collens supported the founding of the Leadership Academy. Whereas other scholarship programs solely reward individuals for their work as high school students, the Leadership Academy encourages IIT undergraduates to learn how to be better leaders while being rewarded for their scholastic achievements. As one of the first Leadership Academy Scholars, I graduated from IIT with a certificate in Leadership Studies, which was key in helping me find post-graduation employment as an International Space Station mission controller at Johnson Space Center in Houston.

By Lisa Marszalek (AE '01)

Camras Scholar

1999



IIT alumnus Valdas Adamkus (CE '60) is elected president of Lithuania.

■ The Center for the Study of Law and Financial Markets is created.

■ In a collaborative agreement with the faculty in the Committee on Computational Neuroscience at the University of Chicago, IIT offers a Ph.D. degree in Biomedical Engineering with a specialization in Neural Engineering.



■ Sales of residences at Michigan Place, a residential community for faculty and staff adjacent to Main Campus, begin. The initiative is the first of its kind in the university's 100-year history.

■ The Center for the Study of Ethics in the Professions, supported by a National Science Foundation grant, posts online the world's largest collection of codes of ethics.

Lew Collens became president of IIT after a very successful tenure as dean of Chicago-Kent College of Law. Leading the university was a big jump from running the law school, and I have been impressed with Lew's willingness to support innovative ideas that have shaped IIT's signature programs.

To me, the real university-wide improvement that has happened in the past decade was the unwavering belief that excellence among undergraduate students is an ingredient that does not depend on economic background or ethnic origin. Bright and outstanding young men and women ought to have the opportunity to pursue the type of education that IIT provides.

The Camras Scholarship program epitomizes this thinking. It was appropriate to name the program after Marvin Camras because he had so many important inventions and was fully dedicated to IIT. That the program resonated with Robert Galvin and Robert Pritzker, who provided the seed funding, gave it momentum for student improvement.

The Interprofessional Projects (IPRO) program is equally significant. As former vice president and provost of the university, I am proud to have been a part of the IPRO program at its inception and grateful to Lew for supporting my role in developing it.

Through the years I have been impressed to see how the Camras program has drawn more scholastically competitive students, while the IPRO program has helped all students to be better thinkers, innovators, team workers, and researchers. IIT's approach to education is as distinct as its programs, and Lew has allowed us to redefine ourselves among some of the country's best universities.

By Hassan Nagib (MAE '68, M.S. '69, Ph.D. '72)

John T. Rettaliata Distinguished Professor of Mechanical and Aerospace Engineering

The Camras Scholars Program (cont.)

vacations in Cabo San Lucas. One of my friends is an engineer for NASA. She had never flown on a plane before she went to IIT for her Camras interview; now she flies around the world. Another friend just got her professional engineer's license, and a third teaches at Notre Dame.

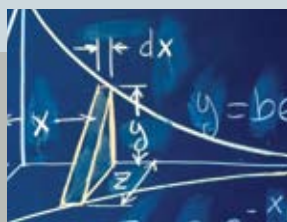
I have worked most recently for 3M Alaska as a sales account representative, selling a wide variety of 3M safety and security products to a diverse customer base. I often work with engineers on specifications for building materials, consult on proper applications of my products, and conduct training. It is a wonderful job that builds directly on the training I received at IIT. My job allows me to explore more of my home state and to interact with customers to find innovative solutions to their technical problems.

Apart from being among the best and brightest high school graduates, Camras scholars come from all over the country. Many of the former and current Camras scholars are women.

In short, my fellow graduates and I are going places, and much of it is because of the Camras program. I am very grateful to President Lew Collens for his leadership in promoting and initiating this program, which means the world to those of us who have experienced it. ■

1999

■ The Applied Mathematics major is launched.



■ The Department of Defense awards IIT Research Institute a \$200 million, 10-year contract for a new center devoted to modeling and simulation studies for the military.



■ The university reaches the halfway point of the IIT Challenge Campaign.



When I first visited campus as part of Camras Weekend, construction on The McCormick Tribune Campus Center (MTCC) had just begun. It was very obvious that student-centered thinking was happening.

MTCC was the first brand-new building in 30 years, and, in the spirit of dialogue President Lew Collens fostered, people were able to say what they liked and didn't like about it.

I said at the time that the building was a metaphor for what was going on in the university, not just physically, but intangibly. The students became braver and smarter, but we had to back up what we said with performance. The administration really respected that.

The Camras scholars program brought a new group of students to IIT that would, arguably, have not come otherwise. Many of the students recruited through the Camras program came from rural or suburban environments from which IIT had not typically drawn students. They arrived at IIT not just with great academic abilities, but also with an expectation of leadership and community that is inherent to small towns and small high schools.

When we arrived, we weren't going to wait for opportunities to lead—many of us created our own opportunities. We helped fill out the undergraduate student body, balancing IIT's international diversity with a wide domestic diversity. For a university that prides itself on being interdisciplinary and finding the connections between different walks of life, the broad reach and high standards of the program brought in students who would shake up the *status quo*, so to speak, and, perhaps most importantly, have a new and different energy to help drive things forward along with the rest of the university.

Personally, Camras made coming to a small, private university a financial possibility for me. It also gave me a certain expectation that personal access and new opportunities would be available even more than they already are at a small university such as IIT. Being named a Camras scholar made me feel like I needed to do something more than just have a "typical" experience at IIT, and that I was expected to lead my fellow students and the campus. Without it, even beyond the money, I doubt IIT would have even been on my radar, and it is very doubtful that the personal experiences I've had here could have been replicated elsewhere, where I would have only been one of many in a crowd.

For me, the Camras program—and President Collens—made the difference.

By Richard Duncan (AE '05, M.S. FIN '07)
Camras Scholar

2000

■ The Leadership Academy begins to provide undergraduates special opportunities to advance their personal effectiveness and professional leadership skills. The program offers 20 scholarships to students exhibiting exceptional leadership potential. [Right] Al Self, one of the founding benefactors of the Leadership Academy



■ The IIT Challenge Campaign surpasses its \$250 million goal one full year ahead of schedule.



■ *Travel and Leisure* magazine names IIT "one of the Top 100 destinations to visit in the twenty-first century."





2000

- The grand opening is held for the new Chicago Police Headquarters, located at 35th and Michigan Avenue near IIT.
- The International Board of Overseers is formed.

- Graduating seniors exhibit their engineering prowess—or brute strength—by sneaking the 2,000-pound “Man on a Bench” sculpture into the office of President Lew Collens, which Collens dubs the “best student prank of the century.”

- A City of Chicago \$7 million State Street landscape and streetscape improvement project begins as part of the city’s commitment to narrowing its streets and investing in the area surrounding IIT.

reviitalization

Toward a Vibrant Campus and Community Development

The McCormick Tribune Campus Center

By Donna Robertson
Dean, College of Architecture

In the early 1990s, IIT Main Campus was hardly the image of a respected landmark. The landscape was uninspiring, and a sea of surface parking under the El created a barren, unfriendly zone between the academic and residential parts of campus.

Keeping in step with the National Commission for IIT recommendations to visually improve the campus environment, a team of in-house talent proposed to President Lew Collens a competition to build a campus center. We felt a new building would help to aesthetically enhance the campus while also providing a place for the IIT community to congregate.

2001

■ S. R. Crown Hall earns National Historic Landmark status.



■ Construction begins on the Exelon Tube surrounding the El tracks above the McCormick Tribune Campus Center.



■ Plans for a new biomedical research center complex—later to be known as University Technology Park At IIT—are announced.

■ The first sorority house in the City of Chicago, Alpha Sigma Alpha, opens on Main Campus.





The McCormick Tribune Campus Center (cont.)



Lew championed the idea. He wanted a campus center that would not only change people’s minds about IIT’s location, but also send a message of our commitment to both Main Campus and the State Street renovation.

To initiate the open competition, we sent a letter of invitation to 56 firms around the world that represented all generations of architectural thinking. The five finalists comprised a very international group, with architects based in Rotterdam, Tokyo, Chicago, New York, and London.

The Richard H. Driehaus Foundation funded this aspect of the competition. Its sponsorship boosted the contest’s prestige, and the stipend allowed some candidates who otherwise might not have applied to do so. Each of them was given \$25,000 and allowed two to three months to execute a design.



All of the finalists submitted a plan, which they presented to the jury—a five-person group that included alumni, academics, and practitioners—who in turn recommended a design to the Board of Trustees Facility Committee and Lew.

The jury’s selection was a very deliberative process. We received two very strong entries, which led to a deadlock between the two schemes and a last-minute emergency meeting with the Board of Trustees Facilities Committee to break the tie. I recall Robert Pritzker reminding us that competitions were about finding a winner—that we must find a winner.

Rem Koolhaas, an award-winning Dutch architect who gained fame in the architecture world for his theory and for blurring the lines between urban design and architecture, was that winner. Ultimately, what pushed his design over the top was that it addressed student needs and was very student-oriented.

On opening day Mayor Richard M. Daley visited IIT, and we held a big opening-night party. Many prominent people in the architecture world attended, including the chair of the architecture program at Harvard, who had told Lew at the contest’s inception that it was the most important architecture contest of the last half-century. (cont. on page 29)

Lew wanted a campus center that would not only change people’s minds about IIT’s location, but also send a message of our commitment to both Main Campus and the State Street renovation.



2002

■ The Mies van der Rohe Society is founded to help restore the architectural masterworks of Mies on Main Campus.



the Mies van der Rohe society
ILLINOIS INSTITUTE OF TECHNOLOGY



■ IIT Magazine launches.

■ Alion Science and Technology Corporation is created through the sale of IIT Research Institute’s engineering divisions to employees.



Designing and Implementing the Main Campus Master Plan

By Dirk Lohan

Architect, IIT Main Campus Master Plan
Member, IIT Board of Trustees

There was a growing sentiment in the early 1990s that IIT's Main Campus was struggling amidst the surrounding public housing projects. Some people on the Board of Trustees were saying that we should shut down the campus and move to the suburbs.

Inspired by President Lew Collens, who has always been committed to Main Campus and Chicago, there was a group of us that said, "This is Chicago. It's just a matter of improving the situation. We can do it."

To address the issue, Lew and the board asked me to develop some ideas about how to make the campus not only safe, but also a more attractive place. Our recommendations included a reduction in the width of State Street, more landscaping, and traffic-calming measures such as signage and lighting. The plan also proposed building a new campus center and student housing along the El tracks to reduce the noise from



the CTA trains. We believed that these expansions and improvements would make this campus a much more attractive environment.

Many of the buildings that Mies van der Rohe designed are well known, and certainly many of them needed to be preserved and protected. Our recommendations for the landmarking of the important buildings have been implemented. Both the landscaping of Main Campus and the execution of the Master Plan have won major architectural awards, and S. R. Crown Hall has been named a National Historic Landmark.

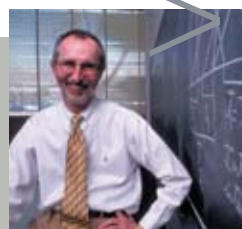
Today, a decade later, there are many other positive developments in the area around the university, including improved housing and more people and businesses moving into the neighborhood.

It seems as if the decision to stay and develop Main Campus was the right one.



■ Armour College reorganizes, resulting in two separate colleges: Armour College of Engineering and the College of Science (College of Science and Letters).

■ The Mathematics and Science Education department offers its first course. [Right] College of Science and Letters Dean F. R. McMorris



■ The Sophomore Leadership Camp is added as a component of the Leadership Academy.



Financing and Building State Street Village

By John Collins

Vice President for Business and Administration

The State Street Village (SSV) student residence emerged as part of IIT's effort to provide state-of-the-art housing for students while improving the appearance of Main Campus along the State Street corridor.

Before SSV was built, undergraduates only had one option for living arrangements in McCormick Student Village, where two students occupied a room and there was one shared bathroom per hall. This

Lew strongly encouraged and supported an innovative strategy for financing the project. We formed a new 501c(3) not-for-profit organization called State Street Corporation, an independent corporation, with the sole mission to support housing at IIT. The corporation issued bonds that were supported by revenue from State Street Village.

Four years after opening, SSV, along with The McCormick Tribune Campus Center (MTCC), continues



meant that there were more than 30 students using the same bathroom! Although this was typical of student housing 40 years ago, President Lew Collens recognized the need to expand and improve student-housing options. He stressed the importance of this and was committed to supporting an innovative approach to accomplishing the new project.

SSV gave students two additional options—suite-style setups, each with two double-bed rooms connected by a common bathroom, and apartment setups, where each unit has its own bathroom, living room area, and kitchen. The building also has a fantastic rooftop deck attached to a communal lounge. The deck offers a panoramic view of downtown Chicago. This was a dramatic expression of the university's commitment to provide state-of-the-art housing for students.

to bring national recognition to IIT. Standing side-by-side, the buildings are dramatic and compatible.

Having the award-winning architect Helmut Jahn design SSV has further elevated IIT's position as a leading campus of architectural significance—a position the university originally achieved through the work of Mies van der Rohe.

In addition to creating 367 additional beds for freshmen and upperclassmen, SSV has provided incoming freshmen more housing options, thereby appealing to the new crop of prospective students. Partially as a result of both SSV and MTCC, enrollment at IIT, and in the College of Architecture in particular, continues to increase.

2003

■ The *Chicago Tribune* names President Lew Collens as one of the top "Chicagoans of the Year."

■ New men's and women's soccer teams kick off their inaugural season on the newly refurbished Stuart Field.



■ Chicago's Metropolitan Planning Council recognizes IIT's Main Campus Master Plan with the 2003 Burnham Award for Excellence in Planning.



■ State Street Village student residence hall, designed by architect Helmut Jahn, is dedicated.



The McCormick Tribune Campus Center (cont.)

Mayor Daley cut the ribbon, and the speeches were delivered from the top of the stairs above the Center Court dining area. Koolhaas attended and greeted guests as he stood at his favorite spot in the building, the top of the western stairs of Center Court. I believe he liked this spot so much because it's possible to see all the pathways in the MTCC from that juncture and to survey the whole building.

While the campus community had reveled in the competition, and was now celebrating the debut of the MTCC, it's important to remember how big a risk this project was for Lew. He remained committed to the building, even early on when financing had not been secured. The project garnered the university a great deal of media attention, so failure would have been a disaster. Because Lew remained dogged and helped to obtain gifts from the McCormick Tribune Foundation, which enabled matching gifts through the IIT Challenge Campaign, we were able to finish the project.

In hindsight, building the MTCC has been an enormous success in terms of bringing together the IIT community. In the previous student center you could often count on two or three hands the number of students that would be there on a Friday afternoon. Today it is easy to see a real sense of community.

There have been other benefits, too.

The College of Architecture has seen a major boost in enrollment, and I am convinced that the MTCC has helped with admissions recruitment in general. It also has spurred a tremendous influx of visitors to Main Campus.

Indeed, the MTCC is one of the city's great new buildings, and its impact, along with the other elements of the Main Campus Master Plan, has been transformative for IIT. ■

The MacArthur Foundation is committed to Chicago, its neighborhoods, and the people who make this one of the world's great cities.

We have seen how purposeful partnerships can make a difference. So when the Chicago Housing Authority (CHA) began its transforming work in areas near the IIT campus, MacArthur was glad to form the Partnership for New Communities—in many ways the kitchen cabinet for CHA leadership.

President Lew Collens was a key member of that cabinet. From the first, he made his commitment to revitalizing the community surrounding IIT clear, bringing enthusiasm, direction, and profound local knowledge to our deliberations.

With him, he brought the generosity and resources of IIT. When jobs were needed to help residents make the transition, IIT was among the first organizations to pledge its support.

Lew Collens' dedication, wise counsel, and vision of a renewed South Side were invaluable to our efforts. The MacArthur Foundation pays tribute to all he has contributed to Chicago and its citizens.

By Jonathan Fanton

President, The John D. and

Catherine T. MacArthur Foundation



■ The Rem Koolhaas-designed McCormick Tribune Campus Center opens.

■ The Chicago White Sox unveil a new home-run distance measurement system for U.S. Cellular Field, developed by a team of undergraduate students through the Interprofessional Projects program.



■ President Lew Collens is named to The Partnership for New Communities, a program that works to transform former public housing sites into flourishing mixed-use communities.

Smash Bash and the Renovation of S. R. Crown Hall

By Mark Sexton (ARCH '80)

Krueck and Sexton Architects

In 1997, Krueck and Sexton Architects first became professionally involved with President Lew Collens and IIT by doing a feasibility study for the renovation of S. R. Crown Hall. I can say that Lew has been literally a mover and a shaker who has taken as his own Daniel Burnham's rallying cry, "Make no little plans."

In 1955, Mies van der Rohe designed for the IIT campus a landmark building for the College of Architecture. This exceptional structure, Crown Hall, completed in 1956, has been universally praised as an icon of modern architecture, and is known and studied

IIT came up with the striking idea to auction off the opportunity to smash the building's windows. This was not quite the iconoclastic idea that it may seem: these windows were, after all, from the 1970s restoration. So the window smashing became a celebration of Crown Hall and the beginning of restoring it to its former beauty.

Smash Bash was a memorable ceremony, at which Lew confidently announced that in a mere 14 weeks Crown Hall would be resurrected. He invited all present to come back and celebrate the restored building.



by nearly every architect in the world. Remarkably, 50 years after the doors of the building first opened, it is still being used as a school of architecture.

Over time, Crown Hall fell into serious disrepair. There was some refurbishment and glass replacement completed in the 1970s, but 30 years later the structure was seriously deteriorating. Rather than perfection of materials and proportion, rust and cracked glass unfortunately became the strongest character of the building.

Under the leadership of Lew, the daunting project of restoring Crown Hall was born. The first step in the renovation was to remove the glass. To kick off the ambitious project and to make it a public event,

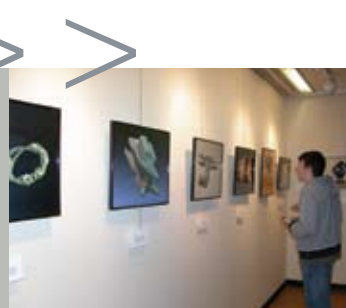
As the architect leading the team of historic preservationists, engineers, and contractors, I almost choked. I knew that doing a kitchen in 14 weeks is a challenge, so what did we get ourselves into by pledging that one of the most important buildings in the country would be completely transformed? But, due in large part to Lew's spirit and his faith in our entire team, Crown Hall was indeed reborn at the end of that summer, in just under 14 weeks. There was never a time when IIT said, "That's too expensive, let's make it cheaper." It was always, "Let's find the best way to make this work because it is an investment in our future."

2004

■ Mayor Richard M. Daley invites President Lew Collens to join a delegation of civic and business leaders to participate in The Shanghai-Chicago Dialogue in China.



■ IIT launches its first national exhibition through art@IIT, an on-campus gallery and art program developed through a student-planned EnPRO project.



■ The Knapp Entrepreneurship Center is launched to focus on technology and research-based entrepreneurship.

The renovation has given new life to the IIT campus and particularly to the College of Architecture. One of the features of Mies' architecture is that it is precise, minimal, and completely thought-out. To see Crown Hall in a shabby state was dispiriting. Now, in its glory, it signifies again its iconic stature. Architecture students, who will spend up to five years in Crown Hall, will have their vision of space, detail, and light forever influenced by the building. When one "lives" in Crown Hall, one experiences how the dawn turns to noon turns to dusk turns to



darkness. One understands that communication and sharing knowledge can be open and unobstructed by partitions and walls. One sees the way sun and light and nature and sky interact.

What was taught in Crown Hall in the last 50 years has transformed the world. The thousands of students who have come out of the College of Architecture have changed the face of every major city on earth. Mies would surely be pleased that one of his masterworks is still being used, and is secure for the next 50 years. Today it is more vibrant and beautiful than ever, through the leadership of Lew Collens, who had the vision, and then the will to make this vision a reality.



■ Professor Darsh Wasan is elected to the National Academy of Engineering.

■ Freshman Ryan Feuerstein wins the national championship in the 200-yard butterfly. Coach Rob Bond is named NAIA men's swimming coach of the year.



■ The original Voice over Internet Protocol Lab emerges from a class project at the Center for Professional Development.



■ A gift from Emeritus Professor of Philosophy Fay Sawyer makes possible a philosophy fellowship. Later, the Sawyer Society is created to recognize the generous contributions of IIT faculty.

President Lew Collens was wise to recognize that the IIT campus was not just a jewel of the city but an international treasure. What he has done to save the campus and help the neighborhood cannot be overemphasized. This change could not have taken place if IIT had not been there to catch the baton and push it forward a few blocks. In the next 20 years or less, there will be a non-stop zone from the Loop to Garfield Boulevard. If IIT were not where it is, there would be a dead zone that would have stalled the surge of growth southward.

By Lee Bey

*Former Architecture Critic, Chicago Sun-Times
Adjunct Professor of Architecture,
University of Illinois-Chicago*

President Lew Collens has provided leadership by living with the principle that your word is your bond. Whenever the university gave its word on something, whether IIT was responsible or someone else, it was honored. Lew had a commitment to change consciously, which is very unusual. For example, one rendering of the Master Plan of campus was designed with a fence around the campus center. This fence would have continued the isolation of the community and reinforced the beliefs of the old guard. Lew said no, that IIT wasn't trying to separate itself from the community, but to be more of a part of it. Later, when budget issues arose during a project to place Bronzeville historic markers on Main Campus, Lew had the conversations necessary to make sure that the project was completed as previously agreed with the Gap Community Organization. He has epitomized change and embraced it in a sensitive way, making sure to include everyone.

By Leonard McGee

President, Gap Community Organization

When I started at IIT in 1989, the relationship between the university and the surrounding neighborhood was in the early stages of bridging the “town-gown” divide in an economically challenged neighborhood. Historically, the university had an isolationist mentality that shouted out, “The university is here and the community is there. Don’t go over there.” Trust on both sides of the street was low.

When President Lew Collens came on board, a shift occurred. He was committed to improving this relationship and the neighborhood.



IIT was the major non-public-housing entity on State Street between 22nd and 55th streets. The university was looking at ways to improve itself, and early signs of community change were occurring. The Chicago Housing Authority (CHA) was beginning to reinvent itself. With almost 8,000 units of public housing in the area, the CHA was the dominant landlord; two communities that had the lowest *per capita* income in the country were just down the street.

During a two-year period, the Community Relations Office, with the support of Lew and External Affairs, worked with The McCormick Tribune Foundation, the City of Chicago’s Planning Department and its commissioner, and multiple and varied community entities to develop a blueprint for change. We focused on change outside the university, while the National Commission for IIT concentrated on internal changes.

One outcome of those changes was the work of Lew and the Board of Trustees to secure a \$2.5 million grant from the Department of Housing and Urban Development for the design and implementation of a promenade with landscaping, lighting, and fencing to enhance the exterior of the Dearborn Homes complex. The College of Architecture designed the fencing and the promenade, which wound through the development.

In addition, we created many ways for faculty, students, and staff to interact with the community. For example, in the mid-’90s, we started to coordinate requests for community-based Interprofessional Projects (IPRO). At that time, we must have had close to 50 faculty competing to conduct an IPRO in the community.

Another factor in building solid relationships with the community was our work with area schools. In the mid-1990s, we worked with neighborhood schools to provide teachers basic computer instruction and training on how to use the Internet. We also had a number of students volunteer at the Tolton Center, an adult education center, to help community residents get their G.E.D. While we had an emphasis on CHA residents since the site was directly across the street from the development, everyone was welcome.

These informal sessions led to the development of the Digital Media Center, which to this day provides computer-skills training, website design, and other technology services to local entities to help bridge the digital divide.

We’ve implemented many projects to enrich the neighborhood around IIT, and we do not plan to stop. Our relationship with the community, as well as the conditions of both the university and the community, are greatly improved. All of us can be proud of this.

By Leroy Kennedy

Vice President for Community Affairs and Outreach Programs

2004

■ The Institute on Biotechnology and the Human Future is founded to assess the societal and scientific benefits and risks of new developments in biotechnology.



■ The new Regent of the University position recognizes outstanding contributions from longtime university supporters. Robert Pritzker (IE ’46), Robert Galvin, and M. A. (Al) Self are named the first three regents.

■ At freshmen orientation, students continue the tradition of the “Flat Lew” contest, taking a drawn picture of President Lew Collens around Chicago and photographing it with famous landmarks, people, or transportation.



Building Downtown Campus

By Al Gorman

Chairman, Power Construction Company, LLC
IIT Life Trustee

My first significant experience with Lew Collens was during the construction of the new Downtown Campus for Chicago-Kent College of Law, which he initiated when he was dean of Chicago-Kent.

The strategy was simple. Moving the school to a larger, state-of-the-art, computer-friendly building in the West Loop would allow Chicago-Kent to achieve its potential. Our firm, Power Construction, was chosen as the contractor for the building, located at Jefferson and Adams.

The rest is history.

As dean, Lew often visited the job site to observe the progress. True to his management style, he never intruded on the process. He attended all the major events, such as the groundbreaking, the topping-out, and the dedication

ceremonies. Power Construction was the builder, but Lew was the "boss." He put his trust in our firm and then stepped aside to let us do the job.

Since then, Chicago-Kent has grown in the number and quality of students. The average LSAT score of the incoming class has increased. Its reputation

likewise has been elevated, both in terms of its higher academic standards and the increase in students coming from outside the Chicago area. Today, Chicago-Kent is among the premier law schools in the Midwest.



In 1993, Stuart School of Business moved to Downtown Campus. With that move, Stuart has experienced rising enrollment and the growth and success of such programs as the top-ranked Financial Markets program.

The facility we built with Lew's guidance has been the home for that growth. In retrospect, the decision to expand to the West Loop was truly visionary considering how this area has developed in the past 16 years. The Downtown Campus is centrally located in a vibrant mixed-use market. Students and faculty have immediate access to employers and other resources located in downtown Chicago.

As with many of his later decisions, Lew exhibited foresight in this major commitment, confirming to all of us that he was the right man for the right job at the right time. For many years to come, IIT will reap the benefits of his decisions and accomplishments.



■ The National Cancer Institute awards IIT Research Institute \$28 million to study the toxicology of new drugs developed for cancer therapy and to identify and develop novel agents for cancer prevention. IITRI is the only organization in the United States to be awarded funding in all program areas.



■ The Main Campus Master Plan receives top honors in the institutional category at the Chicago Architecture Foundation's 2004 Patron of the Year Awards, which honors benefactors of innovative and progressive architecture in Chicago.

■ The new State Street Village student residence hall is awarded the prestigious 2004 Institute Honor Award from the American Institute of Architects.



Building University Technology Park At IIT

By David Baker

Vice President for External Affairs

IIT's 1996 Main Campus Master Plan called for a "commercial zone" on the south end of campus. In 2000, as the City of Chicago decided to move its new police headquarters to near Main Campus and to take down public housing around IIT, President Lew Collens said, "Let's do a tech park." He turned to me and asked me to figure out how to do it. Needless to say it has had a big impact on me professionally.

By 2001, the key thinking behind the scenes became, "If we are going to build a tech park, who is going to pay for it?"

To begin financing, we turned first to the State of Illinois, which in 2001 committed \$12 million to pay for the Incubator, an investment that inspired many others to get involved.

In 2002, after IIT sold the majority of its assets in IIT Research Institute (IITRI) to Alion Science and Technology, the south side of campus became available for the development of the park. IIT took control of two underutilized buildings and devised reinvestment strategies to renovate those buildings, which became the Incubator and Technology Business Center. None of this work required dollars from the Alion spin-off. Most important, we found a private developer-partner, Wexford Science and

Technology, who bought one of the old IITRI buildings from us and agreed to develop it.

There was still one big hurdle: we had to guarantee the developer that we would occupy the building. Somebody needed to lease a quarter of the building in order for the developer to proceed with the renovation financing.

Fortunately, the late Life Trustee Charlie Shaw worked with Lew and me to help the Board of Trustees understand that this was an appropriate risk.

Another critical step in the financing was obtaining Tax Increment Financing (TIF) status from the City of Chicago. It's a funny story.

We had completed and sent the city our TIF application. Someone from the Department of Planning and Development called us to meet.

When we arrived, he said, "By the way, the mayor wants you to respect the green building standards, either by having a green roof or by meeting the Leadership in Energy and Environmental Design (LEED) standards."

I had been trying to convince the developer's lawyer to pay attention to whether we needed to meet these standards, but he told us the project was a renovation, so it did not apply.

That wasn't true. The man from Planning and Development insisted, "You've got to do this."

Everyone from our team exchanged a look.

But then our architect said, "That's no problem. I designed the building to meet the LEED standards; we just didn't want to pay to submit the paperwork."

One of the most distinctive aspects of the park is its integration with IIT's academic programs and vision.



2005

■ The City of Chicago's Commission on Chicago Landmarks awards official landmark status to Main Building and Machinery Hall.



■ The Mies van der Rohe Academic Campus of IIT's Main Campus is placed on the National Register of Historic Places.



■ Peter Lindsay Schaudt Landscape Architecture, Inc. receives the American Society of Landscape Architects General



We all exchanged a much happier look, got the approval, and moved forward with the project.

In November 2006, we held the grand opening of University Technology Park At IIT (UTP), which 250 people attended, including Mayor Richard M. Daley, other local politicians, and many individuals from the technology community. Several of those present said they never could have imagined something like this happening in this part of town.

Building UTP was a huge risk because it was possible that no tech companies would have wanted to move into the park. We're confident of filling it, though. We project that by 2014 we will have 2,500 employees in 1.5 million square feet of office space in the park's 15 acres. We now have a dozen technology companies on site that are hiring IIT students and taking advantage of IIT's services to further their business.

One of the most distinctive aspects of the park is its integration with IIT's academic programs and vision. Often technology parks are simply real estate deals. The land is further from the campus, and people are focused on the park largely for profit. Sometimes there is not much of a relationship with the university.

UTP is organized differently. We want to leverage the resources of the university for the companies and to have the park be a living laboratory for IIT. At the same time, UTP provides a great benefit for the students and faculty who can become personally involved with the companies.

Lew understood this when he both created the vision for UTP and supported me through the difficult negotiations to make it a reality. As a result, the university is positioned as a leader in innovation and entrepreneurship for years to come.

In its commitment to improving the South Side, the City of Chicago found a dedicated partner in IIT and President Lew Collens. IIT has played a leading role in the growth and development of its neighborhood. It has invested in award-winning buildings and landscaping, and is expanding research frontiers through its University Technology Park At IIT. This park will create new jobs for neighborhood residents while expanding Chicago's research capacity. Chicago is proud to be the home of IIT, one of the country's great universities.

By Richard M. Daley

Mayor, City of Chicago

Design Award of Honor. Hired in 1998, the firm created the university's first master plan for the campus landscape.



■ A joint Center for Integrative Neuroscience and Neuroengineering Research (CINNR) is established between the University of Chicago and IIT. CINNR operates under the umbrella of the Pritzker Institute of Biomedical Science and Engineering.



■ Mayor Richard M. Daley and other state and local officials attend the groundbreaking ceremony for Park Boulevard, a new mixed-income housing development, adjacent to Main Campus.



2005

■ IIT and the Harold Washington Cultural Center celebrate the opening of a Digital Media Center to promote digital inclusion and to provide technology-driven education in the Bronzeville community.



■ The IPRO Program celebrates its 10th anniversary.



■ The rights to smash a window of S. R. Crown Hall are auctioned on eBay. "Smash Bash" launches the renovation and greening of the building.

reviitalization

Toward Financial Growth

The IIT Challenge Campaign

By Tom Garrow

Former Vice President for Institutional Advancement

When I joined IIT in 1994, it was in the midst of a long-range planning effort, the National Commission for IIT. Led by President Lew Collens and Bob Galvin, and staffed by David Baker, the charge of the commission was to envision a future that would successfully set the university apart from its competitors.

At that time, IIT and many of its fellow technological universities were suffering enrollment shortfalls, particularly at the undergraduate level. Competition for students interested in a rigorous math- and science-based education was intense. IIT was in a fundraising campaign that had stalled.

The question: What will it take to get more highly able undergraduates to come to IIT?

■ IITRI is awarded a five-year, \$22-million grant from the National Institute of Environmental Health Sciences to study the potential link between cell phones and cancer.



■ The Incubator at University Technology Park At IIT opens.



■ The Biomedical Engineering Society sponsors the first annual Pumpkin Launch competition, which garners national TV coverage.





The IIT Challenge Campaign (cont.)

People had such great trust in Lew’s integrity, intelligence, ability, and most importantly, his dedication to IIT, that donors felt comfortable investing in IIT.

Lew, Bob Galvin, and Bob Pritzker had been working on this problem for some time. While the report of the commission had some terrific ideas, none could be realized without a very significant influx of money. That meant increased enrollments and increased gift support.

Lew came up with the idea of a special scholarship program that would provide full tuition, room, and board for 30 exceptional undergraduate engineering students. The program would provide five years of support and once in place, would support up to 150 students. He proposed to “the Bobs” that they fund one class as a test. If IIT was able to attract the students envisioned, the program would go forward and an endowment would have to be created to support it.

The program was named the Camras scholars program after the famous IIT scientist and inventor, Marvin Camras. When it became apparent that the test would be a great success—the first class had hundreds more applicants than it could admit—the Bobs and Lew began serious discussions about how the program would be funded.

We had already closed the stalled campaign and had used the excellent work of the National Commission to support a six-month planning process for a new campaign. People understood that if any of the campaign objectives were to be met, some very serious lead gifts would have to be made.

During the summer and early fall of 1996, Hassan Nagib, then vice president and provost, and I worked quietly with Lew to prepare materials for his discussions with the Bobs. They were considering funding the entire Camras endowment—\$120 million. As those discussions continued, they wanted more detail on how a major comprehensive campaign would be formed around a commitment of that magnitude. Finally, they concluded that rather (cont. on page 41)

2006

■ President Lew Collens posts his Presidential Blog, becoming one of only a few university presidents to create an unfiltered, real-time blog to field questions and suggestions from the IIT community.

■ The newly renovated Wishnick Hall opens, providing students with state-of-the-art research laboratories.



■ The university welcomes the largest freshman class to attend IIT in 30 years.



There were two main reasons why Robert Pritzker and I made our large gifts to the university in 1996. It started with our spirit of confidence that in President Lew Collens, IIT had the prospect of real leadership. This leadership proved to be the reality, for which we felt there would be achievability should we make a healthy investment of funds in the university.

Second, Bob Pritzker and I have always been of the mind that people who teach at IIT as well as a very large number of students have a strong backbone in terms of getting things done, and an understanding of the utility of a good education once you get it. At Motorola, to name just one example, there were a number of people who came out of IIT who were very practical engineers and effective managers, including two former presidents of the company.

There were many good professors and administrators who talked about moving the university forward. We thought that if we could dream up a general strategy for the institution, that it would be very helpful for the long-term health of the institution. This desire led to the National Commission for IIT, in which the outcomes became the thinking of pretty sage people.

At this point, we were confident that we had a strong base of leadership and planning at the institution, and knew that there needed to be financial support to help those changes happen.

Bob and I didn't negotiate tangibly to each give IIT a figure of \$60 million. We just thought, "These are common-sense goals that ought to be achieved, if the institution has the resources." Lew wasn't afraid of taking a chance, Bob Pritzker wasn't afraid, and my approach to many things is that we should try it as long as it does not involve jumping off a cliff.

The three of us did spend upwards of a half-dozen times together before announcing our gifts, building our mutual confidence based on ideas from the commission. Basically, we sold ourselves that it was a good thing.

Bob was initially a more encouraging person with regard to the size of the gift. It didn't take me long to get used to it. All those numbers get pretty big, you know, and I was willing to follow Bob's good guidance.

We had a good mutual building of our troika confidence, and there were other people around us, including Trustee Al Self, who gave important input. Other people also were

very confident that all these goals were worth the try—and that IIT would become one of the best universities in the Chicago area.

Bob and I had come to the proposition that gifts in the range of \$50 million from each were going to be necessary. That would add up to \$100 million. One of the thoughts that one of us suggested was that others should match our gifts. That would lead to \$200 million, which is very good.

But in the course of our deliberations, we said, "Let's not play this thing too short. Let's do something incrementally more." What is an increment? If we put in \$10 million more each, that gave us \$120 million. Add a matching campaign, and you get \$250 million, which sounded better. In other words, if we each put in \$60 million, we could go for a quarter of a billion dollars. It was one of those loose arithmetic situations.

Pretty soon, we just looked each other and said, "If your family is going to give \$60 million, our family is going to give \$60 million. Let's see if we can get some other people behind us to raise another \$130 million."

Other people helped us in exceeding the \$250 million goal we had set. Since then, the university has made tremendous strides, and is poised to do even bigger things going forward.

By Robert Galvin

*Chairman Emeritus, Motorola, Inc.
Member, IIT Board of Trustees
University Regent*

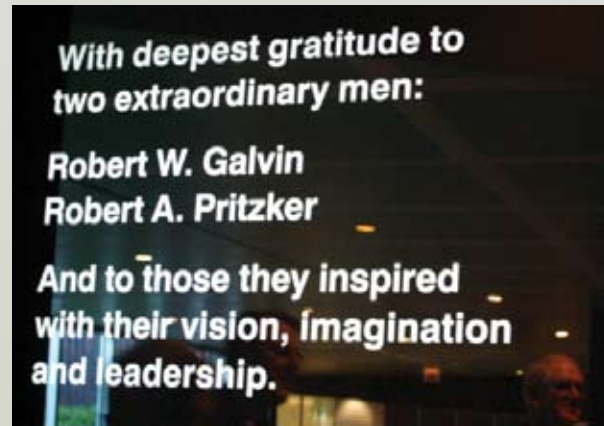


■ John Rowe succeeds Robert Pritzker as chair of the university's Board of Trustees.

■ President Lew Collens announces his intention to retire.

■ IIT announces a partnership with Chicago Public Schools whereby talented, qualified CPS graduates are offered admittance to the university and full financial support of tuition, books, and fees.





The last 15 years, I have been very involved with several Chicago not-for-profit organizations.

IIT was one of my most important commitments, particularly during the IIT Challenge Campaign.

President Lew Collens and the Board of Trustees, under Bob Galvin's leadership, had assembled a National Commission for IIT to strategically assess what it was going to do to rebuild the university and create a sustainable competitive advantage. The commission recommended that IIT become more interdisciplinary and more international in its scope, and that it had to attract a higher caliber of students. Additionally, IIT had to improve the quality of student life and address its failing physical plant.

In order to accomplish these goals, a major capital campaign would be required. The university had to make important investments. This sounded like a big challenge, and it was a big challenge.

I joined the board as the National Commission issued its report. IIT's financial problems were very challenging. Some board members were still talking about moving the campus to the suburbs.

Because I had grown up on the South Side, I felt that if the school were moved I would no longer be interested in serving on the board. I felt IIT could be an anchor for a disadvantaged part of Chicago.

One day I got a call from Lew. He and then Vice President for Institutional Advancement Tom Garrow visited me at my

office in the Wrigley Building and said, "We are planning a campaign, and we'd like you to be one of its co-chairmen."

I said, "Look at my right ear and see if it's empty from one side to the other."

Lew and Tom were a persuasive pair, and I thought highly of John Madigan, the other co-chair. After some days and careful consideration, I joined the team, and we embarked on the campaign.

Lew did many things to help rebuild the university's finances. Two stand out in my mind. First was the commitment from the Bobs (Robert Galvin and Robert Pritzker) to each give the university \$60 million in the form of a challenge grant. The other huge success was the sale of IIT Research Institute (IITRI) assets, which ended up contributing approximately \$200 million to the university's endowment.

IIT has farther to go financially, but a solid foundation and groundwork has been laid for the university. That's exciting, and I'm glad to have been part of these developments and to have had the privilege to work closely with Lew. He has done a wonderful job and has left an enormous legacy to this important Chicago educational institution.

By Richard Jaffee

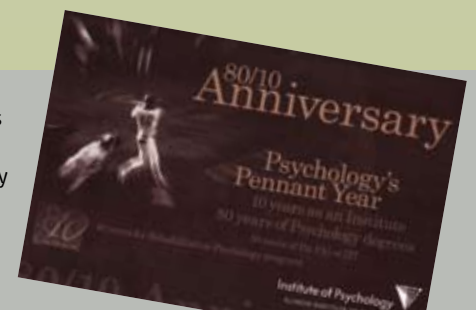
*Chairman, Oil-Dri Corporation of America
Member, IIT Board of Trustees
Co-Chair, IIT Challenge Campaign*

2006

■ Mayor Richard M. Daley leads the grand-opening ceremonies for University Technology Park At IIT, a 15-acre research park on Main Campus.



■ The Institute of Psychology holds a series of 80/10 events to celebrate the 80-year history of the psychology program and the 10th anniversary of the institute.



The IIT Challenge Campaign (cont.)



than the two of them funding the Camras endowment and then having IIT launch a campaign to fund other critical objectives, it would be wiser to create a \$120-million challenge. In this way, each and every donor's gift would be doubled, and every member of the IIT community would have an incentive to raise money.

It was a clever idea, and I have to say that our faculty and donors used it to the fullest advantage. Every dean knew that the way they received money from the challenge was to earn it, and every dean went after that match aggressively. We had lots of creative ideas such as EnPROs, which are the entrepreneurship extension of the IPRO concept, and the creation of the Heald Scholars. Camras was so successful that we had young people wanting to come to IIT if we were able to give them just some aid, and we had donors who resonated to that need.

As the IIT Challenge Campaign began to have an impact, IIT began to transform. Camras students brought greater intellectual and interpersonal energy. That had a halo effect on all students.

The challenge gifts—\$60 million from both Bob Pritzker and family and Bob Galvin and family—were announced in November 1996, and we were off running on a five-year, \$250-million comprehensive campaign.

Working with Lew during this period was great fun. He was terrific at engaging people in discussions about their interests and in finding substantive linkages between those interests and IIT priorities. He invested a tremendous amount of personal time working with staff or academic leadership to create individualized strategies to engage and invite major gift prospects to support their interests through a gift to IIT. He was (cont. on page 43)

A major factor in IIT's increased financial strength in the past decade was the huge vote of confidence given in 1996 by the two people most knowledgeable about the future of IIT: Robert Pritzker and Robert Galvin. When they decided to make the investment they did, via the IIT Challenge Campaign, it was a signal to others that giving to IIT would be a good investment.

By setting their gifts up as a challenge, they made it a game. That's where Dick Jaffee and I, who were co-chairs of the campaign, were able to, in effect, also play a game.



We had an objective that was very clear cut and enticing. We took that challenge, and with a lot of help from the development staff and the administration, we were able to obtain the matching gifts. The match was a great incentive to go further.

We employed no special strategies; it was just a lot of hard work. We had advisers who knew how to structure a campaign. It was a team effort on the part of many people.

As a result of this fundraising, there has been much new development on campus. The McCormick Tribune Campus Center (MTCC) and the Exelon Tube were a big step forward for the university. MTCC is a significant improvement in terms of making the campus very livable.

By John Madigan

*Retired Chairman, Tribune Company
Co-chair, IIT Challenge Campaign*



■ The Institute of Design and Stuart School of Business collaborate to launch the Master of Design/M.B.A. dual-degree program, the first of its kind in the world.

■ Shimer College, a liberal-arts college, relocates to IIT's Main Campus.



The Sale of IIT Research Institute Assets to Alion

By Bahman Atefi

Chair and Chief Executive Officer, Alion Science and Technology Corporation

Member, IIT Board of Trustees

Former President, IIT Research Institute (IITRI)

IITRI's roots go back to 1936, after which time it rapidly became one of the largest non-for-profit research and development organizations in the country.

In 1997, the university started a search for a new IITRI leader who could rejuvenate the organization. When I joined IITRI in August that year, it was generating about \$100 million of revenue per year and had about 800 employees and an annual net income of \$2–3 million.

I experienced many challenging situations during my first 18 months there. We were cleaning up, streamlining, and eliminating what was not necessary. At times it was very difficult.

I would go to Lew every step of the way and say, "I'm making this hard decision." He would mentor me and give me his views, back me up all the way. Lew sits on the board of a handful of fairly large companies. That element of his background and character has been one of the reasons why he has been such a good mentor and chair of the IITRI board.

During 1997–2002, the organization transformed. In 2002, the revenue was \$220 million, we employed 1,800 people, and net income was \$14 to \$15 million. With the money we made we cleaned up all of the laboratories, invested in IITRI Tower, and sold the Tower back to the university.

We also expanded the core competencies as well as research and development in new areas such as modelling and simulation, and information technology.

The most critical thing happened in 2002. I knew that it was time for IITRI to go to the for-profit side, that its employees needed a certain kind of ownership structure to achieve greater success.

That meant IIT would have to divest part of its assets in the research institute. This wasn't an easy thing for IIT to agree to do, as IITRI has been part of IIT for 65 years.

We said, "Allow the employees who built IITRI to buy part of it from you. We may not be able to pay the amount that it is worth upfront, but we will give the university some warrants, or stock options. This way, if our stocks go up, IIT can get a second bite of the apple and do better than if it sold IITRI to an outside company."

The structure of the deal was for employees to come up with the down payment for its purchase, borrow some from commercial banks, and give notes to the university for the balance. The university also got stock options with the notes. If the new corporation's stock went up, the employees who invested in their company would benefit, as would the university, which held the options.

Lew took a leap of faith and supported our proposition, even though he faced some opposition, and Alion Science and Technology Corporation was created.

Four years later, Alion and IIT have done exceedingly well. Alion has repaid one chunk of the university's loan with warrants that have gone up. Its shares started at \$10 and have gone up to \$43. That increase has boosted the value of the warrants.

Ultimately, IIT has benefited by being able to reinvest the profit it made from its agreement with Alion back into the university. Lew took a chance on us, and the university has benefited enormously.

2007

■ President Lew Collens breaks the ribbon by bowling a strike at the grand reopening celebration of The Bog.



■ The North Central Association of Colleges and Schools gives IIT a full, unconditional 10-year accreditation.



■ IIT launches a new branding campaign aimed at increasing awareness of the university. Words such as "tenacity," "curiosity," and "ingenuity" are part of the campaign's messaging strategy [right].

The IIT Challenge Campaign (cont.)

generally pretty patient when things got bogged down or delayed—notice that I said “generally”! People had such great trust in Lew’s integrity, intelligence, ability, and most importantly, his dedication to IIT, that donors felt comfortable investing in IIT. It is important to note that Lew’s wife, Marge, was very good to work with during the campaign. Marge is an exceptional fundraiser, and having her experience and dedication to IIT was a tremendous asset.

Lew would be first to remind anyone writing about that period of time and about the campaign that the campaign was ultimately about the students. The Camras program was a tipping point, and it was focused on students. A very large percentage of the gifts given were for student aid, and when donors came to campus, it was generally students with whom they wanted to meet.

We were able to reach the IIT Challenge Campaign amount in just four years. As the effect of the gifts began to have an impact, IIT began to transform. The Camras students brought greater intellectual and interpersonal energy. That had a halo effect on all students.

The campus began to change with the implementation of the landscaping master plan. The design and construction of The McCormick Tribune Campus Center ignited a buildings transformation that continues today with the just-renovated S. R. Crown Hall, the new State Street Village student residence, and a new soccer field.

If you go back to the National Commission and then to the idea to create the Camras program, the extraordinary commitments of two wonderful men—Bob Pritzker and Bob Galvin—and you look at the common denominator, the “causal factor” if you will, I think you would have to say it was Lew Collens. ■



Outstanding Donor Support

A stunning legacy of the Lew Collens presidency is the level of commitment to IIT exhibited by the university’s alumni and friends. The following individuals and organizations supported IIT from 1990–present with gifts of \$1 million or more.

- Alias Research, Inc.
- Sarainne L. Andrews
- Anonymous
- Lolita Sheldon Armour
- Cornelia and Bernard Baker
- Rudolph A. Becwar
- Anna Berner
- BP Amoco Foundation, Inc.
- S. R. Cho
- Arie and Ida Crown Memorial
- Ray S. Dewey
- The Duchossois Family Foundation
- Janet and Craig Duchossois
- Mrs. Warren B. Eldred
- Exelon Corporation
- Harriet Filmer
- Charles W. Finkl Foundation
- Sylvia and Irving Footlik
- Mr. and Mrs. Robert W. Galvin
- The Grainger Foundation
- Arlene Harris and Martin Cooper
- Howard Hughes Medical Institute
- Sigmund V. Kacz
- Gwen and Jules Knapp
- Kennetha L. Krehbiel and
John H. Krehbiel Jr.
- Phyllis B. Lambert
- The John D. and
Catherine T. MacArthur Foundation
- Otto J. Maha
- Grace and Fred W. McCloska
- The McCormick Tribune Foundation
- McGraw Foundation
- John F. Mitchell
- Faye and Victor A. Morgenstern
- Morgenstern Family Foundation
- Ann and Walter Nathan
- Robert Pew III
- Mr. and Mrs. Robert A. Pritzker
- Edward W. Ross
- Jeanne M. and John W. Rowe
- Fay Horton Sawyier
- Lila and Al Self
- Carroll K. Simons
- Mary Elizabeth Spies Droste
- The Starr Foundation
- Steelcase, Inc.
- Cyrus Tang Foundation
- Charles F. Voytech
- Leah and Ralph Wanger
- Whitaker Foundation
- Maximilian A. Zink



■ At the May 22 dinner honoring President Lew Collens on the occasion of his retirement, the Chicago Public Schools scholarship is named The Collens Scholarship Program.



In 1990, I was chairman of the Board of Trustees and also headed the search committee to hire IIT's new president.

When I interviewed Lew Collens, an internal candidate for the job, I wanted to quiz him in the same way that I would an outsider, so that there would be a level playing field.

We had lunch together, and during our conversation I said, "You're dean of Chicago-Kent College of Law. IIT is a school where engineering is very important. Do you have any interest in technical things?"

He said, "Of course, I do."

"How do you get to IIT in the morning?" I asked.

He answered that he drove.

"How does an automobile work?" I asked. I figured that someone who is really interested in science would know that kind of thing.

Lew had no idea, no clue at all.

We discussed this in the search committee and decided that Lew was still the best person for the job.

When I presented Lew to the Executive Committee, he was obliged to give a thank you.

He said, "I'm surprised I'm here. When Bob interviewed me, he asked me if I knew how a car worked. I said, 'It's easy. You get in the car, adjust the mirror, and put the key in the ignition. A puff of smoke comes out the back, and you go.'"

"Bob's response was, 'You're a typical lawyer: all smoke and mirrors!'"

That's such a good line, I wish I really had said it.

By Robert A. Pritzker

*President and Chief Executive Officer, Colson Associates
Chairman of the Policy Committee, IIT Board of Trustees
University Regent*





Many colleagues and friends have shared their memories in this issue of *IIT Magazine* as well as in many celebratory events during these concluding days of my presidency.

As I look back, it is clear to me that it takes a whole village to raise and nurture a university. The successes that we have had during the past two decades have been the result of the creativity, risk taking, and hard work of many people. There are 31 of them who have contributed their thoughts to this magazine.

A Farewell from President Lew Collens

Any discussion of my time as president must begin with Bob Pritzker and Bob Galvin. These larger-than-life leaders have inspired the university community with their generosity, their leadership as Board of Trustees chairs, and their personal commitment of countless hours to the life of the university.

Each of the wonderful new academic programs described in this magazine took leadership from their founding directors, risk taking by their funders, and the creative energy of many faculty and staff. It is this combination that has led to such early success for Mathematics and Science Teacher Education, Biomedical Engineering, the Leadership Academy, and the Interprofessional Projects program. These programs have enhanced the academic opportunities for our students. But there have been many more. The faculty has continually improved the curriculum and created new degrees at the cutting edge of education.

The development of the Camras program transformed the academic quality of our undergraduate student body. The faculty were thrilled when the first class arrived with students such as Lisa Marszalek and Nancianna Schaaper who did so much during their days as students to enrich the quality of student life. The students have been a continuing source of inspiration to me. They have made it all worthwhile.

The development of Main Campus has been the most visible change during my time as president. It all began when Dirk Lohan created a Master Plan for redevelopment that helped us all imagine a radically transformed campus. The resulting McCormick Tribune Campus Center and State Street Village are the most visible of the physical changes. Having world-class architects Rem Koolhaas and Helmut Jahn design these buildings underscored our commitment to the tradition of architectural excellence. The renovation of S. R. Crown Hall and its designation as a National Historic Landmark, as well as the creation of the Mies van der Rohe Society, sent a signal to the worldwide architectural community of our continuing commitment to protecting our Miesian heritage.

As important, the establishment of University Technology Park At IIT and completion of the first building has set the course for an exciting new era in technology entrepreneurship.

Finally, none of the progress we have made would have been possible without significant additional financial resources. The IIT Challenge Campaign that raised \$270 million from alumni and friends provided the launch. The creation of Alion Science and Technology Corporation, through the brilliant leadership of Bahman Atefi, provided the additional funds for us to reach a stable financial orbit.

The university slogan is “Transforming Lives. Inventing the Future.” Those are powerful words that capture the mission of this university. It is this mission that gives meaning to what we do. It is why it is so satisfying to be a member of a university community, and it is why I am so grateful to all of you and the trustees for having given me the chance to serve this university.

As I return to the faculty, I look forward to being part of this great university community for many years. I know we will achieve great things under the leadership of President-Elect John Anderson and Chairman John Rowe.

Thank you for all you have done.

Lew Collens
President



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