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TIME TO GET IT RIGHT: STAYING COMPETITIVE IN THE NEW ECONOMY



THE VIEW FROM YEAR FIVE



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EXECUTIVE SUMMARY

To address the many opportunities and challenges faced by the Greater Kansas City area, in 2005 a Blue Ribbon Task Force, commissioned by several of the city's foundations and led by the Greater Kansas City Community Foundation, was charged with developing a strategy for capturing the city's great promise through a major investment in higher education. The resulting report, *TIME TO GET IT RIGHT: A STRATEGY FOR HIGHER EDUCATION IN KANSAS CITY*, proposed a bold vision for Kansas City's future based upon focused investments and actions in three critical areas: the life sciences, an engaged urban university and a consortial approach to attracting the presence of world-class research universities to Kansas City. It was recognized at the outset that this decades-long agenda would require significant collaboration among people and organizations, substantial investment from public and private sources, and considerable restructuring of existing institutions and policies.

Now, in the fifth year of this ambitious decades-long agenda, it has become important to assess progress toward the original objectives of the *TIME TO GET IT RIGHT* report, to identify remaining challenges and to consider possible mid-course corrections. This update provides such an assessment, based upon in-depth interviews of more than 60 community leaders of Kansas City foundations, businesses, educational institutions, health systems, government and civic organizations, and augmented by independent progress assessments provided by many of the organizations involved in the *TIME TO GET IT RIGHT* project.

At the outset it is important to observe that the challenges of a rapidly changing national and global environment that stimulated this effort have continued to intensify. The recent recession has provided even more evidence that regional advantage in a hypercompetitive global, knowledge-driven economy requires both a highly educated and skilled workforce and an environment that stimulates creativity, innovation and entrepreneurial behavior. It also requires an unusual degree of cooperation, collaboration, strategic focus and commitment by a region's people and its institutions, including governments, business, labor and foundations.

The review has concluded that Kansas City has made very significant progress towards these goals as articulated by the *TIME TO GET IT RIGHT* report. In the

life sciences the Stowers Institute has made remarkable progress in recruiting outstanding scientists, achieving impressive research results and achieving a world-class reputation. The University of Kansas Medical Center (KUMC) has made similar progress, increasing the level of its sponsored research support by 29 percent, expanding its faculty and graduate student ranks, and developing important research and training affiliation agreements with other major medical centers in the Kansas City area. KUMC remains on track to apply for and achieve National Cancer Institute (NCI) Designated Cancer Center status in the next several years. The area's life sciences initiative has broadened considerably with the growth of activity in animal health and plant sciences, through the collaboration among Kansas State University (K-State), the University of Missouri-Columbia (MU), the University of Kansas (KU) and Kansas City industry. The public sector has stepped forward with strong support through the Kansas Bioscience Authority (KBA) and the Johnson County Education and Research Triangle (JCERT) sales tax, while foundations, corporations and individual donors have made important commitments to key areas such as cancer research, drug discovery and pediatric medicine. Supportive organizations such as the Kansas City Area Life Sciences Institute (KCALSI), Kansas Bioscience Organization (KansasBio), the Kansas City Area Development Council (KCADC) and the Greater Kansas City Chamber of Commerce are playing key roles. The new affiliations among area hospital systems (The University of Kansas Hospital, Saint Luke's Health System [Saint Luke's], Children's Mercy Hospitals and Clinics [Children's Mercy], Truman Medical Center [TMC]) in clinical research and training and research programs at the Stowers Institute for Medical Research (Stowers Institute), KUMC, University of Missouri-Kansas City (UMKC) and KU hold great promise for the next stage of expanding translational research and stimulating economic development in the life sciences. Kansas City's foundations and civic leadership groups continue to play essential roles in supporting and coordinating these rapidly evolving efforts in the life sciences.

There also has been important progress in the area of urban education. The new leadership team at UMKC is providing strong, effective and accountable leadership,

earning the support of faculty and community leaders. The establishment of the independent UMKC Foundation for both fundraising and endowment management has been an important step toward the concept of rooted governance, enabling deeper engagement and influence by the Kansas City community. Key priorities such as the Institute for Urban Education (IUE), the Bloch School's Institute for Entrepreneurship and Innovation (IEI), and new leadership in the performing arts, business, engineering, education and pharmacy are important steps toward transforming the institution into a high-quality urban university. Moreover the KU Edwards Campus in Overland Park, Kan., continues to exhibit strong vitality and growth, benefiting from solid leadership and strong civic support. The quality, impact and collaboration of the area's community colleges are essential, commendable and deserving of greater public and private support. While K-12 education in the urban school districts remains a considerable challenge, there are signs of progress resulting from the numerous efforts targeted to this essential community priority.

While this progress is impressive, it is also clear that much work remains to be done. While the primary objectives of the original *TIME TO GET IT RIGHT* remain both valid and compelling, the experience of the past several years suggests several mid-course corrections should be considered. While these suggestions are provided in detail in the report, there are several that require immediate attention by the community if progress is to be sustained:

Today (now!):

- 1 The joint effort by KUMC, area medical centers and the Stowers Institute to achieve NCI Designated Cancer Center status must remain the highest near-term priority. Key in this effort is assembling the necessary private support, with a target now set at \$92 million. Yet the clock is ticking. While it is understandable that the Kansas City philanthropic community has numerous goals, including many of historic character, the potential impact of the cancer center campaign on the future of the city demands that it be the highest priority for immediate attention and commitment of the necessary support. This effort clearly also requires a more sophisticated and dedicated fundraising structure with adequate staffing and strong accountability to the life sciences community.

- 2 While there are many elements of the *TIME TO GET IT RIGHT* effort in the three major areas of the life sciences, urban education and need for a comprehensive research university, it is important that the city's major leadership organizations—civic, business, foundation, research and educational—be at the table as participants in each of the major priorities where they are needed and capable of impact. At this critical juncture, the effort will not succeed if key leadership organizations take a “bye” from collaboration and participation, regardless of their particular longer-term agendas.
- 3 Finally, while the degree of collaboration and cooperation is commendable, it still falls short of what will be needed to achieve the goals of the *TIME TO GET IT RIGHT* report. There remain pockets of resistance toward true partnerships. It is now time to set aside historical divisions and competition to embrace a new spirit of trust and engagement. Those who are unable to achieve this commitment should step aside.

Tomorrow (within the year):

- 4 It is essential that faculty members and research investigators in Kansas City's key life sciences organizations, e.g., universities, the Stowers Institute, area medical centers and life sciences businesses, be strongly encouraged to work together. Every effort should be made by organizations to remove those factors that hinder such intellectual collaboration.
- 5 As public funding declines in the wake of the current recession, it is important that private philanthropy step in to provide support for those programs and institutions key to the region's urban education needs. In particular, the activities of UMKC to transform itself into an urban-focused institution, the needs of the area's community colleges and those activities aimed at improving K-12 public education should be given high priority.
- 6 The chancellor of KU and presidents of K-State and the University of Missouri System should begin meeting (along with their key officers) to develop a strategic plan to address Kansas City's urgent needs for those

resources that can only be provided by world-class comprehensive research universities.

- 7 A more concerted and effective strategy needs to be developed and implemented to convince the state governments of Missouri and Kansas about the importance of providing adequate support of public higher education as absolutely critical to the future of their states—particularly during the post-recession period.

The Day After Tomorrow (for the next 10 years):

It is clear that the *TIME TO GET IT RIGHT* agenda has galvanized the Kansas City community—its colleges and universities, leading civic institutions, the philanthropic community, business and states and municipal governments—into a powerful force determined to secure a future of prosperity and leadership for the city. There has been very considerable progress on most of the report’s recommendations. New levels of cooperation and commitment have been achieved across state lines, municipal boundaries, institutional missions and cultural differences. Kansas City is clearly “getting it right,” although just as clearly, it still has some distance to travel.

Hence the most important recommendation is to stay the course, continuing to focus on the key objectives, while strengthening collaboration and commitments. The highest priorities should be given to those efforts and organizations that draw people and communities together rather than dividing forces and distracting attention.

The importance of sustaining the momentum, commitment and progress toward the goals of the *TIME TO GET IT RIGHT* effort cannot be overstated. This is one of the few times that the Greater Kansas City community has mounted a major campaign that draws together people and institutions across state lines, counties and municipalities in a challenging long-term strategy.

In 2005, the *TIME TO GET IT RIGHT* report recommended a series of near-term (five-year) actions to begin to move Kansas City toward a bold vision of its future. It is now time to transition to a longer-term agenda (10 years and beyond), to sustain the early momentum, commitment and focus to actually achieve this vision of hope, prosperity and leadership.

INTRODUCTION

In 2005, several of the city’s foundations, led by the Greater Kansas City Community Foundation, commissioned a study of the future higher education needs of the Greater Kansas City community. This effort, chaired by Dr. Benno C. Schmidt, Jr., former president of Yale University, developed a blueprint for addressing these needs within the context of the unusual opportunities characterizing the region (e.g., a highly diverse economy, an educated and increasingly entrepreneurial workforce, existing educational infrastructure and an unusually strong tradition of philanthropy, as evidenced by the creation of the Stowers Institute [an unprecedented investment in life sciences research] and its existing challenges [the absence of a world-class comprehensive research university, the educational challenges faced by its urban populations and the politics of a community divided across state lines and municipalities]). The resulting report, *TIME TO GET IT RIGHT: A STRATEGY FOR HIGHER EDUCATION IN KANSAS CITY*, proposed a bold vision aimed at establishing Kansas City as a world-class center in the life sciences anchored by KUMC and the Stowers Institute, strengthening existing institutions such as UMKC, the KU Edwards Campus, community colleges and K-12 schools to better address the urgent needs of the city, and attracting to Kansas City a coalition of leading comprehensive research universities, led by KU, MU and K-State, to address its needs for advanced education and research across a broad range of disciplines.

Now, at the five-year point in this decades-long agenda, it has become important to assess the progress made toward its key goals and consider whether any mid-course corrections are necessary. Do the goals proposed in the original *TIME TO GET IT RIGHT* report continue to be appropriate? Some have clearly been accomplished and can now be crossed off of the list. Others may no longer be appropriate because of changing circumstances. There may be a need to add new goals because of the changing landscape.

This report summarizes a review based upon in-depth interviews of more than 60 community leaders of Kansas City foundations, businesses, educational institutions, health systems, governments and civic organizations. Further evaluations were sought from leaders of higher education, life sciences and

economic development beyond the Kansas City region. As a part of this process, several of the organizations most heavily involved in the project prepared their own progress evaluations.

To summarize briefly the most important conclusions of this update, it has been found that Kansas City has made very significant progress towards the goals established by the *TIME TO GET IT RIGHT* report. The project has remained focused, and the strategies are being refined as nearer-term goals are achieved. These efforts have served as a catalyst to attract people together in a common cause, and collaborative efforts continue to strengthen. The early commitments of resources from local and state government and the philanthropic community have been encouraging.

Yet, the importance of sustaining the momentum, commitment and progress toward the goals cannot be overstated. This is one of the few times the Greater Kansas City community has mounted a major campaign that draws together people and institutions across state lines, counties and municipalities in a very challenging long-term strategy. *Hence, the most important recommendation is to stay the course, continuing to focus on the key objectives, while strengthening collaboration and commitments. The highest priorities should be given to efforts and organizations that bring people and communities together rather than dividing forces and distracting attention.*

The *TIME TO GET IT RIGHT* report recommended a series of near-term (five-year) actions to begin to move Kansas City toward a bold vision of its future. It is now time to transition to a longer-term agenda (10 years and beyond), to sustain the early momentum, commitment and focus to actually achieve this vision of hope, prosperity and leadership.

BACKGROUND

Kansas City faces the opportunities and challenges of a new century characterized by rapid and profound change. Today's global, knowledge-driven economy demands a new level of knowledge, skills and abilities on the part of our citizens. We have entered an era in which educated people, the knowledge they produce and the innovation and entrepreneurial skills they possess have become the keys to economic prosperity, public health, national security and social well-being. Hence, the strength, prosperity and leadership of a region in the global economy demands world-class institutions capable of creating and sustaining a highly educated and innovative workforce, and the capacity to generate and apply new knowledge supported through policies and investments in developing human capital, technological innovation and an entrepreneurial culture.

Such imperatives provide the context for the development of a strategic approach to the future of the Greater Kansas City region. As stressed in the original *TIME TO GET IT RIGHT* report, today Kansas City “stands with one leg planted in the old economy of manufacturing, rail transportation and low-skill jobs, while the other leg is striding briskly into the knowledge economy of high-tech jobs, complex information systems and the dazzling intellectual revolution of the life sciences.” Both the challenge and the vision proposed for the region was that of becoming a center of world-class excellence, prosperity and social well-being in the hypercompetitive environment of a global knowledge economy.

To be sure, Kansas City has many strengths: The education level of much of the city's population is sufficient to attract high-tech jobs at twice the rate of old economy jobs. The city is home to leading enterprises in telecommunications, information systems, engineering and finance. The learned professions—architecture, law, medicine, management and the clergy—have a strong presence in the community. Kansas City enjoys great museums and a thriving presence in the performing arts. It has made remarkable progress in bringing life back into its depleted urban core with one of the largest and most successful downtown building programs in the nation's history. It has a noble tradition of philanthropy, including one of the nation's most extraordinary examples of creative giving, the Stowers Institute, already ranked in just a few years as among the world's leading

centers of basic research in the life sciences.

Yet, Kansas City, like many of America's cities, faces significant challenges in creating and attracting the key human and knowledge resources necessary to compete in the global knowledge economy. Its urban educational infrastructure—its schools, colleges and universities—has been inadequate to provide the basic educational skills needed by those populations still plagued with poverty, discrimination and hopelessness. Moreover, Kansas City is almost alone among important American cities in not having in its midst a world-class comprehensive research university capable of providing the full range of graduate and professional programs, cutting-edge research and entrepreneurial activity critical to economic competitiveness and prosperity. Again, to quote from the *TIME TO GET IT RIGHT* report: “Research universities are the foundation of the global knowledge economy. Universities help cities and regions attract and create skilled human capital that is the most valuable resource today. The discoveries of the university help drive the innovation and entrepreneurship that is the key to economic growth. The fastest growing industries in high-tech areas such as the information sciences, in life sciences and renewable energy tend to locate where strong basic research universities or private research institutions are found.”

To address these critical deficiencies, the report contended that Kansas City must, quite literally, get its act together. “Unifying strategies in research, education, economic development and social justice have to be pursued on both sides of the state line. No single university, for example, can carry forward the city's research needs or meet its need for a first-rate urban university deeply engaged in bolstering the city's strengths and addressing its weaknesses. Institutions on both sides of the state line have to learn to work together, to cooperate at a strategic level even as they might continue to compete. Zero-sum thinking has to be replaced with confidence in the growing prosperity and regional vitality that cooperation could produce. Kansas City's modesty has to give way to a determination to be world-class in research and economic development in key areas.”

To this end, the *TIME TO GET IT RIGHT* report recommended the following three-tiered strategy (taken from the 2005 report):

1. Life Sciences First

We believe it is clear that research capacity in the life sciences is the broad area of knowledge that offers Kansas City the greatest opportunity... The life sciences strategy we recommend has four main elements:

- + *Build basic research capacity KUMC.*
- + *Align the basic research at KUMC and the Stowers Institute with the translational and clinical research capacity of Kansas City's excellent hospitals.*
- + *Create a compelling life sciences strategy for UMKC.*
- + *Create a Center for Translational Research that is a matrix organization to facilitate the translation of basic discoveries into useful drugs, devices and therapeutic interventions.*

2. An Engaged Urban University

- + *Broaden UMKC's governance to give the Kansas City community a fiduciary role in the university.*
- + *Strengthen UMKC's leadership, both academic and civic.*
- + *Develop a compelling institutional strategy to become a “model urban university.”*

3. A New Consortial Institution

Consider the creation of a new institution, organized around specific programs, which would be a consortium of a number of universities, private research institutes such as the Stowers Institute and the Midwest Research Institute (MRI) and charitable foundations.

In addition, a series of specific recommendations and milestones were offered for the areas of philanthropy, public support and leadership.

The current update has evaluated progress on each of these agendas, assessing the validity of these goals as appropriate objectives for the next phase of the *TIME TO GET IT RIGHT* agenda, both in terms of their achievement or changing circumstances. In-depth interviews were conducted of more than 60 community leaders of Kansas City foundations, business, educational institutions, health systems, government and civic organizations. Further evaluations were sought

from leaders of higher education, life sciences and economic development beyond the Kansas City region. As a part of this process, several of the organizations most heavily involved in the project prepared their own progress evaluations.

Although every effort was made to reflect accurately these views and materials, it must be stressed that the assessment, conclusions and recommendations contained in this report represent the views of the author and not necessarily the Foundation commissioning this effort. However, it should also be noted that the views expressed in this report are those of one whose interests in the future of Kansas City are not only based upon the importance of this region to the nation, but also influenced by the author's own heritage as a descendant of three generations of Kansas City residents!



THE LIFE SCIENCES

Once again, to quote the original conclusion of the *TIME TO GET IT RIGHT* report: “We believe it is clear that research capacity in the life sciences is the broad area of knowledge that offers Kansas City the greatest opportunity. This is the area that holds the greatest promise for economic and humanitarian returns. It is the only broad area of knowledge in which Kansas City has the potential, with the Stowers Institute, of becoming one of the world’s leading centers of discovery in the decade ahead. It is also the research area that is supported by the most generous external funding. The life sciences are the research area in which the returns on investment are highest. If Kansas City becomes a leading life sciences center, it can become an important center for the biotechnology industry, one of the most dynamic sectors of the global knowledge economy.” For the Kansas City region, “life sciences” includes not only human health but animal health and nutrition, plant biology, bioenergy and biomaterials.

Here, the progress has been quite extraordinary. The Stowers Institute has made remarkable progress in recruiting outstanding scientists, achieving impressive research results and achieving a world-class reputation. KUMC has made similar progress, increasing the level of its sponsored research support by 29 percent, expanding its faculty and graduate student ranks, and developing important research and training affiliation agreements with other major medical centers in the Kansas City area. It remains on track to apply for and achieve NCI Designated Cancer Center status in the next several years. The area’s life sciences initiative has broadened considerably with the growth of activity in animal health and plant sciences, through the collaboration among K-State, MU, KU and Kansas City industry. The public sector has stepped forward with strong support through the KBA and JCERT sales tax, while foundations, corporations and individual donors have made important commitments to key areas such as cancer research, drug discovery and pediatric medicine. Supportive organizations such as KCALSI, KansasBio, KCADC and the Greater Kansas City Chamber of Commerce are playing key roles. The new affiliations among area hospital systems (The University of Kansas Hospital, Saint Luke’s, Children’s Mercy, TMC) in clinical research and training and research programs at the Stowers

Institute, UMKC and KU hold great promise for the next stage of expanding translational research and stimulating economic development in the life sciences. Kansas City's foundations and civic leadership groups continue to play essential roles in supporting and coordinating these rapidly evolving efforts in the life sciences.

More specific assessments, conclusions and recommendations in each of these areas are provided below:

THE UNIVERSITY OF KANSAS MEDICAL CENTER

KUMC has made significant progress toward its goal of becoming one of the nation's top 50 academic medical centers across a broad range of activities including basic research, new academic programs, faculty recruiting, cancer research and treatment, facilities expansion, and affiliations with other medical centers.

- + Sponsored research support has risen 29 percent to \$98 million in fiscal year 2009 (with National Institutes of Health support at \$56 million). The national ranking of the KU School of Medicine has increased from 81st in fiscal year 2005 to 65th in fiscal year 2009. Since 2005, 178 new faculty positions have been created and filled, including 38 basic scientists, 15 clinical scientists and 105 clinical educators. Research faculty members recruited to new positions include 12 professors, nine associate professors and 42 junior researchers. Over this same period, KUMC has grown its number of MD/PhD students from three to 31. Currently, 24 out of the 25 investigators at the Stowers Institute have KUMC faculty appointments.
- + Strong public support (from the State of Kansas, the KBA and Johnson County) and private support (\$50 million from the Hall Family Foundation, \$20 million from Annette Bloch, \$8 million from the Kauffman Foundation and other major gifts from individuals and foundations) have enabled significant facilities expansion for research and clinical trials.
- + Key affiliation agreements have been developed between KUMC and area hospitals (The University of Kansas Hospital, Saint Luke's, Children's Mercy, TMC) in research and training, while networks of hospitals and organizations throughout the Kansas City region and Kansas have been formed to support

cancer research activities and support clinical trials: the Midwest Cancer Alliance (MCA) Partners Advisory Board for tertiary hospitals and research organizations and the MCA Clinical Trials Network for smaller hospitals.

- + KUMC's objective of becoming an NCI Designated Cancer Center remains the highest priority and on track to file an application in 2011, supported by the progress in faculty recruiting, facilities improvements, affiliation agreements and public and private support listed above. A fundraising effort has been launched by the Cancer Funding Partners to raise an additional \$92 million to support this effort. Although NCI designation remains a stretch goal, most believe it is both appropriate and compelling because of the positive impact it will have on the life sciences in Kansas City and the resources it will provide for state-of-the-art clinical care.

Although there has been great progress toward the *TIME TO GET IT RIGHT* objectives (and the more recent "The Time Is Now" blueprint for KUMC research growth), several concerns remain:

- + It is clear from the experience of other major medical centers successful in achieving NCI Designated Cancer Center status that this research-focused achievement requires outstanding faculty talent, considerable public and private resources, and strong and determined leadership. Several leading scientists remain concerned that KUMC faculty resources may still fall short of the threshold for success, particularly in the area of physician-scientists (MD/PhD scientists with a disease focus).
- + The difficulties in achieving NCI designation are usually cultural rather than resource-based. The basic science part is always the easiest. The hard part is developing innovative applications to translational research. The key in success is to demonstrate the integration of basic research with the clinical activity. The best near-term strategy for KUMC would be to focus on attracting some really top-notch physician-scientists, with the ability to serve as interfaces between the basic research at KUMC and the Stowers Institute and clinical activity distributed among the hospital alliances. However,

success in this effort will require a significant increase in the resources provided from private sources.

- + The presence of a cadre of world-class physician-scientists will be important to building strong programs in translational research, in partnership with area hospitals (particularly Children's Mercy, Saint Luke's and TMC). It will also be key to strengthening the collaboration between Stowers Institute investigators and KUMC faculty. Here, the goal is to build a culture that can drive collaboration with the world-class basic scientists at the Stowers Institute and the translational research capability of the life sciences in Kansas City clinical systems.
- + While collaboration has improved greatly through the affiliation agreements between The University of Kansas Hospital, Saint Luke's, Children's Mercy and TMC, interviews suggest there are still holdouts, and further cooperation is essential for translational research and clinical trials to remain on track and avoid unnecessary duplication and competition.
- + The current economic downturn has raised concerns about the viability of the \$92 million fundraising goal being sought by KUMC for the NCI effort. There was also concern about whether the current fundraising approach through a separate organization such as KU Endowment is the most effective approach for a major campaign benefiting a medical center, since experience elsewhere suggests the most effective fundraising occurs at the levels of deans, chairs and even individual physicians. These campaigns are usually most effective when conducted by the medical school and affiliated hospitals themselves.
- + Finally, there remains the challenge of developing and executing an effective plan for linking basic research to translational research and then to economic development (i.e., out of the lab and to the patient and then the marketplace). This will require exceptionally broad, strong and experienced leadership capable of breaking down the silo structures that tend to constrain such efforts (with the experience of leading medical centers such as the Mayo Clinic and Harvard University providing important success stories).

STOWERS INSTITUTE FOR MEDICAL RESEARCH

A rare combination of great vision by the donors (James and Virginia Stowers), substantial and independent funding (now approaching \$2.5 billion), exceptional leadership (Dr. William Neaves), and high scientific standards has enabled the Stowers Institute to rapidly evolve into one of the world's leading centers for basic research on genes and proteins that control the fundamental processes in living cells.

- + With 25 independent research programs and state-of-the-art core facilities in molecular biology, genomics, proteomics, bioinformatics, microarray and imaging, the Stowers Institute supports the activities of more than 470 scientists, research associates, technicians and staff, making it one of the largest concentrations of Howard Hughes Medical Investigator-class scientists in the nation.
- + As soon as the economy permits it, the Stowers Institute intends to begin the construction of a second campus (perhaps twice the size of the current facility) while continuing to focus on basic research in developmental genetics. At some point, the Stowers Institute intends to broaden into translational research with clinical science hires, but it expects to remain focused on basic research for at least another decade.
- + With the scientific interactions with other life science research groups in Kansas City (e.g., KUMC, UMKC) continuing to progress and strengthen, the Stowers Institute investigators have developed extensive interactions with peer scientific colleagues around the world. Of great importance has been the terrific environment Kansas City has provided for recruiting junior scientists—a pleasant community that is user friendly and particularly good for raising children.
- + There is a growing sense that the Stowers Institute (and the Kansas City community) will be best served by the Institute's continued focus on basic scientific research while relying on other organizations (e.g., KUMC or possibly a new independent disease-focused research activity suggested by

KCALSI Scientific Advisory Committee) to interface with translational research activities. It will continue to be a very important and valuable player, although perhaps not a partner, in many of the life sciences activities in Kansas City.

- + Concerns have been expressed that many people in Kansas City still do not understand just how remarkable the Stowers Institute is or the value it provides the community through its world-class reputation and the quality of talent it attracts to the life sciences efforts in the region. It is important that every opportunity be used to stress to the public the very unusual opportunity provided to the city by the presence of this remarkable research institute.

THE ANIMAL HEALTH CORRIDOR

Although only passing reference was made to the life sciences opportunities in animal and plant biology in the original *TIME TO GET IT RIGHT* report, it is now apparent that this may be one of the most significant opportunities for the future of the Kansas City area. There is already a very substantial industrial presence in translational research and product development in animal health in the Kansas City area. K-State, MU and KU all have considerable strength in these areas.

- + The Greater Kansas City Chamber of Commerce, KCALSI and KCADC launched the Animal Health Initiative that brought together corporations, universities, governments and civic leadership in the two states to build on the region's remarkable private sector strength in animal health. Kansas City area companies account for an amazing 30 percent of total sales in the \$14.5 billion global animal health market. The veterinary schools and animal science programs at K-State and MU form bookends to what could be one of the nation's leading research corridors in animal health that brings together corporations, universities, entrepreneurs and investment. "One Health" research is a growing field, particularly in areas such as pandemics, and basic researchers at K-State, KU, Stowers Institute and KUMC are involved in this exciting venture. MU's close proximity and interdisciplinary interaction of medicine, veterinary medicine and animal science brings yet another

unique strength to the region. If the scale and diversity of this industry were combined with significant academic research capacity, the gains in innovation and economic development for the region would be significant.

- + K-State has provided strong leadership with its programs in bioterrorism and agro-terrorism by successfully attracting the National Bio and Agro-Defense Facility and more recently the Arthropod-Borne Animal Disease Research Laboratory to Manhattan. It has also launched a new campus in Olathe, Kan., the K-State Olathe Innovation Campus, for animal health, food safety, security education and research. This has created a major "education and research triangle" in Johnson County consisting of K-State in Olathe, the KU Edwards Campus and the KU Cancer Center in the northeast part of the county. Johnson County has already taken strong action through a 1/8 cent sales tax (the JCERT tax) to help support these initiatives. The first buildings in this new campus will come on line in 2010 and represent a significant opportunity in the life sciences and homeland security for the region.
- + Finally, MU has proposed becoming the anchor tenant for a research park in Blue Springs to leverage the impact of its strong programs in veterinary medicine and engineering for economic development, reinforcing the Animal Health Corridor from Manhattan to Kansas City to Columbia, an important example of the impact that cooperation between the institutions of the two states can achieve.

DRUG DEVELOPMENT AND DELIVERY

The Clinical Research Organization (CRO) infrastructure stimulated first by Marion Laboratories and later sustained by former Marion scientists, along with the strengths in pharmacy and pharmacology at KU, KUMC, UMKC and Children's Mercy, as well as the patient outcomes research at Saint Luke's Hospital, provide a particularly strong opportunity for both important research and spinoff economic activity in drug development, delivery and patient care.

- + The KUMC drug development research program under the leadership of Scott Weir and his team has gained national recognition as a business-like research unit formed to identify new targets for drugs to be developed for

cancer and other diseases. This unit has already obtained major funding from the Kauffman Foundation (\$8.1 million) with a dollar for dollar matching grant from KU Endowment, with additional support from the KBA and the JCERT tax.

- + The KU School of Pharmacy, generally ranked as one of the top programs in the nation, is an important partner in this effort. It has recently developed Nanotax, a nanoparticulate taxol derivative for ovarian cancer, which received its animal testing at KUMC and is now in clinical trials at The University of Kansas Hospital.
- + Children's Mercy also brings considerable experience in translational research and clinical trials to this effort. Its drug discovery, clinical pharmacology and pediatric testing programs are national leaders in pediatric oncology and diabetes translational research. The recent establishment of the Institute for Advancing Medical Innovation (IAMI) linking Children's Mercy and its Institute for Pediatric Innovation (IPI) with KUMC, launched by matching grants of \$8.1 million by the Kauffman Foundation and KU Endowment, will tap this expertise to accelerate pediatric drug discovery and development.
- + MU brings two complementary programs to the mix of drug development: radio-pharmaceutical research and production programs at the MU Research Reactor and the pharmaceutical programs in the veterinary school. MU and the UMKC School of Pharmacy began cooperation in these areas several years ago. Today, 28 UMKC Pharmacy students are resident in Columbia receiving training through this collaborative program.

KANSAS STATE UNIVERSITY

K-State has made tremendous progress since the release of the *TIME TO GET IT RIGHT* report. K-State's leadership in anchoring a major corridor in animal health research linking Manhattan with Kansas City to Columbia has not only been key in supporting Kansas City's rapidly growing industrial activity in animal health, food safety and plant sciences, but also in attracting major federal

facilities to the area such as the National Bio and Agro-Defense Facility and the Arthropod-Borne Animal Disease Research Laboratory. These two facilities will provide tremendous economic development and translational research opportunities for the region. Leveraging these opportunities toward Greater Kansas City's "One Health" activities is essential.

K-State will shortly break ground on its Institute of Animal Health and Food Safety in Olathe. This facility of more than 100,000 square feet will be devoted to education and research in the areas of animal health and food safety. With support from the JCERT tax, this campus is strongly positioned to increase the role of K-State in Kansas City and bring forth programs and resources that would strengthen the region's education and research capacity. As K-State works to make its Olathe Campus a nationally and internationally recognized institution, close examination should be given to how to best leverage and support K-State's major investment in order to accomplish this goal and bring forth the types of programs (research and education) that are needed in Kansas City. K-State's strong graduate programs in areas such as engineering and agricultural sciences would complement well the capacity of Kansas' and Missouri's other research universities (KU and MU) in addressing the broader advanced education and research needs of the Greater Kansas City area.

THE UNIVERSITY OF MISSOURI-COLUMBIA

The emergence of Kansas City as a major life sciences center provides both a major opportunity and a challenge to MU. To quote from the *TIME TO GET IT RIGHT* report: "Other states have responded to the promise and the needs of their cities by fundamental restructuring of their public universities, particularly by increasing the number of flagship medical centers. These states understand that great academic medical centers benefit from being in cities where they have broad clinical bases and can collaborate with private industry, where faculty and students want to live, and where the entrepreneurial pipeline is dynamic. In major cities, medical centers can best serve to advance the state's interest in promoting externally funded research in economic development and in public health."

- + While the hospital systems affiliated with UMKC, i.e., Saint Luke's, Children's Mercy and TMC, provide both high-quality clinical care and considerable experience in translational research, this partnership falls far short from the capability of a major academic medical center such as the KU School of Medicine and The University of Kansas Hospital. Since state support is clearly inadequate to build the UMKC medical school into a research-intensive institution for Kansas City to meet its full potential in the life sciences, it will require the strong presence of MU in collaboration with UMKC as well as the Kansas universities.

HOSPITAL AFFILIATIONS

Key in most of these initiatives is a collaborative relationship among the Greater Kansas City medical centers. These hospital systems and research organizations have very significant capabilities and reputations in clinical and translational research across a broad spectrum of areas including pediatric medicine, oncology, diabetes, heart disease and stroke. They should play a major role in establishing Kansas City as a world-class center of life sciences activity through the establishment of affiliation agreements and collaborate research, training and clinical trials.

- + In recent years an improved working relationship between The University of Kansas Hospital, spun off a decade ago from KU as a state authority, and KUMC has occurred. While it took some time and careful negotiations, a satisfactory agreement was finally completed between the two institutions, thus paving the way for an enhanced collaboration.
- + Achieving NCI Designated Cancer Center status will require a far broader clinical base, as will the efforts to build a thriving life sciences industry in Kansas City. Although NCI is a research designation, it does require a robust clinical infrastructure for clinical trials. Hence, the MCA Partners Advisory Board has been established to assist in coordinating research and education.
- + However, there remains a highly competitive environment for clinical care among the region's hospitals. Although this is natural, without a regional strategy

for distributing health care capabilities, unbridled competition could lead to debilitating competition for key staff and unnecessary duplication of services.

SUPPORTIVE ORGANIZATIONS AND ACTIVITIES

Kansas Bioscience Authority: The KBA represents an extraordinary commitment by the State of Kansas to fund life science research and economic development at substantial levels (with an estimated commitment thus far of \$580 million) over a broad range of activities. Already, the KBA has become a major force in the area's life sciences activities, investing more than \$177 million in 32 bioscience projects in 2009 (and \$225 million since its inception). It has played a key role in attracting the National Bio and Agro-Defense Facility as a key element of the Animal Health Corridor, provided critical support to the effort of KUMC to achieve NCI Designated Cancer Center status, invested heavily in the emerging drug development activity including the IPI and the IAMI, funded important projects in plant science and bioenergy, and is working to expand the rather substantial activities in CROs and clinical trials in the Kansas City area. It has become a key asset in the effort to develop the region into a leading center for life sciences research and economic development.

Kansas City Area Life Sciences Institute: KCALSI has the multiple roles of mobilizing individuals and institutions to collaborate in proposals; articulating and representing life sciences for the region (which to them means the region encompassed by its stakeholders, not simply the Greater Kansas City area); and putting a spotlight on what is happening in that region. Its key stakeholders include KU, MU, K-State, KUMC, UMKC, Kansas City University of Medicine and Bioscience, Saint Luke's, Children's Mercy, TMC and MRI, organizations with research expenditures over \$530 million in 2007. KCALSI works closely with its stakeholder organizations and strategic partners to advance regional initiatives. Its primary areas of focus are growing the region's research capacity and capabilities, ensuring infrastructure for commercialization (incubators, seed funding, making connections), and workforce development with an emphasis on science education. Examples of ongoing activities include: support for NCI comprehensive cancer center designation, promoting the region's clinical trial

capabilities and concentration of CROs, the Animal Health Corridor, connecting the region's emerging incubators and science parks, science education, and educating key opinion leaders about the Kansas City area's life science effort and the value it brings to the region.

Kansas Bioscience Organization: KansasBio is yet another advocacy organization aimed at “educating, advocating and connecting” in the clinical and medical research area. Examples of activities involve: support for the KU Cancer Center to achieve NCI Designated Cancer Center status; National Drug Development Accelerator; drug and medical device development; and the Animal Health Corridor.

ECONOMIC DEVELOPMENT STRATEGIES

At this time, the key near-term priorities for civic organizations supporting the Kansas City life sciences effort are focused in four areas: 1) achieving NCI Designated Cancer Center status for the region; 2) expanding the Animal Health Corridor (and the broader “One Health” effort); 3) creating a vibrant translational research effort to link with KUMC, the Stowers Institute and other clinical and biomedical research activities in the area; and 4) coupling translational research in drug discovery and development to CROs, clinical trials and entrepreneurial activities in the marketplace. This strategy builds upon affiliation agreements that lead to strong and sustained collaboration.

- + The passage of a 1/8 cent sales tax in 2008 in Johnson County (the JCERT tax) will generate about \$15 million annually to invest evenly amongst the KU Cancer Center in Fairway, the KU Edwards Campus in Overland Park and the K-State Olathe Innovation Campus. This represents a path-breaking commitment to the support of advanced education and research at the local level.
- + The State of Missouri passed a law in 2007 to provide \$335 million in funding for facility and infrastructure improvements in Missouri's colleges and universities between 2007 and 2012. In 2009, the first phase provided \$108 million or reimbursements to higher education institutions in the state. There is also an effort underway, the Missouri Science and Innovation

Reinvestment Act, to provide a funding source similar to the KBA, although this has yet to pass the state legislature. However, it is necessary to calibrate these efforts against the reality that Missouri continues to rank among the bottom of the states in its support of higher education, ranking 45th in state appropriations per capita in 2009.

- + There has been considerable recent activity in creating the regional incubators and research parks necessary to support start-up efforts and attract early stage companies. These are in various stages of development, but included in the Kansas City area are the KUMC Biomedical Entrepreneurial Research Accelerator, the Missouri Innovation Park in Blue Springs, the KBA Venture Accelerator in the Kansas Bioscience Park and the Independence Regional Entrepreneurship Center.
- + Key to this effort is building the innovative and entrepreneurial culture critical to translating research into profitable companies. An excellent example of such initiatives is the Kansas City Life Sciences Fund, seeded by the Kauffman Foundation and aimed at “yeasting” projects and supporting new and risky initiatives with the Stowers Institute, Children's Mercy and KU as well as other universities, colleges and industrial laboratories. Here, the newly created Kauffman Laboratories for Enterprise Creation could play a pivotal role in advancing entrepreneurial activity and innovation.
- + There is still a need to attract leaders who really understand how to build a regional economy based on the life sciences—people who know how to get research out of the lab and to the patient and eventually into the marketplace. While there is some expertise from the spinoffs of Marion Laboratories, more is required.

CONCLUSIONS AND RECOMMENDATIONS FOR LIFE SCIENCES AGENDA

- 1 Kansas City benefits from an extraordinary world-class asset in the life sciences: the Stowers Institute, which during its brief life has already

achieved an international reputation in basic research that relates to genetic diseases such as cancer. The next objective for the Kansas City life sciences initiative is to create, build and nurture a collaboration among research investigators at the Stowers Institute, scientists and physicians at KUMC and other disease-focused research programs, translational research in Kansas City's clinical institutions, and the entrepreneurial community, all necessary to transfer research from the laboratory to the bedside and eventually into the marketplace.

2 The KU Cancer Center effort to establish NCI Designated Cancer Center status should remain a high priority even if it remains a considerable challenge. The NCI designation would be very important to the Kansas City community, since it provides high visibility, attracts further investments and talent to the region, and has the potential for significant economic impact if the translational research strategies are correct (particularly because of the CRO capability in the area). KUMC and its associated MCA Partners Advisory Board could become the link between the Stowers Institute and the CRO infrastructure in Kansas City. Although the NCI Designated Cancer Center grants are not that large compared to the research volume characteristic of most NCI centers, the NCI designation is important to create the culture necessary for high-quality translational research activities.

3 Since NCI Designated Cancer Center status is a research designation, raising the bar for the quality of KUMC faculty appointments will be essential. It is critical that KUMC seize the extraordinary opportunity provided by the appointment of investigators from the Stowers Institute to enhance the quality of its faculty, e.g., by involving Stowers Institute investigators on faculty search and promotion review committees and in helping to shape the strategic evolution of the school. Furthermore, it is recommended that KUMC give highest priority to faculty hires of disease-focused physician-scientists (MD/PhDs) of world-class quality who are capable of coupling basic research (at both KUMC and the Stowers

Institute) to translational research and clinical trials. However, to be most effective for the Kansas City life sciences effort, this major KUMC staffing effort should avoid, wherever possible, raiding staff or duplicating existing activities of other Kansas City clinical institutions.

4 The Stowers Institute has rapidly achieved the visibility of a world-class basic research institute that has opened up many opportunities: the credibility of an NCI application by KUMC, the attraction of both new public and private resources (KBA, Johnson County, Hall Foundation, Kauffman Foundation), etc. Yet more needs to be done to create a broader awareness throughout the Greater Kansas City region of just how important this historic commitment and achievement is for the future of the city and its institutions.

5 At the same time, it is also appropriate to encourage the Stowers Institute to become more highly engaged in Kansas City-focused initiatives, since although the Stowers Institute is operating relatively independently today, its future opportunities will be greatly enhanced by both the significant strengthening of existing life science research institutions (e.g., KUMC, UMKC) and emerging possibilities (e.g., major disease-focused research activities, translational research, and the presence of advanced educational and research activities in other areas such as nanotechnology and bioinformatics). Its policies should actively encourage collaboration with faculty and investigators from other Kansas City institutions.

6 A key to engaging the Stowers Institute more directly in economic development activities would be to establish even a modest level of disease-focused research activity of comparable quality. The most direct path to this objective would be for KUMC to give highest priority to recruiting world-class physician-scientists to build such programs. An alternative proposal suggested by the Scientific Advisory Board to KCALSI would be to establish a new "use-inspired" basic research center, comparable in quality, even if not in scale, to the Stowers Institute, aimed at clinical applications of basic research

conducted by young physician-scientists who could interface with Stowers Institute investigators. Yet this would require the level of resources, outstanding leadership and independence characteristic of the Stowers Institute—a formidable challenge indeed. A third approach is the creation of a “virtual disease-focused research institute” through the appointment of several world-class scientists utilizing existing facilities. This concept should continue to be explored by KCALSI with particular attention given to right-sizing resource requirements and identifying next steps.

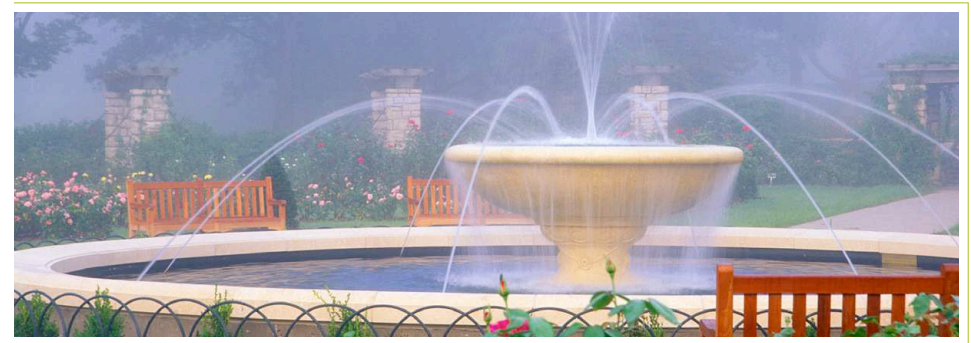
7 The Animal Health Corridor provides an outstanding opportunity to build on an established base of CROs and clinical trial infrastructure and established strength in veterinary medicine and animal science at K-State and MU. With the new National Bio and Agro-Defense Facility and the recently announced Arthropod-Borne Animal Disease Research Laboratory in Manhattan and incubators in Olathe (K-State) and Blue Springs (MU), this is an area deserving strong support and priority. Furthermore, the growing interest in the “One Health” relationship between animal, human and environmental health (e.g., pandemics and bioterrorism) establishes this as a very significant growth area for the region. Furthermore, the new campus in Olathe represents an important opportunity for further investment in educational and research activities with strong economic potential for the region.

8 The investment in drug development and delivery as a key element of the area’s life sciences activities is quite appropriate considering the past history of the Kansas City area in this activity (Marion Laboratories) and the current capabilities of the KU School of Pharmacy, KUMC, UMKC and Children’s Mercy. However, success in this activity will require substantial investments in translational research and supporting infrastructure. Here, the link to urban education and workforce development is critical. Although Kansas City has already a critical mass of clinical trial activity ranking it among the top five in the nation, the support of this activity requires nurses who know how to conduct these activities and allied health

professionals who know how to handle the administrative tasks (e.g., bioinformatics) required to support it.

9 While investments in assets such as incubators and science parks can be useful, far more important is attracting leadership with experience in transferring research from the laboratory to the bedside and then into the marketplace. The capacity of the Kauffman Foundation to support entrepreneurial activities through its recently established Kauffman Labs and the evolving capability of UMKC’s IEI suggests that they could (and should) play an important role in this economic development effort in Kansas City. The Kauffman Foundation’s recent efforts to establish a seed grant program for stimulating “virtual disease-focused research” is an excellent example of this role.

10 While the development of teaching and research articulation agreements among regional hospitals in the Kansas City area is encouraging, unbridled competition in clinical care could undermine this collaboration and lead to unnecessary duplication of services and inefficiencies. What is needed is the development of a broader strategy for distributing health care capabilities across the Greater Kansas City area.



URBAN NEEDS FOR HIGHER EDUCATION (AN ENGAGED URBAN UNIVERSITY)

To quote once again from the conclusions of the original *TIME TO GET IT RIGHT* report: “The cities that prosper in the global knowledge economy will be the cities that are smart and strategic about human capital. This is Kansas City’s challenge, and its greatest opportunity. The city is fortunate to have elements of the higher education capacity it needs in UMKC and the KU Edwards Campus. It also has several strong private colleges and outstanding community colleges. But these institutions require substantial enhancement and support if Kansas City is to enjoy the benefits of a comprehensive university that is deeply engaged in the city.”

But pursuing the goal of providing a “deeply engaged urban university with energy and imagination to focus creatively on the city’s opportunities and major problems” can only progress if parallel attention is given to the failure of public education in Kansas City’s urban core. Again quoting: “After so many years, so many brave plans, so many dollars, so many superintendents, so many dashed hopes, so many children failed, it takes courage to indulge in hope.” It also takes engagement, commitment and bold planning on the part of community leaders. This too must become an essential component of the *TIME TO GET IT RIGHT* agenda.

THE UNIVERSITY OF MISSOURI - KANSAS CITY

The *TIME TO GET IT RIGHT* report strongly argued that UMKC should set its sights on becoming a first-rate urban university deeply involved in the most important challenges and opportunities facing the community. And here the progress over the past several years has been very encouraging.

- + The new leadership team of the University of Missouri System President Gary Forsee, UMKC Chancellor Leo Morton and UMKC Provost Gail Hackett has provided a continuity of purpose that pulls the total community—area residents, students, faculty, corporations and foundations—together in support of UMKC. President Forsee has quickly embraced the key recommendations of the *TIME TO GET IT RIGHT* report, developing an effective plan based upon realistic benchmarks with peer institutions

and demanding accountability for results. Chancellor Morton has provided strong and effective leadership, earning the strong support of faculty and community leaders. And together with Provost Hackett, Chancellor Morton has restructured academic leadership with new deans in the performing arts, engineering, business, education and pharmacy as a key step toward transforming the institution into a high-quality urban university.

- + The establishment of the independent UMKC Foundation for both fundraising and endowment management has been an important step toward the concept of “rooted governance” enabling deeper engagement and influence by the Kansas City community, augmenting a well-organized board of trustees and a small but devoted group of philanthropic supporters. With the recent addition of experienced leadership, the UMKC Foundation now stands prepared to seek the strong support necessary to meet campus goals.
- + UMKC has added to its long-standing national reputation in the performing arts and dentistry, the Bloch School’s IEI, now widely recognized as one of the top such programs in the country. UMKC’s programs in biomedical science, dentistry and pharmacy are working closely with clinical colleagues in its affiliated hospital systems (Saint Luke’s, Children’s Mercy, TMC) and research colleagues at KUMC and the Stowers Institute to participate in key elements of the *TIME TO GET IT RIGHT* agenda including the NCI Designated Cancer Center effort and rapidly growing translational research programs.
- + The UMKC IUE appears to be making good progress, although the issue here remains one of both scale and sustainability. The IUE is recruiting good young teachers, particularly in math and science. Of particular note here is the recent award of an \$8.3 million five-year grant from the U.S. Department of Education to enable the IUE to expand its efforts in training education majors to teach in urban classrooms.

Yet several concerns remain:

- + Foremost among these is the stiflingly limited support of higher education by

the State of Missouri, which burdens UMKC in general and its biomedical activities in particular with one of the lowest levels of state support in the nation. More specifically, while Kansas ranked 17th in the nation in 2009 state appropriations per capita for higher education, Missouri ranks 45th, almost at the bottom of the states. Unfortunately, with the current weakness of state budgets in the wake of the recent collapse of the financial markets, there is little hope that this will be improved in the near term.

- + To compound the financial challenge of inadequate public support has been a growing concern about the adequacy of private support from the philanthropic community—with the exception of several major gifts and grants from Henry Bloch, the Kauffman Foundation, the Hall Family Foundation, the Sprint Foundation, and several donors and foundations working through the Greater Kansas City Community Foundation. Here there is hope that this will turn around with the arrival of experienced leadership for the UMKC Foundation.
- + Finally, the academic progress of UMKC will require an ongoing rigorous assessment of the quality and character of existing graduate and professional degree programs with respect to the benchmarks provided by peer institutions. This is particularly important for the compressed six-year MD and interdisciplinary PhD programs, since these degree programs represent major departures from current practice in higher education.

THE UNIVERSITY OF KANSAS EDWARDS CAMPUS

The KU Edwards Campus in south Overland Park continues to exhibit strong vitality and growth.

- + It benefits from solid leadership and strong civic support. New initiatives are being launched in the areas of business and engineering. This is consistent with the course urged in the *TIME TO GET IT RIGHT* report and will significantly benefit the region.
- + Of particular note here was the remarkable and visionary action of Johnson

County in approving a 1/8 cent sales tax designed to support growing activities in the life sciences and education. One-third of the JCERT tax, approximately \$5 million annually, will come to the KU Edwards Campus to enhance academic programming in business, engineering, science and technology and allow the campus to construct a classroom building specific to these academic programs.

Yet there are concerns:

- + Although generous in recent years, state appropriations in Kansas have now begun to decline in the wake of the recession, with a 12 percent cut implemented for 2009-2010.
- + More serious are confused signals about the priority of this campus within the KU system. Unlike the relatively autonomous nature of UMKC within the University of Missouri System, the KU Edwards Campus has largely been regarded as a satellite of programs at the flagship campus in Lawrence rather than the economic engine it has grown to be in the Greater Kansas City region. It still reports to the provost rather than the chancellor, much like KU's academic units on the Lawrence campus, to whom it sometimes is viewed as a competing academic school rather than a regionally focused campus.
- + There is a serious need to develop a longer-term plan for evolution of the KU Edwards Campus. As articulated in the original *TIME TO GET IT RIGHT* report, the issue has become whether KU would ever decide to center any major graduate and research programs at the KU Edwards Campus, as MU decided decades ago to do with UMKC. This is obviously a question of considerable importance to Kansas City.

KANSAS CITY AREA COMMUNITY COLLEGES

Kansas City is fortunate to have several outstanding community colleges, deeply committed to and capable in serving the needs of the region. These colleges collaborate both among themselves and with K-12 and four-year colleges and universities to serve the city.

- + Beyond their traditional role of serving recent high school graduates by providing pathways either to the workplace or baccalaureate programs, they have adapted rapidly to the changing needs of Kansas City's adult population as education needs and requirements have shifted with the transition to a knowledge economy. An excellent example is the new Metropolitan Community College (MCC)-Penn Valley Health Science Institute that will provide training resources and opportunities for the city's urban core and surrounding communities to address the area's critical health care worker shortage. Another important initiative is MCC's Institute for Workforce Performance, aimed at "Getting KC Back to Work!" Both Kansas City, Kansas Community College and Johnson County Community College have also developed important programs to address the needs of adult learners.
- + Yet despite their high-quality and exemplary service to the community, these colleges face serious challenges. Currently Kansas City's community colleges are supported one-third each from state, local and tuition. But with eroding property values and poverty, they are becoming more dependent on the state. As this erodes in the face of state budget cuts, they must have greater philanthropic support to fulfill their missions of serving the city.
- + Community colleges are working hard to identify their role and place in the life sciences and human and animal health science arena. They should not be left out of the planning discussion and certainly need to be in the mix when it comes to allocating funds and grants. Currently, most of the entry-level health care professionals come from the community colleges; however, the four-year institutions are garnering most of the funding for health education upgrades and enhancements.
- + Community colleges can be proud of their role in providing access to college for a wide variety of students. But many of those students make little progress at the community college level. Access without graduation is not success. The weakness of entering students' academic skills continues to

be the most difficult and significant challenge facing community colleges. The colleges use a variety of developmental education strategies to address this issue, yet have little idea regarding which strategy is most effective. Colleges must *focus* financial and human resources on developmental education and other preparation models, and do a better job of measuring effectiveness of these programs that eventually should provide success and open doors to careers.

- + It is also important that the region's colleges shift their focus from enrollments to student success, the states must develop funding, accountability and regulation systems that encourage institutions to work hard to ensure that each student achieves his or her goal. Community colleges can carry the burden of funding developmental education programs for only so long. New program and initiatives will suffer at a time when we need the nimble college environment to help our communities put people back to work unless dramatic progress is achieved in improving the quality of K-12 education in the region's urban school districts.

URBAN PRIMARY AND SECONDARY EDUCATION

The *TIME TO GET IT RIGHT* report highlighted the need to enhance the opportunity for quality education in Kansas City's urban core as one of its highest priorities. But it also noted that achieving the civic leadership to support the transformation of urban education presented a very considerable challenge. The serious and longstanding weakness of urban education in Kansas City is a consequence of insufficient coordination, integration and alignment for students to move through the education system. The report called on elected school boards, administrators and civic leaders to raise the bar for urban districts, making sure that the educational pipeline is seamless from pre-kindergarten to postsecondary levels. In particular, it called for actions to create a greater sense of urgency among parents and others that it was essential to raise the bar for measureable progress in the two large school districts (Kansas City, Kansas Public Schools [KCKPS] and Kansas City, Missouri School District [KCMSD]).

Much has been happening:

- + Several major efforts have been launched to provide new opportunities for quality pre-kindergarten education, e.g., the adoption of the Metropolitan Council's Early Quality Rating System, new programs such as the Pre-K Pilots and Coalition for School Readiness, and the Latino Early Childhood Education project.
- + At the K-12 level, UMKC's IUE, although still small in scale (only 17 graduates), is developing academic programs aimed at preparing teachers for urban school districts. So too, Teach for America is introducing enthusiastic college graduates to urban teaching careers (50 in 2009 and 75 in 2010).
- + The Kansas City Partnership for Regional Education Preparation (PREP-KC) is an ongoing education reform effort in Kansas City's two large urban school districts that seeks to improve math and literacy instruction, teacher and principal capacity, and college and career preparation.
- + The area's four major public universities (K-State, KU, MU and UMKC) have formed a research consortium among their schools of education, sponsored by the Kauffman Foundation.
- + Recognizing that now more than 30 percent of students located in the KCMSD boundaries are educated in charter schools (ranking it 3rd in the nation in this level of participation), the Missouri Charter School Association has taken action to improve the quality of these institutions.
- + The Kansas City Science Initiative has provided extensive professional development and modules for inquiry-based science learning for more than 600 teachers and 17,000 students in Kansas and Missouri.

In reality, there are early signs of improvement in Kansas City's urban school districts, although most citizens are still skeptical since public perception is hard to change.

- + National and local foundations have come forward with financial support. The *TIME TO GET IT RIGHT* study has been used to encourage local

philanthropic giving towards efforts that aim to improve the quality of public education in the urban core, specifically those programs that are accountability driven and focus on academic achievement. Although graduation rates fluctuate, they are generally moving upwards, and academic achievement as measured by standardized testing is beginning to improve.

- + The KCKPS has garnered national attention from well-informed education philanthropies for its reform effort "First Things First." KCKPS is demonstrating increased graduation rates, decreased dropout rates and gains in reading proficiency on state tests. The attitude in KCKPS has dramatically shifted toward college readiness for all its students. The results to date are encouraging, but KCKPS must continue these efforts to move struggling students forward and raise the bar for those students who are doing well.
- + The KCMSD still faces formidable challenges, with academic objectives misaligned with 21st century imperatives, facing declining enrollments as more families shift to charter or private schools or move across the state line, and financial exigency driven by the inability to right-size expenditures to correspond to declining enrollments. Governance has been disorganized, misaligned with student needs and unresponsive to community calls for increased accountability.
- + A new KCMSD superintendent has arrived with a compelling educational vision, the courage to press for real change and administrative energy. The school board has committed to support him as he presses for needed, difficult changes. UMKC has committed itself to help. Kansas City's excellent MCC is in detailed discussions with the superintendent about how they can be of assistance. However, the challenges for KCMSD remain formidable: achieving full accreditation (after a decade of provisional accreditation following its loss in 1999), stabilizing and improving governance and leadership, and achieving financial stability (i.e., right-sizing) in the wake of the very significant decline in enrollments.

CONCLUSIONS AND RECOMMENDATIONS FOR URBAN EDUCATION

- 1 It is critical to encourage and sustain the ongoing effort to transform UMKC into a high-quality urban university capable of meeting the educational and service needs of the Greater Kansas City area. The objective should be to achieve a quality and capacity similar to other leading urban universities (e.g., the University of Illinois-Chicago or City University of New York).
- 2 It is important to recognize that neither the community nor the state is likely to provide the resources to transform UMKC into a nationally prominent research university (such as UCLA or UC San Diego). Indeed, any such attempt would not only fail but would likely distract from the effort to create an engaged urban university. A similar conclusion and recommendation to focus on regional rather than statewide or national goals applies to the KU Edwards Campus.
- 3 Key in this transformation of UMKC is the strong support by both the State of Missouri and the philanthropic community. While the current economic recession poses significant challenges, the strong support of UMKC must be regarded as urgent priority in securing Kansas City's future.
- 4 It is very important for KU to develop and execute a strategic vision for the future of its KU Edwards Campus, i.e., will it remain simply a satellite for the delivery of its Lawrence programs, or will it evolve into a more comprehensive regional campus similar to UMKC.
- 5 The community colleges of the Kansas City area represent an asset of great importance to the region's future. It is essential to provide sufficient support through tax revenue and philanthropy to sustain their core education missions while responding to new needs (e.g., improving the capacity to provide remedial education to a growing student population and providing the nurses and other allied health professionals necessary for

the emerging life sciences activity in the region). It is also important that there be a carefully designed articulation between the appropriate roles for community colleges and four-year institutions in the Kansas City area.

- 6 More generally, because of the complexity of Kansas City's educational needs and the presence of numerous higher education institutions (ranging from community colleges to four-year baccalaureate colleges, comprehensive universities and flagship research universities), it seems appropriate to recommend the development of a "master plan" to provide more strategic guidance for the articulation, coordination and deployment of these educational resources. Although the presence of two states, multiple counties and various municipalities in the Greater Kansas City area add complications, this seems all the more reason to launch such a strategic effort. The planning framework used by the State of California during the 1960s to address the state's rapidly changing economic environment and population demographics provides an interesting example of both a possible process as well as the extraordinary impact such an effort can achieve.
- 7 During times of economic challenge when public colleges and universities are struggling, it is critical that both states, Kansas and Missouri, avoid harming their higher education systems further by implementing unusually deep cuts in state appropriations or ill-advised constraints on tuition and fees, since this could permanently damage their capacity to serve the future needs of their citizens.
- 8 Although the *TIME TO GET IT RIGHT* report highlighted the need to improve public education in the urban core, it placed most of its focus—from both a civic and philanthropic perspective—on higher education and life sciences. However, it has become increasingly clear that the achievement of these agendas will be at great risk without a comparable commitment to public education in the Greater Kansas City area, particularly in urban districts. Hence, this should be given comparable priority in the next phase of the *TIME TO GET IT RIGHT* agenda.

9 While the presence of a robust charter school movement in the Greater Kansas City area is important, inadequate attention has been paid to managing, regulating and assessing the quality of many of these institutions. Hence, attention needs to be given by chartering institutions, government and perhaps civic organizations to implement a rigorous, sustained and public quality assessment and accountability process for all charter schools in the region.

10 It is critically important that Kansas City's philanthropic institutions, in particular its major foundations, continue to be at the table in all high-visibility programs aimed at improving the quality of K-12 education in the area. While it is understandable that foundation priorities and programs shift from time to time, it cannot be over emphasized that their participation in the regions K-12 programs provide essential credibility, regardless of their level of financial support. The withdrawal of foundation participation and support can seriously undermine the credibility and effectiveness of these programs. It is equally critical that the foundations work collaboratively to define up-front agreed-upon goals in K-12 and make future investments that seek to improve academic achievement, driven and supported by data.

THE NEED FOR A WORLD-CLASS COMPREHENSIVE RESEARCH UNIVERSITY

As stressed in the *TIME TO GET IT RIGHT* report, Kansas City faces a particularly serious challenge in its effort to compete in the global, knowledge-driven economy because of its lack of a world-class comprehensive research university. While it has important elements of a higher education research enterprise in UMKC, KUMC, KU Edwards Campus and other institutions, these fall short of world-class institutions such as Columbia, University of Chicago, UC Berkeley, UCLA or Washington University in St. Louis, which provide high-quality education and research programs across the full spectrum of academic and professional disciplines in urban environments. There are few great cities without great universities!

To build first-rate comprehensive research university capacity in Kansas City would be a daunting task under any circumstances. Neither Kansas City nor either of its parent states is big enough or wealthy enough to support more than the equivalent of one first-rate research university in each state. (Demographers estimate that it takes a population of roughly 5 million to support a world-class public research university, with Missouri having 5.9 million and Kansas having 2.8 million.) Furthermore, in a number of areas of research, the costs of being at the most advanced cutting edge of knowledge are great challenges for even the wealthiest universities. Moreover, translational research requires such a broad range of interdisciplinary capacity that few universities can go it alone. In the future, research universities will have to learn how to work together on problems of great complexity. This will require expanding the concept of the campus beyond a single geographical or institutional enclave.

+ As one example, the University of North Carolina, North Carolina State University and Duke University have long pooled their considerable resources to support the Research Triangle in Raleigh, N.C. Another example involves the efforts of the University of Chicago, Northwestern University and the University of Illinois to serve the needs of Chicago. A third involves the multiple state collaborative of the University of Maryland, the University of



Virginia and George Mason University to serve the high-tech area of the Washington Beltway. The *TIME TO GET IT RIGHT* report suggested that at least in the near term Kansas City should explore the creation of a similar consortium of research universities and institutions to meet its broader needs for advanced education and research.

- + It is understandable that in view of the extraordinary opportunities associated with the life sciences initiatives and the compelling needs for urban education, this recommendation for a research university consortium was given lower priority during the early years of the *TIME TO GET IT RIGHT* effort. However, the community's need for such world-class programs cannot be ignored much longer. Hence, it is important to bring this recommendation back onto the table, accompanied by more specific recommendations on how to launch this effort.
- + It is important to accept the reality that regardless of their importance to agendas such as the life sciences or urban education, Kansas City's existing higher education resources fall far short of what the city needs. The needs for advanced education and research capabilities will only intensify in areas such as engineering, information technology, nanotechnology, energy, environmental sustainability and other critical areas, undergirded by world-class graduate programs in the physical and social sciences.
- + For example, it was noted by several of the interviewees that Kansas City has largely missed the boat on supporting the important role the region's engineering, architecture and construction companies and research organizations (e.g., Black & Veatch Corporation, Burns & McDonnell, MRI) are playing in "green" energy efforts. Although these organizations may be able to recruit talented scientists and engineers from elsewhere, they will require the presence of high-quality graduate programs to retain them and keep them up-to-date with rapidly evolving technologies. Soon the Stowers Institute will face similar challenges in high-tech areas such as imaging, quantum technology and nanotechnology.

- + Hence, the challenge is to move rapidly to take the first steps toward building such a collaborative effort, led by the region's three comprehensive universities: MU, KU and K-State.

CONCLUSIONS AND RECOMMENDATIONS FOR A COMPREHENSIVE RESEARCH UNIVERSITY

- 1 It is important to recognize that Kansas City's need for a world-class comprehensive research university simply cannot be met in the foreseeable future by its existing higher education institutions. It will take decades for either UMKC or the KU Edwards Campus to evolve from "city colleges" into major urban research universities, and Kansas City simply does not have that time to wait. Nor can such a research university be created from scratch, similar to the Stowers Institute. It is clear that in the near term only a coalition of existing research universities will meet the needs of the region for advanced education and research capability.
- 2 Of particular concern is the absence in Kansas City of advanced programs in critical areas of science and engineering, including energy science and engineering, information technology, nanotechnology, nuclear engineering, bioinformatics, and systems engineering—areas of major importance to Kansas City industry. These require the presence of world-class graduate education and research programs from highly research-intensive universities.
- 3 Kansas City's needs for graduate-level education and research activities require a significantly greater commitment from KU, K-State and the entire University of Missouri System (including the Columbia and Rolla campuses). It is time to challenge these three institutions (and the States of Kansas and Missouri) to form a close partnership to address the needs of the city.
- 4 While calling for such an intimate partnership among three prominent research universities across state lines may sound like a formidable

challenge to the Kansas City region, where some still fight the old border wars, it is certainly not novel in higher education. In fact, the 12 universities of the “Big Ten Conference” (which beyond athletics includes the University of Chicago) have long coordinated their academic programs, sharing resources such as libraries and computer systems, and even integrating their federal lobbying activities to serve the Great Lakes states. On an even broader scale, the Bologna Process in Europe is integrating the efforts of hundreds of universities across 47 nations to serve the knowledge needs of the European Union.

5 The first step in building such a partnership is to invite the new chancellor of KU and the new presidents of K-State and the University of Missouri System, along with their executive teams, to begin a dialog (perhaps with the early involvement of the governors of Missouri and Kansas) aimed at merging their efforts to serve the Greater Kansas City area. Here it should be noted that there already is significant experience among these leaders (President Forsee’s past experience in Kansas initiatives as CEO of Sprint and Chancellor Bernadette Gray-Little’s experience with the Research Triangle in North Carolina). These early meetings could be hosted by the area’s major foundations and led by an experienced leader in the Kansas City community.

6 One possible approach, suggested in the original *TIME TO GET IT RIGHT* study, would be to form a consortium of the area’s research universities (KU, K-State and MU) and research institutions (MRI, Stowers Institute) focused on conducting high-quality graduate and professional degree programs and research activities in areas of major importance to the city (and perhaps even eventually physically co-located on a graduate campus located in the city). Over time this consortium could be extended to attract participation from other like universities (Association of American Universities level) that have experience with such distributed academic programs (e.g., Washington University in St. Louis, Carnegie Mellon University, Cornell University).

PHILANTHROPY

An additional and necessary element of civic support for the strategic goals set out in the *TIME TO GET IT RIGHT* report is philanthropy. Here the record is somewhat more mixed. There appears to be evidence that the philanthropic community is beginning to rally around the key priorities of *TIME TO GET IT RIGHT*, although it still falls considerably short of the full potential of the tremendous giving culture of Kansas City.

- + To be sure, there have been important investments both by foundations (e.g., the \$50 million gift by the Hall Family Foundation to the KUMC cancer effort, the Kauffman Foundation’s investments in UMKC, drug development and urban education) and individuals (Henry Bloch’s gifts to the UMKC Bloch School, Annette Bloch’s \$20 million to support The University of Kansas Hospital). The number of important gifts from individuals, business and family foundations to major initiatives in the areas such as the life sciences and urban education is continuing to grow. While the very large gifts provide visible evidence of the importance of the effort, there is a significant amount of donor giving occurring that is not as heralded. Recognition of the importance of this type of giving cannot be understated since over the long term the power of philanthropic organizations to leverage impact with small to moderate gifts will provide the sustaining momentum to achieve the goals of *TIME TO GET IT RIGHT*.
- + According to *Giving in Kansas City*, a recent report commissioned by the local funding and civic community, charitable giving in the Kansas City area is equal to or greater than the national norm. While the percentage of individuals participating in charitable giving is comparable to national numbers, gifts from individuals in Kansas City are larger than the national average by more than 50 percent. Kansas City also has a rich tradition of foundation and corporate support with giving occurring at a higher rate when compared to other cities.
- + The philanthropic support of the *TIME TO GET IT RIGHT* agenda is progressing positively, albeit somewhat behind unrealistic early expectations.

It takes time to build sufficient awareness of these investment opportunities and the impact gifts could have. It is also the case that there was limited experience in the conduct of such large fundraising campaigns among Kansas City institutions. With the formation of the UMKC Foundation, accompanied by the recruitment of experienced leadership, and the launch of a new fundraising campaign by KU, with a particular emphasis on generating the funding necessary to support the NCI Designated Cancer Center effort, more effective fundraising structures should and need to evolve rapidly.

- + While organized philanthropy in Kansas City has played a major role in the growth of the community and has historically been robust, undoubtedly it is being impacted by the recent economic environment. This has hampered the ability of foundations to provide the type of large-scale funding needed to adequately support and sustain multiple initiatives and programs. Foundations therefore find themselves at a point in which they are having much greater focus and intentionality about how they give and what they expect from their grantees.
- + Finally, many civic leaders stressed that the complexity of the *TIME TO GET IT RIGHT* agenda, along with the great diversity of sponsors—foundations, individuals, municipalities, governments—has made prioritization and collaboration amongst the philanthropic community absolutely essential. People seek to be deliberate and strategic about their giving. They expect results. They like to back a winner. And here the coordination of foundation leadership is invaluable in educating the philanthropic community about opportunities, coordinating support and providing evidence of impact and progress.

CONCLUSIONS AND RECOMMENDATIONS FOR PHILANTHROPIC SUPPORT

Key to the success of the *TIME TO GET IT RIGHT* agenda will be strong support from the Kansas City philanthropic community. While substantial progress has been achieved, increased levels of philanthropic support will

be necessary to reach the goals of *TIME TO GET IT RIGHT*. In the near term it is important to better align fundraising expectations with realistic estimates of philanthropic interests and capacity. Over the longer term, more sophisticated fundraising efforts by academic, medical and civic institutions will be key to making the strong case for the importance of these opportunities necessary to earn greater commitments.

- 2 The joint effort by KUMC, area hospitals and the Stowers Institute to achieve NCI Designated Cancer Center status must remain the highest near-term priority. Key in this effort is assembling the necessary private support, with a target now set at \$92 million. Yet the clock is ticking. While it is understandable that the Kansas City philanthropic community has numerous goals, including many of historic character, the potential impact of the cancer center campaign on the future of the city demands that it be the highest priority for immediate attention and commitment. This effort clearly also requires a more sophisticated and dedicated fundraising structure with adequate staffing and strong accountability to the life sciences community.
- 3 It is essential that Kansas City's major foundations stay actively engaged in a broad spectrum of activities associated with the *TIME TO GET IT RIGHT* agenda. While it is understandable that particular foundations should occasionally shift priorities as their strategies change, their active engagement in collaborating with other Kansas City foundations on sustaining key efforts, even at a lower level, cannot be overemphasized. It is important for foundations to work collaboratively, and at times independently, to identify opportunities within the *TIME TO GET IT RIGHT* framework that match their strategic priorities.
- 4 While Kansas City can take great pride in the progress it has made on the *TIME TO GET IT RIGHT* agenda over the past several years, progress may wind down unless philanthropic efforts on both the life sciences and urban education agendas are intensified. In particular, both KUMC and UMKC need to mobilize these efforts to present compelling plans for philanthropic

investment. In both, philanthropic investment will powerfully leverage other federal, state and philanthropic dollars to flow in support. They will lead to significantly stronger collaboration between Kansas City institutions and its two universities. And they will greatly enhance Kansas City's reputation for research power and academic excellence. In both, economic development will be the result.

5 The complexity of the *TIME TO GET IT RIGHT* project and the number of players involved (across state lines, institutional types, political domains) suggest that the local foundation leadership should further its collaborative efforts to prioritize giving, educate philanthropic and civic leadership as well as the general public about the importance of investing in the strategies of *TIME TO GET IT RIGHT*.



PUBLIC SUPPORT

It has been stressed from the outset that key to the success of the *TIME TO GET IT RIGHT* agenda is the ability to stimulate and sustain cooperation and collaboration among many players—individuals, institutions, regions—circumventing the boundaries of states, municipalities and institutions. Clearly this is a particular challenge because of Greater Kansas City's divisions east-west across the state line and north-south across the Missouri River. There is a very long history of tension, competition and distrust in both directions, not to mention the pull of Jefferson City and St. Louis to the east and Topeka and Wichita to the west. Two state governments, two tax bases, two cultures—not to mention numerous municipalities and diverse regional characters—are a challenge to overcome.

Yet here the Kansas City community should take great pride and confidence in the degree to which these tendencies toward Balkanization have been swept aside to push ahead the *TIME TO GET IT RIGHT* agenda. Alliances have been formed, cultures have meshed together, and people are communicating and collaborating in a new spirit of cooperation. Of course there remain a few holdouts, but slowly even these are either being converted or ignored.

Of course there remain challenges:

- + Kansas City has always been skeptical of grand ideas, perhaps a result of having one foot in the “Show Me” state. Despite the great progress made by KUMC, the remarkable success of the Stowers Institute, the confidence generated by the wise and capable leadership of UMKC (and the energetic new leadership of MU, KU and K-State), many remain pessimistic about the future of the life sciences and higher education in Kansas City. But perhaps some caution and challenge remains useful. After all, the old prize fighter's adage to “train hard; fight easy” applies in such efforts. So, too, there remains a tendency to be reactive rather than strategic. Yet Kansas City cannot move ahead simply driven by fear. Instead the *TIME TO GET IT RIGHT* effort must move forward with confidence enlivened by a sense of opportunity, hope and achievement.

- + More broadly, it is important to note how important the vision and commitment of public leaders in Kansas have been to this agenda. Beyond strong support of higher education, KU, K-State and KUMC, the State of Kansas has demonstrated a sophisticated understanding of the opportunities in the life sciences through the funding of the KBA, which in turn has made substantial investments in activities such as the KUMC cancer center effort, the KU Edwards Campus and K-State's efforts to make the region a world leader in animal health and biodefense. Johnson County has joined in a quite remarkable way with its sales tax support of a growing Education and Research Triangle in the county.
- + While progress has been made on the life sciences research front, the State of Missouri has remained largely moored in a backwater when it comes to the support of higher education. Perhaps it is a consequence of a state government that simply does not understand—or at least accept—the imperatives of the global knowledge economy, but the reality is that Missouri continues to lag the nation in its public support of higher education and biomedical research (currently ranking 45th). This continues to place the state at great risk as a global knowledge economy drives a transition from low-skill commodity activities such as agriculture and manufacturing to high-skill knowledge activities as the economic engine for the future.
- + Clearly the current recession is having dire consequences for state budgets and hence higher education appropriations. It is vitally important that the Kansas Legislature and the Missouri General Assembly provide the support necessary to continue, and build on, the undeniable successes of UMKC, KU and K-State in the Greater Kansas City area. Vigilance, not to mention optimism, will be important in the months ahead.

CONCLUSIONS AND RECOMMENDATIONS FOR ENHANCED PUBLIC SUPPORT

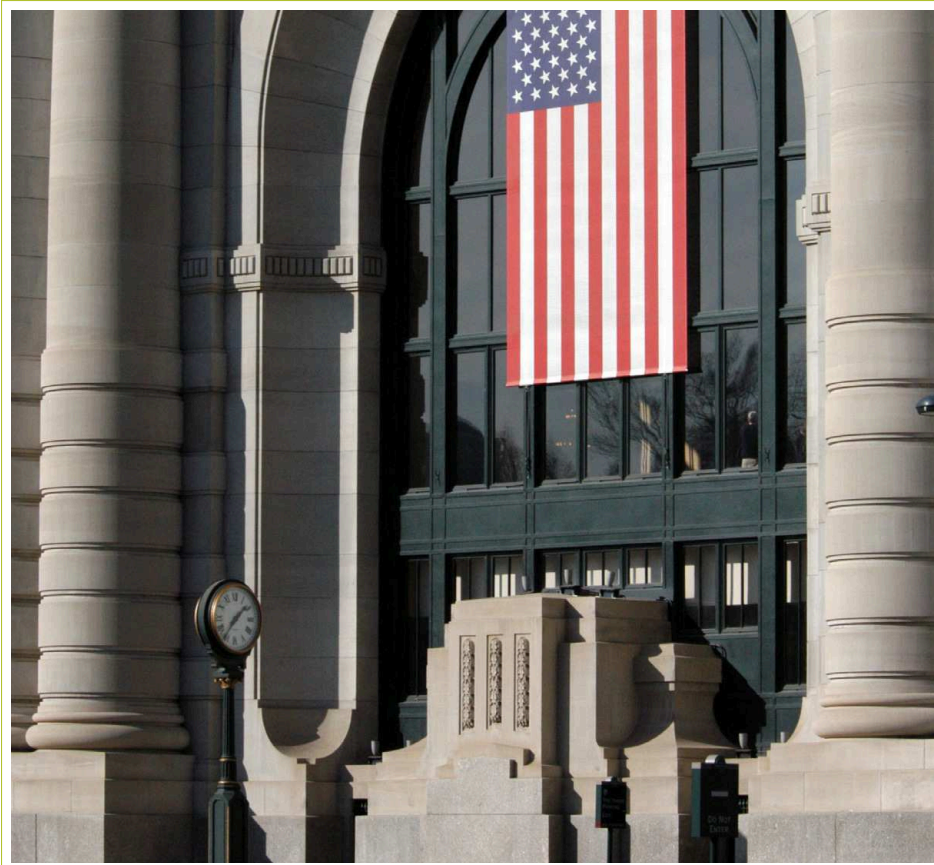
Unfortunately, despite the very considerable progress in building collaborative efforts and articulation agreements in support of the *TIME*

TO GET IT RIGHT agenda, pockets of parochialism and suspicion are still in evidence. Threats of Balkanism remain east-west across the state-line, north-south across the river and Kansas City-wide among the diverse agendas of participating institutions and municipalities. The *TIME TO GET IT RIGHT* vision must continue to be used as a catalyst to attract people together and to challenge those who still embrace the obsolete border war culture.

- 2 Both the *TIME TO GET IT RIGHT* vision and the very substantial progress toward its goals should be used to counter the historical skepticism of the Kansas City community toward such ambitious efforts. To this end, efforts should be made to engage the media and other public information sources in becoming allies on behalf of the future of the city in this effort rather than merely cynics.
- 3 Most large, diverse communities have a tendency to be reactive rather than strategic, to resist bold ideas and to preserve the status quo. Kansas City is no exception. The challenge therefore is to create a sense of hope and opportunity, of pride in what Kansas City has accomplished, and of promise in what is possible. Encouragement of effort and celebration of achievement are essential in maintaining the momentum of these projects.
- 4 The State of Kansas has been extraordinary in both its vision and its support of the life sciences effort. Yet changes in leadership always raise concerns. Every effort must be made to sustain the commitment the state and its institutions have made to the agenda embraced by earlier leaders.
- 5 In sharp contrast, the State of Missouri has been missing in action on this agenda. It has long been characterized by inadequate support of both higher education in general and the more focused needs of the Greater Kansas City area. It seems clear that a statewide civic education effort is necessary to raise the awareness of the electorate and their representatives in Jefferson City of the imperatives of the global, knowledge-driven economy and the urgent need for the state to develop visionary public

policies that generate the resources and make the investments necessary to secure future prosperity and social well-being for Missouri's citizens.

- 6 Every effort should continue to be made to educate the body politic about the value of continuing to invest in these types of strategies to ensure the futures of not simply Kansas City but also Kansas and Missouri in an intensely competitive, knowledge-driven global economy.



A WORD ABOUT LEADERSHIP

Leadership was the foundation of every aspiration voiced in the *TIME TO GET IT RIGHT* report. While there have been many examples of talented, energetic and effective leadership evident in the remarkable progress made by educational, research, foundation and civic institutions on this agenda, there are always concerns when leaders change. And recent years have seen many changes—in the leadership of the region's three leading universities, KU, MU and K-State; the leadership of UMKC; the heads of Saint Luke's Hospital and The University of Kansas Hospital; the approaching transition in leadership at the Stowers Institute; the superintendents in the community's school districts; the governors of Kansas and Missouri; the leadership of KCALSI; and even in the leadership of the Greater Kansas City Community Foundation (at least since the original *TIME TO GET IT RIGHT* report).

Today most of these leadership transitions have already occurred, and the quality of the new leadership team that has emerged provides strong assurance that progress will continue. There is already strong evidence from early efforts of this new generation of leadership of the high quality, commitment and strong community support necessary to keep the *TIME TO GET IT RIGHT* agenda moving ahead with high momentum.

While there are many elements of the *TIME TO GET IT RIGHT* effort in the three major areas of the life sciences, urban education and needs for a comprehensive research university, it is important that the city's major leadership organizations—civic, business, foundation, research and educational—be at the table as participants in each of the major priorities where they are needed and capable of impact. At this critical juncture, the effort will not succeed if any of the key leadership organizations take a “bye” from collaboration and participation, regardless of their particular longer-term agendas.

Furthermore, while the degree of collaboration and cooperation during the early years of this effort has been commendable, it is still falls short of what will be needed to achieve the goals of *TIME TO GET IT RIGHT*. There remain pockets of suspicion and hostility toward true partnerships. It is now time to move beyond this competitive spirit and paranoia and join together with a sense of trust

and engagement. Those who are unable to achieve this commitment should be asked to step aside.

Finally, it is essential to keep this effort focused. While numerous opportunities arise as the long-term agenda evolves, it is essential that the addition of new activities or departure from established objectives only be implemented if they align, rather than distract from, the broader goals of the effort. It is all too easy to encumber such long-term efforts with additional goals that serve some as an excuse for procrastination. The highest priorities should be given to efforts and organizations that bring people and communities together rather than dividing forces and/or distracting attention.



CONCLUDING OBSERVATIONS

In conclusion, it is clear that the *TIME TO GET IT RIGHT* agenda has galvanized the Kansas City community—its colleges and universities, leading civic institutions, the philanthropic community, state and municipal governments—into a powerful force determined to secure a future of prosperity and leadership for the city. There has been very considerable progress on most of the report’s recommendations. New levels of cooperation and commitment have been achieved across state lines, municipal boundaries, institutional missions and cultural differences. Kansas City is clearly “getting it right,” although just as clearly, it still has some distance to travel.

Hence, the final conclusions and recommendations for the next stage of the *TIME TO GET IT RIGHT* agenda are quite simple and compelling:

- 1 The strategy remains correct. Remarkable progress has been achieved. Stay on course!!!
- 2 The keys remain collaboration and commitment.
- 3 The new leadership is in place. It is capable and strong. It should be supported!
- 4 The challenge now is to shift from a five-year startup agenda to a decades-long sustained agenda that will deliver prosperity and leadership to the Greater Kansas City community!

APPENDIX A

TIME TO GET IT RIGHT (2005): EXECUTIVE SUMMARY

There are times in the lives of great cities when they seem caught, almost suspended, between their past and their future. This is such a time for Kansas City. The city stands with one leg planted in an old economy of manufacturing, rail transportation and low-skill jobs, while the other leg is striding briskly into the knowledge economy of high-tech jobs, complex information systems and the dazzling intellectual revolution of the life sciences. Can Kansas City be a center of excellence in the relentless competition of the global knowledge economy? The city has many strengths. It also has some serious problems. Kansas City enjoys great museums, a broadband of exciting music from classical and opera to jazz and the blues, a lively visual arts community, and a thriving theater scene. It is working hard to bring life back into its depleted urban core with the biggest downtown building boom in the city's history. High-tech jobs are growing at twice the rate of old economy jobs, and the city is home to leading enterprises in telecommunications, information systems, engineering and finance. The learned professions—architecture, law, medicine, management and the clergy have a strong presence.

Kansas City has a noble tradition of philanthropy. The city's latest example of creative giving has the potential to be its greatest. The Stowers Institute is in its early days, but already has the largest endowment in the world supporting basic life sciences research. The Stowers Institute currently plans to concentrate its expanding presence in Kansas City, which would make the city home to the world's largest private medical research institute. The promise of the Stowers Institute for Kansas City, for the nation and for humanity is enormous. But for the Stowers Institute to reach its potential in Kansas City it must be augmented by world-class higher education research capacity in the life sciences and in cognate areas of knowledge such as computer science and electrical engineering, mathematics and statistics, and nanoscience. When the huge promise of the Stowers Institute is added to Kansas City's other strengths, one can see that the city has some strong foundations on which to build.

Kansas City also faces some serious problems. The city has a long, dismal history of lack of opportunity for its African-American citizens, most of whom are stuck in the blighted urban core. The same lack of educational opportunity and isolation are spreading to Kansas City's Latino population. Together these groups are one-third of the city, and they are growing faster than other groups. Kansas City will not be a great city for anyone if the city continues to fail its African-American and Latino populations. The only way to address this problem is by providing educational opportunity. This is Kansas City's—and America's—greatest challenge.

Kansas City's second great challenge is that it lacks an essential institutional requirement for competitive strength in the knowledge economy. Kansas City is almost alone among important American cities in not having in its midst a world-class research university that is deeply engaged in meeting all the city's opportunities and challenges. Research universities are the foundation of the global knowledge economy. Universities help cities and regions attract and create skilled human capital that is the most valuable resource today. The discoveries of the university help drive the innovation and entrepreneurship that is the key to economic growth. The fastest growing industries in the information sciences, in biotechnology and in nanotechnology tend to locate where strong basic research universities or private research institutions are found. With the turning of the millennium, Kansas City has taken stock of itself in a number of excellent studies. Virtually every one of these has identified the absence of research university capacity as the city's most serious competitive weakness. The Blue Ribbon Task Force agrees with this assessment, although we go further.

Kansas City needs not only world-class quality higher education research capacity; it equally needs a deeply engaged urban university with energy and imagination to focus creatively on the city's opportunities and major problems, especially the expansion of educational opportunity to the city's African-American and Latino communities.

Kansas City cannot defer to Jefferson City or Topeka to plan the city's human capital strategy, although it can enlist the states as collaborators. The cities that prosper in the global knowledge economy will be the cities that are smart and

strategic about human capital. This is Kansas City's challenge, and its greatest opportunity.

The city is fortunate to have elements of the higher education capacity it needs in UMKC and KUMC. But these institutions require substantial enhancement if Kansas City is to enjoy the benefits of a world-class research university that is deeply engaged in the city.

The only feasible way Kansas City can create the higher education capacity it needs is by an integrated, two-state strategy building on all available institutional foundations. This will require an unprecedented level of civic leadership. In building higher education, the city must convert the disadvantage of being divided between rival states to an advantage of being able to work with two state universities to build capacity.

LIFE SCIENCES FIRST

We believe it is clear that research capacity in the life sciences is the broad area of knowledge that offers Kansas City the greatest opportunity. This is the area that holds the greatest promise for economic and humanitarian returns. It is the only broad area of knowledge in which Kansas City has the potential, with the Stowers Institute, of becoming one of the world's leading centers of discovery in the decade ahead. It is also the research area that is supported by the most generous external funding. The life sciences are the research area in which the returns on investment are highest. If Kansas City becomes a leading life sciences center, it can become an important center for the biotechnology industry, one of the most dynamic sectors of the global knowledge economy.

The life sciences strategy we recommend has four main elements:

Build basic research capacity at KUMC, with the bone biology group centered at UMKC's excellent School of Dentistry a strategic partner. In essence, the strategy seeks to move KUMC's research funding from \$75 million today to \$300 million in ten years. This will give the Stowers Institute a strong basic science collaborator and move Kansas City in a decade to a position among the country's top twenty cities in basic life sciences research. There is no better investment Kansas City could make in its future.

- 2 Align the basic research at KUMC and the Stowers Institute with the translational and clinical research capacity of Kansas City's excellent hospitals. KUMC includes a strong teaching and clinical care hospital, The University of Kansas Hospital. However, most of the clinical capacity in the city is in the three hospitals on the Missouri side, Saint Luke's, Children's Mercy and TMC. KUMC needs to collaborate closely with these hospitals.
- 3 Create a compelling life sciences strategy for UMKC. UMKC has not had the leadership in recent years to put together a life sciences strategy that makes sense for itself, for the city and for the state of Missouri. It has had in the past neither the funding nor the mandate to become a strong life sciences research university.
- 4 Create a Center for Translational Research that is a matrix organization to facilitate the translation of basic discoveries into useful drugs, devices and therapeutic interventions. Enlist the expertise of the Kauffman Foundation and the Bloch School at UMKC in creating an entrepreneurial pipeline for biotech innovation.

AN ENGAGED URBAN UNIVERSITY

UMKC has embraced in words the strategy of being a "model urban university," deeply engaged with the most important opportunities and challenges of the city that is its home. In some important areas, such as the performing arts and various clinical activities of its schools of dentistry, nursing and medicine, UMKC is an effective, engaged institution. The Bloch School and the Law School also reach out to the community in creative ways. But most elements of the community perceive UMKC to be disengaged. This is particularly true of the urban public education systems of the city.

Effective engagement with urban public education is especially important for UMKC. The task force believes that one of the two highest strategic priorities for education at all levels in Kansas City is to dramatically expand educational opportunity for Kansas City's underserved African-American and Latino communities. This requires every college and university in the city to become

deeply engaged in improving the city's public schools. UMKC should be the leader in this effort. It is far from that today.

The task force believes that there are three critical elements, now largely lacking at UMKC, which must be in place in order for UMKC to achieve its aspiration as a "model urban university." The first of these is a broadening of UMKC's governance to give the Kansas City community a fiduciary role in the university. The second element is leadership, both academic and civic. With governance that has roots in the community, and with effective leadership, UMKC can develop the third critical element: a compelling institutional strategy.

We believe there are currently two areas of strength at UMKC where a focused philanthropic investment would pay significant dividends for Kansas City. The first area is the performing and visual arts. The second is the entrepreneurship program at the Bloch School. UMKC surely needs further philanthropic investment. But further philanthropic investment should await a demonstration of effective leadership and the creation of a sustainable institutional strategy.

A NEW CONSORTIAL INSTITUTION

We believe that Kansas City should consider the creation of a new institution, organized around specific programs, which would be a consortium of a number of universities, private research institutes such as the Stowers Institute and MRI and charitable foundations.

We believe such consortial institutions will increasingly be the model for translational and interdisciplinary research and teaching at the highest levels. The costs of instrumentation and the demands of wide-ranging interdisciplinary teams are becoming too great for even the richest universities to tackle alone.

A consortial institution in Kansas City might focus on areas in which KUMC and UMKC need reinforcement or do not offer strong foundations on which to build. Examples of such areas would be bioinformatics, computer science, telecommunications, urban education and nanoscience. Such a consortium would itself require a further careful planning exercise.

CONCLUSION

We are enthusiastic about Kansas City's potential to build a world-class urban research university enterprise that drives innovation and offers educational opportunity to the entire community. Because we believe this is the highest strategic priority for the metropolitan area, we are cautiously optimistic that the concerted philanthropic investment and the determined, long-term civic leadership that are required to achieve it will be forthcoming.

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Dr. Duderstadt received a B.Eng. in electrical engineering with highest honors from Yale University in 1964 and a M.S. and Ph.D. in engineering science and physics from the California Institute of Technology in 1967.

After a year as an Atomic Energy Commission Postdoctoral Fellow at Caltech, he joined the faculty of the University of Michigan in 1968 in the Department of Nuclear Engineering, rising through the ranks to full professor in 1975.

Dr. Duderstadt became Dean of the College of Engineering in 1981 and Provost and Vice President for Academic Affairs in 1986. He was elected President of the University of Michigan in 1988 and served in this role until July 1996.

He currently holds a university-wide faculty appointment as University Professor of Science and Engineering, co-chairing the University's program in Science, Technology, and Public Policy and directing the Millennium Project, a research center exploring the impact of over-the-horizon technologies on society.

Dr. Duderstadt's teaching and research interests have spanned a wide range of subjects in science, mathematics and engineering, including nuclear fission reactors, thermonuclear fusion, high-powered lasers, computer simulation, information technology and policy development in areas such as energy, education and science. He has published extensively in these areas, including more than 20 books and 150 technical publications.

During his career, Dr. Duderstadt has received numerous national awards for his research, teaching and service activities, including the E. O. Lawrence Award for excellence in nuclear research, the Arthur Holly Compton Prize for outstanding teaching, the Reginald Wilson Award for national leadership in



achieving diversity and the National Medal of Technology for exemplary service to the nation. He has been elected to numerous honorific societies including the National Academy of Engineering, the American Academy of Arts and Science, Phi Beta Kappa and Tau Beta Pi.

Dr. Duderstadt has served on or chaired numerous public and private boards including the National Science Board; numerous committees of the National Academies including its executive committee and the Committee on Science, Engineering, and Public Policy; the National Commission on the Future of Higher Education; the Nuclear Energy Research Advisory Committee of the Department of Energy; and business organizations such as the Big Ten Athletic Conference, the University of Michigan Hospitals, Unisys and CMS Energy.

He currently serves on several major national boards and study commissions in areas such as federal science policy, higher education, information technology, energy sciences and national security including the National Science Foundation's Advisory Committee on Cyberinfrastructure, the Glion Colloquium (Switzerland) and the Intelligence Science Board.



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