So what do we do, given the focus of the [Kansas City Area] Life Sciences Institute, and the clear imputation to collaborate? How do I go about bringing those fragments of strength together?

I appointed, as you know, the blue ribbon commission, chaired by Bill Danforth, to help me answer that question. The Bill Danforth commission looked at us and looked at what was going on in Kansas City and made recommendations to me on how to bring those pieces together. There were really 5 key recommendations:

1. First and foremost: Must have a great leader for health and life sciences for UMKC. We are currently having discussions on campus about the reorganization that could produce and attract that kind of leader. Bill, in his report, described it as a cart-and-horse problem for me or a chicken-and-egg problem. Attracting that kind of leader will take a restructuring. It will also take resources. At the same time, it will be more difficult for me to acquire the resources without the leader. So, it goes back and forth. And we will work at ways over the coming months.

2. The second recommendation was to focus: focus, focus, focus! Focus on those key research areas, where we already had strength and which were needed by the initiative as a whole. And those are, in fact: — Bill Neaves mentioned bone biology — bone biology is one; bio-materials is one; bio-computing is extremely important; and molecular recognition; and then some key translational research areas that could bring together the basic science with our hospital partners.

3. The third, of course, is to hire great faculty in those focus areas. We have that under way. We have hired some. It certainly is slower than we had hoped in these last four years of the recession. Nevertheless, we have restructured and refocused a lot of resources internally to begin that process.

4. Fourth recommendation was to build the infrastructure to support it, with animal labs, the research labs, and it is library and data acquisition, and the facilities and equipment that was proposed in the bond issue that did not pass the Legislature and that is and remains a key element of that. Fund raising and [the] campaign is a key element of the research infrastructure.

5. And then, last, is the recommendation to collaborate, collaborate with the partners [in KCALSI].

Thus: (1) great leadership; (2) focus, focus, focus; (3) hire faculty; (4) research infrastructure; and (5) collaborate. That is what we are trying to do. And I am confident that, given that framework and the partners that can help me attract people, so that we can leverage dollars in a way that are complementary and, we hope, a shining star for leveraging state dollars. Thank you.