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—*Shirley Strum Kenny*





**State of the University Address  
Presented in Fall 2004  
by President Shirley Strum Kenny  
at Stony Brook University**

WELCOME TO OUR CONVOCATION. At these annual gatherings, preparing my report on the state of the University gives me a great opportunity to pause from the everyday intensities to evaluate where we are, and most importantly, think about next steps. During the past year, we as a campus had more than enough opportunities to do that between the Middle States, NCAA, and NCATE Accreditation. It was a lot for one year, but in a way it was nice to look at the academic, athletic, and teacher preparation aspects of University life during the same period. (It also will be nice *not* to have those accreditation efforts this year!) The conclusion of the Middle States team was that, “Stony Brook is an outstanding public research university.” Because this is the final year of our second Five Year Plan, it is now also time, armed with the knowledge of last year’s reports, to outline our goals for the next five years.



What I feel most of all this fall is a surging energy on campus; there is an air of excitement that is different from the past. There is so much going on—the new undergraduate colleges, new academic programs, new freshman seminars, the new residence halls. There is an invigorated sports program, new emphasis on weekend activities, and new places to enjoy life together, such as the new Hospital cafeteria, the coffeehouse in Kelly Quad, the University Café created by the graduate students, and Jasmine, the Asian food court in the Wang Center. Important things are happening all over campus. Those signs saying “Stony Brook is red hot!”—they’re right!

Now I want to take time to look at the changes in the ten years from the last Middle States report to this one, those years covered by the two Five Year Plans, and then I want to give you my view of what comes next.

An easy starting point for me is my Inaugural Address a decade ago, in which I gave my vision for Stony Brook and, with reckless imprudence, promised results, some of which I had little or no control over. It is to my great relief that I can tell you we have met those rash goals, and I am off the hook.

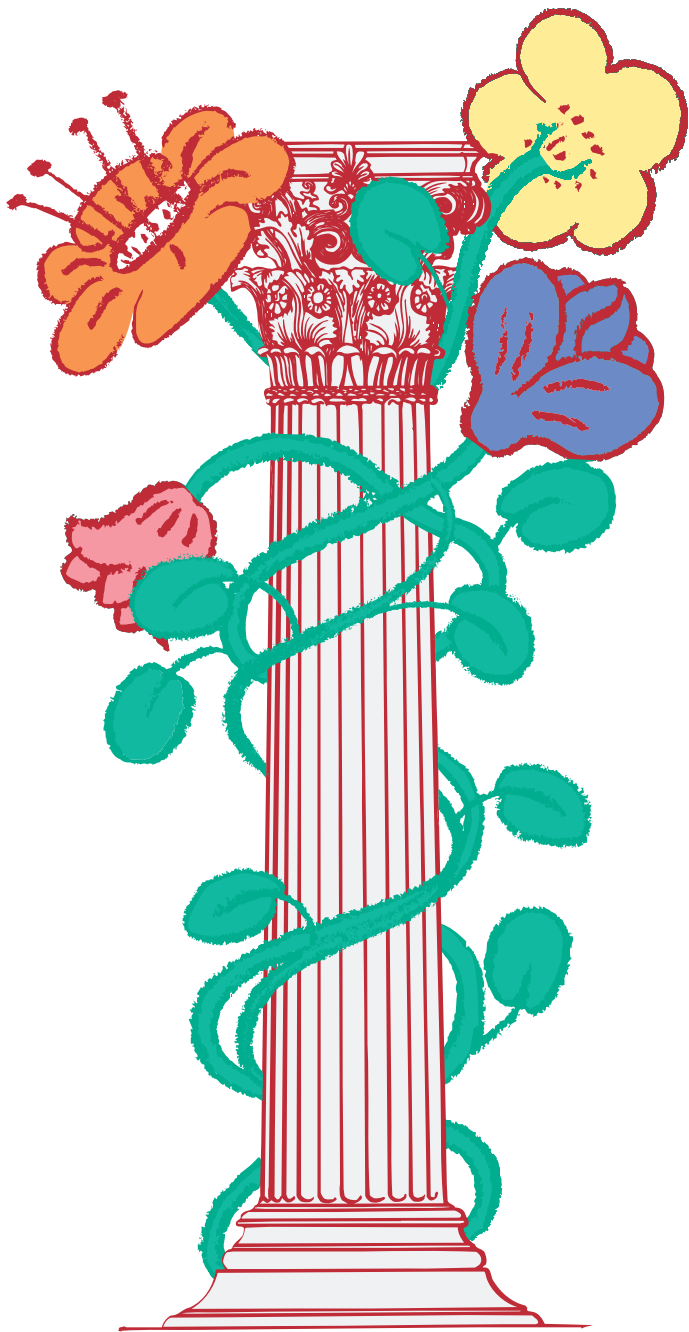
Perhaps I am the only one who remembers, but in the fall of 1994, we had a \$10 million debt and structural deficit; that is, we were spending more every year than we had. I committed to retire that debt and deficit in three years—and we did just that. Unfortunately, old habits die hard, and not every corner of campus has subsequently been able to steer clear of a new structural deficit, so a corrective course is again necessary in some parts of campus. But the University has not sunk back into debt, and by and large, we are on much firmer footing than we were a decade ago.



*The new Kelly Coffee and Tea House offers specialty coffees, teas, and desserts in a comfortable atmosphere.*



*Jasmine, the newly opened Asian food court in the Charles B. Wang Center, offers indoor and outdoor seating.*



*The Boyer Commission Report Reinventing Undergraduate Education: A Blueprint for America's Research Universities changed the way universities view undergraduate education.*

I also said then that we would become a national model for undergraduate education at research universities. There was a reason for that goal—Middle States had flatly told us if we did not improve undergraduate education, we would not get accredited again. That strong incentive, combined with my own concern about national neglect of undergraduates, propelled me to approach Ernie Boyer at the Carnegie Foundation for the Advancement of Teaching to start a National Commission on the subject. When Ernie died, I took over leadership of what was to become known as the Boyer Commission in his memory, and we produced a report that jolted universities into reinventing undergraduate education—not only research universities, and not only American universities, but institutions around the world. Clearly, it was imperative for Stony Brook to be first among equals in responding to the Boyer Report.

In these ten years, many improvements have come to our undergraduates. I suspect there is no institution in the country in which students have better research opportunities. Provost McGrath has created thematic undergraduate colleges so that freshmen can study in a smaller, more personalized environment as they come to our huge campus. Freshman seminars, taught by our outstanding faculty,

*The merit scholarship money that our annual Stony Brook Foundation galas have raised has enabled us to increase the number of Intel winners, National Merit Finalists and Semi Finalists, valedictorians and salutatorians, and other outstanding students.*

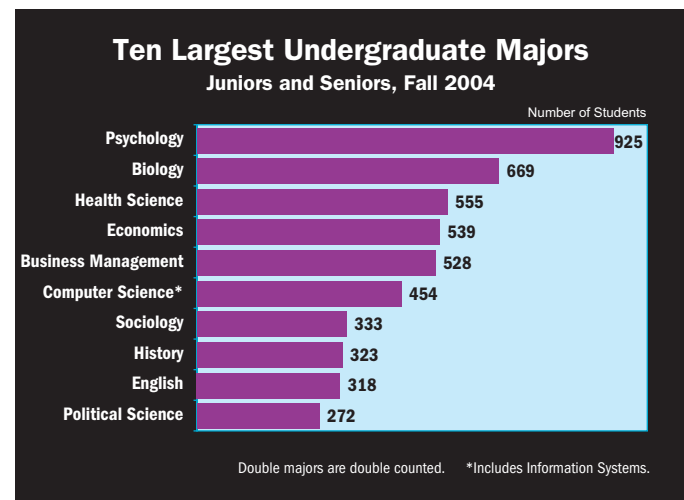
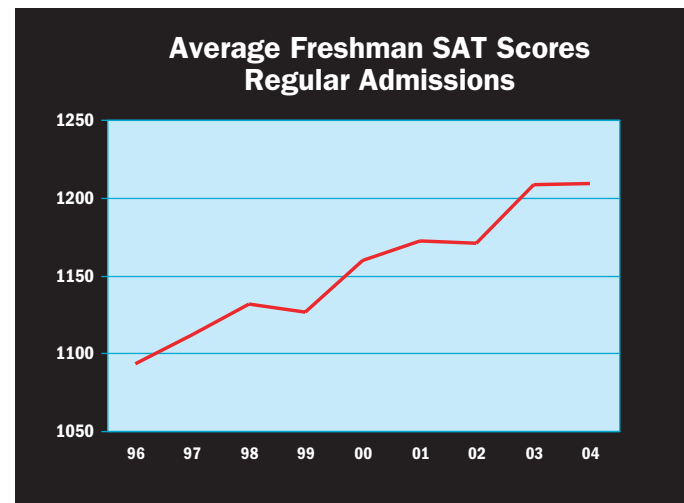
another Boyer Report recommendation, will be available to every freshman in the spring. Many of our students have special culminating experiences as seniors, and I believe that the next step is to make sure that every senior gets such an experience.

The merit scholarship money that our annual Stony Brook Foundation galas have raised—more than \$5.5 million in five years—has enabled us to increase the number of Intel winners, National Merit Finalists and Semi Finalists, valedictorians and salutatorians, and other outstanding students. The quality improvement has brought our average SAT scores above 1200, and our honors students' scores to around 1400. But we don't plan to stop there; we know superb students can benefit most of all at Stony Brook.

As always, there are shifts in popularity for undergraduate majors. Most astonishing of all is the fact that the undergraduate Health Science major, a collaborative East Campus/West Campus initiative started only four years ago, is now the third most popular major. As the new MBA program gears up, plans are underway to enable students to have any undergraduate major plus an MBA degree in five years; that could shift some of the undergraduate business management students to other majors—at a time when the new MBA work will require more of the Business faculty's time.

Although college guides tend to be anachronistic and inaccurate, we have at least attained better status in those erroneous but inescapable compendia of misinformation. The *Princeton Review*, in "The Best 357 Colleges," has some good things to say: "With its solid reputation in the sciences, mathematics, and engineering, Stony Brook University has developed into one of the best known schools in New York's state university system. Students tell us that this reputation is well deserved...Graduate

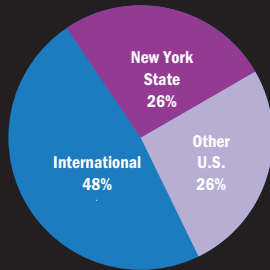
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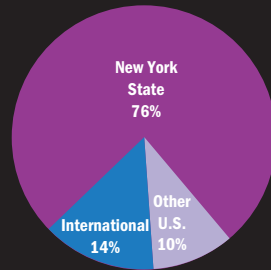
## Geographic Origins of New Doctoral and Master's Students

Fall 2004

New Doctoral Students



New Master's Students



Excludes professional doctoral programs.

programs continue to receive national accolades.” The *Fiske Guide to Colleges* was downright complimentary this year: “Stony Brook boasts the best of both worlds: a small-college community with the power of a leading research institution.” And even in *U.S. News and World Report* we have climbed 11 points over the last year, although ranking 106 of the national universities is far below what our academics deserve. Although we do not take these reports seriously, students and their parents take them seriously in choosing schools, and so they become important to us.

Our graduate student enrollment picture, like that of other research universities, has been complicated by the world situation. Although 76 percent of our new master’s students hail from New York and only 14 percent are international, only a quarter of our new doctoral students are New Yorkers, a quarter from other states, and half are international. As you have seen in the press, the difficulties of acquiring visas in a timely manner under the Patriot Act have turned increasing numbers of international students toward Australia, Great Britain, and other countries. This year our numbers of both undergraduates and graduates are slightly down, a characteristic of the national enrollment picture at research universities; at the same time, community college enrollments are up.

The MBA program, which began this fall, has been a long time being realized, but we are now beginning both an executive program at Stony Brook Manhattan for people already working in companies and a regular MBA program for our campus-based students, to first supplement and then replace the Master of Science in Management and Policy. NCATE accreditation will encourage increasingly important education programs at Stony Brook. New graduate programs in Health Technology and Management are burgeoning—courses





offered at Stony Brook Manhattan have proved very popular. So Stony Brook finds itself giving growing numbers of advanced professional degrees in education, health care, and business—at the same time that we continue our emphasis on doctoral degrees in the traditional fields.

In my inaugural speech I also pledged that we would be elected to the Association of American Universities (AAU), an organization composed of the 62 most prestigious research universities in North America. That was the rashest pledge of all because of course we had no influence over AAU’s decision. But we were indeed invited. In the last ten years only six institutions have been admitted; none have been admitted in the last three years. Although we used to say we really belonged in AAU, we should be very proud that the members of that most esteemed organization agreed with us.

Our election to AAU was based on many factors, but excellence in research was very high among them. Stony Brook’s 40-year record as a research institution is simply astonishing, and it has only accelerated in the last decade. We recently celebrated the Nobel Prize won by Paul Lauterbur for research he conducted when he was a faculty member here. Paul’s first magnetic resonance machine can be seen in the Chemistry Building, a reminder of his magnificent accomplishment in the science that

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## AAU Member Institutions

Brandeis University	University of California, Los Angeles
Brown University	University of California, San Diego
California Institute of Technology	University of California, Santa Barbara
Carnegie Mellon University	University of Chicago
Case Western Reserve University	University of Colorado at Boulder
Columbia University	University of Florida
Cornell University	University of Illinois at Urbana-Champaign
Duke University	University of Iowa
Emory University	University of Kansas
Harvard University	University of Maryland, College Park
Indiana University	University of Michigan
Iowa State University	University of Minnesota, Twin Cities
Johns Hopkins University	University of Missouri-Columbia
Massachusetts Institute of Technology	University of Nebraska-Lincoln
McGill University	University of North Carolina at Chapel Hill
Michigan State University	University of Oregon
New York University	University of Pennsylvania
Northwestern University	University of Pittsburgh
Ohio State University	University of Rochester
Pennsylvania State University	University of Southern California
Princeton University	University of Texas at Austin
Purdue University	University of Toronto
Rice University	University of Virginia
Rutgers University	University of Washington
Stanford University	University of Wisconsin-Madison
<b>STONY BROOK UNIVERSITY</b>	Vanderbilt University
Syracuse University	Washington University in St. Louis
Texas A&M University	Yale University
Tulane University	
University of Arizona	
University at Buffalo	
University of California, Berkeley	
University of California, Davis	
University of California, Irvine	



*Stony Brook co-manages Brookhaven National Laboratory, one of an elite group of universities to have responsibility for a national lab.*

made the MRI possible. Just this year an alum, Carolyn Porco, led the imaging team that made those stunning pictures of Saturn on the Cassini mission; she was here for Homecoming to talk about her remarkable scientific work. The researchers on our faculty continue to solve age-old problems and make important new discoveries.

A notable amount of that research happens at Brookhaven National Lab. I did not promise that we would take over management of Brookhaven, but that too has come to pass. With our partners at Battelle Memorial Institute, we won the management contract, and we have just won a second one from the Department of Energy for another five years. Managing a national lab puts us among a very small elite of world-class institutions.

Nor did I envision new and important programs that have developed in these years. The Biomedical Engineering Department has been one of the most successful, enrolling both graduates and undergraduates now and winning a hefty number of grants, including handsome support from the Whitaker Foundation. The Asian and Asian American Studies Department has been created; between that department, the Wang Center

THE STONY BROOK WORLD ENVIRONMENTAL FORUM  
CONVENED BY RICHARD LEAKEY



## Life Matters

*Our world-class paleoanthropologists have joined Professor Richard Leakey to initiate the Stony Brook World Environmental Forum.*

*Stony Brook Manhattan has enabled us to reach an entirely new population for courses, serve the professions in New York City, reconnect with alumni, and increase our presence in the philanthropy and news capital of the world.*

celebrating Asian and American Cultures, the number of exchange programs, and the large percentage of students of Asian descent, we have the opportunity to become the “Berkeley of the East,” as we used to call ourselves, in terms of study of Asian cultures. The Master’s of Public Health program is beginning its first year. And we have the great good fortune to have attracted Professor Richard Leakey to our faculty. Our world-class paleoanthropologists in the Departments of Anthropology and Anatomy have joined Richard to initiate the Stony Brook Human Evolution Workshop, which was recently held, and the inaugural Stony Brook World Environmental Forum next spring.

# THE CHRONICLE

of Higher Education

## Uncorking Vintage Programs

To fulfill industry demand, wine courses are popping up all over

BY PETER FOGG



Paper bags conceal wine bottles as they are used in a blind tasting at the inauguration of the State U of New York at Stony Brook's new Center for Wine, Food and Culture.

*The opening of the Center for Wine, Food, and Culture made headlines in such publications as The Chronicle of Higher Education.*

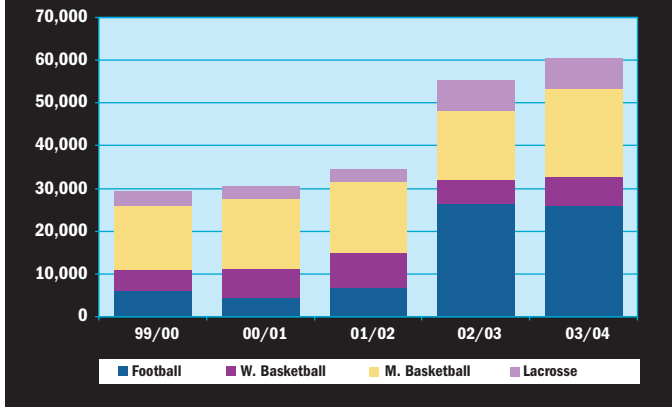
Stony Brook Manhattan, another unforeseen opportunity, has enabled us to reach an entirely new population for courses, serve the professions in New York City, reconnect with many alumni, and increase our presence in the philanthropy and news capital of the world. Most recently we sponsored the opening event for our new Center for Wine, Food, and Culture there, bringing together the best winemakers and the best restaurateurs from across New York State. Since everyone seems to love wine, food, and culture, the creation of the Center drew great press coverage everywhere, from *The New York Times* to *The Chronicle of Higher Education*. We have built a world-class advisory board and are now searching for a Director. This program was started with a grant from NYSTAR and will in the future become a self-support program with short courses and lectures open to members of the industry, from the grape growers to the vintners to the distributors to the restaurateurs, as well as to general consumers.

We have also greatly expanded our service to the Long Island community. The Staller Center for the Arts has continued to grow its programs for a widening set of tastes, and its Film Festival has become nationally



*The Staller Center for the Arts underwent a renovation earlier this year, which included new seating and an added donor room.*

## Athletic Events - History of Attendance



*A rendering of the plan for an expanded and modernized Stony Brook University Hospital.*



*As part of a multi-year \$300 million renovation, the Hospital expanded its Heart Center.*

recognized. The actors, directors, and screenwriters that come here tell me we are the best—the hospitality and warmth is remarkable. This year Staller has been renovated, with new seating and an added donor room.

A decade ago I committed to a Division I sports program, and we advanced from Division III to I in the fastest time possible under NCAA rules. Our new Athletic Director Jim Fiore is developing a fine program that draws more and more fans; attendance at our games has soared. And it is a fact that when a university has winning teams, the new students' SAT scores rise dramatically, as does the reputation of the university.

Of course, health care is a major part of our community responsibility. For the Long Island Cancer Center, we are hiring more faculty, providing more services, and building new facilities to house them. The Hospital is engaged in a multi-year \$300 million renovation, including a completed cardiology unit that is outstanding, and projected facilities for neonatal and cancer care.

And our economic development programs keep burgeoning. We now have three incubators—Long Island High Tech Incubator, the Software Incubator, and the Calverton Incubator, only now opening but destined to be an important catalyst for eastern Long Island. And, of course, we are engaged in a lengthy process to acquire part of the Gyrodyne property for our research and development park. Despite the neighborhood controversy that has been stirred up, the plans for that park should please the community—we have pledged a 300-foot perimeter of natural growth as well as open space equal to the amount of built space and an environmental study area as well. Ten research buildings are anticipated there over the long haul, with the first to be the Center of Excellence in Wireless and

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Information Technology, for which we have \$50 million pledged by the Governor, \$100 million pledged by industry, and an anticipated \$100 million from research grants. The proximity of the new R&D campus, only a campus bus ride away, will mean that faculty and students will be able both to work there and carry on their educational responsibilities on the main campus.

Two other potential projects are worthy of note: After 15 years of trying to build a conference center hotel on campus, and after several near misses, we are once again actively working to forge a contract. No deal has been made final, but we are hopeful that this time we will be successful. The hotel would enable us to do many things that are difficult or impossible now—first of all, we can host scholarly conferences here on campus with facilities available for attendees to stay over; then we can make available facilities for parents, more and more of whom will be from out of state, to attend events in which their children will perform or be honored; we can build our out-of-town audiences for sports events, the Film Festival, and other arts programs. All in all, a hotel will be a tremendous resource to the campus.

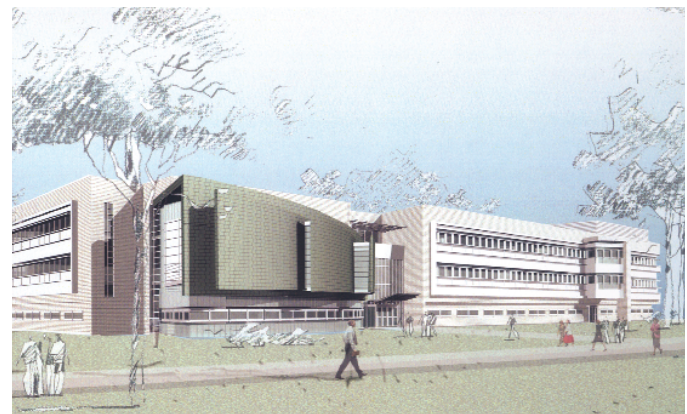
We are also now considering taking over the undergraduate Marine Science program at Southampton College. As you know, Long Island University has decided to close the undergraduate programs at the College, and since we have an outstanding graduate Marine Sciences



*The newly opened Calverton Incubator, pictured above, will become an important catalyst for eastern Long Island.*

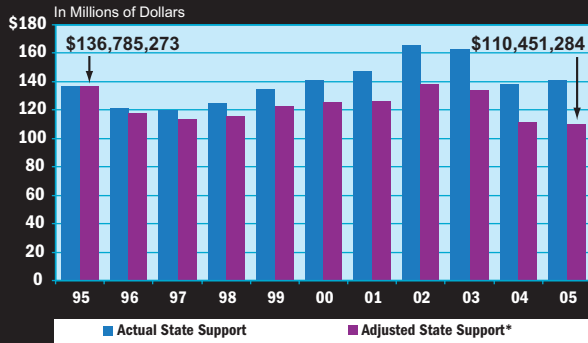


*The map above shows part of the Gyrodyne property Stony Brook seeks to acquire to build a research and development park.*



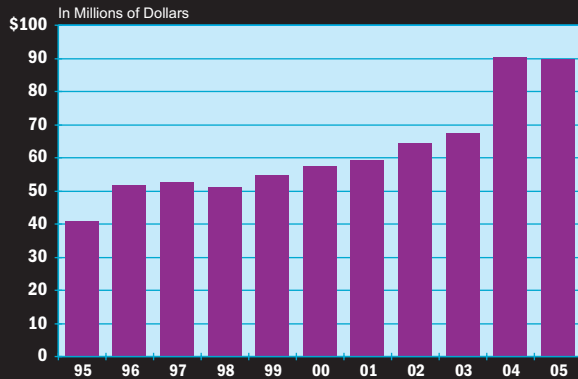
*A rendering of the Center of Excellence in Wireless and Information Technology.*

## History of State Support Actual Funding vs. Inflation Adjusted Funding

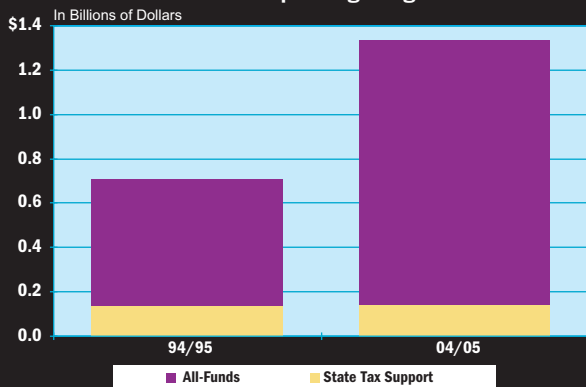


\*Adjusted for inflation. In the past ten years the "real" value of Stony Brook's state support has been reduced by almost \$26 million.

## Tuition Funding History FY 1994-95 through FY 2004-05



## Ten-Year History All-Funds Operating Budget



program, it is a natural fit for us to take it over—if all the multitudinous details can be worked out between the two universities. The Southampton program is outstanding; 34 Fulbright Scholars have graduated from it. Provost McGrath heads a team to determine whether the program transfer is feasible.

All of these initiatives, it is clear, must be self-supporting, with or without added support from the State, and they must contribute to the financial welfare of the main campus rather than depleting it. But it is such entrepreneurial activities that will, in fact, enable us to make our University stronger.

As I told you, my first concern when I arrived at Stony Brook was money—that \$10 million problem—and it is still money, only the sums I think about are a lot bigger now. One thing we've learned in that decade—to be a major national research university we have to have appropriate funding. Because we are not getting adequate funding from the State for this mission, our national status will be possible only if we take a much bigger entrepreneurial role than we did a decade ago. In the past ten years, our tax levy dollars were almost exactly what they are today, about \$140 million; if one adjusts for inflation, it is as if they have been reduced by about \$26 million; in the past 16 years, the reduction is approximately \$45 million. In the past 18 years, our tuition revenue targets have quadrupled, more than doubling during the last decade. Clearly the responsibility for higher education is shifting from the State to the student. But of course that educational funding only meets part of our complex needs.

Today our all-funds budget is almost double what it was ten years ago although our tax levy budget has grown a mere 3 percent. By our own initiatives, we have built the available funding to its present level. Most astonishing of all, perhaps, is the fact that during

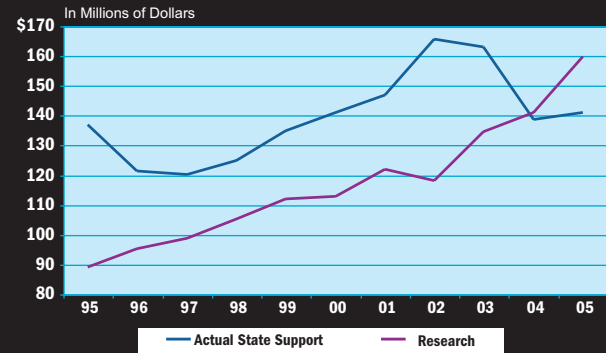
the last decade, research funding has grown to exceed tax levy funding, a triumph for our investigators, who have increased their research expenditures in the last decade by 67 percent. A decade ago I committed that we would increase sponsored research by 60 percent, and we have indeed exceeded that number; in fact, we have expended a total of \$1.2 billion in those ten years. During the last eight years, we have brought in a total of \$62 million in royalties, the vast majority of it from the drug ReoPro® created by Dr. Barry Collier. Stony Brook accounts for 90 percent of the total royalty income of the 64 SUNY campuses. We consistently rank from tenth to 15th in the country in royalties; this year Johns Hopkins caught up with us, but we're still ahead of Harvard.

I also committed to doubling outside fundraising, and again reality exceeded expectations. In 1994 our endowment was \$11 million; now it tops \$37 million. Moreover, that year we raised a total of \$4 million; last year we raised \$15 million, almost four times as much. In all, during the past decade we have raised \$103 million, and that, of course, does not include the Charles B. Wang Center, which increases the total to \$155 million. But I assure you, we're just beginning.

One of the areas in which we do not excel is alumni giving. There is a good reason alumni do not give in large numbers; for decades they were fairly well ignored by their alma mater and many lost contact with Stony Brook. It is not only embarrassing that only 5 percent of

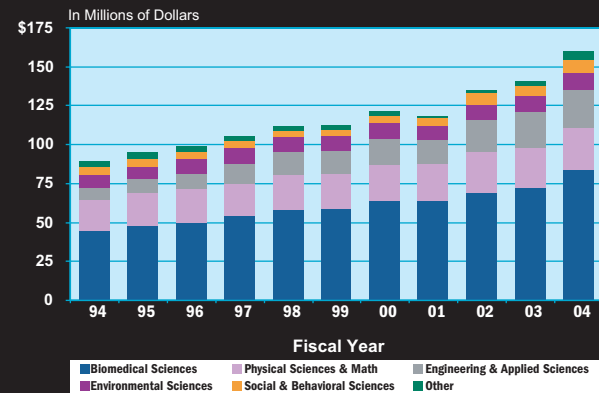
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## Ten-Year History of State Support vs. Research

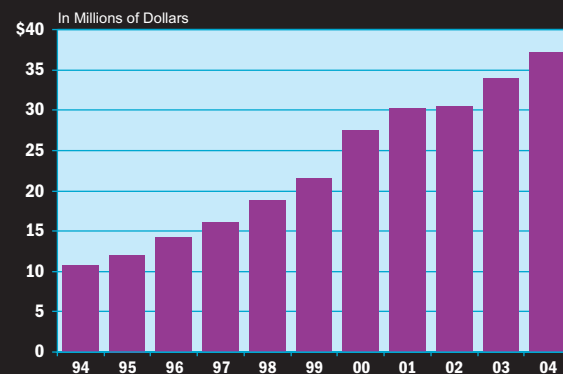


Each year's State support figures are compared to prior-year research expenditures.

## RF Expenditures 1994-2004



## Stony Brook Foundation Growth of Endowment Fund





*Above: 2004 Homecoming King and Queen Michael Prodromou and Tejus Bale; below: Seawolves' football team in action.*

our undergraduate alumni give to us, it is also harmful—although we have moved up 11 slots in a single year in *U.S. News and World Report*, one thing that most works against us is our alumni donation rate. Working in close collaboration with the Alumni Association, we are initiating a new effort to multiply the number of former students who contribute.

It is, of course, essential to re-engage alumni with activities at or sponsored by the University, and we are moving fast. First of all, there have been a number of successful alumni events as well as our annual Homecoming. Second, Dan Melucci became a liaison from the President's Office and we engaged a consultant, the former Alumni Director at Stanford, to look into what we could do better. Third, the Alumni Association began writing its Five Year Plan. And fourth, we have installed a new database, Raiser's Edge, which now stores data on 160,000 present or potential donors, most of whom are alumni. The Alumni Association, under the leadership of Joe Campolo, is much more closely allied with the campus than ever in the past. The Alumni Association magnificently gave the beautiful 9/11 memorial to the campus, a gift that will forever remind us of the 21 alumni we lost. And let me say, the ceremony to dedicate that powerful monument was one of the most beautiful and meaningful I have ever experienced, thanks to our superb campus ministry, many participating students, and the family members who attended.

This year we will begin our first Capital Campaign. It is certainly time, and I believe the prognosis is excellent. We have committed to raising \$300 million, one-tenth of SUNY's \$3 billion goal. We can do it.

The silent phase of the campaign has begun. We are engaging Capital Campaign Counsel immediately. During the last several years we have worked with chairs, deans,



and vice presidents to develop a case statement of our needs. It is clear that the campaign will have a strong focus on endowed chairs across the University, as well as scholarships and fellowships, and various naming opportunities for physical facilities. In the days ahead, we will look to departments to share their views of both funding needs and potential donors.

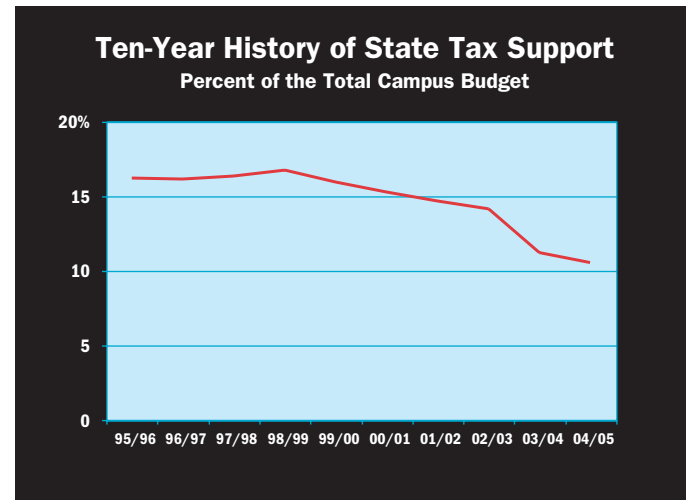
Although we have improved fundraising over the years, most dramatically with the Wang gift, we have not had a capital campaign. A capital campaign not only increases gifts over the baseline during its run; it also permanently raises fundraising to a new level. In capital campaigns, 10 to 20 percent of the donors give 80 to 90 percent of the total. But it is also important to build the number of donors of even small gifts because following a campaign, more people are in the habit of giving to the institution.

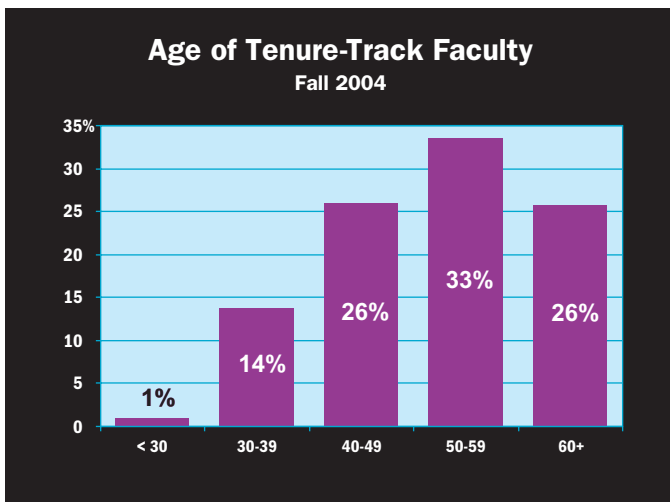
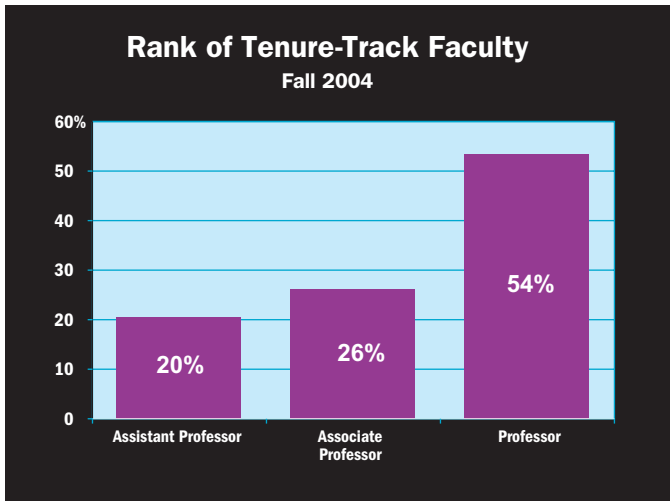
This fall we will have our first faculty/staff campaign. I am delighted to tell you that we have six co-chairs: Professor Gerry Brown, Professor Jack Stern, Dean Yacov Shamash, Dean Craig Lehmann, Hospital Associate Director Michael McClain, and Associate Vice President Karol Gray. The campaign will run from November 1 to December 31, with the opportunity to give to favorite projects in one's own department, to scholarships, to athletics, or to any other category of funding.

So that's the plan: With the State seemingly underwriting a smaller and smaller percentage of our total needs, we must determine other means to increase our budget. We are doing this with various outside resources: federal, corporate, and foundation grants; royalties; private donations; tuition increases; and self-support operations such as the residence halls and food venues. As the percentage of our budget that is tax levy money shrinks, we can have no doubt that we have to be smart about new ways to add to our totals.



*The Alumni Association donated \$100,000 to create a Memorial Arch, which honors the 21 Stony Brook alumni who lost their lives in the 9/11 tragedy.*





*But now our greatest priority must be academic buildings. The deferred maintenance that prevailed for many years can be deferred no longer.*

It is essential that we have our priorities straight. We will not have enough money to do everything; we must attend to our most important immediate needs. Here's what I think needs to be top of our list for the next several years:

First of all, we need to focus on hiring, and we need to hire beginning tenure-track faculty. I stress beginning faculty because we are so top-heavy with senior faculty that we could be damaged in the years to come as our outstanding professors retire in great numbers. At present, 54 percent of our faculty are full professors, 26 percent associate professors, and 20 percent assistant professors. Twenty-six percent are over the age of 60, 59 percent over the age of 50, and only 1 percent under 30; in fact, only 15 percent are under 40. We are dramatically skewed in terms of age, and we need to provide for future professorial strength and leadership.

Clearly we have fields now that are growing and will continue to grow; others are shrinking. We cannot afford to be anachronistic about which programs we focus on. I do not believe we will be in the situation of closing down departments or letting people go; but we have to build where the demand will be in the next 20 years.

Second, we need to improve our academic facilities. Most of the major initiatives during the past decade have been non-academic—the rehabilitation of residence halls that were so bad people wouldn't live in them and the addition of six, soon to be eight, new ones; the Student Activities Center phases I and II; the football stadium built with a special State allocation; the Wang Center, a \$52 million philanthropic gift; and projects to improve the general appearance of the campus. We needed those improvements not only for accreditation but also because without them we could not attract students of the quality we want.



*Changing the look of the Stony Brook landscape: (clockwise) View of the West Apartment Complex; the Kenneth P. LaValle Stadium; the Centers for Molecular Medicine; and the Charles B. Wang Center.*

But now our greatest priority must be academic buildings. The deferred maintenance that prevailed for many years can be deferred no longer. The Centers for Molecular Medicine was the last entirely new academic building permitted at Stony Brook by the SUNY Construction Fund, which now restricts us to rehab projects. Heavy Engineering, a rehab with added space, is already past its completion date and should open by spring. The Humanities Building, also a combination of old and new space, is on schedule and should open by fall 2005. The Chemistry buildings and Computer Science are next. Significant repairs are necessary for Life

Sciences and Physics. We are also looking for a new home for Biomedical Engineering.

Other smaller projects will move forward. For example, the newly opened facilities for the Center for Yeast Molecular Genetics and Cell Biology in the Life Sciences Building has greatly improved lab conditions—that is, if the elevators are working to get you up to the labs. We have a number of smaller projects on the schedule—elevators, for one, a problem all over campus; spalling brick on several buildings; and infrastructure repairs that are rapidly becoming essential. We have to tend to those emergencies. One other project already scheduled



*The rehab of the Heavy Engineering Building (left) is expected to be completed by spring 2005. Construction on the Humanities Building (right), a combination of old and new space, is slated to be completed by fall 2005.*

is the revamping of the main entrance road; the existing road is not only ill-conceived but also unsafe. But our main focus will be academic buildings.

Third, it is time to pay attention to the graduate educational program in the way we are doing with the undergraduate. Fortunately both the Carnegie Foundation for the Advancement of Teaching and the Woodrow Wilson Foundation are working on graduate education issues now. We cannot afford to think of our graduate students as teaching and research assistants rather than future professors or scientists or CEOs. Their education must not be secondary to the demands of their assistantships. Their need to develop written and oral skills is essential to their future success; we must insist they possess these skills.

Fourth, we plan to attract many more out-of-state undergraduates, not only to enhance the geographical diversity but also to increase our tuition pool. Provost

McGrath is already working on attracting larger numbers of out-of-state undergraduates.

Fifth, we will start a major advertising campaign this year to bolster those efforts. With the immediate financial demands, advertising has been minimal, but with our need to increase out-of-state enrollments and our capital campaign moving rapidly ahead, we can wait no longer.

As I said ten years ago, the future can be ours if we are smart enough to take it on its own terms and energetic enough to make it work. Accepting that we've got to work in new ways, recognizing that the world is different and we must change, and knowing that we will master that change, we can shape the future. The energy I feel on campus bespeaks a new level of excitement and activity different from the past, the headier air of a higher plateau from which we begin our next phase. As I have often marveled, we have come so far, so fast. And the next phase will be even farther and faster. It's going to be a great journey. ■



**For More Information**

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