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State of the University 2004
President David A. Caputo
Wednesday, April 14, 2004, New York City
Thursday, April 15, 2004, Westchester

As I begin my comments today, let me pause to point out that our concern with national and international events must be heightened. American men and women are fighting and dying throughout the world to deal with threats to our national security, while at the same time domestic concerns are rising.

We acknowledge with great appreciation their self-sacrifice, and we pledge to them that we will defend the way of life they too are supporting. It is imperative that we do all we can to preserve basic norms of civility and rights in our University.

We must not let partisanship dominate, and we need to encourage all members of our community to participate in the important policy decision-making by discussing the issues and by voting. Clearly, we must know the truth and the truth will be our guide to a better future.

So please join me in advocating and assuring Pace remains a university characterized by responsible debate and advocacy. In a world and nation of rising tensions, it is the university's collective responsibility to provide leadership. And lead, Pace will.

Another year has passed and I am pleased to say the University is stronger and poised for even greater accomplishment and recognition in the years ahead.

We remain focused on our goals of Opportunitas; the best teaching and learning in a student-centered environment; our continued engagement in the world beyond Pace; and continuous self-evaluation and outcome assessment.

This will happen due to the dedicated efforts and accomplishments of an outstanding faculty, committed staff, and outstanding students. Aided by a Board of Trustees committed to Pace's success and assisted by loyal graduates throughout New York, the country, and indeed the world, Pace is positioned for continued improvement and increased recognition. Our task in the year ahead is to collectively work to make sure the progress continues and that all segments of our community are involved and participating. The University leadership will do all that it can to improve communication with its various constituents.

I do believe the current efforts of organized labor to unionize Pace's workforce are a major challenge for us. The University leadership will continue to oppose these efforts that are counterproductive to the exchange and interactions that have been a Pace characteristic. We must not allow these efforts–no matter the outcome–to divide or detract us.

Here then are the major initiatives we will be working on:

1. Implementation of the Reaching New Heights Strategic Plan: This remains our top priority and is the key to our future success. As part of these activities, we will continue our work on the quiet phase of the capital campaign. As we implement the various projects and work to achieve our objectives, it is important that we continue our own self-assessment of our progress. The first assessment results should be available by fall 2004 and we will share them with the University community.
2. This administration remains committed to strong and vibrant faculty governance and broad participation by all constituent groups and individuals in the University. I will continue the various campus involvement activities, encourage all officers and deans to do the same, and initiate new attempts to broaden meaningful participation. Please join me in this process.

   I look forward to the proposals under discussion by faculty governance for possible changes

in their organization and how the University administration might interact with them. I am requesting that the faculty leadership join me in discussing a comprehensive revision of the Faculty Handbook.|

I will also be working with faculty leadership and the Board of Trustees to foster improved communication and interaction between them. All involved must understand and be responsive to faculty concerns and the Board's legal and fiduciary responsibilities.

3. Pace is committed to the well-being of each member of its community. Our benefits and salary/wage structure must continue to be competitive and to provide the incentive for our community members to do their best. The goals and objectives of the strategic plan regarding salaries and benefits will remain a major commitment for us as we consider how to invest our scarce resources.
4. The University will complete its searches for a Chief Risk Officer and for a Chief Financial Officer during this next year.
5. Pace faculty and staff leaders have made impressive contributions to Pace's future. The University will provide faculty (including adjuncts) and staff development opportunities (off-campus seminars, workshops, etc.) that will increase their ability to lead in a complex organization. The program is competitive, will be funded from gift funds, and will be announced by late fall with the first grants by early spring.
6. Pace must continue its community outreach efforts and its civic engagement efforts. In order to add another dimension to our efforts, I am pleased to announce that we will be setting up a Civic Fellowship program. This program will use gift funds to provide an opportunity for our students, staff, and faculty to take a paid leave from the University in order to work with a qualified nonprofit organization to provide needed expertise and assistance. For faculty, a summer civic fellowship program will be developed; for staff, up to a month's paid leave will be available for those who want to do significant work for a nonprofit; and for students, up to five paid semester Civic Fellowships will be available. These programs will begin in early 2005 and will increase Pace's commitment to assist the communities we serve.
7. The University will begin to meet the objective of being more international in focus and direction. I will be appointing a global centers committee that will be asked to review and recommend possible sites for the first three global centers. These will be important additions to our efforts to provide a unified and comprehensive education not only for our international students, but also for our students who seek an international experience. Much work remains to be done here, but we will make substantial progress this next year.
8. Pace will continue and strengthen its commitment to being a leader not only in environmental policy and research, but also in practice. We will work with city, state, and federal agencies to establish a green roof at our One Pace Plaza location as well as working to assist, through the Pace Academy for the Environment, the state's and Governor Pataki's efforts to develop the new Rivers and Estuaries Center. Much creative and productive work remains to be done in these areas and we must work hard to be vigilant.
9. Pace is a unique University with considerable advantages due to its Westchester and New York City locations. To strengthen these advantages, I will be asking the Provost to develop a series of faculty/student exchanges with other universities in similar settings throughout the United States. If successful, these will be expanded to other areas of the world. To begin with, we will attempt to arrange for a series of faculty and student summer/semester/year exchanges with other outstanding universities in major metropolitan areas such as Atlanta, Boston, Denver, Los Angeles, Portland, Seattle, and Washington, D.C.-to name a few possible sites where exchanges will be sought. Such experiences will help our students as well as increase the visibility of Pace University.
10. Pace students continue to excel and the University continues to be recognized. Pace students were first in a New York student security analysis competition; continued their outstanding work at the 2004 Model UN competition; continue to be recognized in the Fulbright and other competitions in unprecedented numbers; student response to our Honors program has far exceeded our expectations; and our Law School continues to receive student recognition awards. To the faculty and staff who have provided such meaningful support for these activities, a thank you and a congratulations to each and all of our participating community and student members. We are proud of your efforts and they reflect well on your alma mater.

The University was recently honored with a Junior Achievement Award and will be recognized by the Lower Manhattan Cultural Council (LMCC) for its meritorious cultural leadership in downtown New York. This is indicative of Pace's continuing commitment to quality leadership

in the communities we serve.

11. Over the past year, I have been meeting with Pace's academic department chairs. One of their major concerns is the need for more information concerning University policy and their ability to meet various deadlines. The Provost and I will, in conjunction with the chairs, work to develop a series of workshops that will provide specific information and processes to assist the chairs in their work. In addition, the issue of summer stipends will be reviewed. The expectation is that the chairs will have more information and a better understanding of Pace processes in order to become more effective and efficient.
12. Pace must, and will, improve its undergraduate retention rates. Provost Morreale is leading a University-wide effort that will concentrate on individual students and Pace's efforts to retain them. Student one-stop service centers will be advanced this year. A team leader will be appointed on each campus and the expectation is that the schedule outlined in the strategic plan will be met.
13. The President's Office, working with Philanthropy and Student Affairs, will develop an undergraduate student ambassador program involving Pace students in various aspects of Pace's Philanthropy and alumni offices as well as having the student ambassadors assist us when we hold various events on campus.
14. The University is committed to refurbishing the Eddie Layton Student Union in New York City and will work to have this project completed by late fall 2004.
15. Pace, in response to student requests, will announce new initiatives by December 2004 that will foster greater intercampus mobility and access with special emphasis on our undergraduate campuses in New York and Westchester.
16. We must be concerned about this society's failure to support access to higher education and the increasing demand for various controls. Through my work with the National Association of Independent Colleges and Universities (NAICU), the Commission in Independent Colleges and Universities (CICU), and the Association of Governing Boards (AGB), I will continue to raise these concerns as well as strive for higher education to be seen as a significant leader in social and economic change. If the world's future is to be based on knowledge creation and dissemination, Pace must continue to play a significant role.
17. The Pace community will be doing its planning and then final decision-making about the upcoming Centennial Celebration. This should be a highlight for all of us, and I am encouraging the broadest possible participation in both the planning and then the celebration. Each of us has an important role to play in the celebration, and we want the celebration to reflect the collective accomplishments of our past and our future commitment to a vibrant and involved University.
18. In addition to these specific objectives, Pace leadership will continue to work for the overall advancement of Pace University whether it be through a new facility in New York City, or major campus physical changes, or strengthening its ties to all of its employees. As the time nears to celebrate our Centennial, it is appropriate for us to collectively advance the University in all that it does, so please join me in doing so.

Reaching these goals and continuing to make progress towards implementing the strategic plan will take the commitment and resolve of each of us, but together there is little we cannot accomplish nor overcome. Efforts to divide us or to divert our attention must not be permitted. We know the course ahead is a difficult one, but we must stay it and we must use our collective strength and talent to make sure we have continued success. Your University needs your commitment to its future and to our collective success. I am confident Pace can count on each of you.

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