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A University Responds

State of the University 2002
President David A. Caputo
Pace University

March 19, 2002 - New York City Campus
March 21, 2002 - Pleasantville Campus

"You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself, 'I lived through this horror. I can take the next thing which comes along.' … You must do the thing you think you cannot do."
—Eleanor Roosevelt, *You Learn By Living* (1960)

The Pace University community can be proud of its response to the events of September 11, 2001. Just as the city and the country mobilized to deal with the devastating terrorist attack, the Pace community reached out to and cared for its members and for the many who were so devastatingly affected by the cataclysm of 9/11 and its aftermath.

Pace has many heroes and yet our losses are great. Our students and alumni lost in the very prime of their lives will never be forgotten. Plans are underway for a campus memorial that will honor them and to allow us to remember their ultimate sacrifice.

In an outstanding tribute to our alumni, faculty, friends, staff, and student spirit, Pace absorbed the worst of the attack and responded positively and magnificently. This was true on all our campuses and unity and cooperation remained the watchwords. We were especially pleased that although we lost our World Trade Institute facility, we did not lose our World Trade Institute staff.

At Pace, we saw the carnage firsthand and we suffered greatly. Yet in spite of the loss of life, the physical damage, and the all-out assault on the American way of living, we never weakened and we did not lose our resolve. Pace and all the members of the Pace community stood tall and reached out to the many who needed assistance. Yes, we were concerned, but we continued to reach out and respond.

We completed a most difficult semester with great determination. Our students learned and our faculty taught while our staff provided the needed support. Pace not only met the challenge, it responded magnificently and with grace. For all of these reasons, all should be, and we are, very proud. Our spirit is intact and our resolve strengthened.

Now, we must continue the rebuilding and the reaching out to help our friends and neighbors, our neighborhoods, and indeed the city and nation rebuild and deal with the heinous nature of terrorism without giving up our uniquely American ideals! It is now time, while remembering all that happened on 9/11 and thereafter, to continue to meet our new challenges and opportunities.

The list of goals outlined below, as well as the progress made in meeting last year's goals, would have been far different if 9/11 had not occurred. Our fundamental task remains the same – to provide every Pace student with the best possible private education we can. The events of 9/11 and the aftermath have made this more difficult in some ways, but they have also made it an even greater imperative.

Institutions respond well when their members have courage and strength. The Pace community continues to show both and all of us must continue to work together if the following goals and

objectives are to be obtained. In putting forth this ambitious agenda, I am not only responding to the tragic events of 9/11, but also to what must be done if Pace is to become an even stronger institution. We can do it and if we work together, we can do it more quickly. So, please join with me as we work together to achieve the following goals.

A. Increased safety and security. The events of 9/11 and their aftermath taught us many things, but none more important than the fact that individual security and safety have to be our top priority. The University will complete work on various improvements designed to provide better communication and enhanced safety features. The major provisions of a recently completed security audit will be implemented, the display of personal Pace identification cards will be continued, and procedures for response to possible emergencies developed and implemented. These will all be done as unobtrusively as possible, but they will be done.

B. We must continue to reach out and be part of the rebuilding of lower Manhattan. Through the Center for Downtown New York, we will develop programs, both applied and research-oriented, that will continue our established tradition of responding. Plans are underway to develop a major informational seminar dealing with campus security and crisis management. In addition, CDNY will sponsor a series of events that will help us assume academic and research leadership. We must make every effort to ensure that our students have an appropriate context to aid in understanding what has happened as well as the opportunity to volunteer to assist.

Our scholarships for survivors of the terrorist attack need to be fully implemented and the Pace community must work together to encourage and welcome our new scholarship recipients.

C. Pace and its unique programs. We all know what an outstanding institution Pace is, but we need to ensure that this continues into the future. While the Second Century Strategic Plan will have a great deal to say about future programs, we need to develop a package of new programs that will increase our competitive edge and continue to draw strong student and parental support. Look for an announcement of a variety of new programs by mid-fall 2002—programs that will make Pace more synonymous with innovation, value and academic strength.

D. Pace must develop a stronger external image and identity. Efforts will be made to increase the university's visibility and to provide integrated information about the university through a variety of coordinated print and electronic media efforts.

E. A more comprehensive budgeting process is needed if we are to be successful in meeting our goals. By late spring, a new budgeting procedure will be ready for review and comment. It will move up the date of the consideration of the program and staffing requests to coincide with salary/benefits requests. Thus, what is currently done in the spring of each year will instead be done during the summer and the fall. The emphasis is on creating a more unified and better informed process and one where total revenue and expenditure possibilities are considered simultaneously instead of in isolation to one another.

F. Costs must be reduced. If Pace is to remain competitive and if our tuition increases are to be kept within acceptable levels, a concerted effort must be made to reduce costs while maintaining academic quality. This does not mean wholesale cuts across all units, but it does mean that we must do all we can to remain effective and efficient while at the same time increasing productivity and reducing costs. Your suggestions are welcome, as we look for several million dollars in savings throughout the year.

G. Utilization of new facilities

In the upcoming year, major new facilities will be added:

1. The Ann and Alfred Goldstein Health, Fitness and Recreation Center
2. 163 William Street (CSIS and other units)
3. 106 Fulton Street (Student Residence)
4. Midtown Center and the Hudson Valley will undergo final improvements
5. Layton Student Center plans to refurbish are underway and we need to find additional public meeting/exhibition space

We must bring these exciting new facilities on line with a minimum of disruption and cost. In addition, we must make sure that they are properly integrated into the life of the University. We are fortunate to have these outstanding facilities and now we must manage them well so we obtain maximum benefit. In addition we must limit operating costs.

H. Restore our fund raising effort to earlier goals. Between the economic downturn and the aftermath of 9/11, our annual giving has been reduced and our endowment has suffered. We need to take immediate steps to increase both as well as begin to prepare for the next campaign. Our goal will be to increase our Annual Fund totals by 6 percent over 2000-2001 totals, rather than the likely to be lower 2001-2002 totals. While doing this, we want to increase the percentage of our alumni who are active supporters by 30 percent in the next year.

I. Individual and community wellness need to be a major emphasis for us. This includes a reexamination of our policy of not requiring mandatory health insurance for our students. We could all improve our personal health habits and we need more educational emphasis on excessive use of alcohol and other potentially addictive behaviors. Look for a variety of wellness programs and campus-wide activities that give us the opportunity to learn together and to improve our own lifestyles as well as get to know each other. Join me as I continue the campus walks program!

J. The administrative leadership and the faculty need to utilize existing process or establish new processes to ensure more rapid resolution of issues. Too much time is required to reach agreement. I will ask the leadership of the Faculty Councils and the Joint Faculty Council to meet with me to discuss the underlying reasons for the very slow progress and to attempt to find better and quicker ways to resolve differences. Our inability to resolve issues, from the lack of agreement on the faculty handbook to specific policies, keeps us from acting proactively.

Progress Towards Goals
A comparison of 2001 goals with 2002 results.

A. Improving Academic Quality (seven of eight goals either met or had significant progress)

2001 Goals and Programs
· Develop and implement learning assessment
· Reconsider admission standards
· Review and strengthen concept of Honors
· Strengthen international opportunities
· Develop an environmental theme for Pleasantville/Briarcliff campus
· Complete and implement core curriculum changes
· Increase full-time faculty
· Continue development of technology with increased access

2002 Update

1. Significant progress is being made on assessment—Pace is participating in a number of national surveys, the faculty and the administration are working on various assessment projects, and there is increased accountability associated with the assessment. Pace continues to be a national leader here.
2. The Second Century Strategic Planning Committee will be considering this issue.
3. The Provost's office has developed a unique and innovative approach to an Honors College at Pace and parts of it will be introduced to the Pace community during the 2002-2003 academic year with full implementation in fall 2003.
4. No significant progress was made in strengthening international opportunities.
5. Work continues on the enhanced environmental theme for the Pleasantville/Briarcliff campus. An environmental audit should be completed by late fall 2002 and consideration is underway of a multifaceted program (PIERS) that should be formulated in the next academic year.
6. The Dyson core revision committee has made a specific recommendation for core revision and the various faculty review bodies are considering it. It is an innovative effort to combine new learning opportunities with civic competency.
7. Funds were made available for six full-time faculty to offset excessive reliance on adjuncts and attempts are being made to match that number for fall 2003.
8. Technology continued to expand and improve with enhanced teleconferencing capability, plans to link Pace to Internet II by May 2002, upgrading Pace's link to the Internet, and the introduction of wireless campus capability.

B. Increase Civic Competency (two of four goals met.)

2001 Goals and Programs
· University-wide inventory of present involvement
· Strengthen ties with Campus Compact
· Consider curriculum changes to strengthen student involvement
· Increase internships and off-campus experiences

2002 Update

1. The University-wide inventory of present involvement has been delayed and should be completed by December 31, 2002.
2. Pace continues to work with Campus Compact, but a decision reached by the state compact to locate the state office upstate was disappointing.
3. The Dyson core revision proposal has specific recommendations for strengthening student civic competency.
4. If the pending Project Pericles grant proposal is funded, there will be an increase in internships and off-campus experiences.

C. More Open and Representative Community (two of three goals met; the third one about to be met)

2001 Goals and Programs
· Emphasis on diversity in hiring decisions
· Implement comprehensive program to educate Pace community on sexual harassment and eliminate it
· Organize and implement a University-wide diversity program that celebrates Pace's multicultural diversity

2002 Update

1. The University has implemented a new hiring process with the emphasis on diversity. This process will be reviewed and, if needed, modified in the months ahead.

2. A comprehensive program has been initiated to deal with sexual harassment. To date more than 56 training sessions have been held and 1,616 university faculty, staff and students have attended.
3. A comprehensive program celebrating Pace's multicultural diversity is in the planning stage and will be announced this spring.

D. Increase Student Centeredness (one of two goals met)

2001 Goals and Programs
· Continue informal process of consultation
· Plan and begin to implement one-stop shopping

2002 Update

1. The President's office has made every effort to be accessible and responsive to student questions and needs. These efforts will be continued and expanded.
2. Progress on planning and implementing a one-stop shopping approach to student issues has not made significant progress. It remains a major administrative priority and I have asked Interim Vice President Geoff Harter to undertake immediate steps to implement it.

E. Contain and Reduce Costs While Maintaining Quality (three of three goals met)

2001 Goals and Programs
· University incentive program for cost reductions
· Investment in more integrated information systems
· Pledge to have salaries and benefits as competitive as possible within cost constraints

2002 Update
1. A University incentive program for cost reductions has been started and we should know the amount of savings realized by fall 2003.
2. A proposal has been developed and a recommendation will be made to the Board of Trustees at their May meeting concerning the installation of an ERP system. A data-warehousing system became operable during this year.
3. Pace continues to make salaries and benefits as competitive as possible while not raising tuition excessively.

F. Advance Pace's Image and Identity (two of three goals met)

2001 Goals and Programs
· Coordinated Publications Office
· Expand and improve Web site
· Develop alumni club organization

2002 Update
1. Efforts have been made and continued progress should be possible to achieve more of an integrated publications "look" and "label."
2. The Web site has been expanded and improved with the addition of three new staff members who have been assigned to develop it.
3. While PANet activities have been broadened, progress toward an alumni club organization has been slow.

G. Strengthen Presidential-Faculty Interaction (two of two goals met)

2001 Goals and Programs
· Implement regular meetings with faculty leadership
· Discuss ways to broaden faculty participation

2002 Update

1. Regular meetings and consultation have taken place with faculty leadership and various faculty governance groups.
2. The Chair of the Board of Trustees has agreed to meet with faculty leaders on a yearly basis and the Board of Trustees is considering ways to broaden faculty participation.

H. Increase Innovative and Strategic Partnerships (two of four goals met)

2001 Goals and Programs
· Establish College of Teaching/Learning Excellence and Innovation
· Expand Pace's distance-learning capabilities
· Plan and launch a research incubator
· Partner with the not-for-profit organizations to advance their agendas

2002 Update

1. The establishment of the College of Teaching/Learning Excellence and Innovation was not accomplished, but should be in existence by December 2002.
2. Pace's distance-learning capabilities have been significantly expanded by a major grant to CSIS by the Sloan Foundation. An agreement between the faculty and the University concerning intellectual property should be completed by late spring 2002.
3. Pace is currently in active discussions with a potential partner for a research incubator in Westchester County. Plans are proceeding for a research incubator in the city as well.
4. Pace is pleased to have reached agreement with Tony Randall's National Actors Theatre for their performances at Michael Schimmel Center for the Arts. The National Association of Recording Artists joined with Pace to offer the 2002 GRAMMY in the Schools program at Pace University. In addition, Pace plans to develop ongoing cooperative relations with the many cultural and civic organizations in the vicinity of all our campuses.

I. Develop a Centennial Strategic Plan (one goal met; second should be met by November 2, 2002)

2001 Goals and Programs
· Appointment of Strategic Planning Committee (Report due by April 15, 2002)
· Discussion and debate concluded by November 1, 2002.

2002 Update

1. A Second Century Strategic Planning committee has been working since December and will have a draft of its recommendation to the community by mid-April and a final draft to the President by August 1, 2002. The President will then submit his recommendations to the Board of Trustees for their November meeting
2. We are on schedule to have a new strategic plan adopted by the Board of Trustees by the end of November or early December 2002.

Overall: Twenty-four of thirty-one goals set in the March 2001 State of the University Address have either been met or substantial progress has been made (77 percent). Additional progress will be made in the year ahead.