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The Engaged University: Pace at Ninety-Five Years

**State of the University Address
President David A. Caputo**

**March 27, 2001 - New York City
March 28, 2001 - Westchester**

Pace University is justifiably proud of its accomplishments over the past ninety-five years. From its modest beginnings, Pace has developed into an outstanding University. Pace University is poised to increase its national and international reputation in the decade ahead. Long undervalued, Pace has the synergistic ability to excel in what it does best - providing a truly outstanding private educational experience for its students. In the years ahead, Pace's main goal is to be a leader in private multi-campus education not only in New York City and Westchester County, but also in the United States and the world.

How will this goal be achieved? By hard work and commitment to quality. By the leadership of an outstanding faculty whose teaching expertise is second to none and who continue to add to our knowledge base. By administrative leadership which emphasizes collegial decision-making and shared values. By Board of Trustee leadership which recognizes the need for academic quality in all that Pace does. By a student body committed to learning and desiring an academically rigorous yet pragmatic curriculum. By support staff who realize the crucial role they play in providing the infrastructure needs which are so important for faculty and student success. By alumni who are willing to commit time, financial resources and personal interest to their alma mater. By the combined power of all of the above.

Before discussing the goals, programs, and actions we will need to implement and the tremendous energy required to continue to advance Pace, a brief review of where we are in order.

Pace is indeed fortunate to have many of the requisites needed for continued success - a strong faculty, students who value their educational experience, a staff that works diligently to assist the community, alumni who care, and an administrative team working with resolve to assist the community in their efforts to be efficient and productive. All of us at Pace have the good fortune to have a committed and dedicated Board of Trustees - a Board which is open to and encourages innovation and change.

While we are blessed with many positive attributes, there are also areas where we need to take significant action. Prudent decision-making needs to continue in areas of technological applications, in residential and office space issues, and in basic budgeting areas as the Pace community continues to come to grips with the extraordinarily complicated issues and high costs of private education. If Pace is to continue to succeed, we must individually and collectively realize that there are no substitutes for hard work, careful and informed decision-making, and the need to broaden our resource base without significantly increasing costs to our students.

There have been many highlights during the past year. I would like to thank everyone in the Pace community for your rousing welcome and the openness of your reception. We have had two of our sports teams - women's basketball and women's volleyball - attain Elite Eight status within

Division II competition. The Presidential Installation will long be remembered. We have had outstanding speakers to many events on campus and we are moving forward with the Goldstein Health and Fitness Center and the Judicial Training Institute.

Our faculty and students continue to contribute to their neighborhoods and communities. Nearly a thousand Pace students have participated as volunteers - with their efforts ranging from painting local schools to working in a soup kitchen to preparing "homework kits" for future Pace students. In addition, nearly a thousand students had more than eleven hundred cooperative educational experiences which range from working on junior achievement projects to internships at local, state, and federal government agencies. Add to these accomplishments the efforts by faculty and staff who don't seek recognition, but whose contributions are heroic and touch so many lives.

The result is a vibrant and engaged University. A University that responds to its various communities and one that leads by example. To each and every one of you, the members of the Pace community, whose hard work, dedication, and commitment contribute to the overall status of Pace, I say thank you. I want us all to realize the tremendous strengths Pace can call its own due to the sum of everyone's individual efforts.

As impressive and noteworthy as these accomplishments are, it will take our continued energy and combined strength to continue to improve Pace's position in the world of higher education. There is much we can do together and I ask you to join me in working to accomplish the following goals in the year ahead. What follows is a summary of the goals and objectives this President and my administrative team will be working to implement. I hope you will work with us to see them to fruition.

Goal A: Improving Academic Quality

A great university must have rigorous academic programs and high expectations. To increase Pace's academic quality, eight initiatives will be the core of our efforts.

First, in order to better understand the value added of a Pace education as well as increasing our knowledge of the impact of our teaching, Pace will undertake a comprehensive effort to develop and implement learning assessment. We want to become a learning-centered institution and that requires a refocus of our attention to include learning and how it is assessed. I will ask Provost Marilyn Jaffe-Ruiz and Vice President Joseph Morreale to lead our efforts here.

Second, in light of the current discussion about the validity and use of the SAT I examination, Pace needs to fully review its admission criteria to ensure that they remain vigorous and are complementary to our mission of "Opportunitas." I will be appointing a faculty/staff/student committee to review our current policy and recommend any changes.

Third, there needs to be greater attention to various Pace Honors programs and opportunities. We need to have more Pace students receive national fellowships and recognition. We must ensure the most comprehensive possibilities for our students consistent with Pace's emphasis on excellence.

Fourth, we must increase the international opportunities for our students. It should be easier for our students to study abroad and we need to increase those places where such study can be done. I will continue my efforts to both plan and raise funds for the development of Pace global centers in strategic locations throughout the world.

Fifth, we should consider, as several faculty have suggested, a major effort in the area of environmental issues and policy. We need to consider having the environment a core theme on the Pleasantville/Briarcliff campus and to structure a variety of undergraduate opportunities under

this theme. Also, I would like to organize an institutional self-audit of our own environmental efforts. With the right development, Pace could be a national leader.

Sixth, the Dyson faculty are currently reviewing core curriculum requirements. They are encouraged to continue and complete that review. Once recommendations are available, they need to be discussed by the community and then implemented.

Seventh, the University must continue its commitment to increase the number of full-time faculty and the percentage of instruction they provide. We identified funds for six such positions in next year's budget and we must increase that number in the years ahead.

Eighth, Pace must continue to develop technology to meet teaching and learning needs. Our goals are to have several innovative efforts dealing with wireless applications, to increase the access our students have to the Internet by adding a dedicated T-3 line, and to upgrade and expand the general computer facilities on our campuses.

Goal B: Increase Civic Competency

As I have pointed out, Pace has an extraordinary record of volunteer and civic involvement. In order to strengthen our efforts here, we need to strengthen our ties with Campus Compact, whose state office will be located at Pace beginning this summer, and continue our active participation in Project Pericles. We will do this by undertaking a campus-wide assessment of Pace's current civic engagement. I'll be appointing a committee to undertake this work. Finally, we need to explore ways to increase the number of students who have internships and other off-campus experiences.

The development of these programs and actions will move Pace to a level of civic engagement worthy of national attention. The ultimate decision will need to be a consideration of how the curriculum should be modified to support civic competency and whether a required volunteer experience should be part of the Pace curriculum and required of all Pace undergraduates.

Goal C: More Open and Representative Community

Pace is fortunate to have a diverse student body and we must continue our efforts to ensure that our faculty and staff (including administrative leadership positions) reflect that diversity.

Our Affirmative Action Officer, Ms. Lisa Miles, has been asked to work with the various search committees to ensure that our search processes increase the opportunities to identify and recruit the best and most diverse candidates.

The Pace working environment must be free of intolerance and of harassment of any type. This is especially the case for sexual harassment. Look for an announcement of a major educational program for the entire campus community. The goal is to eliminate all sexual harassment and to increase understanding of the many cultural, racial and ethnic groups we are fortunate to have.

In addition, Pace needs to continue the past tradition of the Diversity Committee. A University commission will be established which will suggest and sponsor programs that will celebrate our diversity and make it clear that intolerance of any kind is unacceptable. I will be appointing such a commission and will be seeking volunteers to work on it.

Goal D: Increase Student-Centeredness

Pace will continue to stress its student-centeredness. As President, I will continue my attempts to engage the student body and student leadership in active dialogue.

A second initiative will be the planning and expected implementation of a "one-stop shopping" concept for all student services. This will require the active participation of the entire campus and especially so for the staff in Student Services. Look for a major announcement once we complete the current assessment of the software used to keep student records.

Goal E: Contain and Reduce Costs While Maintaining Quality

We all share a common desire to offer the best possible education at the lowest possible price. We will do our utmost to contain tuition and fee increases while realizing we cannot jeopardize quality. Look for an announcement for cash incentives for those individuals whose suggestions result in substantial savings while improving quality.

Pace needs to improve the information available to its decision-makers and we plan to reach a decision about the type and cost of the information system we need. This has the potential to be a major investment and will require careful consideration.

Pace faculty and staff deserve the most competitive salaries and benefits the University can provide. The University will develop and implement faculty and staff surveys to help determine needs. You have my pledge that we will do everything possible, within our cost constraints, to be as competitive as possible.

Goal F: Advance Pace's Image and Identity

I have asked Executive Vice President Joan Tucker to lead the University in two important areas this year. She is developing a coordinated publications effort which will increase Pace's visibility. In addition, look for major improvements in the Pace Website as new and more sophisticated aspects are added. Vice President Nancy Walker has been asked to begin the process of organizing alumni chapters throughout the United States and the world. Our goal is to add three active chapters/year and to do this we must build on our other successful alumni programs. The recommendations of the recently begun alumni commission will be invaluable as we move ahead in this area.

Goal G: Strengthen Presidential/Faculty Interaction

I would like to invite the faculty leadership to join me in a more involved and open dialogue. There needs to be more sharing of ideas and points of view and I have requested we consider regular meetings with faculty leadership to make this happen. In addition, I would like the faculty to join me in a conversation as to how we can increase faculty participation at all levels of decision-making in the University. I find that the Faculty Council discussions, while helpful, are not the extended discussions I would like to have. I invite the faculty to talk with me on how we might change this.

Goal H: Increase Innovation and Strategic Partnerships

Pace must strengthen its research and learning contributions if our national standing is to increase. In order to facilitate this, I will be announcing a new College of Teaching/Learning Excellence and Innovation. This will be an experimental college without permanent faculty and without courses or students. Instead, Pace faculty with ideas for improving or assessing teaching and learning will be granted released time to join other faculty from Pace and those invited from

other institutions to work on a specific project for a specified period of time. The idea is to foster imaginative and innovative work that could not be done while fulfilling usual teaching requirements. This will be a major effort to establish Pace's recognition in a number of fields. Look for an announcement by mid-fall.

In addition to this innovative organizational approach, Pace needs to expand its distance-learning capabilities. The faculty are to be congratulated on their efforts to date, but more needs to be done and various organizational possibilities need to be considered. Our goal is to increase the number of distance-learning programs as well as the opportunity for our regular students to take Internet-based courses.

Related to these first two initiatives will be the creation of a Pace incubator with the desired goal of fostering internal Internet entrepreneurial development with the emphasis on Pace faculty and educational applications. Properly developed, this will add value to our educational programs as well as having the potential to increase our alternative revenues.

Finally, Pace needs to seek out more active partnerships with the many non-profit organizations in our community. I would hope we can develop partnerships which will be mutually beneficial. Look for an announcement in this area by late fall and one that has Pace taking a major lead in innovation in this area.

Goal I: Develop a Centennial Strategic Plan

Our current strategic plan expires in 2002 and we need a community-wide effort to develop one that will see us through our Centennial year and beyond. A committee will be appointed and it is imperative we all work together to set priorities. The committee's draft should be completed by April 15, 2002 which will permit us to have a full discussion early in the fall of 2002 and make any changes resulting from that discussion by November 1, 2002. A new plan should be in place for January 1, 2003. This is an important priority for us and we need to work together to complete it.

These are clearly ambitious goals and we will only achieve them if we work together and if we dedicate our collective resolve to confront and resolve disputes and disagreements. As my comments have indicated, these goals will strengthen an already engaged University. Your assistance is crucial and I am looking forward to working with you as we continue to strengthen and improve Pace. Please feel free to send me any questions or comments you would like me to consider.

We should all be very proud of Pace, but most important, we should all be proud of the people at Pace. I am and I thank you for your hard work and dedication. Working together there is little we cannot accomplish. I am looking forward to the next part of our collective journey and to our collective success.

GOALS AND PROGRAMS FOR THE NEXT YEAR AND BEYOND

Goals Programs/Actions

A. Improving Academic Quality

1. Develop and implement learning assessment
2. Reconsider admission standards
3. Review and strengthen concept of Honors
4. Strengthen international opportunities

5. Develop an environmental theme for Pleasantville/Briarcliff campus
6. Complete and implement core curriculum changes
7. Increase full-time faculty
8. Continue development of technology with increased access.

B. Increase Civic Competency

1. University-wide inventory of present involvement
2. Strengthen ties with Campus Compact
3. Consider curriculum changes to strengthen student involvement
4. Increase internships and off-campus experiences

C. More Open and Representative Community

1. Emphasis on diversity in hiring decisions
2. Implement comprehensive program to educate Pace community on sexual harassment and eliminate it
3. Organize and implement a University-wide diversity program which celebrates Pace's multicultural diversity

D. Increase Student-Centeredness

1. Continue informal process of consultation
2. Plan and begin to implement one-stop shopping

E. Contain and Reduce Costs While Maintaining Quality

1. University incentive program for cost reductions
2. Investment in more integrated information systems
3. Pledge to have salaries and benefits as competitive as possible within cost constraints

F. Advance Pace's Image and Identity

1. Coordinated Publications Office
2. Expand and improve web site
3. Develop alumni club organization

G. Strengthen Presidential/Faculty Interaction

1. Implement regular meetings with faculty leadership
2. Discuss ways to broaden faculty participation

H. Increase Innovative and Strategic Partnerships

1. Establish College of Teaching/Learning Excellence and Innovation
2. Expand Pace's distance-

learning capabilities

3. Plan and launch a research incubator

4. Partner with the not-for-profit organizations to advance their agendas

I. Develop a Centennial Strategic

Plan 1. Appointment of Strategic

Planning Committee (Report due by 4/15/02)

2. Discussion and debate concluded by 11/1/02.