

Address to University Community
August 19, 2002

ON THE FRESHMAN CLASS:

Tomorrow over 1000 first year students will arrive on campus. I'm happy to report that lodging is ready!

We will welcome an outstanding class of freshmen. This year applications numbered 5238. Less than half of all applicants – 2476 – were accepted and we have enrolled 1190 students. Indeed, we have more freshmen enrolled for the fall than we had total freshmen applications in 1996.

Freshmen Admissions Data
Fall 2002

	<u>Applied</u>	<u>Admitted</u>	<u>Registered</u>
August 13, 2001	4,697	2,079	1,057
August 12, 2002	5,238 (+12%)	2,476 (+19%)	1,190 (+13%)
GPA Average:		3.3	
SAT Average:		1122	

These students are academically very strong. Their average high school GPA is 3.3 and their average SAT score is 1122.

48 honors students earned an average SAT of 1272 and high school GPA of 3.9. 18 of these honor students have a GPA of 4.0 or better and one student has a 4.7 – a new high for CNU.

Honors Program
Fall 2002

Number of Students	48
SAT Average	1272
GPA Average	3.9

Our 100 Leadership students have an average SAT of 1193 and GPA of 3.6 and these students will enliven our campus with their energy, enthusiasm and intellectual firepower.

President's Leadership Program
Fall 2002

Number of Students	100
SAT Average	1193
GPA Average	3.6

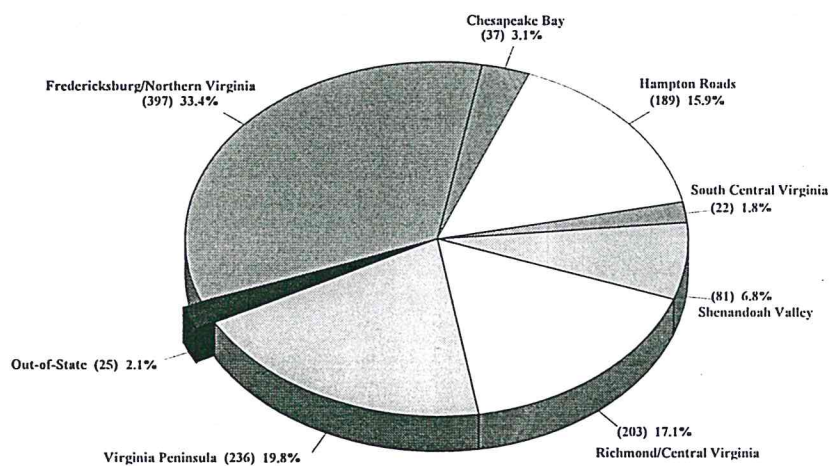
This graph shows how the overall quality of our students has increased over the last 6 years that we have worked together.

Freshmen Profile Fall 1996 and Fall 2002

	<u>Fall 1996</u>	<u>Fall 2002</u>		<u>Fall 1996</u>	<u>Fall 2002</u>
<i>Total Students</i>	537	1,190	<i>Residency</i>		
<i>Percent Who Graduated With an Advanced Studies Diploma</i>	77.0%	92.2%	Virginia	95.0%	97.0%
<i>SAT Average</i>	960	1122	Out-of-State	5.0%	3.0%
<i>GPA Average</i>	2.8	3.3	<i>Gender</i>		
<i>Foreign Language Requirement</i>			Female	59.0%	55.8%
Three Years of One Foreign Language With a "C" or Better	64.0%	83.5%	Male	41.0%	44.2%
<i>Mathematics Requirement</i>			<i>Ethnicity</i>		
Mathematics Beyond Algebra I, Geometry and Algebra II	43.0%	89.0%	African American	17.0%	5.7%
			Asian American	4.0%	2.7%
			Hispanic	2.6%	2.3%
			American Indian	0.4%	0.5%
			White	76.0%	88.8%

CNU has become a university of choice for high ability students from all regions of Virginia. Five years ago, we enrolled 29 freshmen from Northern Virginia. This year we will have 397.

**Residence of Freshmen by Headcount and Percent
Fall 2002**



TOTAL = 1,190

ON STUDENT HOUSING:

In 1996 we had only 387 residential students. This year 85% of our freshmen will live on campus (1018) and total campus residents will number 2090. In one year we have added 889 beds!

These students will be ensconced in spectacular surroundings. York River and the CNU Apartments are remarkable facilities and I hope you will tour York River East and the Monroe Building of the CNU Apartments this afternoon between 12:30 and 2:30 p.m. The buildings in the CNU Apartment complex are named for Virginia's Presidents – Washington, Jefferson, Madison, Monroe and Harrison.

UPCOMING EVENTS:

On Friday of this week at 10:30 a.m. CNU will hold its first Freshman Convocation to formally welcome our new students, underscore the seriousness of our academic purpose and the importance and responsibilities of living in a community of honor. I hope all of you will attend the inaugural freshman convocation and help make this event both meaningful and memorable for our first year students.

Again this year, I will meet each Monday morning with the Executive Committee of the Faculty Senate and monthly with the full Faculty Senate. The give and take of these sessions is important to our success.

Moreover, 7 Town Meetings will be scheduled for faculty and staff in September, October, November, February, March, April and July. A schedule will be published in the first of the electronic epistles from Paul which you will receive regularly during the academic year.

Finally, our Fall CNU Family picnic will take place on Saturday, September 14, at 11:00 a.m. on the Great Lawn prior to the first home football game against Randolph-Macon. There will be entertainment for the whole family, everyone will be asked to bring a covered dish to share and I hope everyone will stay for the game and cheer the captains on to victory.

ON THE TASK FORCE:

When I spoke to you last January about the transformation of our curriculum and academic life and the creation of a task force which would guide and advise us, I said, apropos of curriculum:

It is not enough for a faculty to simply deliver instruction rooted in liberal learning. To be truly effective, the faculty must be able to cultivate professional lives that reflect the mind and spirit and values one associates with liberal learning. We must be a faculty who delight in the academic life and who achieve as both teachers and scholars. But this will happen only if the University provides the kind of environment in which faculty and students can flourish. My charge to this task force is to create a curriculum worthy of such an academic culture and to create an academic culture worthy of such a curriculum.

And, regarding “academic life,” I raised the following questions:

- What should be the expectations of the professional life of a CNU faculty member?
- How should our faculty be organized?
- What are our expectations in terms of teaching and scholarship?
- How should teaching loads be determined?
- How should we identify and reward exceptional professional performance?
- How can we assure rigor in all of our courses, and that an “A” is truly an exceptional grade?
- Should summer support for research take priority over “released time” during the academic year?
- What is the proper role for sabbaticals?
- Does the academic week or the academic calendar need to be reorganized?
- How can private fund-raising best support the faculty in carrying-out its academic mission?

Today I am pleased to report that the Task Force on Curriculum and Academic Life is hard at work– under the capable leadership of Dean Douglas Gordon, Professors Susan St. Onge, and Ashby Kinch – and is well on its way toward addressing these and other questions important to our future. The Task Force has 30 members, 25 of whom are full-time faculty and 17 of whom are tenured. Every academic department of the University is represented. These individuals have spent countless hours this summer preparing and organizing for the work that lies ahead.

There is no work to be done this year and next that is of greater importance to the future of the University. They will be bold in their approach, receptive to the best thinking of the entire faculty, and resolute in their commitment to the future well-being of our University. We can expect no more and we will accept no less. I ask, therefore, that each member of the faculty be prepared to contribute to the work of the task force when called upon to do so.

ON FACULTY RECRUITMENT:

Last fall the University undertook an ambitious effort in faculty recruitment, the effects of which were intended to resume our march toward a full-time faculty of 250 through increments of 10 new positions per year. As you know, that march was rudely interrupted last December, when significant reversions of General Fund dollars took place in the middle of the fiscal year. Those reversions for 2001-2002 were then followed by still more drastic cuts for the present fiscal year. With your help – and, in particular, with the help of the Budget Advisory Committee under the leadership of Professor Bobbye Bartels – we confined the damage done in full-time faculty positions to a loss of two.

But losing two after expecting to gain ten is not my idea of victory. This year we will boldly move forward and recruit to add no fewer than 20 new full-time faculty positions for the 2003-2004 academic year. Many of these will convert adjunct instruction into instruction by full-time faculty, but others will serve to actually increase the net instructional effort of the University to accommodate a freshman class of 1200 and the increased retention rates of our student body.

Our allocation of these positions will take cognizance of enrollment patterns, but we will be especially sensitive to enhancing our ability to place our general education program – the heart of liberal learning – in the hands of full-time faculty teaching smaller and smaller classes.

We will do these things this year because they need to be done. No longer will we assess the damage from Richmond and then decide what part of that which must be done can be done. Henceforth – starting now – we will decide what must be done, find the means to get it done, and then do it.

ON CLASS SIZE:

We are going to keep our freshman class at 1200 students until we have 250 full-time instructional faculty. That means we will not increase our first year class by 100 students each year and build to 1800 freshmen by the end of the decade.

This decision means the quality of our freshmen will continue to soar, our classes will get smaller and our headcount and FTE will remain around 5,000.

ON THE PAST 6 YEARS:

We have dreamed and worked together for 6 years now. Few schools, if any, in America can match our success. Look at these strategic indicators and the powerful story they tell.

Strategic Indicators 1996-97 and 2002-03

	<u>1996-97</u>	<u>2002-03</u>
Enrollment		
Fall Headcount	4,565	5,395
Annual FTE	3,545	4,561
Freshmen Admissions		
Applications	1,090	5,238
Enrolled	543	1,190
% Accepted	82%	47%
Average SAT	960	1122
Freshmen Retention (Fall to Fall)	69%	85%
Number of Residential Students	387	2,090
Number of Full-time Faculty Positions	166	186

NEXT FIVE YEARS:

Six years ago I stood before the CNU family and proposed a bold, ambitious plan of action – Vision 2002. We have, with just a few dustups along the way, aligned our hearts and minds and exceeded our wildest dreams.

So, today let me speak to the next 5 years and let us begin together to chart a course that will secure CNU's place in the first ranks of liberal arts universities and empower us to enrich the minds and hearts of our students and graduate good women and good men and good citizens.

First, nothing is more important to the future of this University than the work of the Task Force on Curriculum and Academic Life. I anticipate the recommendations of the Task Force will be bold and enriching.

Second, we will move quickly toward 250 full time instructional faculty and our freshman class will remain at 1200 students. Class sections will become smaller, we will rely on fewer adjuncts and our faculty will have more opportunities for professional development.

Third, over the next 5 years we will construct over \$100 million of extraordinary facilities.

**Campus Development
The Next 5 Years**

(In Millions)

State Funding

	Virginia College Building Authority	General Obligation Bond	Equipment	Total
Center for the Arts	\$14.3	\$3.3	\$1.8	\$19.4
Information Technology Center/Library	0.8	11.3	1.9	14.0
Gosnold Hall Renovations/Expansion		5.8	1.2	7.0
Student Center Conversion		5.4	1.1	6.5
Total	\$15.1	\$25.8	\$6.0	\$46.9

Non-State Funding

Student Center	\$28.1
Residence Hall IV	23.0
Parking Deck	8.4
Athletic Complex (Football Stadium)	3.0
Total	\$62.5
Grand Total	<u>\$109.4</u>

CNU has been granted \$15.1 million through the Virginia College Building Authority to provide \$14.3 million toward the Center for the Arts and \$800,000 to begin immediately the design of our new library.

\$32 million depends upon the passage of the capital bond referendum in November. It is very important to CNU and all the other public colleges and universities that we vote and encourage our friends and neighbors to do so.

This \$32 million will be used to construct and equip a new library-information technology center, expand and enhance Gosnold Hall, transform our present student center into a 21st century classroom facility and complete the second phase of the Center for the Arts.

We will also complete \$62.5 million in projects on our own through fees and private contributions -- \$28.1 million student center, \$23 million upper class residence complex, \$8.4 million parking deck along Shoe Lane and the second phase of the football stadium, building of a new tennis complex and athletic fields for soccer, baseball and softball.

Many of these projects are already underway. All will be completed within the next 5 years.

Phase 1 of the Center for the Arts is now under construction and will be completed by December 2003. Phase 1 includes a 500 seat theater-music hall, 200 seat experimental or black box theater, teaching and learning spaces for our students and faculty (classrooms, rehearsal spaces, professional offices for our faculty), a lobby of civic proportions -- it will comfortably accommodate 1000 people -- and a small outdoor amphitheater.

Phase 2 will begin soon after voter approval of the capital bond initiative in November and will be completed by December 2004. Phase 2 includes the 1700 seat concert hall and supporting spaces that will host the Virginia Symphony, ballet and opera and the finest performing artists in the world.

The other projects will move forward in this rapid-fire order.

Requests for proposals will go out in the next few weeks to architectural teams to design the \$8.4 million parking deck and \$23 million residence hall.

Construction on the parking deck and the new residential complex will begin as soon as possible -- no later than spring 2003. That means the residence hall will be able to

accommodate students 2 years from today – August 2004, and a parking deck to accommodate 800-900 cars will be ready by the 2nd semester of the next academic year (January 2004).

This will help us with parking in the next academic year. We will also take another step. Next year, 1st semester freshmen will not be allowed to have cars on campus. Those freshmen who obtain good grades and avoid all disciplinary problems in their first semester, will be able to bring cars to campus in January 2004. A date that coincides with the completion of our first parking facility.

This year we will have 5 home football games beginning with Randolph-Macon on September 14th. Over 1000 season tickets have been sold and the Captains are poised for another great year.

After we host the first round of the NCAA, we will immediately begin the construction of phase 2 of the football stadium – we will envelop the stadium with CNU brick, build out the concession areas and rest rooms and add a press box. At the same time we will build a soccer practice and intramural field where the tennis courts now stand, a new tennis complex on lands contiguous to the soccer stadium and baseball and softball fields along Moore's Lane.

A new student center, library and Gosnold will be designed during this academic year and we expect to break ground on all 3 projects next summer and complete these facilities by the summer of 2005.

Once the new student center is completed in the summer of 2005, we will undertake the renovation and expansion of our present student center into a modern academic facility. This project will be finished in 18-24 months.

So there you have it -- \$109.4 million in capital construction to be completed by the summer of 2007.

The new library, student center and Gosnold Hall will transform the core of our campus. A broad based committee of faculty, staff and Anna Williams, President of the SGA, has already heard two presentations by extraordinary architectural teams and a third and final presentation will take place tomorrow. This month an architectural team will be selected and the design of these facilities will begin.

Already, committees of faculty, staff and students, working with nationally known consultants, have developed the programming for the library and student center projects. Once selected, our architectural team will begin immediately to work with

faculty in the math, physics, computer science and engineering and other academic departments that will use the new Gosnold.

SO WHERE WILL WE BE IN 5 YEARS?

5 years from this moment we will have completed almost a quarter of a billion dollars in capital construction and our new facilities will be world class.

CNU will have 250 full time instructional faculty, 1200 freshmen with an average high school GPA of 3.5 or better and an SAT score of 1200 or better.

Our students will come to us from every corner of the Commonwealth. 10% of our students will be citizens of other states and other countries.

In all we will have 5000 students. At least 3000 of those students will live on a vibrant campus and all of our students and faculty will be empowered by the full and energetic implementation of the recommendations of the Task Force on Curriculum and Academic Life.

In all respects, CNU will have become one of the preeminent liberal arts universities in America!