

William Clarkson
Justin Mikowski
2421 Nashville Ave.
New Orleans, LA 70115
March 7, 2006

RE: Facts to support reinstating School of Engineering

Dear Tulane Board of Administrators,

We know you are busy, so We'll get right to the point: There are some facts you need to know before the next Tulane Board meeting, so you can better evaluate information presented by university officials.

The rationale President Cowen gave for closing the School of Engineering is erroneous and misleading. On behalf of many Engineering students and faculty, We are writing to recommend that the board reinstate the School of Engineering.

Here are the facts:

Closing the School of Engineering will NOT save Tulane money:

1. The School of Engineering is profitable and supports other schools within the university.
 - a. When Engineering students take classes outside the school, a portion of their tuition is paid to that school. For example, Engineering freshmen take five classes – only one in engineering. The School of Engineering pays the College of Liberal Arts and Sciences for the other four classes. The School of Engineering gets to retain only the funding for 20% of the freshman's classes. The distributed management and accounting system that was in place before Hurricane Katrina forced the School of Engineering to pay other colleges when engineering students took classes outside of their engineering requirements.
 - b. Under the new management and accounting structure, the School of Science and Engineering would retain most, if not all, tuition it receives from students because almost all programs are now within the school. In the School of Science and Engineering, each engineering department would be profitable.
 - c. Each department in the School of Engineering is profitable prior to paying allocation costs. Allocation costs per department are a consequence of the old decentralized management structure. These costs, associated with operating buildings such as Stanley Thomas and Richardson, still remain. But the burden has been shifted to the remaining departments. The net result is a financial loss for Tulane University. The School of Engineering makes a significant profit prior to paying allocation costs and a small deficit afterwards. It is in the financial best interest of Tulane to keep the School of Engineering's programs.
2. The so-called Renewal Plan only saves 1 percent of the 2007 budget by cutting the School of Engineering -- making no impact on the duration and magnitude of the current financial situation. It is not in the short-term or long-term interest of Tulane to eliminate the School of Engineering's core programs.

3. The plan saves virtually no money until 2008 – well after the current crunch is resolved and more students could be recruited. (See Attached Savings Outline)

A strong School of Engineering is essential to a world-class university.

1. Tulane's School of Engineering is well respected.
 - a. Tulane students placed fourth in the Department of Defense research program (DARPA Grand Challenge). Even when competing against teams with much larger budgets, timetables, and reputations, Tulane Engineering students, sponsored by Gray Insurance, exhibited the resilience and innovation we have known for decades. Tulane students have stood shoulder to shoulder with the best the United States has to offer and we continue to do so under these extraordinary circumstances.
 - b. 2003 Presidential Award for Excellence in Science, Mathematics and Engineering was won by Calvin Mackie, an associate professor in Mechanical Engineering. Tulane and Mackie are part of a highly select group that includes only 62 institutions and 78 people.
2. The major engineering firms in the greater New Orleans area hire a third of their employees directly from Tulane University Engineering Graduates. If the current incarnation of the Renewal Plan continues, these local companies may soon look outside the city to fulfill their need for talented engineers, or they may leave New Orleans entirely. This is not good news for the city of New Orleans and its businesses.
3. Computer Science is a hidden casualty of the cuts in the School of Engineering. Computers are the future. Tulane will not offer even a single course in Computer Science if the so-called Renewal Plan is enacted. Of the top 60 Liberal Arts Schools in the United States, 84% offer at least a minor in Computer Science. Why doesn't Tulane? (See Attachment)
4. Boston University, Rice University, Vanderbilt, Washington University and all schools with which Tulane directly competes have strong engineering programs.

The separation of faculty resulting from the Renewal Plan was done in a manner that is inconsistent with the AAUP Guidelines (See attached letters). The administration's handling of the Renewal Plan has lost the trust and respect of many faculty, students and alumni, including our own.

Tulane has come back in a way that was almost unthinkable 6 months ago. We hope you will reinstate our trust in your leadership by reinstating the eliminated engineering programs.

We leave you with Tulane's motto: Non Sibi Sed Suis, "Not for one's self, but for one's own." We know you will do what is best for our Tulane family: Reinstate the Eliminated Engineering Programs.

Sincerely,

William Clarkson
Tulane University
Computer Engineering, 2007
Co-Founder, Save Tulane Engineering

Justin Mikowski
Tulane University
Computer Engineering, 2007
Co-Founder, Save Tulane Engineering

Attachments:

- 1) Tulane Renewal Plan Savings Outline – CFO Tony Lorino
- 2) Mechanical Engineering Research Dollars Breakdown - ASEE
- 3) Computer Science at the top 60 Liberal Arts Schools
- 4) Analysis of AAUP Letter Exchange
- 5) Letter from AAUP to President Cowen
- 6) Response to AAUP from President Cowen
- 7) Renewal Plan Outline from Renewal.Tulane.Edu

Tulane Renewal Plan
Savings Outline
1/26/06

<u>Area</u>	<u>Total Savings</u>
Administrative Units	\$5,500,000
Athletics	\$6,000,000
Academic Units - Uptown	\$6,125,000
Academic Units – TUHSC (Medical School)	\$35,000,000
	<u>\$52,625,000</u>
Payroll decision made Post-Katrina plus Voluntary Separations/Unfilled Positions	\$40,000,000
Total Savings	<u>\$92,625,000</u>

Cuts Uptown include those made to Business School and various other departments. The full effect of this Savings Outline will not be seen until fiscal year 2008.

Source of Information:

Anthony Lorino

Senior VP of Operations and Chief Financial Officer

Available To University Senate Members at meeting on 2/6/05

Competing Mechanical Engineering Departments Research Dollars Per

Competing Mechanical Engineering Programs	Number of Faculty	Yearly Funding (Millions)	Dollars Per Faculty (Dollars)
Duke	22	4.86	221,000
Rice	12	1.8	150,000
Rochester	14	0.86	62,000
Syracuse	15	4.92	328,000
Tulane	11	2.48	225,000
Vanderbilt	13	2.36	182,000
Washington	16	4.71	294,000

Source: American Society for Engineering Education, January 2005,
(<http://www.asee.org>)

As you can see, Tulane's Mechanical Engineering Department is respectable when compared to schools with which Tulane directly competes.

School Name	Rank	Has Computer Science Major	Has Computer Science Minor
Williams College	1	1	1
Amherst College	2	1	1
Swarthmore	3	1	1
Wellesley	4	1	1
Carelton	5	1	1
Bowdoin	6	1	1
Pomonoa	7	1	1
Haverford	8	0	1
Middlebury	9	1	1
Claremont McKenna	10	1	1
Davidson	11	0	1
Wesleyan	12	0	0
Vassar	13	1	1
Williams and Lee	14	1	1
Colgate	15	1	1
Hamilton	16	1	1
Grinnell	17	1	1
Harvey Mudd	18	1	1
Smith	19	1	1
Colby	20	1	1
Bates	21	0	0
Bryn Mawr	22	1	1
Mount Holyoke	23	1	1
Oberlin	24	1	1
Macalester	25	0	0
Trinity	26	1	1
Barnard	27	1	1
Bucknell	28	1	1
Colorado	29	0	0
Lafayette	30	1	1
Scripps	31	0	0
College of Holy Cross	32	1	1
Kenyon	33	0	0
Sewanee	34	1	1
Richmond	35	1	1
Connecticut	36	1	1
Union	37	1	1
Whitman	38	0	1
Bard	39	1	1
Franklin and Marshall	40	1	1
Centre	41	1	1
Furman	42	1	1
Occidental College	43	0	0
Skidmore	44	1	1
Dickinson	45	1	1
Rhodes	46	1	1

Gettysburg	47	1	1
Reed	48	1	1
Depauw	49	1	1
Sarah Lawrence	50	1	1
Denison	51	1	1
Wabash	52	1	1
Lawrence	53	1	1
Pitzer	54	0	0
Agnes Scott	55	0	0
Illinois Wesleyan	56	1	1
Kalamazoo	57	1	1
St. Olaf	58	1	1
Wheaton	59	1	1
Wolford	60	0	0
Beloit	61	1	1

Average

0.786885246

0.836065574

Source of Top 60 List: U.S. and News World Report

Source of School Data: Each Universities Website

Analysis of Tulane/AAUP Exchange

You will notice in the letter that President Cowen claims (pg. 3) that only 166 clinical and tenure track faculty were let go. Here is the applicable paragraph from President Cowen's Letter:

"We should also note for the record that the number of separated or to be separated tenured, tenure track and clinical faculty is 166, far less than the 200 plus you cited in your letter. As a result of the depopulation of New Orleans and other health related factors beyond our control, the vast majority of the separated faculty is from the School of Medicine"

The quote from which President Cowen and Chair Catherine D. Pierson are referring is:

"... The decision at Tulane to eliminate more than 200 full-time faculty positions, by far the largest number of mass terminations of faculty appointments ever, is of course a key concern for the AAUP under our longstanding responsibilities. ..."

On Tulane's own website (See Attached) Tulane openly admits that:

"The financial recovery aspects of the renewal plan address the budget shortfall the university anticipates in the wake of Hurricane Katrina and will result in the phased elimination of approximately **50 faculty** positions in discontinued undergraduate and professional degree programs. Another **180 faculty** positions will be eliminated at the medical school as a result of the decreased population and changing health care needs of New Orleans."

50 (tenure track) + 180 (tenure track and clinical) = 230 (clinical and tenure track)

230 (Tulane's website and AAUP) – 166 (President Cowen) = 64 (Lost Faculty/Clinical persons)

Our calculations show a discrepancy of 64 clinical and tenure track faculty members. How is such a large discrepancy possible? Three possibilities arise: President Cowen misled the AAUP, the true financial crisis does not warrant the elimination of 230 clinical and tenure track faculty, or the AAUP and President Cowen are talking about two different firings. On the surface it would appear as if President Cowen is confused about how many people his Renewal Plan directly affects. We think he should have just checked his own website.

AAUP Tulane chapter members and friends:

On January 26, the national office of the American Association of University Professors sent the attached letter to President Scott Cowen and Chair of the Board Catherine Pierson. As the letter notes, the information received to date by the AAUP national office is based primarily on faculty and media sources and the AAUP, as always, is eager to have the administration's response to the statements and recommendations contained in the letter and hopes that the concerns will be addressed. Since receiving the letter, President Cowen has been in communication with AAUP General Secretary Roger Bowen and is preparing a response. We look forward to receiving the response and making it available.

January 26, 2006

Dr. Scott S. Cowen
President
Tulane University
6823 St. Charles Avenue
New Orleans, Louisiana 70118

Ms. Catherine D. Pierson
Chair, Board of Administrators
Tulane University
6823 St. Charles Avenue
New Orleans, Louisiana 70118

Dear President Cowen and Chair Pierson:

Together with other groups and individuals throughout American higher education, we at the American Association of University Professors have been deeply concerned over what Tulane University as well as other New Orleans universities and colleges have had to endure in the debacle of Hurricane Katrina and its aftermath. The decision at Tulane to eliminate more than 200 full-time faculty positions, by far the largest number of mass terminations of faculty appointments ever, is of course a key concern for the AAUP under our longstanding responsibilities. Thus we appreciate your telephone call to our general secretary, Roger Bowen, expressing interest in adhering to applicable AAUP-recommended standards. We similarly appreciate that a need to meet our recommended standards had been a consideration in deciding on processes to be followed.

Following the issuance of notifications of termination, each action based on a declaration of financial exigency and the resulting "Plan for Renewal" adopted by the university's board of administrators, numerous affected tenured professors in the Schools of Business, Engineering, and Medicine have sought our assistance. We have also been kept abreast of developments, beyond what the media continue to report, by officers of the Tulane AAUP chapter and by others in the Tulane academic community. We write now to address the matter of adherence to AAUP-supported standards, both in what appears to

have happened thus far and in what lies ahead. As you doubtless know, the AAUP's recommended criteria and procedural standards in this area, deriving from the provision in the 1940 Statement of Principles on Academic Freedom and Tenure that "[t]ermination of a continuous appointment because of financial exigency should be demonstrably bona fide," are set forth in Regulation 4(c) of our enclosed Recommended Institutional Regulations on Academic Freedom and Tenure.

The standards set forth in Regulation 4(c), many of them incorporated in Tulane's official policies, call for meaningful faculty involvement in arriving at a decision that a condition of financial exigency is at hand, and that all feasible alternatives to the termination of appointments have been pursued. They provide for a primary faculty role in determining the criteria for identifying the individuals whose appointments are to be terminated, and they place responsibility for identifying the individuals who are to receive notice of termination of appointments in "a person or group designated or approved by the faculty." If notices are then issued, these standards afford affected faculty members with opportunity for an on-the-record adjudicative hearing before an elected faculty committee. At the hearing, the burden rests with the administration to prove the existence and extent of the financial difficulty, the validity of the criteria for identification for termination, and the proper application of the criteria in the individual case. The standards also require that the services of a faculty member with tenure not be terminated in favor of retaining a faculty member without tenure, except in extraordinary circumstances where a serious distortion of the academic program would otherwise result. They further require that the administration, before terminating appointments, make every effort to place those affected in other suitable positions in the institution.

That last fall's disaster plunged Tulane into a state of financial exigency has not been seriously disputed, although some have asserted that the magnitude of the exigency did not warrant so many terminated appointments. Affected faculty members and others at the university have, however, criticized the degree of faculty participation in the decisions on where within the university terminations were to occur. In addition, affected faculty members have sharply challenged the actions taken in their individual cases. They contend that in many instances their appointments as tenured members of the faculty are being terminated, contrary to the applicable AAUP-recommended standard, in favor of retaining nontenured colleagues, and that they are qualified to teach courses and carry out other academic responsibilities that will be assigned instead to nontenured faculty. They further contend that the administration, here, too, in disregard of the AAUP's applicable standard, has made no apparent effort to relocate the affected faculty members elsewhere in the institution.

Finally, they have also complained about the adequacy of the procedures available to them for contesting these actions, having thus far been offered only opportunity to appeal to the administrative officer who notified them of termination, with the burden of proof on them to demonstrate why their services should not be terminated. If the notices of termination on the uptown campus are not to take effect until spring 2007, and if the affected faculty in the medical school continue to be compensated until that time as well, it would seem to us still timely for the administration to offer to demonstrate, in a hearing

of record before an elected faculty body, that financial exigency necessitates the termination of these particular appointments. Adding to our concerns in this regard are documents we have received and media accounts we have read which appear to indicate that the appointments of some of these individuals are being terminated because the administration has arrived at unilateral judgments on their relative merit. We see terminating tenure on grounds of fitness of performance to be tantamount to dismissal for cause, to be pursued under different procedures.

Beyond the concerns posed by the announced terminations of faculty appointments, we have additional concerns relating to the development and promulgation of the "Plan for Renewal" itself, which involves a major reorganization of the university's academic structure, with resulting curricular and programmatic changes affecting the entire university, but especially the Faculty of the Liberal Arts and Sciences and the Schools of Business and Engineering.

After Hurricane Katrina struck New Orleans, the university's faculty and administration were dispersed across the country, but we understand that a good many faculty members have returned to the campus with the start of the new semester. At a faculty forum sponsored by Tulane's AAUP chapter last Thursday, faculty members in attendance reportedly questioned why the administration acted in December to announce the "Plan for Renewal," thereby seeming to foreclose the opportunity for meaningful faculty participation in commenting on a proposed restructuring framework. Whatever the merits of the reorganization plan—and we note that members of the faculty have also questioned both the rationale for the changes and their academic soundness—the faculty, it seems to us, are understandably disturbed about the process that was followed.

The information in our possession on the matters discussed in this letter has come to us primarily from press accounts and from faculty sources at Tulane University, and we realize that you may have additional information which would contribute to our understanding of what has occurred.

Assuming the essential accuracy of the facts as we have presented them, we would hope and expect that the administration and governing board of the university will be open to further consideration and potential hearings on notification of termination that are being contested. We would also urge opportunity for further consideration of decisions that have been made to discontinue and or reorganize academic programs.

We may well be back to you with concerns relating to specific cases. Meanwhile, we shall welcome your comments on the concerns this letter conveys.

Sincerely,

B. Robert Kreiser
Associate Secretary

CC: Dr. Lester A. Lefton, Senior Vice President for Academic Affairs and Provost
Dr. Paul K. Whelton, Senior Vice President for Health Sciences and Dean,
School of Medicine
Dr. Nicholas J. Altiero, Dean, School of Engineering
Dr. James W. McFarland, Dean, School of Business
Dr. James M. MacLaren, Acting Dean, Faculty of the Liberal Arts and Sciences
Professor Manjit Kang, President, Louisiana Conference AAUP
Professor Parviz Rastgoufard, President, AAUP Chapter
Professor Linda L. Carroll, AAUP Council, District V



Scott S. Cowen
President of the University

February 7, 2006

B. Robert Kreiser
Associate Secretary
American Association of University Professors
1012 Fourteenth Street, N.W., Suite 500
Washington, DC 20005-3465

Dear Dr. Kreiser:

We respond here, as President and Board Chair of Tulane University, to your January 26 letter. Feedback on any concerns that members of the Tulane faculty have is important to the University and to us. This is why President Cowen voluntarily reached out twice to the AAUP Secretary, Roger Bowen, most recently calling him to relate and discuss developments at Tulane, before we received your letter or knew that a letter was being sent to us from AAUP. We appreciated Secretary Bowen's acknowledgment that he was not aware of any evidence that Tulane has failed to follow its Faculty Handbook or other University policies in the course of addressing the University's post-Katrina restructuring.

We also welcome the opportunity to correct several of the inaccurate premises in your letter. Before we address them, however, we wish to remind you of the conditions to which colleges and universities in our area have been subjected for the last five months as a result of Hurricane Katrina. We believe that your letter does not reflect a full understanding of the unprecedented devastation this area and its institutions have suffered. We also want to tell you how disappointed we are that the AAUP did not give us a courtesy call before sending and widely distributing the letter that has now become a public document.

Hurricane Katrina was the worst natural disaster in American history. It resulted in the destruction of civic infrastructure, housing, and other assets of a major city and its institutions as well as the lives of its citizens. The financial loss is the largest a natural disaster has caused in the history of the United States, totaling in the tens of billions of dollars. The hurricane resulted in the largest metropolitan diaspora in U.S. history, such that the population of New Orleans is currently about one-third of its pre-Katrina size. Katrina caused Tulane University to close for over four months, the first time in over a century that a major research university has had to close for such a period due to a natural disaster. During this time, our faculty and staff were scattered across the United States and the world. The University reopened a few weeks ago, although certain programs cannot yet return to New Orleans. The University will sustain property

damages and operating losses in excess of \$300 million in this fiscal year alone. In addition, the university stood to suffer tens of millions of dollars of operating losses in the years ahead if no corrective action was taken.

To ensure the academic and financial survival of the institution after Hurricane Katrina, Tulane has adopted a Renewal Plan that we anticipate will help it to emerge as a viable -- indeed, eventually a stronger -- institution. This plan now gives us a basis for optimism about Tulane's future. However, the depopulation of New Orleans, uncertainty about the city's prospects, and other critical factors make it impossible to predict with certainty what the financial footing of the University will be in coming years. Therefore, from our perspective, we must give the Renewal Plan time to work to ensure that Tulane's future will be secure.

Any suggestion that the decisions about securing Tulane's future could have been postponed until the reopening of the university or beyond fails to grasp the gravity of the catastrophe the University has faced. The degree of damage to Tulane and the situation in New Orleans required the University to move decisively to stop the financial bleeding and adopt a plan for the future. Every day we waited to take corrective action jeopardized the survival and future of the University. We owed it to our current and prospective students, faculty, and staff to develop and present a plan before they decided whether to return to New Orleans. To emphasize this point, we sent out two e-mail messages to the Tulane community well in advance of the December board meeting to inform everyone of the necessity for a renewal plan. In these messages, we described the process to be followed and outlined the goals to be accomplished.

We strongly disagree with the suggestion that faculty interests were not appropriately accounted for in the decision-making process. Notwithstanding the unprecedented dispersal of the Tulane faculty and the need to adopt without delay a plan to save Tulane, no major decision was made without close faculty involvement. Throughout the process, there was frequent and substantive consultation with the President's Faculty Advisory Council (PFAC), a body elected by the University Senate and created precisely, according to the Senate Constitution, for the purpose of advising the President "when subjects of great urgency or delicacy require immediate consultation." The PFAC was consulted concerning the declaration of financial exigency and the Renewal Plan. In fact, every member of the PFAC volunteered, without being requested by the administration or the Board, to sign the declaration of financial exigency.

Decisions at Tulane since Katrina have been characterized by adherence to the Faculty Handbook and other University policies. Notwithstanding that terminated faculty can be expected to be very unhappy about termination decisions, the University believes that the termination decisions were taken in full compliance with its Faculty Handbook.

Termination of faculty is a difficult and painful experience for all concerned, including us. In many instances the University afforded terminated faculty treatment more favorable than that which the Faculty Handbook required. The University separated all terminated faculty on terms equal to or greater than those called for in its policy. Tenured medical faculty who are terminated are receiving twelve months' severance, in accordance with the Handbook. Separated

non-tenured clinical medical faculty are receiving three to twelve months' severance, based on length of employment, although University policies do not require that. Throughout the four months when the University was closed, all of its faculties were paid full salary and benefits although they were not able to teach Tulane students or treat patients in our hospital. The University decided that medical faculty salaries during the closure and severance payments should include a clinical component, even though there was no clinical revenue to cover it. Likewise, the University has provided options for pre-K-12 schooling and low cost housing for any faculty family needing these accommodations for their return to the area. In light of the consideration it has given its faculty in the face of the devastating impact of Hurricane Katrina, to suggest that Tulane has been less than concerned for and considerate of its faculty is at odds with the facts.

We should also note for the record that the number of separated or to be separated tenured, tenure track and clinical faculty is 166, far less than the 200 plus you cited in your letter. As a result of the depopulation of New Orleans and other health related factors beyond our control, the vast majority of the separated faculty is from the School of Medicine.

To suggest that any Tulane faculty member has been denied access to the appeal procedure set forth in the Faculty Handbook is also incorrect. Although some faculty members have chosen to discuss their particular circumstances with the AAUP or perhaps others on our campus, no faculty member that we know of has been denied an opportunity to initiate a formal appeal.

Also incorrect is the suggestion that decisions to terminate faculty were somehow terminations "for cause." The terminations were predicated on the need to address the financial circumstances of the University and on the University's programmatic needs, and objectives, that those circumstances and the aim to save this institution entail.

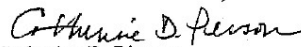
In sum, Tulane and other Gulf Coast colleges and universities confront acute circumstances of a kind and to an extent never before experienced in the history of American higher education. At Tulane, even under these trying conditions, faculty have been involved in key decisions, the University has diligently adhered to its institutional policies, and in many instances the University has afforded faculty an extent of consideration beyond the requirements of University policy. While we appreciate and understand the AAUP's interest in assisting its members, we respectfully submit that at this pivotal period in our University's history, public statements by the AAUP about Tulane that lack sound basis damage the University and threaten to harm, among others, current Tulane faculty, staff and students, all of whom have a compelling interest in seeing the University emerge from the crisis as a desirable place to work, study, teach, and learn. We hope and expect that AAUP does not desire to harm Tulane, and that the goals we share will be advanced, not impeded.

Finally, we hope and expect that the AAUP has not singled out Tulane University for public comment during this unprecedented historical moment while Tulane is doing everything humanly possible to secure its future for the current and next generation of faculty, staff, and students.

Sincerely,

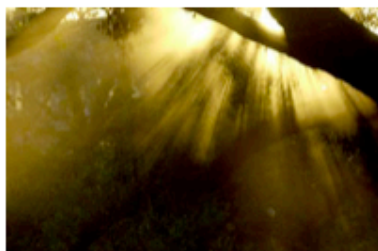


Scott S. Cowen
President



Catherine D. Pierson
Chair, Board of Tulane University

Cc: Secretary Roger Bowen
Dr. Lester A. Lefton, Senior Vice President for Academic Affairs and Provost
Dr. Paul K. Whelton, Senior Vice President for Health Sciences
and Dean, School of Medicine
Dr. Nicholas J. Altiero, Dean, School of Engineering
Dr. Angelo Denisi, Dean, School of Business
Dr. James M. MacLaren, Acting Dean, Faculty of the Liberal
Arts and Sciences
Professor Parviz Rastgoufard, President, AAUP Chapter
Professor Linda L. Carroli, AAUP Council, District V



Survival to Renewal



Tulane University

TULANE UNIVERSITY ANNOUNCES BOLD RENEWAL PLAN

*University will be Academically Stronger,
More Focused and Financially Secure*

Video Message from
President Cowen

To the Tulane Community

Renewal Plan

Information for Students

Newcomb/Tulane
Task Force

Background

Advisory Panel

Live Chat Transcripts

News Room

NEW ORLEANS, December 8 – Tulane University's Board of Administrators today approved a sweeping plan that strengthens and focuses the university's academic mission while strategically addressing its current and future operations in the post-Katrina era.

The plan will achieve two major goals for the university at a pivotal moment in its history: strengthening its commitment to building a world-class educational and research institution, and implementing measures to ensure the university's financial stability.

"Tulane University, now more than ever, is a powerful and positive force as New Orleans and the Gulf Coast region begin the monumental task of recovery," said Tulane President Scott S. Cowen. "We are determined to find opportunity in the face of adversity. Tulane will do more than just survive; we will thrive and continue our role as a beacon of learning and research for the region and nation, as well as a dynamic engine of growth and change for New Orleans and its citizens."

Tulane's Board, led by its chair Catherine D. Pierson, pledged its unanimous support of the plan.

"As a board, as supporters of our great city and as stewards of the 172-year history of Tulane, we feel confident that our renewal plan will ensure Tulane's continued ascent into the top tier of American universities while addressing Tulane University's financial needs," Pierson said.

The plan addresses the financial challenges created by Katrina, including \$200 million in recovery costs this year and a significant projected budget shortfall for next year.

Under the plan, Tulane is making a strong commitment to enhance the value of the undergraduate collegiate experience by making it more campus- and student-centric. The undergraduate program will be at the core of the renewed Tulane; in recognition of this the university will establish a new Undergraduate College that will replace the current coordinate college system for arts and sciences. All incoming Tulane students, regardless of their field of interest, will enter the university through this unified Undergraduate College. This new college will serve as a coordinating mechanism for all aspects of the undergraduate experience. It will also help to simplify the undergraduate academic organization and consolidate

administrative functions.

Other details of the plan:

- Tulane will significantly increase its commitment to the growth and development of urban communities by creating The Partnership for the Transformation of Urban Communities.
- The university will focus its undergraduate, professional and doctoral programs and research in areas where it has attained, or has the potential to achieve, world-class excellence. It will suspend admission to those programs that do not meet these criteria.
- The School of Medicine's educational program will return to New Orleans in the fall of 2006. The university's medical enterprise will be refocused with added emphasis on the research and educational programs that will position it among the top NIH-funded institutions in the country. The size of the medical school's faculty will be reduced in response to the changing population and health care environment in New Orleans.
- Tulane will continue to participate in Division I intercollegiate athletics, but with a reduced number of programs. Green Wave athletics will sponsor six programs that will compete in eight sports—football, baseball, men and women's basketball, volleyball, and women's indoor and outdoor track and cross country. The NCAA president and staff have assured the university that it will be able to secure the waivers needed to continue to compete as a Division I program.

The financial recovery aspects of the renewal plan address the budget shortfall the university anticipates in the wake of Hurricane Katrina and will result in the phased elimination of approximately 50 faculty positions in discontinued undergraduate and professional degree programs. Another 180 faculty positions will be eliminated at the medical school as a result of the decreased population and changing health care needs of New Orleans.

"I deeply regret that employee reductions were necessary to secure the university's future," said Cowen. "We have tried to make the reductions as strategically and humanely as possible, recognizing the hardship it places on those whose positions have been terminated."

The plan approved today was developed with input from a blue ribbon group of internal and external advisors and experts, including the Board of Tulane, the President's Faculty Advisory Committee and top administrators from several of the nation's top academic institutions and educational foundations.