



AMERICAN UNIVERSITY  
WASHINGTON, DC

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PRESIDENT

**PRESIDENT'S REPORT TO THE BOARD OF TRUSTEES**  
**Presented at the Early Fall 2007 Board Meeting**  
**Friday, September 28, 2007**

- 1. Start of School.** We experienced a smooth start of school for our academic programs and co-curricular activities. Among the more important traditional events and activities that mark the start of the academic year are the Freshman Service Experience, Convocation and New Faculty Orientation. Nearly 500 freshmen participated in FSE this year, doing volunteer work in dozens of sites around the city. The closing ceremonies included a visit and remarks by D.C. mayor Adrian Fenty. Convocation was successful, with the traditional Scholar-Teacher of the Year address delivered by Dr. Pamela Nadell, professor of history and director of Jewish studies. Joseph Vidulich, president of the Student Government, also spoke. I offered remarks, as well. The event, held on the quad, was very well attended.

New faculty orientation was attended by more than 80 new colleagues, 28 of whom hold tenure-track or tenured appointments. The credentials of the new faculty are impressive. This session is organized and sponsored by the Office of the Provost and provides an opportunity for new faculty to meet and discuss a variety of academic and administrative issues with faculty leaders and other key individuals. This was the best attended faculty orientation session in recent years.

We also opened the school year with a number of recently completed major facilities renovations, including the first floor of Mary Graydon Center, the conversion of Nebraska Hall to a residence for undergraduates, and the second phase of improvements to the Watkins building. Work continues on the conversion of the former experimental theatre into an addition for the Kogod School of Business.
- 2. Enrollment.** As of this writing, we have enrolled just under 1300 freshmen, about 6 percent fewer than budgeted. Our transfer and mentorship classes met their goals. Graduate enrollments are both above budget. Washington Semester is below budget for the domestic, credit program and slightly above budget for the international, noncredit component. Study abroad is well ahead of budget. The largest overall component of enrollments, returning students, shows us slightly ahead of projections for undergraduates and essentially on budget for graduate students when WCL is included. So, there are the usual variations across the various enrollment categories. The overall student headcount is, however, quite close to our original projections.
- 3. Budget.** We are currently on track to operate well within budgeted ranges for revenues and expenditures in the current fiscal year. Summer tuition revenue met budgeted targets. We project fall tuition revenue to be roughly \$1 million below the budgeted amounts, with a current projection of a similar amount for the spring semester. The board will recall that we have budgeted a tuition reserve of \$4.8 million, so, at present, we expect to operate well within that margin. Other revenue categories appear on track. The budget office reports no unusual patterns in the implementation of our expenditure budget, and we will reach the midpoint of the fiscal year on October 31.

4. **Campaign.** As of this writing, the campaign stands at \$143.5 million, and I expect to be able to report additional substantial gifts shortly. I have set a goal, subject to approval by the board, of raising an additional \$25 million for the campaign in the current year. As we approach this final stage in the campaign effort, it becomes increasingly important that we pay particular attention to each of the specific fund-raising goals to ensure that we meet both the overall and the specific targets for the campaign. Each of our priorities is very important, but I will be discussing the now pressing need for the board to focus on and assist with raising the funds still needed for the new building for the School of International Service and the renovation of the McKinley Building to create a new home for the School of Communication. As we have discussed on many occasions, both projects are vital to the futures of those important schools and to the university overall.

5. **Searches.** This year we will conduct searches to fill two key positions in the senior management of the university, provost and vice president of development.

The provost search will commence as soon as a search committee can be formed. The Faculty Senate will administer the election for faculty representatives to the search committee in accordance with our academic regulations. In addition to these elected faculty representatives, the president will appoint additional members of the university community to the search committee. The committee will be formed and begin meeting in October, with the first orders of business being the development of a position description and making a decision on the need for consultant assistance. The initial advertising and outreach will be conducted as immediately as possible thereafter. We will assemble a pool of candidates throughout the remainder of the fall semester and holiday period. We can expect initial interviews of a dozen or so candidates in late January or early February. Following that round we expect, a group of finalists will be brought to campus in late February or early March for public meetings with our university constituencies. Immediately following these meetings, the search committee will present me with their findings and recommendations. I intend to make my decision no later than the first week of April and submit my choice to the Board of Trustees for their review and action.

The vice president of development search will commence immediately after this meeting of the board. I will ensure that key campus constituencies are substantially involved in the search process through solicitation of candidates and participation in interviews at both the intermediate and finalist stages of the process. Obviously, the board and the deans of the schools and colleges should expect a close working relationship with the successful candidate and can expect to be heavily involved in the search.

I also anticipate hiring a senior manager to oversee a reorganized communications and marketing effort. My preliminary analysis of what is needed in this vital area of university operations is included in my [Communications and Marketing Plan](#).

6. **Emergency Preparedness.** The confluence of the anniversary of 9/11 and the issuance of the commission report on the tragedy at Virginia Tech compelled me to remind our university community of the procedures we have in place to deal with emergencies. We continue to explore the best available options for internal communications and will periodically remind members of our community of the need to be vigilant and aware of the steps to take should circumstances warrant. Later this semester will we conduct another in a series of exercises to improve our ability to respond to crises. This one will focus heavily on internal communications as well as on other elements of emergency management.

7. **Army Corps of Engineers.** By the time of the board meeting, or shortly thereafter, I will communicate with the university community on the Army Corps of Engineers operations at the houses owned by the university on Glenbrook Road. These operations are very significant in that they involve the removal of known material that may contain hazardous chemicals. We have worked for months with the Corps to ensure that our community is properly protected during these operations, but it is important that

everyone be aware of the precautions that need to be taken and the procedures that should be followed in the highly unlikely event of an incident during the removal process.

8. **Global Activities and Vice President of International Affairs Transition.** Last year, when responsibility for the academic components of our international strategy was returned to the Office of the Provost, we set a goal of increasing the number of international students in our entering freshman class by two percentage points each year for the next five years. I am pleased to report that international students constitute 4 percent of the entering freshman class. As noted above in the section on enrollment, our study abroad and short-term international study at AU are doing well.

On August 31, we closed one chapter in our partnership with the American University of Sharjah and opened a new one. Our contractual responsibilities for management of key aspects of that institution have ended; all personnel are now employees of the American University of Sharjah. Our liaison office has ceased related operations, and Dr. Roderick French, the first chancellor of AUS and the director of the liaison office, has retired. We expect this program will build over the years to a robust academic partnership between the two institutions. Additional information on international work is contained in the reports of the interim provost and the vice president of international affairs.

Our discussions with the Akruiti group in India have not resulted in an agreement and have been terminated.

Until the close of the fall semester, Dr. Pastor will devote half-time to the Elders Project, an externally funded effort that will enable a dozen former heads of state to assist in the resolution of international conflicts. His remaining effort will be devoted to ensuring a smooth transition for the remaining programs and staff in that office.

9. **Athletics.** Our athletics program begins the academic year under the new leadership of Keith Gill. Fall sports have gotten off to a strong start with all teams currently enjoying winning seasons. The volleyball team, under Coach Goldberg, won the D.C. Volleyball Challenge, beating Georgetown, George Mason and George Washington. Our field hockey team under Coach Steve Jennings appears headed for another strong year. They are currently unbeaten and ranked ninth in the country.
10. **WAMU 88.5.**
- **Ocean City**—To follow up the “news” from the May meeting about WAMU having been awarded the 88.3 frequency in Ocean City, MD, as an opportunity to spread the station’s programming to the Eastern Shore, the station hired Public Radio Capital to do the financial assessment on operating an Ocean City station, including a projection of the “break even point.” We will have options on whether to run it as a straight simulcast of WAMU 88.5 or to put in a programmable transmitter relay and drop in localized content. We expect to complete the analysis in the next few weeks. Meanwhile, as part of the award process, WAMU has registered WRAU (i.e., Radio American University) as the projected call letters for the station.
  - **Sunday Format Change and HD Radio**—WAMU is embarking on a multi-faceted effort to strengthen its schedule and listener support by claiming Sundays for news and talk programming on the WAMU-1 (main channel); migrating bluegrass to WAMU-2 and providing original programming 24/7; and utilizing WAMU-3 for additional news and talk programming with NPR, BBC, American Public Media (APM), and other programming options. To facilitate this, WAMU is offering (inexpensive) HD radios as a premium for those who donate to support bluegrass.
11. **Institutional Social Responsibility.** At the board’s May session, I reported on my meetings with an informal working group that focused on institutional social responsibility. Those discussions were

prompted by the board's concern about the manner that related issues were presented to them for decision. Darfur was the most recent example of what appeared as ad hoc process to the trustees.

Among other things, the working group confirmed that the board's perception was correct. In areas where the board had acted in the recent past, and in several areas handled by the administration, the issues developed idiosyncratically. However, one common thread was that the issues arrived at central administration following initiation and action by an informed and committed group of students, faculty, or staff. The working group also confirmed that the board's questions about process were shared by those in the community. Clear guidance is lacking on how to bring concerns or recommendations to the appropriate administration officials and how issues qualify for consideration by the board.

As noted in my May report, a consensus that emerged from the working group was that a university committee might serve a helpful role in dealing with social responsibility issues that arise from campus constituencies. While such a committee is worthy of additional discussion, there are also aspects of our institutional culture and history that suggest such a body would not be successful in its mission. I will make a more substantial report to the board on this general area in November, and in the meantime I will consult with members of the community about options for a more predictable and disciplined process for bringing matters of social responsibility to the attention of responsible university officials and bodies for decision and action. This includes addressing the topic in the upcoming strategic planning work.

12. **President's Goals.** Board compensation policies and procedures require the development of goals for the president and other senior managers. My goals are presented below.

During the coming year I will carry out the normal presidential responsibilities associated with leadership and supervision of all areas of the university's mission and operations. Of these, several objectives are particularly important:

- design and implement an inclusive process to produce a new strategic plan for approval by the Board of Trustees in November 2008;
- successfully complete searches, including board approval, for the positions of university provost and vice president of development;
- raise an additional \$25 million in cash and pledges for the campaign;
- provide leadership and ensure effective coordination for the university's global initiatives, including active supervision of the remaining obligations of the ABTI-American University contract and consideration of contract renewal;
- consolidate the communications and marketing functions under a senior manager reporting to the president, while developing positioning and messaging programs consistent with the developing strategic plan; and
- provide visible leadership and engagement with the campus, including regular interaction with our campus constituencies and alumni.