So far this September has been a lot better than the last one. In fact it has been the best one since I became president in 1998. And this past year was one of extremes for the University of Maryland from our rising academic reputation to being hit by a tornado, from the opening of the Clarice Smith Performing Arts Center to winning the National Championship in basketball. Last year we were out on the edges.

In my remarks to you last September, we talked about success—success for our students, our faculty, our programs, success for the entire campus. To become a great university we have to do great things, and everyone has to have a chance to play a part in the effort. Success has to become integral to our thinking and our striving; we need to be constantly reaching upward and realize that 'good enough' never is good enough. Our success over this past year has been so remarkable that indeed we should all be very proud about what we have accomplished.

While our striving for success remains key for us, today I wish to build my remarks around another concept, momentum. Some of you know my field is engineering and my specialty is mechanics. Momentum is a fundamental concept of mechanics and so it is a part of me. Universities and other institutions can gain momentum too. A university's momentum is a sense of unstoppable drive that underpins its rapid change. Like a racehorse at full gallop or an avalanche cascading in full fury, the drive described by high momentum is an awesome force. When every unit and every person is determined to move ahead, the entire university can be propelled and it gains momentum. When everything and everyone around us is moving ahead, the pressure on each of us to get moving too is not at all subtle: it can also become intoxicating. Most people want to be part of the winning team, and few want to be on the sidelines. Institutional momentum is difficult to build because it requires such broad participation; so many people need to sign up, commit themselves personally to reaching higher goals. When a university has it, it's amazing to behold. And we have momentum. We are zooming.

One common characteristic of universities with momentum, a characteristic found in individuals and departments, is that they all work at the extremes in their fields, out at the leading edges, or shall we simply say at the edges. Whether we are speaking of faculty or students or staff or the band, those who are creating this momentum are working at the edges. These edges are found everywhere we work: in social issues, national security, athletic competitions and naturally in our academic programs and research. Extremes—these edges—are always challenging, always out of the ordinary. That makes working at the edges exciting and that makes what goes on there hold the possibility of being
great. The edges are where the action is, where the key decisions are made. The middle is routine; the edges are original. The middle is safe; the edges are risky. The past is in the middle; the future is always at the edges. No university can become great, can ever become great, and can ever think of becoming great unless it is working at the edges. And when it has enough going on at the edges to inspire the entire university to be at the edges, the momentum we feel is created, a momentum that we must sustain.

Today, I want to highlight some of our work over just the past year that has been at the edges, work that helped create this momentum. In this way we can all better see how it happens.

On September 29, 2001, culminating the largest programmatic investment in the history of the university, the Clarice Smith Performing Arts Center officially opened with a grand gala and even grander expectations. The Clarice Smith Center is a compelling example of the impact of big dreams, great dreams, at a great university. Nearly 1,000 events for over a quarter million patrons were scheduled for this $200 million project in its inaugural year, and the performances, the spaces, and buildings have won rave reviews all around. On August 4, a piece in the Washington Post, under the banner headlines A Warm Round of Applause and Clarice Smith Center, Winning Many Thumbs Up, praised the Center as a unique arts venue. The Center has raised everyone’s expectations, attracted more supporters and brought more private support to us than any other program in our history. The Clarice Smith Center is the crown jewel of the arts at the University, and it is rising to stardom in the State and beyond. It is out on the edge.

Last November and in April, I signed Memorandums of Understanding between the University and the Ministry of Science and Technology of the People's Republic of China to establish a US-China research park here in College Park. This will be China's first research park outside of the mainland and it will be the cornerstone of China's research outreach to this country. This park will bring technology companies from China to Maryland to develop training programs, undertake research, and network with the university, national, and international companies and government agencies on agricultural, environmental, and bioscience issues. They will join our research park development here. These are more steps to the edges.

Among my most pleasant and extraordinary experiences last year was my honor to welcome President Nelson Mandela to the campus. A towering figure among world leaders, President Mandela delivered the annual Anwar Sadat Lecture for Peace in Cole Field House to a transfixed crowd of over 10,000. I am certain that many of you were there. He received an honorary degree and shook my hand. I have to admit that I didn't want to wash it for days afterward. On his trip to this country President Mandela visited the White House and the University of Maryland. His visit was way out on the edge.

In the spring the University System of Maryland presented its Frederick Douglass Award to Distinguished University Professor Emeritus David C. Driskell for his contributions to the ideals of freedom, equality, justice, and opportunity. Former recipients of this lifetime achievement award include Kweisi Mfume and Dorothy Height. This is a singular recognition for Professor Driskell's pioneering work as an artist, scholar, curator and collector of African-American art. He is far out on the edge.

Our first capital campaign, Bold Vision--Bright Future: The Campaign for the University of Maryland, was kicked off in 1995 with great apprehension. There was considerable uncertainty about our ability to raise the $350 million goal. In 2002 we celebrated the end of the campaign by raising $476 million, more than $125 million over the goal. We are indebted to our alumni leadership, Jim Clark, Brenda Rever and Paul Mullan, who led this campaign, and to all our supporters of this
accomplishment. Many campus faculty and staff supported this campaign too, and I thank all of you. Your support sends a clear signal of grass roots commitment to our mission. Few institutions in our society receive gifts from their employees to support what they do. The success of this campaign is a major move to the edge.

**Faculty Research**

Past research accomplishments have generated a momentum of increased opportunities and awards that is impressive. In FY02 research funds received totaled $352 million, up 14% or $44 million over the previous year's record and maintaining a trend of double-digit percentage increases that has continued over the past five years. A $44 million increase—that's an increase of almost $4 million a month over last year. This rate of increase is more than double that of any of our peers. Research sponsorship garnered by our faculty will pass our state appropriation this year, which started this year at $360 m, a $4 million decrease from its start a year ago. Our research awards have increased by $100 million over the last two years. Our research enterprise continues to be on the edge.

Four years ago we committed to strengthening our biosciences because there will be no great research universities that are not strong contributors to biosciences. Our commitments were rewarded when two faculty members in the College of Life Sciences received Packard Fellowships. Dr. Victor Munoz, Department of Chemistry and Biochemistry and the Center for Biomolecular Structure and Organization, and Dr. Sarah Tishkoff, Department of Biology, were our winners. Because only 24 of these prestigious and generous awards are given nationally each year, it is remarkable to have garnered two - a major recognition at the edge.

Last fall the Army Research Laboratory, Collaborative Technology Alliances offered five industry-university competitions for eight-year projects working with the ARL. Funding for each project ranged from $50 to $76 million. Our A. James Clark School of Engineering is a member of all five winning teams, a unique achievement and sparkling recognition for the School. And this past summer, the Clark School was awarded a NASA University Research, Engineering, and Technology Institute funded at $3 million per year.

Voices from the campus reach out to the public on critical issues of our time. As one of many I could cite, I commend Dr. Shibley Telhami of Government and Politics for his commentaries on the Middle East crisis that have appeared nearly weekly in our national press and for his testimony before Congressional committees. His balanced analyses and targeted recommendations on the pathway to peaceful resolution are considered and respected. He is striving to influence national and global opinions and policies and indeed world affairs. He is out on the edge and for him it can be a lonely one at that.

"The International Children's Digital Library" is a joint venture of The Internet Archive, the largest library of the Internet, and the University of Maryland's Human-Computer Interaction Laboratory, a leader in children's interface design. Under the direction of Dr. Allison Druin of the Department of Human Development and UMIACS, this initiative will strengthen existing libraries worldwide by providing a large-scale digital archive of literature for children. The ultimate goal is provide an online collection of 100 books from each of 100 countries. This visionary project is truly on the edge. And this was one of seven awards received by UMIACS faculty from the NSF Information Technology Research program.
With initial funding from the federal Department of Education, our College of Education has created the Maryland Institute for Minority Achievement and Urban Education, a project tackling the educational achievement gap. The Institute will focus on raising minority achievement in Prince George's County and Baltimore City schools and plans to expand to serve the state as a whole. It has rallied political support for its action agenda, and it has demonstrated the leadership expected of the state's top education school. This is a substantial step to the edge for Education.

And the Wall Street Journal just ranked our MBA program 16th in the world, 7th among small schools and 3rd among hidden gems, which accompany the Smith School's move into its beautiful new wing of Van Munching Hall. All strong moves to the edge.

And finally Dr. Derek Richardson of Astronomy has just had an asteroid named after him. 12566 Derichardson is listed in the Minor Planet Circular 46107 and is orbiting the Sun between Mars and Jupiter. In astronomical units it's not on the edge, but it's still pretty far out there.

Faculty

Faculty recruitment is the most important action we take in the building of a great university, and accordingly it is key to our staying on the edge. Let me mention just a few appointments to illustrate our success in continuing to bring people of great capacity here, even during times of constrained budgets.

I have recently signed the letter of appointment for Dr. Harris Wofford as Professor of Practice in the College of Behavioral and Social Sciences, where he joins the Democracy Collaborative initiative. Dr. Wofford served as President of Bryn Mawr College, helped found the Peace Corps under President Kennedy, served as United States Senator from Pennsylvania, and has been the CEO of the Corporation for National Service.

The Department of Linguistics has recruited Dr. Howard Lasnik from the University of Connecticut where he was a Board of Trustees Distinguished Professor. Professor Lasnik, who ranks among the world's leading linguists, is a fully certified teacher of Scottish Country Dancing. He also plays drums in five nationally prominent Scottish Country Dance bands.

One of our younger, brightening stars is Dr. David E. Huber of the Department of Psychology who was appointed as Assistant Professor in Computational Psychology. Dr. Huber earned his Ph.D. in Cognitive Psychology and Cognitive Science with a minor in Neuroscience and certificates in Mathematical Modeling and Dynamical Systems. He received the 2001 Young Investigator Award from the Society of Mathematical Psychology.
We brought Dr. Eitan Tadmor from Tel Aviv University to serve as the inaugural director of the new Center for Scientific Computation and Mathematical Modeling, an enhancement initiative that won campus support competitively. The center moved into the new Computer Science Instruction Center and aims to become the foremost research institute for high-level computation in science.

Dr. Hani Mahmassani came to us from the University of Texas at Austin. He is the Charles Irish, Sr. Chair and Professor of Civil and Environmental Engineering and Director of Maryland Transportation Initiative. He ranks among the most eminent scholars of transportation systems worldwide. The College is driving to build the nation's strongest program in transportation systems and is putting us on the edge in addressing this most vexing problem for the region and nation.

These are only a few.

Students

Again this year our entering freshmen class is the most talented in our history. Freshman applications were up 18% this year over last year hitting about 23,200. This new class has average GPA of 3.85 and SAT of 1270, both our highest ever. Last year the GPA was 3.75 and it was 3.46 when I arrive in 1998. According to data presented by the Maryland Higher Education Commission, outstanding high school graduates from the state are staying in the State in greater numbers, and more of them are enrolling at the University, reversing the longstanding, historical brain drain from the state. We are increasingly the choice of outstanding students from across the country and the world as well.

Kaplan's Annual National Guidance Counselor Survey led to The Unofficial, Unbiased, Insider's Guide to the 320 most interesting Colleges in the country. According to this national survey, we ranked in the top 10 of the "most interesting" universities in the nation along with two of our peers. I also note with satisfaction that we avoided entirely rankings in their list of universities best described by the movies "animal house" and "revenge of the nerds."

I wish to recognize especially important contributions our students made to push us to the edge. The Student Honor Pledge, adopted by the Senate last year, was developed, supported, and pushed by our students, among them Andrew Canter, who is this year's student regent, Mark Tosso, who is off to Ireland on a George Mitchell Fellowship, and David Klein, a graduate student in Psychology and a former chair of the Student Honor Council. Our students pushed us to an important stand in favor of higher standards of academic integrity. Kudos to them.

We are building an important culture of research opportunities for undergraduates through faculty mentorship. The College of Life Sciences received $1.8 million from the Howard Hughes Medical Institute to expand its Undergraduate Research Fellowship program over the next four years. This is the third Hughes award it has received since 1992. This past year eighteen of the undergraduate research fellows presented their research findings at scientific conferences. Three of them
won awards for the best student presentation. Over the past decade eighty percent of the program fellows have gone on to medical or graduate school and a quarter of them are under-represented minorities. This program has many moves to the edge.

Another innovative program, designed to increase retention of women in the sciences and engineering, is called RISE: Research Internships in Science and Engineering. It has a research component for women students and a fast start, two week orientation program for incoming freshmen women. The National Science Foundation funded the Clark School at $1 million to support this effort. The NSF has also awarded the Clark School two new grants in the program titled Research Experiences for Undergraduates: one, a $1 million grant to Electrical and Computer Engineering in Telecommunications and another a $.5 million grant in Chemical Engineering under Molecular and Cellular Bioengineering.

The Mathematics department stepped to the edge in its support for students having difficulty in mathematics. It replaced its former preparation course for students not ready to take credit-bearing math by a new program enabling students both to correct their deficiencies and take credit-bearing math in the same semester. The Baltimore Sun ran a positive front-page story on it on September 15. Last fall two thirds of the enrolled students, more than 300 of them, successfully completed both the preparation and the for-credit courses. Previously, only half the students would have completed the preparation course only and none would have obtained math credit. Further, more than 100 students went on to successfully complete the calculus course in the spring. A hearty pat on the back to Mathematics for helping so many students get themselves over this hurdle so successfully. It's a great story all around.

Finally, I can't leave mentorship without congratulating, again, Dr. Earlene Armstrong of Entomology. For five years she has led the highly successful Pre-freshman Academic Enrichment Summer Program that has been remarkably successful in attracting and retaining students from underrepresented groups to Life Sciences. The National Science Foundation recognized her last year with the U.S. Presidential Award for Excellence in Science, Mathematics and Engineering Mentoring. I understand that she has now started a summer program on bugs for middle school students. If they need any incentive to get into bugs, she will give it to them. She had me eat a couple of her six legged friends in various flavors last Maryland Day. Yes, even that goes with the job. What happened to kissing babies? She is out on the edge, or is that creeping over the edge?

Diversity

We cherish our broadly based diversity and the warm and welcoming character of our campus. We have benefited immeasurably by our pursuit of these qualities; they are right; and our commitment to them does not falter.

The data continue to support our relative achievement in diversity. According to the June 20, 2002, Black Issues in Higher Education, the University was ranked 14th among all colleges and universities in the total number of bachelor degrees awarded to African Americans. That is, 14th out of the more than 3,500 universities and colleges in the country. Among traditionally white institutions, our campus ranks 4th nationally in the number of bachelor degrees awarded to African Americans and 3rd in doctoral degrees. Among all universities and colleges we ranked in the top ten in bachelor degrees awarded in ethnic studies, biological sciences, English, social sciences and history. We ranked 11th in the number of bachelors degrees awarded in engineering to African Americans. We ranked first overall in the number of doctorates awarded...
in Mathematics, 3rd in engineering, social science and history; 6th in sending African-Americans to medical school. For Asian-American graduates we are 18th in the country in number of bachelor's degrees awarded; 10th in biology degrees; 9th in degrees in Education and English; 13th in computer sciences; 14th in social sciences and history; and 18th in engineering. Our enrollment of Hispanic students is small but increasing steadily at both the undergraduate and graduate levels. These diversity figures put us out on the edge too.

Rankings like these provide an important measure of students' success: how many earn degrees. The vast majority of entering freshmen say that they expect to graduate in four years, and they should. We don't admit students who lack the capacity to graduate. Personal circumstances do stand in the way of some students. For others, bad judgment often plays a role in their difficulties. It is important that each of us try to help students achieve their graduation goal by intervening early before they dig themselves too deeply into an academic hole. Last year the Senate passed several measures designed to promote student success by requiring mentorship for students who are having difficulty. The revised policy places any student who has not earned a 2.0 GPA on probation. Every student on probation will be required to meet with an academic advisor. Students will no longer be permitted to languish without guidance if they are performing below the minimal level for graduation.

I thank the Senate for taking this bold step in support of our students. I am proud of our student Senators who supported the measures with passion and conviction. I ask for the support of every member of our campus community to make these new requirements clear and to give our students the assistance they need to succeed. Frankly, and as many of you know, I firmly believe we should be providing mentorship for every student, but these students in particular need early counseling. Literally, it can make all the difference and each of us in this room knows it. The Provost is developing implementation guidelines for transition to the new policy and I ask for your support of this substantial effort.

Sports

We cannot speak about being out on the edge without celebrating our student-athletes and their achievements. They took us to the Orange Bowl and the NCAA national basketball championship, which are both the stuff of dreams. As President Bush put it during our White House visit, "your national championship lightened everyone's step on the second floor of the White House." And so it did on campus too and throughout the region. So many players on these teams and other teams stand out, including the first Terp All-American baseball player since 1992, John McCurdy, now a senior; and Kit Johnson, a senior gymnast named last year as the female Arthur Ashe Jr. Scholar-Athlete, for her outstanding academic record and athletic achievements.

US News and World Report (March 18, 2002) included Maryland in its honor role of the top 20 athletics programs nationally that merit recognition based on winning percentage; gender equity; number of sports offered; absence of infractions; and graduation rate. We are one of only 45 athletic programs nationally that comply with Title IX rules covering scholarship funds allocated to female athletes. As we ponder these standings it is good to remember that there are more than 300 Division I programs in the NCAA and another 400 plus in Division III. Our athletic director, her coaches and staff and so many others across the campus, like the Athletics Council, can feel proud about the success of our program. Athletics does not run itself; it requires constant leadership and disciplined work by many, many people. I am pleased that so many are contributing so much toward its success, toward pushing it to the edge.
Staff

Last September was a month to remember. And so we will. After the tornado, our grounds and facilities crews were determined to get the campus back up on its feet and fast. In situations like that you find out a lot about people by what they do. And our staff demonstrated a deep commitment to the campus even an affection for it is not too strong a description for many. People across the campus put themselves out to tackle problems without waiting for special instruction or to verify how they might be compensated or treated. Though I wish I could name everyone who worked their hearts out, I will mention only a few individuals who are representative of so very many who worked to the limit.

Amy Martin in Resident Life who had organized a candlelight vigil for 1,500 residence hall students on the night of September 11, worked until 2 a.m. after the tornado on the 24th to help students get to safety and shelter. Bill Maynard and Greg Thompson returned to campus after the tornado and worked for 21 hours straight coordinating the Dining Services facilities efforts; Marie Dory in Facilities Management returned to campus to field calls until late at night accepting requests and directing assistance to faculty and staff in building operations; Charlie Rice, in Residential Facilities, was on leave when he heard about the tornado on the news. He dropped everything and rushed straight to the campus. Our colleagues in the Maryland Fire and Rescue Institute, who suffered the most severe personal and facility losses, found support from their colleagues here and across the State in responding to their devastation. They bounced back offering classes within a few days and have now moved into their new facility at the Metro site. We wish them all a continued and ultimately a complete recovery from this tragedy. It will take time.

I regularly receive commendations for individuals because of the extraordinary service they have provided. Last month I received a note from a graduate student in American Studies who described Valerie Brown, administrative assistant in that department, as the 'best employee' of the university. The letter described the mentorship that Valerie provided to her and other students that literally kept her going when she felt overwhelmed. Another story of mentoring that truly counts. Valerie Brown, we do thank you and others like you who are putting so much of yourself out for the students.

Promises of the Coming Year

Today I provided highlights of units and people who are pushing themselves to the edges and thereby creating this momentum we feel. That is the way momentum is created, how it is done, and these examples also show us what it takes to maintain our momentum. More people now understand what working at the edges means to a great university. More know what to do; more can distinguish between the good and the great; more can understand the insidious problem of being good if your goal is to be great. The highest hurdle to greatness is getting over being good. We must continue to look for those special opportunities that accelerate us, that increase our momentum; that allow us to polish our star. This is our most critical goal for the coming year-- maintaining our momentum.

The coming year already promises many special events that should be of great interest to our campus community. On November 13th the United Nations Secretary General, Kofi Annan will deliver the Anwar Sadat Lecture for Peace, and in the spring former President Bill Clinton will sponsor a workshop on race relations. Another special event is the September 29 fundraising gala to support our new David C. Driskell Center for the Study of the African Diaspora. The gala will feature a benefit show by Bill Cosby. The College of Arts and Humanities has established the Driskell Center for the exploration of the influence of the African diaspora on the arts and culture of the Americas. David and his wife
Thelma have chosen the University and the Center as the repository of much of their extraordinary collections of African-American art along with their provenance to serve as a resource for scholars. This Center moves us prominently to the edge.

Facilities

Our campus facilities play a major role in our momentum for they attract students and renowned scholars, specialists and alumni, and people from the community. They are a major resource for the people of the State and region. They give us special opportunity to do great work and create a place known for its beauty and harmony. The Comcast Center scheduled for dedication on October 10 will arguably be the best facility of its type in the nation, and the third South Campus Resident Hall has opened and provides 300 more beds for students. Work will be completed this year on the new Chemistry wing, and construction will begin on the Kim Engineering Building. Planning for our new bioscience research building has been initiated this year. It is the only building in the state that was not delayed this year due to budgetary restrictions. We thank Governor Glendening for his appreciation of our urgent need to move our bioscience program forward to the edges. At the top of our new capital request list is the renovation of the Tawes Fine Arts Building to transform it into a space for our English Department and its new entrepreneurial opportunities and programs.

The 2001-2020 Facilities Master Plan for the campus was endorsed by the Senate and approved by the Board of Regents last spring to guide our evolving campus environment and facilities. This plan will help us capture our dream to provide the State of Maryland a first-class campus for its first-class university. It projects a vision for our campus as a premier national research university while creating aesthetic and environmental harmony on campus and with our neighbors too. You can read the plan on the Web. It moves us to the edge.

Research

We were pleased this summer to welcome Dr. J. Dennis O'Connor, a biologist with exceptional academic and research leadership experiences, to the position of Vice President for Research and Dean of the Graduate School. He came to us from the Smithsonian Institution where he was Under Secretary for Science and Provost. Prior to joining the Smithsonian he served as Chancellor of the University of Pittsburgh, Provost at the University of North Carolina and Dean of Biosciences at UCLA. His background and extraordinary experience will serve us well as he takes on leadership of the graduate school, our research park, and our external research partnerships.

One of Dr. O'Connor's prime responsibilities in the coming year will be to lead the fulfillment of our continuing dream, a research park located over by the College Park Metro Site. In the vernacular, this park will be his baby. It will serve as a catalyst for partnerships between the university and national and international companies, government agencies and research organizations that are fueling the economy of the state and nation. Companies that graduate from our incubator should find the site attractive too, and it could provide for expansion space for our incubator itself. This past summer, as a part of this park development, we purchased the Litton Property. This property includes a substantial research facility that will be immediately available for lease to appropriate companies and research partners. Our goal is to attract companies to the park that would derive benefits from their proximity to the University and provide benefits to the University too. In short we are looking for clear academic and financial relevance for the companies, laboratories and agencies that will come here. In total...
we own, or have options to buy, about 125 acres at the Metro site, the foundation area for this park.

Following 9/11 last year, we immediately assembled a list of all campus people with expertise and/or activity related to national security and terrorism issues and created an informal Council on Security and Counter-Terrorism Studies. Our quick assessment showed more than 100 of our people could participate in this council. Moreover, because of our location and long-standing activities, our connections to government and security agencies are particularly strong. As I speak today, a joint two-day public symposium titled "Homeland Security: The Civil-Military Dimensions" is being co-sponsored by us and the National Defense University. Dr. O'Connor will lead our Homeland Security Working Group to facilitate our campus development and contribute to the national and statewide security efforts, and identify areas where we can make substantial contributions.

Our success at building a great university depends on the achievement of our graduate students, both while they are with us and after they leave College Park. While they are here, we take on roles of educator and mentor. In addition to guiding them on academic matters, we also mentor them on what it means to be a professional and how to become an effective professional. One year ago we began a thrust to improve our graduate student experience under Interim Vice President Chuan Liu and I have asked Dr. O'Connor to continue that effort. He will lead a review of our graduate student experience relative to that at our peer universities. The review will look at direct issues (like workload and stipends) and indirect outcomes (like mentorship, satisfaction and placement). As I have stated before, the experience of our graduate students needs to become at least as good as that found at our peers. We need to be on the edge here.

Sportsmanship

More than a year ago I appointed a Sportsmanship Committee, chaired by Dr. Charles Wellford, chair of the Athletic Council, that made recommendations for the improvement of sportsmanship around athletic events. I accepted and implemented the committee's recommendations in their entirety. Implementation of several recommendations will continue this year including a campaign about sportsmanship using messages by our coaches. The Board of Regents has also instituted a policy mandating that the sanction for students involved in rioting will be expulsion. We are also launching an effort under the direction of Dr. Linda Clement to channel post-game enthusiasm into up-beat celebrations. I regret that we seem to have found ourselves relying on our police department to maintain sportsmanlike behavior. At the same time the vast majority of people at and around the University is quite fed up with riotous behavior, and whatever tolerance may have existed for it earlier has vanished. We have entered a new era where police will more quickly arrest those engaged in rioting, and if sanction is called for, it will normally be expulsion from the university.

Connections to Students

Last year, we discussed with the student leadership and other students plans to increase communications between students and the administration. As a result three new programs were created and are being implemented this fall. In the first, Student Affairs will sponsor a leadership workshop for students, administration and faculty at the beginning of each semester. The goal is to identify common concerns and assemble teams to address them. The fall workshop is scheduled for next Sunday, September 22. This workshop idea was tested successfully a year ago. In the second program, once per semester I will brief
student leadership on current issues coming to the president's office and comment on particular directions and actions we are taking. These sessions will follow the format of the President's Forums for administrative and academic leadership that have been well received over the past two years. They also provide an opportunity to address questions raised by the student leaders and clarify issues. In the third program I am setting up almost weekly luncheons at Adele's where I will host about eight students. Students who have both time and interest can volunteer by email, and up to eight will be invited on a first come, first served basis. The goal is provide an opportunity for the general student to chat with me about whatever is on his or her mind. I will continue my custom of dropping in on students at various lunch tables and at Good Morning Commuters to listen and talk.

Budget

As will be a surprise to few of you, the state of Maryland, like other states, is going through a period of fiscal uncertainty. The revenue shortfalls that have been projected in Maryland necessitate that we prepare for possible budget adjustments should they befall us. The Provost and the Vice President for Administrative Affairs, working with the deans and other leadership, have been reviewing various options for reducing expenditures and increasing revenues. It is too early to suggest how reductions might be taken specifically. But should they become necessary, reductions will be guided by the following goals presented in alphabetical order:

- Build the greater research environment;
- Continue to be the choice of the State’s best students;
- Maintain our commitment to a fully diverse campus;
- Maintain the campus momentum;
- Protect the natural beauty and environment of the campus;
- Recruit and retain faculty of extraordinary distinction;
- Share budget reductions by state and non-state sources.

Whatever happens in the budgetary climate, by working together we will get through this problem and go on to achieve our personal and campus goals. We might agree that age is a high price to pay for wisdom, especially when the product you're buying is not guaranteed. But one piece of wisdom that I have learned over the years is that budget problems are ever-present. In fact I cannot remember a time when budget was not a problem. And somehow we do get through budget crises and most importantly, real progress can be made while doing so. So by working together, we will handle whatever comes along this time too.

Closure
Colleagues, it has been my pleasure to address you today and to have your most polite attention. My goal was to paint a picture of our university moving at high speed over the last year and in fact over the last few years the model of a university with high momentum. As we painted this picture, we analyzed its form and discussed why it is coming together. It's a work in progress and the better we understand how it is created, the more likely we will be able to finish it. We are experiencing a truly rare circumstance in the annals of higher education, one that arises because we are pushing out to the edges and making contributions that shine brightly on the national stage. The momentum we feel can only be created by nearly everyone striving for, and often playing on that stage. Our movement must span the campus from academics to the arts, to athletics. Our momentum results from our quest to be on the edge in everything we touch. It is not selected pillars but the foundation of our institution that must excel. And so it must be. This is the character of a great university, and we have got it. Together, we will keep it. That must be our resolve.

It is my privilege to serve as president of this university and it is my special opportunity to share these thoughts with you today. I wish all of us another truly great year.

C. D. Mote, Jr.