



Brandeis University

Jehuda Reinharz
President

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Dear Friends,

It is a bittersweet occasion for me to write this letter, as it marks my final communication to the community in my role as president of Brandeis University.

In early December, I sent an open farewell letter to students, published in *The Justice*, in which I told them that I admired their concern for global issues, their desire to protect the environment, and the fact that so many of them are taking on leadership roles. I commended their maturity, intelligence, friendly disposition and international outlook. But I also expressed concern about students who smoke, those who forget the line between vigorous discussion and hurtful expression, and the reluctance of some to take a course that might appear difficult at first sight. I urged them to remain citizens of the world and to take the fullest possible advantage of studying at one of the finest universities in the world. I also indicated that I would be writing soon to the entire Brandeis community to outline the way in which Brandeis has changed over the years. This is that letter.

Some of you may remember that I assumed the presidency in 1994. Little did I know then that I would stay in this position for 16½ years. The current average stay of a university president in the United States is approximately five years. So why did I stay so long? Simply put, I care very deeply about Brandeis. I appreciate what the university has provided me as a student, faculty member, academic administrator and president over more than 40 years.

I have had a relationship with Brandeis since I entered the Ph.D. program in Near Eastern and Judaic Studies in 1968. In 1982, I returned to Brandeis as a member of the faculty, and, in 1991, I became provost. When I subsequently became president, I knew that there was a great deal to do, but I also knew that there were many people willing to help.

No single person alone can change an institution as complex as a major research university. Over the years and with the partnership of a generous and dedicated Board of Trustees, an outstanding faculty, a highly talented and committed staff, and actively engaged and philanthropically committed alumni and friends, we have reached most of the goals I set for Brandeis over the years. Brandeis is stronger today than it has ever been, and I am convinced that it is capable of even greater achievements in the years ahead.

In my acceptance speech of March 2, 1994, following my election as president by the Board of Trustees, I said we must continue to bring to Brandeis the most outstanding faculty and to secure the resources needed to retain them. I pledged to transmit the news of Brandeis to every excellent student anywhere in the world and to ensure that Brandeis's outstanding achievements are recognized beyond academia. I committed to enhancing student life and improving the student experience beyond the classroom, to making the campus a place of

intercultural dialogue, and to increasing the diversity and international nature of the university. In 1994, reporters from *The Justice* interviewed me about my goals. I told one student, Guy Raz '96 (now the weekend host of NPR's *All Things Considered*), that I wanted to strengthen our identity as both a first-rate research university and a liberal arts college, to maintain a close relationship with the student body, and to encourage the formation of an interdisciplinary curriculum. I told him that I was committed to a need-blind admissions policy, but I also discussed the urgent need to improve the financial well being of the university.

In my work as president, I have guided Brandeis's mission, which I summarize in terms of four pillars — academic excellence, non-sectarianism, a commitment to social justice and Jewish sponsorship/ service to the Jewish community. I would like to comment on my presidency in terms of these pillars.

Academic excellence: In 1994 Brandeis admitted 68 percent of all students who applied. This year, with its largest applicant pool ever, the university accepted 32 percent of its applicants, 87 percent of whom were in the top decile of their high school graduating classes, with an average SAT of 1400. SAT scores and grade point averages are certainly not the only indicators of excellence, but they are meaningful in the larger context of admissions criteria. University academic excellence can also be defined in terms of faculty achievements and honors, such as the more than three dozen Brandeis faculty members who are Fellows of the American Academy of Arts and Sciences, the American Association for the Advancement of Science, the National Academy of Sciences or the National Academy of Public Administration or members of the American Philosophical Society or have been named Howard Hughes Medical Investigators or MacArthur Fellows or received a Pulitzer Prize. In the past 16 years, the university has added 34 fully endowed faculty professorships, and when recruiting new members of the faculty we have consistently been able to attract our top candidates.

Non-sectarianism: The emphasis I have placed on diversity has changed Brandeis in important ways. Our campus welcomes a broad range of students from all backgrounds. Twenty-eight percent of this year's entering class, for example, is comprised of students of color and 17 percent is international. These percentages have been consistent for the past few years. Brandeis now has four chaplains — Jewish, Protestant, Catholic and Muslim — with meeting and worship space for these and other faith groups among the student body. Nearly half of the students at the Heller School for Social Policy and Management are international, as are nearly three-quarters of the students at the International Business School.

Social justice: Social justice has been part of Brandeis's fiber since its founding in 1948. That commitment led me to help bring the Posse Liberal Arts program to Brandeis and subsequently to help the faculty create the Posse Science Program. The brainchild of Dr. Deborah Bial '87, Posse is a merit-based scholarship program that each year brings to Brandeis ten students from a pool of over 1600 inner-city candidates. These students reflect the diversity of New York City and are selected for their academic, leadership, and communication skills. Currently, 50 Brandeis Posse Liberal Arts or Science Scholars are on campus and are leaders in and out of the classroom. Soon, they will be joined by Posse Scholars who went to high school in Atlanta, Georgia. Posse Scholars have been inducted into Phi Beta Kappa and regularly graduate with university and departmental honors and hold many leadership positions on campus.

The commitment to social justice also led me to help initiate a Master's Program in Coexistence Studies and to create the International Center for Ethics, Justice and Public Life and the Sillerman Center for Creative Philanthropy, among many other initiatives.

Jewish sponsorship and service to the Jewish community: The past several years have witnessed the creation of a number of research centers including the Mandel Center for Studies in Jewish Education; the Steinhardt Institute for Social Research, dedicated to providing unbiased, high-quality data about contemporary Jewry; the Hadassah-Brandeis Institute, committed to developing fresh ways of thinking about Jews and gender worldwide through scholarly research and artistic projects; the Fisher-Bernstein Institute for Jewish Philanthropy and Leadership; and the Schusterman Center for Israel Studies, founded in 2007 and dedicated to promoting exemplary teaching and scholarship in Israeli history, politics, culture, and society. These centers and institutes, together with the strengthening of the Maurice and Marilyn Cohen Center for Modern Jewish Studies, the Tauber Institute for the Study of European Jewry and the Benjamin Hornstein Jewish Professional Leadership Program, have expanded Brandeis's service to the Jewish community.

The Brandeis definition of undergraduate liberal arts education includes the total student experience, not just that portion that occurs in the classroom or through interaction with the faculty. Ten years ago, at my recommendation, the Board of Trustees approved the creation of a new administrative position — Senior Vice President for Students and Enrollment — whose office developed under the outstanding leadership of Jean Eddy. This new position better integrated and improved the efficiency of all of the offices and programs with which undergraduates must deal, from admissions to financial aid, student life, residence life, career services, athletics, the chaplaincy and beyond. Jean's office also strengthened the academic profile of admitted students through effective enrollment management.

During the past 16 years, 14 new physical facilities have been created and 27 major renovations undertaken to strengthen the academy and upgrade student life. These include the 220-bed Village Residence Hall and the 184-bed Ridgewood Residence Halls and the extensive renovations made to Scheffres Hall, Gordon Hall, Renfield Hall, DeRoy Hall, Usen Hall and, this past summer, to the Charles River Apartments. In addition, there have been a number of projects designed to improve the landscape of the campus and upgrade lighting, sidewalks and signage.

The new Carl and Ruth Shapiro Admissions Center (opened in 2009) has greatly improved the university's ability to handle the substantial increase in the number of applicants. The Carl and Ruth Shapiro Campus Center (opened in 2002) addressed a long-standing need to provide students with space for clubs, offices and student theater productions. The creation of the Shapiro Campus Center allowed the Usdan Student Center to be reconfigured as a one-stop student services center that united the offices of Academic Services, Student Financial Services, Residence Life, the Hiatt Career Center, the Chaplaincy, Mail Services, the Copy Center and several food service outlets.

Student spiritual life was enhanced with the renovation of the university's famous three chapels. A Muslim prayer space in the Usdan Student Center was opened for Brandeis's growing Muslim population. Student athletic life benefitted from the creation of a new regulation soccer field, the replacement of the outdoor track, and the installation of outdoor lighting for the playing fields.

Over the past 16 years, Brandeis athletes have compiled a wonderful record. Brandeis teams have been to the NCAA tournament 23 times, led by six appearances each by the baseball and men's cross country teams. Ten Brandeis teams have won Eastern College Athletic Conference Championships, including two each by the men's and women's soccer programs, women's basketball and volleyball. In total, 54 different student athletes have earned All-America honors, including 23 by the men's and women's track and field teams. As I write this letter, our men's basketball team is currently undefeated.

It is interesting to note that even with the creation of new academic and student facilities the total number of buildings on campus has been reduced from 99 to 95. The total square footage of campus facilities has increased by more than 15 percent, but the number of buildings has decreased, thereby helping to improve efficiency.

In 1997, I invited 18 alumni architects and city planners to come to the campus for a weekend charette to initiate a process that would produce a campus-planning document. The group did a wonderful job, which led me to commission a master plan for the campus, prepared by the firm of Chan Krieger NBBJ. The similarities between the conceptual plan created by the alumni and the lengthy report we received from the architectural firm are striking. Based on the master plan, the campus now has a central focus and increased green space, with cars moved to the periphery.

In the past 16 years, several major academic and student service buildings have been added or renovated, including the Robert Farber Archives; the Women's Studies Research Center; the Lois Foster Wing of The Rose Art Museum; the Kosow research laboratories; the Lemberg Academic Center at the International Business School; the Abraham Shapiro Academic Complex; the Mandel Center for Studies in Jewish Education; the Landsman Research Facility; the renovation of the Heller-Brown Building and construction of the Irving Schneider and Family Building for the Heller School for Social Policy and Management; new physical space for the Schuster Institute for Investigative Journalism; the Gralla Media Center in the library; the Carl J. Shapiro Science Center; the laboratory and research support space renovations in Bassine; the Physics teaching laboratories and facilities services office in Gerstenzang; renovated space for the staff in facilities services; and most recently the Mandel Center for the Humanities, which opened this fall and was formally dedicated in October. I am also pleased that the university was able to acquire the building and parcel of land abutting Old South Street, which has provided a permanent home for the Rabb School for Continuing Education and its Osher Lifelong Learning Institute at Brandeis. BOLLI, which is one of 122 Osher Lifelong Learning Institutes throughout the nation, has successfully met the demand for educational and intellectual stimulation for adults beyond the traditional university years.

Some of the most important changes at Brandeis are less visible than new facilities. I am referring to the academic program, which includes many new majors established in the past few years, such as the cross-disciplinary Business program; Film, Television and Interactive Media; and Health: Science, Society and Policy, all of which have attracted strong student interest. Among the new graduate programs are the M.S. in Bioinformatics, the M.S. in International Health Policy and Management, and the B.A./M.A. in Computational Linguistics. New facilities and additions to the curriculum at both the undergraduate and graduate levels have been made possible through the creative leadership of the faculty and a strengthening of the university's financial health and vitality.

The founding of the Brandeis International Business School (IBS) in 1994, with its unique global focus on teaching and research in finance, management and economic policy, is an example of the capacity Brandeis has always had to find curricular niche areas in which it can excel and compete with much larger institutions. For the fourth year in a row, *The Economist* ranked IBS among the top 100 full-time MBA programs worldwide.

Brandeis's academic and intellectual reach have also been enhanced through the creation and work of 17 new centers, including the Crown Center for Middle East Studies, the Center for German and European Studies, the Schuster Institute for Investigative Journalism, and the National Center for Behavioral Genomics, among others.

Thanks to the work of the superb financial management and institutional advancement teams under the leadership of former Executive Vice President and Chief Operating Officer Peter French and Senior Vice President Nancy Winship respectively, the excellent guidance of the Investment Committee of the Board of Trustees, and the generosity of our friends and donors, the market value of the university's endowment grew from less than \$194 million in 1995 to just over \$660 million today. Having weathered the recession and the recent crisis in the nation's financial markets more successfully than many of our peer institutions, Brandeis's total return on its endowment for the year ending June 30, 2010 was 13.8 percent. Over the years, Brandeis has been able to reduce its rate of endowment spending from 8.3 percent when I assumed office to 5.5 percent this year, with a projected decrease to 5 percent in 2014.

Equally important, the university has worked hard to ensure the competitiveness of the salaries paid to faculty and staff. The goal of raising the average arts and sciences faculty salaries to the median for the institutions that comprise the Association of American Universities has been substantially met. Over the past 10 years, staff salaries have been increased to meet market demand, and faculty and staff benefits have been upgraded.

A large portion of every college or university president's time is spent in fundraising. I have always enjoyed this aspect of the job, in part because I have had the support of a talented and creative development team. Brandeis is the youngest private university to have set a capital campaign fundraising goal of \$1 billion or more. In May 2008 the Board of Trustees approved an increase in the goal for the Campaign for Brandeis to \$1.22 billion, because we exceeded our initial \$470 million goal as well as the revised and expanded goal of \$770 million. As of the beginning of December, the university has raised \$906 million, or nearly three-quarters of its \$1.22 billion goal. Within the overall campaign target are specific goals for endowment,

capital investment, professorships, and, of particular importance, scholarships and fellowships, for which we have raised \$234 million. Of equal importance has been our ability to raise \$110 million in unrestricted funds.

During my presidency, we have raised a total of \$1.2 billion, including 150 gifts of \$1 million to \$67 million from individuals, foundations and corporations. I am especially proud of the way in which alumni have responded to our request for support. Thirty-seven alumni have given gifts of \$1 million to \$16.5 million. During my administration, annual alumni giving has more than trebled from \$3.4 million in 1995 to \$11.4 million this year, while the annual giving participation rate of alumni has grown by more than 50 percent. In the last few years, under the leadership of Alumni Association President Paul Zlotoff '72 and his successor, Allen Alter '71, the Alumni Association has become a strong partner with Brandeis, helping students to secure internships and employment, working with the admissions office, and strengthening ties to alumni across the country and abroad.

Over the years, trustee giving has been a consistently important part of our success. This year alone, trustees contributed more than \$28.5 million to help meet some of the university's most pressing needs. Scholarships and professorships are among the university's most urgent needs and both areas have been priorities during my administration. I am touched by the decision of the Board of Trustees to create the Jehuda Reinharz Endowed Scholarship Fund, which is entirely trustee supported and has to date raised close to \$1.2 million, as well as the Alumni Association's decision to create the Brandeis University Alumni Association Jehuda Reinharz PhD '72 Scholarship Fund. I am also grateful to Trustee Jonathon Jacobson and his wife, Joanna, for their thoughtfulness and generosity in funding the directorship of the new Mandel Center for the Humanities. The first Jehuda Reinharz Director of the Mandel Center is Professor Ramie Targoff of the Department of English.

The university has received sustained support from the Brandeis National Committee (BNC) since its founding in 1948. With the collaboration of the university administration and recent BNC presidents and its executive director, the BNC has transformed itself. With new space in the library, a new inclusive name (formerly Brandeis University National Women's Committee), a clear mission of philanthropy, learning and community, and a new Executive Committee and Leadership Council, the BNC is more closely connected to the university than ever before. Financial systems are now coordinated with the Office of Development and Alumni Relations and programming is planned in collaboration with the Office of the Provost. I am also pleased to be able to report that Brandeis development costs are a modest 10 cents for every dollar raised, or about half the national average.

No college or university presidency is without its missteps or unpleasantness. For me, the problem that stands out is the miscommunication about the Rose Art Museum, for which, as president, I take full responsibility. There was at least one positive outcome from the crisis and that is The Future of the Rose Committee Final Report issued in September 2009. The report recommended that the mission of the Rose Art Museum be revised to reflect a greater focus on internal constituencies. I believe there is general agreement on campus that the new focus benefits both faculty and students.

On several occasions during my presidency there were controversies with respect to exhibitions or speakers invited to campus or the selection of honorees. I strongly believe that institutions of higher education must be forums for civil and open debate. There are limits, of course, to freedom of expression. Universities must ensure the safety of their members. Advocacy of violence and confrontation merely for the sake of creating disruption or undermining the university's educational mission cannot be tolerated. There is also a fine line between free expression of opinion on campus and the responsibility that the president has to maintain the "sense of community" without which the institution's educational mission and effectiveness are compromised. Such decisions are never easy and never without critics. I was entrusted with the task of building an actively engaged intellectual community. As I explained in my farewell letter to the students, this requires vigorous discussion without hurtful expression or ad hominem attacks.

I also had goals that I regret being unable to achieve. These include replacement of the indoor pool with a safe, regulation-size pool. I hope that the university will be able to realize this priority quickly so that Brandeis can re-establish its men's and women's varsity swimming and diving team, an important feature of intercollegiate athletic life. I had also hoped to be able to renovate the Castle, build a campus parking garage, create a conference center with hotel-quality overnight facilities, and bring Brandeis's U.S. News & World Report ranking into the twenties. These challenges await my successor.

On balance, however, my years at Brandeis have been a source of great joy, pride and pleasure. I never tire of being able to meet with students, alumni and donors on campus, across the country and abroad. In the process, I have made some wonderful friends. I have met prospective students, parents and alumni during admissions trips to Colombia, Japan, South Korea, Argentina, Brazil, Turkey, Jordan, India, Israel and Mexico. Students may change, but the undergraduate and graduate student populations are forever young and inspiring in their vitality, idealism, energy and creativeness. It is always a pleasure to visit classes, which I have done on a regular basis since my first year in office, and I have greatly enjoyed being able to watch our students excel in the classroom, as well as on the playing field.

Frequently, people ask me what my greatest accomplishment as president has been. While I cannot take credit for this alone, I would like to believe that it is having restored Brandeis's pride in its mission, its heritage and its achievements. When asked what were my happiest moments on campus, I say that they include the first Faculty Meeting each year when we welcome the arrival of new, outstanding faculty members, commencement and Posse graduations, presenting new trustees to the Board, bringing new donors to meet university needs, and my student open office hours during which students often tell me about startling things they are doing or programs in which they are involved.

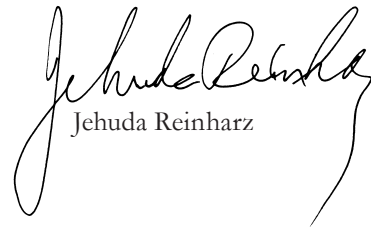
When asked about Brandeis's future, I always say that Brandeis's best years lie ahead. I am delighted that Fred Lawrence will be our next president, and I am confident that he will take Brandeis to new levels of excellence.

Brandeis will always be a part of me, but I am now very much looking forward to my new role as president of the Mandel Foundation. It is a great opportunity for me to be involved with the philanthropic work of a family I greatly admire.

I close with an expression of deep and sincere appreciation to all those who have contributed to the university's success in the course of my presidency, noting in particular the members of my senior administration and all those members of the faculty and staff who go the extra mile for Brandeis. I especially thank Shula, who will continue to serve as a member of the Brandeis faculty, for her unwavering support, advice and assistance throughout my presidency. I could not have done the job without her.

I wish all of you and your families a very happy holiday season and a safe and successful New Year.

Sincerely,

A handwritten signature in black ink, appearing to read "Jehuda Reinharz". The signature is fluid and cursive, with a long, sweeping tail that extends downwards and to the right.

Jehuda Reinharz