



LETTER FROM THE PRESIDENT



2010

Scott S. Cowen



October 22, 2010

Dear alumni, faculty, staff and friends,

As I write this in early October, a cool front—the first of the season—has just pushed through the city and it is absolutely delightful outside. Looking out my office window onto the interior quad behind Gibson Hall, I marvel at how vivid the campus appears beneath the bright blue sky. Everywhere there is movement as people walk, bike and skate to myriad classes, appointments and events. Beneath one oak, a small circle of seated students is gathered around a professor who has opted to take advantage of the beautiful day and hold class outdoors.

Top right, President Scott Cowen and EPA Director Lisa Jackson (a Tulane alumna) plant a tree in New Orleans City Park during the Wave of Green Day of Service. Right, cleaning up at Wesley United Methodist Church may help save this historic building. Volunteers cleaned the church interior and worked outside cutting the grass and weeding the gardens.

TULANE CENTER FOR PUBLIC SERVICE

- Offered 471 service-learning courses involving 5,985 students.
- Engaged 158 Tulane faculty members in community-based projects.
- Served more than 319,032 hours in the community, worth \$6.1 million



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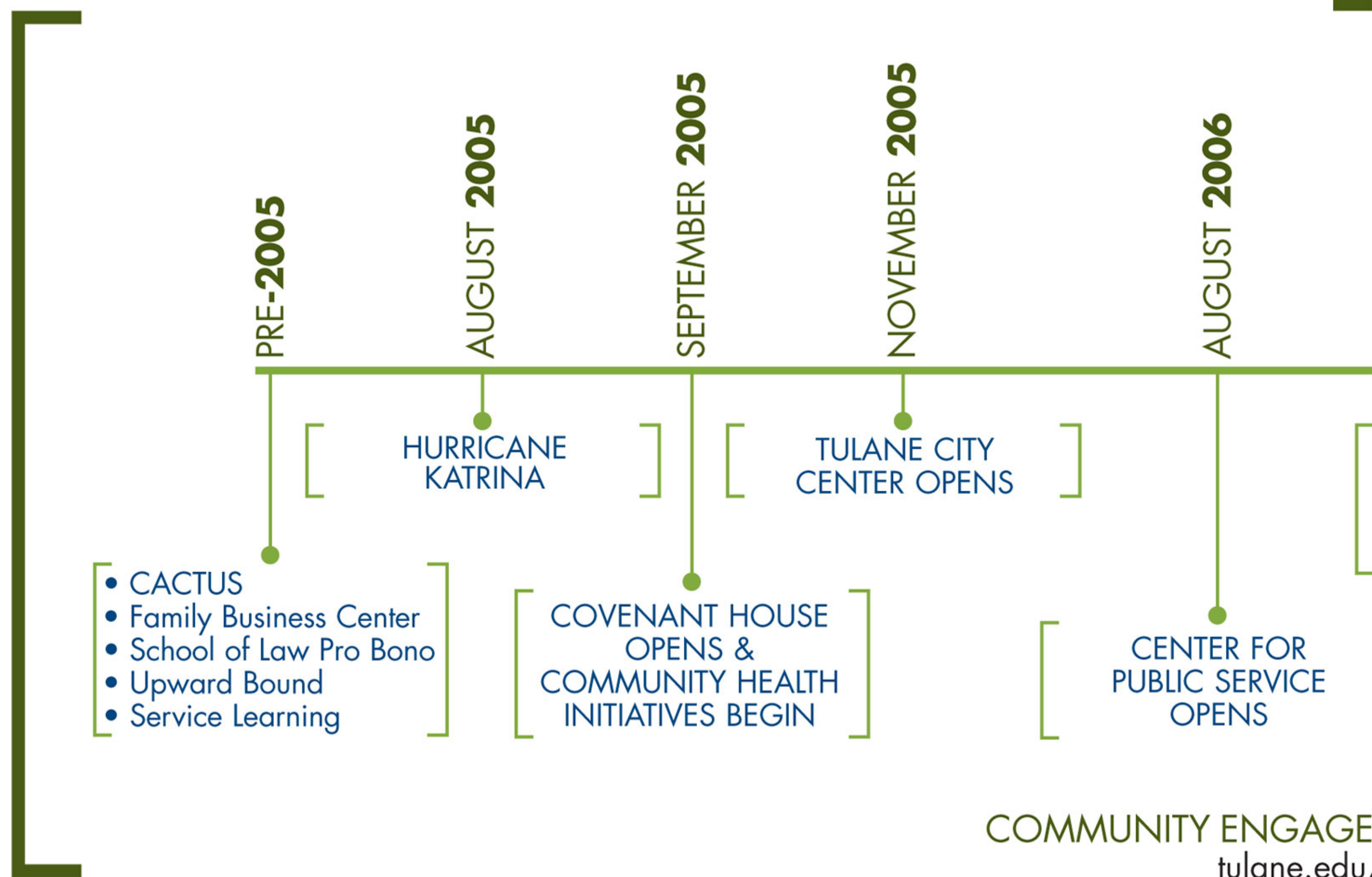
A mobile medical unit deploys to a New Orleans neighborhood, bringing healthcare services to residents.

TULANE COMMUNITY HEALTH

- Provided 90,000 patient care visits through eight sites.
- Engaged 100 percent of Tulane medical students in community health activities.



Dr. Karen DeSalvo of Tulane announces the continuation of a network of community health clinics in New Orleans that provide care to needy patients. Looking on are state health secretary Bruce Greenstein, center, and New Orleans Mayor Mitch Landrieu.

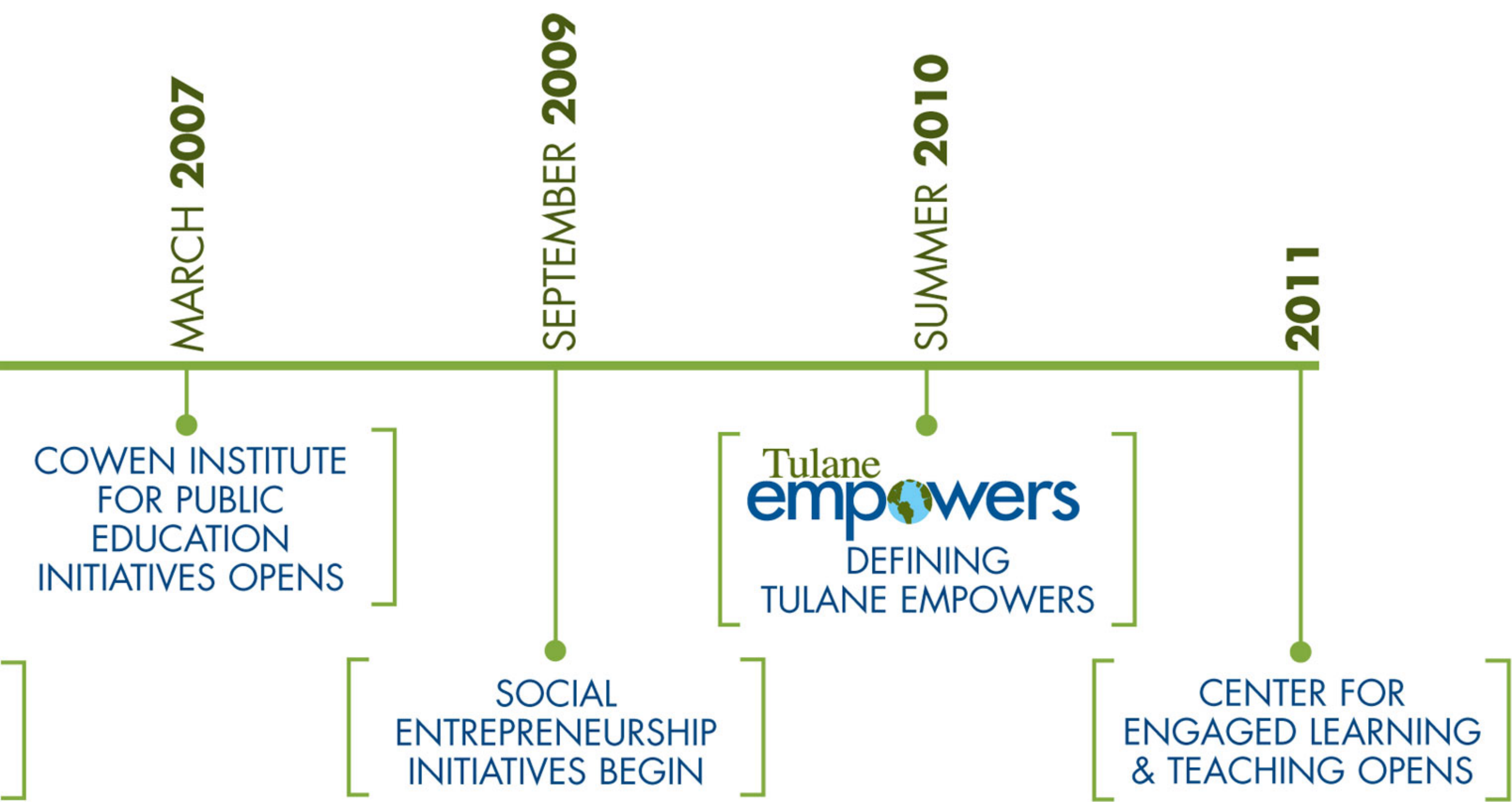


There is something incredibly special about the life of a university. It's a privilege to live and work in an academic environment where there is so much energy and vitality. I look out my window and see not random activity, but distinctly individual pieces of a cohesive whole, an entire community moving in a common direction. I have to tell you that it is breathtaking.

In last spring's letter, I wrote that having successfully met the challenges of the post-storm era, Tulane was poised to move toward a bright and productive future. I'm writing you now to more specifically share with you my thoughts about where Tulane is headed.

It is perhaps ironic and certainly unavoidable that a letter meant to mark how we are moving beyond Hurricane Katrina must begin by talking about the storm. Yet to deny that Tulane University today is a product of our response to Katrina would be like denying that our medical school was created to respond to the scourge of yellow fever those many, many years ago. For me, the devastation following Katrina evoked the inextricable ties that have always existed between Tulane and the larger community of New Orleans.

I'm sure you know by now that after the storm we started a number of initiatives related to public education, health care and the physical revitalization of New Orleans. Really, we had no choice; the fates of the university and the city were one and the same. In the months, and then years after the storm, our goal was to help rebuild the city, but in all honesty, the outreach mission that we adopted turned out to be equally as important to revitalizing the university. Rethinking how



MENT CHRONOLOGY

/empowers

we could put the city and region on a long-term path toward prosperity and sustainability led us quite naturally to considering more generally our role as an institution of higher education.

Traditionally, academia has regarded its mission as education, research and service. But to what purpose? Why do we pursue this mission?

What I have learned—what Katrina taught me—is that our calling is nothing less than to advance society. And while that sounds lofty, what it means is simply this: We apply the resources of the university and the tremendous talent of our people to build more functional communities—places where people want to be.

Now, five years after the storm, we are ready to develop this mission at a new and more expansive level. It is no longer about survival because we have survived. It is no longer about rebuilding, because we largely have rebuilt. Now, it is about what is really possible in the future—a future that holds great promise for us if we can remain innovative in our approach to effecting social change.

This fall, we are launching Tulane Empowers, a campaign to further strengthen and differentiate Tulane University as an institution committed to social innovation and the development of the next generation of community-minded citizens and leaders. We will do this by empowering our students, faculty and staff to develop and put into action innovative ideas to create and implement radical new solutions to society's greatest challenges.

In the margins of this letter, you can read about a number of community-related activities in which Tulane is already involved. Through Tulane Empowers,



A pavillion at a local green market was designed and built by students through Tulane City Center.

TULANE CITY CENTER

- Involved 320 students and 32 faculty members in more than 52 community design projects.
- Built six student-designed single-family homes and a dozen smaller structures.
- Worked with more than two dozen community groups in 18 New Orleans neighborhoods to help realize a sustainable, greener version of the future.

Students in the School of Architecture's URBANbuild program design and construct prototypical homes for New Orleans' neighborhoods.

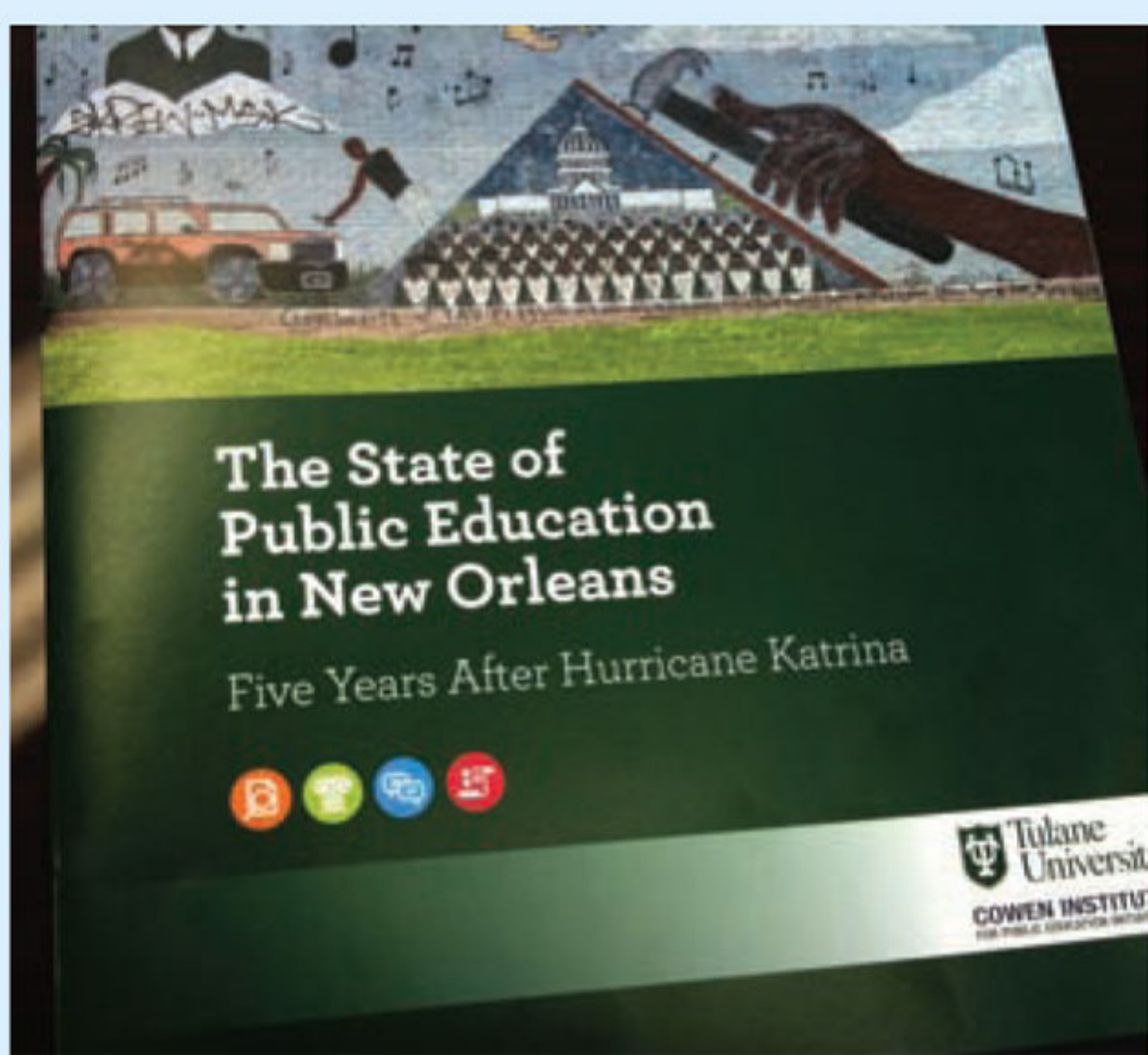




Scott Cowen reads to a third-grade class at Benjamin E. Mays Preparatory School. He was participating in the Ninth Ward school's "Read to Lead" program.

COWEN INSTITUTE FOR PUBLIC EDUCATION INITIATIVES

- Drafted and passed state legislation that provided the only source of funding for school facilities in the state of Louisiana.
- Built science labs, bought college-level textbooks, hired mentors for teachers and organized more than 25 family nights for 400 students in New Orleans high schools.
- Prepared an annual state of education report for the community.



we are redoubling our intent and effort to be the leading major research university to mobilize its expertise and resources to build stronger, healthier and more dynamic communities.

In launching Tulane Empowers, we move from playing defense to playing offense. We move from being reactive to being proactive, expanding upon the work we have done in community health, urban revitalization, public education, public service and disaster response, and blazing a trail in the emerging field of social innovation and entrepreneurship.

By bridging academic disciplines and neighborhood boundaries we will continue to develop partnerships that change policy, improve services, fight disease, train leaders, mobilize residents, create healthier communities and facilitate the exchange of ideas.

As part of Tulane Empowers, we are initiating a fundraising campaign to support and strengthen Tulane and our community partners both locally and globally. Our goal is to raise \$100 million to attract and retain brilliant and innovative scholars and students; to develop, nurture and implement new ideas; and to sustain proven initiatives that benefit Tulane and our community.

Just as we became a national model for how to integrate meaningful service into the core curriculum, we will set the standard for how universities empower individuals and communities.

Tulane University is uniquely qualified to do this. We have the experience and we have the will. Your support after Hurricane Katrina was invaluable in bringing Tulane University back from the brink. It's my hope that we will continue to move ahead together, taking up the banner of community engagement and leading the way to a better world.

All the best,

Scott S. Cowen