

Newcomb/Tulane Task Force Open Forum
Friday, January 27, 2-4p.m. (CST)
Tulane University
Newcomb Campus-Dixon Hall (and live on the Internet)

NOTE: This transcript was prepared from the live audio feed. Inaudible portions are indicated in the transcript. As a resource, the complete audio file is available on the task force website.

Paul Barron: Good afternoon. My name's Paul Barron. I'm going to be the moderator today. I teach at the Law school. I want to thank all of you for coming this afternoon for this open forum, sponsored by the Newcomb/Tulane Task Force. As I think you all know, the members of the task force are all committed alumni of Tulane University and many have traveled from outside of New Orleans to be here for the important purpose of hearing your input on ways to preserve the traditions of Newcomb and Tulane colleges as the university moves forward under the Renewal Plan. For those who could not be here today, we are streaming the audio of this open forum live on the Internet. Those of you listening to our Internet stream who want to e-mail comments, please send them to traditions@tulane.edu. It is important that you put the subject on the subject line: "Comments to forum." As time permits, I will read them during the comments period. That is, again traditions@tulane.edu. A recording and transcript of this forum will also be posted on the task force website at www.renewal.tulane.edu as well as copies of some PowerPoint slides that Yvette Jones will use in her presentation. Let me quickly describe our agenda for this afternoon. We'll begin the forum with a presentation by Yvette Jones, who I'm sure most of you know but she is the chief operating officer and senior vice president for external affairs. She'll provide an overview of the university's Renewal Plan and the role of Tulane and Newcomb colleges in that Renewal Plan. That will be followed by a few words from the co-chairs of the task force, Linda Wilson and Darryl Berger. At that point, we will open up the forum for comments from the floor. At this point, it's my pleasure to introduce Yvette Jones. [Applause]

Yvette Jones: Thank you for coming today. I want to spend a little time before we open up the floor for comments talking about where the university is, post-Katrina. And I think it's important to start out by talking about the losses that the university has incurred and then to talk about the Renewal Plan and the Undergraduate College concept that was put forward in that Renewal Plan and then actually how that plays out for the work that the Newcomb/Tulane Task Force will be doing. I think all of you have probably been to one forum or another since Katrina, whether you're students, alumni or faculty and staff, and have seen all the communications from the university and know that the storm had a tremendous effect on the university in terms of its operations. Being shut down for a whole semester has put the university in a critical financial position. And there have been a lot of numbers floating around about that. And what we wanted to do was really set the context, first of all, for the work that the board did in conjunction with the administration on the Renewal Plan. As you can see from the numbers here, before insurance and before the Renewal Plan, the university's projected losses this year are in the range of \$90 to \$125 million. Those losses come from the loss of tuition in the fall. And although we did not lose all of the tuition this fall and we still don't know exactly how much we'll be able to recover because students have until May 1st to make payment, we do know that we have lost students and that our retention rate was not what we had hoped it would be, although it was much better than we had expected. The numbers that have been floating around probably need some clarification. And I think I'll take a moment just to do that. We're happy to say that we retained 92 percent of our full-time undergraduate students. We also retained about 85 percent of all of our students. So that's part-time, full-time, professional, graduates and the undergraduates. So there have been a lot of numbers out there but when you look at tuition, you have to look at the total enrollment of the institution. And the numbers that we saw today show that we have 10,600 students as compared to about 13,100 before. So when you have that loss of students, you do lose tuition. In addition, I think many of you know the healthcare environment in New Orleans is in a dire position and that that has an effect on Tulane because a large portion of our enterprise is related to the education, research and medical/clinical research of the university. In addition to that, this campus and all our other campuses in the metropolitan area suffered about \$150 million worth of property damage. And when you take into account the amount of research assets such as cell lines, materials, equipment that the university lost in addition to fine arts, we are expecting that the total bill will be about \$250 million of losses. And then, finally, when you take all that into consideration and the fact that we had to take out a loan of about \$150 million to provide the cash that we needed for operations and the construction that was going on on campus, until the insurance receipts come in, we were looking at roughly \$60 to \$75 million of losses next year and then potentially on an ongoing basis. And so back in October,

when it was becoming clear that the university's losses were mounting, we engaged in a strategic planning process and cost-cutting process that involved the board, outside advisers and members of the university community, including faculty advisers, the administrators and deans, and came up with a plan that was presented to the board at their December meeting but actually had been discussed with them a number of times before. And the vision behind that plan was rather than go through a simple cost-cutting exercise where you might just cut across the board say 20 or 30 percent and leave the entire institution in somewhat of a diminished situation, the decision was to actually focus on both strategic renewal, a new vision for the university and some very carefully thought out, focused reductions in cost. And that formed the basic vision of the plan that has been called the Renewal Plan. And the strategy behind that was that the university would focus on providing an exceptional undergraduate experience, that it would be the center of what the institution was focused on, and its resources focused on, and that it would be surrounded by a limited number of graduate and professional programs and research-related areas that would complement that, but also acknowledge some of the lessons that have been learned from this historic natural disaster that this institution and city have gone through. The focus of the Renewal Plan really is that undergraduate experience and, therefore, how we provide undergraduate education, in particular, the concept of a single entry point for all undergraduates into Tulane University. And this is a chart that gives you an idea of what the undergraduate college is, how it works and what its components are and then how the rest of the university relates to it. You can see all students going forward will send their application in for Tulane University, which happens now. However, all of those students who are admitted will come into the Undergraduate College. It will have a dean. It will be the home of advising, the first-year experience, the honors program, JYA, and also co-curricular programs that will be available to all undergraduates, whether they are in the business school, architecture, engineering, Newcomb, Tulane or the new program in public health. And the majors that students select will therefore define the schools in which they are also a member. And you can see here for the undergraduates, there are five schools that'll be there, related to organization of the faculty. It's also where the graduate research programs will be housed but, most importantly, it's where all of the majors will be housed and it's where all undergraduate students will select the discipline in which they choose to major. Now as a result of that, it does mean that we will change the way that we have been operating in the past few years. And we thought it was useful to just provide some historical dates so that all of us are operating from the same assumptions. It's very true that Newcomb and Tulane College both have experienced changes over the years. And, in particular, Newcomb has probably had three evolutions in its history. Many of you who are here today may have been in school before the '60s and you remember Newcomb College, in particular, and the College of Arts and Sciences as two distinct institutions with faculty, students and programming. In the early '60s, Newcomb and the College of Arts and Sciences, at that time, actually became somewhat co-educational in terms of classes that were offered. And as many members of the task force have sat and talked, not all of them even had that same experience. Some of the members of the Newcomb community didn't have the co-educational experience at that point in time. Most of the departments had decided to unify under one chairperson by 1969. And then in 1976, co-educational housing was initiated at Tulane University. So we did maintain gender-specific housing in Josephine Louise and Warren, but the other residence halls on campus became co-educational in '76. And then in 1979, the faculties of Newcomb and A&S actually, among themselves, initiated a single curriculum for all undergraduates. Two distinct faculties though, but with one curriculum between them. And then in 1983, the undergraduate admissions office for Newcomb and for College of Arts and Sciences actually merged into one undergraduate admissions office. And I'll tell you today, all undergraduate admissions for all undergraduates is done out of that office. So there's no longer separate admissions for undergraduates in the business school, architecture and engineering. But in 1985, the student code of conduct was actually merged for the entire institution and that was adopted by the University Senate. And then in 1987, as you can see, that was at a critical moment in terms of the second stage or, really, the third stage in Newcomb's evolution. When the Faculty of the Liberal Arts and Sciences was formed, Newcomb College--and at that time A&S, and then in 1993, Tulane College--actually became the home of students and programs that no longer had their own independent faculty. All instruction was then provided by the Faculty of Liberal Arts and Sciences. And so you can see that over a period of about 40 years, there were changes in the way that the two colleges operated. Now in terms of responding to the Renewal Plan, the board initiated a process and appointed the Newcomb/Tulane Task Force. That task force has met numerous times among themselves, they have met with a variety of constituents and they have put in place a set of guiding principles for how they'll make the recommendations. As you can see, primary is the use of the names, but more importantly than just the use of the names, it's taking the names and using them in a way that truly reflects what each of the colleges have meant to generations of alumni, current students and then to future students. There also are endowments involved and the board will be making decisions and recommendations about how those endowments can be used to actually reinforce the programming that is supported by the name. With the real focus on making certain that mission is not forgotten, that

the legacy of advancing education for both men and women is kept in place, and then most importantly, that the highly valued traditions of both of the colleges, and actually the university, are ensured through whatever the recommendations are that come out of the committee. You can see here there are six current constituency groups that are being consulted. They are the Newcomb Foundation, the Newcomb Alumnae Association, the dean's councils in both Newcomb College and Tulane College, and then the Tulane College Senate and the Newcomb College student leadership. And I believe at this point in time, all these groups have been met with, and have provided some level of input, and will be continued to be consulted. So with that, I'm actually going to turn the podium over to Linda Wilson and Darryl Berger, the co-chairs, and ask them to just give you some idea of their process and the approach they are taking before we open the floor for comments.

Linda Wilson: Good afternoon, everyone. Thank you so much for coming today. We are eager to spend most of our time this afternoon hearing your questions, your comments, learning from you. At this intermediate stage of our own deliberations I'm afraid we won't have very many answers for you but, nevertheless, we invite your questions as well as your comments. I'd like to introduce the rest of the task force to you. You probably can't read their names from where you're sitting. Carol Cudd, a Newcomb graduate, is on my far left. And then Sybil Favrot is next in line, again a Newcomb graduate. Carol is from Taos, New Mexico, now but grew up in Monroe, Louisiana, and lived there for many years. Sybil is a New Orleanian still. Next is Rich Schmidt from Naples, Florida, a graduate in engineering [clap], and next is Jeanne Olivier who currently lives in New York, but is a New Orleans native and has family here who have experienced some of what many of you have experienced. Jeanne is a Newcomb graduate. Darryl Berger--I don't know where you're from, Darryl? Are you from New Orleans?

Darryl Berger: I am from New Orleans. I've never lived more than two blocks from the Tulane campus in my life. [Laughter]

Linda Wilson: And a graduate of the Law School. I'm Linda Wilson. I grew up here in New Orleans. I'm a Newcomb graduate. I currently live in rural Maine. And you know Paul Barron and Yvette. Our charge, as Yvette mentioned, derives from the Renewal Plan itself. The Renewal Plan, as it is articulated on the Web, speaks of the names and the endowments and that our job is to make recommendations for those. But very much a part of that charge is the commitment to the mission, the legacy, the history, the programming of these two very fine parts of Tulane University, and we take that part very seriously. One of the comments that I'd like to make from the outset is that the integrity and the use of funds that have been given to Tulane and Newcomb is very much something that we are aware of, committed to, and take very seriously our fiduciary responsibility as trustees to come forth with recommendations that are deep and prudent to those requirements. Honoring the legacy of Josephine Louise Newcomb is a great honor for us to be a part of. And following through the legacy from Paul Tulane through the iterations that have taken place over the course of the years is something that we are deeply as committed to as well. I say that for the men and the women on this committee. There's a great deal of passion for Newcomb amongst the Newcomb alumnae on this committee, as you would well expect, but that passion goes deep amongst the Tulane College alumni as well. In addition to those who are here before you, are two other members of the task force who were not able to be with us here today. One is Jay Lapeyre, who is busy trying to help New Orleans recover. And the other is Matt Gorson, who is an alum from the Arts and Sciences College, and he was unable to be with us due to pressing business that he had and couldn't get out of. But they--all of these people are being kept very well informed of what we are hearing-and we will add to that what we hear from you today. I'd like to turn to Darryl to tell you a little bit more about our process, what we've done so far and how we are planning to proceed.

Darryl Berger: Thank you Linda. Good afternoon. As Linda said, we have a terrific committee and they are just very passionate about all the issues and very serious about all the issues that we're dealing with. In terms of process and timing, we have met telephonically four or five times and had both internal discussions amongst ourselves and discussions with various constituencies of both Newcomb and Tulane College. We've talked with students, administrators, alums and we have asked also for everyone's--from these constituent groups--to give us their comments in writing. We're getting those in and they should be all in hand in the next few days. We came together--after all these telephonic meetings--we came together for an intense 48-hour period over these last two days, culminating in this open forum. The idea was to reach out and--in person, which is always more effective than by telephone or by e-mail or any other way--to reach out and continue to elicit comments and do a lot of listening and then amongst ourselves do a lot of talking and--to get the beginnings of our ideas and our recommendations. We'll be ending these meetings with an internal meeting following this and then going forward, we will be meeting numerous more times

both telephonically and again in person. We will undoubtedly seek some additional input and answers to questions that I'm sure we will have. And all of this is designed in time to be able to arrive at a set of recommendations for the Board of Administrators for their consideration at their meeting in mid-March. And then the Board of Administrators will choose to act and we'll go forward from there.

Paul Barron: Okay, it's now your turn. Again, I invite the people who are standing in the back to come sit down if you would like, or not, as you choose. As you can see, we have two microphones here in the front. What I would like you to do if you are so inclined is to come and form a line on each side and then I will recognize you individually to speak. What I would like you to do if you would-is because we're streaming this over the Internet, if you would identify yourself, if only by your first name, so that people who are listening in will be able to tell when one person has stopped talking and another person has started. There may be some of you who would prefer not to speak but would like to put your comments in writing and--Zack, you want to step into the aisle? This gentleman back here has got the cards. If you'll raise your hand, he'll bring you a card. You can fill it out and then raise your hand again and he will come and pick it up. If you indicate on that card that you would like me to read the comment, I will read those comments, time permitting, at the end. As I indicated earlier, people are able--who are listening to the audio feed--to e-mail us, and to the extent that they send an e-mail that they would like me to read at the end, time permitting, I will do that. We will make sure that every comment that is not read will be placed on the website with the audio recording and the transcript that there will be for this forum. So everybody's view will be there. We will not include names with any of the written comments unless people indicate that they want us to do that. I want to stress just something very quickly and Linda touched on it, but I think it's very important. This is your chance to give the task force your input. I know that a number of you will probably have questions. And to the extent that we can give you factual answers, I say we--to the extent that Yvette can give you factual answers, she will endeavor to do so. Unfortunately there'll be probably a lot of questions that we won't have answers to at this point. But those questions alone are very important to the task force because that will signal to them the concerns that all of you have and will help them with their deliberations as they go forward. So don't be shy and I can see we're not shy; and I saw that you got up first, so you get to go first. And if you just give your first name, that would be great. [Audio difficulties are resolved]

Lauren: My name is Lauren Magnuson. My Newcomb class is '08 and, first of all, I would just like to thank the task force for giving all of these very passionate people a chance to voice their concerns. So thank you very much. I want to start off by saying that I came to Tulane very apprehensive about what my place would be on a college campus. And, so, you know, my first day of Newcomb orientation, I walked into a room of strangers, complete strangers, and I think that it was some kind of--they're having finger sandwiches or something. We're standing in line and everyone was very...

Paul Barron: It's what we do in New Orleans. We eat. [Laughter]

Lauren: Yeah, we eat. I mean, it's a great, you know, it's a great way to kind of loosen up but everyone was very scared. And that was really the first opportunity for me to be around a very dynamic group of women. That was my first impression. And so the apprehension immediately faded within that room of people. And, again, when I came back for this semester, after being away, incredibly apprehensive about my place as a woman leader in New Orleans. After this disaster, a lot of women have been affected very differently than men in New Orleans, and that's very important to take into consideration. And I understand that the idea of a university is to have everyone enter in from one place and sort of--continuing in this trend of male and female equality--have everyone kind of jump into this thing equal together. But what my experience at Newcomb has taught me is that it is vital for women to be concerned about other women, to nurture other women. And what I've noticed in media coverage about the disaster of New Orleans is there's a huge dearth of knowledge and information about what's happening with women in New Orleans. And...[Applause] And I--thank you. I knew coming back that I would be able to walk into the Office of Newcomb Student Programs. I'd be able to go to the Center for Research on Women and talk to these amazing women with all of this knowledge about New Orleans. I'm from California so, you know, there's a lot I don't know. But I'm passionate about this city and I love this city. And I think it's very important for us to come back and have these opportunities as women to meet with these people and find out where we can begin rebuilding New Orleans from a woman's perspective and empowering women to be leaders in this community. And Newcomb is an enormous part of that. And I know that I would not be standing up here today, I would not be doing this community service project that I currently run through Tulane University, including one that is interesting on women in prison

in New Orleans. Which is not focused on and it's not something that you hear a lot about, but it's vital to the understanding of this city and I wouldn't be doing that if it weren't for Newcomb, if it weren't for the first day when I went to Newcomb orientation and I met Newcomb women who were amazing and who encouraged me to -- "What are you passionate about? Do that. You're a woman in this city. You have to use that. You have to help other women in this city." So thank you again for...

Paul Barron: Thank you. [Applause]

Erin: My name is Erin Bowers. I'm a senior at Newcomb College. In the description of the Renewal Plan, it was mentioned that one of the missions of this strategic Renewal Plan is to engender a greater community on this campus, to make an exceptional undergraduate experience that will be student centered. It's a disconnect in my head as to how we are creating community on this campus by abolishing the strongest community that I have seen on this campus. [Applause] I just wanted to know how-- [Laughter] what y'all have to say about that?

Paul Barron: I think Linda wants to respond. So, please...

Linda Wilson: We do not plan to abolish that community. [Applause]

Page: Hi. My name's Page Clayton. I'm a freshman, so I guess I have a slightly different perspective than those who have spoken before. But my grandma went here and my mom went here, class of '78, and now I'm here. I come here--and when I was here for orientation, at least the, you know, four hours that we were here, I mean, I just felt so welcome and knew that by being with the women here that I too could accomplish great things because it's, you know, how cheesy as that sounds. But I guess my question here today is, how exactly is cutting Newcomb College going to help at all, either financially or in the community? What is it going to do? I guess I just don't understand the task force's purpose in doing this thing.

Yvette Jones: Can you hear me? Okay. Actually, I think I would follow on what Linda said. The intention here is not to cut what is so special about Newcomb College. And actually I would say that this task force has an incredible understanding, having talked to so many individuals about what is so special about the women's education and opportunities in the community of women that is known today as Newcomb College. I think that they are focused on retaining that element of it. The key to this is that we are talking about making so much of what is available at Newcomb and at other parts of the university available to all undergraduates. And the idea of the Undergraduate College is so that all of our undergraduates, 6,000 of them, can have a much better experience and a very common set of advising experiences and the opportunity to take advantage of many of the things that have been only available to those women in Newcomb College.

Page: I have a follow-up question. If you're planning on doing that, how exactly do you plan to maintain the spirit of Newcomb as maintained for over 100 years now?

Yvette Jones: That's actually the work of the task force. That's what they're focused on and they have not developed their recommendations. The reason they're here today is to hear your comments so they can take all of that and input it into what they come up with as their recommendations.

Wesley: Hi. My name is Wesley. I'm a senior in Tulane College. I just wanted to say that I appreciate everyone on the task force's dedication and commitment to the university. I appreciate it. I just had a question. Would you guys consider--I don't know if it's possible or not--but would you consider adding a current student or recent graduate to the task force? [Applause]

Darryl Berger: We determined early that the task force itself would be just the Board of Administrators because of the fiduciary obligations we have and to make any changes and to affect any restructure, that ultimately falls under the auspices of the Board of Administrators. So we chose to keep the committee, which ultimately has to make a recommendation--which ultimately has to be voted on by trustees--to just trustees. By the same token, we've made, from the very beginning, every effort to reach out to every constituency, both a broad constituency and then ask the representatives and leaders of each one of those constituencies to work hand-in-hand with us, both in giving us input and advice and first-hand knowledge. And then we intend to circle back and begin to bounce the ideas off of

them so that we get full input from all constituencies as well as from the broadest group in an open forum like this that represents all interests all at one time. But we do not have a student or anyone other than administrators on the committee because at the end of the day, it's the committee's fiduciary responsibility under the charter of the university to make these decisions.

Carolyn: My name is Carolyn Kolb and I'm a former president of the Newcomb College Alumnae Association. And I just wanted to be sure that there was somebody who was up here speaking for the alumnae. We have a wonderful undergraduate experience at Newcomb and that's something that it's good to have as one recalls--and just like Mr. Berger had a good one at Vanderbilt--it's something very, very special to us. And we would like to see that retained. And I've heard a lot of plans and it's running awfully quickly and we're watching--and we're very, very hopeful especially that we will be able to retain those things about Newcomb that are meaningful to us: the Dean's House, Newcomb Hall, the Newcomb Art Gallery, Newcomb Children's Center, Newcomb College Center for Research on Women, programs for women students, including those things that may seem frivolous but are meaningful if done over a century or more, and also including those things that empower women as leaders. Gender-specific education has been proven to be a very good thing for people to undergo, especially if they're women. It gives them a chance to blossom on their own. And this is something that has been very precious here. I hate to see that diluted. I hate to see a name as precious as Newcomb bandied about. I just trust that you all will be very careful about this, know that the alumnae are very concerned and are watching. But at this moment, we are very hopeful and looking forward to see what your final recommendations are. Thank you. [Applause]

Jennifer: My name is Jennifer Leslie and I'm a proud Newcomb 2008 graduate--well, I will be graduating hopefully, God willing. But I'm pretty offended by what's going on here and the only thing that I like at Tulane University is Newcomb College. So to be totally honest...[Applause] Basically, I see this Renewal Plan as a typical masculine homogenization of our rights as women to create some sort of bigger sense of equality. [Applause] And, if you're going to create the sense of equality for people, you can't make woman have to just, you know, (INAUDIBLE) the masses I suppose. And so I just--I am just so angry I would probably start swearing if I couldn't control myself but if anyone's ever read Virginia Woolf and a concept of *A Room of One's Own*, it is so appropriate and so applicable to this instant in time. I mean, girls are getting raped across the street. This is definitely not a time of women's equality so I'd appreciate you thinking about this before you get rid of our college. Thank you. [Applause]

Ariana: My name is Ariana Reid. I'm a Newcomb College senior and I'm really concerned about the student programming and the idea of safe spaces on our campus (INAUDIBLE). There are so few safe spaces for women, where women can be with other women, where women can be in a safe space, a women-centric space. And I think unifying the undergraduate experience to make it broad and great for everybody will take away the only safe spaces that we retain on our very male-dominated, science-centered campus. And, you know, also with Newcomb Student Programs, you know, it's a pretty thought to make them available for everyone and think that they're going to work the same, but they're not. It's something that is unique to Newcomb and it's a women-safe space where women can develop into leaders and have their ideas manifested on a campus that does not encourage that through the Undergraduate Student Government. I mean, you can have a Newcomb organization and almost an identical organization under the university student government, and you can do things with the Newcomb organization that you just cannot do because of the red tape or because of the lack of funding, because of the lack of support with the undergraduate community. So I'm concerned about the safe spaces and the programs going by the wayside, and the thought that they're making them more available when it's just counterproductive to what the women need at this time.

Paul Barron: Thank you. [Applause]

Erin: My name is Erin Cherow. I'm a senior at Newcomb College. I don't know how many, if any of you, know that Sharp Hall was named after an English professor who could recite entire Shakespearian plays from memory. Butler Hall was named after a dean of Newcomb. I'm very skeptical, and I'm afraid you'll have to forgive me for this, how the preservation of a name is going to preserve the history and tradition of our college, which was a pioneer in women's education, which has, apart from the university, shown itself to be one of the top colleges in its rank and in its history. I don't see how preservation of the name "Newcomb" is going to preserve the spirit and the life and the history that is Newcomb.

Paul Barron: Thank you. [Applause]

Darryl Berger: Can I take a crack at that one? We really agree. And what we're about, what we're working diligently on is much more than the preservation of the name. Preservation of the name is really important--and not only is it important, but the preservation of the name in a way that honors Mrs. Newcomb and honors the prestige and the history of the different enterprise. It is an important element of it, but what we're about is much, much further than that. We're looking at the preservation of all the things we've been hearing about here, the Newcomb spirit, the Newcomb programs, the Newcomb "how special it is for women," its effect on women, its effect from the very first day. That isn't the first time we've heard that. Every time we hear it, it's marvelous to hear how you just find Newcomb, or as some students have said, "Newcomb finds us." From the very first day of your experience, to hear a freshman say that just a few minutes ago--and we've heard that so many times--for all of that, the fact that the whole Newcomb spirit and the whole Newcomb enterprise is powerful, it's real, tangible, it's not make-believe. Newcomb alumnae on the task force--they understand it completely and viscerally. For the Tulane men on our task force, we understand it, I think, as well as anyone possibly can and we take it very seriously. We're very passionate about it. And this is just sort of --we're just in the first quarter of this exercise--but I wanted to just respond with this. So far we've heard a lot of concern, understandably because you haven't heard any recommendations yet. The words "getting ridding of," "abolishing," "eliminating," "gone by the wayside"--I know those are the concerns. But I was jotting down what we're really trying to do with all things Newcomb--at most fundamental--preserve, but really beyond that--enhance, expand, make more inclusive of more women. That's really the way we see our task. So do know, that there's a lot more going on here than trying to figure out just how we tack a name onto something and abolish everything else. It is literally quite the contrary.

Elizabeth: Hi. I'm Elizabeth (INAUDIBLE), Newcomb class of 1982. And I'd just like to say that I flew in this morning from Atlanta, Georgia, to be at this meeting. And the alumnae does not know that this is going on. [Applause] I carry with me some names of e-mail addresses and comments for you from women in Atlanta. We have nothing from the alumnae department at all. I first heard of this on an e-mail last Friday--first I knew of it. A lot has been said about enhancing and expanding and I do not believe you can do that if there are men involved. The single sex is very important to preserve the atmosphere and the experience under which intelligent women are grown and nurtured into successful, intelligent women. And without that atmosphere, there will be no Newcomb. If you're going to have five schools come out of the undergraduate university or college, please make it six and save Newcomb. [Applause]

Jenni: My name is Jenni Daniel and I'm a senior at Newcomb College. And I mean this with all due respect. I am also proud to be a (INAUDIBLE) or I will be a graduate of Tulane University--but Tulane University is not Newcomb College. The Undergraduate College can never be Newcomb College. So you think that you're--by having this Undergraduate College, you're going to try to expand what we have at Newcomb to all students. You can't do that. We are Newcomb because we have Dean Lowenthal, because we have Margarita Perez, because we have, you know, Jan and Cindy and Julie and our amazing advisers. We are Newcomb because we have these things with a small community of women. Once you add the boys, we're not Newcomb. Our atmosphere, our community is not the same. Once you put us under the Undergraduate College, even if you decide to keep Newcomb Student Programs and you put them under the Undergraduate College, we are not the same. Once we go to Student Affairs, once we become not Newcomb, you're taking away everything that everybody has talked about. And I just really--I'm assuming you'll understand that. I mean, from our meeting yesterday, from everything that you've been hearing, but I just really want to make--and then I've heard talk of naming the Undergraduate College, "Newcomb College." I'm so against that in every way, shape and form. I've heard of naming the School of Liberal Arts, "Newcomb School of Liberal Arts." Again, go against that in every way, shape and form because, I mean, it'll make a difference if men are there just because we don't have that safe space. We don't have a faculty--or not a faculty, but a staff and administration that's all women who are there to service us. And so I just really hope that you take that into consideration and I'd like to hear your thoughts. I know that it's been suggested on your forums many times to either name the Undergraduate College or to name the School of Liberal Arts "Newcomb." And I would like to hear your thoughts on that because I am really apprehensive. And, I mean, I know it probably sounds of conspiracy theory, but like, it's our money. Like it's Newcomb's money and you cannot give it to boys and you cannot give it to...[Applause] Thoughts on naming the school or the college "Newcomb"?

Darryl Berger: That has been suggested as one of many suggestions, but again the name is just part of it. The name,

wherever the name will be applied, is just part of the fact. The solution here won't be just to say, "Well let's see. This'll be taken care of by just naming the School of Liberal Arts 'Newcomb.'" We're about so much more than that. We're about all the programs. We're about that special spirit. We're about that sense of community, a sense of space, a physical space, the single-sex gender, all that kind of stuff that makes Newcomb special that you very well articulated last night and are articulating even more passionately today. We understand that as a package. We hope it'll come with a package solution that...

Jenni: Think separate. Think separate.

Darryl Berger: ...well, we've heard a lot of that and we're very, very, very cognizant of that in terms of our planning. Again, it's premature to give answers, but all we can tell you is that the endowment, the single-sex, all these things, the "specialness" of the program is very much part of our discussions. We really are getting that.

Jenni: Logistically if the School of Liberal Arts is named "Newcomb" or if the Undergraduate College is named "Newcomb," does that mean that our endowment, not funds functioning, but the actual endowment, you know, which obviously can only go to the Newcomb Leadership Conference or only go, you know, to the Newcomb Fellowship but those funds functioning then go to fund anything having to do with the Undergraduate College?

Yvette Jones: First of all, I know that the committee and the university are very sensitive to keeping the endowments for their intended purpose. So that is something that is an operating principle.

Paul Barron: I'd like to just pause a second to read a couple of the comments that I've gotten so the people who are not standing up can have their say. I have a number of cards; the vast majority of them do not say something like "please read." And so I'm a little reticent to read them. There are a couple who are- -I'm going to sift through these and if there are questions, I'll read those cards as well. And if somebody wants something that they wrote read, if you could simply raise your hand again and let Zack know and he'll let me know, I will read them. One other thing, the two that indicated that they wanted read are as follows: (1) "How in good conscience could you even consider doing away with the Newcomb name when at the undergraduate level the female students are carrying the university?" [Applause] If I may be allowed a personal word, I don't think the first comment is probably accurate but the second one might well be. [Laughter] The second one: (2) "Is there a commitment toward maintaining senior leadership positions for women within the consolidated admission, dean's office, etc.? What about women-specific leadership opportunities for students, Newcomb Senate, Intensive Newcomb, Mortar Board?" And then a couple of e-mails that came in, and let me do those because I believe they intended these to be read. One says, (1) "Why does the task force feel compelled to implement the Renewal Plan? Why not simply call for further study, seeing as how some of the exigencies of Katrina no longer apply, i.e., the student return is far more than President Cowen anticipated? Can't we take a step back and think about this, gather input, and then make a reasoned decision? I recognize that this exceeds the purview of the task force but can't the task force make a recommendation that this is far too hasty?" The second one goes to an issue that was just raised [Applause] a minute ago; an e-mail asks, (2) "What is the Newcomb endowment worth and how will it be used in the board's plan?"

Yvette Jones: How it will be used is what the task force is about. So there is no answer to that yet, although I do know that there's a commitment to sharing ideas with the constituency groups that we listed above. The Newcomb endowment in total is \$36 million. That is both unrestricted and restricted and includes the funds functioning that Jenni referred to earlier.

Paul Barron: Okay. Let's go back to the public.

Alison: Yes. I'm Alison Phillips and I just kind of have a warning for the task force. If you look around the room and at the people who have spoken, the women who have spoken, this is the best that Tulane has to offer. These are the women that you want at Tulane and unless you do your job correctly, you will lose us. I mean, I know that I am here, and I did not transfer because of Newcomb College. And I'm sure that's the same for a lot of women here. So it's just a warning. You have to do your job correctly or the entire university will be negatively affected. [Applause]

Anna: My name's Anna Nagrath. I'm a proud member of the Newcomb College class of 2008. I certainly hope that my diploma will in some way reflect that I entered (INAUDIBLE). But when you look for a college, there are a lot

of things that factor where you go, an amazing city, the people that make up the university and the programs that they offer. Well, Tulane has New Orleans, but it also has Newcomb. And I don't think I would have come back to this city after having (INAUDIBLE) if it weren't for Newcomb College. And as strongly as I'll encourage you to consider the pull that Newcomb has in the admission process and how people do check that box proudly on their application, to apply to Newcomb College. (INAUDIBLE) [Applause]

Katherine: My name is Katherine Tek. I'm a senior at Newcomb College and though I am in Newcomb College, I want to speak on behalf of those that have been at Tulane College, Newcomb College and other schools, entering the university on the subject of the lack of student and faculty input as to why it is only within these past few weeks that we have been given the opportunity to voice what is going on at this university, as to why we didn't even have a say in this whole restructuring process, why there's only been the board that has made a decision and has not referred to any discussions of the students and faculty. And I just want to say that we students--we have sacrificed a lot to stay at this university, especially within this past year. We have shown a lot of loyalty to this university. I'm afraid. Though I thank you all so much for your time and patience, I do wish that the board and President Cowen could be here to see that there's a lot of anger and insult that is within the student body right now because we don't feel like whatever we have to say is really going to make any difference because this restructuring and Renewal Plan has already been done. And so if we had wanted to go to a university that had one general undergraduate college and a residential college, we would have gone there. But we didn't. We chose Tulane College and Newcomb College--Tulane University because of the uniqueness that is embodied with this university.

Paul Barron: Thank you. [Applause]

Katherine: Is there no response to that as to why...(Talking at same time)

Paul Barron: I didn't mean to cut off...

Katherine: We just want to know why the board never wanted us involved.

Darryl Berger: You were there last night? You're from Nashville. Yeah. I was paying attention. I don't know any other way to say this except really, just simply, that don't for a second think that what you said last night did not already have--you and all of your colleagues at Newcomb--have a profound effect on our way of thinking. I mean, we were already pretty much there. You were, in some respects, preaching to the choir. But what you and your fellow Newcomb students had to say had a great deal of effect and will continue to have a great deal of effect. In fact, I made the observation that if Mrs. Newcomb had been there last night, she would have been really proud. President Cowen chose to let this be the board response because President Cowen is a marvelous leader, he's a very, very, very compelling personality and if President Cowen was here, it would all be about y'all speaking to President Cowen. And really what we want to--no matter what because Scott is the CEO and so forth. And this is a board function--and he's charged us with the responsibility and the duty to try to make a recommendation. And so we're here as trustees to hear you directly.

Richard Schmidt: I've heard a number of comments, one of the written comments--the e-mail comments--about the fact that there is no financial problems left. That is not correct. And if you followed the, you know, I know it's hard for you to understand, but the university financially and I don't mean, you know, is still on tenuous ground until things settle down. And quite frankly, it won't settle down for the rest of the year in terms of where we are financially, how we get there. Yvette mentioned that we had to borrow \$150 million dollars to make it through, you know, our next year. We were able to do that, and gladly do it, but we have to pay that money back. So I just see--the point is we still have a very significant financial issue. We're all comfortable that we're going to be able to manage it, but only managing it by making change. With regard to the comment on why wasn't everyone allowed input and why didn't we do this--you know, the reason that we moved so quickly, first of all, trying to get input from people where we didn't know where they were and, I mean, there was a tremendous communication vehicle through the e-mail and the university did a wonderful job that way. But it was literally impossible to try to get input from everyone. And when we were faced with the financial situation that we were in, the board, I think very wisely, said, "We can't wait." We have to make these decisions. And rather than, as Yvette said, rather than saying, "Okay, everybody cut 20 percent,"--quite frankly you wouldn't have been happy with that either. Let's take this as an opportunity to try and make this a better institution in the long run. You may not agree with the decisions that were made and we all

respect that. But I think you have to understand the situation that we were faced with. And our primary goal, as I told a group this morning, was to save the university. And I think that to a large extent we've done that. So just keep that in mind as you think about these things that there is still a financial issue that we're all uncomfortable with. I don't want to, you know, we're certainly not trying to scare anyone but that I think is the situation that we were dealing with.

Paul Barron: You should all know, it seems to me, that Rick is a graduate of the School of Engineering. And so he understands...

Richard Schmidt: And an athlete. And an athlete.

Paul Barron: So, he understands only too well. Yes, ma'am?

Olivia: My name is Olivia Watkins and I am a senior. I have both a question for myself and for another senior who could not be here today. First of all, the question is from Emily Fulbright. And she asks specifically--she's a senior, but will not be graduating on time because she was not--she didn't have the opportunity to go to another school this past semester. She'll be graduating in December and she desperately wants Newcomb College on her diploma as do so many other women who've entered into Newcomb College and who are here specifically for it and didn't leave because of it. I've heard many, many times the request to have them grandfathered in. Could we at least have "Newcomb" on the diploma at some point in time, even if it doesn't say just "Newcomb" but it mentions "Newcomb" and also the undergraduate school in addition to that? That would be the first question if there's any response to that. If not, just something to consider because it's all on our mind.

Paul Barron: Right.

Olivia: My second question is something that has been bothering me actually for a while now and the meeting with you last night helped out a lot, but you did ask me a question and the rest of the women at the meeting about whether or not being on campus and living near women had anything to do with the community and the spirit and the feeling of Newcomb. And I've heard the rumor rolling around about the fact that Tulane will be moving toward the concept of residential colleges for all of the undergraduate housing. And I know that's something they're doing now with Wall Residence Hall, turning that into a residential college and something, they're hoping to do with Butler Hall as well in the coming years. I've also heard that one of the ideas floating around is to make Newcomb into a residential college. And, with the idea of expanding and opening up Newcomb to women like we were talking about last night in architecture and engineering, or math and sciences and the business school and all of the other schools, I think it's very important not to close off the doors that much, to keep them open so that it's not just a very, very small community, but it's open more to all of the women who go here because if it's closed down that much, you really lose the essence of Newcomb. If you've ever participated in any of--I don't know if they had events in your undergraduate dorms when you were in college--but if you've ever participated in any of those, you know how small they are, how few people go, how little activity and involvement there really is in something like that. And I'm afraid so much for Newcomb that if it was compacted that much that we would lose so much participation and so much of really what makes Newcomb have a fantastic spirit and open to that leadership and to really developing women the way this school has done since 1886.

Linda Wilson: Could I ask for clarification? I'm not sure I'm hearing your question. Are you thinking about an idea that has been--you've heard that it might be--Newcomb might be just a residential college and that's what you're not--you think that's too small.

Olivia: Absolutely. I mean...

Linda Wilson: We have not seen that suggestion, so it's interesting.

Olivia: Okay, that was one that was passed around.

Yvette Jones: What we've seen is that JL be a residential college.

Olivia: Would that take over basically the programs and such?

Yvette Jones: No, that's just one of the suggestions that's come in.

Olivia: Okay.

Linda Wilson: But it's very helpful to hear your response to suggestions that you're hearing out there.

Olivia: There are a lot of rumors going around.

Linda Wilson: Yeah, there are a lot of different suggestions and we're eager to have them given in to us, but one of the things that also happens is people just talk and you need distinguish between what's just talk and what has been actually communicated for consideration.

Olivia: Well, thank you for clarifying that.

Paul Barron: Thank you.

Mignon: Hi, I'm Mignon Faget, a graduate of...[Applause] Thank you. I have a BFA from Sophie Newcomb College, 1955. And this year I celebrated--last year rather, excuse me--I celebrated my centennial, I mean, my fifty year, my God. Well, my mother lived to 104, maybe I'm advancing there. I would like to say something that hasn't been said yet and about the importance of the name of Newcomb College, not just the name but the content of the name. What all of these people--these wonderful young women, so high-spirited, so right on about what Newcomb means to them and to any woman who would choose to come here--I want to say in particular, no one has said anything about the importance of the arts. Newcomb College is world-famous for the arts from the time of its founding until today and that after the struggle of '87, it was decided to have Newcomb Art Gallery, which is a separate entity from the art department. But it comes from this great wealth of talent that we have in the art department. And it is very, very important to continue putting a lot of strength into the arts in Newcomb College. And the art gallery, I think, fits right into President Cowen's intention to reach out to the community because this is an open door to the community. And Erik Neil who is here today is our wonderful director. [Applause] And he has brought wonderful shows with very high profile, I must say, at a very low cost to the college and to the community. So I hope that this will continue. I know the name--it is decided that the name will stay with the Newcomb Art Gallery, with the Newcomb Art Department, with the Newcomb Music Department, dance department, and theatre also, I believe. But often when Dixon Hall is cited as the place for a concert, it is always given on "Tulane University's campus" and I think that this is the "Newcomb campus." That was designated in '87. And let's go back to calling these buildings "Newcomb College." Thank you.

Paul Barron: Thank you.

Donnia: Hi. My name is Donnia Rebello. I'm a junior. I'm a cell and molecular biology major, and majoring in math as well. I wanted to stress that Newcomb also has a science department. Newcomb has a science side. I know a lot of chemistry majors, biology majors, physics majors who are Newcomb. They love science. There's a group of women in science and it is such a community among women who are in the sciences, usually traditionally in the past women have taken a lot in the liberal arts school. But now women are branching out. They're going into sciences and they want to pursue PhDs and masters' programs and medicine. And keeping women in science is really important, and it forms a (INAUDIBLE) and I hope that you incorporate that some way into your proposal. I also wanted to say I'm a junior. Under the proposed Renewal Plan, I will be among the first people graduating from the Science and Engineering School (INAUDIBLE) Tulane, called the "Science and Engineering School," the "Tulane Science and Engineering School." I would like to say I am a part of Tulane University as a whole, but I am more so a part of Newcomb College. I love this college. Newcomb has been my experience for the past three years. I want my diploma to reflect my experience here and my experience of (INAUDIBLE). I get to be involved in a lot of activities with the science department and I enjoy them a lot, but I also enjoy a lot of women-centered activities that Newcomb provides for me. And if the proposed Undergraduate College, the program... (INAUDIBLE).

Paul Barron: Thank you. [Applause]

Faith: Hi. My name is Faith Simmons. I'm a freshman and I actually didn't go anywhere else last semester because there was just nowhere else I could picture myself being. And even though we are--it's a small university--Newcomb has given me kind of this--it's given me a place to belong, you know. Yes, you can live in Sharp. I live in JL, which is another women's center, and I just--I feel such a bond. And I think that's really important while this is a task force for Newcomb College and Tulane College. You can see that there is this huge constituent of Newcomb College and I think, through that, you know, (INAUDIBLE) we're a huge part of this university. I think more than that even it (INAUDIBLE) gender role. I also wanted to thank you so much for your attentiveness. A lot of times, we get up and, you know, we think passionately and it's like, "Oh, don't worry, we'll make it work." And we get no answer. And I feel like you guys are paying attention and listening. So thank you.

Paul Barron: Thank you. [Applause]

Joseph: Joseph Roach, I'm a Tulane College alumni. The first question that I have is about, you say that you're expanding it and making Newcomb available to all students. I was at Tulane for four years. I never heard a single Tulane student go, "Man, Newcomb gets things that we don't. That's really bad." Newcomb serves its interest and it serves the interest of its students well. I do not see how expanding it benefits. And I also, again, when I don't see who benefits and I see all these people here who are very passionate about Newcomb and do not want it removed, if no one benefits and a lot of people are hurt then what's the point? What is the justification for eliminating Newcomb? [Applause]

Yvette Jones: I would like to respond to your first observation actually and that the comment is about the experiences that women have at Newcomb College. We're talking about expanding that for all women, all undergraduate women. So I wanted to clarify that point. The second question you asked is about the justification and, you know, I do remind you that the context in which all the decisions that were made in the Renewal Plan were in an institution that is still suffering severe financial distress, and that the plan was put together as an entire, connected, interactive plan to financially preserve the institution but also to set it on a new course in what is a very different kind of city. And that was the idea behind it. I think you've heard the task force say that they understand what is important and so wonderful about the Newcomb experience for women and that they are preserving that in their deliberations.

Paul Barron: Did you want to follow up?

Joseph: Yeah, I have a follow-up. I was the son of two Tulane professors so, I mean, Tulane hasn't been in good financial shape for a while. Katrina was damaging, but it hasn't exactly been exactly a functioning, healthy university financially. And what I'm wondering is when it comes to Newcomb's endowment, will we be able to see accountability? Will we be able to see that every cent of the Newcomb endowment, after whatever decision is made, will be going to Newcomb-related programs, to programs that are in the spirit of Newcomb? What guarantee do we have that that will happen? [Applause]

Yvette Jones: Your first observation is, while Tulane is not the wealthiest institution of higher education in America, actually the last 10 to 15 years, this institution has been on a very strong trajectory of building a financial base. And had Katrina hit before, I'm not so certain the outcomes would have been the same. They might have been far more disastrous for the university. And then I think we answered the question about the endowment earlier in terms of it is very much the agenda of this committee to focus on the integrity of the endowments to use them in the way that they were intended, and there's been many discussions about the accountability of those funds.

Paul Barron: Yeah, the answer is that all of our financials are public record. So you should be able to do that and if you're not satisfied with that, then you should ask questions because that's what we teach you to do here at Tulane. There was a card that someone wanted me to read that also went to the endowment so I thought this would be a good time to read it. It says, "My understanding is that Mrs. Newcomb's endowment was given to be used specifically and only for Newcomb College. It was to be in perpetuity, therefore, how has Tulane managed to appropriate these funds?" I think that's been answered but if somebody wants to say anything further.

Linda Wilson: One very interesting thing that I learned reading again the history of Newcomb and looking again at the basic documents, was that Mrs. Newcomb was very far-sighted, very passionate and committed to women's

education but in the--I'm not sure, of the right term "seed"/"gift"--she made it clear that when she gave the money to the Board of Administrators, she was choosing to do that rather than separately incorporate the institution. And in doing so, she expressed her confidence that Tulane would have the wisdom and integrity to manage it well as time changed what was needed. And, in fact, in the early years of Newcomb, there was substantial change in terms of what Newcomb actually did. There were times when she was not very pleased about how the directions might be going and she made her wishes known and the Board of Administrators changed in response to that. We're very aware of that history. We're also very aware that if monies that were given back in the 19th century had no capacity to change as the world changes, they could become useless. So, it's the purpose and the mission and a very careful commitment to the integrity in the use of those funds that have been given here that we feel is our responsibility.

Paul Barron: Yes, ma'am.

Cristina: Hi. My name is Cristina Hernandez. I'm an alumna from 1996 and I'm now the librarian of the Newcomb College Center for Research on Women. And I kind of have a comment as staff and then a comment as an alumna. First, I just want to point out that Newcomb College is the first coordinate degree-granting college--women's college in the U.S. So even if we are able to save all the numerous special things about Newcomb and yet eliminate Newcomb as a degree-granting college that will still be a very sad day for women's education and the history of women's education in the U.S. [Applause] And then second, as an alumna, I just want to explain also in 1996, at my graduation, I learned about the 50-year class reunion and that tradition. And my friends and I, we all agreed we'd be here in 2046. We would be here in New Orleans and we were eager to see what New Orleans was like in 2046. And I'm just wondering if I can still keep those plans? [Laughter]

Darryl Berger: Yeah, I'll plan on being here to greet you.

Linda Wilson: I don't. [Laughter]

Paul Barron: Thank you for stepping forward because I assume that this is your--that this is your written piece which says the same thing. And I just didn't know whether you wanted it read or not.

Melissa: My name is Melissa Kramer and I am a first-year student here. And I would like to add something to what one other student said firstly. She said that about Sharp and about Butler, where those names came from. I'm in Paterson. No one even knows how to spell Paterson. It's "P-A-T," there's one "T". So I would just like to point that out. I don't know where the name came from. I can spell it, but most people can't even spell that. And my comment was financially. You say we lost between \$150 and \$250 million without insurance, without fall tuition and without other support. How much money have we lost with this financial aid and with this support added in? We paid for our fall tuition for the semester for the fall so we can return to Tulane University but more important, so we can return to Newcomb. [Applause]

Yvette Jones: You want me to go through the financials one more time? Is that what you're asking because what the losses are, we're losing about \$50 million from tuition, but remember tuition is only a third of the revenue sources of the university. There are auxiliaries, the medical practice and so forth. So those are our estimates but I do remind you, that I'm very happy that you paid your tuition, but we have not received the majority of the tuition for the fall.

Leslie: Hi. Leslie Paull, class of '92. It seems like this decision to create a liberal arts college is based mostly on a fiscal responsibility-type attitude, and I'm just wondering what the estimates are for how much money you would save by combining Tulane and Newcomb and exactly where those cost savings would come in. Would it be staff losses, faculty losses? So if somebody could respond to that please.

Yvette Jones: The actual--remember the vision for the Renewal Plan is two-pronged. It's cost reductions or enhancement of revenues that take care of the financial part, but it also had a strategy component to it. The idea of the Undergraduate College does have some savings. That is not the driver for this decision. This was a strategic decision that was related to our ability to maintain quality, to ensure that we can continue to recruit students to Tulane in a different New Orleans environment and ensure that we can provide the kind of high-quality undergraduate education program that we have always strived to provide.

Leslie: If I can just respond for a moment. We've heard, you know, it sounded from a couple people, Mr. Schmidt and some other people, that this was fiscally driven and if it's not fiscally driven and you're saying you want to expand that experience to other colleges, the Newcomb College experience, why not try to step up those programs and the services that they offer, rather than taking away Newcomb's programs and services that we offer and combining it all into one?

Yvette Jones: Well, I'm not certain that Mr. Schmidt said that but...

Richard Schmidt: I was just going to say, I think there are two elements to it, as Yvette has stressed. One is the financial issue and clearly that was a very large issue. But the other was the strategic issue in the Renewal Plan. And also, we'll keep on emphasizing the intention of the task force and of the board is not to tear it down. It's to take what's very good about it, retain that and enhance it. So we're not eliminating. We're changing, you know, and I know that people don't like that. But we're not eliminating. I will keep on emphasizing that. We're trying to build on what's very good here.

Paul Barron: Thank you.

Amelia: My name is Amelia Fuller. I'm a freshman and I've noticed ever since Hurricane Katrina there's been a great lack of honest, straightforward answers. And... [Applause] And a lot of these answers affected people's decisions about coming back. It affected people's interest. And one thing that I haven't been able to find an answer about--I noticed that when you talked about the losses, you talked about fairly monetary losses. And I was wondering how much of the original faculty of Newcomb and Tulane was lost and how many people are planning on returning in fall that were parts of the faculty and (INAUDIBLE) have decided to stay someplace else for this semester?

Yvette Jones: The retention rate of faculty--at this point in time, I know of about 45 faculty members who have not returned to the university. And all of those were voluntary separations. As you all know, the university has had to, unfortunately, make a lot of decisions that involve the terminations of about 500 faculty and staff. Some are already gone and some will be taking place over the next two years.

Paul Barron: Sure, go ahead.

Amelia: I have run into a lot of professors already who are new to the university, especially those of the English professors that I've contacted so far seem to be new to the university, and I was just wondering is that a general trend in most of the departments?

Yvette Jones: I can't answer that, but I know that most of the faculty at this institution have been here more than a year. We hire--it depends on the department--faculty every year, but we did not have a wholesale turnover of the faculty if that's what the question is.

Paul Barron: And if I can just add to that, anyone who would be new this year would have been hired in the spring of last year. And so it would not be related in any way to Katrina. They are just people who had been hired last spring.

Emily: Emily Greenfield, I'm an alumna from 1998. I wanted just to firstly say, "thank you" and how proud I am of all the students and fellow alumnae here who--I hate to be repetitive and say the same thing or even ask the same questions because I think so many great questions and comments have already been put forth. And a lot of my thoughts have already been shared with the board. But just commenting on something that Mr. Schmidt said earlier, that one of the purposes of the Newcomb Tulane Task Force Renewal Plan was to save the university, to save Tulane. I believe that saving Newcomb is saving Tulane. And I don't think that there has been a truly honest justification for why Newcomb College as a women's administration and center of education, promotion of leadership, has to be eliminated as one of the schools and entry points for freshmen at this university. And I think that 120 years of history, legacy, tradition and the fact that the women in this room will give up, at this point, if this is a done deal, their daughters, their granddaughters ever having the same experience. I think it deserves another... [Applause] I think it deserves another forum for questions and answers, not just comments. But I really appreciate

your time.

Paul Barron: Thank you.

Amber: My name is Amber Lupin [INAUDIBLE], and I want to believe that you guys have looked over all the numbers and I want to trust that the upper-ups, that they know better than me what's going on. And I have to believe that that's true, but I'm sitting in the back and I'm scribbling down the numbers, the financial numbers. Okay. Yeah, we lost a lot. I want to know, how much is this saving us? Like, if this is so important--if it's so important to cut engineering, if it's so important that we not cut these other programs, and that we cut Newcomb and cut Tulane and we make this one thing. What is the benefit? Why am I being cut out as a person that could logically understand the numbers?

Paul Barron: Well I think--I mean, your question is a question that's been asked now in two or three different ways and...

Amber: Yes, but I'd like to see it. I mean...[Laughter] [Applause]

Paul Barron: No, no, no, that's fair. I--that's...

Yvette Jones: Let me just--one thing to answer your question. This plan is a package. It saves, when it's fully implemented, \$55 million. That has been widely published. The press has picked that number up so I know that number is out there. And you will see it when the year end closes on June 30th and what the financials look like and you will see that we have lost this money. And then over the next two years, you'll see the savings realized.

Amber: That's okay with me but, I mean, I would like to know what you guys all discuss. I mean the different programs. I know you looked at a lot of things and you decided that we needed to keep some things and we needed to get rid of some things. And I think that as, you know, a Tulane senior, I should know by now that I can look at numbers and determine for myself if I thought that was a good idea. And saying that we're doing this also to benefit the entire study body at large, it just seems kind of weak to me at this point, when I haven't seen the figures myself.

Paul Barron: Fair enough. Thank you.

Claire: I'm Claire Whitehurst. I'm a 1951 graduate of Newcomb College. [Applause] And I'm sure that the board is as impressed as I am with the fervency of these students. It's just wonderful. My comment is very brief. When I was at Newcomb, Anna Many was the dean of women and rumbles like this have been going on for years and years and years at Newcomb. She always said, "They only married us for our money." [Applause]

Wendy: My name is Wendy Tosbin, a Newcomb senior. I would like to reiterate-I know it's been said over and over, but Newcomb is what keeps me and many women at this university. Me, I didn't know what it was when I got here but it's what kept me here. I was curious about--I kind of have several questions but hopefully you can give brief answers. Are you worried about donations at all? Because I see these big names that we recognize as being on campus, buildings, rooms, and I feel like when I heard that Newcomb would no longer function as I knew it, that I really felt no allegiance to the university because I am a Newcomb College student. So is that a concern at all? Is also what you're trying to work on?

Darryl Berger: We start with the preservation of the traditions and the coming up with the total package so that those who have been part of Newcomb College in the past, are still part of Newcomb and that all the things that benefited the women as part of Newcomb and there's all kind of sub-issues to that, that you--there's a lot of things y'all brought up today, diplomas and everything else. But that at the end of the day, to come up with recommendations for the plans that will hopefully--while not every element will undoubtedly not please every person, but the totality of it will be more than acceptable and very pleasing and it will not only preserve the Newcomb experience in form and in substance, but enhance it. Even though the Newcomb College piece has been redefined, there's no longer a point of entry as it is today.

Wendy: I guess that should have been more of a comment than a question. Also, I'm really concerned about how Newcomb will be able to function as a part of the network of women's colleges. In my experience, I participated in an event by the Public Leadership Education Network, which use women's colleges only. And that was such a defining event for me that it really shaped my career path in the future. I hope that we are able to maintain our membership and a part of this network and afford more women, Newcomb students hopefully, these opportunities that I was able to experience. And also I know you hear a lot of words like "abolish" and "cut" and keep reassuring us that you want to "enhance," "make better"--and could you--before you close today, let us know--give us some recommendations like anything that's floating around, because we'd really love to hear it, like as far as preserving Newcomb.

Yvette Jones: Well, I think you can actually--at the end of this, I believe that Professor Barron will give out the website address again. There are all the suggestions that have been coming in are there and that is helping to shape what the task force is working on. So I think if you go there, you'll see those and hopefully after this 48 hours they've spent on campus, we plan to post many of the ideas we've heard in the meetings that we've had as well.

Paul Barron: Thank you.

Leonce: I'm Leonce Many. I promise you this wasn't planned. I have heard a lot of students and I'm so proud of them and it makes me--it gives me a big lift of the heart to hear what Newcomb means to them because that was what it meant to me when I came up. I'm a '42 alumna. [Applause]

Paul Barron: So far you get the prize. [Laughter]

Leonce: Yep, just for living the longest. I have, as a result of Newcomb, had a maybe not very important, but certainly a rich and varied life; and I am enormously grateful to the college as much for the quality of the faculty and their examples as for the education which, believe me, was good. And I just want to say this is one of the things you need to remember because these girls, coming up, are brighter and better prepared than I was and in view of the fact that the city and country needs a lot of rebuilding, these are the ones that are going to be doing it. So please keep it the way it is as much as you can, as far as the whole atmosphere of service. I've never known a call to go out that Newcomb women didn't come together as volunteers to help solve the problem. And so I have no questions. I just want to thank you for listening and hope you'll remember what these people said.

Paul Barron: Thank you very much. [Applause]

Leonce: And by the way, Miss Many did say that.

Emily: I kind of feel like this should be the closing question, but since I've stood in line so long...

Paul Barron: I think that's only fair. And I've got some cards to read so don't feel too bad about it.

Emily: My name is Emily McWilliams. I am a 2005 graduate of Newcomb College. (INAUDIBLE) but I don't care because (INAUDIBLE). And the reason that I wanted to get up is because I think that the way this is being presented is disgusting. And the reason I think that is the first thing we were shown in this presentation was the numbers. And we're losing all this money and that really makes it seem like that's why we're getting rid of Newcomb College. And (INAUDIBLE) you have to understand (INAUDIBLE) losing all this money. Again, really makes it seem like that's the reason. But when pressed on the issue, you explained that there are actually two elements to it and that getting rid of Newcomb is part of the strategic element of the plan but also later said that the plan is a package and so when someone asked, "How much money is this going to save us?"-- well, "As a package a lot,"--but maybe not getting rid of Newcomb College is going to save us a lot. Maybe in the short term, it's going to save us nothing. When you did talk about the strategic plan there were three things you mentioned, maintaining quality, (INAUDIBLE) and having a high-quality undergraduate experience which is really important. Those are all things that we're going to lose if you get rid of Newcomb College. And I know I'm not supposed to use... [Applause] I know I'm not supposed to use the word "eliminate" but when we talk about getting rid of Newcomb College as a women's college, that's what it is and that's why it's so important. And if you get rid of that part of it, you are getting rid of Newcomb College. You are eliminating Newcomb College. [Applause]

Anna: Anna (INAUDIBLE) from the class of Newcomb, 1993. And my family is a newspaper family and my daddy always told me when you interview people and they don't answer the question, keep asking it until they do. And so I want to know what the number is that we're supposedly saving by eliminating or getting rid of Newcomb. I know like she said it much more eloquently than I. We're not supposed to be eliminating it but from everything that I've heard so far, it seems like it will be no longer a women's college, a degree-granting institution, so to eliminate that, what's the number? I'll give money. I've never given to Tulane before but I will if that's what it takes to pay--to save Newcomb. And I want to know the number. (INAUDIBLE)

Yvette Jones: I actually don't know the number that you want, sitting here right now. The numbers--the Undergraduate College is the effect of changes in seven units of the university. There is not one specific for Newcomb. I do know that there will be streamlining of some of the administrative functions. There's going to be some enhancing of advising and so forth. So there is not one number that says this is the Newcomb number. I'm sorry.

Anna: That seems somewhat inconsistent with what we've heard so far.

Paul Barron: Well...

Jessica: Hi. My name's Jessica Cole. I'm a senior here at Newcomb. And this isn't a very well thought out statement that I was going to make. It was just my own thinking while I was sitting here and listening to these things.

Paul Barron: Go ahead. I'm sorry. No, no, no. He was --I was just...(talking at same time)

Jessica: And I admit, I don't have the best grasp on the new university college--or Undergraduate College that they've set up or maybe even right now how the administration works, but I was wondering if it was at all possible to want-you were talking about how you want it more inclusive and enhance it. Could you have a Tulane and a Newcomb College set up with this undergraduate university? Like, keep the two colleges and just include the architect students, the science and engineering, the public health and like have all the women in Newcomb College in all those majors, have Newcomb advisers and then when they declare their major, they get their faculty advisers? It just seems like you could still be fiscally responsible and like not lose money and still maintain some of its integrity, too. I don't know. I told you it's not well thought out but--I don't know--am I being clear on what I'm saying?

Yvette Jones: Oh that's very clear. I mean, I would say that the board passed the plan as it was presented, which is a single Undergraduate College. So that piece is in place and, I mean, that option is not available right now.

Jessica: Okay, so the task force can't recommend?

Yvette Jones: That is not part of what they're working on.

Jessica: Okay. So, I also was curious just how receptive the trustees or whoever the big people that make these decision, like how receptive are they going to be to this task force because like everyone's kind of reiterating, it doesn't seem like ideas are being heard? So, I mean, how much are y'all going to actually be able to do for us? [Applause]

Paul Barron: The thing you need to remember first of all is-- these are the board, not all of the board, but every one of the people who are sitting up here is a member of the board. So...(talking at same time)...listen to them.

Jessica: Okay. And you guys are going to be a part of the decision on what happens?

Darryl Berger: We will make a recommendation and we're just eight members of a 32-member board. So...

Jessica: So you guys actually know what happened during the Renewal Plan? [Laughter]

Darryl Berger: Oh yeah. Yeah, we indeed do. We do. We were there for all the meetings.

Richard Schmidt: We were right there.

Jessica: Okay. So, I mean, like is there--again, I'm just saying that I still think that there's a way that--I mean, that you can include Newcomb and still, I don't know. Anyways, thank you.

Paul Barron: Thank you. [Applause] I think that this gentleman was before. (talking at same time) He's already spoken.

Participant: One quick question. When does Tulane close its books for the year, for the fiscal year?

Yvette Jones: June 30th.

Participant: June 30th, okay. Because you can get IRS form 990 off guidestar.org. You can get a lot of various interesting figures including how much Dr. Cowen makes per year. I just wanted to note that under the current Renewal Plan, Albert Baldwin would not have come to Tulane and probably would not have (INAUDIBLE). (talking at same time)

Paul Barron: Yes, ma'am.

Participant 2: I'll be quick. I apologize. The first thing up before I just wanted to make a clear statement because I feel like some of our questions are kind of being misconstrued, but you're not answering directly the question. And one of the comments that I heard was, you know, students, we paid the money to come back to Tulane. When we--I mean, I put-my father decided that he was not going to pay for me-he was not going to pay Tulane and I was not going to go to school last semester, which anyway--a lot of people paid, though. And with us giving you--giving y'all our tuition, we trusted you. We trusted you that we were going to get back the Tulane experience that we wanted back and part of that is Newcomb and part of that is the Engineering School and part of that is our athletics. We trusted you. And you broke our trust. [Applause] And that--as far as the tuition question, I feel like that is the bottom of it. This administration has broken our trust. They knew where the Undergraduate Student Government president was. They could have invited him to that meeting. In fact, he requested to be invited to a meeting. You've broken our trust. My second comment is...

Darryl Berger: Can I stop there, ma'am, before you get to the next and I forget? I have a lot of businesses here. I'm from New Orleans and we have--like many people out there, I know a lot of you. And we have--everybody who's in business, everybody has employees, everybody has families, we all took a lot of torpedoes in that storm. It was a big storm out there and you just have to drive about five blocks from here. In fact, about two blocks, head towards Claiborne, to see what happened and I'm sure you have. And when you paid your tuition or when this administration said, "Come on back, because we're going to try to make it right for you,"--nobody could promise you. In fact, we can absolutely assure you that it would not be the case that either Tulane nor any other institution, business or any other enterprise in the city will be exactly the same as it was pre-Katrina. There's still a lot of people out there who won't come back to the city because of those reasons. And actually my most pet peeve in life--I call them people who are out there waiting for perfect and when perfect comes, they'll come back. And so there was a promise made that--thank God for people like Scott and Yvette and others who literally worked nonstop--to right this ship. And don't think that Tulane like everyone else, didn't take a lot of torpedoes, maybe more than many businesses, but that they'd right this ship and they'd do everything in their power, first through the triage, to keep it afloat and keep it an ongoing enterprise. And later to bring it back with a variety of changes that were made both financially, to make sure the ship didn't sink, but then also strategically. The changes that did not save the millions and millions of dollars but that strategically are trying to reposition the university in ways that we can only best anticipate will respond to the changes in the market because again, make no mistake, Katrina's gone for the last-six months ago, but the effects of Katrina will be around here for a long time. And so this piece of it, everyone keeps saying, "how much is the savings?" and (INAUDIBLE) that was said a long time ago in this meeting. This piece of it, while it does have a financial savings and there is by savings from administration--this piece is part of the strategic part. This is not the millions and millions of dollars that has righted the ship and without this, we're going to all sink; no one's represented that. We haven't tried to dodge the financial question. None of us know the exact number, even Yvette doesn't know it. The point that she's telling you honestly, is that it's not the financial piece that's driving the restruc-

ture of the Undergraduate College and so forth. This is more of a strategic position. You may or may not agree that we'll be strong and what not. You haven't heard our recommendations yet. We don't have them. But that's the strategic part. It's not that "Gosh, if we don't do this, you know, the whole thing's going to turn upside down." And as to our promise--or anyone's promise--the promise you have is that Tulane would be returned to you in the best possible condition. Positioned as best as it can for the future and that your Tulane experience if you're--of years to go here would be, we hope, as close to terrific as it always has been and that your kids and your kids' kids will still be able to come to Tulane. It'll be a major, national university, a major research university, instead of some historic footnote of what happened up until Hurricane Katrina.

Paul Barron: I'm sorry. I apologize. Go ahead.

Participant 2: This is very quick. I want to thank all of the alum both in the audience and on stage because every time I meet a Newcomb alum, it makes me so proud to be a part of Newcomb. If I can be half as amazing as y'all are when I am, you know, when I am nearly 30, when I'm nearly 80, God, my life will be fat. So thank you ladies. Thank you very much. [Applause]

Paul Barron: Folks, we have 10 minutes left and there are some people who haven't spoken and I want to call on those people. Sure.

Richard Schmidt: Is there anyone from Tulane College who wants to speak?

Paul Barron: Who hasn't yet spoken?

Richard Schmidt: Who hasn't yet spoken?

Paul Barron: But...I have some cards that I want to be able to read and an e-mail. So, if you don't mind, hopefully we'll have enough time for you to give a second comment, but I prefer to let people...

Participant 3: I'm just wondering if the books are open to the public, when can I come by and look at them. I've got a Monday free, a Tuesday free. June 30th when the financial statements are due, there will be no more students around so if the savings for, you know, getting rid of Newcomb winds up being like \$25,000 or whatever it is, there's going to be no one here [INAUDIBLE] so I'm just wondering when I can...

Paul Barron: We didn't say the books were open. We said the financials were available.

Participant 3: Okay, just clarifying.

Participant 4: I know I have already spoken but...

Paul Barron: If you've already spoken, would you mind letting the others who haven't had an opportunity speak?

Participant 4: I just want to say one real quick thing.

Paul Barron: Okay. I can't win today. Go ahead.

Participant 4: I was just say that in the last pinning ceremony that will ever take place at Newcomb; and one of the things that one of the women said (INAUDIBLE) is that we know how the (INAUDIBLE). And I think that's absolutely true right now. And I'm glad to let you all know that we're not going to give up. [Applause]

Brenda: My name is Brenda. I'm part of Newcomb '91. And, I'm also a third generation. Newcomb alum. I'm sorry, I hate speaking in public. I'm very intrigued--first of all, I think there's a tremendous disconnect between the board and, in particular, the Newcomb alumnae and the Newcomb students because y'all are saying that you're going to merge everything and make it better and I think what we're perceiving it as ending up doing is you're watering down what makes it so special to a point that it's without value. And that is part of what is upsetting this whole group. Furthermore, if a major concern of yours is the financials and the money that the university has, I'm an alum-

na, y'all have not contacted me once since the hurricane for any kind of charitable donation. And I don't know if it's because, you know, I live a matter of, you know, maybe a half mile from here, maybe y'all have lost the phone numbers, the data banks, the addresses, maybe it's the postal service won't deliver the third class mail but I'm very frustrated that there isn't a bigger campaign going on saying, "Guys, we're on the breaking point." It's not that difficult a thing to say. The university has been very good about asking for donations over the years. [Laughter] So why the change of heart? Why just skip the ship?

Yvette Jones: I have to believe that you did not receive the end-of-year mailing because you live in New Orleans and we're still--all of us getting mail once a week, if at all. So we have put out a big push for the Rebuilding Fund. It's \$100 million and our goal was \$25 million this year. And I know a number of people received them because we've already received over 8,000 donations.

Linda Wilson: To just add to that, that if the mail delivery isn't working very well in New Orleans, it may also be that your technology for getting on the Web may not be working as well either. I do understand the difficulty here. But on the website, there has been for months now the request for support of Tulane, for the Rebuilding Fund, including valuable information about the way the federal government allowed some special tax benefits to be (INAUDIBLE) or tax deductions to be allowed for the people who were in some ways giving something (INAUDIBLE) Katrina. So, you need to know that there have been a lot of efforts to get the communications out in multiple ways. We're really struggling with the difficulties of communicating when the basic systems are not there. And we're delighted to know that you want to be (INAUDIBLE) because our giving to Tulane at this particular time will reach Newcomb, will reach every other part of Tulane, and will be very much a part of (INAUDIBLE) assuring that we can do all that we hope to do in the future here.

Paul Barron: We have a very few minutes left, so if you could make your comments brief so that hopefully all four of the people who are standing here will get a chance to speak.

Participant 5: Hopefully it's not much of a comment and more of a question. First, let me reassure you I did get calls for donations and I did say I'll wait and see if there's a Newcomb. (INAUDIBLE). That's where my heart is. [Applause] That is what I have always given. My husband is an A&S grad and like Brenda, I am a 1991 third-generation Newcomb graduate. My nieces are not going to be afforded the opportunity that I had to attend Newcomb College. So when you say to us, "We're not eliminating anything, we want to make it better," you're patronizing us and you're minimizing (INAUDIBLE). [Applause] I understand that you don't intend it that way. I do. But that's how it feels. My question is, you're all on the board, all voted for this plan. I would like to hear just a little bit from Carol and Sybil who led the charge in 1987 about your understanding of this (INAUDIBLE).

Carol Cudd: It's a very good question. It's one of the hardest things I've ever done in my life. And I would not have done it had it not been for very compelling reasons. It was a total package that was presented to the board. There was no line item veto there. It was given at a time when the administration was still domiciled in Houston, when it was first presented. I hope you know every Newcomb alum who is at this table is passionate about Newcomb, as Darryl mentioned. Newcomb has been my baby and I sort of feel like Newcomb's been thrown out with the bathwater just a little bit on this. But I'm hoping that this committee can do something that's very, very positive. One thing that I've been so interested and thrilled to hear is the passionate support from the students and alumni since '87, because when we fought to try to keep the Newcomb faculty separate and we were not able to do that. We were able to set up a structure for Newcomb College and Tulane College, A&S at that time, that shared a faculty and Newcomb College had a student body, a student government, had a dean and had a sense of place and it had student programming, it had student fellows. All of these things had to be put in place and were put in place by a series of absolutely wonderful deans that Newcomb College has had through this time. But we were very skeptical at the time, we alums, about whether this could possibly be effective, whether these alums after '87, that these students and alums could possibly have had an experience that would have approximated our own. It has been overwhelming to find out how much Newcomb has meant to those of you who do fall within that time period. And I pray that we'll have some sort of wisdom imparted to us and we're certainly listening to all the wisdom we can get from you all, that maybe we can come up with some kind of structure here that will afford students here and whether we call it a Newcomb Center, a Newcomb Institute, a Newcomb Foundation, but hopefully we can preserve what's precious to you. And that's what we're trying to do, not only to honor Mrs. Newcomb's legacy, which is something we certainly want to do, but to preserve everything that's living and wonderful about Newcomb College. And that's, as I

said, that's what everyone on this committee is striving to do.

Sybil Favrot: Carol has said in the main--exactly my feelings. It's been a long road with Newcomb. This task force has been the hardest issue that I have faced and been involved with in my adult career. As Carol stated, we have been given this task as a package. (INAUDIBLE)

Participant 5: (INAUDIBLE). I do. (INAUDIBLE)

Sybil Favrot: I can't tell you that. That's beyond our (INAUDIBLE)--we are policymaking and the president works the policy through--in this administration. So this has come from the administration. It's so overwhelming to hear from you women who make a difference now and will continue to make a bigger difference. I am convinced that Newcomb is as much alive today as it was when I graduated in '56 and my mother went there in the '20s and my aunt and my mother-in-law and on down the family line, that Newcomb entrusted us with the belief that we can make things better. And I don't mean not to answer your question but I can pledge you my utmost intentions to make as much of a difference as I can with my being on the task force. Somehow I would hope that that Newcomb that is so special will always be special. And how we come about that, I ask for divine guidance but I also ask for your trust. [Applause]

Paul Barron: Folks, we are past the time and obviously the audio feed is off, but these two women have been standing here for a while and so I want to extend the time just long enough to allow the two of you to say what you want to say. I also apologize. I received a number of cards. There just wasn't time to read them, but all of the comments and the cards will be posted on the website as well. Go ahead.

Jessica: Hi. My name is Jessica. I'm a junior. I arrived a little late because I had class so I might have missed the introductions. I didn't realize until Jessica stood up that you guys were actually the board that sat in on the meeting when the Renewal Plan was given to you. And she actually just stole my question. I waited all that time and like she just asked exactly what I was going to ask. I was going to ask if any of you guys fought for Newcomb during the meeting, if there was a vote, like if people voted against the Renewal Plan as a package, if you asked, if you could separate Newcomb and talk about it separately as it's a different college, if there was any sort of that discussion? And I'm kind of confused why you can't say who gave you the package deal. Like I thought the board made the Renewal Plan, so now I'm very confused and I feel like there was a lot more behind closed doors than we really think. So I was wondering if you fought for Newcomb when you were there, if there was a vote, like-what the vote was of the 32 members, for the Renewal Plan and against it, and whether you asked if you could separate it out at that time? [Applause]

Yvette Jones: Well, first of all, the Renewal Plan was developed by the administration but in coordination with a group of members of the board. We had outside advisers from higher education, current presidents of universities as well as past presidents who sat with us, who reviewed everything, who gave us some direction. Remember all of this was done in the context of a very different environment here in New Orleans and Tulane's ability to survive in the post-Katrina New Orleans. So we have to remember the context. In terms of it being a package, I think that the intention here is that there were discussions about every piece that was presented, whether it was the School of Medicine, which took an enormous amount of cuts in this, and the School of Engineering. We had advisers for every element of this. And I will tell you the board, your board, was very responsible and the members of the Newcomb community, in particular, raised a lot of questions about this. But I think, in the end, it was realized that this university needed to have a new vision for where it was going into the future. It's a very different environment we face. It will take us many years to overcome the financial losses and that it should be put on the table as a package. And that's how the board voted. It was a unanimous vote.

Joni: Hi. I'm Joni. I'm a sophomore at Newcomb College. And I'd just like to say that a university seems like it should be a community between you and us and the alumni and everyone involved and that we should have some say. And I know that I'm not the only one here who feels like you guys kind of all made a decision without really considering what we felt. And I know that you didn't really have time but now that you do have time and you have heard what we have to say, I can say again that I'm not the only one here that feels like you really aren't going to do anything about it. And I really urge you to reconsider your plan because you have more of a voice than us for this and you can stand up and say well, you know, "Maybe we made some mistakes with this package here. Maybe we

can change things around a bit.” So I urge you to really listen to what all these women have said to you and stand up and say something instead of just accepting the package as it is because maybe you have made some mistakes, some huge mistakes in eliminating Newcomb. So thank you very much.

Paul Barron: Thank you. [Applause] Folks, there are 21 unread comments, some of which were asked to be read, a number, and there's obviously not time to do this. These will be typed up. They will be given to the task force and they will all be posted on the Web. The website, again, is www.renewal.tulane.edu. A transcript of the proceeding will be on the website. An audio recording of the forum will be on the website. Any of the slides that Yvette used will also be on the website. We also urge you to check that website because the task force intends to post on a regular basis, information regarding their deliberation. Finally on behalf of the task force and Yvette Jones, I want to thank you all for coming here this afternoon and letting the task force know how you felt, raising the issues that you raised so that as a community we can move forward to try to do the very best we can for Tulane. Thank you again for attending. [Applause]

Questions/Comments received on cards from the audience:

Newcomb Art Graduate, 1968 (have been teaching art for 32 years and still teaching): You might think that money will be flowing in again - but if you eliminate Newcomb as the #1 vibrant women's college in the South, you will not only offend generations of Newcomb alums and they will not participate in fundraising BUT more importantly, high school guidance counselors ALL OVER This country are disappointed in this plan to eliminate the “Newcomb opportunity” for generations of women to come. Keep the legacy of the Woodwards!

Two suggestions:

- 1)When planning to end Newcomb College - in what apparent time of crisis - were there any plans on allowing change, which is what T.U. is advertising “Big Positive Change” for the university.
- 2)A suggestion. Can the Undergraduate College be: The Undergraduate Institute with Tulane and Newcomb Colleges divisions within this one entry portal? This can maintain the “unified” “improved” image and maintain Newcomb College.

Page Clayton: What exactly is eliminating Newcomb College going to do for the university financially, mentally, and academically?

- (1) Ms. Jones announced in her PowerPoint presentation that Tulane University has chosen to hone in on the university's existing strengths & distinctive characteristics. Having gender-based undergraduate colleges certainly represents one of Tulane University's distinctive characteristics. How does the move to cut our cherished eccentricities make Tulane MORE distinctive?

- (2) You said, Mr. Berger, that you spoke to students. To which students did you speak?

As a freshman being here only a mere two weeks, I can provide little more than emotional response. Yet within those two weeks, I have grown to love and respect an institution that provides a focal point for women. The Big/Little Sister program eased the pain of meeting upperclassmen, the care and concern the Newcomb Staff showed for its girls, and blatant camaraderie between women made this school more appealing than most. It provides a sense of home like none can describe. To destroy that would be destroying an experience that empowers and comforts, that makes us why you picked us.

As admirable as the Task force's job is, how is the entire Board going to react to the proposal you will come up with based on our suggestions and feelings? Do they share our sentiments, because the Renewal Plan they proposed does not reflect this?

You listen to our opinions. It's "you" and "students," not "we" and "our." You tell us you are in the intermediate stages. But you tell us you cannot change what has already been decided without us students. Yes, you CAN. Please! Listen, restructure the plan. There have been GREAT ideas spoken by students and others. If you have truly heard us. I do hope that you will prove it to us.

- 1) What are the \$ losses after the insurance pays and tuition is collected?
- 2) How much \$ did Newcomb lose annually?
- 3) By blending the undergraduate experience to improve it, how will you maintain the female-centric Newcomb experience?

Why does the administration believe that the engineering school and computer science program cannot be excellent? Why not try to make it become outstanding rather than giving up in defeat.

Why not name the College of Arts and Sciences "Newcomb" and make A&S more like Newcomb?

I understand that the university is suffering. Newcomb is world-renowned for the liberal arts, such as the dance company, music program, and most famously Newcomb Pottery. How do you intend to preserve the college that created the women who founded and made these art programs internationally famous and highly sought out? Would it not be a smart idea to foster this college, adding more prestigious programs to the university in the LONG RUN creating more revenue for the university and attracting more brilliant minds?

I live in New Orleans. I graduated from Newcomb. When the storm first happened I came up with many rash options of what to do. I then realized that rash decisions often cause major problems and mistakes and often cause economic issues in the future.

As a result of the tools Newcomb taught me, to stay calm, focused, and implement a rational plan and I hope that the Task Force can and will recommend to the Board of Administrators to do the same. Don't lose those special parts of Tulane, like Newcomb!!!

Arman Sadeghpour, President, Associated Student Body (ASB): The ASB is currently working to raise monies to fund the creation of two bronze sculptures on Tulane's uptown campus. One in honor of Paul Tulane and the second in honor of Sophie Newcomb and her legacy. The ASB would like to request support of the Tulane/Newcomb Task Force in securing the matched funding for this endeavor. Can the task force and the Board help us in our goal of the preservation of the Paul Tulane and Sophie Newcomb NAMES.

Maude Sharp: I am a 1955 Newcomb graduate. As long as I can remember Tulane has been struggling financially and stretching every penny. What about the campaign for the endowment?

Bigger is not always better. What works for 1,600-2,000 students gets lost on 6,000.

— — —

Why does the university consider the Newcomb undergraduate experience unmarketable?

Why, for example, has Tulane admissions not helped market Newcomb since 1987?

— — —

I understand that the board intends to retain the Newcomb spirit, but dissolving Newcomb into the large body of Tulane University will make a homogenous university, like many across the country. If I wanted to go to Rice with its residential colleges and co-ed focus I would be.

— — —

Under the new plan, I would be graduating from the School of Science and Engineering. I have been told many times that I should enroll in the Engineering School, but I chose to stay with Newcomb because of all that it is. I want my diploma to reflect this. I also want this to be an option for future Tulane University students!

I understand that Tulane University is a business, but MORE importantly the university is an “education experience.” Newcomb/Tulane/Engineering are all part of the experience very unique to this university. We are set apart with this original system, how would mainstreaming the university set us apart from our competing universities?

Please keep all Newcomb Programs activities, i.e., orientation, convocation, a separate graduation, NSP, Dean's House, senior etiquette class.

DO NOT change anything about Newcomb and EVERYTHING that it means to us students, faculty, staff, alumnae,
and future students !!!
!!!!!!!!!! (120 for every year of excellence at Newcomb College.

— — —

I didn't want to take up any more of y'all's time, but I would like to share my Newcomb experience. I am one of those many women that would have left without Newcomb, specifically the Intensive Newcomb program. I have enjoyed my undergraduate experience because of the women-centric, encouraging environment in Newcomb College. I feel that Newcomb advisors and staff are more accessible than others - more oriented towards listening and responding to the women of Tulane University, Newcomb women. I don't agree with the strategy to eliminate Newcomb as a women's college. I don't want the Newcomb undergraduate experience to change and neither do my classmates nor the amazing Newcomb alumni. I hope that future generations are able to experience at least some of the community that I have at Newcomb and in New Orleans.

— — —

The job of Newcomb and Tulane is education in all facets. Must have engineering and computer science to compete in the world!

As a freshman I have yet to really experience Newcomb, but from what the upperclassmen tell me it is something that is vital in my Tulane education. I am concerned about how this “Undergraduate College” will still empower women as it has for over 100 years. When I first applied to Tulane University I thought the college system was odd, but as I have finally began my education here I have come to realize that Newcomb, all its programs, all of its women and all of its spirit are a vital part of Tulane University. I hope that Newcomb will become an institute, with the traditions and programs still intact. I WANT NEWCOMB TO LIVE!!!

Tulane College seems to lack a sort of pride that Newcomb exudes. My concern is that with the combination of Tulane and Newcomb, Newcomb girls will lose the community that makes girls pride their school. The combination of both schools will create a loss of community.

Heather, Newcomb senior: When I first entered Tulane I had no idea what Newcomb College was, but over the past three years Newcomb has become my home. I visited the Career Services Center and over half my resume involves leadership through Newcomb (Senate, Notables, IN, etc.). I was originally really angered because the announcement came right before the holidays during finals while I was in another city, and I felt helpless and I still do.

I really hope that 50 years from now I have somewhere to come for my reunion, and that other girls have the same opportunities for leadership as I have.

Questions/Comments received via e-mail:

Lee Hoffman, A&S 1991: Why does the Task Force feel compelled to implement the Renewal Plan? Why not simply call for further study, seeing as how some of the exigencies of Katrina no longer apply (i.e., student return is far more than President Cowen anticipated). Can't we take a step back and think about this, gather input, and then make a reasoned decision. I recognize that this exceeds the purview of the Task Force, but can't the Task Force make a recommendation that this is far too hasty?

Babs Bartlett Haddad, '53: What is the Newcomb endowment worth and how will it be used in the Board's plan?

Have you considered the impact on future alumni contributions, or the likely lack thereof, given the decisions related to both Newcomb and the Engineering School?

Sara Bonisteel: I am a 1998 Newcomb graduate who feels a bit like I'm attending a wake for a dear friend. It would make more sense if the desire to consume Newcomb into a larger undergraduate college were part of a restructuring plan built solely on the aftereffects of Hurricane Katrina, but I fear it is not.

In 2003, the administration streamlined the budget, in essence returning Newcomb's more than \$36 million endowment to the university. And in recent town hall meetings in New Orleans, a new undergraduate college has been touted as being a more marketable entity to potential students. But with Newcomb, administrators have had an easily marketable institution all along.

Newcomb College has a legacy that - under broadminded, creative administrators - should have been and *still can be* branded for future generations.

One hundred and twenty years ago, Josephine Louise Newcomb gave enough money to create a college in memory of her daughter, H. Sophie. Early graduates pioneered a pottery movement; later graduates made strides in the fields of law, business and medicine in addition to the arts. Today, we are fighting to save that legacy.

Many of the women who studied under the lasting symbol of our school, the live oak, thought of themselves as tiny acorns nurturing a great potential with the guidance of Newcomb's dean, professors and staff.

Like acorns, we've scattered, to the farthest reaches of the globe, becoming editors, doctors, lawyers and filmmakers, all the while recalling the leadership skills we cultivated and lifelong memories we made through Newcomb programs, such as the Senate, the Daisy Chain, the Newcomb Fellows Program and the Center for Research on Women.

Your task force is called upon to sustain and express the "souls" of Newcomb and Tulane colleges in visible and meaningful ways yet to be determined.

Keeping traditions like the Daisy Chain are vital. But how much weight do traditions really carry if the structure that sustained them, Newcomb College, is destroyed?

If this is about making more money for the university, reconsider Newcomb. The college is marketable. Get creative. Sell Newcomb to potential graduates on its enduring truths. It is an emerald in the heart of New Orleans where women get a full university experience within the confines of a small college, a college that offers programs that allow them to flourish as leaders and activists; programs that they would be hard-pressed to find in any other major university.

Use your alumnae. We are a proud group who list "Newcomb College of Tulane University" on our resumes and who talk up our undergraduate experience to anyone who'll ask. Our experience was a Newcomb experience, not a Tulane experience.

The Newcomb live oaks weathered Katrina. Do not allow the natural disaster that decimated New Orleans and the Gulf Coast be an excuse to kill Newcomb College. You owe more than a century of Newcomb alumnae and its future acorns that much.

In listening to today's Live Chat of the Town Hall Forum, I noted that a member of the task force stated that the University's finances are public record. Time and again, various groups and individuals have asked for those numbers and have been denied. Are they now available? If so, how can they be accessed? Thank you.

If it's a done deal for the undergraduate college, then what is the point of this forum?