

Letter from the President



SPRING 2022

Dear Fellow Tulanians:

I am a huge baseball fan. It's not only my favorite game to watch – it also offers a great analogy to describe Tulane's current momentum.

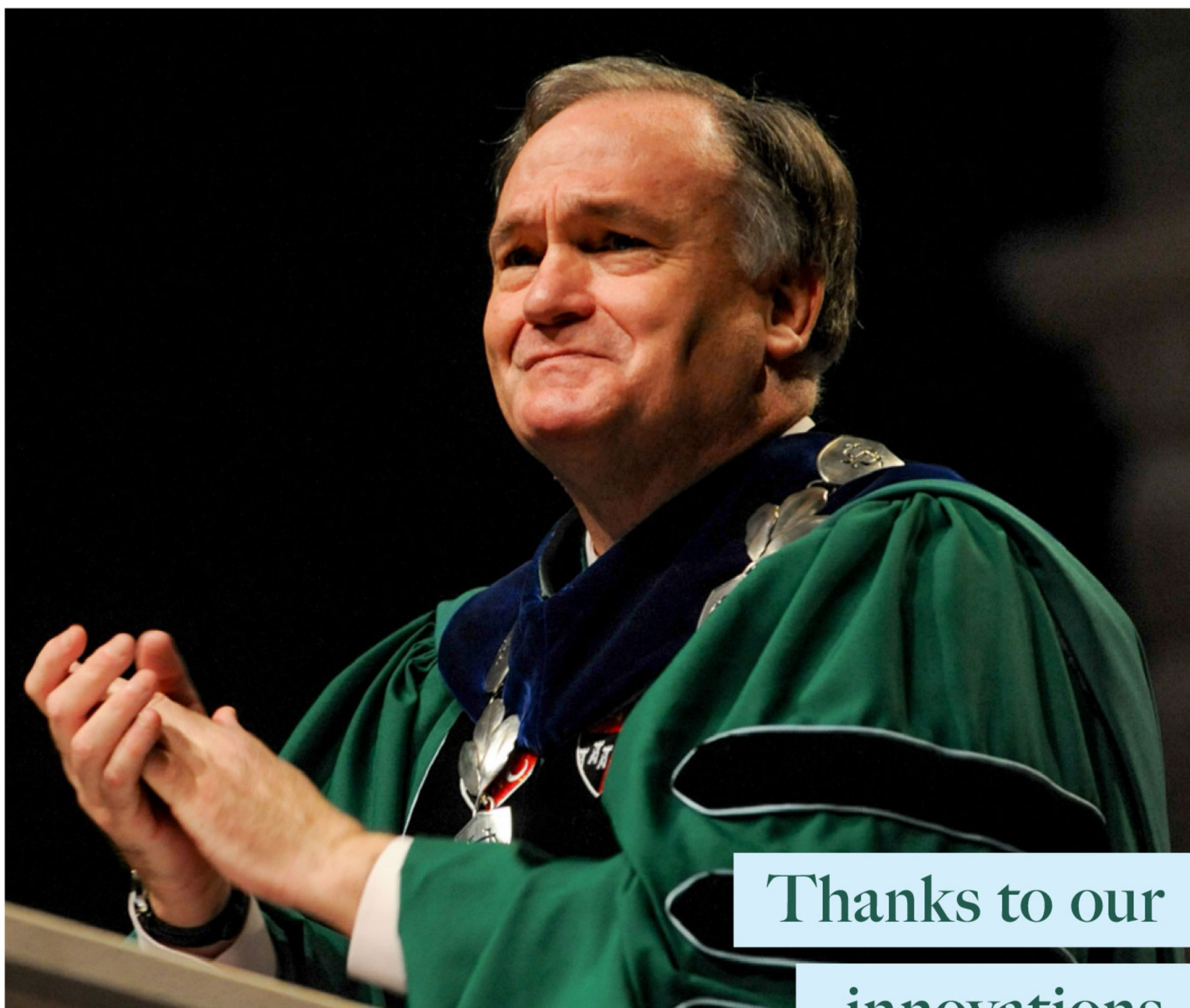
This is a thrilling moment for Tulane University. The long-term strength, vitality and success we are experiencing is truly remarkable, especially considering the challenges we've faced over the past two years.

In many ways, this is Tulane's "*Moneyball* moment." I am referring to the bestselling book by author and former Tulane Commencement speaker Michael

Lewis, which chronicled the rise of the Oakland A's to the upper echelons of baseball in the early 2000s. This ascent happened despite the A's having much less money than their elite competitors to attract top players.

How did the A's do it? Innovation. Their General Manager, Billy Beane, went against conventional baseball wisdom to find players, who may not have been marquee names, but who had specific skill sets that could help his team win. The results speak for themselves – from 2000 to 2006, the A's won four American League West Titles and made the playoffs five times.

Like the A's of the early 2000s, we are competing against universities with endowments and resources larger than our own. But, thanks to our innovations and the support of so many of you,



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continued on page 3

Only the Transformative

Tulane's **NEW RESIDENTIAL VILLAGE** is currently taking shape along McAlister Way on the uptown campus. There will be five new buildings in "The Village" which will dramatically increase on-campus residential capacity and revolutionize the student experience by intertwining opportunities for living and learning.

"Residential living at Tulane is a primary nexus through which we educate the whole student," Fitts said. "Far from being just a dorm room, it is a space that brings together the intellectual, social and emotional components of student life."

A lead gift from real estate magnate Avron B. Fogelman (A&S '62) and his wife, Wendy (NC '63), will propel the construction of Fogelman Hall, which will replace Irby House, the residence hall on the former Bruff Quad next to McAlister Auditorium.



Only the Bold

Tulane is committed to improving the human condition through research, scholarship and teaching and an unwavering commitment to equity, diversity, and inclusion (EDI). *A Strategy for Tomorrow* is a university-wide process to guide our EDI initiatives and track our progress over the next five years. As a community, Tulane University has made significant, tangible progress over the past few years, and *A Strategy for Tomorrow* will build on this progress for the future.



we're making the move to become a perennial powerhouse. By restructuring our fiscal practices, investments and opportunities we are creating the greatest impact with limited resources and building a stronger financial foundation from which to launch our future plans.

Our mission of interdisciplinary education and research can, and has, brought about much positive change in the world. But we can do more – and we are an institution that has proven to be worthy of investment. Recently, the nation's foremost credit rating agencies upgraded our credit rating from A stable to A+ stable and from A2 to A2 positive. One credit review noted Tulane's "solid fundraising." I'd call it audacious. We not only surpassed our original \$1.3 billion target but have set our sights on a new goal of \$1.5 billion. Reaching this goal would mean more student scholarships, more world-class faculty and more transformative student experiences within a more diverse, equitable and inclusive university.

Research, another crucial pillar of our mission, has also experienced all-star seasons in recent years, including a 46 percent increase in sponsored research awards between 2015 and 2020 and a 51 percent increase so far in fiscal year 2022. Interest in Tulane among the nation's most accomplished students has also skyrocketed. As a result, our selectivity rate is at an Ivy League level. At the same time, we are also increasing the diversity of our students and enrolling more scholars from Louisiana.

But like any great baseball team, we have got to keep building, keep recruiting the best new talent and stay ahead of the competition. We must continue to make investments in research and innovation, in our physical spaces and our student experience, in our faculty and centers of excellence.

We have a unique location in the country's most fascinating city, a deep relational culture, a one-of-kind student experience and a research mission that is making a profound difference in our city and world. Our *Moneyball* moment has arrived – and, with your help, we can knock it out of the park.

Mike Fitz

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Learn more about the *Only the Audacious* campaign and how you can be involved at audacious.tulane.edu.



Only the Pioneering

Tulane will be the core tenant of the redeveloped former **CHARITY HOSPITAL COMPLEX**, which has stood empty since Hurricane Katrina in 2005. The Charity project is a central component of a major expansion of Tulane's downtown campus. The iconic space will be transformed into a hub of innovation and will bring together more laboratories and scientists for creative collisions that will transform the world. Charity will anchor an innovation district where Tulane discoveries can come to market faster, launch spinout companies, support community startup talent and attract outside investment to transform New Orleans into a hub of bioscience research. Tulane will occupy over a third of the complex with state-of-the-art spaces for research, teaching and administration, in addition to apartments, retail, restaurants and other uses.

Only the Innovative

The centrality of data in our lives highlights the importance of data literacy in educating today's students, enhancing our research enterprise, and empowering our citizenry.

Tulane will develop a center—The Data Hub—that will serve as a central home for interdisciplinary, data literacy and data science programming across the University. The Data Hub will create opportunities for all students to engage in the study of some of the world's most complex issues while elevating their capacity in data literacy and science.

Data literacy will provide our students with new tools to explore, discover, understand and communicate about the world. Crucial components of student learning will be the real-world application of data, a connection to industry and preparation for life after Tulane. In addition, The Data Hub will work to make all members of Tulane's community and beyond more conscious of how much data is being collected about our personal behavior, and how this data is being used to personalize our experiences and opportunities—including the news we receive, the way we shop, the entertainment we consume, and the healthcare we have access to.