



State of the College Address

September 10, 2002

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“Dreams of a College Community: Believing in the Art of Becoming”¹

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At this time of year it is always hard to imagine how the summer months slipped by so quickly. It just seems like days ago that we were saying adieu to the Class of 2002 and preparing ourselves for a busy, but different-paced, summer. Now here we are in the third week of classes, having initiated the Class of 2006 and more than 200 transfer students to the rigors of a Utica College education – which I’m sure was a rude awakening for some. And tonight we introduced the new faculty and staff members of our community. It gives Jennifer and me great pleasure to extend our welcome to the newest members of our community. We hope you have not had any rude awakenings, and life at UC is all you expected – at least as much as you can tell in your first few weeks.

Of course, it is always nice to see familiar faces once again and to greet those who have spent some time away on sabbatical or travel. This is one of the few occasions where faculty, staff, student leaders, trustees, emeritus and retired faculty and staff, emeritus and former trustees, and emeritus foundation directors come together to celebrate the life of UC. I am honored to stand before you again this year and to offer my reflections on the state of the college.

Expecting Another Memorable Year

At Convocation two weeks ago, we began our 57th academic year, and we are now one-fourth through our eighth year as an independent college. Early signs suggest that 2002-03 will be at least as memorable as the past several years. Already we have received the largest cash gift in the College’s history, a \$628,000 bequest from the estate of Ruby “Bunny” diIorio, a long-time friend of UC and recipient of the Honorary Alumna Award in 1992. In June, I announced that the National Science Foundation has awarded Utica College a \$200,000 grant for the purpose of developing over the next three years programs in information assurance and cybersecurity, in cooperation with Syracuse University, SUNY Institute of Technology, Mohawk Valley Community College, and Herkimer County Community College. This year is also the first year of three for two grants

totaling \$983,000 that will fund a program to recruit and educate students from disadvantaged backgrounds for careers – and ultimately leadership positions – in nursing. Awarded by the United States Department of Health and Human Services through a highly competitive process, these grants together represent the single largest federal award in the College’s history.

By the end of this year, we will also look back with pride on the dedication of three new facilities – the Charles A. Gaetano Stadium; Tower Hall, our second new residence hall in the past three years; and the Faculty Center, an academic building adjoining Hubbard Hall that will include 15 faculty offices, four state-of-the-art technology-equipped classrooms, offices for our nationally acclaimed Young Scholars Program, and future academic space. These new buildings represent significant additions to the campus, and the 70-foot clock tower that gives Tower Hall its name will be an identifiable feature of the campus for generations to come. It is my hope that 25 years from now two UC alums will return for their class reunion and reminisce that they became engaged in the soft evening glow of our new clock tower.

The year 2002-03 should also be marked by another successful year of fundraising, a record enrollment, and possibly the construction of yet another residence hall. We will also remember this year for the official founding of our seventh master’s degree program – this one in occupational therapy – and the state’s

¹ The title is adapted from a phrase included in the closing memoir of Chancellor Tolley, as cited by Virgil Crisfulli in *Reflections*, 138.

approval of our eighth graduate degree, a master's of science in liberal studies. This degree will be one of a handful of such programs in the state of New York and the Northeast. By year's end we should also be able to say with a strong sense of accomplishment that we have completed the design work for a master's in business administration, which will include concentrations in accounting and entry-level economic crime management. We will also see the beginnings of a European cohort for our advanced master's in economic crime management, likely to be conducted in cooperation with a private institution in Bilbao, Spain.

By June, Utica College should also have the beginnings of a presence in Washington, D.C., where we intend to offer our undergraduate program in economic crime investigation. Work should also be well underway toward a graduate program in special education and a new undergraduate major in information assurance. The latter will complement our existing economic crime program and will be a component of the Griffiss Institute, a major state initiative to locate one of the national centers for information assurance and cybersecurity at the former Griffiss Air Force Base. The mission of this institute will focus on developing the next generation of cybersecurity professionals and on applied research that will address national cybersecurity needs. Its partners will include the Air Force Research Laboratory Information Directorate, corporations, and colleges and universities that have training and research capabilities in the fields of information and infrastructure protection. As we look back on the 2002-03 year next June, I have every confidence that Utica College will have made a significant contribution to the creation of such a national center, one of seven to 10 that will be funded under U.S. Congressman and UC alumnus Sherwood Boehlert's (Class of '61) cybersecurity legislation. Of course, there may be other initiatives on the horizon as our faculty, administration, and trustees continue to weigh the College's strengths against emerging opportunities – and continue to dream.

Believing in the Beauty of Our Dreams

Two years ago my state of the College Address focused, in part, on UC's commitment to civic engagement. Last year I drew attention to the third dimension of a holistic education – that is, spirituality – with the other two, of course, being mind and body. In the face of what is destined to be a very ambitious year, one that will consume us in intensive day-to-day work and very large projects, it seems like an appropriate time to step back and dream a little, for our College and ourselves. We are, after all, a college that was created to make improbable dreams become reality for a generation of World War II veterans and for the sons and daughters of recent immigrants to Utica and the Mohawk Valley.

Those of us fortunate enough to be educators are in the enviable profession of seeing dreams come true, of witnessing every day the miracle of human growth. One of the College's founding fathers, Dr. William Tolley, observed in the closing statement of his memoir that, "If we believe in miracles, it is because we see them every day. If we believe in dreams, it is because so many of them come true. We are believers in the art of becoming, which is what education is. We have a direct experience of witnessing and sharing the limitless growth of the human mind and spirit" (in Crisafulli, *Reflections*, 138). As the chief executive of a growing university with a new branch campus in Utica, Chancellor Tolley understood all too well that believing in the art of becoming applies not only to the individuals who entrust their education to a college and its faculty, but also to a young institution that relies upon the stewardship of its faculty, administration, and trustees for its continued development and its prosperity.

Dreams become real so often at Utica College that we sometimes take the phenomenon for granted. I was reminded of this just the other day when I looked over the list of May graduates. Among the names on the list was Valerie Chapman, one of our secretarial staff. She had just achieved one of her life dreams – a bachelor of arts degree in English literature. And now she has expanded that dream to include a master's degree in teacher education. During the course of my visits with alumni throughout the country, I hear repeatedly stories of dreams-come-true. Stories about successful alums who came from a family with modest means. During their childhood and high school years, a college education was a very distant possibility for many. Long committed to students of modest means, Utica College reached out and made their education possible.

I also have heard stories about struggles with learning disabilities – an obstacle not recognized or understood 30 years ago – and stories about other personal struggles, whether the death of a parent, disillusionment with schooling, or lack of self-confidence. Yet, Utica College has recognized the potential in hundreds if not thousands of such students.

One of those stories belongs to Lauren "Larry" Bull, past chair of the Board of Trustees, current member of the board, and a very successful entrepreneur. Larry has said on many occasions that Utica College took a chance on a returning veteran who a few years earlier had been a high school student with many interests, few of them in the classroom. Another realized dream belongs to Frank Mammone. Frank was one of the creators of the College's alumni association and served as its first president from 1952 to 1955. He is also the recipient of the Outstanding Alumnus, the College Service, and the Alumni Hall of Fame awards. A second generation American whose parents immigrated from the region of Calabria, Italy, Frank credits Utica College with enabling him

to, in his words, “break out of the blue collar labor market of [his] forebears” and to pass the value of a college education on to his own children.

Nearly five decades after Frank’s graduation from UC, we have the story of a young man who came to this country from the Dominican Republic. This first generation college student has already fulfilled several dreams – his own and his family’s. In 1997 Junior Torres graduated from Utica College, having been chosen as the outstanding Latino student in New York state. He went on to complete his legal education at Syracuse University and is now embarking on a career where he will undoubtedly achieve success while exhibiting the same respect for humanity that he showed as a student at UC.

We are indeed a community of dreamers. And dreams have played a role in our College’s life since its inception. I am reminded of Robert Van de Castle’s observation that “dreams have had a dramatic influence on almost every important aspect of our culture and history. Dream images have expanded our artistic, musical, and literary horizons, spurred generals to conquer empires, and led to innovations and industrial products that have revolutionized science and society” (in Van de Castle, *Our Dreaming Mind*, 10). Dreams have certainly had a dramatic influence on the course of this College’s history. By “dreams” I mean those of both the sleeping and conscious varieties. The former may very well take the form of “lucid dreams,” which studies have shown may possess a quality of consciousness or precognition. The latter may be in the form of inspiration, creativity, vision, or imagination.

In the early-1940s, Mayor Boyd Golder and other community leaders harbored the dream that the City of Utica would one day have its own college. Utica was one of the few cities in the state that could not boast a four-year institution. We all know the result of that dream. At a dinner in September of 1946 celebrating the establishment of Utica College, Chancellor Tolley remarked that the College’s creation “was one of the most important steps taken for the youth of Utica and the future development of the city” (in Behrens, *Pioneering Generations*, 17). Among the 500 in attendance that evening was Henry Dorrance, president of the Utica Chamber of Commerce. According to Dr. Harry Jackson’s account of the affair, Dorrance held his own dream for UC. He envisioned that it would someday become a “full university with schools of liberal arts, fine arts, engineering, law, etc.” (Behrens, quoting Jackson from *The First Twenty-Five Years*, 18).

This early vision, or dream, of what UC could become is finding different expression today. As dream researcher and author David Melbourne might say, albeit in a somewhat different context, we are “incubating” a dream that will manifest Utica College as one of the nation’s finest small universities, distinguished by our

ability to bring together liberal and professional studies and by our innovative undergraduate and graduate programs. Our collective dream is not for UC to become a full, that is, a large, university. While we will grow, add programs, and become more complex, we will remain a small, personal, and caring environment. We certainly do not dream of a law school; in fact, I know many a university president who would say that having a law school is more akin to a nightmare than a dream. (May our faculty, alums, and trustees who are members of the Bar or who sit on the bench forgive me for this tongue-in-cheek comment.)

Over the course of the past 56 years, this campus community has seen many other dreams come true. Those of you who have been here longer than I know full well that our faculty and staff have practiced with ingenuity and creativity “the art of becoming.” Beginning with Dean Ralph Strebel, who dreamed of “a new kind of college – a four-year community college – with a tailor-made curriculum to fit the needs of the people of Utica and all other students who come here,” members of this community have manifested dreams that today are part of this College’s fabric.

As I reflect on the College’s history and its “field of dreams,” I think of people like Professor Ray Simon, who dreamed of an undergraduate major in public relations in the face of claims that it couldn’t be done. I think of the original faculty, like professors Virgil Crisafulli and Kenneth Donahue, who dreamed of a new campus and then helped to shepherd the transition to the Burrstone location. Among the many dreams-come-true are our economic crime undergraduate and graduate programs, the brainchildren of Professor Gary Gordon and his colleagues in the criminal justice and accounting programs, and our human rights advocacy minor, inspired by Professor Ted Orlin’s long-time work in the human rights field. More nascent dreams include those of Professor John Swanson, who has imagined a master’s in history that breaks the mold of traditional theory-based programs, and Professor Carolynne Whitefeather, whose dream for a vibrant fine arts program includes a focused curriculum in photography and fine art printmaking, both of which would involve traditional and digital methods.

Utica College’s statement of core values includes a “dedication to the well being of others,” and many in our community incubate dreams that speak to a better world for all people. One of those dreams belongs to Alane Varga, our coordinator of counseling services. Alane has always dreamed of a world in which every person is free to reach his or her full potential undeterred by societal discrimination, negative family history, or debilitating personal issues. From her earliest recollection, she wanted to be involved in education, where she could advance her dream one person at a time. At UC Alane discovered how her work could have an impact on groups of people and promote positive social change. So, in addition to her work helping individuals cope, and

more importantly grow, she is realizing her dream through her work with the Womyn's Resource Center, UC PRIDE, the Utica Rape Crisis Service, and many other outlets that make the world a more nurturing place.

I mentioned earlier the nearly \$1 million federal grant for our nursing program. This grant is one manifestation of a dream that Professor Mary Kay Maroney has incubated over many years. Since early childhood, Professor Maroney had wanted to be a nurse. She doesn't know where the dream came from, only that it's always been with her for as long as she can remember. Over the years her dream has grown. As a nursing educator, she dreams of a society where there is fair and equitable health care for everyone and access to health care training for all who are willing to work for it. Mary Kay knows the origins of this dream. It comes from a family that has always promoted the ideals of social justice and from her work as a public health nurse in the poorest neighborhoods of Brooklyn and Syracuse. Her dreams, her passion, and her leadership have found a home at Utica College, where she has now realized a piece of her dream – to enable men and women from disadvantaged backgrounds to enter the nursing profession and become leaders in their field, thus improving access to high quality care for all.

Of course, there have always been and continue to be alumni who possess their own dreams for Utica College. Take for example Dr. John Millett, Class of '52, president of the National Alumni Council in 1967-68, recipient of the Outstanding Alumnus Award in 1973, and member of the College's first Board of Trustees, now deceased but very much a legend and living memory. John dreamed of scholarships for every deserving student and worked tirelessly to make his dream a reality. Having created numerous scholarships himself and inspired others to establish scholarship endowments, John was our pied piper of giving for financial aid to needy and talented students.

There is also Harold T. "Tom" Clark, Class of '65, chair of the National Alumni Council in 1975-76, the first chair of the College's newly formed Board of Trustees in 1995, a very successful entrepreneur, and benefactor to UC and many other causes. Some would say that Tom's dreams for UC are simply too numerous to describe, but it is fair to say that he dreams of a thriving, growing, and ever-improving institution. To make his dreams come true, Tom has given generously to UC, creating an award for faculty professional achievement, enabling the College to offer better physical education and athletic facilities for our students, establishing scholarships, and eventually endowing what may be the College's first professorship.

I think it was Eleanor Roosevelt who said that, "The future belongs to those who believe in the beauty of their dreams" (from "Thoughts on Dreams and Dream Quotes," 1). The future will be

Utica College's if we believe in the beauty of not only our individual dreams, but also our collective dreams for this institution. That is one reason why the process of strategic planning is so important for a college like UC. Lest we forget, plans that guide an institution have embedded in them dreams for the future, dreams that find their way into discourse and debate and eventually find expression as goals or objectives. Utica College's strategic plan, titled *A New Dream, A New Era: The 2010 Plan for Utica College*, is a product of not only our communal intellect but also our conscious, and, I suspect, unconscious dreams.

Ironically, I believe the dreams that lie behind and within the plan are richer and more far-reaching than the plan's seven articulated initiatives and their related goals. Those dreams reveal themselves in other ways and through other mediums, such as the Campus Master Plan adopted by the Board of Trustees in December 2000 after extensive input from members of the College community, or rigorous self-evaluations conducted by academic programs and administrative departments. As we renew the planning process this year, it is my hope that we allow ourselves to dream consciously and openly, even as we do the work of reviewing, evaluating, and deliberating.

Remembering 2001-02

Tomorrow the Utica College community and the nation will commemorate the lives of those Americans and citizens of other nations who lost their lives on September 11, 2001. The horrific events of that day took one of our own, Margaret Echtermann, daughter of retired Associate Professor of Marketing Helmut Echtermann, and UC Class of '89. Our thoughts, prayers, and meditations will go out to Professor Echtermann and his family as we remember and celebrate the lives of everyone who perished in the World Trade Center, in the Pentagon, and on a field in western Pennsylvania.

It is said that September 11th will define life for the current generation of young Americans just as December 7th defined life for their grandparents. Our obligation, and our challenge as a college community and as a nation, will be to commemorate the lives of the victims while finding hope in the future. Memories of September 11 will evoke feelings of horror, disbelief, despair, and helplessness. We can't avoid this. Only time will lessen the pain. We must, however, find ways for today's generation of students to find strength through understanding and hope through service to humanity.

While 2001-02 will be remembered in the College's history as the year of 9/11, it should also be remembered for the many achievements of our students, faculty, and staff. Last year should also be recognized as a year in which Utica College took one more large step down a new path in its history – a step that brought consid-

erable excitement about the positive changes on campus but also some natural discomfort about change itself.

As I look over the list of this College community's achievements, I am awed once again by their extensiveness and variety. While it is impossible this evening to describe them all, I would like to offer a few examples.

One that comes to mind in light of tomorrow's commemoration, and one that epitomizes the extraordinarily humanitarian ways in which this campus responded to the tragedy of September 11, is the instinctive decision by the College's Student Senate and its president, Matt Burnett, to charter a bus to New York City so that our students from the metropolitan area could reunite with their families in the aftermath of the attacks. Like so many citizens, Matt Burnett also reached out on his own to help those in need. Matt is an emergency medical technician and volunteer firefighter who left UC to accompany his fire company from Brushton/Moira, New York – near the Canadian border – to assist in the rescue and recovery effort. From Matt's selfless response to the support groups and individual counseling sessions, to prayer vigils and teach-ins, to fundraising for the victims of 9/11, the response of this entire college community is an achievement in which we should all take great pride, even as we feel sorrow and pain in our remembrances.

As I look back on 2001-02, I can't help but notice the work of our many student organizations, who not only did their part in the aftermath of September 11th but also pursued their own ambitious goals for the year. Aside from the Student Senate, the Womyn's Resource Center and *The Tangerine* deserve particular mention. Under the guidance of Julie Howarth, a student administrative intern, and Alane Varga, its adviser, the center offered 46 different programs over a seven-month period. These ranged from a tree planting honoring the victims of sexual and domestic violence to a day-long conference on global issues for women to a presentation by Union College professor Lori Marso on the life of Emma Goldman. Our student weekly, *The Tangerine* (can you remember the other two names it has gone by since 1946?), achieved notable recognition from the American Scholastic Press Association with the first place award for colleges with enrollments between 1,000 and 1,700. Hats off to the paper's editor-in-chief, Nick Angelides, and its faculty adviser, PR/J professor Kim Landon.

For the third straight year a Utica College student, in this case Julia Van Kessel, received a summer fellowship from the American Society for Microbiology to conduct research under the guidance of biology professor and Dean of Arts and Sciences Larry Aaronson. Four graduate students, Brandi Boyanski, Myra Choi, Rena Harrington, and David Patterson presented their research on "The Effects of Physical Therapy on

Patellofemoral Pain Syndrome" at the annual conference of the American Physical Therapy Association. And again this year, more than 80 Utica College students presented papers and made poster presentations on research designs at UC's second Annual Research Conference, coordinated by psychology professor Steve Specht, chemistry professor Michael Miller, and history professor Paul Young. Utica College's research program continues to grow, with students from across the disciplines engaging in original and applied research and making presentations at professional meetings.

Our faculty have been especially prolific in their writing and research. Newcomer Tom Crist, assistant professor of physical therapy and trained forensic anthropologist, published two chapters in books and an article titled "Bad to the Bone?: Historical Archaeologists in the Practice of Forensic Science." He also presented three papers at professional meetings and led a workshop at the Historical Archaeology Conference on Historical and Underwater Archaeology. Interestingly, Tom has also brought to UC more than 150 boxes of human remains and artifacts from the historically significant Blockley Almshouse Burial Ground in Philadelphia. Dr. Crist will involve his students in forensics archaeological research under the auspices of the College of Physicians of Philadelphia and the Mutter Museum.

Professor John Swanson, one of UC's two Fulbright Scholars in 2001-02, devoted himself during his fellowship to conducting research on the dual identity of the German minority in Hungary. Professor Swanson has completed two books titled *The Remnants of the Hapsburg Monarchy: The Shaping of Modern Austria and Hungary, 1918-1922*, and *Modern Europe: Sources and Perspectives from History*, and is currently working on a third book. And four other faculty published one or more books in the past 13 months. Our other Fulbright Fellow, Professor of Psychology Polly Ginsberg, devoted a semester to teaching at the University of Nairobi. She also published a guide for parents, assisted the university in curriculum review and development, and laid the foundation for a possible exchange of students and faculty with the University of Nairobi.

Other examples include Assistant Professor of Geology Sharon Kanfoush, who joined a panel of leading international scientists representing more than 10 countries in a discussion on global warming and Antarctica. Professor Kanfoush, along with Professor David Hodell from the University of Florida, presented on the topic of "The Relationship of Millennial Antarctic Ice Discharge Events with Environmental and Climate Proxies." Professor Kanfoush has already found herself at the forefront of scientific debates about one of the world's most critical environmental issues – global warming – which is destined to become one of the world's most critical geopolitical problems in the decades to come.

The work of these scholars exemplifies the fascinating and important research – both basic and applied – being done by our faculty in the three academic divisions of Arts and Science, Health and Human Studies, and Social Sciences and Management. In addition, many faculty are involved in the scholarship of pedagogy, that is, the study of teaching and learning. For example, Associate Professor of Psychology Arlene Lundquist completed an article on “Factors related to the cognitive moral development of business students and business professionals in India and the United States,” a particularly timely study. And Professor Debbie Marr delivered a professional paper on the topic of “Evidence-based practice in occupational therapy.”

One of my colleagues recently said, he admits shamelessly, that pound-for-academic-pound our faculty can compete with anyone. Hyperbole or not, from one academic division alone faculty have authored or co-authored seven books, three chapters in books, three book reviews, and nine refereed articles, and made 11 scholarly presentations. Not bad for a “teaching college!”

Again this year we witnessed no let-up in service to profession and community by faculty and staff. Examples include Professor Paula Carey, who was elected secretary of the Professional Program Directors Education Council of the American Occupational Therapy Association, and Instructor of Therapeutic Recreation Kirstin Impicciatore, who serves on the Executive Board of the New York State Therapeutic Recreation Association, to name only two among many faculty and staff who hold leadership positions with local, state, and national professional associations.

The College’s faculty and staff have long played a significant role in the life of Utica and other communities in the Mohawk Valley. Without taking a comprehensive survey of all our faculty and staff, I count well over 50 organizations that benefit from the involvement and leadership of UC employees, and I believe it could easily be double this number if all staff were polled. I think of distinguished Professor of the College Thom Brown who serves as vice president of the board of directors of the Resource Center for Independent Living and as a board member for the Learning Disability Association, and Psychology-Child Life Internship Coordinator Civita Brown, who serves on the United Way Child Advocacy Committee and the Lights of Love Committee for St. Elizabeth Hospital.

There is also Director of Career Services Barbara Jordan who serves on the board of United Cerebral Palsy and on the Campaign Cabinet of the Greater Utica United Way; Vice President for Academic Affairs and Dean of the Faculty Mary Lee Seibert, who serves on the board of the Mohawk Valley Network for health care; and Director of Student Development Steve Pattarini and Vice President for Institutional Research and

Planning Carol Mackintosh, who serve on school boards in their respective communities. And I would be remiss if I did not mention UC’s more than 180 volunteers who give their time to America’s Greatest Heart Run & Walk and numerous other charitable events.

In the College’s statement of values, we proclaim a dedication to the well being of others. Clearly, this is a campus community that walks its talk.

The year 2001-02 will also be remembered for the College’s larger programmatic achievements. I mentioned earlier the addition of our master’s degree in occupational therapy, the result of a year of rigorous planning by the OT faculty under the leadership of Professor Paula Carey. We also began exploring the creation of a new major in environmental science, and, under the guidance of Associate Professor of Anthropology and former dean John Johnsen, undertook a comprehensive evaluation and restructuring of our management and marketing program. This process has involved bringing together alumni as ad hoc advisory committees and organizing our accounting, economics, management, and marketing curricula into a new business and economics program.

We also began the process of assessing our Freshman Seminar. Guided by Associate Dean and Director of the Library David Harralson, this initiative will lead to the strengthening of the seminar’s academic content, to the addition of a common intellectual experience, and to the creation of learning communities within the freshman class.

The past year will also be remembered as the year UC launched its inaugural varsity seasons in five sports – football, field hockey, women’s water polo, and men’s and women’s ice hockey – a feat that would have been impossible without the able leadership of Athletic Director Jim Spartano. A generation of alumni will also remember 2001-02 as the year that long-time Dean of Students Robert “Rob” Woods, the architect of the College’s student affairs division and a mentor to hundreds of students during his career in the student services area, decided to hang up his spurs and take on new challenges in the position of executive assistant to the president. His largest challenge in the new position, I fear, will be to keep his new office-mate out of trouble – not an easy feat by any means.

Other milestones or achievements to remember include the College’s largest freshman class in its history and the second largest year in fundraising, surpassed only by the year in which friend of the College Gene Romano presented a gift of land valued at more than \$3 million. It appears that we are already on track this year to surpass last year’s fundraising successes. However, the critical needs of the College, including a new

science and technology center and growth of the endowment, require support from our trustees, alumni, and friends at levels never before imagined or achieved. In light of the College's plans, aspirations, and needs, a second major campaign is now an historical imperative. For Utica College to mature and progress in its development, a \$25 million campaign must be undertaken and successfully concluded in the next half-decade, even in the face of a distressed economy. The alternative is stagnation and abandonment of our dreams for Utica College.

In each of the past three State of the College Addresses, I have emphasized that we have embarked on a journey to transform Utica College, to make it an even stronger institution and one well-respected in and of its own right. While we take great pride in our heritage with Syracuse University, and while we proudly embrace our continuing academic relationship with that great university, we must now make our own way among the larger community of scholars and the general public. We must continue to build our own reputation, to make UC distinguishable from the many other fine colleges and universities in the state of New York, the Northeast, and the nation. We must distinguish ourselves as a college not only known for excellence in teaching and genuine concern for students, but also for its uncommon ability to blend career programs with the liberal arts, to meet vital social needs through our undergraduate and graduate programs, and to transform lives.

I said last year that we must always strive for continual improvement in all that we do. This is the wellspring of our reputation. We must strengthen our financial resources through greater giving

and through prudent stewardship. This is the sustenance that enables us to fulfill our mission and realize our plans and aspirations. And we must work as a diverse community of learners that engenders the values that we profess. This is the source of our shared energy – the energy that will sustain UC through generations to come. To this list I now add our dreams. We must continue to believe in dreams, for our students, ourselves, our college. This is the center of our power to make the future.

It will not surprise many of you that I close this evening with an image from poet William Stafford, from his poem, "The Dream of Now" (Stafford, 239):

When you wake to the dream of now
from night and its other dream,
you carry day out of the dark
like a flame.

When spring comes north, and flowers
unfold from earth and its even sleep,
you lift summer on with your breath
lest it be lost ever so deep.

Your life you live by the light you find
and follow it on as well as you can,
carrying through darkness wherever you go
your one little fire that will start again.

May we each carry our "one little fire" for our students, ourselves, our college. May we always be believers in the art of becoming.

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