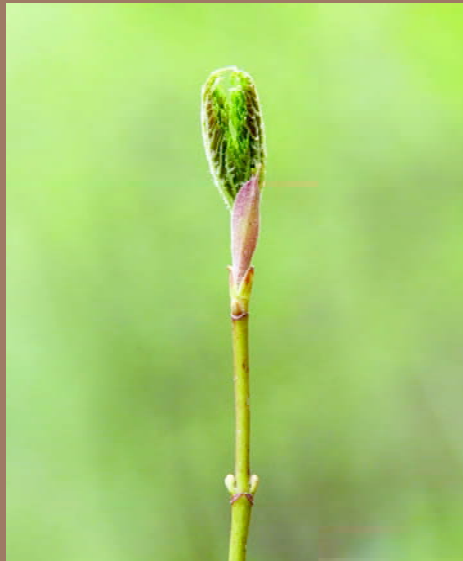


STATE OF THE UNIVERSITY ADDRESS • 2006

PRESIDENT SHIRLEY STRUM KENNY

Stony Brook University



WHATEVER WE DO LAYS A SEED IN OUR DEEPEST CONSCIOUSNESS, AND ONE DAY THAT SEED WILL GROW.



*Cover quote by Sakyong Mipham Rinpoche.
Rinpoche, a Buddhist poet and artist, is one of Tibet's
highest and most respected incarnate lamas.
Cover photo (bottom) by Matthew Klein.*

This is the most exciting opening of school I can remember. There is a kind of electricity, a new pulse of energy. Every place I go I see more people than I've ever seen on campus, day and night, weekday and weekend. I hear more and more from faculty about how bright their students are. More students tell me how much they love Stony Brook, a sentiment I don't remember hearing too often a decade ago. Our students are involved in activities; our athletic teams are beginning to win; we even have a marching band. Finally people can get to the Staller Center without facing inconvenient construction paths, and they are coming in droves. By every measure—enrollments, quality of students, quality of the curriculum, curricular innovations, research initiatives, capital improvements, and fundraising—this is an extraordinary year. And *most* remarkably—it is a good budget year.



**President
Shirley Strum Kenny**

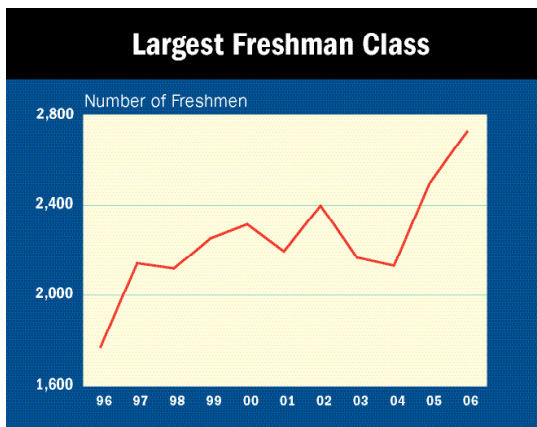


Chart 1

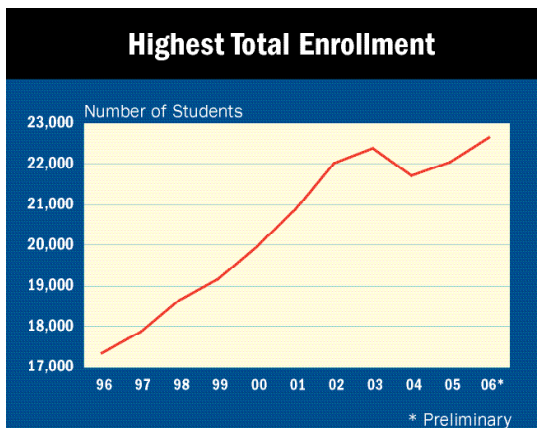


Chart 2

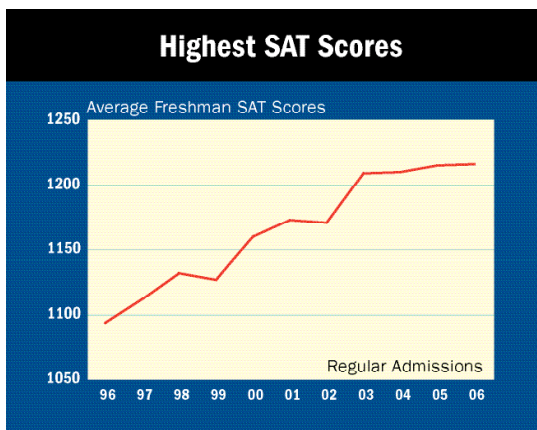


Chart 3

Moreover, we have every reason to hope, based on this year's budget, that the future will prove better yet. It is certainly an appropriate time for such multifaceted success on campus, for 2007 marks the 50th anniversary of the founding of the little college that became Stony Brook University. We have many reasons to celebrate.

Let me just provide a few. First, our rising national and international stature is redefining our student body. This year we have the largest freshman class ever and the most students we have ever had (Chart 1). Enrollments are up about 500 students over those of last year, for a total of 22,500 students (Chart 2). The increases emanate from both sides of Nicolls Road. Nationally SAT scores declined by seven points; at Stony Brook SAT scores have risen by two points, despite that national decline, to an average of 1215 (Chart 3). So we not only attracted more students, we got better ones. This year we have 17 new freshmen who are National Merit Finalists and three Semifinalists, as well as five Intel Semifinalists, one of whom is a National Merit Semifinalist. We also have 17 valedictorians and 21 salutatorians among our new recruits.

For the first time SUNY's Central Application Processing Center handled more applications for Stony Brook than for any other campus. Our freshman applications increased by a significantly greater percentage than the number of students admitted; there were more than 21,000 applications in all (Chart 4). The number of applicants has increased by two-thirds in ten years, and actually increased by 3,000 students since last year, from 18,000 to 21,000, an increase of 17 percent in a single year. As a result, our selectivity index—the percentage of applicants that we accept—improved dramatically (Chart 5). Ten years ago we admitted 58 percent of the applicants; last



year we admitted 51 percent; this year it was 48 percent. Let me point out that a selectivity index of 50 percent is an important measure in judging the quality of institutions, so this year marks an important milestone for Stony Brook. Transfer selectivity also improved, from 61 percent last year to 53 percent this year. We have increased quality significantly, and this year's statistics show how rapidly our heightened reputation is not only reflecting but probably affecting the quality of our students.

We have also dramatically increased the percentage of out-of-state undergraduates—from 6 percent of the freshman class ten years ago to 12 percent this year (Chart 6). Because we have a much larger class than we did then, we actually have more than three times as many out-of-state students. SUNY is encouraging an increase in out-of-state students, and Provost Robert McGrath has committed to increasing the out-of-state freshmen to 30 percent within five years; we are comfortably on track to reach that goal. Our doctoral students hail, of course, from many other states and countries. This year 45 percent of our new doctoral students are international, coming from 35 different countries. Overall we have students from more than 100 countries. Our master's degree students, understandably, are more locally based since many master's degrees are acquired by local teachers, business executives, and returning students.

The five health-related schools are flourishing, increasing undergraduate as well as graduate enrollments. The School of Medicine has determined to increase the size of its entering classes for the next five years because of the great demand for doctors.

Our curriculum has changed for the better. All our freshmen are now affiliated with undergraduate colleges, organized under six different themes. Every freshman takes a freshman seminar; an

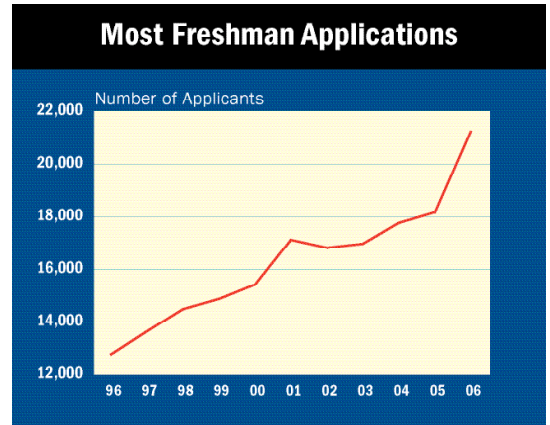


Chart 4

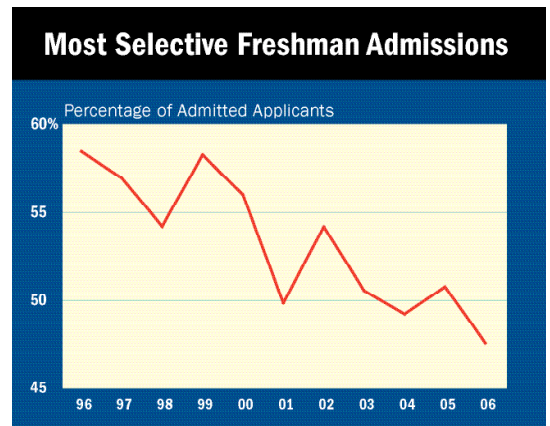


Chart 5

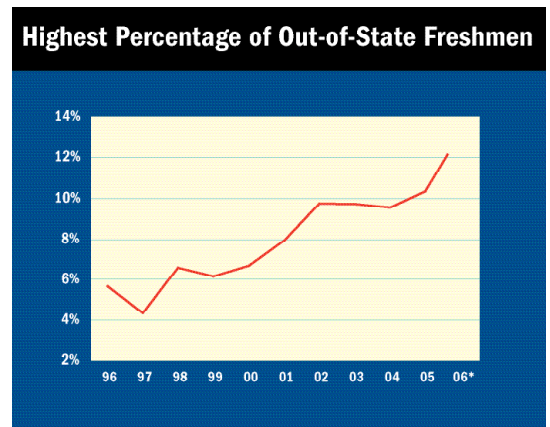
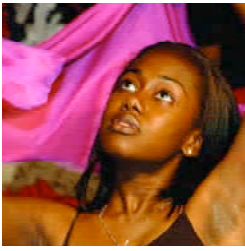


Chart 6



*Stony Brook's new
School of Journalism
will provide students
with a variety of
internship opportunities.*



opportunity to explore academic interests, get to know top professors, and be introduced to research opportunities. The importance of freshman seminars should not be underestimated—they were recommended by the Boyer Commission Report *Reinventing Undergraduate Education at the Research University*, which has been adopted by the best universities in the country. The undergraduate colleges and seminars will make a significant difference in retention and graduation rates.

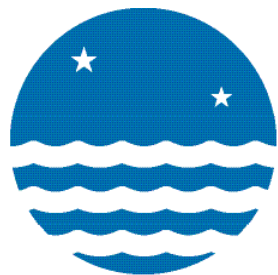
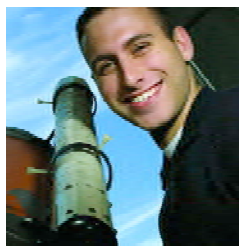
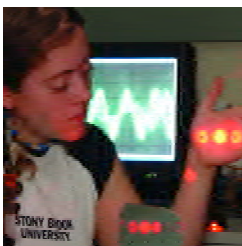
This year we have several new undergraduate academic programs, including an approved major in journalism in the first School of Journalism in SUNY. The program will give students experience in three media: print, broadcast, and the Internet. Because each of these media requires a different kind of writing and different shaping of materials for publication, the triple approach will set our students in good stead. They will also have opportunities for internships on Long Island and in New York City, and, I hope, eventually in Washington, D.C., and beyond, to give them real-life experience. Howard Schneider, who heads the program, is developing “the newsroom of the future” and populating it with first-rate practicing journalists including Marcy McGinnis, an Emmy Award winner and the former senior vice president for News for CBS, and Bob Greene, a two-time Pulitzer Prize winner. Howie is also developing a course in News Literacy, which I firmly believe all students need—a course in critical reading to determine what is fact, what is fiction, and what is opinion, in an increasingly confusing journalistic mélange.

The master's program in creative writing is being offered this fall for the first time at Stony Brook Southampton. The program,



Undergraduate Colleges

- ★ **College of Arts, Culture, and Humanities**
Perry Goldstein, Director
- ★ **College of Global Studies**
Michael Schwartz, Director
- ★ **College of Human Development**
Paul Bingham, Director
- ★ **College of Information and Technology Studies**
Gary Halada, Director
- ★ **College of Leadership and Service**
Manny London, Director
- ★ **College of Science and Society**
Jeffrey Levinton, Director



STONY BROOK SOUTHAMPTON

“The master’s program in creative writing is being offered this fall for the first time at Stony Brook Southampton. The program engages many of America’s best writers...”

headed by Robert Reeves, engages many of America’s best writers, including essayist and novelist Roger Rosenblatt, former U.S. poet laureate Billy Collins, memoirist Frank McCourt, playwright and cartoonist Jules Feiffer, and acclaimed novelists Kaylie Jones and Ursula Hegi.

Stony Brook is intellectually and philosophically a product of the 1960s when federal support of research grew and universities began rearranging their priorities to meet the nation’s needs. Research has always propelled our campus, and now, appropriately, we have expanded our concept to the undergraduates’ “right to research,” as the Boyer Report calls it. But our major research productivity, particularly in the sciences and technology, continues to be the hallmark of this University. It is therefore of some concern that our total expenditures of research dollars slipped a bit this year (Charts 7 and 8). There are numerous reasons for that, some of which are a matter of circumstance, including the termination of certain grants, the beginning dates for others. Most distressing is the declining funding available at various federal agencies. According to the American Association for the Advancement of Science, the federal research investment will continue to decline this year despite increases in the National Science Foundation and Department of Energy research budgets. Federal research funding peaked in 2004 and has fallen subsequently, the decline exacerbated by steep cuts in NASA, the Department of Defense, and other agencies’ research budgets for fiscal 2007. Despite a reduction in federal grant dollars awarded to universities nationwide over the past three years, we at Stony Brook are determined to increase our expenditures this year. In the Medical Center this will mean a greater emphasis on translational research,

where funding streams are growing, at the same time that we continue our world-class basic research. Stony Brook has recently brought in more federal dollars than any other SUNY campus—and we plan to continue to excel.

Our faculty honors for research are impressive. Robert Aumann, a member of our Economics faculty, received the 2005 Nobel Prize for his work in game theory. Mathematician Dennis Sullivan received the 2006 Leroy P. Steele Prize for Lifetime Achievement, the highest distinction given by the American Mathematical Society, after having been awarded the 2004 National Medal of Science. These are merely two of a very long list of honors recently received by our faculty.

Our facilities staff has worked hard to keep up with the needs of the campus, not only through new construction but through critical maintenance as well. Stony Brook has unique problems because our campus was built in the 1960s and '70s, a period of brutalist architecture and substandard concrete; as a result, critical maintenance issues have now hit the entire campus. We have a veritable epidemic of spalling bricks and broken pavement. Many of our most important classroom spaces have been afflicted, and so has the infrastructure—hot water pipes have burst; unhealthy building materials had to be replaced; leaky roofs—we may lead the world in leaky roofs—had to be repaired; roads had to be made safe. The facilities staff had to address all those issues, prioritizing the most urgent and important needs because, as you know, it will take a long time and a lot of money to complete the needed repairs. The new SUNY five-year capital plan is based entirely on critical maintenance. We can certainly put our share of the money to good use.

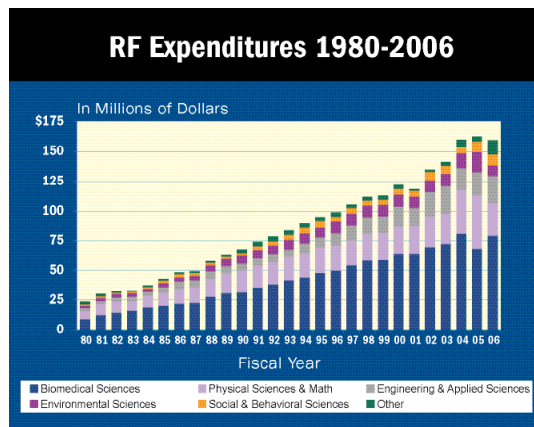


Chart 7

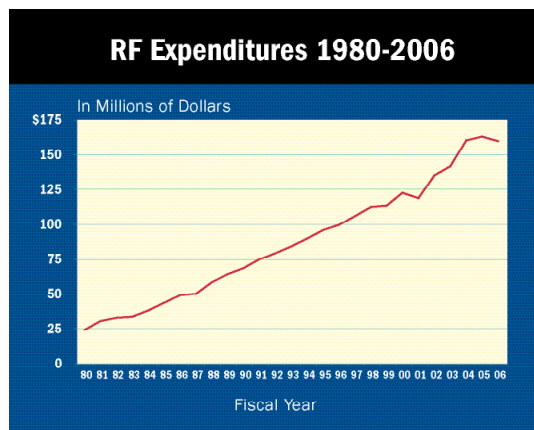
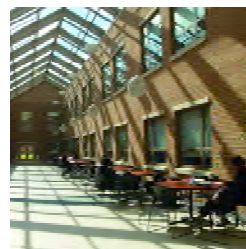


Chart 8



Many major renovation projects—such as revamping the main entrance and constructing an oval outside the Administration Building—have been completed.

Last summer was a time of intense work; Assistant Vice President for Facilities and Services Barbara Chernow and her staff did an incredible job of dealing with the projects that would have interrupted campus life severely during the regular semester. For example, the road project itself was massive—and irritating—but the work was concentrated in the summer months. Repairs were made on Circle Road, including a roundabout at the troublesome intersection with Marburger Drive. The new main entrance was completed. The Administrative Oval (no longer a circle) is now finished, as is the landscaping for the Humanities Building, as well as the main entrance. Many other projects—renovations of lecture halls, labs, and sidewalks on both sides of Nicolls Road—have been achieved or are now under way.

The Medical Center has required a major modification estimated at \$300 million for completion. The funding, which requires State approval, must be covered by the Hospital's self-supporting budget. The difficulty here is juggling the day-to-day needs of the Hospital with the interference of the construction and continuing to serve patients well with such disruptions underway; since the Hospital is working at capacity, that requires careful planning and execution. Upon completion of the new spaces, however, the staff will be able to serve more patients in improved and enlarged facilities with state-of-the-art equipment.

The truly remarkable story during the past year is how many State appropriations have been made for new buildings in a time when the regular capital budget is reserved for repairs and rehabs. First, the new Recreation Center, with the support of the New York State Assembly, is now in the planning and design phase, and should be completed within

three years. The Recreation Center, for which former Vice President Fred Preston worked with such determination, will be located between the Stony Brook Union and the Student Athletics Center.

Construction is now underway on an access road into our Research Park to begin building the Center for Excellence in Wireless and Information Technology (CEWIT) this fall. The Center of Excellence, supported by the Governor, provided \$50 million for 100,000 square feet of research space. The first building in our new Research Park, CEWIT will house faculty and graduate student projects, offer flexible incubator space for private industry, and substantial computing support space. Completion is set for August 2008.

The second project that has received State funding is the Center for Computational Neuroscience, which has been approved for \$22.5 million. Construction will take about three years. And a third building in the Research Park will house the Advanced Energy Research and Technology Center, which has been funded for \$35 million, thanks to the Long Island Senate delegation. Keyspan, LIPA, other Long Island universities, and other corporations will collaborate in research and product development. Energy has long been a crucial issue for Long Island as it is now for the world as a whole.

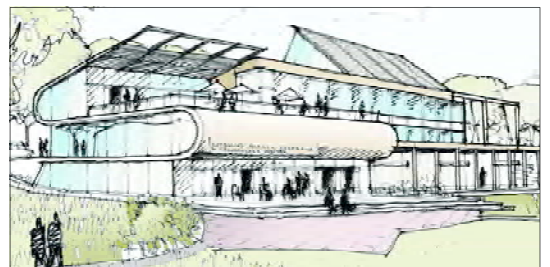
The State is also providing \$26 million for a supercomputer to be owned by Stony Brook and built at Brookhaven National Lab. It will be one of the most powerful in the world for advanced computation in many fields, including advanced materials design, biology, climate modeling, energy, engineering, nanoscience, and physics. Stony Brook and Brookhaven will create the New York Center for Computational



Stony Brook University Medical Center



Campus Recreation Center



Research and Development Park



CEWIT

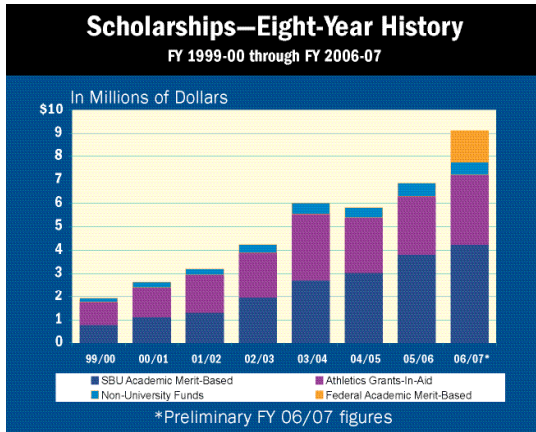


Chart 9

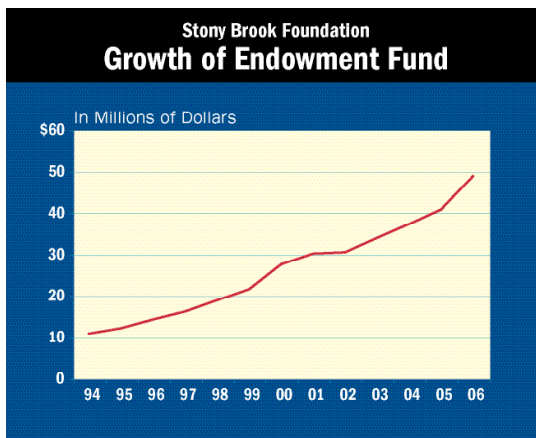


Chart 10

Science to facilitate the work of scientists from Brookhaven, Stony Brook, and other institutions.

All in all, the State’s commitment to these projects extraordinarily enhances our abilities and expands our horizons for research. These important buildings are add-ons, not part of our regular State allocation; they will shape vital opportunities for our future and facilitate research in new and important fields.

As with every university, we are now engaged in enhancing Stony Brook through private and corporate largess. When we announced the public phase of our capital campaign of \$300 million in June 2005, it sounded like a very big number. However, I am proud and pleased to say we have already reached \$190 million of that goal, and I have every confidence that our seven-year campaign will significantly exceed the goal.

I am also delighted to report that we have increased our scholarship budget by 379 percent over the past seven years, from \$1.9 million to \$9.1 million (Chart 9). Last year our annual gala in Manhattan brought in \$3.2 million, an extraordinary number for any fundraising event. Of that sum, 93 percent, or about \$3 million, will go into our scholarship fund, although fundraising events usually require a percentage far bigger than 7 percent for expenses. This year we also received \$1.4 million from the federal government for merit-based scholarships.

Our fundraising totals for the fiscal year ended June 30 were strikingly larger than those of the previous year. We reported a total of \$63 million this year as opposed to \$23 million in 2005, an increase of 174 percent. Equally good news is the fact that our endowment grew from \$31 million five years ago to \$49 million in 2006, an increase of 59 percent in five years (Chart 10). Our net assets grew by 90 percent, from



\$58 million to \$110 million. And this year we are already ahead of where we were last year in fundraising.

Our expanding footprint on Long Island is also worthy of note. The year 2006 is a major year for Stony Brook's growing influence as a university: We purchased the Research Park formerly known as Gyrodyne, we have doubled the space of Stony Brook Manhattan (from one floor of a building to two floors), and we purchased the Stony Brook Southampton campus. Each of these acquisitions has a different purpose and strategy, but all have in common the goal of strengthening the educational and research missions of the main campus.

Stony Brook Manhattan has proved to be a very successful venture, which is already paying its own way. There is demand for additional space; for certain graduate programs such as Business Administration and Social Welfare; for outreach programs such as those of the Center for Wine, Food, and Culture; for internship programs; and to meet demand for undergraduate courses in summer and winter sessions. We have already reached capacity in these programs in the evenings and weekends, as well as during the summer and winter sessions, although there is space available during the daytime in the regular semesters. We also need a dedicated lecture hall. The new space will provide more classrooms as well as a large lecture hall that will hold 150 students or can be subdivided into three smaller classrooms when necessary.

Regrettably we were unable to mount a full program at Southampton for this fall because we did not own the property in time, but we have continued with our Marine Sciences undergraduate program in space rented from Long Island University and we have initiated our Master's program



Stony Brook's Center for Wine, Food, and Culture, established in 2004, hosts activities that help to sustain and promote New York State's wine and food industries.



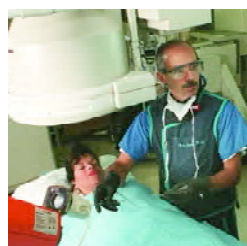
*New York State
allocated \$35 million to
Stony Brook to acquire
the property at
Southampton College*



in Creative Writing. Some Health Sciences courses are planned for Southampton, including Nursing, Social Welfare, Health Technology and Management, and Public Health. We have allowed LIU to use the space for its graduate programs and radio station for three years, and it has also rented a building from Suffolk County Community College at Riverhead for additional graduate courses. The State provided us the \$35 million to purchase the property, thanks particularly to the good offices of Senator Kenneth LaValle. We are also receiving in this year's budget \$10 million for capital improvements and some operating funds. The first job to tackle will be the unfinished library, which has lain fallow for a year. The remaining funds will go to the most critical maintenance issues. We will also begin to rehab the residence halls or build new ones, but those expenses will be covered by a self-supporting budget, not State funding.

The community has greeted us openly and warmly, enthusiastically supportive of the University's coming to Southampton. George Meyer, Assistant Vice President for Presidential Initiatives and Deputy to the President, has led the development of a Community Advisory Committee of representatives of various organizations, churches, tribes, and other groups, and working with these people has been a delight. The Marine Sciences faculty are advising the Shinnecock on their oyster farming project, and we are beginning a mentoring project with the Poospatuck tribe's high school students. The Committee is full of good ideas and the energy to realize them. The Southampton College alumni and a group called "Save the College" are also working collaboratively with us. And, of course, we are initiating fundraising activities on the East End. We are eager to celebrate the new campus.

"The community has greeted us openly and warmly, enthusiastically supportive of the University's coming to Southampton."



The Medical Center and its staff are recognized regularly for outstanding achievements. Recently 26 faculty were featured in New York Magazine's "Best Doctors" issue.

Recently Louisa Hargrave hosted a well-attended symposium there on "Sustaining the Good Life."

Another notable effort on the East End is initiating efforts to build affiliations with four hospitals: Brookhaven, Eastern Long Island, Peconic Bay, and Southampton. The progress is slow, though individual programs have already gotten started with Peconic Bay and Eastern Long Island. It is important that we work cooperatively with community hospitals to ensure the best medical care for all citizens.

The staff continues to provide outstanding medical care. The responsibilities of a tertiary care hospital, in our case the only one in Suffolk County, are always monumental, and the current construction does not make things any easier. But statistical comparisons show that the medical staff is doing an incredible job. Our Medical Center measures up very strongly against comparator hospitals statewide and nationwide such as Columbia; Cornell; University of California, San Francisco; and Stanford in such important data as mortality statistics.

The Medical Center has been recognized regularly for its outstanding achievements. Our doctors have wrought medical miracles in such cases as reattaching a man's hands, both of them, successfully after an industrial accident; delivering triplets after their mother had an aortic aneurysm and then immediately saving her life through successful surgery; and preserving the life and brain function of a tot whose head had been run over by an SUV. But the Medical Center and its staff are also remarkable for the day-to-day care of less dramatic, life-threatening cases for which our Hospital is also recognized and honored. This year's *New York Magazine*

featured 26 of our faculty in its “Best Doctors” issue. In a total of ten feature stories of extraordinary medical achievements in the issue, two focused on Stony Brook doctors. The Medical Center just won the Consumer Choice Award, the only hospital in Suffolk County and one of only two on Long Island to do so. National Research Corporation surveyed consumers about 3,200 hospitals in the country and gave the award to 233, or 7 percent.

The Hospital recently had an accreditation visit from the Joint Commission on Accreditation of Healthcare Organizations. The Joint Commission has a new process by which surprise visits are made for the standard three-year accreditation—that is, we no longer know when a team is coming. A team of seven spent several days looking over every aspect of our Hospital and we received full accreditation.

I must also mention the Long Island State Veterans Home, which celebrated its 15th anniversary in October. This is a model of long-term care in which Executive Director Fred Sganga and a devoted staff provide the kind of expert and loving care our veterans so richly deserve. Thoughtfulness and respect resonate through the halls; we can feel inordinately proud of this quiet, professional, dedicated corner of our campus.

One of the most important trends on this campus now is the development of interdisciplinary research activities. More than ever, faculty are utilizing the particularly advantageous proximity of the Health Sciences and Medical Center to other departments on campus. In an era in which interdisciplinary research is burgeoning, we are exceedingly fortunate to have such propinquity. Faculty members from Physics, Chemistry,



The Medical Center is one of only two hospitals on Long Island to win the coveted Consumer Choice Award.

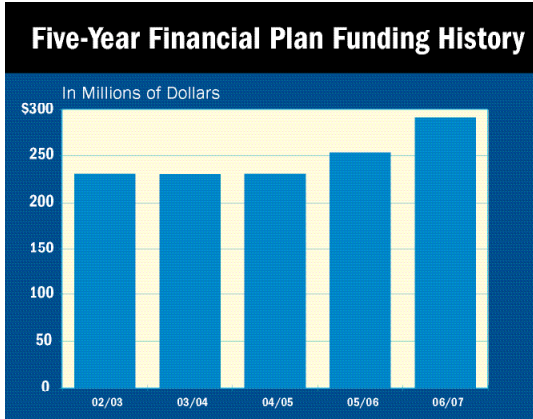
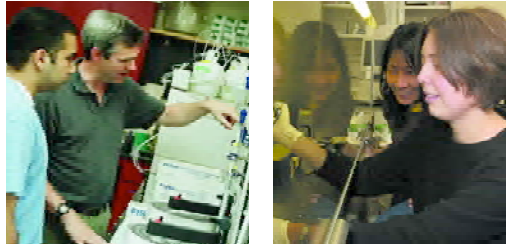


Chart 11

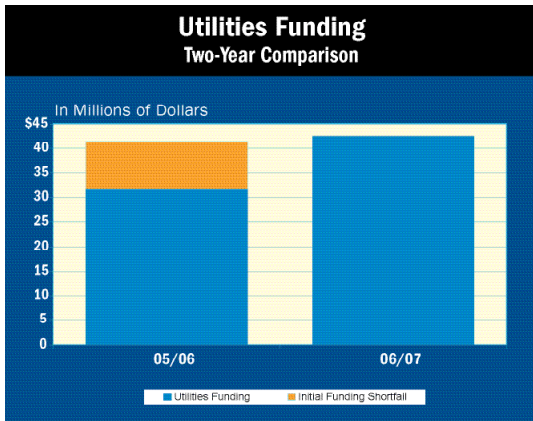


Chart 12

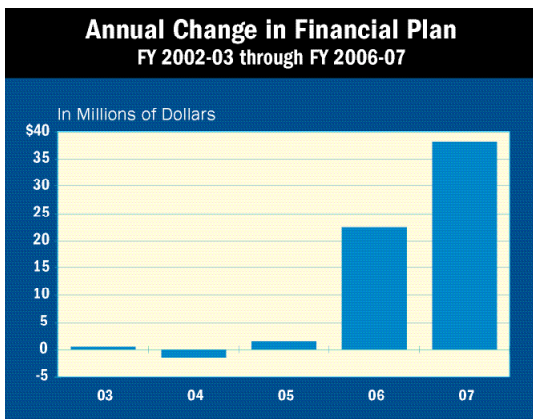


Chart 13

Engineering, and many other disciplines are teaming with medical and health sciences faculty on important research. One of the most frequent themes in the task force reports for the next Five Year Plan is the importance of facilitating inter-disciplinarity in research. We will do so. We will also facilitate research partnerships with other universities, Brookhaven National Laboratory, and Cold Spring Harbor Laboratory.

Now, of all the good news on campus, the best news—and this is the first time I have ever given you this message—is the budget. After years of bare-bones budgets, SUNY has obtained significantly increased State funding (Chart 11). Not only is our base budget fully funded, including support for negotiated salary increases going into the budget year, but the historic and devastating deficit between our utility budget and projected expenditures has been totally resolved (Chart 12). There is also a reserve to protect us against unfunded utility rate increases in the future. That means the substantial funds we have been forced to take off the top of our operating budget every year to pay the utility bills can be redirected to much more exciting endeavors. The financial improvement from two years ago is extraordinary (Chart 13).

Chancellor John Ryan fought long and successfully for these resources, and even more importantly to acquire financial support for faculty appointments. This is by far our greatest need after years of coping with increases in the cost of living with only steady-state or declining budgets.

The new SUNY Empire Innovation Program will provide our campus \$1.7 million this year to recruit new faculty in targeted areas where there is significant potential for attracting sponsored research funding. The money will be used for

initiatives in CEWIT; the Center for Infectious Diseases; computational science using large-scale parallel computers; The Center for Environmental Science, Education, and Research; diabetes and endocrinology research; chemical biology and drug discovery; and neuroscience. Moreover, an additional SUNY allocation was made for special needs programs; at Stony Brook funds were provided for nursing and engineering.

We hope these funding streams will increase in the future. Chancellor Ryan has committed to hiring more faculty as his highest priority. Stony Brook has submitted in its five-year financial projection a proposal for 375 additional faculty lines, which would allow us appropriate resources in line with Association of American Universities (AAU) norms, for an anticipated growth to 25,000 students on this campus and 2,000 at Southampton.

But the big news for today is now. Thanks to the best budget in years, locally developed through the meticulous work of Associate Vice President for Strategy, Planning, and Analysis Dan Melucci, and Director of Budget and Analysis Mark Maciulaitis and the Budget Office, I am pleased—overjoyed!—to announce that Stony Brook will be able to make 50 additional tenure-track appointments this year—50 appointments to celebrate our 50th anniversary. Funding will be available for up to ten outstanding senior faculty when opportunities for “star” appointments present themselves. But the new appointments will primarily comprise assistant professors, at least 40 of the 50. Given the constituency of our faculty, which is very heavily skewed toward the senior ranks and senior demographics, we urgently need to build the ranks of junior faculty on campus who will shape our course in the years to come.



“Stony Brook will be able to make 50 additional tenure-track appointments this year—50 appointments to celebrate our 50th anniversary.”



Stony Brook ranks in the top 2 percent of all universities in the world, according to the 2006 London Times Higher Education Supplement.

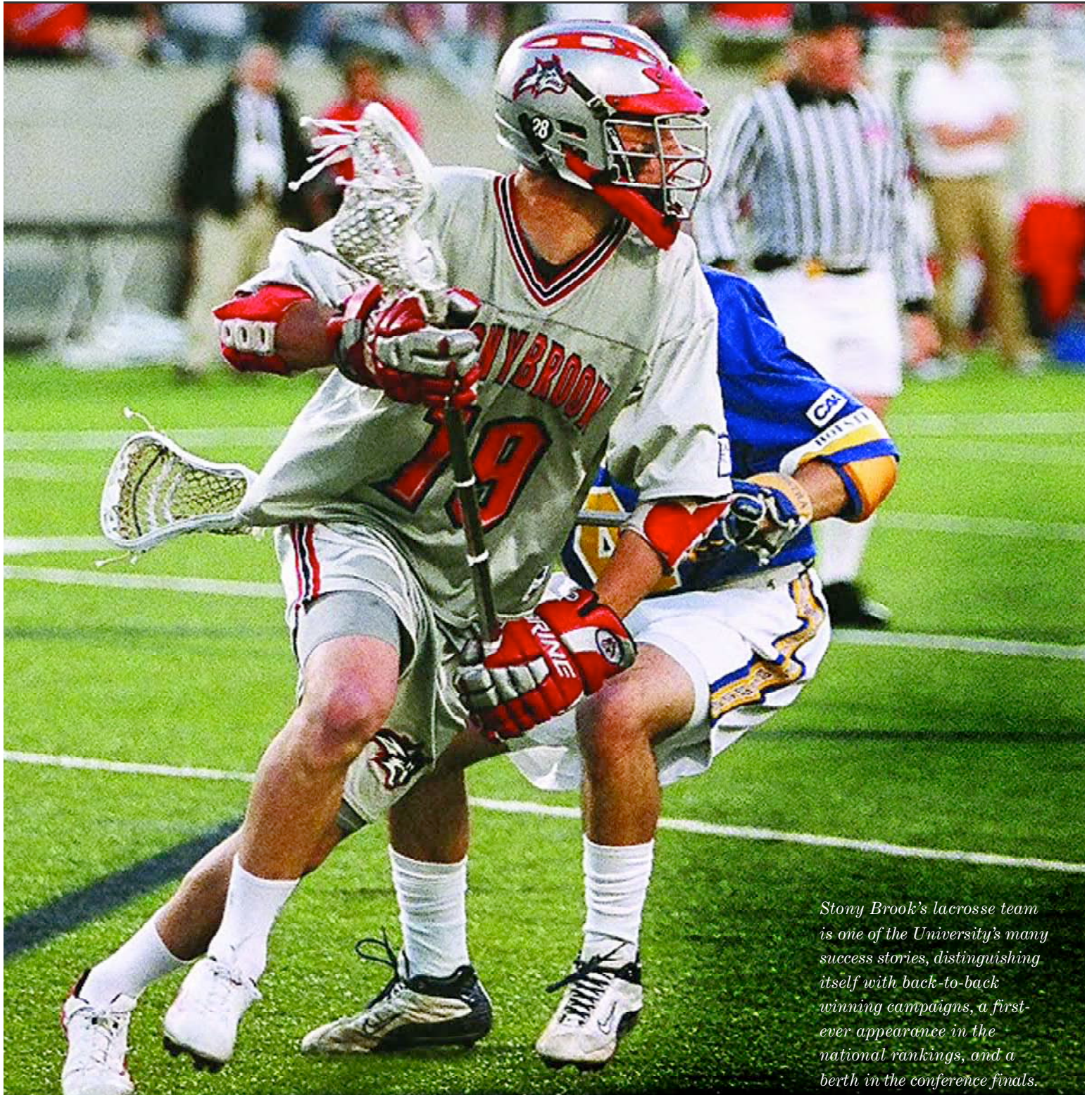
Now is a time in which every department needs carefully to examine its potential, its priorities, and its future directions. I honestly believe we are on the brink of a new era in which the essential role of public higher education for New York's economic well-being will be fully appreciated and strongly supported by the State, the Long Island community, and our Foundation donors. I believe we can in the coming years witness the realization of Governor Nelson Rockefeller's dream of greatness for SUNY. And in that greatness, Stony Brook must lead the way.

What more fitting time for us to celebrate our 50th anniversary? Amazingly, some of the pioneers are still here to help us celebrate, people who saw this campus rise from a governor's dream to an AAU institution, from the infamous mud years to recognition as one of the top 2 percent of universities worldwide. 2007 is our anniversary year, extending from this academic year to the next, and I hope every department and organization will join in making that year truly celebratory. Now is the time for us to take stock not only of who we have become but where we are going, what the next 50 years will hold, and how Stony Brook will realize its seminal role in the years ahead.

This has been no ordinary journey. Although Stony Brook has been in some ways permanently shaped by the era of its birth, it has depth and breadth far beyond the original concept of the State University College on Long Island at Oyster Bay. The emphasis on the sciences cannot be surprising considering the fact that the campus and Sputnik were both launched in the fall of 1957. When the campus moved in 1962 from its temporary site at Oyster Bay, it was purposely located near Brookhaven National Lab. Stony Brook grew as federal funding for scientific research grew, and yet the institution has historically been



Our man-made brook cascades to our newest fountain at the main entrance.



Stony Brook's lacrosse team is one of the University's many success stories, distinguishing itself with back-to-back winning campaigns, a first-ever appearance in the national rankings, and a berth in the conference finals.



blessed with outstanding arts, humanities, and social science departments. I will not pretend those fields have been funded generously; compared to how they have fared at great universities with longer histories, the attention has been modest. And yet we have been home to extraordinary faculty across the disciplines. Now, as we have the opportunity to grow, we must develop new strengths throughout the campus.

Stony Brook is a great university. It is great because of its faculty, its students, its staff. It is not only an educational institution, it is a community, with a total of 35,000 citizens. It is a community of diversity in race, ethnicity, national origin, religion, academic interests, and talents. It brings together many lives, interwoven, depending in so many ways on one another. It was created for the highest of purposes—learning, making new discoveries, protecting people's health, making art. Now is the time for us to celebrate that greatness, to remember we are fortunate to be part of such a vibrant community, and to give it our best. The 50th anniversary offers us an opportunity to reassess what we have built here at Stony Brook, and, more importantly, to shape the vision for the Stony Brook of the future.

And—of course—together—to enjoy our campus life and learning. It's going to be a great year.



Stony Brook University is a community of diversity, bringing together many lives.

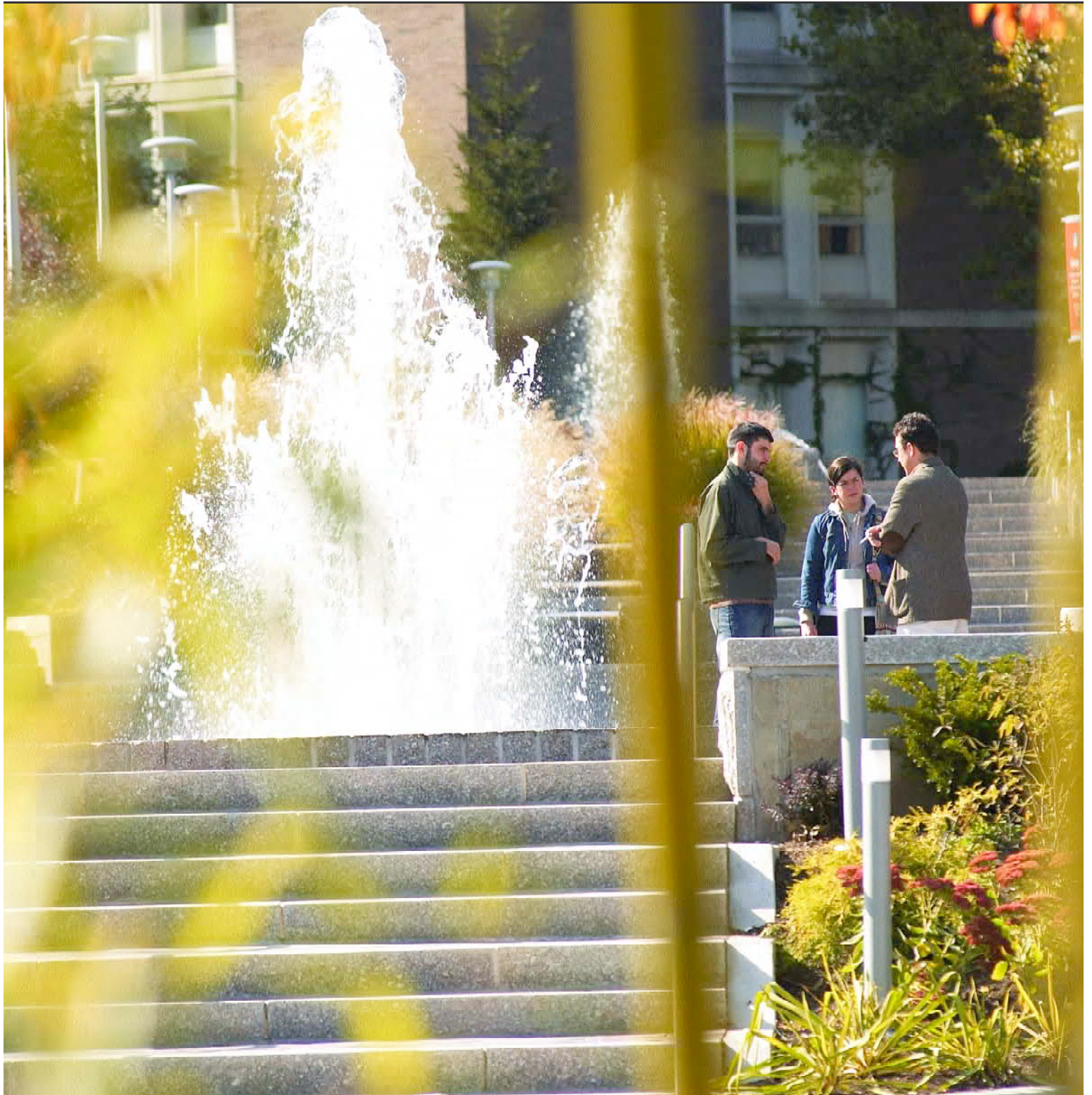


What lies ahead? In brief:

- A top-notch undergraduate program that attracts and serves the best students;
- New educational programs designed for the changing world in which we live;
- An environment that provides intellectual, social, and service-oriented growth;
- A physical campus worthy of what happens here;
- Continually expanding basic and applied research, undertaken in facilities designed and built for 21st century needs;
- The expansion of incubators to a research and development park enabling our researchers, both faculty and students, to interact with corporate partners to build the high-tech solutions of the future;
- Academic satellites that match programs to need and location in Manhattan and Southampton;
- Medical care that, through affiliations, makes our tertiary capabilities more accessible to the citizens of Long Island, particularly Suffolk County;
- Strong translational research, bringing medical solutions from the bench to the bedside; and
- Successful completion of our capital campaign, building an endowment for the future.

I know that this fulfillment of greatness is what the first generation of thinkers and doers envisioned in those heady pioneer days at Stony Brook. We have the great privilege of being here to make it a reality. ■





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