

A CULTURE OF **COMMUNITY**



P. GREGORY WARDEN, Ph.D.

A Presidential Legacy of Leadership

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For 50 years, the Franklin experience has given our students a world that is smaller in terms of access, larger in terms of possibility, and richer in terms of cultural awareness and understanding. Incredible people, an inspired place, and a consistent vision have helped us steer a course that has enabled Franklin to grow, prosper, and fulfill our mission.”

PRESIDENT GREG WARDEN

from his 50th Anniversary message





A Presidential Legacy 2012-2022

P. GREGORY WARDEN

“LEADERSHIP IS
PRACTICED NOT SO
MUCH IN WORDS
AS IN ATTITUDE
AND IN ACTIONS.”

HAROLD GENEEN

American businessman

When Greg Warden, Ph.D. joined Franklin University Switzerland as its fourth president, Franklin was already a special place—to which thousands of alumni would attest. His first time in a presidential role, having been an archaeologist and professor at several U.S. colleges, he described the move as “truly serendipitous.” At this close-knit yet truly international liberal arts university, he had found professional paradise. “Greg blossomed into a great president—and Franklin blossomed under his leadership,” said Anne Marie Judge, vice president of advancement. A handful of years into his tenure, President Warden said, “Incredible people, an inspired place, and a consistent vision have helped us steer a course that has enabled Franklin to grow, prosper, and fulfill our mission.”

And prosper it has, under his stewardship. Perhaps his biggest accomplishment—certainly in terms of physical presence—is the expansion of campus with two new residence halls and a five-story multipurpose complex. He led an \$8 million fundraising campaign to complete the plan, which includes innovative energy-conserving features. “The building project really sets Franklin up for long-term sustainability,” said trustee Luke Fowler.

With President Warden at the helm, FUS has positioned itself for a strong future, evolving from a college into a university accredited in the U.S. and Switzerland, and more recently, recognized as an educational institution in China. He forged partnerships with Southern Methodist University in Texas and Virginia Tech’s Steger Center for International Scholarship in Riva San Vitale, and encouraged the development of many others. He championed expansion of the Academic Travel program in the curriculum, and led a learning-through-travel program for alumni.

President Warden’s unwavering commitment to strengthening the school, enhancing the student experience, and raising Franklin’s global position has yielded impressive results. Under his leadership, Franklin was ranked for the first time, achieving Global Top 50 in the World’s Universities with Real Impact (WURI) rankings for Most Innovative Universities and Global Top 30 for Industrial Application. Within a year, FUS rose from Global Top 10 to Global Top 5 in both Ethical Values and Crisis Management—not surprising given Franklin’s sure-handed response to COVID-19. When lives, education, even the ability to return home were disrupted by the pandemic, President Warden swiftly changed the way Franklin operated, enabling education to continue and students to remain on campus—while staying safe.

Ask President Warden his proudest accomplishment and he’ll say it is earning the reputation of a student-focused president. Well-known on campus, he taught the formative First-Year Seminar, advised and mentored many students, and often lunched in the Grotto. He loved talking with students, hearing their ideas, encouraging their dreams—proud of the unique academic experience FUS provides. “A Franklin education will challenge them intellectually, broaden their cultural perspectives, and prepare them to be responsible and compassionate leaders.”

How fortunate our students have been able to learn leadership from one of the best. ■

A CULTURE OF COMMUNITY



“President Warden served as a mentor, teaching me to hear out all sides and aim for inclusivity and diversity. He was always eager to talk to students, whether about his class or life in general. I will always remember our many conversations over a cappuccino in the Grotto.”

SPENCER LANDRY '23

President, Student Government Association

Ask about Franklin and you'll learn about the close-knit campus community, where friendships form—and last a lifetime, often across continents. Indeed, the university's mission is to provide a cross-cultural and multinational learning and living environment that inspires students to engage the world. At every turn in his tenure, President Warden found ways to forge connections with students from around the world. Whether teaching First-Year Seminar or working with alumni to create more career opportunities, he wove himself deeply into the fabric of Franklin, building a stronger culture of community from within.

- **Sustainability:** When students created Franklin's first Climate Action Plan, President Warden gave the greenlight to adopt their recommended strategies. He also supported the student-run Green Office through the university's Center for Sustainability Initiatives, the first of its kind officially recognized at either a Swiss or American university.
- **A New VIEW (Values, Identity and Ethics Workgroup):** Following the George Floyd shooting in the U.S., President Warden gathered students, faculty, staff, and alumni to ask whether Franklin was living up to its values. Over the next year, through deep listening and dialogue, together they created a new values statement to guide Franklin, addressing issues of diversity, ethics and inclusion as well as transparency, cross-cultural learning and more.
- **Career Advancement:** In a digital world, with instant connection, President Warden challenged Franklin alumni to engage in new ways. At the reimagined Office of Career Strategies at the Taylor Institute, alumni can conduct mock interviews online, return to campus for Career Day (virtually or in person) and join the growing network of internship and job opportunities that help students find their professional path.



LUGANO DANCE PROJECT

Through President Warden's leadership, Franklin served as Festival Partner for the first-ever Lugano Dance Project in May 2022. This international dance program, culminating in a series of performances, explored the legacies of early 20th century experimental dance, rooted in the Monte Verità community and pursued through influential practices in the 1950s and 1960s. It also served as a platform for contemporary dance exchange and production through international networks.

Franklin students had the opportunity to participate in the Lugano Dance Project by helping organize and manage festival-related projects; assisting with the creation of a documentary film; engaging in pedagogical reflections and creative practices including documenting the project; and developing a framework for a social impact report.



BUILDING FRANKLIN'S FUTURE



The Phase 3 Building was conceived to “complete the campus” and its design seeks to reinterpret the boundaries between learning and community. Facing Via Ponte Tresa, the five story modern structure resembles the outer edge of a book, creating a new, highly recognizable “face of Franklin” that telegraphs academic pursuit.

The building design directly reflects President Warden’s close involvement in the project and unwavering focus on Franklin students. The new structure, connecting the Kaletsch and North campuses, is designed for them. It includes a student center, health center, career center, reimagined Tone Athletic Center, Taylor Institute, Student Life offices, flexible classrooms and a large gathering space. The Angela Fowler Atrium and Garden of Light provide students with sanctuaries of relaxation and reflection.

Like Franklin, the building is one-of-a kind and committed to sustainability. The striking elliptical shape is being built of glass, with innovative photovoltaic louvers that shift to deflect heat while converting sunlight to clean energy (see sidebar).

Described as “a huge step forward for Franklin,” the complex is the most visible legacy of President Warden’s tenure. Over commencement weekend, he was surprised with a plaque naming the “P. Gregory Warden Student Center.” It will be hung when construction is complete, “In honor of Dr. Warden, the fourth president of Franklin University Switzerland, for his unwavering commitment to the wellbeing of students.”

ECO DESIGN RECOGNIZED

Once complete, the Phase 3 Building will be the first ever in Europe with a built-in mobile photovoltaic system that tracks the position of the sun. Throughout the day, slats will move independently to capture maximum solar radiation, powering the building. The design also creates shading for greater thermal comfort, optimizes natural lighting, and makes the building environmentally sustainable.

As the first of its kind, this innovative architectural approach has been designated as a special research project, supported by the Swiss Federal Energy Office (UFE), to further the study of new technologies. With this funding comes a series of ongoing requirements, including constant monitoring, performance, data collection, and analysis of the replication potential.

President Warden and our design and construction partners are deeply proud that this new building will not only enhance the campus, but serve a greater purpose: contributing to the future of eco-friendly architecture.



“From the new student center, to the President’s Lawn where he taught so many of his classes, the valleys of Tuscany where he led students in archaeological excavations, to the table where we always sat with our mentees and the friends we shared—President Warden made Franklin, already exquisite and awe-inspiring, a more extraordinary place, institution, and home.”

MORIAH SIMONDS '21

Research assistant to President Warden and academic mentor



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“President Warden’s inspired vision is so commendable. To be able to contribute to the Garden project and help cultivate well-being among students is a dream come true.”

NORA McNEELY HURLEY '81

GROWING WELLNESS

The state of our world today has created unprecedented challenges to mental health and well-being—especially among young people. Nature continues to be one of the best panaceas, and construction of a new complex created an opportunity to welcome the outdoors in. President Warden envisioned an open-air space and garden, like Thomas Jefferson’s “Academical Village” concept of a holistic learning environment built around a central lawn. **Nora McNeely Hurley '81** (pictured, with President Warden) and her husband Michael Hurley were inspired to give \$1 million for creation of a garden designed to provide a place for reflection and relaxation, as well as open space for activities such as yoga classes. “Being outdoors is so important for well-being and balance and peacefulness and inspiration,” said McNeely Hurley. President Warden said, “With this new space, we are confident that our students will experience an even better quality of life on campus.”

STUDYING HAPPINESS

Seeking to expand the psychology curriculum in the area of happiness and wellness, Franklin established its first endowed professorship, the Nora McNeely Hurley and Michael Hurley Endowed Professor of Psychology, with a \$2.5 million gift from the Hurleys. “A full-time psychology professor who researches and teaches on this topic will help the university develop interdisciplinary approaches to studying happiness and well-being,” said President Warden.

Lori Montross, Ph.D., a licensed psychologist from California with expertise in the fields of Positive Psychology and Health & Wellness, has been appointed the first McNeely Hurley Professor and joins Franklin for the Fall 2022 semester.





EXPANDING THE STUDENT EXPERIENCE

Upon arrival at Franklin, President Warden expressed a desire and commitment to expanding opportunities for students. He and the leadership team have made good on that promise, strengthening Franklin's signature Academic Travel program and building new connections with a growing list of educational institutions.

"President Warden has been a real leader in this area," remarked then-vice president and dean of academic affairs, Sara Steinert Borella. "This focus has meant a lot for Franklin on several levels," providing new programs and educational experiences for students in residence, attracting a more diverse student body from around the world, and bolstering Franklin's reputation and influence in the global academic community.

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"There is no other experience like Franklin. Through Academic Travel alone, we see countries and places most people are not lucky enough to see in their lifetime. As our world becomes more interconnected and global, these connections and understanding of other cultures and people are incredibly important to help us navigate the workplace, and the world generally."

SARAH LENGAUER '09

ACADEMIC TRAVEL

Franklin's Academic Travel program has been at the core of its unique educational experience since the beginning. With President Warden's support, it has expanded to a three-credit, semester-long course model, integrating classroom learning with a 10-day to two-week travel experience every semester. "It really transformed the nature of the travel," said Steinert Borella. "Students are so well prepared going abroad that they can do different things on the travel itself, then come back and 'unpack' that experience."

"[The program] continues to be life changing for our students," President Warden said. "Through integrative study, research, immersion, and exposure to the world through Academic Travel, Franklin students gain new perspectives and develop new horizons."

GLOBAL CONNECTIONS

Franklin's partnerships with other educational institutions have grown significantly under President Warden's influence. Some draw more students to Franklin to experience our remarkable setting and education while enriching our community. Others expand opportunities for advanced research and leading-edge programs. Currently, Franklin partners with:

16 colleges and universities around the world for semester or year-long Study Abroad experiences in Switzerland

7 higher education institutions with annual summer programs or periodic special topic programs

3 colleges with collaborative undergraduate or graduate degree programs with FUS, allowing students to complete their studies while benefiting from each institution's curriculum and resources

2 institutions with research agreements that support faculty and students in collaborating with other scholars in various areas of study

2 global centers of continuing education, the United Nations Institute for Training and Research (UNITAR) and the Seoul School of Integrated Sciences and Technologies (aSSIST) in Korea, to provide master's and Executive Education opportunities, working with people and organizations at the center of important topics such as big data and climate change

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“During my time [at Franklin], I saw the school grow from a college to a university. I also saw Franklin open and expand the master's programs, as well as make partnerships with other universities from around the world. If they could do all that in the span of four years, I am certain that the future will bring many more successes.”

OLIVIA MEIRA '17





“FUS has bent over backwards to ensure that our students not only continued learning successfully, but stayed open (while following Swiss mandates)—all while supporting them and us during the most unscripted time in our history.”

SUSAN N., *FUS parent*

LEADERSHIP

IN EXTRAORDINARY TIMES

Europe’s worst refugee crisis since World War II. Racial unrest and the Black Lives Matter movement in the U.S. A global pandemic. War in Ukraine. Through it all, President Warden kept the Franklin community safe, thriving and in constant conversation about world events and their impact on our lives, society and planet. Whether in casual discussion, the classroom or a campus wide initiative, he led by example, upholding the Franklin mission, “to prepare students to become responsible, compassionate, and collaborative leaders in an increasingly complex and interconnected world.”

- COVID lockdowns prompted plenty of firsts: launching a multi-time zone, hybrid learning model in a matter of days; hosting some 40 students staying on campus through holiday break; pulling back of Academic Travel to amazing destinations within Switzerland’s borders; creating a virtual graduation. With weekly emails and regular video town halls, he reassured parents their children were not only safe—but continuing to learn.
- Condemning “racist, bigoted or violent speech or conduct of any kind” after the death of George Floyd in the U.S., President Warden’s message also challenged Franklin to examine itself. In launching a Task Force on Equity, which evolved into the VIEW (Values, Identity and Ethics Workgroup), they created a new, more holistic values statement that now guides the university.
- Franklin launched Scholarships Without Borders, a source of financial support for refugees seeking higher education. And Franklin continues to support Ukrainian students, ensuring they can continue their studies despite unprecedented challenges of war in their home country. ■



“It is challenging, and I want to go home even though cities are bombed. I really appreciate the Franklin staff taking the situation as seriously as Ukrainians do. Franklin has helped and supported me despite the war being ‘old news’ to some. I am grateful that I am part of Franklin.”

STUDENT FROM UKRAINE



Continuing His Legacy

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BY CONTRIBUTING TO
FRANKLIN'S FUTURE, WE
ALSO INVEST IN OUR OWN.
FRANKLIN STUDENTS
WANT TO — AND CAN —
CHANGE THE WORLD.
THROUGH SCHOLARSHIPS,
WE CAN HELP THEM BEGIN.

Beyond new buildings and degree programs, a gorgeous campus and international focus, the true heartbeat of Franklin University Switzerland is the students who attend. President Warden always knew this, devoting himself to making Franklin more accessible to a broader range of students.

Choosing Franklin signals a higher curiosity—the drive to not only explore the world but make it better. Our alumni remain close decades after attending, forever bonded by the unique experience that changed their lives. To fully realize Franklin's mission of preparing students “to become responsible, compassionate, and collaborative leaders in an increasingly complex and interconnected world,” we must ensure that an even more internationally diverse student population can make the dream of a Franklin education a reality.

Our founding, forged in a belief that international experiences will strengthen relationships between different nations and cultures, has never been more relevant. Our world needs Franklin—and the students who want to learn here—more than ever.

As we celebrate President Warden and the tremendous steps forward Franklin has taken during his tenure, **let us honor his legacy by supporting the student scholarships he worked so hard to provide.** He knew—as we do—the heartbeat only grows stronger when scholarships bring excellent, internationally diverse students to the Franklin community. ■

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“Being an archaeologist has taught me that what people build, if built thoughtfully, imaginatively, and skillfully, will have enduring value, and that we will continue to learn from such endeavors. Franklin University Switzerland has been built on a solid foundation. The founding vision and fifty years of commitment have created the momentum for a bright and promising future.”

PRESIDENT GREG WARDEN

from his 50th Anniversary message