

STATE OF THE UNIVERSITY

SEPTEMBER 1, 2004

Good morning and welcome to the beginning of the 2004-05 school year at Ohio Northern. Toby and I hope you have had a delightful summer filled with fellowship, relaxation, and, perhaps, even a bit of adventure. We are looking forward to a great year at ONU and I want to spend some time this morning telling you about our agenda and what we expect to occupy our attention in the next nine or ten months. First, though, I want to review 2003-04 and share with you some of the incredible accomplishments, contributions, and distinctions earned and made by our students, faculty, and staff.

Let's start with the folks who provide the reason for our common commitment at ONU, our students. Once again, they made us very proud in 2003-04. Listen, for a moment, to just a few of their outstanding accomplishments. Amy Hayden was invited to make a presentation at the American Chemical Society meeting in Anaheim in March where, according to one of our faculty, the other papers in her session were given by Avery heavy dudes@. Amy is now pursuing her Ph.D. at the University of California at Los Angeles. Aleda Hess, a P5 and member of our Honors Program, was the first author on an article on the prevention of Type II diabetes in the *Annals of Pharmacotherapy*, Aa very renowned medical and pharmacy journal according to our pharmacy faculty. Her mentor and co-author was Donald Sullivan. In Engineering, Biological Science student Alene Sargeant, collaborated with Tarun Goswami, Chairman of our Mechanical Engineering Department, on a paper on hip implants that will be published in the *International Journal of Materials and Design*. Luke Braun in Business won second prize in the Ohio CPA statewide essay competition for his paper on the impact of the Sarbanes-Oxley legislation on popular confidence in public companies and their financial reporting. For those, like me, interested in this important new law, this paper is very good reading. Along with Zach Warder and faculty member, Kay Zekany, Luke also published "Behind Closed Doors at World Com: 2001" in *Issues in Accounting Education*. Seven other business students, Matt Schwinnen, Brent Koesters, Josh Klofta, Eric Rosendaul, Diane Gehret, Brian Millis, and Deborah Yannayon presented equally interesting papers at the undergraduate economics paper contest at Bowling Green State University this past spring. They were joined at this conference by two students, Nathan Howe and Tim Underwood from the Department of Philosophy and Religion. Three physics students, Courtney Buckey, Robert Merrill, and Debra Cox, made presentations at the OFAPS meeting at Ohio University in April, while Christina Leidel made a presentation at the national meeting of the APS in Toronto in February. In addition, Ms. Leidel, who is also a fabulous saxophone player and percussionist, published an article in the *American Journal of Physics* in 2003.

In Mathematics, Mihai Caragiu, has submitted a paper for publication with his student,

Nathan Baxter, to the *Journal of Algebra and Number Theory*. Nathan also made presentations of his work at the MAA/AMS Joint Mathematical meetings in Phoenix in January and at the Ohio Section of the MAA meetings in Ada in October and in Cincinnati in March. He was joined at the latter meeting by Mark Clausing and Kristine Patton. Nikki Weitz, a communication arts major, was named Student Member of the Year at the National Broadcasting Society national convention in March. At the same meeting, ONU's NBS chapter was recognized as Chapter of the Year for the second year in a row.

This same recognition was achieved by our Sigma Tau Delta chapter in the Department of English. In fact, among the more than 600 Sigma Tau Delta chapters nationwide, only three were designated as outstanding chapters last year and ours was one of them. The Epsilon Pi Tau chapter in our Department of Technological Studies received similar recognition last year when it was named an Outstanding Regional Chapter at the meetings of the International Technology Education Association in Albuquerque in March.

These, though, are only a few examples of the national recognition our students and their activities garnered for ONU last year. There are many others. For instance, Ashley Dally, in Art, represented ONU in the USA Today College Academic Team Competition.

She was also the winner of the Clyde Lamb Award, given by the OAC every year to the most outstanding male and female athletes at each of its schools, and the Freed Award for Outstanding Leadership as a senior. Our Moot Court teams in the College of Law also distinguished themselves nationally last year. For example, the National Tax team consisting of Steve Beeler and James Packer, won the first runner-up award for their written brief and advanced to the quarter finals in oral advocacy at the 2004 national competition. And, then, there were the ONU students who achieved All American status last year. Erica Erb, valedictorian in our A&S college in May and now a student in our law school, was a first team COSIDA Academic All-American in soccer. So was Kelsen LaBerge, a swimmer and engineering graduate. Lindsey Jakubchak, also a swimmer, was a second team Academic All-American choice, as was Karen Lee in tennis. And who among us will ever be able to forget the extraordinary contributions and accomplishments of Jim Conrad, first team All-American in basketball, OAC Most Valuable Player, and Clyde Lamb winner in 2004 as the Most Outstanding Male Athlete at ONU.

But, it was not just our men's basketball team that excelled last year. Our women's team had its first winning season in seven years, and our men's soccer and wrestling teams were regular season OAC champions. It was, perhaps, in volleyball, though, where excitement and anticipation were most pervasive last year. Our women's team compiled a 30-8 record and won the OAC and the NCAA regionals last year. Consequently, they advanced to the "AElite Eight". This year, they tell me, they are aiming for the "Final Four."

Our men's club volleyball team got to this level last year as well, finishing second among 48 teams at the Division II National Collegiate Club Championship in Charlotte, North Carolina in April. Although it did not advance to this level last year as it has in the past and will in the future, I want also to commend the 2003 ONU football team this morning.

After beginning its season in utter and extraordinary turmoil, it went on to win four of its last five games, providing, thereby, a tremendous foundation for the success I know it will

enjoy in 2004 and in the years to come.

Student teams and organizations, however, brought recognition to the University in lots of other important ways in 2003-04. The International Business Club, for example, received a proclamation from Cleveland mayor Jane Campbell, celebrating the scrumptious international meals served by the Global Village Café at Ada's renovated train station in November. Also in November, the University's marching band journeyed to Hawaii where it performed at the State High School Championship football game. It also did a joint concert with the world famous ARoyal Hawaiian Band@. In April, the students in the robotics research group of our Society of Manufacturing Engineers chapter won three gold, two silver, and one bronze award at the Robotics and Technology Invitational. Subsequently, the student leaders of this chapter attended a regional conference in Indiana and won first place for their presentation on chapter activities. Closer to home, several of our music students continued to provide private lessons to elementary and middle school students at the Bradfield Center in Lima and our Habitat for Humanity students continued their dedicated work in our immediate area and across the country. And, on campus in May, the graduating class of our Law School presented a check to the University in the amount of \$9,285 that resulted from the campaign inaugurated and implemented by the 2004 class.

On this stage in April, though, there were two performances that showcased the extraordinary talents of our students as well as anything I've described. At the beginning of the month, the four winners of the Concerto competition, Mark Engstrom, Mary Ann Murphy, Charles AChip@ Dugan, and Catherine Rinehart performed with the ONU Symphony. At the end of the month, the musical theatre program in our Communication Arts Department presented an absolutely fabulous, top quality production of *Jekyll and Hyde*. I've said to many audiences that if you missed one of these performances, you missed a very special treat. Listen and watch for a minute and see if you don't agree. **[PLAY CLIP FROM JEKYL AND HYDE HERE]** Now, if you want to see more of Melissa and Catie, come to one of the performances of *Grease* during the September 18-19 weekend. They are both in the cast.

Now, we all know that the incredible performances of *Grease* and *Jekyll and Hyde* that we were privileged to see last year didn't just happen. Rather, they happened because of the extraordinary talent and unmatched dedication of the faculty and staff of this University. Let us turn, now, then, to the many, many contributions each of you makes every single day to the top quality educational experience available to ONU students.

I want to begin my comments in this section of my talk with you this morning a bit differently than I have in the past because I recently received a completely unsolicited letter that I think summarizes the impact of what you all do everyday far better than I could.

Let me share parts of it with you. It comes from a parent who visited ONU in April with his daughter. It was sent to one of our trustees, John Bishop, who shared it with me. It reads, in part, as follows:

I am not sure what I may have been anticipating from the visit, but I must say that my expectations were greatly exceeded. While the campus is truly impressive, I have to say it was easily surpassed by the attitudes and class of thestaff. Beginning with our encounter with [the secretary] at the front desk upon arrival and progressing through our visits with [counselors, students] and then the [Associate Dean] at the Raabe College of Pharmacy, we were Awowed@ beyond description and our expectations...I cannot say enough positive things about our experience.

I would however like to give special mention to [the student] who escorted us on our campus tour. [She] is truly an incredible ambassador for ONU. By the time she concluded our tour I wanted to enroll at ONU myself....

Having said all of the above, I must confess that our trip to ONU was our first campus visit. But know also that our ONU experience was even more noteworthy on the heels of our trip the following week to Butler University in Indiana. In what I viewed as an admission of a sense of inferiority to an institution the caliber of ONU, the Butler admissions staff made unflattering references about the ONU pharmacy program. This only served to elevate even further our impression of ONU. After driving over three hours and 200 miles to get there we mistakenly expected that Butler might also arrange for us to meet at least one pharmacy school faculty member, not to mention the [Associate Dean].@

Now is this letter unique? Is this a typical reaction to our campus and ONU people or was this simply the experience of one family at one time? Let me answer these questions by sharing some more correspondence. In the spring, three national firms visited us to talk about marketing needs and directions. Here's how one of you summarized what they had to say about us:

AAll commented on the beauty of our campus, the cleanliness, the well-kept grounds and the overall curb appeal. They all have been on many campuses; they all said ONU really shines in this regard. One commented about how nice/clean the ONU vans driving around campus look and how that makes a statement... They also thought our signage was good and the people they have met were friendly and helpful.@

But, there's lots of other testimony. Here's part of a letter from a parent dated May 23, 2004:

AThis day cannot pass without addressing some feelings about ONU. [Our daughter] has been touched by each of you in such a special way. She feels a bond from the administration to beloved professors to secretaries in the different offices. You have been role models that will help mold her future. Her four years at ONU have been filled with great life experiences that go far beyond the classroom.

I remember vividly a conversation I had with [a faculty member] when [our daughter] was in high school and considering ONU. Frankly, I wasn't sure we could afford ONU; but [our daughter] had her heart set on it. [The faculty member] was telling me that [our daughter] would have opportunities at your school that she would never have at other schools; that we would never regret the sacrifice. I told her that if [our daughter] decided to come to ONU, she would make the school proud because she was very dedicated and would make the most of every opportunity. I have often thought about that conversation. We were both so right. @

And, here's one dated May 25, 2004.

AI want to say thank you to ... Ohio Northern University. Four years ago we left our shy young teenager with you. Let me say we were a little worried that he was so shy and quiet that he would never leave his dorm room. However, as of yesterday, he graduated with honors and has made this family proud.

We could not believe the change and growth he has had at ONU. He has become a young man who is respected and liked by many.

I'm sure he would have done just fine at any other university, however, ONU has helped him blossom into the fine young man he was meant to be.

This year we left our daughter with you..... Our hope for her is to learn, grow and enjoy her remaining years at school as her big brother did. I couldn't ask for a better place to leave my children.

Also, special thanks to [the two men] on the maintenance staff who, on their break, took the time to help me carry a sofa down the fire escape at Clark Hall. @

And, finally, from last year, these comments:

As parents we have watched our daughter...for 5 years as she has pursued her college degree. Through good times and difficult times, ONU has held her hand, encouraged her and, at times, strongly held her accountable for her grades and responsibilities. As they, @ the teachers and staff have wanted her to succeed and finish what she started. We are truly grateful!

Our weekend of the 2003 ONU [graduation] will always be a 'special memory.' From... the special banquet, so beautiful and delicious, to the elaborate and rich with tradition graduation ceremony with all the pomp and circumstance, the flags, the processional with professors fully dressed for the occasion and the very professional video screens and taping, ONU is a first class act.

Can you tell we are still excited by what we saw and heard? Tell the people behind the scenes their work is very important and appreciated by Agrads@ and Afamilies.@" data-bbox="171 90 893 145"/>

Now, I'm sure some of you are wondering whether these wonderful letters are the only kind I get. Of course, they are not! I get the negative ones too and sometimes, as I experienced this past spring, I am insulted for 40 minutes on the phone by angry parents. The important point, though, is that the successes and accomplishments of our students and graduates are possible only because of what each of you contributes every day. And, as the letters I have shared with you hopefully make clear, these contributions are recognized and greatly appreciated.

So, what were some of those contributions, accomplishments, and distinctions in 2003-04? Well, one important one came at the end of the year in May. With all of our trustees on campus participating in the committee work of the Board, the skies opened and unleashed a fearsome storm. Rivers emerged all over campus and our ever creative Engineering students broke out their concrete canoe to play in them. But, for our fabulous plant staff, this was anything but Aplay time@. Rallying quickly together, they responded extraordinarily to this incredible and completely unexpected emergency. Today, they wear their special T-shirts indicating they ASurvived the Flood of 2004". The University survived as well, but **only** because of their unmatched dedication and resourcefulness. Last year it was mounds of snow and ice; this year it was rain and floods. Regardless of the calamity, our dedicated plant staff colleagues keep our learning environment clean, safe, and operational and we thank them most sincerely for their extraordinary efforts.

Another major emergency occurred this summer when we discovered that hackers had gained access to the main University data base. Without hesitation and largely without sleep, our dedicated IT professionals swept into action and in two and a half days and nights of unwavering dedication managed to get the University fully operational again. All of us were extremely grateful for this very special effort.

We are also grateful to the many other campus offices that step up daily to help us meet the needs of students and faculty. Just last year alone, for example, our proposal development office helped in the preparation of grants totaling almost \$900,000. At the same time, our Advancement Office collaborated with History, Political Science and Criminal Justice to create an exciting oral history project, "My ONU," that gives our alums an opportunity to share their memories of ONU with us. Under the super leadership of Ken Block and Ray Schuck, this effort resulted in the creation of a superb historical presentation that two of Ray's students, Laurie Godfried and Deidre Dudgeon, gave at a number of our alumni gatherings last year. Our students and their research were warmly received by our alums.

Another campus office that serves our students well is the Communication Skills Center.

Since the 1999-2000 school year, it has increased the number of individual appointments it holds with students by 67%. During this same time period, contact hours with students have increased by 76% and videotaping hours by 83%. Our support programs, in other words, are increasingly reaching our students. Of course, our Financial Aid Office has been doing this successfully for many years. Annually, the professionals in this office develop close to 2000 packages for prospective students. Without this incredible effort, we simply would not be successful in the intense and demanding competition for top quality students. This year these very special individuals were recognized as the "Support Staff of the Year" by the Ohio association of financial aid professionals.

Wherever one looks at ONU, in other words, there are highly dedicated individuals contributing to the welfare of our enterprise. These contributions, however, are not only in the form of outstanding work. They also come in the form of resources. According to a report on the Northern Fund, for example, 58% of the faculty and staff at ONU participated in last year's Campus Campaign. All together, this effort raised approximately \$66,000 for the University. This represented almost a doubling of the amount given in 2000-01 when only 34% of the faculty and staff participated in the campaign.

None of us can thank you enough for the dedication and commitment that is represented by the outstanding contributions each of you make to ONU. I hope, though, that you know how very much we appreciate everything you do.

This appreciation, of course, must also be extended to our extraordinary faculty and what a busy and incredible year they had in 2003-04. The report that is compiled every year from the information in the faculty record form indicates that about 71% of our faculty developed new courses or redesigned the pedagogy in existing courses or curricula last year. A little over 67% participated in the work of their professional associations by giving papers at meetings, serving in leadership positions, or providing other kinds of service. And, about 63% were involved in extension or outreach activities related to their field of expertise in 2003-04. In addition, ONU faculty members submitted 103 proposals for internal or external grants with a total value of more than \$1.1 million and published or presented at juried shows almost 300 (283) examples of their professional work. And while they were doing all of this and teaching their classes, the typical ONU faculty member last year advised at least 10-15 students and in some colleges, especially the College of Pharmacy, far, far more.

WOW! What a year! But let me be a bit more specific and tell you about some of the incredible things individual faculty at the University were engaged in last year. To begin with, not one, but two engineering faculty, Bruce Berdanier and Subhi Bazlamit, were selected as Fulbright scholars for 2004-05. Receipt of these highly prestigious professorships will enable both of these faculty members to travel to the Middle East to teach and do research this year. Two other engineering faculty, J. D. Yoder and Jed Marquart, were named as NASA Fellows last year and spent this past summer at the JPL

Laboratory in California and the NASA facility in Huntsville, Alabama respectfully. Sunny Zank, in our Music Department, spent part of her summer at a Japanese Studies Association's Summer Institute where she studied Japanese language and proper body movement in Japanese culture. Sunny was one of the 20 individuals selected for this Institute from the over 150 who applied. While Sunny was studying at the Institute, John Lomax, Ray Schuck and David Smith were preparing a collection of precious maps of the world and especially the Far East for display and use in our educational programs. Some of these maps date back to the 15th century. They're currently on display on the fourth floor of the Library. Look for them and enjoy them! Steve Iseman in our Communication Arts Department, received the Walt Siefert Award for Service to the Public Relations Student Society of America, while Kate Witte was selected as Great Lakes Region Coach of the Year and Brian Hofman as the National Coach of the Year. Karen Kier received the Beal Award for lifetime contributions to the profession of pharmacy in Ohio and Marc Sweeney was installed as president of the Ohio Pharmacists Association. In addition, the July 2004 edition of *Pharmacy Today*, an official publication of the American Pharmacists Association, featured a front page article describing a highly innovative rotational and residency program at Physicians, Incorporated in Lima that brings A pharmacists and physicians together to improve the treatment of patients@. Bud Smith, in English, presented *The Way of Kinship*, an anthology of Native Siberian literature at an international conference in Salekhard, Siberia and received a gold medal commendation from the U.N. committee responsible for the "Decade of indigenous peoples 1994-2004". Roseanna Dufault, in Modern Languages, attended meetings in Montreal and Martinique, while Margaret Croskery, English, and Mary Haynes, Education, both spent time at Oxford last year. For the ninth year in a row, Pat Freeman, Education, and Carl Hoagstrom, Biological Sciences, received a grant from the Martha Holden Jennings Foundation for their "Summer Adventure" in science and natural history program for inner city boys and girls. Harold Putt, who was identified as a Teaching Fellow for the Ohio Board of Regents in 2002, presented a paper on "Specialized Courses for Mathematics Teacher Licensure Students@" with his colleague Tena Roepke at the Ohio Board of Regents Mathematics and Science Teaching Fellows Statewide Conference. And, finally, Anas Alhajjii and Vic Streib kept the national and international spotlight clearly focused on Ohio Northern through their regular comments on oil and juvenile capital punishment issues in such renowned venues as the New York Times, the Christian Science Monitor, NPR's All Things Considered, CNN, and USA Today.

Now, hopefully, this brief listing of the accomplishments of some of our faculty last year makes it clear that ONU has an exceptional group of individuals providing instruction for our students. The same impression is conveyed, however, when one focuses on what we did together last year as opposed to what we did individually. For example, we hosted three successful accreditation or reaccreditation visits in Clinical Laboratory Sciences, Pharmacy, and Technology. In addition, our public relations program in Communication Arts was certified by the Public Relations Society of America. Only 13 colleges and universities nationwide hold this certification and ONU's program is the only one in Ohio. We also hosted statewide meetings in mathematics and history and, under the capable

direction of Nancy Woodley in Biological Sciences, we again served as the site for the District Science Day. This summer, at the initiative of Marc Sweeney and Abby Kahaleh, we hosted the first gathering of the Professional Experiential Program Directors of Midwestern Colleges of Pharmacy. Also—and very importantly—this summer, the Sakae Institute sent 27 Japanese students who will be entering American colleges and universities this fall to ONU for a 6 week intensive language program. Marjorie Pitts and Mary Drzycimski-Finn provided fabulous leadership for this program which was the product of contacts initiated by Bruce Burton and we are hopeful that this summer's program will mark the beginning of a long relationship with the Sakae Institute.

In addition to these efforts, we spent a great deal of time last year working on the development of a Bachelor of Science in Nursing program and an LL.M in law. Rod Anderson, in Biological Sciences, has provided the principal leadership in the development of our BSN proposal and based on interactions we've had to date with the Ohio Board of Regents, the Ohio Board of Nursing, and the Higher Learning Commission, we are optimistic that this program will ultimately be approved. Ideally, we would like to begin admitting students in the fall of 2005. The LLM effort, which has been led primarily by Howard Fenton, was very strongly endorsed by the Higher Learning Commission Review Committee that visited campus this summer. It will begin next year if we are able to get the federal funding we have been seeking by December.

In addition to these initiatives, we received a small grant from the Ohio State University Center for International Business Education and Research to create a Center for Cuban Business Studies. This new organization will be part of the College of Business Administration and, in an effort to share ONU's experience and contacts in Cuba with our colleagues throughout Ohio, it will sponsor a one-day conference on Cuban Business Opportunities next year.

Two final collective successes that I want to share with you this morning are the new Celebrezze Room in the College of Law and the significantly upgraded NMR capacity we now have in the Department of Chemistry. If you have not already done so, I hope you will get a chance to read the great article by Nancy Sabol in the spring, 2004 edition of The Writ about Judge Anthony Celebrezze's many contributions as a dedicated public servant. The new Celebrezze Room, which was made possible by a generous donation from the Celebrezze family, houses many of his papers and memorabilia and is an especially inviting place for thoughtful contemplation. On the walls are photographs of Judge Celebrezze with at least four American presidents and displays of pens, proclamations, and other symbols of his lasting impact on the world in which we live. Stop by the College of Law and take a look at this impressive new room. You will not be disappointed.

You will also not be disappointed if you get a chance to visit with Brian Meyers in Chemistry about the highly enhanced capability of our Nuclear Magnetic Resonance spectrometer or NMR in the department. Spectroanalyses that previously took students hours to do can now be done in minutes and the new instrument permits a whole host

of experiments that were not possible with the original spectrometer. Talk to Brian about the exciting opportunities that will be available with this significantly upgraded instrument that is so important to the education of our scientists, pharmacists, engineers, and others. And, if you can't find him, go to his website and click on [The NMR upgrade page](#) for more information and photos on this important development in the sciences.

Now, what about this year? What sorts of things will occupy our attention and focus our efforts? The first thing we need to talk about in this regard is the visit of the Higher Learning Commission (HLC) in October. The HLC will be on campus for purposes of reviewing the University and, we certainly hope, reaccrediting us for another ten years.

In preparation for this visit, an outstanding campus committee has been working for more than two years on a multi-volume self-study of ONU. This effort has been under the very able leadership of Dr. Anne Lippert, Dr. Bob Hovis, and Dr. Jon Pitts. The product of this group's effort is available in printed form through Dr. Lippert's office or at our website under [Academic Affairs](#) and I would like to encourage all of you this morning to take a look at it. I think you will find that it provides, within the confines of the HLC criteria, a comprehensive, interesting, and highly readable overview of the growth and development of ONU over the past ten years.

What are some of its highlights? Well, since I've just encouraged you to read the report, I don't want to provide too thorough a summary. Perhaps, though, I can pique your interest by briefly sharing how I think our self-study characterizes the growth and change of our University over the past ten years. Such a summary also has the value of providing the individuals most responsible for what we do at ONU with a status report on our accomplishments and progress over the past decade.

The HLC criteria for accreditation are:

- < Mission and Integrity.
- < Preparing for the Future
- < Student Learning and Effective Teaching
- < Acquisition, Discovery, and Application of Knowledge
- < Engagement and Service

To respond to these criteria, we created a seven chapter self study that includes information that justifies our request for reaccreditation. It makes regular reference to the vision and goals in our strategic plan and is guided by three interrelated themes, namely that ONU is learning-centered, connected and distinctive, and future oriented. Among the specific accomplishments, changes, and developments we call attention to are the following:

- < **New programmatic initiatives:** Honors Program, Master of Education in Teaching, Non-traditional Doctor of Pharmacy, Clinical Laboratory Sciences, Bachelor of Science in Nursing, Master of Laws, and Student

Leadership Development.

- < **Strategic Planning:** Creation of the University Planning Council and development of *ONU Charts Its Future: Directions for a New Century*. The self-study emphasizes our commitment to an enrollment planning model of balanced growth and references efforts we have made to adhere to this model.
- < **Assessment of Student Learning:** Review of these efforts and initiatives requires a separate volume in the self-study materials. It includes an explanation of the University's continuous improvement assessment model and information on the measures and techniques used by each of our colleges to evaluate student learning.
- < **Professional activity of faculty:** There is constant reference throughout the self-study to the professional engagement of our faculty and the integration of undergraduate students into faculty research programs. It is noted, for example, that 75% of our faculty report spending some of their time doing research, that 66% report involvement in professional activity, and that 41% of our graduating students indicate they have been involved in some kind of faculty research projects.
- < **Technology:** KPMG assessment, creation of the Office of Information Technology, increases in staffing, web CT and smart boards, luminus, initiation of a technology fee, microsoft campus license, and designation as the third Most wired@ campus in Ohio (and 100th in a group of 351 leading institutions) in 2003.
- < **Facilities:** Additions to and renovations of Dukes, Presser, Tilton Hall of Law, Wilson Art Center, Chapel, King-Horn, and Heterick. Construction of the campus apartments, Dicke Hall, and the Dial-Roberson Outdoor Events Stadium. Development of a facilities master plan.
- < **Regional and National Partnerships and Linkages:** Ohio Campus Compact, International Study (Cuba), clinical and practical experiences, Engineer in Residence, Engineering Assistance and Research Center, Center for Research Initiatives, Institute for Social Research, University/Ada EMT training, National Survey of Student Engagement (NSSE), Cooperative Institutional Research Project (CIRP), Freshman Survey, and the University of Delaware Study of Institutional Costs and Productivity.
- < **Student Engagement:** Co-curricular activities, community service, and volunteerism.

This, of course, is only a very brief and cursory sampling of the information about ONU's

evolution in the last ten years that you can find in our self-study. There's lots more and I hope some of you will take the time to study the materials that have been compiled. I am sure you will be proud of how ONU has progressed.

The HLC team will arrive on campus on October 18 and remain until October 20. Lots of meetings will be scheduled and we anticipate they will include opportunities for members of the team to visit with faculty, staff, and students. We will distribute the full schedule electronically and through standard campus channels as soon as we know it. We hope some of you will have time to participate in this extremely important event in the life of our University.

In addition to re-accreditation, we expect to continue to focus on the planning process and the allocation of budgetary resources to meet planning goals in the year we inaugurate today. When we developed *ONU Charts Its Future*, we emphasized that planning is a dynamic, on-going process and that, as a consequence, we fully expected that our strategic plan would evolve through multiple iterations. That is precisely what is happening. This past year, the Planning Council focused exclusively on an evaluation of our Plan as it was finalized by the Board in 2002. The vision, values, University commitments and goals were all found to be completely viable, relevant, enduring and appropriate. However, some of the strategies identified to achieve the goals articulated in the Plan were found to need revision, updating, enhancement, etc. We will be sharing these changes with you in the next weeks and months.

When we developed our Plan, we also emphasized that plans could not help to guide organizations unless there were ways to match identified goals with resources. Hence we indicated that we needed to transform the budgeting process at the University so that resources were sought, justified and allocated in terms of the contributions they made to the goals identified in the plan. As you all know, budget requests are now made in the fall, justified in terms of our Plan, reviewed at the college, vice presidential and presidential levels, and integrated into a proposed budget for the next year. This proposal contains specifics about new personnel and commitments, salary increases, capital expenditures, etc. It is then shared with the Budget and Appropriations Committee. After review, discussion and change, it becomes the preliminary budget we share with our trustees and that I present to you in late April/Early May every year.

For the most part, this process has worked very well. However, it became clear last fall that groups with important roles in the process, like the Budget and Appropriations and Personnel committees, were not aware of the kind of budgetary climate and environment we were anticipating for the new year. For example, they had no idea about the magnitude of the inflationary pressures we thought likely, or the kinds of health care increases we expected, or the capital allocations we knew would be unavoidable. As a consequence, they did not have a solid context for the recommendations they were supposed to make, especially with reference to salary increments, as part of the process. To improve this situation, we intend to convene a meeting of these groups this year to

discuss the budgetary realities we foresee and to get input on these and related matters.

In the more general sense, though, what is the current and anticipated environment for planning and budgeting in higher education? For example, there's lots of talk right now about the impact of terrorism, oil prices, the Iraqi War, health care costs, etc. on what is possible in this country. What about higher education? What is happening in the world in which we live that is likely to impact what we can do in colleges and universities in this country and at ONU in particular? Last year, I talked about the emergence of the millennial generation and about the ways in which their views of the world, expectations, and relationships could impact what we do in our classrooms, residence halls, dining areas and libraries. I don't know whether any of you have had any intense interactions with millennial students or their parents during the past year, but I have and I have no doubt that the current generation approaches college with a very different set of expectations, rights, privileges, etc. than their parents and grandparents did.

But, what else is happening in our environment that we need to consider as we continue to plan for our future? The editors of *American Demographics*, a well respected magazine that focuses on emerging trends, recently tried to provide some insight into this question by asking 11 highly regarded and AAsought-after@@ commentators to make forecasts about what they expected in the year 2020. In the process, of course, they had to identify some of the trends that seem to be firmly underway in our society.

What did they come up with? Well, I doubt that many of us would regard their predictions as terribly surprising or revolutionary. As the attached graphic indicates, the kinds of trends and changes they identify are the sorts of things we hear about every day! What I think is more interestingCCand certainly more relevant to our planning challengesCCare the interpretations they offer of the impact and implications of these emerging directions on our society. It is not, for example, simply that we are becoming a more diverse society; it is that there is a greater tendency today for ethnic groups Ato retain their culture@ as this process occurs. This puts a premium on learning to Aembrace our differences@ and celebratingCCand, indeed, Aenjoying@CCdiversity. The implications of this kind of change for educators, like us, are enormous and far reaching. Similarly, I don't think it's difficult to know these days that we are an aging society that is living increasingly outside of cities in micropolitan areas. After all, birth rates and other statistics can tell us pretty quickly that 25 percent of the U.S. population will be 18 and under in 2020, while 30 percent will be over 55. Again, the interesting thing about these trends is the way they will impact things like our workforce, where opportunities for younger workers to move up may be curtailed, our health care system, which will require more and more professionals of all sorts of varieties to take care of these aging Baby Boomers, or even our higher education systems, where there will be increased demands for new kinds of educational opportunities and delivery systems.

Finally, there is nothing startling or unusual in the observation that technology will

continue to develop and pervade our lives. What's interesting is the notion that technology will be increasingly used to avoid thinking and connect us to companies, groups and databases that will significantly compromise our privacy and individuality. Equally important is the idea that the speed of technology transforms every aspect of life. It is because of speed that American companies can outsource services to agents all over the world and it is, in part, because of this that we are seeing the continuing emergence of countries like India, China and others. It is the speed of technology that has, in part, transformed major corporations into "change producers" rather than simply reactors to change. They now realize how dynamic and constantly evolving the marketplace is and that they must work hard to monitor it and stay in front of it rather than simply changing when it is convenient or desirable for them. But, what happens to workers and families in these environments. The dynamic, constantly changing nature of modern corporations and businesses puts enormous pressure on the adaptability of employees and their families. Are we teaching our students to prepare for these kinds of work environments? Indeed, are we transforming our pedagogy, classrooms, and learning environments to take advantage of the opportunities that the speed of technology facilitates? Environmental scanners continue to insist that traditional brick and mortar campuses will be replaced by interactive internet study opportunities, satellite campuses and on-site corporate educational programs. They also insist that the speed of technology enables us to personalize everything. Are we thinking about and preparing for these developments?

I could continue through this list of emerging trends, but the general point would be the same: Change is occurring at an ever more rapid pace in our environment and we can expect that it will, without question, significantly impact what we do in higher education and at ONU in the years to come. An on-going planning process, therefore, is essential. Such a process, of course, must consider some of the kinds of things we've been talking about. But, it must also focus on the changing nature of our students and our University as a whole. We've been able to monitor the former through our participation in the annual freshman survey sponsored by UCLA and our involvement in the work of the National Survey of Student Engagement or NSSE. Indeed, a couple of years ago I spent a good portion of this time with you outlining the results of our analyses of the data provided by these surveys. In general, though, it has been far more difficult to identify peer groups and data that we can use to compare trends and patterns at ONU to national and regional norms. Hence, we welcomed the analysis we recently received that compared 753 private colleges and universities on a series of dimensions. Although we are in the early stages of our analysis of these data, there are a few interesting findings that are worth sharing.

First, although our enrollment is considerably larger than the vast majority of the institutions in this comparison, it has been growing a little more slowly than other mid-western private institutions and at about the same rate as the national average in recent years. Because of our strong professional programs, our instructional costs per FTE students are, not surprisingly, higher than the national and regional averages, but have

been growing at a rate that is below the national average in the past five years. Our student-faculty ratio is lower than the national average and stable, while our 6 year graduation rate is about 10 percent above the national average and also stable. Tuition increases in recent years have been lower than the national and mid-western averages and have also been smaller than those found at other institutions nationally that, like us, have more than 2250 students. However, the actual tuition cost at ONU is considerably higher than it is at most other private schools. Fortunately, though, the data show that our institutional aid is also higher than others and has been growing more rapidly since 1998 than it has at other institutions. Finally, these data make very clear that ONU is considerably more dependent on tuition for its resources than the average institution in the study.

None of these findings, I suspect, surprised many of you. From a planning perspective, though, they are important because they demonstrate that, for the most part, we're doing the kinds of things (e.g. low and stable student-faculty ratios, high and stable 6 year graduation rates, strong and increasing institutional aid programs and stable instructional costs) that are generally associated with strong programs. The same is true when one reviews a complicated multi-factor financial strength index the originators of this database prepared. Our percentile score is 76.5 which puts us in the top quartile (which runs from 66 to 100) on this measure. Yet, these data also bring our tuition dependency and high tuition into very sharp relief. They are clearly matters we need to continue to keep very much in mind along with the national trends we reviewed earlier and the changes that are occurring in our students--as we move forward with our planning processes.

Planning, scanning and budgeting as well as accreditation, then, are two major activities that will occupy our time in the year to come. And, of course, there are others. In the time that remains, I will not, regrettably, be able to talk about all of them, but let me mention just a few. Of course, we will start our year, as I'm sure everyone in this auditorium today knows, in our brand new Dial-Roberson Stadium. This project has been on the University's agenda for most of the past decade and thus it will be, I know, a very special treat when the kick-off occurs at 1:30 on Saturday. On September 25, we will officially dedicate the new facility and I hope many of you will be able to attend this signal event in the history of the University.

I hope some of you will also be able to join us at 11:30 on September 13 when we will officially dedicate our magnificent new business building, Dicke Hall. As everyone knows, we've been using this state of the art facility since last year, but it has only been in the last few weeks that we have gotten some of the tiling, landscaping and other projects finally completed. We expect Jim and Eileen Dicke Sr., Jim II, and others to be in attendance at the dedication and we hope some of you will be able to join us as well.

We will also be inaugurating an Employee Fitness Program this year that I hope some of you will get a chance to participate in. You will recall that creation of a campus wide

wellness program was one of the recommendations made by the health care task force we created about 18 months ago. Well, thanks to the hard work of Scott Swanson, Ron Beachler and their colleagues in Human Performance and Sports Studies (HPSS), we will begin a pilot program this fall. The class will meet from 11 to 11:50 on Monday and Thursday and will assist full time University employees in designing and implementing a comprehensive wellness program. To begin with, the class will be limited to 15 individuals, though the department has indicated it will consider other options and possibilities if there is enough interest. Exercise Physiology majors will be involved in the course so they can gain hands-on experience and the course will have both learning and activity components. If you are interested in this program, please contact either Scott Swanson or Ron Beachler in HPSS.

We also want to offer some Teaching with Technology grants this year. Operated by our Information Technology Office, this grant program is intended to encourage and support the development of teaching with technology. Successful applicants will be expected to develop products and techniques that use technology to supplement classroom teaching or that result in the creation of new courses that take advantage of technology. Ten grants of up to \$5,000 each will be awarded through Dr. Lippert's office and will be supported through the Technology Fee. For more information on this program, please contact George Gulbiss in IT.

This year there will also be a good deal of conversation about further facility development. Although we remain focused on the major addition to our pharmacy/science facilities, we recognize that raising \$20 million or more will be difficult and take time. In the meantime, there are pressing needs for additional instructional space in Pharmacy and elsewhere. At the initiative of the Pharmacy faculty, therefore, we explored this past summer the possibility of remodeling some rooms on the second floor of the Robertson/Evans building. This turned out not to be viable and thus we began to talk about the construction of a classroom building connected or adjacent to our current science/pharmacy complex. We've now seen some preliminary drawing of this concept and I know there will be continuing conversations about needs, possibilities and financing of such a facility this year. Ideally, we'd like to agree on a design and identify resources in the next several months and then move forward with the project soon thereafter.

There will also be conversations this year about an expansion of campus housing. As I'm sure everyone knows, our student apartments have been extremely popular and we are constantly asked when we intend to build more. Before we can explore this option, we must decide what we are going to do with our existing residential complexes. Hence, I have asked A-K Hilderbrand and John Green to prepare a housing plan for the future that we can begin to talk to our Board about in October. I have asked, moreover, that the plan consider graduate and law student housing and explore how we might be able to provide housing for new faculty and staff and others.

In conjunction with this discussion, there will also be continuing conversation about the creation of a Greek Village at ONU. As some of you know, we have begun to talk about this concept as part of our general effort to refocus and revitalize the ONU Greek community. In that regard I want to take this opportunity to invite those of you who were members of a national Greek organization when you were in college to let A-K Hilderbrand know about your affiliation. She'd like to get anyone who is interested involved in our discussions.

Finally, I know there will be conversations about the incentives that are needed to promote collaborative programming across colleges, so-called *Alegacy@* and other tuition waiver programs, and budget and compensation needs and issues. And, none of this considers all the unknown and unexpected issues, events, opportunities, etc. that I know will emerge between now and next May.

We will, in short, be very busy this year! Yet, to all of our activity and involvement we will bring a special spirit, a special passion that unites us in this enterprise known as Ohio Northern University. Toby and I thank all of you for that and wish you a super year!