



# **BUILDING ON SUCCESS**

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President**

**Rochester Institute of Technology**

**Community Address**

September 4, 2002

## **WELCOME**

Good morning and welcome back to those of you who became part of the RIT family prior to this academic year. Good morning and welcome to those of you who are beginning or continuing your careers at RIT. All of you – both new and not so new – will find this year as exciting, challenging, and fulfilling as recent years have been. All of us, working together, will be true to what RIT has been and what it is, and will shape what it will be. Thank you for being part of all that we will do this year.

There are 2,697 regular faculty and staff at RIT this year, 236 of whom are new. Will all of the new faculty and staff please rise so the rest of us can give you an RIT welcome?

In what follows, I will provide a brief review of some of the accomplishments of the past year at RIT. I shall then follow that review with a discussion of some of the challenges that lie before us this year. But first, let me offer a little perspective on who we are at RIT and, in terms of the big picture, what we are all about.

## **REMEMBERING WHO WE ARE**

Today is exactly one week shy of the first year anniversary of the terrorist attack on New York City and Washington, D.C. This was an attack on America: who we are and what we stand for. It was an attack on our fundamental values of freedom, democracy, and justice. The surprise attack took, at one time, thousands of American and foreign lives, including women and children. It was an attack against non-military personnel in a total social and business – not military – setting. This country and the world have responded and continue to respond.

This was also a time for RIT to become introspective. We had to remember who we are. As a community, RIT responded in a number of ways, some immediate and some ongoing.

For example:

- We chose to keep the university open and not close it down. We were the only university in the area to do so. I believe as strongly as ever that it was the right decision for RIT and you know my reasons.
- We immediately provided times and venues for faculty, staff, and students to interact, mourn, grieve, and discuss what had occurred.
- RIT students responded by donating blood and the university as a whole sent blankets and other articles of necessity to the areas of attack.
- We rented and flew 22 American flags at the RIT entrance for 2 months following 9/11.
- We are committed to offering scholarships to children of victims of the attacks.

We also invited George J. Tenet, Director of Central Intelligence, to be our Commencement Speaker. This was a way to show our support for the Intelligence effort underway to bring those responsible for these attacks to justice and, importantly, provide information that can prevent other attacks. Mr. Tenet, who received an Honorary Doctorate degree from RIT, spoke in his address about the threat and danger of terrorism and the importance of public service. He identified the most significant challenge facing the world as the challenge to achieve world peace. He sees enhanced international understanding, the need to close the gap between the rich and poor throughout the world, and more accessible education as the keys to achieving world peace. He pointed out that only in America could the son of two immigrant parents become the Director of Central Intelligence.

A number of RIT programs are important in the free world's war against terrorism, including programs in the Center for Imaging Science, Engineering, and Computer/Information Systems. To this end, we have hosted a top-level administrative and research delegation from the National Imaging and Mapping Agency (NIMA), and, on a separate occasion, the Chief Scientist for the CIA.

As an American citizen, I am proud that RIT is able to enter into this kind of dialogue. As members of the university community, I think it is important, for those of you who are not directly involved in these explorations, that you know about them. It is RIT's way of being proactive and contributory in this deadly war against worldwide terrorism, especially terrorism aimed directly at America.

Retrospectively, we do not want to forget the grief incurred by so many Americans on 9/11, grief that continues to this day. To this end, RIT is holding "A Day of Remembrance". RIT events that will occur on September 11 include the following:

- The Interfaith Center's Allen Chapel will be open from 8:30 a.m. to 9:00 p.m. for anyone wishing to meditate, reflect, or pray in a quiet setting.
- At 8:46 a.m. (the time of the first crash into the World Trade Center), there will be a moment of silence on campus.
- Ingle Auditorium will be open from 8:00 a.m. to 3:00 p.m. for the RIT community to gather and a large screen TV will be available to view extensive news coverage of the day.
- At 4:00 p.m., a "Remembrance Service" will be held in Ingle Auditorium led by local religious leaders and the staff of the Center for Religious Life. Jamie Campbell, retired RIT professor of philosophy, will speak on "The Building of Monuments".
- A counselor will be available in Room 2100 in the August Center from 8:30 a.m. until 7:00 p.m.

Let us have a moment of silence now in honor of those lost.

Let me turn, next, to a “Year in Review”.

## **A YEAR IN REVIEW**

### **Enrollment**

RIT continues to be in the favorable position of being able to establish higher student enrollment targets, while at the same time increasing quality and diversity of programs and student body. Recognizing that increased efforts to improve retention and that record setting entering classes over the past several years will by themselves increase enrollment, our Optimal Size Plan calls for little change in the number of new undergraduate students in the years ahead. We do expect to continue to increase our intake of graduate students as we grow programs and add new ones.

Consistent with our overall size strategy, I am pleased to report a number of new milestones in enrollment:

- Total RIT enrollment continues to grow. We expect approximately 15,500 students, up from 15,160 last fall. RIT's FTE will reach an all-time high exceeding 12,300. Our fall results are expected to be consistent with planning estimates put forth in our Strategic Sizing Plan approved last fall by our Board of Trustees.
- Full-time enrollment will reach an all time high, exceeding 11,800. Both full-time undergraduate and full-time graduate enrollments are RIT records.
- Applications for freshman admission increased (+3%) and exceeded 8,900, a new record. Applications for graduate admission also increased by 3% setting a new record. Total applications to the Institute this past year exceeded 15,100 – another milestone for RIT.
- RIT's Freshman Class is expected to number 2,400 – a record. The transfer class will be slightly smaller than Fall 2001, approximately 870, primarily due to the increase in freshmen.
- RIT's entering students are well qualified. The overall quality of the entering class will be quite similar to the class of 2001, with a mean GPA of 89, average SAT of 1209 (middle 50% of scores ranging from 1110 to 1300). Like last year, approximately 50% of RIT's Freshman Class come from outside New York State.
- The Freshman Class contains 25 students who are National Merit, National Achievement, or National Hispanic Scholars.
- RIT's incoming AALANA recruitment results demonstrate good progress in the implementation of RIT's Diversity Plan:
  - 10% (242) of the Freshman Class represent AALANA populations (a new record). Significant progress has been achieved in MEST (math, engineering, science, and technology) disciplines with AALANA growing from 6% to 10% of entering Engineers, from 14% to 22% in Engineering Technology, and from 7% to 10% in Science.

- 15% (135) of the transfer class are AALANA.
- 8% (75) of RIT's entering graduate students are AALANA.

All told, we expect to welcome 460 new AALANA students to our campus this Fall (a new record). This growth will lead to a more diverse campus in the coming year and years ahead. All here will benefit, as will the employers who seek our students for co-ops and permanent placements.

While I cannot confirm international enrollments at this date due to uncertainties about visa approval rates for admitted undergraduate and graduate students, I can say with confidence that we will see increased international presence in the RIT student body this fall as the international population grows beyond the 1,351 record set last year.

## **Diversity**

In almost every opening-of-the-academic-year address, I have stressed the importance of diversity at RIT. Last year, I indicated that we would place an exceptionally strong emphasis on diversity in the coming year, with the major focus on faculty diversity. I am happy to report that significant progress and achievement resulted from a campus-wide effort to improve diversity on the RIT campus. I will now list some of the signposts of this achievement:

- The RIT Board of Trustees sponsored a comprehensive Diversity Day. March 25 was the date. Trustees participated actively in the planning and a number of them made presentations during the day. Outstanding national speakers participated, including the Chairman/CEO of Eastman Kodak, the former president of the University of Maryland and currently president of the National Action Council for Minorities in Engineering (NACME), and a professor of law at Columbia University who is the recipient of the MacArthur Foundation "genius" grant. A full morning of presentations was followed by an active afternoon of workshops. A videotape of the day is available.
- As a follow-up to Diversity Day, three blue ribbon task forces of faculty and staff have been appointed. The task force on recruiting will be chaired by Eydie Lawson, Chair, Department of Information Technology; the task force on retention by Carol Richardson, Chair, Department of Electrical, Computer, & Telecommunications Engineering Technology; and the task force on environment by Diane Hope, William A. Kern Professor in Communications. A Steering Committee coordinating and guiding the task forces is being chaired by Eulas Boyd, Assistant Provost for Diversity. The Steering Committee includes Reneé Baker, Manager of Faculty Recruitment; Alfreda Brown, Chairperson, Commission for Promoting Pluralism; Mary-Beth Cooper, Vice President, Student Affairs; Jorge Diaz-Herrera, Dean of the Golisano College of Computing and Information Sciences; Ian Gatley, Dean of the College of Science; Joyce Hertzson, Chairperson of the Academic Senate and Administrative Chair, Foundation Studies in CIAS; Harvey Palmer, Dean of the

College of Engineering; Polly Reeder, Executive Assistant to the Secretary of the Institute; Fred Smith, Secretary of the Institute and Assistant to the President; and Patty Spinelli, Director of Human Resources. Thirty-eight faculty and staff make up the three task forces. The kick-off event for the task forces will be on Friday, September 13, from 12 – 4 p.m.

- An additional follow-up to the Diversity Day will be the work of the Center for Governmental Research, which, as a result of its successful competition in the request for proposal process, has been retained to conduct a comprehensive survey and audit of RIT's diversity climate and environment. Alfreda Brown, Chairperson of the Commission for Promoting Pluralism, heads up a group that is coordinating work with the Center for Governmental Research.
- The Minett Professor for the academic year 2001-02 was Essie Calhoun, Director of Community Relations and Contributions and Corporate Vice President of Eastman Kodak Company. Essie was outstanding in providing leadership to the planning and orchestration of Diversity Day as well as to diversity efforts throughout the year.
- Diversity was a key topic at the April 26 President's Roundtable. The Roundtable includes 21 leaders from Rochester and around the country who meet once a year for a full day to advise me about strategic issues facing RIT.
- A new center, the North Star Center, was established to work under the newly appointed Assistant Provost for Diversity, Eulas Boyd. The Center will focus initially on AALANA student recruitment and retention.
- RIT received the Black Business Association's Award of the Year for developing a support network and voluntary purchase plan for minority-owned businesses.
- RIT implemented a 16-hour minimum program for division managers in support of diversity awareness, recruitment, and retention.
- We produced an outstanding Retention and Recruitment of AALANA Faculty and Staff Report, authored by the Chair of the Commission for Promoting Pluralism, the Assistant Provost for Diversity, and the Director of Human Resources.
- RIT was selected by the Center for Organizational Research to make a presentation in Atlanta on best practices for diversity initiatives. The presentation, made by the RIT staff who authored the report just described, was judged to be the benchmark for the conference, and follow-up is underway on a national level.

Most of what I have described above represents input activity – organization, process, and programs. What about results, particularly with regard to faculty, which was our main focus over the past year? As I reported throughout the second half of the academic year in various forums, the results have been outstanding. As of September 2, 84 new faculty appointments have been made, 26 (31%) of which are AALANA. Given the national pool of 6% AALANA

faculty, this outcome is remarkable. I could not be more pleased or proud of our faculty search committees, department chairs, deans, and staff who have worked to bring about this result.

The quality of education at RIT will increase as a consequence of a more diverse faculty. You know my rationale for this statement well, as I have repeated it often over the years in this and other forums. I see the results of this past year as finally putting RIT on the winning track. Since the percentage of AALANA faculty at RIT is still approximately 4% (compared to the national pool of 6% in the areas in which we teach), we still have ground to make up but, as I just said, we are on our way. It is noteworthy that the student enrollment figures that I reported earlier are entirely consistent with this progressive track record.

## **Retention and Student Success**

A second major effort of the past year was to increase student retention. Again, the results are positive and promising. Traditionally, we have had 84% of our freshman class continue into the sophomore year. Last September, I reported that the results of the efforts of the immediate preceding year had increased student retention significantly from 84% to 87%. Consistent with that improvement, retention from the autumn to the winter quarter, and from the winter to the spring quarter of last year increased over the immediate preceding year, which leads me to conclude that the student retention rate this year will exceed the 87% record of the previous year. We will not know for sure until the 21-Day Report.

You know how I feel about input and output. I am results-oriented in orientation and do not like to spend a lot of time talking about all the things we are proposing and engaging in in order to obtain desired results. I like to focus on the results. On the other hand, I fully acknowledge that a well organized and designed process will more likely lead to desired results than a random one full of good intentions. This past year featured an introduction of a number of significant approaches across the campus that I think will have a major impact on student retention.

Before I list some of these retention approaches, let me take a moment to review why I couple student retention with student success. I define student success as students entering RIT, graduating from RIT, and feeling very satisfied and good about their time and experience overall at RIT. If we achieve student success in these terms, our alumni have every chance to be successful and happy in their lives and careers and, hopefully, be appreciative, loyal, and supportive alumni over their lifetimes. Student success is the key to our core values at RIT, and indispensable if we are to achieve our goal of every alumnus(a) considering RIT his/her second “family” as he/she progresses through life.

Let me now turn to some of the approaches we have taken this year to improving student retention, which are necessary conditions for student success as I have just defined it:

- We have implemented an Early Alert and Intervention System (EAIS) to identify all students who received a grade of “F” or “W”. The system is to be utilized by faculty for all students, with the emphasis on freshmen. The EAIS is available through the Faculty/Staff Advising Website. The students’ performance is evaluated using predetermined categories of achievement and evaluation that can be customized by each

instructor. The students' first year experience coaches, academic advisors, and home department heads will automatically be copied on the e-mail alert. The Department of Mathematics faculty piloted EAIS in the introductory calculus course this past year and NTID has been working with a similar design. We expect all faculty to utilize EAIS in this coming year.

- Consistent with the EAIS, we expect all faculty members to provide some form of evaluation for each of their students by the third week of the quarter. In this way, each student will know where he or she stands in each course halfway between the start of the course and the time when they need to make a withdrawal decision.
- Consistent with the principle of using technology to enhance communication and feedback, our Information and Technology Services Division has developed a new student portal (MyRIT). MyRIT is a single Website or one-stop online shop for all things related to RIT. It can be customized for students, faculty, staff, and eventually alumni. It is to have targeted content to different constituencies within RIT, especially and including our students. The site will be interactive with a facility for informal feedback. It is a place where students and others can go to for general RIT announcements such as information on the weather and class closings, calendar, class messages, and RIT and student news in general. The site includes faculty advisor contact information.
- The Department of Mathematics has completely revised its introductory calculus curriculum in terms of its organization, staffing, and pedagogy. It has introduced an Early Intervention System.
- Each college will have an advisory or mentoring system that will follow each student from their freshman year through graduation.
- We continue to work to make it easier for students to transfer majors within RIT and expect teamwork among faculty in support of our students across all the curricula. We expect all staff to follow the example of our very best staff, who give support directly to students who come to them and avoid passing students on to another person without staying connected to the student to be sure their problem is resolved.
- The Division of Enrollment Management and Career Services has established a system for adjusting credit hours, which will define the academic year status of all students throughout their careers at RIT. This system will eliminate questions, such as eligibility for financial aid, which crop up each year and contribute to confusion and student dissatisfaction.
- The Provost and Associate Provost have met with each dean individually to discuss a Best Practice Academic Advising paper and how it is being implemented in each college. This year each college will provide a report to the Provost identifying the reasons why each student who has left RIT decided to leave the college.



- All students who receive a “D” in a math course which is a prerequisite for another math course will be strongly encouraged not to move on to the next math course until they have improved the “D” grade.
- Freshman in most colleges will not be able to preregister for winter quarter until they have met with their faculty advisor.
- The Provost’s Office is providing training for academic advising for each college, customized to the differentiating attributes of that college.
- Barry Culhane, Executive Assistant to the President, is continuing his mail, phone, and internet survey and interview with all students who left RIT over the past year.
- The First Year Enrichment Course, emphasizing coaches and mentors for each freshman student, continues to evolve and be fine-tuned.
- Departments are attempting to create traditions that will foster interaction among students and faculty. For example, the College of Business has a student picnic in the fall, a winter gala, a progressive day in the spring, and College of Business Olympics.
- On a campus-wide basis, annual events such as the Brick City Festival, Spring Festival, Snow Ball, and Homecoming events provide a sense of spirit and tradition.
- Over 6,000 RIT students, representing 6% of the RIT payroll, are employed on our campus. This is a tremendous opportunity for students to receive support and counseling outside of the classroom which can make all the difference in their success at RIT.
- Orientation for new students was completely changed this year. Rather than meeting with segments of students and parents throughout the summer, this year we met with all students and parents at one time in the week immediately preceding the beginning of classes. We expect that the positive momentum and spirit that are built during the orientation period will carry forward into the fall quarter and will make a significant difference in the positive adjustment of our new students.
- The Student Affairs Division is working ever more closely with Student Government and is supporting the creation by students of a Website for teaching evaluations. Student Affairs is actively gaining more student feedback in a variety of ways in order to improve student life.
- We have activated a student retention team that is getting feedback from past and present students.
- Course information and syllabi will now be available on-line.

- We have made permanent a campus-wide Honors Program for which pilot programs have been introduced over the past two years. Seventy-seven freshmen and seventy-eight sophomores and juniors are in the program this year.

Student success is characterized by an ambiance and a sense of comfort that relate to the physical surroundings and infrastructure, as well as the critical and sometimes intangible and qualitative attributes of the activities and programs just described. Some of the physical infrastructure developments over the past year, which we believe contribute to student success, include the following:

- Outdoor gathering places for students and faculty have been established, particularly in the proximity of the College of Liberal Arts, College of Business, Student Alumni Union, College of Science, the Crossroads, and the Library. Indoor gathering places have been developed or renovated, including Java Wally's; the Bates Study Center in the College of Science; the Erdle Commons in the College of Engineering; the redesign of the RITz, including the ESPN Sports Bar; the redesign of the Student Alumni Union and its Fireside Lounge and RITreat, in which new tables, chairs, and larger more comfortable lounge areas have been added; and the new lounge and study areas in the NTID Learning Center.
- In terms of new and renovated construction to support student success/retention, we can identify expansion of the new Greek housing (housing 96 students); the continued renovation of residence halls and apartments, including the addition of six new University Commons apartment buildings (housing 192 students), the RIT Inn, and changes that will be made to Riverknoll, Perkins, NTID residence halls, and the Racquet Club; nine new tennis courts; and addition of Parking Lot R.
- The number of computer labs and hours have been increased; and wireless connections have been made in the library, Java Wally's, and many of the colleges.
- Food Services has continued to improve the quality and variety of food and the number of meal plan options.
- RIT has purchased and introduced a Ben & Jerry's franchise in the Student Union.
- Most importantly, ground will be broken on the new RIT \$25 million Fieldhouse. This facility will be the defining physical structure and focal point at RIT because of its location, presence, and functionality. It will accommodate 8,500 people for graduations, convocations, concerts, and sporting events. It will double the size of our physical fitness/training facilities. It will contain an aquatic center with two pools, one for recreational use and one for competitive use.
- Construction of the Information Technology Collaboratory research facility.
- Construction of the Heidelberg Printing facility.

- Reconstruction of the Mobius Quandrangle.
- Construction of the 126,000 square foot facility to house the B. Thomas Golisano College.
- Classroom upgrades.

## **Academic Affairs**

Some of the achievements under Academic Affairs this past year include:

- A Ph.D. program in Microsystems (our second Ph.D. program) was approved and is being initiated this Fall.
- New master's degree programs approved are Biomedical Computing/Computer Science, Bioinformatics, and Telecommunications Engineering Technology.
- New baccalaureate programs approved are Graphic Media, Biomedical Computing/Computer Science, Bioinformatics, Applied Networking & System Administration, and ASL and English Interpretation.
- Associate Degrees (NTID) and Certificate Programs approved are Automation Technologies, Senior Living Management, Mechanical Technology, and Business Studies.
- The International/Study Abroad Program has been strengthened and broadened.
- A new Office for Teaching and Learning Services was established to improve the effectiveness of our faculty.
- A formal, legal structure has been created to establish an RIT Incubator with its own board of directors. The RIT Research Corporation was completely reorganized, significantly reducing budget and personnel, in order to improve financial performance and obtain greater synergy with the rest of the campus; the RIT Research Corporation was placed organizationally under the RIT Incubator.
- CIMS was reorganized, significantly reducing its overhead costs, replacing the Director, and transferring the Printing Applications Lab to the College of Imaging Arts and Sciences, and the Corporate Education and Training Center to the College of Applied Science and Technology.
- The Middle States *Periodic Review Report* was completed. This Report provides Middle States with an overview of the institution midway between decennial Self-Studies. I am pleased to say that our Report passed with flying colors. In the words of our external reviewers, RIT is “an institution concerned about students, their learning, and their careers. It is a school very dedicated to strategic planning. It is able to identify challenges and find strategies to attack them. The institution is entrepreneurial and

nimble in moving to new programs and opportunities. The *Period Review Report* and the supporting materials indicate a high quality educational institution.”

## Research

Thirty-two million dollars of grant and contract work was awarded to RIT this past year. To gain a flavor of some of the exciting research activities that are going on across campus, I have selected a few projects of particular interest which demonstrate the range of the research activities of our faculty:

- P. R. Mukund, Electrical Engineering. In a unique project funded jointly by the National Science Foundation and the Semiconductor Research Corporation, Dr. Mukund is creating a new package design for low frequency and radio frequency systems that are in the micro-range. His work includes the study of constraints imposed by digital technology on analog and RF circuits and how technology can be optimized for the integration of RF and analog circuits. He is doing this work in emerging technologies.
- Paula Brown, NTID Speech and Language. Dr. Brown has just received notice from the U.S. Dept. of Education that they will fund her work helping to create an important new curriculum. NTID and Nazareth College will implement a model collaborative certificate program to provide specialized training for speech-language pathologists. The program will provide training in the full range of communication approaches, and provide exposure to deaf culture and the social, educational, and cultural issues facing deaf and hard of hearing children and their families.
- John Schott, Center for Imaging Science Professor and Director, lab for Advanced Spectral Sensing (LASS). Two years ago, RIT established the Lab for Advanced Spectral Sensing. Within a few months, several companies and a federal agency joined the lab as affiliates. The Boeing Company was one of those charter members, and they support both the core activities of LASS and occasionally will sponsor a focused research project. The research being conducted in LASS concentrates on remote sensing, the technology to capture images and the know-how to turn those images into meaningful data and information. A current project is creating algorithms for the Digital Imaging and Remote Sensing system that produces multi-or hyper-spectral images in the 0.3 to 14  $\mu\text{m}$  range of the electro-magnetic spectrum.
- Ryne Raffaele, Physics and Tom Gennett, Chemistry. Professors Raffaele and Gennett have just received funding from the National Science Foundation to conduct a project entitled “Nanomaterials for Space Solar Power”. Their research will demonstrate the use of thin film photovoltaic arrays on polymeric substrates, which will be built using nanotubes. This work will have direct applicability to NASA’s Space Polar Power program.
- Santosh Kurinec, Microelectronics. Working with Ohio State University under a grant from the National Science Foundation, Dr. Kurinec is integrating Si-based tunnel diodes with CMOS and SiGe HBT technology to demonstrate circuits which exhibit higher

circuit speed, reduced component count, and lower power consumption, and which extend CMOS on the Semiconductor Industry Association roadmap without a linewidth reduction.

- James Reilly, Director, Image Permanence Institute. In CIAS, Dr. Reilly is engaged in a national program of great importance. With funding from the Library of Congress, the Institute of Museum and Library Services, and the Andrew W. Mellon Foundation, he is using the environmental monitoring devices created at RIT in museums and libraries across the country. He is analyzing the data that is captured in order to optimize the preservation quality of collection storage environments while simultaneously reducing fuel and electrical energy costs.
- Ann Howard, Public Policy. Professor Ann Howard is working with the City of Rochester and the North East Neighborhood Association on a project sponsored by the Corporation for National and Community Service. For three years now, our students have been engaged in this “Learn and Serve” project by working with our city neighbors in building stronger neighborhoods.

### **Facilities, Finance, and Computing**

Facilities, physical plant, finance, and computing had another busy and productive year. A highlight was the Student Government Extra Mile Award received by Facilities Management from Student Government. The accomplishments of these divisions, in addition to those already mentioned above, include the:

- Redesign and construction of Andrews Memorial Drive and completion of the Loop Road and other road and walkway improvements.
- Development of a secure e-commerce platform for parents to use in transmitting payments to RIT.
- Sponsorship of a student design contest with Professor Len Urso for the creation of student-made park benches for the campus.
- Opening of the Dyer Arts Center at NTID.
- Establishing RIT as an anytime, anywhere computing environment, as a result of installing a ubiquitous wireless network.

### **Human Resources**

Much of the momentum for this coming year will be provided by the following key appointments, virtually all of which were made after conducting national searches:

- Vice President for Student Affairs (Mary-Beth Cooper)

- Dean, College of Science (Ian Gatley)
- Dean, Golisano College of Computing and Information Sciences (Jorge Diaz-Herrera)
- Assistant Provost for the new Office of Teaching and Learning Services (Lynn Wild)
- Assistant Provost for Diversity and Director of the newly formed North Star Center (Eulas Boyd)
- Director of CIMS (Nabil Nasr)
- First full-time Director of Religious Life (Jeff Hering)
- New position, Chief Communications Officer (Robert Finnerty)
- New position, Manager of Faculty Recruiting (Renee Baker)
- New position, Director of the IT Collaboratory (Ken Chin)
- New position, Director of *First in Class* Relations (Mike Dwyer)

## Development and Alumni Relations

Development and Alumni Relations are moving in high gear:

- Total attainment (cash and gifts-in-kind, plus new pledges less payments on pledges, plus deferred gifts) equals \$56 million as compared to \$36 million last year.
- The Capital Campaign attainment is \$148 million to date.
- 2,690 prospects were identified and assigned to fundraisers – a 60% increase over last year.
- 17 Presidential briefings were held in 16 cities (Atlanta, Boston, Chicago, Cleveland, Dallas, Greenwich (CT), Hillsboro Beach (FL), Los Angeles, New York City, Phoenix, Philadelphia, Rochester (twice), San Francisco, Sanibel Island (FL), W. Orange (NJ), and Washington, DC). Of the 500 selected invitees, more than 100 have since been visited by a development officer, already made a gift, agreed to work on a campaign committee, have been back to campus to lecture to visit, or are in active discussion about one of these items.
- The number of alumni gifts is 22% higher than this time last year.
- Alumni participation in the Annual Fund has increased to 10% from 8% last year.
- Reunion giving completed its first reunion class cycle, producing an average alumni participation rate of 18% over the 9 reunion classes.
- To help improve alumni participation, RIT trustees have offered to match every gift by an alumnus(a) who has not given before up to \$280,000.
- The number of individual alumni attending RIT events – in Rochester and from coast-to-coast – was 2,500 last year. This is twice the number of the previous year and four times that of four years ago.

## **Government and Community Relations**

Again, this Division has been very busy. The sum of its accomplishments include the following:

- Over \$6 million was secured in direct appropriations from the federal government for work at Center for Integrated Manufacturing Studies, the Center for Imaging Science, and NTID.
- A \$1.5 million new Laboratory for Applied Computing was dedicated as a result of a grant from State Senator Jim Alesi and State Majority Leader Joe Bruno.
- We expect to hear good news soon on significant State financial support. We are working on a major initiative in biotechnology for which we hope to receive significant federal funding, and believe we will hear good news soon from New York State regarding funding for a Center for Biotechnology Education and Training.
- In addition to visits from Senators Hillary Clinton and Charles Schumer and Congresswoman Louise Slaughter, we also hosted Congressman Sherwood Boehlert (Chair of the House Science Committee) and National Science Foundation Deputy Director Joe Bordogna. The latter two were keynote speakers at the RIT Inventors Dinner.
- At an economically difficult time in the community, RIT came through for the United Way of Rochester. This year RIT raised 10% more than it did last year, and 4% above its goal for this year. This occurred when United Way of Rochester missed its goal by 2%. Each year RIT has the highest participation rate of any of the local universities and, for the eighth consecutive year, earned the Award of Excellence from the United Way.
- This year we will be celebrating the fifth anniversary of the Brick City Festival, which over an extended weekend draws together hundreds of alumni, parents, friends and other members of the community for a variety of entertainment, educational, and competitive events both on campus and off campus, including the Stonehurst Regatta.
- Over this past summer, numerous campus events brought thousands of visitors to the campus. For example, 2000 people were in attendance at the Special Olympics event alone.

## **Optimal Size**

After an extended and thorough strategic analysis, an optimal size of 17,000 students was approved. Enrollment growth will be controlled so that the enrollment level will be achieved over 10 years, with most of it occurring in the first five years.

Graduate enrollment will grow at three times the relative rate of undergraduate growth. Increased emphasis will be placed on applied research, while maintaining the essence of a *teaching not research* university.

Emphasis will continue to be placed on business and government partnerships (***First in Class***). Targets have been established for diversity of the student body and growth rates for the various academic areas.

## **THE YEAR AHEAD**

### **Building on Success**

We have had good success, in some cases outstanding success, on critical initiatives such as enhancing the diversity of our faculty and student body and improving student retention and success. Other important programs are also exhibiting initial success. These programs include our Honors Program, the newly established Golisano College of Computing and Information Science, our increased research grants and partnerships with government and industry under our ***First in Class*** initiative, and the improvements in and additions to the physical infrastructure of our campus.

However, we must be careful not to rest on our laurels and rejoice too much in these successes. Rather, we must continue to **build strongly upon these successes**. We should be guided, in all of these areas and especially in the diversity area, by the following principles:

- This is just the beginning.
- What we have begun is an ongoing commitment.
- Remember that we are moving from tactical to strategic engagements.
- We expect continuous improvement.
- We must sustain the gains made along the way.

### **A Culture of Caring and Communication**

All of us must work everyday to improve the culture of caring on campus. Students must come to understand that everyone on campus, in whatever office or division, is committed to their success and cares about them. If, in this way, we can improve the sense of “belonging” that students feel to RIT throughout their years here and when they graduate, we can achieve our goal of “student success”. I believe these culture and attitudinal changes are more important than any combination of structural changes we might envision.

Communication is the handmaiden of effective change. The reason we hired our first-ever Chief Communications Officer is to significantly improve internal and external communication.



Enhanced internal communication should contribute significantly to our retention efforts and our attempt to improve campus spirit and loyalty. Improved external communication should enhance the image and visibility of RIT not only locally, but especially, nationally and internationally.

I ask all of us on campus to work in creative and innovative ways – both structurally and behaviorally – to enhance our sense of caring and the effectiveness of our communication.

### **Meeting the Challenge of External Factors**

What a year the region and nation have had. We spoke at the outset of this paper of the horrific effects of the terrorist attack on September 11. The consequences of that attack have been significant both politically and economically, and the spillover has certainly affected operations at RIT.

In addition to the terrorist attack, the United States has been faced with a prolonged and serious recession. One impact of the war on terrorism and the recession (and the associated crisis of confidence in the leadership and ethics of a significant part of corporate America) has been a significant decline in the endowment of RIT and in the endowments of the foundations to which we go for support. The portfolios and wealth of many of our most prominent donors have suffered as well. For example, RIT's endowment now stands at only 73 percent of what it was at its high point in March 2000, despite contributions that have been made to it from outside sources. Because of the fall in RIT's endowment, our operating budget has a reduction of \$1.4 million over the contributions to the budget from the endowment two years ago.

At the same time that we have experienced a shortfall in our operating budget because of the endowment experience, several of our units did not realize expected revenues from operations in significant amounts. As a consequence of these shortfalls, I am forced this year to utilize my strategic initiative and contingency funds to provide financial support in the amounts of \$1.2 million for opportunity hires as part of our faculty diversity program, and \$900,000 to support our Honors Program. The principle underlying strategic initiative funds is that they provide seed money to grow programs of great value to RIT that will eventually support themselves within the structure of the core operating budget. I have already provided seed money to the programs I have mentioned; the money I am providing this year is for ongoing support, and that is not a sustainable proposition.

Some of the strategic initiative funds that I have been accumulating over the past several years have been used to spark initiatives in *First in Class*, diversity, the Honors Program, and several other programs. We do not want to lose that flexibility and ability to strike in an opportune fashion when opportunities present themselves. All of this is by way of saying that while we do not have a budget problem this year, money will nonetheless be very tight and will be a challenge. I ask all of you to be as careful as you can in spending your funds wisely, look as much as possible to your own inventiveness and energy to generate needed funds, and expect requests over and above what is already budgeted to be very carefully scrutinized and – as desirable and advantageous as they might be – maybe postponed.

Most things at RIT have been going very well over the past few years and are going well today. We have been working hard and energetically. No matter how hard we may work and how creative we might be, at some point financial resources have to be in place. I am alerting you to the fact that this will be a challenge this year, one that we shall meet. I am thinking ahead to next year and the year after.

Those of you who have been reading the *Chronicle of Higher Education* and are in tune with what is going on at many other campuses, know that budgets are very tight and are being reduced at many campuses across the country, especially at public universities which are heavily dependent on State funding.

The current state of affairs is one of significant uncertainty. No one really knows what the economy will do. No one really knows when terrorism will rear its head in the United States again; it is already rampant in every continent except North America. We do not know if the war on terrorism will take the effect of an overt confrontation between the United States and one or more other countries.

Never before has education been more important. This importance requires, of course, that we continually keep abreast and ahead of advances in science and technology. But increasingly, it also means that we have to remember why we do what we do – the basic values, morals, ethics, and principles that guide our everyday living. We need to graduate students who command an understanding of all of these concepts, philosophies and, especially, their interactions. While our curricula should reflect these ideas, it is our own actions as individuals and interactions with other individuals on a daily basis that will have, I believe, the most impact on our students, our community, and each other.

### **Teaching, Scholarship, and Service**

At the Faculty Assembly on April 15, I presented a paper “Teaching, Scholarship, and Service at RIT: Expectations and Enablers”. I presented it to stimulate early conversation throughout the year with a view of a more comprehensive discussion this year. I am looking forward to my interactions with the deans and Academic Senate throughout the year on the topics introduced in that paper.

I would like to repeat and state a few points at this time for emphasis:

- Teaching is the most important activity and learning is the most important outcome at RIT. Our commitment to the primacy of these activities is reflected in the establishment of the new Office for Teaching and Learning Services.
- Every faculty member is expected to practice scholarship, which means, at the minimum, being up-to-date in the state of knowledge in the discipline, so that coursework and student conversations reflect this frontier of knowledge.
- Not every college is expected to engage in the same activities and achieve the same outcomes as every other college. Rather, different colleges are expected to engage in

different ways depending on their missions at any time. For example, some colleges may be emphasizing curriculum design, others may be emphasizing graduate program development, others may be focusing even more heavily on academic advising and counseling, others may be focusing on business and government partnerships, and others may be attempting to establish a very strong research agenda.

- Not every college will have the same agenda every year. I expect that colleges will evolve over time, depending on their needs, opportunities, expectations, and desires.
- Within any college, different departments may have different missions and agendas at any time.
- Within departments, different faculty members may have different agendas and missions at any time, as defined in their individual plans of work.
- Again, the agendas and activities of individual faculty, departments, and colleges can evolve over time, just as the agendas and activities of their college might.
- From a systems point of view, however, the different activities of faculty, departments, and colleges taken collectively must match the overall mission of RIT. I suggest that this mission is that of a teaching university, which is at the frontier of knowledge in every discipline, and which does significant applied research in selected disciplines. Partnerships with industry and government are an integral part of the educational and research process.

Our challenge over the year will be to articulate and come to consensus on these ideas and agree on the particular shape or shapes they might take. We need to bear in mind, again, that while we start with vision and ambition, and while we work hard in an ethically responsible fashion for the benefit of our students, our profession, and our community, we also have to fashion goals that are within our financial means. We start with vision and behavioral commitment. We must build on our past and current successes. We also need to find out what our financial means are – currently and prospectively – and fashion programs that can be accommodated over time within these financial limits.

Finally, I believe in stretch goals. I never want to reach a goal too easily. I would much rather fall short of a goal, knowing that I probably achieved more than I would have if I had set a less ambitious and more easily attainable goal.

## **CONCLUSION**

Let me conclude by expressing deep appreciation to my administrative team who knows what to do, who tell me what it is, and help me keep out of their way so they can do their great work. Their energy and creativity are outstanding.

Of course, I realize that they are as effective as they are because of the tremendous teams of outstanding people who work with them. So let me thank all of the staff who support all of the vice presidents in all that they do. You truly are making them all “look good”.

We have an outstanding faculty, staff, and student body at RIT. I could not be more proud and appreciative of my opportunity to work with you all. Individually and collectively you teach me something everyday.

Finally, RIT is blessed with a tremendous Board of Trustees. They are outstanding individuals in terms of professional and personal accomplishment. They practice and live with the highest standards of integrity. They are totally and completely committed to RIT’s success, growth, and continual drive toward excellence. I want to thank them as well.

Thanks for being here. Let us have another great year