

State of the University, 2009

Good morning and welcome to a new school year at Ohio Northern. Toby and I hope you had a delightful summer and that you enjoyed your family and friends as much as we enjoyed ours. We got brief grandchildren “fixes” in Colorado and Michigan and enjoyed the opportunity to visit with students, faculty, staff, alums and trustees at a variety of weddings, activities and events. We also enjoyed actually finishing a few sentences with one another. And, what beautiful days we had in Ada this summer for such pastimes. Except for a few days in the 90s in August, this summer was just beautiful. As a consequence, we were able to join the daily parade of skaters, bicyclists, walkers, runners, dog walkers, and baby stroller pushers on the Green Monster on many occasions.

As you know, I like to use these annual presentations as opportunities to remind ourselves of the great things that happened in the life of the University last year and to talk about the likely agenda for the coming year. This year’s format will be no different. However, I want to start with something I think is just plain spectacular. This summer, in response to the state budget crisis, the funding for summer enrichment programs was significantly reduced. As a consequence, summer programs across Ohio were cancelled. ONU, however, held its Summer Honors Institute. And, the reason we were able to offer this important learning experience was because ONU’s faculty instructors agreed to teach for FREE. Their names are on the screen right now and I want to invite all of the SHI faculty that are with us this morning to stand so we can salute them. They were led by Dr. Dennis DeLuca of the Department of Biological and Allied Health Sciences and we want this morning to thank him and everyone else for the extraordinary representation of ONU they provided this summer. I don’t think anything better epitomizes what ONU is all about as an educational institution than your selfless commitment this summer to teaching and learning.

There were, though, a couple of other collective activities of the ONU faculty last year that I want to celebrate this morning. The first encompasses the decisions about the semester calendar we will transition to in 2011 and the second includes the decisions on our exciting new general education program. In both instances our faculty worked earnestly and diligently on options and possibilities that will enrich the learning environment for our students. We, again, want to thank all of you for your participation in the complex decision – making processes that produced the conclusions about these matters that were reached in 2008-09. But, we,

especially want to thank Laurie Laird and the Academic Affairs Committee and Harold Putt and Rob Klein and the Implementation Committee for General Education for their outstanding leadership.

But there were lots of other examples of faculty and staff leadership last year that we want to mention today. For example, shortly after we opened our Inn in October, the College of Pharmacy inaugurated the use of this magnificent new facility for professional purposes by convening the regional meeting of the NABP/AACP. For three days, professionals from throughout our region discussed issues of importance on the ONU campus. The Department of Physics and Astronomy replicated this effort in April when it hosted the statewide meeting of the American Physics Society. Again, our University was the scene for vibrant conversations about important issues, and again, more than 120 individuals got to experience our University.

It was, though, earlier in April that we got a glimpse of the importance of the Inn to our aspirations. It was then that the Working Group on Religion, Ethics and Nature in the Department of Philosophy and Religion hosted an international conference that brought individuals from places like India, Indonesia, and Holland (not to mention from institutions like Yale, CUNY, Notre Dame and the Universities of North Carolina, Florida, and Cincinnati in the U.S.) together to discuss the intersections and meanings in the philosophical, ethical and religious study of environmental issues.

Conferences like this are indispensable in our efforts to inform and persuade our professional colleagues of the comprehensiveness and quality of the work that goes on at ONU. However, without an inviting facility that encourages formal and informal gatherings and interactions, it is hard to showcase the talents and capabilities of our faculty, staff, and facilities to professionals from across the globe. The Inn fills this void and we are grateful that our faculty and staff are using it to facilitate their professional ambitions.

Our faculty and staff also used the Inn last year to bring some very distinguished speakers to campus. Steve Squyres, distinguished Cornell professor and our 2004 Commencement speaker, returned to campus to tell us more about the Mars Rovers. Steve Amstrup, one of the world's leading authorities on polar bears, Joel Sartore, a renowned National Geographic photographer, and Elizabeth Kolbert, *New Yorker* columnist and nationally respected environmentalist, spoke on campus as part of the "Year of the Polar Bear" celebration we sponsored last year. This effort also included a wonderful black tie ball at the Columbus Zoo and the world premiere of "Silent Snow" by the ONU Symphony under the direction of Lloyd Butler. It also raised almost \$4,000 for charity. In addition to the focus on polar bears, we welcomed Dr. Mark Bekoff to campus as the Keiser Distinguished Lecturer. His presentation "Animal Passions, Bestly Virtues and Wild Justice" generated lots of interest. So, too, did last year's Kritzler lecturer, Dr. Donald Abraham. He provided an absolutely fascinating talk about "How to Win a Nobel Prize".

Equally fascinating was Coach Herman Boone's presentation, "Remember! Celebrate! Act! The Importance of Observing the Martin Luther King Jr. Holiday" which was given to a packed audience in the Chapel in January. On the very same night another enthusiastic audience listened to William Marthis, CEO of TEVA North America, give the Lovett Distinguished lecture in the Freed Center.

Last year, in short, we were privileged to host conferences and speakers that added important dimensions and perspectives to our learning environment. We hope to enrich this component of the ONU experience further in the near future through the creation of a Presidential Lecture Series that will bring a world renowned speaker to campus every year. This initiative is part of our effort to bring attention and recognition to ONU.

The more important variable in building reputation, though, is the work all of you are doing. And, as in years past, your accomplishments last year were just extraordinary. For example, ten faculty members published fourteen books last year. They included Adam Stienecker, Jennifer Walton, Rob Waters, Roseanna Dufault and Russ Crawford in the College of Arts and Sciences; Ken Reid in Engineering; Art Elsass in Business Administration; and Karen Kier and Kelly Shields in Pharmacy. Bruce Frohnen in Law was particularly prolific, publishing three books last year.

Other faculty were busy making other kinds of professional contributions. In the two departments in Pharmacy, for example, more than 100 articles, chapters, or papers were published or presented last year. In Business, the numbers were equally impressive: 16 articles, 27 presentations. In Engineering, the pattern is the same: 22 publications and 15 conference presentations. If one adds the substantial professional contributions of the faculty in the College of Arts and Sciences and Law to these totals, I think it is clear that the ONU faculty is increasingly making itself known within the academy and among professional peers.

Thanks to Indra Canagaratna, the University Planning Council got an interesting summary presentation on what has been happening at ONU recently and I want to share it with you this morning. Indra used the ISI Web of Knowledge website and search capability to identify the publications by ONU authors cited in either the Science, Social Science, or Arts and Humanities citation indexes between 1980 and 2009. The graph Indra's research produced is on the screen now. It has, I think, a very interesting pattern. The bars in the histogram have clearly been taller in recent years than they were at earlier timepoints. To summarize the pattern a bit more succinctly, I calculated the simple average of the number of publications between 1990 and 1999 and 2000 and 2008 (the last year of complete data). They are shown below the graph and, as you can see, we have increased the average number of publications from less than 19 a year to more than 33.

I realize, of course, that this is only one - - and a modest one at that - - indicator of professional involvement and activity. There are many others, some of which we have just been talking about, e.g., the number of books published in a year and the number of papers presented. Moreover, if you use the index to compare ONU to some of the institutions we aspire to be like, it is clear that we have a ways to go. Still, the pattern suggests some significant change at ONU and thus I wanted to share it with you and congratulate you on the super effort it represents.

Congratulations are also deserved in the area of grants and contracts. As you can see from the graphs ably prepared by Beckie Watercutter, we continue to make significant progress in our efforts to secure external funds. For the past three years, we have been submitting close to 50 proposals a year. Our success rate has been a bit above and a bit below 40% but our dollar amounts have increased dramatically. The \$2 million plus total in 07-08 includes the \$1.7 million contract with Saudi Arabia that we didn't begin implementing until this summer and thus probably inflates that annual total a bit. Regardless of what is included in the yearly totals, there is no denying that Mark Olah and Jon Sprague in Pharmacy now have NIH grants, that Jake Zimmerman in Chemistry received a \$50,000 grant from the Petroleum Research Fund last year, that Jim Fenton, Rob Klein and J. D. Yoder received a 3rd grant from the Kern Family Foundation, this time for \$75,000, to continue their work on entrepreneurship and that Adam Stienecker and Paul Nutter obtained equipment from Grob Systems valued at \$75,000. All of this represents excellent progress and we are grateful to all of the faculty who have worked so hard to secure external funds for their research and the University.

Of course, our faculty have been doing a lot more than teaching their students, doing research, making presentations, and writing grant proposals. The same is true for our staff. They, too, have been involved in all sorts of things besides their campus duties. In fact, I am always amazed every year at the things our colleagues manage to squeeze into their lives. Let me share a few examples. David Smith, in Geography, participated in the International Conference on Central Asia and the Caucasus in Teheran, Iran at the end of October and was featured in a great instant video at the Conference. Dave was abroad this past summer as well, teaching as part of the Hanyang University program. Dave Kisor, in Pharmacy, also represented ONU abroad last year by making a presentation on how drugs are eliminated at the Ehrlich II Conference in Nuremburg, Germany last fall. At home - that is, in the USA! - Luke Sheets', Art, mixed-media sculpture, "Hound of War", was accepted into the Majestic Galleries' National Juried Competition and Vickie Motz, Biological and Allied Health Sciences, and Dave Kinder, Pharmacy, created a magnificent medicinal herb garden on the south side of the Hakes-Pierstorff Family Pharmacy Center that features a willow sculpture crafted by First Lady, Toby Baker. For his lifetime of achievement, Steve Iseman, Communication Arts, became one of only 455 individuals in the Public Relations Society of America to be named a member of the prestigious College of Fellows. There are more than 22,000 PRSA members nationwide. Donnie

Sullivan, in Pharmacy, received the Jack L. Beal Post-baccalaureate Alumni Award from The Ohio State University. This is the highest award Ohio State can give a pharmacy alumnus. Justin Lehman and Kurt and Michelle Wilson and their students in athletic training organized the first annual *Run for the Roses* in memory of Angie Badertscher and in honor of Kim Badertscher. More than 300 runners and walkers participated in this effort that raised \$7,500 for the cystic fibrosis organization. Tena Roepke, Center for Teacher Education, was appointed to a two year term on Ohio's Educator Standards Board, while Amber Carpenter, Controller's Office, was named Membership Representative to the Ohio Bursars Association and Stacey Ward, also Controller's Office, was named as Secretary to the Ohio Association of College and University Business Officers. While ONU folks were taking over these Ohio associations, our admissions professionals were doing the same in their area. Tabi Courtney was co-chair of the Ohio Association of College Admission Counselor's bus tour this summer and was elected Secretary of the OACAC Executive Board. Kristen Dickerson was Chair of the OACAC Summer Institute and also a member of the Executive Board. Emily Buehler received OACAC New Member of the Year Award, and Crys Latham, who just joined us last fall, received a \$14,453 grant from OFIC for her "Catch A Ride" program that is designed to help us bring diverse students to campus. Clyde Pickett, Director of Multicultural Development, made presentations at the National Conference on Race and Ethnicity in American Higher Education in San Diego on "Surviving the Game: Success Strategies and African-American Male Athletes". He also spoke on this topic at the state conference in Toledo. And, just last week, Rob Alexander's comments on the Ted Kennedy legacy were quoted in the New York Times, the Boston Globe, and in papers from Ohio to California.

Finally, I want to call attention to the accomplishments last year of an ONU legend. Joe and Margaret Campoli were most deservedly recognized in December when the new ONU basketball court, which was graciously donated by Walt and Teri Bettinger, was named in their honor.

Now, while our faculty and staff were doing all these things and receiving all these recognitions and awards, they were also working on accreditations and curricular matters. Music, Nursing, Engineering and Exercise Physiology hosted accreditation visits last year and all received superlative reviews. This summer we were notified that the College of Law had finally satisfied all issues and concerns and needed to do nothing more until its next visit in 2013. In the Dicke College, progress continued on the Accounting Practice graduate program and in Law, which will be collaborating with Business on the former degree, a JD/LLM program was developed and discussions about an exciting new LLM for judges began.

However, one of the most interesting curricular initiatives that occurred last year was the one developed by the Department of History, Politics and Justice. Based on a conversation with

officials in the Saudi embassy some time ago, we were notified in the fall that the Director of the Saudi Arabian Prison System wanted to come to Ada to talk to us about a program. In March, General Al Harthi arrived and by April, we were negotiating a contract. By the end of May, the first group of Saudi prison officers arrived and we now have 30, most with families. They will be with us for two years and in addition to coursework they will complete at ONU, they will be observing the operation of prisons in Ohio and completing various internships. We have been told by the Saudi Arabian government that if this first program goes well, there are additional prison officials they would like to send to ONU to participate in the program. Lots of people have been involved in this incredible effort, but I want to especially thank Ellen Wilson and Tom and Grace Stevick for their outstanding work and leadership. I also want to again welcome the Saudis to our community. I hope all of us will embrace this unique opportunity for global understanding and interaction.

Besides the Saudi program, there was one other huge programmatic development that occurred in 2008-09. Indeed, I believe it was the most important programmatic achievement last year. I refer, of course, to the designation of the College of Pharmacy and the Department of Chemistry and Biochemistry as “Signature Programs” at ONU. As you know, this is a program that was initiated by our Board. In May, 2008, as you will recall, we were invited to identify for the Academic Affairs Committee and the Board programmatic opportunities at ONU that, with some additional investment, could become nationally and internationally renowned. Accordingly, we asked the deans to identify opportunities within their colleges. We received at least one proposal from each college. Because of its size and scope, the College of Arts and Sciences was asked to submit three proposals. In accordance with the request from the Board, Dr. Anne Lippert and I then carefully reviewed these proposals. Ultimately, we recommended three areas of programmatic opportunity to the Board: Pharmacy, Chemistry/Biochemistry and Communication and Marketing. The Pharmacy proposal called for the creation of an endowed chair in Pharmacy Practice. The Chemistry/Biochemistry initiative sought the addition of faculty and the allocation of funds that would support faculty and student research and the development of an area of distinctiveness for the department in undergraduate and secondary school science teaching. The third area of opportunity derived from the constant and consistent message we detected in all of the proposals about the importance of marketing ONU. We sought, therefore, to obtain funding that would significantly expand the staffing in and activities of our Communication and Marketing operation. The total cost of our recommendation was \$1 million! I’m pleased to tell you that the Board approved this recommendation at its May meeting and we have already begun the process of implementing the projects we identified in our proposals. The long term consequences and implications of this extraordinary Board initiative are simply inestimable and it is impossible to adequately express how grateful we are for this kind of Board support.

[By the way, for those of you who are interested in where the \$1 million will come from, it represents a new and additional draw on the University's annual endowment earnings. Unlike some institutions, we have not, historically, relied on endowment earnings to fund annual operating expenses. Hence, additional earnings are available if the trustees wish to allocate them.]

The success of our Signature Program proposals, therefore, was truly one of the great highlights of 2008-09. Unfortunately, though, there were also some low points, especially when we learned of the passing of dear friends and colleagues. We also, as you know, lost another student last year. Let's take a moment, therefore, to remember our colleagues and celebrate their lives.

Now, to this point, we have focused our attention on the achievements and distinctions of our faculty and staff. A relevant question, though, is: What impact have these distinguished individuals had on our students and their education? The answer is real simple: **LOTS!!** Indeed, as in the case of the faculty and staff, there are so many things to say that it's difficult to know what to include. Let me, nevertheless, remind us of just a few of the incredible student events and achievements of 2008-09.

First, we continued the success we have enjoyed in the Goldwater Scholarship competition in recent years with James Gallagher, Physics, winning the award and John Holodnak, Mathematics, receiving Honorable Mention. In athletic training, Jennifer Kinsley won one of 45 scholarships awarded nationally by the athletic training national association. Carissa Stinson, Psychology/Criminal Justice, joined an equally exclusive group when she was the only student in the country invited to participate in the Violent Crime Behavior Phase I seminar this past June. Andy Steingass, Art, received a beautiful glass sculpture when he won one of the Excellence in the Visual Arts awards sponsored annually by the Association of Independent Colleges and Universities in Ohio. Curtiss See, in Management, "was one of the 12 finalists to present his business plan in the prestigious *Nascent 500 Business Plan Challenge* at Ball State University. Michalena Grosshans, in Biology, won third place at the U.S. Department of Energy Office of Science *2008 Science and Energy Research Challenge*. In addition to the praises she received from her mentor, she was awarded a \$1,000 scholarship.

Our students also continued the ONU tradition of getting involved in faculty research and professional programs and preparing reports, articles, and presentations with them. For example, Keith Durkin, Sociology, published a paper with four students, Amber Blackston, Sabrina Dowd, Shalagh Frantz and Trevor Eagle, in the *Journal of Offender Rehabilitation*. Ray Person, Philosophy and Religion, wrote a short story entitled "The Story of Jonah as Retold by the Sea" with Phoebe Stroede, a Creative Writing/Philosophy major that was also accepted for publication. Virginia Abernathy, Biology, presented a paper with Jay Mager in Pittsburgh, while

Axel Brandt and John Holodnak made madethematical presentations in Washington DC. Corey Sherer presented a poster which was based on work he did with Tarek Mahfouz at the Midwest Enzyme Conference at the University of Chicago and Oluwaseun “Layomi” Fakunmoju presented a poster on the work she’s been doing with Amy Stockert. Jenifer Enser, Quentin Elsea and Erica Mt Castle presented papers last June at the European Applied Research conference in Salzburg, Austria. These articles were subsequently included in the *Global Business Issues Journal*, that is published annually by the Dicke College. Two other business students, Katie Rumbaugh and Tim White, capped their college careers with a trip to Las Vegas where they gave papers at the Society for the Advancement of Management conference.

In sum, lots of individual students achieved in all sorts of ways last year. But, how did they do when they were functioning as a team? Well, actually, they were probably even more impressive! For example, our chapter of the American Pharmacist Association—Academy of Student Pharmacists won first place in the National Patient Care Heartburn Awareness Challenge at the national conference in San Antonio in April. Competing against 69 other chapters, our students efforts included screening and counseling not only in our local community but also in Kenya. Our Greek chapters also had a strong year. They performed 3,491 community service hours and raised \$30,781 for philanthropic organizations. In the Law School, the Moot Court team that participated in the internationally renowned Jessup competition was seventh overall in the brief competition and “Tyler Haslem received an individual award as the 20th best oral advocate.” Our SIFE team in the business college continued its winning ways taking the first runner up spot at the regional competition in Cincinnati.

In Engineering, 2008-09 was an exceptional year in team competitions. Not only did the estimating team finish second in the Ohio Contractors competition, the concrete canoe team won the North Central Regional Competition and then finished 13th in the national competition at the University of Alabama at Tuscaloosa. Not to be outdone, the Baja car team constructed and tested a super vehicle this year and earned a 17th place finish nationally among more than 120 teams. In the showcase endurance race, our students finished 10th.

The 2008-09 academic year was an exceptional one for our Technology students as well. They not only won the Gold award in the national competition, the ice cream serving robot they created has gotten attention all over the state of Ohio as the students, along with Adam Stienecker and Rich Miller, have visited state and county fairs this summer. Our law students have also represented us well in the state recently. Their pass rate on the bar exam in February was 100% and last July, it was 85%. As the graph on the screen shows, the Law School’s bar pass rate has improved dramatically in recent years. Another group that represents us exceedingly well all over the region are the singers and dancers of the ONU musical theatre

program. The annual Holiday Spectacular plays to thousands all over the region and the productions of *Cabaret* and *Grand Hotel* this year were in the minds of audience members who talked or wrote to me “of Broadway quality.” Look for some of our performers on your TV and movie screens. They may be there before you know it. In fact, one, Kenly Monson, is already making it in California.

Finally, though, we need to talk about our student athletes. Talk about incredible young people and incredible teams!!!! What they achieved last year was unprecedented and record-setting. For the third year in a row they won the All Sports titles in Men’s and Women’s Athletics in the Ohio Athletic Conference. Both genders won the OAC championships in cross-country, indoor and outdoor track and swimming. Volleyball won the OAC, the tournament and advanced to the NCAA Final Four. Men’s soccer won the OAC tournament and advanced to the Final Eight. Softball won the league, the tournament and advanced to the Division III World Series. Women’s tennis won the OAC, the tournament, and advanced to the NCAA for the first time. Liz Schnelle and Katie Weininger were first team All-Americans in volleyball and Liz Decima was a first team, All-American selection in softball. Jimmy O’Brien was a three time national champion, George Chesney was an All-American in 1 and 3 meter diving, and Luke Miller finished 4th at the national wrestling championships. Now—and this, of course, is the most important part—the GPA’s of these incredibly achieving athletes increased in comparison to last year! For the men, it was 3.09 and for the women, it was 3.30.

We are truly fortunate to have athletes of such talent and commitment. We are also fortunate to have the coaches to nurture them. Last year, our softball staff was named Central Region Coaching Staff of the Year and Jason Maus, now our head track and cross-country coach, was named Great Lakes Region Assistant Coach of the Year.

Of course, none of this success would be possible if we didn’t have superior learning facilities in which our superb faculty could work with our students. And, last year, we were fortunate to be able to improve several of these areas significantly. We’ve already talked about the opening of the University Inn and the impact it has had on the life of the University. Another facility which will have a similar impact is the Mathile Center. It was completed this summer and will provide ONU with a state of the art science facility. If you haven’t toured it, please do so. I think you’ll be impressed. If you haven’t been to the Hanson Reading Room in the Law School or the new student lounge on the second floor of the Pharmacy complex, stop by these new facilities as well. I think you’ll agree that in both cases they provide students with absolutely first class formal and informal learning environments.

All three of these facilities, of course, became possible because of the generosity of our friends and alums. They, therefore, remind us of the continuing importance of the work of our advancement and development staff. Our \$100 million campaign for *ONU’s Tomorrow*

continues to make great progress even in our current horrible economic climate and reached \$70 million during the summer. We continue to be completely optimistic that we will meet our ambitious goal in the next three years.

When we talk to prospective donors about facility development on the campus, one of the things they almost always ask about is maintenance. They always want to be sure that anything they make possible on the campus will be properly cared for. I am always proud to be able to say that ONU has the finest support staff anywhere. Last year, for example, they completed the 14,095 work orders that were received in, on average, 1.83 days. VERY impressive! They also generated contracts for things like waste management and copier maintenance that we anticipate will save the University hundreds of thousands of dollars, The energy audit we will do this fall, which was also initiated by our support staff, will, we hope, save even more money. In short, because of their very hard work every day, we are able to have the best maintained campus anywhere and the impact this has on our ability to recruit and retain quality students, faculty and staff is extraordinary. And, oh yes, by the way, we were just named this week as a Tree Campus by the Arbor Day Foundation. Only 9 campuses in the entire country enjoy this status; two of the other eight are Virginia Tech and Georgia Tech!. On behalf of all of us, therefore, I want to thank our plant and grounds colleagues this morning for their many contributions.

Now, this year is likely to be busy for them just as it will be for the rest of us. Not only will the Mathile Center come fully on line, we're going to have new residence facilities to take care of as well. Both the new Affinity facilities and the Founders renovation include geo-thermal systems. In fact, in part because of these environmentally friendly systems, we anticipate that the Affinity project will be close to the top of the bronze, silver, gold, platinum Green Index and the Founders work should be right behind. We're obviously pleased about this; nevertheless, I suspect the complexity of these new systems may add to the headaches of our great support staff!

But, what are the rest of us going to be busy with and focused on in 2009-10? What will motivate us, animate us, challenge us in the next 9 months? This gets us to the second half of our conversation this morning, namely the agenda for this year.

We have to start, of course, with the budget. When I talked to you in May, I indicated that we were very concerned about our fall enrollment. I noted that our deposits were 13%-16% behind and that, as a consequence, it would, likely, be difficult to reach our budget goal of 880 new students for 2009-10. The summer provided little relief in this regard. Our deposits

continued to run about 13% behind last year and, by the middle of August, only 729 new students had indicated a strong intention to enroll for the fall. Last year, this number was 835.

Increasingly, therefore, it was becoming apparent that our fall, 2009-10 enrollment could be down as many as 200 students. In anticipation of this, we established unit operating budgets for 2009-10 at 11% below last year's budget when we created them on June 1. Along with the \$3.8 million available to us centrally through capital budget savings and a new approach to the calculation of our depreciation liability, this gave us a \$5.8 million pool to handle revenue shortfalls occasioned by enrollment losses. In addition, we continued the hiring freeze that had been implemented in the spring. This did not mean that none of the vacancies which have occurred since last spring were authorized for replacement. Most faculty positions, for example, have been approved for recruitment and close to half of the support positions that have come open have been reauthorized. Nevertheless, we have saved and continue to save significant salary dollars through a careful management of our personnel resources. I am very aware of the additional burdens the non-replacement of a retiring or resigning colleague places on remaining staff and I want to take this opportunity to thank each of you for your patience, understanding, and, especially, your willingness to do your best to cover the duties of a departing co-worker.

As the new school year drew near, therefore, we felt prepared to handle whatever financial situation emerged. So, what has emerged? What does our enrollment look like? Well, we still don't know for sure but it appears increasingly likely that our budgetary enrollment will be in the neighborhood of 3400 students when our official numbers are finalized on the 10th day of the fall term. Since our 2009-10 budget was built on an expected enrollment of 3580, we anticipate a revenue shortfall of approximately \$5.4 million. If this is the case, we will be able to address our situation with the actions we've already taken. There will be no need, at this time, for further reductions. Moreover, when we add the high school students that are taking ONU courses under the concurrent enrollment program, the nursing completion, Saudi, international and various other kinds of students participating in our programs, we expect that the final headcount we will report in our official enrollment announcement will put us around 3600 students. Our final headcount last year was 3721.

In sum, our numbers will be down this year. However, to be within 3% or 4% of last year's enrollment in these extraordinary economic times is, comparatively, a remarkable achievement and a tribute to everyone in this room. Of course, because of our dependence on tuition for operating funds, it also means that 2009-10 will be a tough year at ONU. Yet--and this is the important point--it's also going to be a good year. It's going to be a year in which we continue to move the University toward our "Becoming ONU" goals. As mentioned earlier, for example, we will begin the process of recruiting an endowed chair in Pharmacy under the Board's

Signature Program initiative. This same initiative will enable us to add faculty in Chemistry/Biochemistry and professional staff in Communication and Marketing. Our comprehensive campaign will continue to make progress and we will visit sites in California, Florida, Ohio, Philadelphia and New York City as part of our alumni relations program. We will continue to encourage all of you to participate in professional meetings throughout the country and the world and when possible and appropriate, to take your students with you. We will even continue to sponsor some campus celebrations and get-togethers, though their scope and cost will be significantly reduced. Continued nurturing of our community is important, especially in hard times. However, this can be achieved by “carry-in dinners”—a favorite, I understand, of Dexter Woods in the Business College—as well as through elegant galas and elaborate banquets.

The point to remember, though, is that we will spend money in 2009-10. This is not the time to suspend activities, hunker down, and wait for the crisis to pass. Rather, we’re going to regard our current situation as a time of opportunity for ONU. While others are cutting faculty, we’re going to do our best to keep our faculty numbers strong. While others are contracting their programs, we’re going to do our best to expand ours. As noted, our Master’s program in Accounting Practice is already well on its way to approval and implementation. The Law College’s conversations about an LLM program for judges that will emphasize the technological and scientific aspects of contemporary American law and judicial practice have already involved the Ohio Bar Association and the Chief Justice. Engineering has started some discussions about an undergraduate degree in engineering education and interest in some kind of cross-college program in health care administration have also recently been rekindled.

We expect the new year, in other words, to be exciting and full of progress and success. I’m sure there will be times when you will wonder about expenditures and investments we will be making. I’m sure, as well, that there will times when you will just plain disagree with our decisions. I want, today, to invite you to let us know when you have questions or disagree. We have changed a number of decisions and directions since our financial stress began at the beginning of this calendar year and in each case, it was because someone argued persuasively that what we proposed was either unwise or unlikely to achieve our goal or purpose. Let me ask, therefore, that you not be shy this year. Do not sit in your offices or at the lunch table in the Faculty/Staff Dining Room and recite your litany of all the things we’re doing wrong. Bring them up in committee meetings, faculty meetings, staff meetings. We may not agree with you and we may not change our mind or our direction. But, you will know, precisely, what our motivation and intention is. This is always important, but in time of turmoil, uncertainty, and anxiety, it is vital. As we move forward with our decision-making this year, it is imperative that we have confidence that you know—even if you disagree—what we are doing and why.

In addition to stressing communication this year, we need to continue to do the things that will move us toward our vision of “Becoming ONU.” First and foremost, this means we need to continue to “Think Big.” When I introduced this concept to you in my Opening Day speech in 2007, I noted that by “thinking big,” we were simply aspiring to have greater success and achievement. Translated to our University, I noted that “thinking big” referred to a desire to “become better at what [we do] and....better known, recognized and respected.” I urged us then to aspire to be “in the very top group of universities that offer programming like we do” and I identified schools like Villanova, Case, Brown, Drake, Creighton, and Wake Forest as examples of institutions we should aspire to emulate. I see no reason to step back from these aspirations. Quite the contrary, if one believes, as I do, that all adversity spawns opportunity, now is the time to move forward. I urge you this morning, therefore, to continue to “think big” and to continue to seek opportunities that will promote the University, increase its visibility and enhance its reputation.

Now, I know from my evaluation last year that there are those of you who don’t buy these arguments and believe my exhortation is silly and unattainable. In fact, a couple of you expressed this skepticism rather succinctly last year in the following terms: “ The institution can’t improve if he pretends we are the Yale of west central Ohio;” or “It’s not rational to claim...that we can ever be like Wake Forest, let along Brown.” I respect this point of view. I don’t agree with or accept it, but I do respect it. This morning, though, I want to seek the indulgence of folks who think like this, who have serious doubts about our ability to achieve our goal of becoming one of the major players, nationally, in the integration of liberal and professional education. Give us some time to see whether we can succeed with the challenges we have set for ourselves. Let us see, for example, if we can recruit a world renowned professional for the endowed chair in Pharmacy. Let us see whether we can build a different and more diverse student body that includes more students from around the nation and the world and fewer students with expensive financial aid packages. There are those who believe these are eminently achievable goals. Let’s find out whether they are or are not.

Of course, we need to do more than simply “Think Big.” Hence, I want to mention a couple of other things this morning that I hope we will emphasize this year. First, we need to continue to develop our programmatic base. As you all know, the demographics in Ohio do not favor a thriving higher education system. The graph currently on the screen is one most of you have seen on repeated occasions. It reminds us that the number of high school graduates in the state is declining. The same is true for most of the states around us. Fewer traditional students, therefore, will be available for college in the future in Ohio. This problem, though, is compounded by another characteristic of our state, namely the college going rate of our younger generation. Data from 2006 indicate that the average participation rate, nationwide, for high school graduates is 61.6%. In Ohio, the rate is 60%, ranking us 32nd among the 50

states. Looked at another way, namely the proportion of 18-24 year olds in college, Ohio, at 34.2%, is no better than average.

Regardless of the indicator, it seems clear that Ohio is unlikely to have an abundance of traditional students eager to attend residential universities in the years to come. But, according to a study released by the *Chronicle of Higher Education* this summer, these will not be the principal kind of students seeking higher education services in the future anyway. According to the authors of this study, “the traditional model of college is changing.” For-profit institutions, class schedules that include night and weekend instruction, and “most significantly,” on-line learning have emerged and offered prospective students a multiplicity of options to obtain a degree. As a consequence, they say: “More students will attend classes on-line, study part-time, take courses from multiple universities, and jump in and out of colleges.” They remind us that “[m]ore than two-thirds of school districts in 2007-08 had at least one student who was taking an on-line course” and they note that almost one third of the admissions officers, representing 121 institutions, that they included in their research believe that students will be taking as much as 60% of their coursework on line by 2020.

The imperative here is, I think, clear: We simply must adapt our programs and create new ones that will be attractive to more adult learners. And, we must integrate technology into these programs—whether it’s the internet, DVDs, or social media. For these reasons, I challenged each of the deans in the evaluation conferences I had with them this summer to think about new programs and initiatives his or her college could launch that would help us adapt our University to meet the higher education needs of the diverse generations of students that will populate our classrooms in the years to come. My hope is that the deans will engage all of you in this conversation in the months to come.

Now, some of you will, I’m sure, disagree with my imperative. You will argue that we should simply prepare ourselves for the contraction that will be occasioned by the demographics and concentrate on getting the highest quality traditional students possible. This is, of course, a perfectly reasonable approach and alternative. Indeed, had we already achieved the goals of our “Becoming ONU” model, it might be particularly attractive. At present, though, 90% of our students receive some kind of financial aid and our discount rate, at 47% last year, is above the national average. As we move toward our vision, we intend to reduce both of these ratios. However, to simply contract and focus our attention on the declining pool of traditional, residential students will, at least in the short term, place enormous pressure on the budget and require us to institute changes and reductions that will, certainly potentially, alter the fundamental character and scope of our institution. To me, at least, this is NOT an acceptable alternative. Besides, at a time when higher education is changing so dramatically to respond to technological advances and the average age of a college student is increasing in response to a

concept of higher education that sees individuals at all stages of the life cycle attending colleges and universities, why would we not want to be part of the vanguard leading the enterprise we all love so much to its next iteration? Why, in short, would we want to miss the excitement that will accompany the continuing evolution of higher education in this century in this country?

If we accept that we want to be part of the conversation about how our society meets the rapidly changing needs in higher education, the next question is whether we have something to contribute. The answer is simple: Of course, we do!! We have a long tradition of developing innovative responses to educational needs, and programs like the non-traditional pharmacy doctorate, the evolving Masters degree in accounting practice, and the Saudi certificate program in prison management are just a few of the recent examples. In Europe for the past ten years, an enormous effort, known as the Bologna Process, has been underway to harmonize higher education degrees across the European Community. One of the features of this effort that has gotten great attention in this country is the three year undergraduate degree. We know that more and more ONU students and their families are talking about this possibility these days. Is it time for us to examine this option more formally for some of our programs? The Law School recently created the joint JD/LLM program that enables an ambitious student to achieve both degrees in 3 years. The program includes some unique and intriguing externships programs and is basically a year-round educational experience. Is this model one that we could implement elsewhere on campus? Alternatively, could we take cues from our 6 year pharmacy doctorate and create 5 year Master's degrees in certain areas? Could we also benefit from the experience of the Non-Traditional Pharm D program as well as the increasing integration of technology into our instructional efforts and create programs that integrate on-line and in-person instruction? After all, a recent Department of Education report indicated that this kind of blended learning was very effective. The Dicke College now requires an entrepreneurial experience as part of its degree programs and similar requirements have been encouraged and implemented in Engineering and elsewhere. Should this orientation and perspective be more consciously stressed in other parts of the campus as it was in a workshop the Business College did for 40 faculty last year that focused on how entrepreneurship principles could be embedded in courses? Should Nursing and Education think about graduate programming options? Should Business and other professional programs offer more weekend and evening classes, while disciplines within Arts and Sciences offer enrichment seminars in similar formats?

A second and final area that will require our attention this year as we move toward our vision of "Becoming ONU" is admissions. As the charts I put on the screen earlier amply indicate, the number of high school graduates in Ohio is declining and expected to continue to decline. We must continue, therefore, our efforts to recruit students from out of state. With the help of 12 alums last year, we attended national recruiting fairs in 18 cities outside of Ohio. In addition,

we visited more than 150 out of state high schools and participated in 81 smaller out of state recruiting fairs. As a consequence of these initiatives, 43 states were represented in our applicant pool in 2009 as compared to 31 in 2008. These efforts obviously need to continue.

But, we need to do more and Dean Condeni and her colleagues have developed a number of promising projects that will enhance the pool of applicants for the 2010 and later classes. For example, they've identified a number of new out of state areas that they believe can be productive for ONU. They are Virginia, DC, Maryland, New Jersey, eastern New York and eastern Pennsylvania. They also contracted this past summer with professional consultant Ruffalo Cody to call a list of more than 4,000 prospective 2010 students. The list included all of our business and engineering prospects and many students with interests in various areas of the arts and sciences. A total of 1044 of these individuals indicated they continued to be interested in ONU with more than half of this group saying they were very interested. At the beginning of the academic year, therefore, we will have more than a thousand students our counselors can get in touch with about enrolling at ONU in 2010. We are also asking some of our counselors to work directly and closely with colleges that have enrollment capacity and we have created opportunities for our counselors to hear directly from our deans and faculty about their colleges so they can be sure to share the messages the faculty in these colleges want them to emphasize when they visit with students and families. Our counselors will also be adding private and parochial schools in both our traditional and our new recruiting areas to their visitation lists.

Another new kind of student that we want to look at is the transfer student. We recognize that students and families are increasingly concerned about the costs of a college education and are, as a consequence, evaluating whether they can save significant dollars—and debt—by spending one or two years at a community college. Like many other institutions, therefore, we must consider the possibility of students seeking to transfer to our institution to complete their degrees. We would, of course, have to make sure that such students have the courses needed to succeed in our curricula and this would require that faculty develop articulation agreements that would ensure seamless transfer. I'm confident we'll hear more about articulation agreements this year because our admissions colleagues will be initiating relationships with 8 community colleges and I'm sure they'll be talking to the faculty about curricular connections and overlaps. I know everyone will be cooperative and pro-active as these conversations unfold and I know we will see some productive outcomes.

Faculty will also be invited to participate in our new recruitment initiatives in other ways. For example, our admissions office is going to create a Faculty Ambassadors programs though which faculty will have the opportunity to volunteer to work directly with prospective students.

They're even going to develop some videos that will feature faculty talking about the advantages of their programs. Here's an example.

In addition to expanding and enhancing our traditional recruitment efforts, though, we need to identify new kinds of potential students so we can, in the years ahead, build a more differentiated student body at ONU. I just mentioned one example of what I am talking about, namely transfer students. We need to be prepared to welcome these kinds of students to our University because there will certainly be more of them in the future. Indeed, in the recent *Chronicle* study of students in 2020 that I cited earlier, community colleges, as a group, are predicted to thrive in the next few years; the outlook for other kinds of universities—including ones like our own—is far less optimistic.

We also need to be prepared to welcome veterans, and, as a consequence, we have joined the Yellow Ribbon Program that has recently been created by Congress. In addition to veterans, we need to be prepared to welcome other kinds of adult learners. Some may be seeking electronically facilitated coursework; others may be interested in evening and weekend programming; still others may be interested in graduate or certificate study. Regardless of their interests, these are the students of the future. Whether local, national or international, they are the ones who will be seeking higher education in the decades to come.

The point here is simple but vital: To secure our University for the future and to enable it to continue to grow and develop toward its vision, we must significantly differentiate our programming and our student body. We must expand our concept of ONU beyond that of an undergraduate, residential college. This most certainly does NOT mean that we should abandon or even reduce our commitment to residential education. We are proud to be a residential university. We believe in its value. And, we do not intend to stray from our foundations. Yet, students and families interested in a residential experience both in our region and nationally are declining. We have the programs, experience, and, importantly, the history to adapt to the changing needs of higher education. What I would propose, then, is that we build on our rich heritage of residential education and develop distinctive programs that will be attractive to the wide variety of contemporary learners. When we do this, we will, of course, help ONU achieve its vision of "Becoming ONU," for all of the institutions we seek to emulate are differentiated, comprehensive universities offering a wide variety of programs at multiple levels.

In addition to our conversations about admissions, programmatic development and the "Becoming ONU" agenda, we will also continue our discussions about general education, semester conversion, and a wide variety of other topics this year. We will also talk about ways in which the University can complement and enhance opportunities and services available in the Village of Ada. As everyone knows, the quality of our community environment has an

important impact on our ability to recruit students, faculty and staff for ONU. We want, therefore, to invite some professionals to help us think about the future of the Village and the University's role in facilitating that future.

Well, I have, again, talked for too long. But, we have the good fortune of being part of a vibrant University where there is excitement, accomplishment and opportunity every day. As a consequence, it takes a while, every year, to report on the year that has gone before and to explore the possibilities that can accompany the year that we are beginning. I appreciate, therefore, the patience you have shown this morning—and on so many other occasions as well—with my lengthy expositions.

I appreciate even more, though, your patience and understanding of the very difficult decisions we have had to make to ensure ONU's security and stability in these exceedingly difficult times. We are a part, as Anne Lippert used to remind us every year on Opening Day, of a very resilient institution. The University H.S. Lehr founded in 1871 was contrary to the conventional wisdom of the time because it allowed students to attend when they could. As the normal school model disintegrated at the end of the 19th century, Lehr transformed his institution into one that offered professional programs based in the liberal arts and sciences. The private normal schools of the era vanished. ONU continued. During the war years, we provided military programming. When satellite, off campus programming was needed, we opened a campus in Celina and offered evening classes in Lima. In other words, our resilient University has always adapted and reinvented itself just as H.S. Lehr taught from the beginning. We are now being challenged to do it again. We shall. And, in the process, we shall preserve H.S. Lehr's special dream of creating, in his words, "one of the great schools of the U.S." Thanks for being part of that dream.