

State of the Institute Remarks, Delivered to the WPI Faculty,
September, 2008.

Financial Position Sound

FY2008 operating surplus: \$3.6 million (3%)

Largely from revenues exceeding budget

Tuition, Room& Board, CPE

Also, expense savings

Open positions, contingency, prudent management

THANKS TO ALL!

Endowment stable despite difficult markets

Closed at \$385 million, versus \$405 million a year ago

after withdrawal of 5.5% via spending rule

Long-term debt at \$140 million

Stable ratings of A1 and A+ by Moody's, S&P

Capacity for additional borrowing at these ratings

7-year Capital Projects Plan approved by Board:

Sources and uses of funds

Goddard Hall renovations for science labs

Salisbury Labs—faculty offices, classrooms

Sports and Recreation Center

Reuse of Alumni Gym for academic purposes, perhaps
for a project center

Residence hall updates, expansions

Operating budget for FY 2009 balanced

Approximately 20 faculty searches being authorized

Zero-based approach to building 2010 budget, including review of
problematical, annoying or just plain silly policies. (Send me your
favorite!)

But, need for RESTRAINT, not EUPHORIA

Enrollment Picture Strong

~908 freshmen vs. enrollment goal of 810

Increase in overall yield of 2%

29% women (all time high, 265 vs. 207 in '07)

13% domestic students of color (all time high @ 108)

33% students from outside NE (vs. 22% last yr.)

3.7 GPA (vs. 3.67 last yr.)

296 students with 4.0 GPA (vs. 210 last yr.)

24 valedictorians (vs. 23 last year)

35 salutatorians (vs. 22 last yr.)

Top 12% rank in class (vs. 14% last yr.)

1282 Ave. SAT (vs. 1284 last yr.)

50% entering w/ advanced placement credit (vs. 40%)

Only 155 of 5,700 applicants opted for SAT-optional

But, discount rate increased to 42% from 39%.

**Congratulations to VP Tichenor and Director Ed Connor
and their staff in the Division of Enrollment Management**

Goal of 3400 undergraduates by 2015 remains

Provost and Enrollment VP to build 4-yr enrollment model

Will add necessary additional faculty and staff, CAREFULLY

Graduate enrollment stabilizing; needs to grow.

344 new grad students, vs. 323 last yr.

Gateway Park

WPI Life Science and Bioeng. Ctr. Performing well

Attracting strong faculty candidates

Administrative burden for dept. head (**Thanks, Eric!**)

Next buildings under discussion

Campaign Making Good Progress

FY2008 was 1st year of 7-year campaign with \$200 million goal

Three principal Campaign Goals

- Faculty support

- Student scholarships

- Campus facilities development

Plan: Quiet phase through 2010 @ \$100m; public through 2014

Raised \$26 million vs. 2008 goal of \$22 million

Congratulations to VP Bailey and the Development Staff

Major gifts to date include

- \$6 million, Alden Trust, renovations of Goddard Hall

- Foisie Scholarship Program, awarding \$1.5 million in scholarships annually to outstanding applicants.

- \$400,000 for a rowing tank for the new Sports & Rec. Ctr.

- Endowed professorships

 - Chemistry (Metzger)

 - Environmental Science (Schwaber)

 - Entrepreneurship (Beswick)

- Endowed professorship and potential deanships

 - Life Sciences (Peterson)

 - Engineering (Gordon)

Need increased faculty participation

- Development of Case Statement

- Role of Strategic and Campaign Planning Task Force

- Critical role of deans and department heads, and faculty

Environmental Scan—National Issues

Economic

Recession, inflation, housing and credit crises
If prolonged, will surely affect our operations

Implications for long-term debt

One-third was in variable rate, auction market “swaps”
EVP Solomon noted problem early, and resolved
while still possible to do so. **Thanks to Jeff!**

Student Loan “Crisis”

Our students not experiencing difficulties, paying bills
**Excellent work by VP Tichenor, Director Monica Blondin, and
the Financial Aid Staff, and by EVP Solomon**

Increased national concern about college costs

Need to emphasize *net* costs and *value proposition* for WPI
Must constrain tuition increases and overall costs
Must continue fundraising for scholarships

Threat from low-cost providers increasing

Increasing potency of computer-based instruction
Appeal of distance learning, asynchronous interaction

Student drinking problem

DB did not sign Amethyst Initiative Pledge
Reviewed WPI programs, seemingly strong and effective
**Congratulations to VP Richardson, Dean Clay, and Director
Charlie Morse at the Student Devel. & Counseling Ctr.**

National Rankings

U.S. News data fairly consistent over 4-years
Stronger marketing might help (VP search under way)
Forbes listing—based on 4 yr. grads, Rate-My-Prof.com!

Where are we headed?

WPI Plan remains strong and key to our continuing success

But, need to offload faculty, not cram more work

Can improved instructional software be the key?

Use technology to shift from faculty-centric teaching
to student-centered learning.

Example: Prof. Heffernan's "Assistments" software

WPI could become leader in this transformation

Another truly disruptive innovation

Global Perspective and IQP to remain signature programs

Truly distinctive, effective, and admired

Warrant increased investment, support, and participation

Excellent work by faculty on curriculum development

New Great Problems Seminars, this year adding Heal the
Word and Building the World to Feed the World and Power the

World. **Great work by Art Heinricher, Kris Wobbe, and others**

Robotics Engineering

Interactive Media and Game Development

Environmental Engineering and Studies

Strong revisions in Humanities and Arts

Great theatre and music

More great work by department heads and faculty.

THANK YOU!

Need greater emphasis on assessment of teaching and learning
effectiveness and outcomes.

Further development of CEDA, role and programs

Object for Campaign funding.

**Congratulations to Professor Demetry for excellent work
and leadership. A truly outstanding teacher at the helm!**

BUT, excellent undergraduate program not sufficient--national
recognition also requires distinctive excellence in research

Need to focus on a few important areas, such as

Critical areas in engineering

Novel materials, fire, communication, etc.

Energy and the Environment (fuel cells, infrastructure)

Global health (Gateway, devices, prosthetics, etc.)

Emphasis on the *important*, not just the interesting.

Role of Associate Provost for Research and Grad. Ed.

Innovation and *Excellence* are key to all that we do.

What and how we teach

What and how we research

How we serve

How do we get there?

Need for increased academic leadership and structure

Search for Dean of **Engineering**, to lead departments of
Chemical Engineering
Mechanical Engineering
Civil and Environmental Engineering
Computer and Electrical Engineering
Fire Protection Engineering

Search for a Dean of **Science**, to lead departments of
Biology and Biotechnology
Chemistry and Biochemistry
Biomedical Engineering
Physics

Respective groupings to be referred to as schools or faculties
No implications for faculty governance

Management faculty to develop proposal for School, then undertake search for a Dean

Unlike Engineering and Science, this is not a federation of related departments, but an organic whole that needs distinctive character and vision

The remaining departments offer opportunity for creative development as a grouping of “liberal arts” departments which can position WPI as a highly innovative, forward looking institution in which the humanities, arts, social sciences, and quantitative disciplines (mathematics, statistics, computer science) play full contributing, not just supporting, roles in defining a new type of liberal/technical institution offering the best preparation for success in a global innovation economy. I see the need for a highly

creative dean here as well, but leave to the provost and the faculty the appropriate response.

Original Paradigm:

Engineering education, supported by science and humanities

Current Paradigm:

Engineering and science education and research, supported by humanities, arts, and social sciences.

Future Paradigm:

Education and research in engineering, science, arts, humanities, social sciences, and quantitative disciplines, each informing and supporting the other in highly innovative programs and engagements.

How is the President spending his time?

1. Academic leadership, in partnership with the Provost
2. Fundraising and alumni relations, in partnership with the Vice President (minimum of 40% FTE effort)
3. Service on board and organizations to increase WPI's visibility and advance our mission in public service and civic leadership.

UMass Memorial Health Care, Inc., Board
Finance Committee

Investment Committee

Massachusetts Biomedical Initiative Board

Research Bureau, Executive Committee

Mass High Tech Council

Mass Advanced Placement Initiative

Governor's Life Science Talent Initiative

Leaders for Education

Worcester Schools Superintendent Search Comm., Chair

AICUM, Chair of Board

Keep the up the great work, and best wishes for another outstanding academic year.

Come to the reception at 1 Drury Lane, the President's residence, Immediately following this faculty meeting.

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