



State of the Institute Address

Presentation by T. Alan Hurwitz

Vice President for RIT
Dean of NTID

February 16, 2007



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Our Dreamers
Our Doers
Our Thinkers
Our Stewards

Our world does not countenance complacency. It rewards change.

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“... it is not just the volume, it is the velocity of change.”

NTID Strategic Vision 2010

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Our Strategic Vision 2010 spoke of change.

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“Tomorrow, and tomorrow, and tomorrow, creeps in this petty pace from day to day...”

Macbeth

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Macbeth, in a famous Shakespearean speech, spoke of a slower march of change. Macbeth issued a warning about our individual futures... But I see a bright Institutional future. In our future: We dream ...We think ...We do ...We steward what we have inherited.


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“Five-year” Celebration

35 years	30 years	
Karen Conner	John Albertini	Ted Lord
Jim DeCaro	Robert Barrett	Gene Lylak
Michael Krembel	Kathy Davis	Carole Pepe
Bary Siegel	Joanne Everts	Tom Policano
Al Smith	Kathy Gillies	Ellie Rosenfield
Jim Wilson	Peter Haggerty	Dean Santos
	Dominique Lepoutre	Hank Wallace
	Larry LoMaglio	Kathy Voelkl
	Gary Long	

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25 years	20 years	
Omobowale Ayorinde	Joanne Helmick	Cynthia Barrett
Dianne Brooks	Baldev Khalsa	Catherine Clark
Norene Chesterton	David Lawrence	Kathy Darroch
Vince Daniele	Mary Beth Parker	Karen Finch
Carol DeFilippo	Valarie Randleman	Ken Finton
Lynn Finton	Mark Rosica	Sybil Ishman
Pam Francis	Kip Webster	Ed Mineck
Gail Gabriel		

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A month ago we had a ‘five-year’ reception. We celebrated those who have worked here for 20, 25, 30, and 35 years.

Last year a different group celebrated. Next year we will celebrate another group. We want all of you to reach those milestones.

They made NTID a place where students learn.
 They made NTID a place of comfort for students.
 They made NTID a place where students developed self-confidence.
 They made ‘tomorrows’ for students who otherwise might have limited futures.

Their work changed students’ lives.
 All of us are heirs to their accomplishments. We must steward their legacy carefully.

NTID was here long before almost all of our students were born. Are you under 40?
 NTID was here before you were born!

Now imagine how the rest of us feel!

Today we will look at our recent past. Today we will also look at our future and your part in it.

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Strategic Vision 2010

1. Offer three degree areas
2. Create Community College Partnership Programs
3. Expand Access Services
4. Expand Outreach

Develop a culture of change

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We recently finished year-two of our Strategic Vision implementation.

I will report briefly on our significant accomplishments.

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Goal I: Offer three degree areas

- 6 major curricular revisions underway
- 15 new faculty members hired

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In September, I listed in great detail the changes in curriculum produced by those in Academic Affairs.

Those changes will touch the tomorrows of every NTID student.

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Goal II: Create Community College Partnership Programs

- Under discussion with community colleges

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We are considering how to create partnerships with community colleges. We want their deaf and hard-of-hearing graduates to come here for baccalaureate degrees. We want our non-qualified applicants referred to those community colleges. When they graduate we want them to transfer to RIT.

We are on schedule to implement this strategy next year.

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Goal III: Expand Access Services

- 19 New interpreters hired
- 19 New C-Print captionists hired

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In September, I reported on the significant increase in access services in College Operations.

Stewards built on our past interpreting successes.

Dreamers, years ago, envisioned C-Print.

Thinkers considered student needs.

Doers filled almost 40 open positions.


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Goal IV: Expand Outreach

- 7 new outreach offerings for pre-college students

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In September, I spoke of outreach programs developed by College Advancement and by Student and Academic Services.

We went from 0 to 7 programs in a few brief months.

Dreamers envisioned programs where none existed before.

Thinkers and doers created outstanding offerings that will change students' lives.


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Conclusion

“ ... foster an attitude and environment for *change*.”

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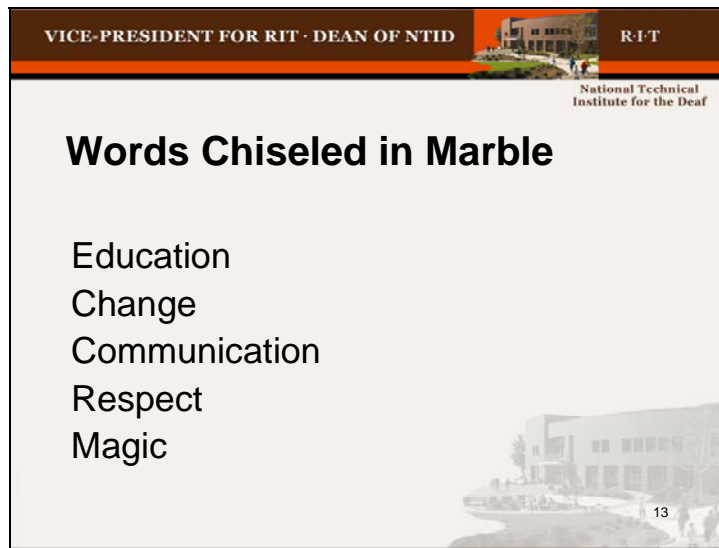


Our Strategic Vision ends by asking us to adopt an attitude of change.

It says take more risks.

It says if you have a good idea make it happen.

Make change happen.



My recent speeches were organized around the words on this slide.

These are still issues for us.

Students raised 'communication' with a dignified protest last year. They sought 'change' and 'respect.'

Students were dreamers on this issue.



What did we do?

We agreed on a set of communications values.

We are having well-attended communications forums.

We posted signs.

We are training managers and chairs.

We held our first deaf culture workshop. Over 100 faculty and staff attended.

What a start!

Did we reach our goal of faculty and staff signing in public places? No.
Did we make progress? Yes, but not as much as I want.
Today I ask again... Faculty and staff *please* sign in public places.

Many students want this.
Many of your friends want this.
Many of your colleagues want this.
I want this.

Make this happen!

'Respect' is a central theme in these discussions. Every one of us must treat all others with respect.

We cannot ignore anyone in the environment.
We cannot afford the condescension of derisive words.
We cannot act like others are not there.

Every one of us must treat all others with respect.

Every one of us must treat all others with respect.

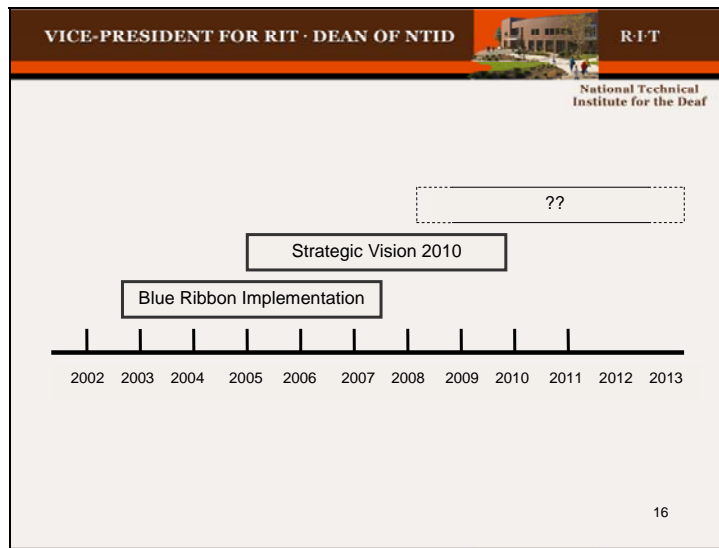


My message on our budget is a short one. We do not yet know what our budget will be this year. I will email the community when we learn more.

We do not expect to receive all of the increase we wanted this year, but we will complete this year without an impact on our student programs. We will not reduce the number of employees. We will not reduce salaries. We have planned in anticipation of this time.

In the recent two years I have gone to Washington 24 times. That indicates how seriously I view my budgetary responsibilities. We must ensure the continued flow of funds to NTID.

Our appropriation is, and will continue to be, a concern.



In 2003, we implemented our Blue Ribbon plans. For many of you Blue Ribbon is a new term. For others it may be a distant memory. But many here faced its reality every day for years.

That plan anticipated in great detail how we would reduce costs and generate income. We sought a million dollars per year for five years. Now, in 2007, we have completed those activities. We have succeeded. We reduced spending and generated revenue not of \$5 million, but of over \$6 million.

Our Blue Ribbon activities prepared us for the challenges and the opportunities our future presents. Because of those actions we can implement our Strategic Vision.

- We are creating new and flexible curricula.
- We are enhancing opportunities for faculty and staff to cross lines and assume new responsibilities.
- We are enhancing access services with new hires to meet needs.
- We are creating outreach programs to generate enthusiasm about NTID for future students.
- We are creating new horizons in partnership with others.

We owe thanks to those who understood and created the Blue Ribbon process and a strategic plan. We owe thanks to individuals who put those plans into action.

Their legacy freed us to meet the needs of today.

But what about the needs of tomorrow?
 What issues will we face in the future?
 How will we plan for that future?

How will we do our next round of planning? How will we fill those question marks on the slide above? We have done it before and we will do it again. This topic is on my mind. Share your thoughts with me. Shape my thinking about how to plan for the future.

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Long-Term Issues Facing NTID

- Changing student demographics
- Federal budget pressures
- Increased government oversight
- Balancing resources to meet future needs

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Each item on the slide is a serious issue.
Each needs serious consideration.

We have restructured our organization. Now we need you to become our leaders and visionaries. We need you to consider the future once again.

- Maybe you will lead a committee or taskforce.
- Maybe you will become a department chair.
- Maybe you will be a member of the administrative team.
- Maybe you will be the next dean and vice-president.

... but not yet.

Do you know what excites me?
Without a doubt the next generation of NTID leadership is in the audience.

Have you realized that?
If not, this is my wake-up call.

To whom will our torch be passed if not to you?
We need you to lead.

To whom will we turn to have our yesterdays light the way to a brighter future (to borrow from *Macbeth* again) if not to you?
We need you to lead.

To whom will we leave our legacy to steward if not to you?
We need you to lead.

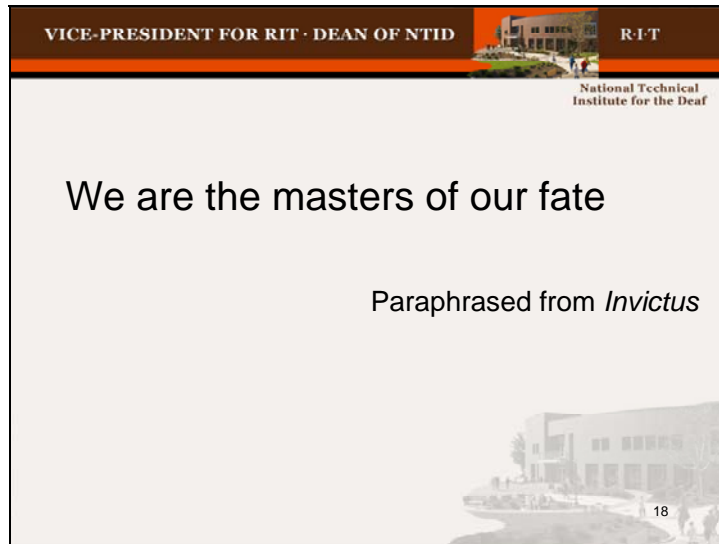
Our distant future will need your legacy to steward.

We need more opportunities for everyone to lead.

Are you a future leader?
Are you a dreamer?

Don't wait for NTID to identify you.
Don't wait for us to create an opportunity for you.

We will help. But leaders must create their own opportunities.
Dream ... Think ... Do ... Prepare now for the next generation.



William Henley, in the well-known poem “Invictus,” said “I am the master of my fate.” He wrote the poem at age 26 in 1875. He wrote it after becoming disabled by the amputation of his foot. It is quoted so often because it inspires each of us.

We control our future.

I have ended several speeches talking of the word ‘magic.’

If I had a magic wand, one of the things I would do is make you all understand how much you are appreciated. I would make you feel you are understood. I would make you feel cherished for what you do for our students. Without a magic wand my words must suffice.

You are all cherished.
You are all cherished

Thank you.