

“OUR TIME IS NOW”

Report to the Community
Thursday, February 1, 2007
Clarke Field House / Hunter Gymnasium
7:30 – 9:00am

President Karen S. Haynes

[HAYNES]

“A giant is quietly emerging in North County. And as this emerging giant matures, it should be an exciting time for both the campus and the surrounding counties it serves”.

When the editorial in the San Diego Union Tribune opened with that remark last June, they almost got it right. It’s definitely exciting around here.

On the other hand, we’re not an “emerging giant”—we’ve already emerged. And it’s time to stop being quiet about it. As The North County Times put it, “It’s exciting to watch Cal State San Marcos come of age. It’s well on its way...”

I’m here this morning, on my third anniversary as President of this remarkable institution of higher education, to tell you that Our Time Is Now, why I believe it is so, and why tomorrow and the next day and my fourth anniversary as president will prove to be our time as well. This community partnered with us to create and nurture something very special, and it’s okay to let the secret out: Our Time is Now.

It’s that time of year when public officials report to the communities they serve. The President of our country, the Governor of our state, the chair of the County Board of Supervisors and many of our mayors are taking the time to inform us of past accomplishments as well as to suggest a vision for the year ahead.

It’s important for me to report to you as well. As a public university—and as your university—our mission specifically calls us to align our educational offerings with your regional needs, and to be part of

the sustained enrichment of the intellectual, civic, economic, and cultural life of this region.

Cal State San Marcos was signed into law in 1989. It was the first state university built from scratch in California in over 25 years. And it stayed the new Cal State for six years until Monterey Bay, Channel Islands and the Maritime Academy took the new kids on the block honors.

What you may not know, however, whether you've been around us a while or just found us a month ago—is that this is the fastest growing state university in California! We are not only larger than those newer campuses, but this year we surpassed Bakersfield, Humbolt, Sonoma, and Stanislaus in student body size—campuses that have been state universities since the early 1960s!

Indeed, if we were not located near some very large CSUs like San Diego, Long Beach and Fullerton with over 25 or 30,000 students, you'd probably realize we already emerged as a giant. Against a national backdrop of more than 400 state colleges and universities, your university is larger than half the state campuses in the country!

When I arrived here on February 1, 2004, we were not big enough to have an identity. I listened to people try to characterize the stage of development of the campus, and they would say, "We know we can't say we're the smallest or the newest anymore, but we're not quite sure what we are either."

Since I arrived, our annualized headcount has gone from 7,400 students to 9,155. Imagine your customer base growing by 23% over three years. Wouldn't you be saying, Our Time is Now?

While our annualized student headcount has grown dramatically since my arrival, the number of students of color has increased even more dramatically—by 33%—bringing us closer to reflecting the region's demographics.

Our students are taking more classes each semester, and they are growing younger each year. Nearly 75% of our new undergraduates this fall are under the age of 22^{1/2}. We are providing housing for over 600 students. Those who do not live here are driving from greater distances: this year 58% of our new students came from outside North San Diego County—with the biggest increase coming from Riverside County.

Since I joined you in 2004, we have graduated over 5,000 alumni—this is one third of our total alumni—graduating them into your businesses, your classrooms, your non-profits, and into public service. That's a lot of smiling and shaking hands at the Del Mar Fairgrounds for the last three commencements—and I don't mind one bit! It means I'm doing the job I was brought here to do,

and it means 5,000 more college graduates are doing the jobs you need them to do.

There was about 800,000 square feet of classes, labs, offices, and studios when I arrived in 2004. The Kellogg Library officially opened the week after I arrived—I want to thank everybody for that! And, in the last 3 years we have built Markstein Hall; we will finish the Center for Children and Families this spring; and we will break ground for the McMahan House, bringing the campus to over 1.2 million square feet. To use our space wisely in meeting the challenges of our growth, we are in the process of a 70,000 square foot “remodel” of Craven Hall, creating a one-stop shop for student business functions.

With the passage last November of Proposition 1D, which will add our Social and Behavioral Sciences building—and thank you as well for voting for that!—we will add another 111,000 square feet of classes, labs, and office space.

Since I joined you in 2004, we have raised almost nine million dollars. I’m certain I don’t have to tell you that private dollars have become vital to the success of public institutions like Cal State San Marcos, and I thank you for believing in what we can and will do in and with this community.

Although I get to stand here and brag about all our accomplishments, they are certainly not all mine to claim. I have in place a stellar leadership team, devoted to the success of Cal State San Marcos, and to making it responsive to the communities we serve. I would like them to rise as I introduce them and to stay standing until the entire team is recognized. My Executive Council is composed of:

- Provost and Vice President of Academic Affairs, Emily Cutrer,
- Vice President of Finance & Administrative Services, Neal Hoss,
- Vice President of Student Affairs, Pat Worden,
- Vice President of University Advancement, Rick Keith, and
- Foundation Executive Director, Marti Gray.

They are joined by a talented group of deans, directors and associate vice presidents who make up the President’s Cabinet and act as the University’s Planning Council. Would the Cabinet please stand?

Against the background of remarkable growth and “emergence” of these past three years, we have made gains in all five areas of strategic importance to the university.

Campus climate is the “feel good” initiative—the emotional environment that’s hard to measure but essential to the satisfaction and well-being of those who work here. Our business is people business, and our

productivity rests on the talent, good will, and teamwork of our people, their willingness to both go the extra mile when the need arises, and also to put the best interests of the university first, before their own department or college. The initiatives and efforts in campus climate should result in making you feel good—and welcome—whenever you come to campus. Our goal is to make this a place for each of you.

Educational equity is the strategic priority we undertake to nurture a community of students, faculty and staff who are committed to respecting and modeling the diversity of our region within a context of social justice through which we can promote a fair and open environment for the exchange of ideas.

I appointed an educational equity coordinator to begin work this spring to keep us focused on this strategic priority, to enhance campus and community conversations, and to illustrate how educational equity enhances academic excellence, civic engagement, and student retention at all levels of the university.

The newest community advisory group—my Native Advisory Council—put me to work almost immediately. It was an honor to speak last May at their annual San Diego American Indian high school graduation banquet for the graduates from all 18 tribes that call San Diego County home. And just last week, tribal leaders and I signed a Memorandum of Understanding with the Santa Ysabel Band of Kumeyaay (KOOM ee ii) Indians, promising university assistance in preparing reservation students academically and guaranteeing admission for those who then meet CSU standards of admission.

I am proud to note that we are the first Cal State with a Memorandum of Understanding with a Native tribe, and one of only two campuses with a Native Advisory Council.

Last April, we signed a Memorandum of Agreement with the San Marcos Unified School District to guarantee that students who work hard completing college preparatory work, with some guidance and advising from us—will be able—and desire—to become Cougars in the freshman class of 2010.

We began the Encuentros Summer Leadership Academy, thanks to Palomar College's Gear Up program funding, housing 22 young Latino boys in our student apartments for a few days of classroom instruction, and preparing them for a future that includes a successful college experience. We hope to expand this into a two week program for the coming summer.

In our priority for student life, we began an experiment called University Hour, where the time from noon until 1:00pm is free of scheduled

classes five days a week so that students can get a life on campus and become involved with student clubs or take advantage of academic advising, library use, and tutoring labs.

And it was successful! We will continue University Hour next year, but for two days a week in order to balance supporting student life while assuring students of access to classes.

In expanding athletics, we saw our students competing in men's and women's soccer. We also got to experience our first home games for any sport, our first pep rally, and I learned how to do a coin toss to start the game—see, there's even continuing education for university presidents!

In our priority of academic excellence, one of the most exciting things you saw was the emergence of our nursing program with a cohort of 44 student nurses starting their studies this past fall semester. Nobody has to tell you there is a critical, national nursing shortage.

But nursing is an expensive, facilities-intensive major to initiate. Recognizing this need, Palomar Pomerado Health converted 15,000 square feet of unused space of the San Marcos Ambulatory Care Center into a beautiful new home for our nursing school provided lease-free. Their commitment to our campus and the community helped us initiate the nursing program at least two years earlier than planned. The Palomar Pomerado Health Education Center affords our students training in a state-of-the-art facility that is surely the envy of many schools of nursing.

Additional support came from Tri-City, Scripps, and Kaiser Hospitals so we could begin to meet this community need. And with support from the CSU Chancellor's Office, and then a boost from the Governor's budget, we were able to select a second cohort of 44 nursing students to begin their studies this spring. These extraordinary partnerships certainly illustrate how we all "win" when working collaboratively.

As I mentioned earlier, we saw a significant gain in enrollment this year. As I told faculty and staff at the beginning of the fall: the freshmen are coming.

And they certainly did! Our largest ever freshman class chose us as their university. We also experienced a surge of transfer student applications—up 56% from last year! Thank you to Palomar and Mira Costa Colleges for the outstanding work they do to prepare students to transfer here and continue their studies. Our growth was also the result of our more coordinated outreach, aggressive recruitment, and enhanced visibility—as the first choice of an education centered in personal attention and a supportive student environment.

Perhaps less visible and less exciting—but vital to the conviction that Our Time Is Now—we didn't just enroll record numbers of students—we kept them! We did this by creating roadmaps that students can use as freshmen or transfers and at varying degrees of preparedness to know their “next steps” towards their degree in their major. We aligned class schedules with those roadmaps, and we provided student services to support students on their way to graduation. Our retention improved by 5% in just one year.

Faculty excellence is the underpinning of academic excellence. So let me brag a minute and tell you—our faculty are not excellent—they are outstanding. Our business faculty published 26 articles and delivered 38 conference presentations last year. Our economics faculty published five textbooks last year. Two history faculty members—Dr. Jill Watts and Dr. Alyssa Sepinwall published books that received excellent reviews in the *New York Times Review of Books* and the *London Review of Books* respectively.

Biology faculty member Dr. Vicky Fabry hit the grand slam with articles accepted into both *Science* and *Nature*—the two most prestigious science journals in the world. Three of our faculty—Dr. Glen Brodowsky, Dr. Darci Strother, and Dr. George Vourlitis—were awarded prestigious Fulbright Scholarships to conduct research and teach in Taiwan, Chile, and Brazil respectively. And in just this past year alone, our faculty generated 6.2 million dollars in research grants and contracts.

Finally, our priority to our community partnerships developed in several important ways.

For the first year of our Chamber Champion program, the university joined nine local chambers—establishing with each one a chamber champion and a volunteer team.

These teams have participated in mixers, sponsored tables at installations and other chamber events, and served as board members or on education or legislative committees. Our chamber partners have reciprocated through participation in our campus events.

Although November brought the third election in a single year to the tired citizens of North San Diego County, you came to not one, but two political debates put on by our Alumni Association to help choose the next representative from the 50th Congressional district.

To further our outreach and educational opportunities with the business community, we signed a Memorandum of Understanding with the San Diego World Trade Center in early December. Before the ink was dry, we filled a room in Markstein Hall with approximately 100 business people who wanted to know more about the opportunities and challenges of doing

business in China. And, on December 7, the San Marcos Chamber of Commerce honored us as their “public partner of the year.”

For outstanding community service to the communities devastated by Hurricane Katrina, Cal State San Marcos was named this year to President Bush’s Honor Roll for Distinguished Community Service.

Our students not only served nationally, but locally—performing nearly 73,000 hours of community-based service learning projects, ranging from tutoring foster children to building a sports program for a local YMCA to assisting law enforcement in public safety training. If our students were employed at just the minimum wage without benefits, that sum represents nearly \$550,000 these community groups did not have to pay to receive these vital services.

And our business students continued to partner with you in their Senior Experience projects—87 teams comprised of 374 senior business students last year tackled everything from development and implementing marketing plans to researching the business feasibility of museum traveling exhibitions—projects requested, supervised, and mentored by you.

At the end of the year, our community partnerships received official recognition by The Carnegie Foundation, who designated us with its new Community Engagement Classification. This was the first time any university was so named, and we are proud to be one of only 76 such universities nationwide. Carnegie recognized our focus and formally designated it, acknowledging that we have:

affirmed the practices of community engagement as aligned with our institutional identity and that they constitute an integral component of institutional culture.

As I look to the year ahead, I can tell you that enrollment will continue to grow, although not at so brisk a pace. By 2010—our 20th year of educating students—we project that the campus will be over 12,000 students.

Programs built on community partnerships, such as our teacher education and nursing programs, will continue to grow and serve the community. And our planning process this spring will guide the enhancement of existing programs, as well as the development of new programs designed to serve the needs of this region.

Our Extended Studies will offer an increasing number of online and degree-level programs, career-based certificate programs, professional development opportunities, and personal enrichment courses, as well as on-

site customized training programs. And it will continue to serve the region by ensuring the growth and refinement of the prestigious Leadership North County program.

Our student teachers will be in your classrooms; your senior level teachers will be on our campus as Distinguished Teachers in Residence, serving as faculty with real classroom experience to guide our development of curriculum and the student teaching experience. Our Senior Experience business student teams will be in your businesses or non-profits, solving or examining problems and issues in marketing, computing, or accounting processes.

And we will continue to earn our national, recognition as a community-engaged institution, by developing and nurturing our local partnerships with you.

We will also receive a visit from our accreditation agency, the Western Association of State Colleges this spring. Universities not only issue grades—they get them! How we measure up against what we say we do—teaching and learning—is what our accreditation visit is all about. We want a 4.0, and we are working hard to prepare for this semester’s finals.

Certainly among the successes we want to carry forward in the year ahead will be our Chamber Champions. We will add more presence and involvement in our existing chamber teams, and some additional attention to the region as a whole with membership in the Greater San Diego Chamber of Commerce and the San Diego Regional Economic Development Corporation.

We want to be able to say, “We’re everywhere!” and make sure people understand we mean it. We don’t want to have happen—as it did this year—that staff at a hotel just down the road from us can’t provide directions to our campus!

Our work must assure that no one in our region has cause to say, “We’ve never been on your campus, we don’t know where you are, and we don’t know what you do.”

In case you haven’t been looking for news about what we do in the sports section of your newspaper—you need to start! This spring you will see our first baseball and softball teams taking the field—not our fields in this case. The saying goes, “If you build it, they will come.” I would be neglecting an opportunity if I did not mention here that—if you’d like to see a field of dreams at Cal State San Marcos with your name on it—please talk to Rick Keith and ask for an invitation to our spring gala to raise funds to build that “field of dreams”.

I hope—no, I expect—to stand here next year and give you examples of our successes in campus climate, in educational equity, in student life, in academic excellence, and—always the area close to my heart—in community partnerships.

I expect that I will stand before you next year with many stories of new and expanded community partnerships. But our most essential commitment to our partnership is to establish and maintain the best public higher education experience possible. Your part of this partnership is to demand the best from us; to critique us; to support us in our endeavors; and to work with us for the benefit of this region.

Public higher education's story is, in many ways, a national story of transforming individuals and contributing to the common good. It is neither conservative nor liberal. Rather, it is holding fast to the best of what is while moving forward to create the future.

Next year and beyond will be an exciting time, validating who we are and what we do.

We have matured and grown, but we are not finished! We have emerged. So I leave you today with my vision of where we will be by our twentieth anniversary:

By 2010 Cal State San Marcos will be the region's driving force by leading initiatives and partnering to meet community needs.

Our graduates, prepared by relevant curricula and student-centered services, will reflect the region and be empowered to lead it.

As an engaged campus, we will become a best place to work and study.

Our time is now.

You have been part of our founding. You have been part of our building. You are part of our success. Now become part of making this vision a reality.