

President's Forum
September 27, 2010
3 p.m. – 4 p.m.
Clarke Field House – Grand Salon

President Karen S. Haynes, Ph.D.

Good afternoon.

I wasn't sure that anyone would come, given the heat, and the fact that you know that we still don't have a state budget. So I have to thank you, because those two reasons are certainly not what drew you down here across campus to this room. So I appreciate that.

I also have to say in starting out that it is hard for me to believe, and likely for everyone in this room that we are already five weeks into this semester? And it does seem to me that in very short order we'll be wishing each other happy holidays, and then we'll be congratulating our 2011 class.

This has been a very, very fast start, it seems to me. Very active. Lots of positive starts. But a very fast start for this semester.

My primary reason for inviting you to today - because obviously we have no real crystal ball to know when or if our legislature is going to complete this budget was to really continue the conversation that I began at convocation about the future, and looking specifically toward 2015 and our 25th anniversary.

But before I get to a little bit of that future focus, just a small recap, because there have been - as you all probably know - some moving targets in terms of some of our targets...enrollment targets, and some news that is budgetary over the past couple of weeks, including as early as just this morning.

So we know that there is no state budget, despite last week being told that they were very, very close. So now they're saying close may mean a week or two. So there's still no state budget and as you well know, this is the longest in history, that we don't have a state budget. And the agreement made may or may not be a week away.

You likely saw my message on the 14th that the CSU had received another one-time allocation of \$106 million from the final installment of the American Recovery and Reinvestment Act. And that meant that the campus will receive a one-time allocation of \$2.2 million from these funds to primarily increase course availability and student services, and support the general capacity of the campus to instruct and serve students.

Based on earlier data from new and continuing student trends, deans were already planning for being over our previously established enrollment targets for the college year. We heard only this morning from the Chancellor that we will be open for spring admissions. Our college year

target has increased by a total of 212 FTES, to 7055. Based on historical data, we could see about 550 new students – or about 400 FTES - more students in the Spring.

As I said, we were already planning and knowing we'd be over target. And this certainly adds to that figure as we go forward, because we'll know that already being over target and we're adding 400 more FTES will keep us over that target. The other changing but good news was that we also only recently heard the changing statement that there will be this year no financial penalty for being overenrolled.

So I would say to you what you know we've had in many, many of these budget conversations is we received a target this year to manage down 6% below last year's flat target, and do everything we can do to get there despite increased demand coming toward us, and then both the target changed and the rules of the game, thankfully, changed some to say no penalties.

That does not mean - let me be clear - that while there are no penalties for going over target, meaning that that Chancellor's Office has said that if we went over target they would take the tuition and fee payments. So there's no penalty there, however there is also no marginal cost per student necessarily coming...with those overenrolled.

So depending on the outcome of this budget cycle, we don't know whether there will be, and we are hopeful still that there will be some return of permanent dollars that will help us take on the increased student enrollment. Because no amount of one-time funding obviously will help support students we hope are more than one time with us.

In that allocation, I'm also allocating a portion of the one-time funds to support additional course sections this Spring, and have asked Provost Cutrer and Vice President Stiglitz to identify immediate needs to enhance student academic support. You'll also probably recall, that in March, I announced the University Budget Committee (UBC) had made recommendations for investment, should additional funding be received for the 2010-11 fiscal year. Student academic support and course sections were two of the UBC's highest priorities for reinvestment.

The remainder of the one-time funding will be allocated once we have a state budget. We are still - and although we are doing relatively well - we are still continuing with a pretty prudent fiscal plan; not knowing whether there will be state dollars added for this fiscal year, and the potential, in the state, of not knowing whether the following fiscal year will indeed continue to be positive.

So we're being prudent in letting go even some of those one-time monies until we have some assurance on permanent dollars going forward. Once we receive the final allocation memo from the Chancellor's Office - and I say "once" not "if." I will be obviously, immediately be communicating to all of you about the additional information. I will immediately be looking to the UBC for priorities for reinvestment. Immediately talking to all of the vice-presidents about needs that they have. Needs that can be filled with one-time dollars, and obviously looking toward what needs we begin to fill, and what are the highest priorities out of any permanent return of dollars.

That brings me to really one of the main purposes for my conversation with you today, and that is to bring you back for a second so that we can begin to look forward toward 2015, in terms of how we utilize both state and fiscal dollars in ways that support the necessary activities for today and continues to keep us forward-focused toward 2015.

Many of you in this room - cause I know most of you in this room - remember that in 2005-06, we undertook as a campus a comprehensive and systematic planning effort to build a vision for the future, address significant growth and improvement opportunities, and align our budget and resources with campus priorities.

And many of you may remember one of those in fact early commitments are that we align our budget priorities with our strategic priorities, and that the priorities, in fact, drive the budget, not the budget driving our priorities. We established through a lot of campus conversation the five strategic priorities. We defined them to decide what we wanted to do and what we wanted to be in the immediate future in 2005 talking about 2010. At Convocation, I then said, obviously, those five strategic priorities remain. And they remain important in all of our conversations and all of our continuing activities. Academic Excellence, Student Life, Diversity and Educational Equity, Campus Climate and Community Partnerships. They will continue to be the strategic priorities of our future.

Each year between 2006 and now we have determined, year by year, what we needed to focus on, to close specific gaps, in significant and strategic areas on our campus. You will recall that certainly we talked about student retention and success at the very top of that list. Needing to close that gap and obviously improve all students' success. We talked about facilitating time to graduation, expanding partnerships, enhancing our visibility, creating campus life and, as I said, aligning our priorities with our resources. I'm very clear that because we focused on those priorities, because we determine where there were significant gaps, because we then allocated or reallocated and aligned resources to some of those gap areas, we have seen improvements. Those improvements did not come accidentally. They came because we as a collective chose those strategic priorities and strategic areas to close gaps, and then we worked to close them. Retention of our first-time freshmen has improved. And it certainly was not a point of pride years ago for Cal State San Marcos in our system. Our six year graduation rate for first time freshman has improved by 7 percent, since 2005.

We have developed and launched programs responsive to industry and work-force needs, even during the last 2 years, where many, many universities, not only in our system, but nation-wide, were hunkering down and some of them were talking about and actually discontinuing programs. We also knew that we wanted to continue to incorporate modern curriculum, the use of technology in our pedagogies and continue in our enterprise to be creative, innovative and agile.

We have come, in my view, in my university view, a long way in these past 5 years. And while we've accomplished much in each of these five priorities, you know, and I know, there is still much work to be done. So we're right now recalibrating those measurable goals, and looking at where at how we need to continue to be future-focused.

As I said at Convocation, we will also, for these next five years, describe a compelling case for our communities of what we can be with their help, through the launch this year, quiet-phase, of a capital campaign, which will end in our 25th anniversary in 2015. And I'll talk a little bit more about that later.

There is no doubt in my mind, and I'm sure by now in your mind, that we will continue to face, both in California with our California economy as our nation does with the national economy. We will continue to have to do what we have done, successfully for the last couple of years. We will continue to need to advocate our legislators for appropriate support for quality public higher education. We are going to have to also keep future-focused. We are still one of the youngest, and dare I say, hottest campuses in the CSU.

And we know, that unlike many of our CSU comparable institutions, that might be now comparable in size with us, we are just passing through that size to a different place as we move forward to try to continue to provide access and meet the demand of this fast-growing region we serve-- North San Diego county, South-West Riverside and Southern Orange County. I also think it has been clear, and it has been clear certainly longer than these last two years, but I'm sure these last two years have brought it home, and I literally mean home, to all of us, that support, public support for higher education in this nation, and certainly in California, has eroded. Has eroded to a place that really is unacceptable, but also has eroded to a place that is unlikely, for us, able to see a return to the kind of public support we saw in the future. I have said it to many, many community groups in the last year or two, but it is striking, so I'm going to say it to you today. That about 8 years ago, that we received as a CSU, \$11,000 per student. And we receive from the state less than half that amount. Yes, tuition, student fees, have increased, but not enough to close that gap. Those are national trends, that is California reality, and so I think we will continue as a young, new, innovative, creative campus, to also talk about, as we look at future focus how we, as we come out of this economic downturn, how we use our creativity, our university first perspective, and our perspective on student access to quality instruction and support, to really have the conversations that I think everyone in California and many people in the nation are having and need to have.

I probably don't have to remind many of you in this room that it was just three years ago we had grown 26% in a 2-3 year period. Unprecedented kind of growth. In fact it was that quick growth, that very fast growth that exceeded the targets we had been given by the system, which were targets that in those days of 6 and half and 8 and a half increases, and we exceeded them. That that unprecedented growth has now landed us in a group of CSUs of now comparable size, but they all happen to be CSUs of slow or no growth. And I say this to you, let us not use no-growth institutions as comparables. Sonoma was planned for the size it is. Humboldt cannot attract enough students to grow. Bakersfield and Stanislaus are the other two in that category, also no growth, slow growth institutions. So I think we also have to remember how young we are relative to other CSUs. Those CSUs are all at minimum 20 years older, and some of them 80 years older. We have to think about aspirationally who we want to be, and it makes it difficult for us sometimes to talk about with legislators or each other or the CSU - what are the appropriate comparables for this particular institution at this moment in time, and its developmental stage of life.

We are poised to grow again - that was words we wrote last week - we are growing again as of today. And we will with that growth continue to keep the strategic priorities in front of us. This growth also can be and I believe it will create opportunities for all of us going forward. People can get concerned about growth and sometimes view it from a different lens than I would personally choose to. But when you sit around tables with people at no-growth or reducing growth institutions, the decisions and the conversations are much different and much more difficult than the opportunities and the excitement and the aspiration that growth can provide. It certainly will allow us to continue to become what I think we are close to being there...an institution truly of first choice for more and more students. We will continue in this period ahead of us continuing to strengthen that reputation by providing integrated formal education and experiential learning, ensuring academic quality and providing quality student academic support. Our students will be prepared not only for graduation and careers but for life-long learning.

I hope that we will also continue conversations and be prepared for growth by not being constrained by place, by not being constrained by what we know now are the opportunities ahead of us for incubating ideas around academic programs, the way that students access student services, and the way that we continue to collaborate across disciplines and professions.

Clearly a larger campus community, and we've now seen that, I've seen it even in my seven years, will continue to mean more campus life. Certainly this fall, seemed to me to be incredibly more robust in the welcoming activities and student life. We will continue and we are continuing to build student traditions. And those student traditions consistently reflect our values and the mission of this institution.

Growth means more academic options. The more we have students coming to us, the more it allows us to create specializations, and more unique degree and non-credit opportunities for our students and for our community. It means opportunities to retain faculty, and to attract and yes indeed hire new faculty.

And it creates opportunities to retain staff, to attract and promote and hire new staff.

With growth, the campus and the area around us, I believe, will be a place with expanded housing opportunities on or adjacent to our campus in the very near term.

It will be a place where there are more events, and activities--social, cultural, educational, on our campus. It will be a place soon, through collaborations, and the excitement of this being a city where Cal State San Marcos increasingly plays a prominent role for more retail and restaurants, for our new student union, and also in the university district. And it will mean a place of expansion of our athletics and our athletic facilities.

I trust, because our conversations have been mostly honest, robust, inclusive; that we will do many of these things and we will embrace growth going forward. Unconstrained, I'm going to say that again, unconstrained by a state support model.

How do we do that?

Well, it's more of the partnerships we've already established in the past, and more of the creativity that resides in each of you in this room and on this campus going forward. One example, Temecula. We opened a state of the art facility just a couple of weeks ago. Already serving approximately 200 students in that facility. We did it with no state support for the building, 1 dollar a year lease, and for the renovation, \$3.2 million from the cities of Temecula and Murrieta. Part of that \$3.2 million are the operating. And we're doing it, operating off of state support.

The academic programs, the same ones we offer here, but offering there or offering hybrid in all kinds of technology utilization, are being offered without state dollars. One, it means we can expand to reach out to create access. And two, it means that those 200 students are not counted in whatever the system decides to provide as an FTES cap or target going forward. It's allowing us to serve that region, and it will allow us to think very creatively about additional academic programs we bring there, that we may well utilize the opportunity to be creative and incubate some of our programs there and test models that might be specific and more directed toward a south-west Riverside region and business industry complex than we might do here in San Marcos. We're doing it off of state support, we're doing it with the same quality, we're doing it through partnerships. We've told people and obviously people have responded with dollars and private support, who understand the value of a Cal State San Marcos education, and understand that that public funding model of funding in California is broken.

We launched, as most of you in this room know, we launched our school of nursing in 2006, years earlier than it was on our academic master plan. Because first Palomar Pomerado Health came to us and said, we need you to do it. The nursing shortage is severe, and it is most severe in southern California. And we said we don't have the money to launch it. And Through \$2.5 million of renovation, lease-free space, 15,000 square feet, they committed to helping us, and \$150,000 initially for a nurse consultant. They said we will help you through this partnership create a nursing program. We have since had a lot of additional support, Kaiser Permanente certainly highest among them. And we have in the last two years, graduated about 125 nursing students. 80 plus of them each year, not on state support. And I would challenge you, if you were in commencement to guess which one of those nursing students were on state support or were funded through a private model. It is another way to reach out to this region's needs in specific areas, particularly in a discipline or profession like nursing, which is a high cost program.

And to do it with people who have mutual goals, who share those goals and who have the resources to help. Kaiser Permanente did it through forgivable loans, to cohorts of students. Understanding that everybody wins, when 90% of our graduates stay in this region. They are indeed the work force, and the civic leaders and the non-profit leaders of this region. So those are two, it seems to me, very compelling partnerships that we already have. That have already been successful, and I mean successful in the same quality of programs and successful because businesses and private philanthropy understand and want to support the access to students in their region to quality education.

So, what am I also saying?

Obviously, this partly comes back to building our private philanthropic support. At Convocation, I said to you that we would create a philanthropic campaign, which would close during our 2015 year, supporting these priorities and goals. While I said to you at Convocation that the campaign themes were not entirely defined, that they were derived already from the work you already do. The successes we've had, and those successes make the cases statements for philanthropic support so easy and so compelling.

It also will be a campaign that obviously, which is part of the future focus conversation we continue today, that campaign is also aspirational about who we want to be in 2015 and beyond. The kind of institution we see and that we want ourselves to be part of making.

The three draft themes that I talked to you about at Convocation, I've now tried on a number of community groups in the last 5 weeks. And I will say to you that I found them compelling, when I said them, ok maybe that's not a hard test case, but the more I say them and the more people hear them there is resonating to them.

And I think you can all see and hear yourselves in them in a myriad of examples and case studies.

One, preparing tomorrow's leaders through first class undergraduate experiences. The many stories that are captured within this theme relate to classroom teaching, which brings the best out of faculty research, which is enhanced by student internships, clinical experiences, community service learning projects. We'll share how our students' undergraduate experiences are informed by national best practices, as well as the forward thinking use of technology, and professional support services.

Building great communities within and without, we will in this campaign, communicate with pride our unique efforts and services. For example, to our local tribes, to our military installations, and to many other external communities. For example, Temecula. Our expanding athletics, our visual and performing arts activities are examples of existing programs that are already bringing the external community to us. Helping them to become more fully engaged and more intimately experienced in how we enrich the lives of this region, every day.

Partnering through research and technology to solve critical 21st century problems. Because of the efforts taking place in our classrooms, and through the research activities of our faculty. We already know that we are engaged and understanding current and future social problems. And more importantly, utilizing that understanding to improve conditions and solve problems. Our work on this campus and involvement in health, health disparities, in sustainability, in climate change, environmental and coastal issues are just a few of the extraordinary examples of the work being done here.

That needs to be shared, and that will be compelling as people learn of the talents that we have directed toward real life and community problems. Our fundraising priorities will focus on our students, our faculty, our facilities, our partnerships.

They will connect with and support those strategic priorities. They will focus on you, the faculty and staff, by sharing the stories of how you serve students and impact this region in meaningful ways every single day.

What does this look like going forward?

Well, it means stretch goals, because we have successfully achieved many of the goals we articulated in 2005. All of the divisions are having those conversations, and we are looking forward to what makes sense in those meaningful goals in 2015. Those stretch goals will also take resources, creativity, and a commitment to collectively achieve them. But I say to you, obviously, that those stretch goals and the future focus toward 2015 and beyond are essential, and are essential for us now. And it is necessary for us if we're to grow into the university that all of us aspirationally want to become.

There will be in the course of the multiple conversations that will go on, both sequentially and simultaneously, continuous reflection, discussions about measurement, focus on improvement, and they will be departmentally connected, divisionally reflected, and university wide. We will focus this year on putting structures and personnel in place to support these stretch goals and these aspirations that support the growth of this institution, that provide the infrastructure for sharing your stories, and for building public and private support for what you do.

I understand that some of these upcoming conversations this Fall, may be difficult ones. Change is always a difficult conversation, and also as we balance the needs for today, with the forward focus conversations of the future. However, we have done that pretty successfully here over the last several years. And it is that success that makes me trust that we can do it again. That we can have what we need, difficult, but respectful and robust conversations. That we can keep our eyes, certainly, on what we need to help assure quality instruction and student support, and that we begin to put in place what we need to achieve those goals in 2015 and beyond. Throughout the budget crisis, and in all of our conversations, we have assumed good intent. We have across this campus assumed the lens of university first. I trust both of those will continue.

Your individual contributions and our successes have made the university, even in these difficult times, an exciting place. A driver in this region, a partner desired by others for projects. This university has been and will be and needs to be transformative. All of us have the opportunity to now have those conversations, forward focus to shape this future. Individually and collectively we can look for new and innovative ways for how to approach our common purposes and goals. We can adjust our practices, adopt new ones, modify practices. I know that everyone in this room and on this campus is committed to the future of this university. Is committed to the historic vision envisioned, mission of this institution.

And it is in my belief that in the conversations going forward will take us to that future focus, stretch goals and the excitement of where we might be in 2015. I want to leave you with that, in terms of the forward focus, obviously, with some opportunity for Q and A. But I wanted to plant you with some additional seeds for the conversations that are and will continue to be a part of this year and need to be part of any resource plan going forward.

Thank you!