

**President's Fall Address to Faculty & Staff - Don Kassing, acting president  
Monday, August 23, 2004  
Morris Dailey Auditorium**

**Thank you Annette and thank all of you for being here today and welcome to the new academic year.**

**One of our traditions each fall is to introduce new appointees. Let me begin. Tim Hegstrom who will be serving as Interim Dean of the College of Social Sciences. Tim has served in a number of leadership roles and we are pleased he accepted this appointment.**

**Joan Merdinger is serving as Interim Associate Vice President of Faculty Affairs. Joan, thank you for taking on these additional responsibilities.**

**Andre Barnes joined us in January of this year as our new Chief of Police. He brings to us a strong background in community policing.**

**And finally Don Baker is serving as Interim Associate Vice President of University Computing and Telecommunications. Don has been with us for several years after spending a considerable part of his career with the Disney Corporation.**

**I know we all expected to be hearing from a new president at this fall address. We were excited about having Paul Yu as our president. We were enjoying getting to know him and getting a sense of his leadership. We now understand that he was faced with a very difficult, personal decision regarding his health. His decision to put his health first was a necessary one and it is important for all of us to wish him well.**

**It's not my intention today to deliver the usual state of the university address. However, I would like to offer you, based on my experience and perspective, some impressions. These were Joe Crowley's opening remarks at this address last year. I think it would be helpful for us to revisit briefly what our Interim President Joe Crowley observed about us at this time last year.**

**Joe said that by the standards of the West, San José State at 147 years old has some very deep roots, and that a lot of good stuff comes with those roots: Pride, and the ability to adapt to changing circumstances. Well it looks like we are doing that right now. Another big plus he noted was the energy and movement that emanates from this place and from us. He saw our culture of shared governance as a key strength. He then talked about a third plus that he labeled affection. He was impressed with how many alumni told him, early on in their first conversations: "I love San José State." That, he said, makes a deep, deep impression.**

**Joe Crowley's informed intuition was that this campus feels good. The reason was a simple one: the good feeling comes from the campus community, from the people who keep the place running and indeed, from all who are some part of it.**

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So, with those observations as our context and our inspiration, let's talk about our campus today.

San José State is a strong and resilient institution. We have certainly demonstrated that over the past year. We graduated the largest class in our history; we handled the uncertainties of state funding by making preparations for a significant budget cut; we completed the comprehensive readiness work for our re-accreditation by WASC; and—we celebrated the opening of our new library, which has been adopted with uncommon enthusiasm by both city and university users.

During this time, we were very fortunate to have exceptional leadership from Joe. He led us in identifying our priorities and setting an agenda for the future. So, for the coming year, our agenda is established. We know what the work is. Our job now is to get organized around it and get moving.

So what do we need to do?

We need to work on those strategic initiatives we identified last year. Let's review them:

**Strategic Initiative #1: Budget transparency** — We have entered an era of more transparent budget planning and preparation. The Resource Planning Board last spring did an outstanding job of reviewing the entire university budget, staying focused on our institutional priorities, and making the difficult decisions needed to cut \$14 million from our budget. The transparency concept also applies to “opening up financial information,” specifically budgeting down to the departmental level, and making this visible.

As many here know, our priorities were to protect instruction, avoid layoffs and to reach our enrollment goal of 21,655 FTES. And we are on track with all three. We have protected instruction because of exceptional planning in the Academic Affairs Division. Led by Marshall Goodman, Bill Nance and the Deans. We have avoided layoffs and finally our fall enrollment suggests we will reach our enrollment goal for the year.

One of the concepts that helped us in this process was focusing on core services to set the logic behind our budget work. This guided us in reviewing and balancing competing budget demands across the board. The concept proved valuable, and based on our initial experience, the focus on core services will be imbedded for future budget and allocation work.

The Resource Planning Board will also continue to meet. And we'll provide you all with periodic updates on the budget outlook.

Taking a step back, I think we each can take pride in how our university has weathered the recent bad economic times. In the past two years, we made cuts of \$9 million and \$14 million. Yet with the planning process we used, we were able to keep the university in financial equilibrium. We didn't cannibalize one part to shore up another. All our parts are as healthy as possible, and our core mission has been protected.

The next budget cycle should be better. We can anticipate somewhat better economic conditions and look forward to the benefits that will accrue to us as the Compact between the Governor and the CSU comes into play.

Many of you have budget responsibilities and I want to thank each of you for your efforts this past year.

**Strategic Initiative #2: Advancement** — In Advancement this year we have seen some important changes. First of all, of our new Vice President for Advancement, Bob Ashton, is just reaching his first year anniversary. He has been busy as Advancement is shifting focus, developing the infrastructure and resources to support deans, directors, chairs and faculty as they seek private support. The Tower Foundation has been founded and is now in the process of obtaining state and federal tax-exempt corporate stature. Already eight leading citizens, largely alumni, are serving on the Board of Directors and recruiting the 27 additional leaders who will join them.

Joe Crowley reminded everyone before he left – and I remind you again today – that *all* private gifts, from companies, foundations and individuals, need to be processed through the Tower Foundation once it is established. It is one of the hallmarks of top tier universities that information like this is consolidated in one professional office, and we plan for San José State to be a top tier development operation.

Advancement has also established an Annual Fund office and is working closely with the colleges to help them build a steady source of income from loyal alumni. That program will launch during this coming year. It's a key part of Bob's plan to engage alumni with those parts of the university they feel closest to—colleges and departments. Our new Annual Fund Director, Duncan Burgermeister, joined us just last week.

Finally, Advancement is creating another new resource for the university. After a nationwide search, a committee made up of representatives from every division of the university brought to campus last week three top professionals as candidates for a new position – Associate Vice President for Marketing and Communications. This position will be very important in coordinating marketing efforts around the university and increasing our effectiveness. One of the complaints often made by our alumni is that we don't have a reputation in the broader community as strong and positive as they know we deserve. This new position is going to help us focus on communicating clearly who we are and what makes us great.

**Strategic Initiative #3: Information Technology** — Another area that Joe Crowley gently but insistently put his finger on was the state of information technology on our campus. The report from the consultant Joe commissioned states squarely what our many willing and dedicated IT staff know. Our existing system is seriously flawed. We lack a coherent vision for the role of information technology on our campus. And we have created far more silos or islands of critical IT operations than is practical or prudent.

The report includes both short- and longer-term recommendations. We've already acted on the first one, which is to form a task force to study and act on the remaining recommendations as appropriate. Marshall Goodman and I will be co-chairing this task force.

The recommendations from the IT report include:  
Establishing priorities for critical information technology issues such as standards and security.

**Improving communications within and among IT units and stakeholders.  
Creating an inventory of IT expertise and resources to build a campus-wide perspective on the IT expenditures and finally, addressing critical maintenance issues for IT-equipped classrooms.**

**As a campus we need to have a comprehensive conversation about the appropriate role of information technology at San José State and that conversation should address:**


**Considering a senior administration official responsible for IT  
Launching an intensive strategic planning effort for IT, and  
moving toward a more centralized approach to information technology management.**

**Strategic Initiative #4: Enrollment Management — It is vitally important that we manage enrollment and meet our target goals. AVP Marshall Rose has formed an Enrollment Management Task Force to develop a plan to help us manage enrollment. We will continue to improve our ability to recruit and retain qualified students. The task of recruiting and retaining students is a campus-wide effort. The effort must focus on meeting the needs of students and continually seeking to improve the quality of the educational and campus life experiences.**

**Strategic Initiative #5: Strategic Planning — Developing a shared vision of the future of SJSU is on our agenda for this year. We need to start a conversation among ourselves about where do we want to be five years from now. Last year, the Academic Senate adopted a strategic planning policy. This year we will be working with various constituencies (faculty, staff, students, community, etc.) to create a collaborative, inclusive strategic planning process to develop a shared vision, long range goals and performance indicators for the University. This process will help us stay accountable to our mission, which is: “to enrich the lives of our students, to transmit knowledge to our students along with the necessary skills for applying it in the service of our society, and to expand the base of knowledge through research and scholarship.”**

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**As we look ahead, then, we see that we have challenging work to do. But we have already handled significant challenges this past year, and we have many reasons for optimism.**

**Graduation numbers — At Commencement this year, we awarded more degrees than ever before in our history—a record  20 graduate and undergraduate students received their diplomas from San José State.**

**Fiscal year 2003-04 was also a record year for contract and grant awards received by the San José State University Foundation. Our faculty successfully competed for external funds for a total award amount of more than \$50 million — a 20% increase from the previous year.**

**The Foundation also just signed a \$6.6 million operating agreement with the San Jose Redevelopment Agency as co-manager for San Jose’s new Bioscience Incubator and Innovation Center. This partnership is already leading to linkages with university academic programs, such as the Master’s in Biotechnology, as well as student internships. It could be**

connected to future research opportunities as well.

**King Library** — Our new library is a wonderful success, demonstrated not only by record-breaking attendance figures, but by national recognition. In the past year the library has received:

The highest public relations award within the library profession, the John Cotton Dana Award. A Savings by Design Award from PG&E for being so energy efficient.

The coveted Best of Silver Anvil Award from the Public Relations Society of America. Patricia Breivik tells me we beat out such organizations as Frito-Lay, National Public Radio, Cingular Wireless, Hewlett-Packard, Duracell and Amazon.com!

And to top it all, the new library was named 2004 Library of the Year by the Gale/Library Journal.

Congratulations to all those associated with the library and its amazing first year of operation.

As Patricia can tell you, our number one request from student users was longer hours. This year, thanks to passage of an increase in the IRA fee, the library will be open until midnight from Monday through Thursday, and will have around-the-clock hours for three days during exams.

**Enrollments** — Our applications for the Fall 2004 term totalled 29,068, which is a 7 percent increase over the number for Fall 2003. And we expect this fall's enrollment to be 3 to 5 percent ahead of last year. These are good strong indicators of our success and reputation.

Another reason for optimism is the **Campus Village** — When Phase 1 of the Campus Village opens its doors in the fall of 2005, it will signal the beginning of a new era in the culture of the university. We will become a more residential campus, moving from 2,200 to 3,400 students in residence.

The Division of Student Affairs will take the lead in developing a campus life model. This academic year, the division leadership will closely examine campus life at SJSU and create a vision for its future by researching campus life models at comparable, urban campuses around the country. They will identify best practices and cutting edge initiatives and will dialogue with current students, faculty and staff. This Campus Life Model will reflect the unique characteristics of our university and our students. This model will provide exceptional educational, leadership and personal growth experiences for all our students. Targeted outcomes of this model will be: increased campus and community involvement for students, pride in their alma mater, and more campus spirit and connectedness.

Housing is now taking reservations for students, faculty and staff to reside in the new Campus Village. If you're interested you should check it out. They tell me we are at 100% occupancy in our current facilities which the housing staff have affectionately renamed The Classics. And, by the way, those currently living in housing have first shot at living in the Campus Village next year.

**A word about the physical dimensions of the project: The Campus Village is currently the third largest construction project in Santa Clara County. It is over one million square feet and we are happy to report that it is on budget and on schedule. The Campus Village Management Team along with Jones Lang & La Salle and Clark Construction are doing a great job. Each of the three new buildings has been designed for its intended residents, so that for instance, incoming freshman students will live in more of a suite arrangement, while upper level students will have apartment-style living. These customizations came directly from input from our students.**

**A model room has been set up just off of the dining commons in Joe West Hall. I urge you all to take a look at the terrific accommodations we will be providing for our students.**

**The building dedicated to faculty and staff housing will be an important asset in our recruiting and hiring process. And, as the economy turns and we need more faculty, we will be better positioned to recruit them successfully.**

**Let's talk about another reason for optimism. WASC — On July 1, San José State submitted both our web-based institutional portfolio and capacity review report to the Western Association of Schools and Colleges. This marked the mid-point in a two-year review process. A WASC review team will be on campus on October 13, 14, and 15. While preparing for this visit, we are also moving ahead in preparation for the 2nd phase. That will be a review of what WASC refers to as educational effectiveness. A first draft of the educational effectiveness report will be available for review and input in the spring. The final report is due July 1st of next year.**

**Bethany Shifflett and I extend sincere thanks to all of you who participated in the process through reports, forums, and committees. I encourage faculty, staff, students, and administrators to remain engaged, participate in the meetings this October, and attend the forums planned this academic year.**

**It was encouraging to see how the recommendations that emerged from the review process align with our strategic initiatives. Through your input, we agree that we need:**

**Committed support for campus-wide planning**

**We need organization and integration of planning processes**

**We need a sophisticated and integrated data base for student tracking**

**We need to develop performance indicators. Let's find out if we are improving.**

**We need to focus on the development and coordination of information technology**

**And finally, we need to create a philanthropic foundation**

**Another reason for optimism is the strong leadership in the Academic Senate. The Senate has a full agenda this year. Annette has given me a preview of that agenda and their discussions include—**

**Getting ready for strategic planning**

**A new RTP policy plus a new focus on effective faculty development**

**A student code of conduct and a values statement**

**Continuing to review our General Education guidelines**

**Addressing students' success, and reducing the time to their degree  
Making recommendations based on the report from the Information Technology consultant.**

**—and on October 1<sup>st</sup> the Senate Retreat will focus on how to do “strategic planning”.**

**Thanks to all of you who contributed suggestions for budget efficiencies. Joe Crowley read all 206 ideas and shared them with the vice presidents. Then, viable ideas were sent to the appropriate divisions to be worked on. We found no magic bullets, no million dollar savings, but there were many good suggestions that we acted on. It's important for managers, administrators and department chairs to create times and places where these conversations can continue, and ideas like these can continue to surface. We must stay vigilant in searching for ways to continue to improve our efficiency and effectiveness.**

**Athletics — Certainly one of the issues raised last year is still unsettled. I'm talking about the kind of athletic program this university wants and deserves.**

**As you are probably aware, both President Yu and Interim President Crowley endorsed the idea of a broad-based task force to review these issues and make recommendations to the president.**

**In the absence of an interim president, I am holding off in naming that task force: it seems to me that this group should be appointed by the person likely to receive their report. In the meantime, however, we have a thoughtful and insightful analysis made by Joe Crowley before he left, which he shared with the Senate Executive Committee and a number of volunteer leaders. Joe, who has long experience with Division I-A intercollegiate athletics, lays out for us the financial implications of actions on this matter, and comes to the conclusion that only careful and measured action is in the university's best interests.**

**A copy of his message to the Academic Senate on Athletics is archived on the SJSU website under presidential speeches and commentaries.**

**In the meantime, though, our student-athletes are doing their best to prepare for the coming season. These are hard-working young men and women who represent us. I encourage the members of this university community to embrace our student-athletes and to encourage them in their individual and team efforts.**

**I want to call special attention to a wonderful kind of event that began last year and is continuing this year. It's the “Read 2 Lead” Football Classic – and once again, we're going to see one of America's great university marching bands perform. On Saturday, Sept. 18, we'll be playing against Morgan State University, which has one of the greatest drum lines in the world.**

**You can get a great preview of the Morgan State magnificent Marching Machine on Thursday, Sept. 16 just outside the Associated Students House. Both San José State and Morgan State's bands will be on hand, as well several local high school bands, for a drum line beginning at 5:30 p.m.**

As a university, we seek to celebrate the many cultural threads woven into the colorful fabric of our campus life. We have Head Football Coach Fitz Hill to thank for bringing us into contact with the wonderful marching band traditions of our nation’s historically black universities.

I’d like to finish this review with one of the best reasons for optimism—our students. We can take tremendous pride in the thousands of well-prepared graduates we send out into Silicon Valley and into the world each year. They continue to earn us compliments from the corporations, schools, medical centers, and halls of government where they are hired, and where they bring their great work ethic, their up-to-the-minute training, and their can-do attitude.

Recently, Monica Rascoe and I attended a retreat with AS leadership. We were impressed with their talents, energy and commitment to fulfill their responsibilities. We are fortunate to have such a dedicated group leading student government this year.

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I would like to introduce you to some of the Board members who are with us this morning.

President: Rachel Greathouse  
Vice President: Pearl Yuan (U-An)  
Director Of Business Affairs: Alison Lauderbach  
Director Of Campus Climate Affairs: Heather Cooper  
Director Of Communication Affairs: Tony Chung  
Director Of Community Affairs: Kelly Sherman  
Director Of Faculty Affairs: Sarah Stillman  
Director Of Governing Affairs: Jennifer Lam  
Director of Legislative Affairs: Mike Nguyen

So—keep in mind our successes and our strengths as we begin the important work ahead. Again, what is encouraging to me, as we examine 1) our strategic initiatives, 2) the Academic Senate agenda and 3) the input from the WASC sessions—is that they are all substantially in alignment. We are agreed in the direction we want to go and in the priorities we must address.

In closing, I ask you to work with me during this time of transition to show everyone our roots and traditions. I’d like people to remember this time with admiration for how we handled ourselves when faced with the unexpected. I hope our actions in the coming days and weeks and months will inspire potential presidential candidates to say, “This is a group of people I’d like to join up with. This is a university I’d be excited to lead.”

You know, we tend to think of presidents as the voice of an institution, and clearly that is one of their roles. But I think the university really is a place of a thousand voices—yours and mine, and those of everyone in your office or division. We are all perceived as inside experts as we talk about San José State to our prospective students, our vendors, our visitors on campus, and our families, friends and neighbors.

I ask you to join me in sending a message to all those who have interactions with the university—that our ship is steady and on course; that we have a great crew and we are moving ahead with our usual confidence.

**Demonstrating this confidence through our voices and actions is especially important during this time, when the public may be wondering how the university is coping. We need to tell them our story, and remind them of our worth—our amazing record of service to this region—and our potential to do much more.**

**This is about our institution. Let's take good care of it, let's be especially good stewards at this time. I ask all of you to step up and help us create another successful academic year. It's time for all of us to lead.**

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**Tomorrow I'll be speaking to a gathering of our new students and their parents at the Welcome Convocation. They are just beginning to learn what San José State can offer them, and how they can best take advantage of the remarkable resources here.**

**I invite you to join us at 9:30 a.m. tomorrow, on the lawn area in front of the Library to welcome them. We want them to get the best start possible, so that in a few years time, we can congratulate them on being graduates of San José State University. They are the 1,000 voices of tomorrow.**

**Thanks for your good work this past year, and thanks in advance for your support in making this an outstanding semester and academic year!**