

DRAFT 8-18  
President Don W. Kassing  
**Remarks for Fall Address**  
**Monday, August 22, 2005**

Welcome. —Faculty, Staff , Students, Emeriti faculty, Alumni, Guests

1. Introduction of your team

Carmen Sigler  
Rose Lee  
Veril Phillips  
Bob Ashton  
Tom Bowen  
Dorothy Poole  
Gerry Selter

2. New AVPs, Deans

Dean of CASA, Inger Sagatun-Edwards

Inger has been a faculty member since 1975 and chair of the justice studies department since 1993. During her 30-year career she has made significant professional and scholarly contributions, especially to the welfare of families and children.

Dean of Business, Bruce Magid

Bruce comes to us from Michigan State University and has a rich background in international trade and investment issues as well as academia.

Library Dean, Ruth Kifer

Ruth will join us on Oct. 1. She has a very strong background in management and leadership development. She is coming from George Mason University, where she was responsible for the administration of three libraries, the university's copyright office and Web team.

HR AVP, Maria Rivera-Pena

Maria worked for 11 years as director of HR for Redwood City, where she led the department's transformation from a traditional personnel department to a value-added business partner.

Athletics Director, Tom Bowen

Tom served with the San Francisco 49ers as a fund-raising and community affairs executive before joining San José State. He brings a significant amount of administrative and fund-raising experience to his work here.

Executive Director of the Alumni Association, Derrick Morgan

Derrick is overseeing the association staff and the 22-member volunteer board of directors. He comes to San José State from Lubbock, Texas, where he served as the associate vice

president of marketing at the Texas Tech Alumni Association.

AVP for Grad Studies, Pam Stacks

Pam joined our chemistry faculty in 1993. She is a past president of the Academic Senate, and has been serving as interim AVP of graduate studies for two years.

Executive Director of the Tower Foundation, Nancy Bussani

Nancy has been a long-standing Spartan. She has worked with the university foundation, academic affairs and served as faculty in the College of Business. In this new position, Nancy is responsible for establishing and implementing policies and procedures to manage gifts and the university's \$34 million endowment.

Associate athletic Director Mark Harlan and Senior Women's Athletic Administrator Kellie Elliot.

3. Associated Students Officers

President, Alberto Gutierrez

Vice President Sarah Stillman

Controller Alex Ramos

Board Members. Please stand for recognition.

4. Chuck Davidson, President of the Tower Foundation

5. All new people who joined us in the last six months.

A word to the new people: you've joined up with a good outfit.

You are with very good people here, and part of a very good place. The people here know how to accept a challenge, and they commit with passion. If you like that kind of thing, you've come to the right place. As we look at the university's progress over the past year, I think you'll see what I'm talking about.

### **Remembering Robert Clark**

Before I do that, let's take some time to remember Robert Clark.

It's important to pause and honor our colleague and former president of San Jose State University, who died this summer. Robert Clark was our 18th president and led this university from 1964 to 1969. He was the first San Jose State president to be appointed by the newly-formed California State College board of trustees. He came to our campus from the University of Oregon, where he had served with distinction for two decades, beginning as an assistant professor of speech.

After leaving our campus in 1969, he returned to the University of Oregon, where he was president until 1975, when he retired. For the next 20 years, Dr. Clark had a rich life as a historical researcher and writer. He published two books, and his articles appeared regularly in the Oregon Historical Journal and in local newspapers. And, as we know from contact with his granddaughter Catherine, he was a much-loved father and grandfather.

Dr. Clark was hired to fix something at San Jose State — the university’s top-down management style. He did that with diplomacy and finesse, appointing Hobert Burns, who is here with us today, as the university’s first academic vice president. Benton White came on at Clark’s invitation, as the first ombudsman, and Jim Noah was the director of public affairs. Benton and Jim are also with us.

The hallmarks of the new style were consultation, cooperation and shared policy-formation. Clark believed strongly that faculty should be involved in policy-making, and he worked with the new Academic Council, which is today’s Academic Senate.

But, in 1964, no one could have guessed what the next five years would bring. Escalation of the war in Vietnam, anti-war protests, civil rights protests, riots and the deaths of Dr. Martin Luther King, Jr. and Bobby Kennedy.

At campuses across the country, leaders and protesters were locked in combat. There were riots, fires, violence, and tragic deaths.

Clark chose a different course. In the face of angry confrontation, he encouraged calm and dialogue. He respected the constitutional rights of individuals to speak out. That doesn’t mean there wasn’t tension and controversy on the campus. There was. When students protested the appearance of recruiters for napalm-producer Dow Chemical, Clark went out and reasoned with them, and a likely riot was avoided. But he was called in front of the governor to explain his campus’s unrest. When he supported two San Jose State students, who spoke out about the injustices they saw in our society, people demanded his resignation.

The two students were world-class track athletes John Carlos and Tommie Smith. I know you are all familiar with the protest they made at the 1968 Olympics to bring attention to injustices to black people in our society. When they returned home amid a storm of criticism and hate mail, President Clark called them honorable young men, dedicated to the cause of justice.

Although Clark’s years here were full of turmoil and change, today we look back on the time as a golden era of energy, excitement and presidential leadership. In the most trying of circumstances, Robert Clark gave us superb and enlightened leadership. That is his legacy to us, and we are grateful.

If you haven’t seen it, I would urge you to look in the lobby today at Clark’s presidential oil portrait. There’s also a memory book there that will be sent to Clark’s family. We invite you to sign it.

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### **Campus Updates**

As we turn our thoughts to the campus, and to the new school year, I’d like to give you some brief updates, then tell you a story, and then talk about our work in strategic planning.

We benefited immensely in the past year from strong Academic Senate leadership. That Senate got more accomplished than any other Senate I've seen. They had an extraordinary agenda and were exceptionally productive. I want to especially acknowledge last year's Senate's leadership led by Annette Nellen; they contributed so much to what we accomplished.

**Two things people always ask me about:**

**Budget**

We have a good budget this year. It approximately 7% over last year, and begins to restore what we had lost over the last three years.

**Enrollments**

For the fall we are projecting a 4 – 4.5% enrollment gain in FTE, and a 2.5 – 3% gain in Head Count. When we take last summer and next spring into consideration, we expect our enrollment to be up by about 7%.

**Graduation**

7,688 a record

Other brief updates, highlights of the year:

**Fundraising**

Our fundraising, or gifts and pledges received last year, was \$20,300,000, compared to \$11,500,000 the year before.

**Grants and Contracts**

Mary Sidney recently reported that the University was awarded \$62.3 million for FY 2004-05, compared to \$50.5 million the year before. Congratulations to the faculty involved. That is a 24% increase.

**Accreditation**

In parallel with our unfolding strategic planning process, we are preparing for an accreditation visit from the Western Association of Schools and Colleges in the spring. That visit will be focused on institutional planning.

This fall, through a campus review process, we will provide WASC with detailed information on assessment and enrollment management as well as institutional planning. I'd like to thank you for working on preparations for the visit, and encourage you to look at the report and provide feedback on it this fall.

Thanks to the WASC leadership team: Bethany Shifflett, Bob Cooper, Pam Stacks, Dorothy Poole, and Carmen Sigler.

**Campus Reading Program**

Our Campus Reading Program has wonderful momentum, led by Annette Nellen. The book chosen, Nickel and Dimed, will be the center of a series of discussions on campus this fall. The Theater Department is performing the play in October. I encourage you to join these interesting discussions and take part in the events.

### **Campus Village**

Campus Village is open and it is a beautiful facility. I have heard many first-hand accounts of move-ins. Take time to walk over and see how much that corner of the campus has changed.

### **Campus Climate:**

Wiggsey Sivertsen, director of counseling services, reports that the Campus Climate Committee will be getting input from the campus on how people would define the term "Campus Climate." Based on that, they'll develop a definition and survey the campus on the important elements of that definition. In the spring, they'll follow up with another questionnaire. The committee's hope is that people will feel some ownership to Campus Climate, and that will give the committee some clear areas to focus on to bring about change.

### **Memorials to Smith-Carlos, Cesar Chavez**

We are pleased and excited by the private support we've received to create and install memorials to labor leader Cesar Chavez and to San Jose State alumni John Carlos and Tommie Smith. The sculpture of Smith and Carlos, commemorating their moment of protest at the 1968 Olympics, will stand on a rise just behind Morris Dailey and will be dedicated in October. The archway celebrating the life and work Cesar Chavez, will be placed just behind the fountain near the Music Building and will be dedicated in the spring. These two projects will be symbols, to all who see them, of San Jose State's commitment to human rights and to the ideals of dignity, equality and justice.

I'd like to recognize Associated Students for exceptional leadership on these two projects.

A special salute to Professor of Mathematics **Dan Goldston**. You may remember that Dan and a colleague in Turkey made international headlines in 2003 with their ground-breaking formula that dealt with an aspect of prime numbers. However, on review their solution turned out to have a glitch. This year, after months of backtracking and re-calculating, the two mathematicians recently re-proposed the solution and it is perfect this time. Congratulations, Dan! Experts say this proof is an important step toward proving the centuries-old twin-prime conjecture.

### **My Observations**

There's much more, but let me share my observations about the university's progress as a whole. Where have we come since a year ago?

If you recall this time last year, we had just lost a newly-appointed president, after a second presidential search. I think even the most optimistic among us were feeling a little anxious about what lay ahead.

I remember saying to you in last year's remarks that This is Our Time. A time and a place not just for one president's voice, but for a thousand voices—yours and mine, and everyone in your offices and divisions. Because we are all seen as San Jose State spokespeople. I asked you to help me send a message that our university was in good shape, that we were moving ahead with confidence. I said, I hoped people would remember this time with admiration for how we handled ourselves when faced with the unexpected.

One of the best experiences in my working career was when I went to each division of the campus, and basically made my pitch on how to proceed. I said that I would need everyone's help, and we needed to do this together. And we did. Our success in enrollments, fundraising, grants and contracts, all the updates I've just mentioned, are the indicators. This has been one of San Jose State's best years.

Before I continue, there's a story I'd like to share with you.

“Working out of the Saddle”

In the 1990's, my son Don was sent on an assignment to Paris for five years. During that time he and his family were impressed with the culture of Paris and the French people. While my daughter-in-law developed her talents as an artist, my son discovered the European sports scene – particularly the Tour de France. Over the last nine years, he drew all of us to the race. The 2800-mile-race spans 23 days and 21 stages covers flat courses, mountain climbs and time trials. In this particular race, his last, Lance Armstrong had already won, he knew he was ahead of everyone and still he pushed for every second. He literally stands on his pedals, he comes off his seat – commentators refer to him being “out of the saddle.” Traditionally this is seen as a sign of weakness but Lance turned it into a winning tactic.

(VIDEO OF LANCE ARMSTRONG)

Now. What does that have to do with us?

Let me give you an example:

The South Bay Film Company over in Hugh Gillis

I know this kind of thing is happening in many other places on campus. It makes me proud to be part of this institution. This is a good place with wonderful people. I see the way you take responsibility. I see your ability to collaborate in our strategic planning work. And in every division, I see your ability to take the initiative and problem-solve.

In all of this, you are working in the best long-term interests of the university. And people are noticing. When I'm outside the campus, I can't get over how well people think of us. Your good work has been noticed and acknowledged to me many times.

A significant number of you are working out of the saddle, making progress that will truly improve our ability to serve our students. With that attitude, we can achieve a great deal. We have an amazing record of service and the potential to do much more.

That doesn't mean we don't have challenges and issues and problems. We do.

### **Strategic Planning**

Let's look at the work we've done in strategic planning. I see this as one of the most important things we did in the past year. The process was inclusive. We got input and comments from students, faculty, staff and alumni, as well as the Academic Senate. You could argue that the first steps of this process, identifying the values we share and a vision for the university, are the most important part.

Let's take a few minutes to look at 1) our mission, 2) the values we identified, and 3) the vision that came from our discussions.

(VISUAL OF MISSION STATEMENT)

### **Mission**

**In collaboration with nearby industries and communities, San Jose State University faculty and staff are dedicated to achieving the university's mission as a responsive institution of the State of California: To enrich the lives of its students, to transmit knowledge to its 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.**

A good mission statement should sum up our reason for being. This statement has served us well for a number of years. How do we know? We compare it to what we are doing. Are we enriching the lives of our students? Are we expanding the base of knowledge through research? Yes.

If you study successful institutions, you see that they periodically review their mission statements to see that the words still ring true. I think it would be interesting, in view of all the work we've just done on our values and vision, to take a look at our mission statement this year. We may find that it continues to suit us well. Or we may find that it's appropriate to refine it to reflect the insights we've gained through our strategic planning process. I'd welcome your thoughts on this.

### **Shared Values**

Another characteristic of high-performing organizations is a strongly-held system of core beliefs. We spent time last year identifying the core beliefs that underlie our daily work and our important strategic decisions. Here's what we found. We call them our shared values.

(VISUAL OF SHARED VALUES)

Before we begin to discuss these values, I'd like to make a distinction. What we have identified here are the university's values. Maybe it's obvious, but we all have personal values that guide our actions on and off campus. On a campus this big and diverse, the expression of those values may differ widely. That is a richness we cherish and protect; it's tied in to a centuries-old heritage of academic freedom.

So I fully expect, that whatever your personal values are, you will bring your best to the work we are doing, and understand that the university emphasizes these shared values as key to achieving our mission institution-wide. Another way to say it is: I expect you always to be independent thinkers, but also to embrace our institutional values.

**Learning:** It's the heart of what we do.

**Student Success:** If our students don't succeed, nothing else really matters. (PAUSE) We feel so strongly about this, that with the Academic Senate's endorsement, we have agreed to give special emphasis to Student Success for this academic year. I'm not talking about creating any new activities. But a mind-set, where we each think "What have I done today to improve student success?" By that, I don't mean just dealing with students—but actively assisting them in finding resources, getting through a procedure, understanding their options, making them feel that this is their place. For some of us, say in Financial Aid or the Career Center or the classroom, this is 98 percent of your day. But even for those of us who don't have daily direct contact with students, our work must ultimately affect student success. Think about it. **Let's make this the year of Student Success.**

**Excellence:** If it's worth doing, it's worth doing well. It's worth reviewing before we do it again! It's worth finding out the secrets of others who do it really well.

**Integrity:** It's vital to our effectiveness as an institution. No getting around it. We are judged daily by the accuracy and quality of the information we provide, and the honesty we display in our interactions.

**Diversity:** We are fortunate to have such a diverse campus. And with everyone's active involvement, we can have a truly inclusive campus.

**Community:** The tremendous value of working together, both on and off campus, is what came through in our discussions again and again.

Experts tell us that if members of an organization identify and embrace their core beliefs, they become fundamental to their daily work. It becomes a shorthand that everyone understands, and new employees quickly learn — a touchstone, so that anyone, anywhere on campus, can check back to the shared values and test their actions against them. That kind of common reference helps when we work in groups. It brings clarity and consistency to our actions and our communications.

(VISUAL OF VISION 2010)

### **Vision 2010**

**San Jose State University will be a prominent, student-centered campus. By creating a vibrant educational institution focused on academic rigor, social responsibility and mutual respect, San Jose State University will be a university of choice — a desirable place for study and work. The university will be known for the value it places on the integration of liberal and professional education and theoretical and applied**

**knowledge. The university will also be known for providing a welcoming, inclusive environment and exemplary student support services from application to graduation. Through the high quality of its graduates and the scholarship, research and service of its faculty and staff, San Jose State University will be viewed as a crucial resource for Silicon Valley and an important contributor to the region, the state and the world.**

This one paragraph represents a huge amount of passionate discussion, disagreement, wrangling over priorities, and finally, a coming together of many voices. I've read it probably 50 times, and each time, I feel two things strongly: It's a vision absolutely grounded in who we are, and in our strengths—AND—it paints the picture for where we want to go in five years. And that makes it a very valuable paragraph, if we put it to good use.

The phrase that people tend to zero in on is: University of Choice. People ask me, what do we mean by that?

Certainly we mean a university that students want to attend, that they **choose** to attend rather than fall back on. But the concept is broader than that. It means:

A university that **faculty and staff** are proud to work for;  
That **alumni** are proud to associate with and give to;  
That **donors** are proud to support;  
That **members of the media** are drawn to report on; and  
That **local civic leaders** are proud to talk about and advocate for.

(VISUAL OF THEMES)

Themes

1. Enhancing academic quality
2. Enriching the student experience
3. Improving the campus work environment and infrastructure
4. Strengthening community alliances

While we are working on all of these, we will be touching back to that value of Student Success.

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There's more detail in all of this than we have time for today. But I invite you to get engaged with this work and support it.

Before we conclude, a note on Convocation:

Tomorrow: **Convocation**, 10 a.m. on the lawn outside the library. It's part of our Welcome Week activities to get our new students off to the very best start. It's definitely part of our emphasis on Student Success!

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This is our time. We have a great team with experienced leaders, who have the best interests of the university in mind, and we have a wonderful group of new appointees.

This is about our institution. Let's take good care of it, let's be especially good stewards. I ask all of you to step up and help us create another outstanding academic year.

The image I'd like to leave you with is Lance Armstrong. For him, coming out of the saddle is a measure of his determination to overcome obstacles, his extraordinary focus, his ability to push the limits, his will to win.

For us, coming out of the saddle will mean we have made Student Success our highest priority, and by 2010, we will be a University of Choice.

Thank you, and have a terrific year!