Good morning. It has been my privilege and honor to serve with you as president of CSU Bakersfield over the past nine years. I join the previous speakers in extending a warm welcome to each of you – our new, continuing, and returning faculty and staff from our main campus here in Bakersfield and our Antelope Valley Center and our students – as we begin the 2013-14 academic year. I want to acknowledge those who are joining us this morning via live video stream over the internet. I hope everyone had an enjoyable summer with some time for relaxation, to enjoy the company of family and friends, to be re-energized, and for renewal of your spirit.

Please join me in a moment of silence as we honor the memory and spirits of those members of our campus community, our families and extended families and our larger community who have passed since our last University Day. (Ashay) Thank you.

University Day gives us the opportunity to come together to reflect on our progress to date, identify the significant challenges and opportunities ahead, and outline our priorities and plans for the future. It reinforces our tradition of working collaboratively toward the continued advancement of our vision for excellence. I appreciate the comments made by each of our university partners in the Academic Senate, CFA, Staff Unions, Staff Forum, and ASi. I look forward to our continuing productive work together.

As I did last year, I want to take a moment now to let each of you know how proud I am of you, and what we have achieved together over the past few years. Even in the context of the state budget crisis and its continuing impact on us, our campus culture has been characterized by shared governance, effective collaborations, and “can do” attitudes as we have worked together to address issues, resolve problems, make progress, and plan for an uncertain future. I would like to ask everyone to stand and give each other and yourselves a standing ovation. Thank you.

Please join me in thanking the University Day Planning Committee for their time and diligence in organizing today’s University Day events. Would the Chair, Dr. Soraya Coley, and committee members please stand?

Before I talk about today’s University Day theme, I want to remind you of last year’s theme: “Moving Forward Together in Uncharted Waters.” That theme asserted our intention to continue to make progress toward achievement of our mission and realization of our vision even in the context of the most uncertain and unstable environment I could remember.
In the context of various scenarios as possible outcomes, CSU and CSUB budget planning and enrollment management were very dynamic processes filled with uncertainties. We were clearly in “uncharted waters.”

Given those circumstances, as last year’s University Day theme suggested, our charge was to “move forward together” and “sail” through those “uncharted waters”, and “not drift nor lie at anchor.” As always our course was guided by our mission, vision and values, because when all is said and done, that is what motivates each of us to remain committed to making our unique individual contributions that come together into the mosaic that is CSU Bakersfield. We know that we provide access to quality and affordable academic programs and co-curricular experiences that are transformative—that make significant differences in the lives of our students, their families, and our communities.

We must continually work together to position the university to be agile in addressing the ever-changing challenges we will face in effectively and efficiently serving our students and community as we move toward the half-century mark of the university’s history. That is why we chose for this year’s University Day theme, “Positioning the University for the Future: Stepping Outside of the Box.”

Notice that I said, “Stepping Outside of the Box”, not simply “Thinking Outside of the Box”. Thinking outside of the box is often merely an intellectual exercise without any commitment to act on the outcomes, if any, of those thoughts. We want the intellectual exercise to be followed by concrete behaviors, exemplified by “Stepping Outside of the Box”.

As we continue to position the university for the future, let me refresh your memories on how some of the uncertainty and instability of last year have been resolved:

1. We have a new chancellor, Dr. Tim White, who I have known since we were at UC Berkeley together some years ago. As part of his intention to visit every campus during his first year, CSUB was the first, occurring last February, only about six weeks after he took office. He spent time with students, faculty, staff, alumni and community members. He even joined our campus clean-up walk. When his appointment was announced last October 4th, I wrote a memo to the campus community expressing my confidence that he would be outstanding as our new chancellor. Having worked with him over the past eight months, I can say that confidence has been validated in many different ways.

2. With respect to enrollment management, we have an increase in our budgeted enrollment for 2013-14 which is slightly higher than our usual proportional share of the CSU enrollment growth. In addition, we are authorized to increase that enrollment by up to 5% above the budgeted FTES. We expect to have another record enrollment this year, more than 8,500 students for Fall, 2013.

3. With respect to our budget, the voters passed Proposition 30 last November, so the CSU did not get the “trigger” budget reduction of an
additional $250 million. The CSU Board of Trustees rescinded the 9.1% fee increase they had approved for Fall 2013, so refunds were sent to over 400,000 students. The governor promised to restore in 2013-14 $125 million of the $750 million in cuts made to the CSU budget in prior years. That represents an important, although modest, reinvestment in higher education in California. I will have much more to say regarding our budget shortly.

4. Regarding the planned conversion of our academic calendar from quarters to semesters, I said last year that the timing of the conversion would depend on when significant resources for that purpose would become available from the Chancellor’s Office. Well, the Chancellor has now made the commitment to cover all of the information technology costs for the conversion plus 75% of all other relevant costs. Therefore, the conversion process is now underway. I will say much more about that later in this presentation.

5. The faculty is having active discussions about models of general education programs and which one might be most appropriate for CSUB. As I said last year, there must be a clear relationship between our general education requirements and our university learning outcomes. This work is continuing with workshops this week. Our plan is to have the general education curriculum revised in concert with our semester conversion.

6. Our Antelope Valley Center continues to be an important part of CSUB. Progress is being made in defining the best model for the operation of the center in terms of the academic programs offered and the funding model. I anticipate that we will conclude the review process during this academic year.

7. Regarding facilities, the second engineering building has been completed and classes are now being held there. The art labs and related projects are now under construction. The 500-bed student housing project is now under construction with a planned occupancy of January 2015.

8. Last year we were trying to secure a major conference affiliation for our athletics program. Effective July 1, 2013 we are now a member of the Western Athletic Conference (WAC). My fellow presidents and chancellors of the WAC elected me to be the WAC representative on the NCAA Division I Board of Directors.

9. The CSUB Foundation continues to be a significant partner for the university. Morgan Clayton (President, Tel-Tec Security Systems, Inc.) has completed two outstanding years as chair of the Board of Directors. The new Chair is Thomas De Natale (Managing Partner - Klein, De Natale, Goldner, Cooper, Rosenlieb & Kimball, LLP). He will be an outstanding Chair as well. The Vice Chair is alumnus Jon Van Boening, President/CEO of Bakersfield Memorial Hospital.
There are several topics I mentioned in my University Day address last year where work is on-going and progress is being made. Further elaboration on and discussion of those topics will occur later. Those include:

- Review of retention, tenure and promotion (RTP) criteria
- Assessment of student learning
- On-line courses and programs
- Seismic retrofit of the Doré Theatre
- Replacement of faculty towers

As we position the university for the future, there are two significant topics on which I will elaborate to a great extent—the budget and the semester conversion. After that we will have time for a question and answer and comment period. Remember, as we discuss these topics, I want you to step out of whatever box you might be in.

2012-13 and 2013-14 Budget

This part of my address will include the type of budget information that is usually presented in our campus budget forums.

2012-13 Budget

For planning purposes, there was a general expectation within the CSU that Proposition 30 would not be passed by voters in the November, 2012 election, and that the CSU would have a “trigger” reduction of an additional $250 million for 2012-13. The CSUB share of that anticipated reduction was approximately $4.1 million. Therefore, campus departments and program budgets were reduced by $4.1 million in permanent funds. Those permanent funds were replaced by one-time carry forward funds from prior years so that most budgets for 2012-13 were the same as they had been in 2011-12.

2013-14 Budget

The Board of Trustees did not approve a student fee increase for this year and, probably, there will not be one for next year, 2014-15

In addition to the $125 million promised by the governor for 2013-14, the approved budget also includes an additional allocation of $125.1 million, with $10 million of that being earmarked by the governor for on-line classes to reduce bottleneck courses that impede student progress toward degree completion.

New budget allocations to CSUB for 2013-14 include a share of the CSU funding I just mentioned plus funding for a budgeted enrollment increase of 195 FTES. It is the first increase in our budgeted enrollment in several years. The total new funding for CSUB, net of mandatory costs, is approximately $3 million.

Our campus budget process for 2013-14 consists of the following steps:

1. First, I have reallocated at the vice president/division level the $4.1 million in permanent funds that we had withdrawn from campus departments and programs during 2012-13, but subsequently did not need to return to the
Chancellor’s Office since proposition 30 passed and the CSU did not have the “trigger” reduction of $250 million. The vice presidents will determine how those funds will be reallocated within their divisions.

2. Second, we have never had sufficient general funds to cover the staffing costs in the grants, research, and sponsored programs office. We have used indirect cost recovery funds from awarded contracts and grants to cover most of those costs which left few resources to allocate to the principal investigators, departments or schools which generated the funds. We will determine how best to improve that situation with a combination of permanent and temporary funds. We will discuss this issue with the University Strategic Planning and Budget Advisory Committee (USP and BAC).

3. Third, we have revised the methodology by which non-state units pay for services provided to them by state-funded units per executive order 1000. The change acknowledges that non-state units should also get credit for their contribution to state-funded units. This will result in a reduction in EO 1000 charges for some non-state units and there will be a need to replace some EO 1000 funding with general funds. We will discuss this with the USP and BAC as well.

4. The fourth step will be to get advice from the USP and BAC on how most of the $3 million in available new funding should be allocated. The vice presidents will present their proposals for new allocations to the USP and BAC for their input and recommendations, and I will make the final allocations after that point.

Finally with regards to the budget, the Board of Trustees has allocated funding for a 1.34% pool for faculty and staff salary increases. The board had requested a state allocation for a 3% pool, but that was not funded. Bargaining is currently underway with some units, and the increases will not be implemented until that process is concluded. However, the increases will be retroactive to July 1, 2013.

In addition, we plan to allocate some funding for faculty and staff development.

Let me add that our level of funding from contracts and grants for 2012-13 was $13.3 million, with on-going, multi-year awards totaling $51.2 million. Our level of support from fund raising for 2012-13 was $4.9 million.

We have explored for several years the development of public-private projects that would generate additional revenues for the campus, but that has been stalled by the economy. However, we recently issued a request for qualifications (RFQ) for the development of a hotel and conference center on campus. Responses are due this week and we will select a developer within the next few weeks.

**Semester Conversion**

Let me now turn to updating you on our quarter to semester conversion which we refer to in shorthand as “Q2S.” Provost Coley and I had a brief meeting with the Academic Senate Executive Committee recently to give them an overview of the planned
processes which will be used in collaboration with Cal State LA and the Chancellor’s Office.

The systemwide Q2S committee consists of the Presidents, Provosts and Chief Information Officers from CSUB and Cal State LA; CSU Executive Vice Chancellors Quillian and Smith and CIO Bruce Briggs; and project consultant Dr. Jeri Echeverria. The committee is currently meeting every two weeks to refine the timeline and provide overall coordination.

The overall project structure here at CSUB consists of the following:

**Executive Sponsors**
University President and Provost
Provide institutional leadership and oversight of the transition; approve campus budget expenditures, including personnel costs. Promote campus engagement in the process.

**Semester Conversion Project Director**
Responsible for overseeing the execution of all the transitional elements; monitors the interaction of all the components of the transition; serves as a centralized location for information; monitors the achievement of the tasks on the agreed-upon schedule. Oversees the conversion budget. Serves as a campus liaison to the Chancellor’s Office and Cal State LA.

**University Semester Conversion Committee**
Responsible for developing, implementing, and monitoring achievement of a coordinated and comprehensive campus-based plan for transitioning from quarters to semesters. The committee will at a minimum be comprised of Chairs of the Subcommittees, the Associated Students, Inc. President, the Chair of the Academic Senate, and other agreed upon representatives. The committee will be convened by the Semester Conversion Project Director.

**Subcommittees’ Charge (taken from University of Cincinnati Plan p 15):**

Each subcommittee is responsible for the coordination of conversion planning and implementation both internally within units and across units for those policies, procedures, and systems falling under the subcommittee’s assigned area. Specifically, subcommittees will be charged with:

- Ensuring collaboration between all affected units across the University;
- Serving as the central point of information related to the semester transition; and
- Monitoring the conversion’s progression across units so as to identify emerging problems or issues and to ensure all units are on schedule.

Subcommittees:
1. Student Advising
2. Enrollment Services
3. Information Technology
4. Administrative Services
5. Communications
6. Graduate Curriculum Conversion
7. Undergraduate curriculum conversion
   a. General Education
   b. Cross-School Articulation
   c. Curricular Transition and Exceptions

The current timeline shows parallel work on the course conversion and the information technology conversion. We need to have courses converted by the end of Spring 2014, or no later than September 1, 2014. Our general education revisions should be completed within that same timeframe. All changes must be completed by Spring, 2015, so that new publications can be developed, faculty and staff can have professional development related to the conversion, and students will have time to understand the change and receive appropriate advising.

The actual switch to a semester academic calendar will occur in Fall, 2016.

Dr. Craig Kelsey, Dean of Extended University and Interim Associate Vice President for our Antelope Valley Center, has accepted the invitation from Provost Coley and me to become the Campus Project Director. He will step down from his dean position, but continue his role at our Antelope Valley Center.

We will begin immediately an internal search for an interim dean of Extended University. A national search for a new dean will be underway shortly.

Finally, I want to close by inviting all faculty and staff and students to participate in the activities of our New Student Convocation Weekend and Welcome Week. The activities have been enhanced by Dr. Mimms, Dr. Wallace and their staffs. We anticipate another year of record enrollment – 8,500 students – with more than 1300 first-time freshmen, a record freshmen enrollment. In particular, I encourage you to attend the New Student Convocation and Pinning Ceremony which will be held at 2:00 p.m. on Sunday in the Icardo Center. This will be our formal welcoming of new students into this learning community while we express our expectations for student learning, our collective commitment to facilitating their success, and to inspire them with our belief in their potential to graduate from the university.

We now have time for questions, answers and comments.

Thank you, and let's have a great 2013-14 academic year.

Now, I would like to introduce Dr. Jeanne Harrie, Chair of the Academic Senate Task Force on General Education, to provide an overview of university week activities.