



PROVOST'S SPRING ADDRESS*

Sonoma State University

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*Expanded

Accomplishments of faculty and staff of Academic Affairs

- This year the faculty of Sonoma State University has taught, advised, and mentored over 8,300 students and taught more than 4,000 classes (500 more students and 1,000 more classes than last year)
- Faculty Affairs successfully completed 20 faculty searches (5 more than last year)
- The Excellence in Teaching Award was given to Drs. Patricia Kim-Rajal (Chicano and Latino Studies) and Sunil Tiwari (Mathematics)

Collaboration

Collaboration across the five Schools, the Library, and Extended Education has resulted in many new programs including

- *a BA/MBA program in Hutchins and B&E,*
- *the EnAct grant for universal access curriculum design,*
- *BA Degree Completion Program at Napa Valley College,*
- *the Green Building Certificate Program,*
- *the Library's Constitution Day,*
- *a regional human simulation laboratory at the Indian Valley campus of the College of Marin,*
- *travel programs to Rome, Guadalajara, Paris, China, and Vietnam, and*
- *a Holocaust Memorial by Prof. Jann Nunn.*

Community Outreach

Community outreach by SSU faculty and administrators resulted in local, State, national and international projects

- An Event Honoring Holocaust Survivors & Supporters of Holocaust Education
- The 20th anniversary of the Jack London Award of Educational Excellence and Innovation.
- The Osher Lifelong Learning Program, with more than 1,100 adults on campus and an additional 550 in its new branch program at Oakmont.
- The Library established community borrower privileges for Roseland University Prep High teachers and Sonoma County Office of Education teachers.
- Dean Elaine Leeder assisted a group of inmates at San Quentin called New Leaf on Life with transitioning issues

Conferences

SSU faculty hosted and attended many conferences including

- The 50th annual conference of the International Society for Systems Analysis
- The Annual Meeting of the Society for American Archaeology
- 2nd Stockholm Anthropology Round Table Discussion
- and the Labor Social Action Conference

Grants

Grants activity included 92 proposals requesting \$31,082,122 submitted by ORSP; awards included:

- a Fulbright Hays Group Project Grant/Study Tour of the Southern Philippines for Leny Strobel and Miriam Hutchins
- A grant from the National Endowment for the Humanities to Support “Jack London, Beauty Ranch and Re-imagining the American Dream” Summer Institute for Teachers
- The Information Competence grant for the FYE Pilot Project (Karen Brodsky, Erin Bower, Greta Vollmer, Sascha von Meier)
- A National Science Foundation RU1 research grant for Heather Smith on What does Relative Deprivation Predict? A Meta-Analytic Critique
- A grant from the California Math and Science Partnership (CaMSP)
- Professional Development Program through the State of California for Prof. James to increase the scientific knowledge and pedagogical skills in earth and life sciences of Lake County teachers.

CIHS Developments

- Explosive growth prior to 2003
- Growing Working Capital Problem
- Pro Rata State Charges for Post-retirement Health Care Benefits
- Pattern of proscribed cross-grant charges and subcontracting practices detected
- CSU auditor investigation in progress

Gifts

- The School of Business received a \$5 million dollar endowment and a \$100,000 endowment for Economics for scholarship
- The Osher Lifelong Learning Institute at SSU received a second \$1,000,000 Endowment grant from the Bernard Osher Foundation
- Schools and the Library raised over \$1 million in other gifts this academic year

Presentations

- Library Lecture series – 29 faculty presented in series “Citizens of the World: on Common Ground?” – Library organized with help from Modern Languages
- Library - Four art exhibits – one with the Museum and Gallery Methods course and one student exhibition by recipient of the Boyle Scholarship plus two others of broad appeal
- Distinguished Speakers on campus: Drs. Lani Guinier (Harvard U.) and Molefi Kete Asante (Temple U.)
- ORSP’s 11th Annual Faculty Exposition of Scholarship and Sponsored Research featured a record 28 faculty and staff presentations
- Numerous books, chapters and articles by faculty

Professional Accreditation

- SSU received initial accreditation for its business programs by the Association to Advance Collegiate Schools of Business (AACSB)

History of SSU efforts to achieve AACSB accreditation

- Ten-year plus effort started under B&E Dean Larry Clark
- Faculty, Chair, and Dean worked for years on learning outcomes, assessment processes, reorganization, curriculum revision, self-study reports, etc.
- Eleventh-hour challenge
 - Visiting team determined that additional full-time faculty, greater scholarly activity, faculty development support needed to warrant accreditation
 - B&E developed budget needed to comply with AACSB finding
 - budget pared down by Provost (a former Business dean) to bare essentials
 - Formal commitment by SSU for enhanced B&E support put the school over the top and secured accreditation shortly thereafter
 - Enhanced budget for B&E brings them more in line with national instructional costs as per U. of Delaware study

WASC Accreditation

- Accreditation Review Steering Committee (ARSC)
 - Co-chaired by Provost and Prof. Andy Merrifield
 - Developed Self-Study Proposal for WASC which was very well received
- Faculty Associates (Diana Grant, Beez Schell and Andy Wallace) gathered data and are drafting CPR Review
- Capacity and Preparatory Review on March 2008
- CPR Report draft out for campus comment in Fall 2007, due to WASC in December

Global environment

- The World is Flat – outsourcing, off-shoring, Internet, broadband. The economic upsurge in China and India, etc.
- The accelerating competition in global economy means college education is a must
- The explosion of information and rapid commoditization of expert skills means that creativity, flexibility, and the traditional hallmarks of a liberal arts education are an increasingly practical imperative
- Graduates will change not only jobs but careers multiple times; cross-disciplinary teamwork, lifelong learning will be universal

National environment for higher education

- Push for accountability in K-12 spreading to higher education
- Higher Education Act reauthorization: Congress is considering abolishing regional, peer-based accreditation
- Learning outcomes, graduation rates, time to graduation
- Higher Ed as a sector is facing major consolidation in the next 10 years: major overcapacity
- Competition for talented students is fierce; college rankings are added pressure
- Colleges and universities are striving to develop distinctive identities and niches (“branding”) to buffer themselves from commoditization

California environment

- WASC and AASCU are attempting to preempt the critics of regional accreditation and the calls for accountability
- Demographics – Tidal Wave II did not materialize
- Prop. 13 remains the third rail of CA politics – structural deficit
- Even though demographic trough is out 8 years, the dip in college-ready population is coming now, and will only get worse, unless Latino access is raised greatly
- Community colleges are failing as a pipeline to four-year institutions (only 17% of transfer-eligible students do so)

CSU environment

- All CSU campuses are aggressively recruiting first-time Freshmen
- May revise does not appear to include \$ for compensation beyond compact levels
- \$40+ million/year for years 2 through 4 of contracts will need to be identified from existing funds
- A2E Strategic Plan aimed at making the case for more funding to support academic excellence and expanding access

SSU's environment

- Major shift from being a campus impacted for first-time Freshmen to admitting all CSU-eligible applicants without additional requirements in 2006-07
- However, expanded outreach efforts are keeping our enrollment growth on track
- Resource challenges continue:
 - Restructuring to reflect 2002-04 cuts of \$5 million cannot be postponed any longer
 - \$1 million/year for years 2 through 4 of contracts will need to be identified from existing funds
- Increasing difficulty in recruiting and retaining faculty (12 of 32 searches failed this year); CBA may help

Faculty Referendum on President Armiñana

- Disentangling the Issues; Local vs. Systemic Factors
 - The transformation of the campus
 - A CSU mandate for Dr. Armiñana
 - Resisted by a (shrinking) segment of the faculty
 - Differing visions of shared governance implicitly assumed by faculty and administration lead to cognitive dissonance
 1. Administration decides with consultation (actual organizational structure of CSU)
 2. Division of labor: faculty decides on curriculum and academic policy, administration on fiscal and infrastructure issues
 3. Consensus model: all significant decisions made by university consensus
 - Inadequate funding for core academic functions
 - Driven primarily by State budget cuts to CSU, SSU's small-campus status, and legacy of Orange Book
 - SSU's need to invest in infrastructure to support shift to residential campus also plays a role
- The Impact of the Referendum on SSU
 - Temporary disaffection of some of SSU's actual and potential donors
 - Temporary damage to SSU's image

The road ahead

- Step One: Dialogue
 - A respectful conversation about appropriate models of shared governance
 - An appreciation for multiple vantage points on what is needed for SSU's educational effectiveness
- Step Two: Addressing the Structural Deficit
 - Zero-based Budgeting
 - Academic Affairs will explore this approach to cost reductions and productivity improvements
 - Prioritizing Programs and Services University-wide (the Dickeson model)*
 - A possible systematic, transparent approach to insure that resources are lined up with the educational mission

**Prioritizing Academic Programs and Resources:
Reallocating Resources to Achieve Strategic Balance,*
Robert c. Dickeson, Jossey-Bass, 1999.

The road ahead (cont.)

- Step Three: Strengthening the Distinctiveness of an SSU education
 - Attraction and retention of high-quality faculty via competitive salaries, adequate support for scholarship, rich academic technology environment, etc.
 - Improving institutional effectiveness in identifying and achieving objectives through mutually supportive organizational structures and processes (increasing the power of *us*)
 - Strengthening a culture of creativity, innovation, openness to change, trust, and a bias for framing win-win solutions to challenges

Our blessings

- A dedicated faculty, staff, and administrators
- A beautiful campus in a beautiful setting
- SSU as the intellectual (and soon, artistic) hub of the North Bay, a region with an affluent, older population open to supporting SSU
- The potential for SSU to transcend its systemic and funding constraints and to create a virtuous circle of improving quality of programs, students, faculty, and external support



Have a great summer!