Good morning. It’s good to be together again.

This is the 109th time that faculty and staff at San Diego State have welcomed a new academic year. That first year there were only 10 faculty, staff and administration serving 91 students; now, we are approximately 4300 serving over 34,000 students.

When I think back to my first year at San Diego State, I am amazed at how far we’ve come. As you know, San Diego State has been celebrating a "decade of transformation." But while the word "transformation" captures the dynamism of our campus, it doesn't really provide much intellectual content. This morning I want to consider ten critical transitions that have produced this transformation.

**PERSONNEL**

If a university is its people (as I believe it is); then one of the most fundamental transitions of the past decade is the transition in the men and women who make up our university. Consider: 270 of our staff were not here ten years ago; and 64 of our
administration were not here. 488 of our faculty were not here.

With this infusion of new talent has come a wonderful transition in the diversity of our faculty and staff. It is intellectually, culturally, socially, and pedagogically important that we attract a diverse faculty and staff. Ten years ago, 16% of our tenure/tenure track faculty were persons of color; now, 25% are. There has been a similar transition with regard to women. Ten years ago, 28% of our faculty were women; now, 40% are. This increased diversity has made us a better, more vibrant, more multi-faceted university.

STUDENT BODY

The second profound transition has been in our student body. Ten years ago, students were admitted to SDSU if they met minimum eligibility as established by the state of California. We were over-enrolled by more than a thousand students, but there were no state funds to serve those students. Consequently, we were forced to "thin the soup" by approximately $6.2M dollars -- diminishing our ability to serve students well.
After a campus-wide discussion, our University Senate voted to request “impacted status” so we could manage enrollments and provide quality learning experiences for all our students.

The Senate’s wisdom in making that recommendation has attracted more and better prepared applicants. Ten years ago, we had approximately 23,000 undergraduate applications; this fall we have over 52,000 ---- more than double.

![Undergraduate Applications Graph]

23,305  52,323
1996    2006
Mean SAT scores have risen from 962 to 1050;

![Freshman-High School SAT Scores](image)

high school GPAs are up from 3.1 to almost 3.5.

![Freshman-High School G.P.A.](image)
Freshman to sophomore retention is up 7.5 percentage points and six-year graduation rates are up almost 13.

Think of how many lives have been changed by this transition.

In addition, there has been a transition in our understanding of diversity, and our capacity to successfully serve students of color. San Diego State is now attracting well-prepared, academically gifted, highly motivated students of color. Their retention and graduation rates are up.

RESEARCH

Research is our third major transition.

A decade ago, there was still a debate about whether the pursuit of original scholarship was an obligation of our faculty, even though it was not a principle component of the CSU mission. That debate has now been settled. Faculty must present a compelling research agenda in order to be hired, promoted, or tenured. And, we have worked to support them in the execution of that agenda with reduced instructional loads and start-up
packages that are now competitive with other national research universities.

Indeed, San Diego State is now coming into its own as a national research university. Consistent with the values of great universities of the 21st century, this means a university in which original scholarship is as much a part of our purpose as the transmission of accepted knowledge.

The Carnegie Foundation now categorizes San Diego State as "a research university with high research activity"---which allows us to hire stronger faculty, provide greater learning opportunities for our students, and offer a more prestigious degree for our alumni.

COMMUNITY ENGAGEMENT

SDSU has reached deeply into the community to expand educational opportunities for all students, particularly the
economically disadvantaged. This is our forth fundamental transition. Let me share some examples with you.

In City Heights, we are working to improve academic achievement of over 5000 students and to supplement teacher training and support. These efforts are paying off. The Academic Performance Index - the “API”- reflects a school’s academic performance based on annual statewide testing.

The increase in our Rosa Parks Elementary School’s API ranked first among all San Diego Unified District elementary schools – urban or suburban. API scores increased from 455 in 1998/1999 to 746 in 2004/2005.

And, the increase in our Hoover High School’s API ranked first. API scores increased from 444 in 1998/1999 to 580 in 2004/2005.
Through our “Compact for Success” with the economically challenged Sweetwater Union High School District, we have guaranteed admission to graduates who successfully meet academic benchmarks. The first cohort of 192 Compact Scholars will arrive this year. 88 of these new freshmen are eligible for our Honors Program.

Our community engagement reaches beyond the schools. One example is our Choice Program for at-risk youth. Working with the San Diego Juvenile Justice System, the program engages recent SDSU graduates and student interns to mentor over 800 young people.

Another example is our federally funded, Women, Infants, and, Children’s Program which serves over 37,000 in San Diego County each month.

I invite you to explore our C2C (Campus to Community) on line directory of over 100 services in fields as varied as arts and
culture, education, health, technology, public safety and business development.

**BUDGET**

Another important transition is in the open and participatory nature of our budget process. This may not be the most glamorous transition, but it is one of the most important. Our general fund budget is now informed by advice from the campus community through the Budget Advisory Committee. Following approval, the budget is posted on our website.

We have made a concerted effort to make the budget understandable. Our university weathered a very difficult financial storm several years ago---due in part---to the availability of information presented in a clear and understandable manner.

During our Shared Vision discussions, you urged us to manage resources more wisely. We have done so. A decade ago state
support represented 40% of our combined budgets; now it represents about 28%.

**UNIVERSITY FACILITIES**

Perhaps the most visible transition at San Diego State has been our campus itself. During the past 10 years, it has been transformed by over $600 million in construction and major renovations---which doesn’t include the trolley.

For those of you who are new, I offer this brief visual collage:

The Central Mall was still being transformed to accommodate an addition to Love Library.
Cox Arena and the Rec. Center followed in the summer of 1997, thanks to our Associated Students, A raw hillside at the corner of I-8 and College Avenue gave way to the Chemical Science Building. The innovative Sports Deck was completed in 2000. By summer of 2001, a generous donation from John and Becky Moores allowed us to convert the former Terry Pool into the new Aztec Athletic Center.
2001 also marked the opening of the 750 bed Cuicacalli Residence Hall complex.

The red brick dormitories on the west edge of campus gave way to the new privately funded Tennis and Softball Center.

The adjacent site will soon house our new student-funded swimming pool.

Fall of 2003, marked the opening of the renovated Geology, Mathematics, Computer Science Building.
Meanwhile, our SDSU Research Foundation completed the Piedra Del Sol Apartments, and Fraternity Row.

The Business Services Building was renovated in 1997, as were research labs in North Life Sciences in 2002.

The Prospective Student Center was added in 2002.

The Cogeneration Plant made us greener and more savvy in our use of energy.
Thanks to the good work of our Associated Students, the Campus Childcare Center found a new home.

Our College of Extended Studies completed an important addition.

In 2005, the Trolley Center opened for operation. And, a new bridge arched across College Avenue finally appeared.
This past year marked the completion of four important projects:

- The BioScience Center provides vital research laboratories.

- The Arts and Letters Building offers new faculty offices, and a state of the art lecture auditorium.

- The newly completed Calpulli Center houses new and expanded student health and wellness services.

- And, thanks to our Research Foundation, we now have a new Coastal Waters Laboratory on the Bay.
One of the fundamental beliefs we share at San Diego State is the belief that we are the People's University and that the people deserve a first-rate education. That means that our students should have access to the arts, to an intellectually challenging vibrant life of the mind, and to a humanizing physical space.

As part of that humanizing aesthetic environment, we have worked not only to transform our physical plant, but also to increase public art on campus.

Finally, no account of the physical renewal of San Diego State would be complete without acknowledging the spectacular work of our grounds crews that have given us a beautiful park in which to work.
TECHNOLOGY

Technology has revolutionized San Diego State in the past decade. It is another important transition.

When I came to SDSU, we had three smart classrooms; we will start this coming fall with 179. “Blackboard”, which did not exist in 1996, is now used in over 4,000 course sections. KPBS became one of this nation’s first digitized public television stations.

Sophisticated new technology has been installed in our labs, for instance; just this year we have added:

- An inductively-coupled plasma mass spectrometer, for geo-chemical research-- the second of its kind in the world and first in the U.S.
• The School of Nursing has a new Human Patient Simulation lab with 7 computerized life-size simulators. The lab is configured as hospital rooms including an ICU and an ER.

• A Rainfall Simulator in the Soil Erosion Research Laboratory.

• An Ultraviolet/visible wavelengths/ Spectrophotometer-- measures light absorption of water samples in engineering’s environmental analysis laboratory.

Technology has also radically changed the lives of our students. Thanks to the web portal on-line registration system, we now have an integrated on-line class schedule. Students can review course descriptions; search for classes by General Education category, by department, by time, or by professor; view their class schedule; obtain class location information; and identify required texts.
A decade ago, students had to make a written request for a
degree evaluation that took six months to complete. Now, a
student's degree evaluation is available on demand and updated
automatically.

Then, the Registrar's Office distributed and collected paper
class rosters and grade sheets from the faculty. Now with the
portal---grades can be submitted via the Web from anywhere in
the world.

INTERNATIONALIZATION

And, speaking of the world, sometimes it's difficult to tell when a
difference of degree becomes a difference in kind, but there can
be no doubt that San Diego State has become a fully
international university---our next transition.

Through the leadership of Nancy Marlin, we have moved from
650 international students on campus to an anticipated 1,400
this coming fall. Even more impressive, a decade ago, only 167 students left campus to study abroad; last year over 1250 did---over 7 times as many!

Provost Marlin has worked diligently to provide support for the international work of our faculty. Almost 500 faculty members have been awarded over $930,000 to develop and expand international opportunities for our students. These faculty have established more than 450 academic and research programs with universities overseas.

San Diego State has been recognized as one of the top doctoral universities in the country for international study – and selected as one of six higher education institutions most successful in internationalizing its campus.

Nor was it surprising that in 2003, Provost Marlin won the coveted Michael P. Malone International Leadership Award, given by the National Association of State Universities and Land Grant Colleges.
One of the most pleasant transitions has been a profound change in the reputation of our university. We should not imagine that San Diego State has become a great university in the past ten years. It was already a great university a decade ago, but there was little respect for it or for the accomplishments of its faculty and staff.

University Advancement has worked to change that. Ten years ago, surveys told us SDSU was best known for its sports teams, parking issues and party school reputation. Today, San Diego State enjoys a reputation based on the quality of its faculty, staff, students, and alumni. University Advancement implemented a strategic communications program aimed at showcasing SDSU’s outstanding teaching, research, and community service. Emphasizing SDSU’s outstanding academic quality has been a focus of these efforts and the inspiration behind our “Minds That Move The World” tagline.
University Advancement has also worked to organize and strengthen relationships with alumni and community leaders. This strong volunteer network includes: The Campanile Foundation, our Ambassadors for Higher Education, Bridges, and the Alumni Association. Together they have served us well in our advocacy efforts--most recently in securing approval of the SDSU Master Plan and authority to independently award the educational doctorate.

A recent telephone survey of SDSU alumni demonstrates continued progress:

- Impressions of SDSU’s academic quality and the prestige of a SDSU degree are up considerably.
• 47% rank the quality of education as “very good” (compared with 34% in 2001).

![Quality of Education Chart]

• 87% rank the prestige of a SDSU degree as “good” or “very good” (compared with 63% in 2001).

![Prestige of a SDSU Degree Chart]
• 48% rank the academic quality of our faculty as “very good” – up from 33%.

![Academic Quality Chart]

• Nearly twice as many respondents rate SDSU as “very good” at creating international opportunities for its students.

![International Opportunities Chart]
• And, a satisfying 99% of our alumni would recommend SDSU to a family member or friend considering where to pursue a college education.

I know that none of us got into this work to see our names in print or our images on the evening news, but the fact is that the work we do is important; is of high quality, and deserves public recognition.

**PHILANTHROPY**

The enhanced reputation of our university has lead to a spectacular transition in philanthropic support. The excellence we pursue requires and deserves philanthropic support. Now, it has begun to receive it.

Private giving has grown from $18M, a year to $55M. In the last ten years, private giving to San Diego State has totaled over $400M. That is 195 percent more than the total philanthropic
support received during our previous 99-year history! We have transitioned from a university that had little philanthropic support to one ranked 53rd among public universities in annual giving.

We established a new auxiliary organization, The Campanile Foundation, to lead our philanthropic efforts and to manage our growing endowment. Incidentally, in 1995-1996 that endowment was $17.5M. Now, our endowment stands at $117.9M.

Not only has the Campanile Foundation led our efforts to increase private giving, it has also managed our philanthropic funds exceedingly well. Our average return on investments of 8.6% in the last five years places us among the top 14 percent of similar education foundations nationwide.

CONCLUSION

So, there you have it: ten fundamental transitions that underlie
our remarkable decade of transformation. I feel privileged to have played a small part. The coming decade may well determine how SDSU is viewed in the 21st century.

San Diego State will emerge as a premier urban research university, one that embraces the teacher-scholar philosophy and that thinks globally while serving its community.

Philanthropy will make a huge difference in our ability to achieve this vision. We will launch our first comprehensive fund-raising campaign in 2007. This additional private support will be pivotal in providing SDSU with the resources we need to realize our vision. The road ahead will be an exciting and challenging one; I look forward to that journey with all of you.

Thank you all for the good work you do! Best wishes for a personally satisfying and productive year.