

**PRESIDENT RICHARD R. RUSH
CONVOCATION SPEECH**

"What do we do for an Encore? – Anticipating Change"

**August 26, 2010
Salon A, 9:00 a.m.**

Good morning and welcome to Academic Year 2010. I'm delighted to see everyone this morning as we begin our 9th year of instruction and our 10th year as a university. On that note, though, I want to mention that we will be celebrating our 10th Anniversary in the near future and we have a lot to be proud of as we review our accomplishments over the past decade. I will be asking for help this Fall as we begin to plan the festivities.

I trust that everyone had a break of some sort this summer. For the first time, I followed my advice to you and took a vacation. I thought that I would share with you what I did on my summer vacation so that you would be properly edified.

Jane and I went to Portugal and visited the venerable university at Coimbra, founded in 1290. You might say that I had a busman's holiday! But, here are the pictures of my trip so that you, too, can compare one of the oldest universities in Europe with CI, one of the newest universities in this country. Please note the similarities and differences. For example, Coimbra has a main quad just as we do. It also had deferred maintenance to keep Deborah's counterpart occupied. It had an Advancement Office and, of course, Student Affairs has played a large role in its existence. Academic Affairs is clearly celebrated by a door and barred windows, and I wonder, where could they have tethered their horses without parking regulations and signs designed by Ray Porras' ancestors? One of the most interesting innovations and, possibly, something to be emulated here at CI is this cell for misbehaving faculty and students! (I am not making this up!) Finally, I was gratified to note that even in the 13th Century the President parked his BMW right outside his office door!

Well, enough of that nonsense. That was then, this is now. How do we look going into this brave new world of 2010-2011? As I said last year, we're "ok". Certainly, it is not the "golden days" of the 1960s thought by some to be the standard when, in fact, it was a funding aberration in comparison to the other decades of the late 20th century. Today is not even the "silver days" of the late 1990s when the dot com phenomenon brought about another aberration in support for higher education. Rather, this year, like so many, is "ok" or even "ok+" if the Governor's budget should sustain legislative scrutiny. (On that topic, I have no more information than you do. Once again, legislators seem to think that deadlines are for other California employees and not to be confused with their real work of seeking re-election.) With that last reckoning, we have some chance of restored funding for this year and that is why the Chancellor has asked each of the campuses to accept applications for the Spring but not to admit students until the budget is settled. That is because increased funding will require additional enrollments. So, as I look into my crystal ball, what do I see? Well, Carnac sees...murky possibilities, but not circumstances dire to the degree of last year.

Now as we look forward, we can celebrate here the fact that "the big dig" is finished! The \$50 million infrastructure project is completed and we now have a 21st Century campus capable of supporting our work rather than an environment at the mercy of 1930's-style power held together by electrical tape, chewing gum, smoke and mirrors, and the fine work of so many in

OPC. This is a great achievement, a real backbone for the development of our campus. Another achievement is the completion of the Student Union Building. Funded through a referendum students imposed on themselves, the Student Union's sustainable design will provide needed space for student clubs and activities.

But don't put away your hardhats yet. This is a year of celebration. We will see the beginning of construction on our new entry road this Fall, four lanes from the "bridge to nowhere" all the way in to Santa Barbara Avenue. In addition, the construction of North Hall will begin just north of University Hall and into the North Quad. Each of these projects is anticipated to take about 2 years and will offer major improvements and provide significant opportunities as we move forward. Also, at last word, a bill is on the Governor's desk to provide us with planning and working drawings money for West Hall, to be located across from Manzanita Hall on Ventura Road, which will give us expanded laboratory and office space when completed.

We also will see the renovation of Napa Hall and the conversion of El Dorado Hall, formerly the HUB, now completed, provide us with upgraded space for a number of programs. Finally, we are hoping that with the completion of the Chiller Plant and the infrastructure project, we might be able to provide appropriate ventilation to a number of buildings which have had inconsistent temperature controls due to the antiquated delivery systems and lack of capacity.

This past year was a difficult one for all of us. Never in my professional career have I had to deal with so much confusion, conflicting directives, incorrect information, and bureaucratic nonsense. I would like to offer my personal thanks to Provost Dawn Neuman, who has helped in many public and private ways to manage these challenges. Yet, I readily recognize that my experience was nothing in comparison to the hardships suffered by many, indeed many here among our community, because of furloughs and a reduction in pay of 10%. This was real life; my frustrations dealt with game playing. In our 9 or 10 years together I have never been so proud to be associated with you as I was this past year – and I live daily with the pride that your accomplishments and character mean to this University. People across campus reached out to help one another in many ways. Individuals and groups supported the spirits and feelings of despondence that many experienced because of circumstances neither of their making nor their choosing. This truly is a community of which all of us can be proud.

In the face of all the challenges we have confronted during this past year, however, the record of achievement at CI is more than remarkable; it is amazing! On a daily basis throughout the year, services to students did not diminish one iota. The campus, you, rose to the occasion, remained true to our Mission and set to one side individual hardships while providing opportunities for students. Throughout our academic programs and courses, success was manifestly evident. In offices across campus, colleagues remained helpful and cheerful as witnessed by comments I received from parents, graduates and continuing students. Construction and maintenance across campus continued to be outstanding as well. For example, even though one beautiful location after another fell victim to backhoes, the keepers of our grounds maintained their incredibly high standards. On a personal note, I want to thank our grounds crew for letting the lawns look shaggy while the Legislative Analyst's Office visited our campus. We don't want them to think that we're too rich!

In every Division we experienced singular success. In Finance & Administration, for example, once again Joanne Coville's leadership on the budget has kept us whole and now she is poised to complete the purchase of the Cogen Plant and to be the purveyor of hot air! In Student Affairs seven of our colleagues are completing doctoral level degrees with two having succeeded

this year, truly a testimony to Greg Sawyer's belief in lifelong learning and his support for his staff. In addition, we received a \$1.1M Trio grant for Student Support Services for first generation and low income students, another remarkable accomplishment. In Academic & Information Technology, with Michael Berman's leadership, we have witnessed stability and constantly improving sophistication for our faculty, our students, and our staff. In University Advancement, we effected a partnership with Cottage Health System in Santa Barbara to place our nursing program there in fulfillment of a promise I made several years ago. This was accomplished significantly through the efforts of Karen Jensen and Nichole Ipach and the receipt of a \$6M grant from Cottage. We also hosted Professor Muhammad Yunus and established the California Institute for Social Business through Julia Wilson's good offices and contacts, enabling us to become an international leader in social business and the education of the next generation of young people. I am pleased to announce that just this week we have received a \$300,000 grant from the Hilton Foundation to support the Institute through Julia's efforts. Through a partnership between Academic Affairs and University Advancement, we have put in place a program in Entertainment Studies which holds great promise for enriching our curriculum as well as introducing us to potential supporters of substance for a myriad of our programs. Oh, and did I mention that we are putting our MBA in Santa Barbara in partnership with Cottage Hospital?

These are achievements brought about by the efforts of colleagues across campus and are only a sampling of what has taken place. But consider also the awards and recognition that have emerged in these difficult times. We have been included on the President's Higher Education Community Service Honor Roll for exemplary service to America's communities. Our civic engagement in the community and our partnerships here reflect some of the most important work our campus does, whether through the Ventura County P-16 Council, our partnership with Ocean View School District through Bob Bleicher where CI students tutor in some of the neediest schools, or with the National Park Service where, under Don Rodriguez' leadership, students assist in data collection and restoration to eliminate invasive plant species. In addition, through the efforts of many, in particular those of Pilar Pacheco, the Centers for Community Engagement and Multicultural Engagement, and the Chicano/Chicana Studies program, we have put together a partnership with the Smithsonian National Museum of American History to record Bracero experiences in this area. As a result, we are honored to have been selected to host this exhibition here as classes begin. We have received a National Science Foundation Robert Noyce Teacher Scholarship Program Grant of \$900,000 in partnership with Humboldt State and Monterey Bay for STEM studies through the leadership of Ivona Grzegorzcyk and Jeanne Grier. We have been designated a California Cooperative Ecosystem Studies Unit and through the efforts of Deborah Wylie, Ashish Vaidya and the Sustainability Task Force have become a member of the Sustainability, Tracking, Assessment and Rating System (called STARS) administered by the American Association for the Advancement of Sustainability in Higher Education. We have been the fortunate recipients of the Irene and Jorge Garcia Chicano Studies Collection. And, through the hard work and efforts of many across campus, including Marie Francois, Damien Pena, Amanda Quintero, and Celina Zacarias, we have received the Hispanic Serving Institution designation by the Federal Government, a major step forward in supporting our Hispanic and Latino students as well as all students across campus. This recognition enables us to apply for significant grant funding for the benefit of all.

In May, we were given the Ventura County Organizational Work/Life Leadership Award as a family friendly place to work, notable that we have received this recognition every year

since 2003. And, we were acknowledged just last month by the Chronicle of Higher Education as one of the Great Colleges to Work For, only one of four universities in California so identified and the only one in the CSU or UC, clearly a tribute to everyone here and to the value system which we strive to model every single day. Lastly, just this month, CI has become a member of Mortar Board, a national academic honor society of great recognition and outstanding membership, another indication of the quality that abides here on campus – and these are only some of the University achievements this year.

Consider some of our faculty and staff achievements as well: Karen Jensen received a \$250,000 grant for the Nursing Program from the Foundation for California Community Colleges and Kaiser Permanente Fund for Higher Education to develop model programs; Ching-Hua Wang received a \$300,000 grant from the National Science Foundation to develop ethics education content for three different professional science masters fields; Lynn Rice in our office of Public Safety, now recently retired, received the Ventura County Dispatcher of the Year Award for National Public Safety Telecommunications; Damien Pena received Latino Leader of the Year Award from El Concilio del Condado de Ventura; Sue Saunders was recognized as best in the region for her conference presentation at the National Academic Advising Association of the Pacific; Kathryn Leonard joined Blake Gillespie in receiving the prestigious Faculty Early Career Development Award of \$417,000 from the National Science Foundation. Now, it is interesting to note that as far as I can tell, since 2004 only 9 CSU campuses have received NSF Early Career Awards. Out of the 9, only 3 have been acknowledged by more than the 2 awards which we have received. This is truly a tribute to Blake who received his last year and Kathryn hers this year but, vicariously, to the University as well. Moving on, Cindy Wyels received a Research Experience for Undergraduates grant for over \$350,000 from the National Science Foundation, two of our lecturers, Jaime Alicia Hannans and Jessica Layman, were approved for the CSU Chancellor's Doctoral Incentive Program, and Gary Berg continues his remarkable record with a \$50,000 grant for sustainable environment. Everywhere we look our colleagues are rising to the challenge, refusing to be confined by external circumstances, and bringing credit to themselves and to us. I'm sure that you will be edified to know that this past year we have requested \$27M in grants and contracts, a 188% increase over the previous year. Out of that sum, to date we have received over \$3.2M in successful grant notifications. Taken together, this is powerful evidence of the creativity and positive energy being generated on campus.

I would be remiss if I did not mention some of our student achievements as well. CI took a first and a second place in the CSU Student Research Competition. Under the mentorship of Nitika Parmar, Ashley Bonneau was awarded a prestigious Barry M. Goldwater Scholarship, the only student so recognized in the entire CSU, a wonderful tribute to Ashley and to the mentorship of Nitika as well. Our students in the Leaders in Educational Awareness Program (LEAP) were awarded the President's Building Bridges Award by El Concilio del Condado de Ventura, marvelous recognition for their work. Four of our students brought home awards from the California State University Media Arts Festival and Leticia Aguayo received a William Randolph Hearst Trustees Award for Outstanding Achievement this year. We also were recognized by Gamma Beta Phi, CI's first honor society, as the Distinguished Chapter of the Year for the 7th year in a row, an impressive acknowledgement when considering that students have changed every year yet the Chapter has maintained its high quality of performance. Finally, three of our students, Ashley Bonneau, Danika Lindsay, and Jennifer Waters, were recognized as Sally Casanova Pre-Doctoral Scholars by the CSU, another singular achievement.

At the risk of now having belabored our litany of successes, I believe that you can easily agree that we have an amazing basis for pride. Even though I could not include all of the citations of excellence taking place on our campus or identify so many more of you because of time, I wanted to give you a broad sense of the quality which you have created. The combination of values and achievements, I believe, are unsurpassed in the CSU, giving credence to the substance of the CI Way. Remember, all of these colleagues – and others not mentioned – have achieved these wondrous results in the worst year yet! These citations should inspire us to even greater heights.

What do we do for an encore? “Changing the World” proclaimed the bold editorial headline in the Ventura County Star on February 23, 2010. Speaking in support of our California Institute for Social Business and our partnership with Muhammad Yunus, the Star went on to ask, “What if students went to college to change the world?” Well, what if faculty and staff started a university to change the world? I came here to do just that. I wanted to create a university that would lead the way into the 21st Century with new thinking, new processes, sound research, and, fundamental to every effort, a commitment to student success. As the author of the Little Prince, Antoine de Saint-Exupéry, once wrote “Your task is not to foresee the future but to enable it.” This is why we’re here. We are here for the future and that abides in each and every one of our students as this week’s Chronicle Almanac points out. To the degree that our outstanding faculty opens the realms of new knowledge and instills a thirst for continuous learning in students, the future will be affected. To the degree that our excellent staff joins with the faculty in modeling the values which we espouse, the future will be impacted. To change the world, to create elements of the future, we must once again rise above the drag of transitory external elements and control what we can. And, when we do that, when we focus on what we can control, we do very well.

I offer a word of reminder, however. The world we live in is characterized by change, incredible change. And for us to stay in the vanguard, we must not only accept the principle of change but we must try to anticipate it. Consider for a moment, for example, that 90% of Intel’s products on December 31st did not exist on January 31st of last year. When I visited Nokia’s headquarters in Finland several years ago, I was stunned to learn that they produced a new product every 32 minutes. In walking through BMW Design headquarters in Thousand Oaks last week I witnessed the tangible production of ideas and materials far beyond the realm of automobiles. Darwin -- and I – have concluded that “it is not the strongest species that survives...but the most responsive to change.” I suggest, that in the chatter and clatter of pundits who will opine about which colleges and universities will survive, those campuses which anticipate change will prosper while those lagging in response – programmatically, imaginatively, courageously - will fall on hard times. Even Coimbra changed from Theology in the 13th Century, a sine qua non in that time, to a university whose largest program is now Sciences and Technology. Peter Drucker warned us that, “Insight lasts; theories don’t.” Our insights must confront change.

I am excited about our potential as I hope you are. All we need do is to reflect upon the achievements of last year, broadly spaced across the entire campus in unit after unit, to realize that the talent is here to change our world, to create the future, to anticipate change. A difficult time is the mother of innovation. The noted writer Harriet Rubin encourages us that “leaders who want to...test their own mettle need to explore uncharted waters, they need to sail into the imagination.” That is what we are poised to do. I am influenced by Jim Collins when I assert that I look upon each of us as holding responsibilities, not jobs. What can we be best at? What can

impel this University forward as a place of imagination, a place of innovation, a place which is characterized by passion. These difficult times give us opportunity to think differently and “only by investing and speaking your vision with passion,” as Kirkegaard said, “can the truth one way or the other, finally penetrate the reluctance of the world.” To this end of encouraging us to think about our changing world and how we as a University might address it, I commit to renewing our funding for the President’s Summer Fellows Program and Dawn is again committing to fund her Provost’s Faculty Resource Fund. In addition, this year I will also fund The President’s Award for Innovations in Teaching and Learning as a complement to that which is already in place. Finally, to enable the entire University community to think imaginatively, I will put in place a Campus Innovative Solutions Award. This award for staff and faculty will inspire creative ideas to bring about substantial improvements in the areas of community services, the University’s internal processes or its administrative affairs. (More information about these new funds to follow.) The idea behind all of these efforts is to tap the talent pool of ideas across campus and to enable us to take advantage of the opportunity which a difficult time affords us, the opportunity to be innovative on campus, to be imaginative, to be creators of the future, to change our world. As Muhammad Yunus has said, all it takes is one small idea and a passionate commitment to carry it out.

A public university is, really, a social business. Rather than taking the investments of our time, talent, and treasure out of the institution, we reinvest them year after year. We do so for the benefit of each new generation of students with the resulting impact that we send forth tangible change into the world, into the future. Each of these students or graduates is a different person because of his or her experience with this faculty member or that, with this leadership person in Student Affairs or that, with this interaction in one office or another, with his or her experience with the pride evidenced in the work of everyone across campus. Everything we do at CI should be colored by passion for the future, pride of effort, civil discourse, and collegial engagement. Everyone who passes through our programs helps to change the world and to create the future. Our challenge is to continue to anticipate the demands of the future, to be “the campus of innovation.” This is no time to be cautious; this is no time to be fearful; this is our opportunity to change our world. This is the CI way!

Thank you for all that you do to make our University the special place that it is.