

The View

October 26 Vol. 3, No. 3
Faculty & Staff Newsletter
From

California
State
University
Hayward

Save these dates:

October 30: "What Those State Ballot Propositions Are All About," Staff Assembly forum with James Fay (political science). Noon. Arts & Ed. 1203.

November 4 & December 2: Budget Advisory Committee. 3pm. President's Conference Room. Open to campus community.

1st & 3rd Thursdays: Subcommittee on Planning of the Committee on Academic Planning and Resources of the Academic Senate. 2-4p.m. Libr. Conference Room. Open to campus community.

November 12: Interactive teleconference on sexual harassment. 10:30 a.m.-12:30 p.m. UU311.

ViewPoint



Norma S. Rees
President

In my address to the faculty on September 19 (reprinted in the September 28 *View*), I talked about the need for bold approaches to change at Cal State Hayward without offering many ideas about what kinds of change would, in my view, make sense for the University's future.

In part my diffidence reflected a concern that the campus community ought to have maximum freedom to explore its own views of the kinds of change that are possible, prudent, and likely to be effective. I am persuaded by members of the Academic Senate's Executive Committee and others, however, that I owe all of you some notion of the planning parameters that should guide discussions in committees, councils, schools, departments, and the full range of units that must engage in planning for next year and beyond.

There are several fundamental concerns that leap out at me no matter from where I enter the question of the future of Cal State Hayward: enrollment; the nature of our student body; prospects for funding; and accountability.

I regard it as absolutely essential that Cal State Hayward maximize its ability to maintain and even increase enrollment in the year ahead and the near future. Several factors point in this direction.

Although, as I have pointed out on several occasions, funding for the CSU as a whole is no longer enrollment-driven in any simple sense, it is nevertheless clear that funding will be in serious jeopardy if the CSU enrollment should experience a steady dropoff. If that should occur, we can surely expect reduced interest in the Legislature in supporting the system.

From a more local perspective, it has never been clearer to me that positioning Cal State Hayward for the future will depend very much on our record in serving the students of our region. In a way, our University has developed more slowly than it should have because our enrollment grew slowly, or at times not at all, while other institutions in the system were experiencing rapid growth. New construction and building renovation are triggered by enrollment. Moreover, the way our University is perceived in our service area—and in the CSU itself—has a great deal to do with the numbers of students enrolled and trends over time. Finally, there is little

doubt that whatever the size of the funding pie in any period, our share of that pie will depend on our size relative to that of our sister institutions and the CSU as a whole.

Thus far I have been talking about numbers alone, but numbers are and will be a very powerful element in the University's future. For that reason, any plans or alternatives must be carefully weighed with respect to their relative impact on overall University enrollment. Please understand that my emphasis on enrollment is not intended as a disguised indication that programs with small numbers of majors are automatically in jeopardy, or that small classes will never be taught; but we simply cannot ignore the effect of planning on enrollment.

My second broad concern is how the University prepares itself to meet the needs of a changing student body.

I owe all of you some notion of the planning parameters that should guide discussions in committees, councils, schools, departments, and the full range of units that must engage in planning for next year and beyond.

We must recognize that for the foreseeable future we will continue to be a commuter campus with many part-time, working, and older students, and that student diversity, especially ethnic diversity, will increase. Cal State Hayward will continue to reflect the changing demography of our state.

Being aware of these changes, we must accept the responsibility to assess our curriculum and approaches to teaching, examining our academic enterprise first and foremost in terms of how best to deliver a quality education to all of our students. It is easy to teach well-prepared, eager students, and we will continue to find such individuals among our student body; but it is not only the best prepared students who deserve a quality education. Our challenge is to design and discover ways to furnish the diverse student body that is Cal State Hayward with a truly quality education, and to do everything in our power to help them succeed and graduate. Our students deserve the best we know how to give them.

Keeping our eyes fixed on the nature of our student body means thinking about academic programs, courses, requirements, content, and means of delivery (including creative uses of educational technology) in terms of how we can best serve these students, today and in the future. Let me acknowledge at once that many faculty have taken a leadership role in exploring new approaches to teaching and related University responsibilities

Continued on page 4



Acacia Society—Maureen Cassingham, manager of the California State University, Hayward Foundation, Inc., received a framed sketch of the campus in honor of the Foundation's membership in the Acacia Society. One of the University's five giving clubs, the Acacia Society recognizes donors who pledge a minimum of \$10,000. Gifts may be either a single contribution or annual support, or a deferred gift of \$25,000 or more. The Foundation's significant contributions over the past year were instrumental in increasing class offerings. The sketch was presented at the donor recognition Garden Party on October 11.

Applications invited for resident directors at international centers

The CSU International Programs is calling for applications for its twelve-month, full-time, academic year resident director positions in France, Germany, Italy, Mexico, Spain, as well as for the 1994 calendar year opening in Zimbabwe and for its twelve-month, part-time, academic year (1/5) positions in Israel and Japan.

The term of appointment is usually one year, but may be two years in exceptional cases. A resident director position provides qualified CSU faculty with an opportunity to be a vital part of the special experience of students involved in intercultural learning, to develop their administrative skills, and to utilize their international communicative skills in a rewarding, professional environment. Faculty from all disciplines, minorities, women, and those who have never had the opportunity previously to serve in one of these positions are especially encouraged to apply.

CSU resident directors are compensated at their current level of appointment (on a twelve-month basis) and receive a ten percent salary differential for overseas assignment. In addition, the International Programs provides the resident director (but not dependents) round trip airfare and travel expenses.

To qualify for appointment, applicants must meet these standards: full-time, tenure-track appointment to the faculty or academic administrative staff of a CSU campus; possession of a Ph.D. or other terminal degree; and appropriate overseas experience. For France, Germany, Italy, Mexico and Spain, applicants must possess the ability to speak and write the relevant language. Language ability is highly desirable for the other non-English speaking countries. Administrative ability and a personal and professional commitment to international education are also required. It is desired that applicants have had experience in disbursing and accounting for state funds. For Zimbabwe, experience in sub-Saharan Africa is highly desirable.

Application materials and further information may be obtained from Rhoda Kaufman, theatre arts, Robinson Hall, ext. 3179 or 3118, the campus representative to the Academic Council on International Programs, or contact the Office of International Programs, The California State University, 400 Golden Shore, Suite 300, Long Beach, California 90802-4275, telephone (310) 985-2831.

Charitable giving packets will be in your mail soon

The United California State Employees Campaign (UCSEC), the annual Cal State Hayward charitable fundraising drive, begins this week.

In addition to eight federations from which to choose, there are also over 1,000 different charitable agencies which contributors can designate. The federations are Combined Health Appeal, Earth Share of California, Independent Charities of America, International Service Agencies, Local Independent Charities, National United Service Agencies, The Progressive Way, and The United Way.

Last year employees contributed a total of \$19,282 to the campaign. Organizers of the UCSEC say that the need for contributions has never been greater "because of drastic state and federal funding cuts in the health and human service areas."

Pledge forms and other campaign information will be arriving in mailboxes this week. For more information, contact Janet Lopus, ext. 3709, or JoAnne Hill, ext. 3634.



Feasting on music—The campus community can avail itself of fine musical performances throughout the year. In addition to evening concerts, faculty and students in the Department of Music perform regularly at noon in free recitals. Pictured above is the Clarinet Ensemble at an outdoor recital last spring.

Music department students perform in free bi-weekly noon recitals

Throughout the academic year, students in the Department of Music hold recitals at noon on Tuesday and Thursday. Recitals are free and unless otherwise noted are at noon in MB1055.

Below is a calendar of scheduled performances. Call ext. 3167 the day of the performance to verify.

October 27:
Scholarship recipients in the Department of Music

October 29
Deborah Garrett, soprano; Robley Logan and Eric Dunan, trumpet

November 3
Linda Batoon, voice; Yvonne Wormer, piano; Darrin Michaels, horn; Wesley Tanji, saxophone; Matt Cover, clarinet

November 10
Jonathan Fey, trombone; Scott Hill, trumpet; Deborah Garrett, soprano; Petra Hunter, soprano; Jackie Shepler, viola

November 12
Robley Logan and Helena Jack, trumpet; Linda Batoon, voice; Teri Schmidt, cello

November 15—Sunday, 2p.m.
Karen Gagnier, voice

November 17
Paige Smith, string bass; Darrin Michaels, horn; Jacqueline Adams, soprano; Alison McIvor, trombone

November 19 — MB1039
Percussion Ensemble, Arthur Storch, director

November 24
Piano Ensemble, Ellen Wassermann, director, and Brass Ensemble, Daniel Livesay, director

December 1
Student Composer Recital

December 2—Wednesday, 8 p.m.
Katy Stephan, soprano

December 3—MB1039
Jazz Recital, guest artist Art Lande

Campus teleconference on November 12 provides opportunity to understand sexual harassment in variety of university contexts

“Confronting Sexual Harassment on Campus,” an interactive teleconference will be presented on campus November 12 from 10:30 a.m.-12:30 p.m. in University Union 311.

The conference will examine various forms of sexual harassment, including student-to-student, faculty-to-student, supervisor-to-employee and colleague-to-colleague. Presenters include Margaret J. Barr, vice chancellor for student affairs at Texas Christian University; Johan A. Madson, associate provost and dean of students at Vanderbilt University; Frederick R. Preston, vice president for student affairs at SUNY Stony Brook; and Bernice R. Sandler, senior associate at the Center for Women Policy Studies. The moderator is Carol Randolph, a Washington D.C. attorney and former talk show host.

The teleconference is being produced by the National Association of Student Personnel Administrators and

sponsored by educational groups throughout the country. On this campus, the program is being sponsored by the Office of the President.

Living on CSUH time



Nearly 160 members of the CSUH community are wearing their affiliation with the campus on their wrists. Seiko watches with the University seal in 14kt gold finish are available for \$200 (wristwatch) and \$245 (pocket watch). Call University Relations and Development at ext. 3724 for information. A portion of the price of the watches goes to the Alumni Association.



Join us—al fresco on October 14 gave student clubs an opportunity to recruit new members and to let the campus community know about their activities. Fifty-one clubs such as the Cummings Geology Club, pictured above, shared the amphitheater with campus programs and departments to celebrate the beginning of a new academic year. The club's display included an aerial view of sections of the Hayward Fault in three dimensions.

Campus streamlines nomination procedure for faculty award; November 2 is deadline for submitting names for Outstanding Professor

The California State University Board of Trustees each year presents Outstanding Professor Awards to two faculty members selected from a group made up of one nominee from each of the twenty campuses.

The award recognizes excellence in teaching and contributions made to students, to academic disciplines and to the various campus communities. It includes a cash award.

The selection of a nominee from Cal State Hayward is made by a special subcommittee of the Faculty Affairs Committee. The successful candidate for the nomination also receives the George and Miriam Phillips Outstanding Professor Award of \$1,000. The subcommittee is available to discuss the application process and criteria for selection with potential nominees.

Letter of nomination and resume required for consideration

Faculty members interested in competing for the nomination and Faculty Award, or in recommending others, should notify the Office of the Provost and Vice President, Academic Affairs in writing by November 2.

The letter of nomination should include sufficient information from which the committee can make an evaluation and should cover each of the three areas on which the final systemwide selection is based. Candidates must submit a brief resume by November 13.

The candidate selected as this campus' nominee will be required, with the assistance of the Office of Research and Faculty Affairs, to assemble and submit to the Chancellor's Office a complete dossier. Materials for submission include (a) table of contents, (b) full curriculum vita, (c) documentation and evaluation of teaching accomplishments, including student course evaluations, (d) documentation and evaluation of professional achievement, (e) documentation and evaluation of service to campus and community, and (f) other support material relevant to the nomination. The deadline for this information is January 18.

Formal presentation of awards will be made at a trustees meeting. The outstanding professors have traditionally had the opportunity to make presentations on other CSU campuses.

For additional information, call Larry Alfred, Associate Vice President, Research and Faculty Affairs, at ext. 4212.

View

The View from California State University, Hayward is published every other Monday except during academic recesses. Deadline for submission of material is Monday, 5 p.m., two weeks prior to the publication date. Please address all copy to The View, 908 Warren Hall, CSUH, Hayward, CA. 94542. All copy over 50 words must be submitted on a disk or through e-mail to ~view. Copy may be edited for style, length and appropriateness. The View is a publication of the Office of University Relations & Development.

Managing Editor: Linda Schneider
Photography: Chris Chenard, Terry Smith

Publication Dates—Deadlines

November 9—October 26
November 23—November 9
December 7—November 23
January 11—December 28
January 25—January 11
February 8—January 25
February 22—February 8
March 8—February 22
March 15—March 8
April 5—March 29
April 19—April 5
May 3—April 19
May 17—May 3
May 31—May 17
June 28—June 14

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OCTOBER

27 Tuesday

- Scholarship Recital, 1991-93 music scholarship recipients. Noon. MB1055.
- Memorial program for John Gothberg, recently retired member of the Department of Mass Communication. 4pm. University Library. Reception following in Library 2139.

28 Wednesday

- Cummings Geology Club. “Things They Didn’t Teach You in College: Life in an Engineering Firm,” Ben Lefebvre, Geo/Resource Consultants, Inc. Noon. NoSci347.
- Blood drive. 1-6:30pm. UU101A/B. Call the Biology Office, ext. 3471.
- Economics Seminar. “The War on AIDS: Funding Bad Science,” Peter Duesberg and Bryan Ellison, UC Berkeley. 2:40-4:30pm. MB2605.

29 Thursday

- Biology Seminar. “Anemone Fish Symbiosis,” Daphne Fautin, Department of Systematics and Ecology, University of Kansas. Noon. NS321.

30 Friday

- “What Those State Ballot Propositions Are All About,” James Fay, CSUH. Noon-1:10pm. AE1203. Sponsored by Staff Assembly.
- Volleyball. CSU Stanislaus. 7:30pm.
- Physics Seminar. “Low Mass Black Hole Binaries,” Roger Romani, Stanford. 3:30-4:30pm. NoSci220.

30 Friday, 31, November 5-8

- Empress of China*, a portrait of Tzu-hsi, the Dowager Empress who controlled China’s destiny. Fri/Sat 8pm; Sun 2pm; Th 6pm. \$5/general, \$4/students & seniors, \$3/CSUH students. Box office: noon to 1pm and 4-6pm the week of performance only. (510)881-3261.

31 Saturday

- Halloween 5K Run/Walk. 8:30am. Open to public. Entry fees: \$2/\$5/\$8. Associated Students: 881-3908.
- Alumni Association Tailgate Party prior to Homecoming Game. \$10/barbecue lunch and game ticket. 881-3724.
- Homecoming football. SFSU. 1pm.

NOVEMBER

1 Sunday

- Women’s soccer. UC Davis. 2:30pm.

2 Monday

- “The Last Emperor,” a film directed by Bernardo Bertolucci. 6:30pm. Meiklejohn 2064. Part of the 3rd Annual Alan M. Smith Theatre Symposia Week, Images of China: Mirrors of the Soul. Free.

3 Tuesday

- Chinese Acting techniques with Yuan Ho Koo, including physical symbolism, gesture and movement. Noon-2pm. PE140. Part of the 3rd Annual Alan M. Smith Theatre Symposia Week, Images of China: Mirrors of the Soul. Free.
- “Raise the Red Lantern,” a film directed Zhang Yimou. 6:30pm. Meiklejohn 2064. Part of the 3rd Annual Alan M. Smith Theatre Symposia Week, Images of China: Mirrors of the Soul. Free.
- Volleyball. Sonoma State. 7:30pm.

4 Wednesday

- Cummings Geology Club. “Conglomerates as the Key to Tectonics of Western California,” Vic Seiders, USGS. Noon. NoSci347.
- Men’s soccer. College of Notre Dame. 2:30pm.
- Budget Advisory Committee meeting. 3pm. President’s Conference Room. Open to campus community. (Also open to campus community: Subcommittee on Planning of the Committee on Academic Planning and Resources of the Academic Senate. 1st and 3rd Thursdays. 2-4pm. Library Conference Room.)
- Economics Seminar. “Bionomics: Economy as Ecosystem—A Challenge to Conventional Economics,” Michael Rothschild, The Bionomics Institute. 2:40-4:30pm. MB2605.
- Academic Affairs Open House for faculty. University Club. 4:30-6:30pm.
- Opening reception of exhibits by George Longfish and art students. 5-7pm. Gallery.

5 Thursday

- “Women, Power & Politics,” a symposium with *Empress of China* playwright Ruth Wolff and CSUH faculty Dora Dien (Human Development), Colleen Fong (Ethnic Studies), Lindy Li Mark (Anthropology) and Emily Stoper (Political Science). Noon-1:45pm. Studio Theatre. Part of the 3rd Annual Alan M. Smith Theatre Symposia Week, Images of China: Mirrors of the Soul. Free.
- Biology Seminar. “Adhesive Interactions at the Mammalian Primitive Streak,” Carol Bursdal, post-doctoral fellow, Department of Biochemistry and Molecular Biology, UCSF. Noon. NS321.
- First Annual Workshop for Production and Operations Management at the School of Business and Economics. 6-9pm. UU311.

5 Thursday through 25

- George Longfish, one person show, and Juried Student Exhibit. Gallery hours: M/T 11am-3pm; W/Th 1-7pm. 881-4299.

6 Friday

- Readings of Chinese Literature in English and Chinese by CSUH students. 10:40-

11:50am. Meiklejohn 4115. Part of the 3rd Annual Alan M. Smith Theatre Symposia Week, Images of China: Mirrors of the Soul. Free.

- Physics Seminar. “Flying the Blackboard Space Shuttle,” Mike Reynolds, Chabot Observatory. 3:30-4:30pm. NoSci220.
- Persian Night, sponsored by Asian Studies Program. Short talk, modern and traditional music and traditional dance. 8-10pm. Music Room 1039. \$15/20. 881-3919.
- Volleyball. Humboldt State. 7:30pm.
- 7th Annual Instrumental Music Festival, works by Alfred Reed, Frank Erickson, Ralph Vaughan Williams, Persichetti. 8pm. UT. \$5/\$4/\$2. 881-4299.

7 Saturday

- Men’s soccer. UC Davis. Noon.

8 Sunday

- Faculty Recital, with Roberta Brokaw, flute and Janice Ortega, harp, works by Rossini, Bach, Saint-Saens. 4pm. MB1055. Free.

8 Sunday through 14

- National Children’s Book Week at CSUH Contra Costa campus. The Pioneer Bookstore has scheduled readings with Kenny the Clown, children’s book displays, and a prize drawing. 881-3507.

11 Wednesday

- Cummings Geology Club. Mei-Mei Wang, PG&E consultant. Noon. NoSci347.
- Economics Seminar. TBA.
- Volleyball. UC Davis. 7:30pm.

12 Thursday

- Interactive teleconference on sexual harassment, “Confronting Sexual Harassment on Campus,” produced by the National Association of Student Personnel Administrators. 10:30am-12:30pm. UU311. Sponsored by the Office of the President.
- Biology Seminar. “Alien Cord Grasses in Pacific Coast Marshes: Potential for Control,” Donald Strong, Bodega Marine Laboratory. Noon. NS321.

13 Friday

- Physics Seminar. “The Hunt for Iraqi Nuclear Weapons,” Jay Davis, LLNL. 3:30-4:30pm. NoSci220.
- Men’s basketball. Exhibition-Race Express. 7:30pm.

13 Friday and 14

- Opera Workshop, arias and duets from Monteverdi to Sondheim, including Purcell, Mozart, Bernstein and Massenet. 8pm. MB1055. \$5/\$4/\$2. 8814299.

14 Saturday

- Football. UC Davis. 1pm.

15 Sunday through 21

- National Children’s Book Week at CSUH main campus. The Pioneer Bookstore has scheduled readings with Kenny the Clown, children’s book displays, and a prize drawing. 881-3507.

17 Tuesday

- Academic Affairs Open House for faculty. University Club. 4:30-6:30pm.

18 Wednesday

- Cummings Geology Club. David Hull, URS Consultants. Noon. NoSci347.
- Economics Seminar. “The Political Economy of Economic Policy Reform: Why the Wrong Side Usually Wins,” A. Lawrence Chickering, Institute for Contemporary Studies. 2:40-4:30pm. UU311. Co-sponsored by Smith Center .

19 Thursday

- Biology Seminar. “Effects of Upwelling on the Distribution of Pelagic Juvenile Rockfish,” Ralph Larsen, Department of Biological Sciences, SFSU. Noon. NS321.
- Percussion Ensemble, varied works. Noon. MB1039. Free.
- University Orchestra, works include Haydn’s *Symphony #86* and Beethoven’s *Overture to “The Creatures of Prometheus.”* 8pm. MB1055. \$5/\$4/\$2. 881-4299.

19 Thursday, 20-21, 27-29

- Caligula*, a portrait of the Roman emperor by Albert Camus. Fri/Sat 8pm; Sun 2pm; Th 6pm. \$5/general, \$4/students & seniors, \$3/CSUH students. Box office: noon to 1pm and 4-6pm the week of performance only. (510)881-3261.

20 Friday

- Physics Seminar. “Quantum Mechanics in the Real World,” Roberta Saxon, SRI. 3:30-4:30pm. NoSci220.
- Men’s basketball. Fresno Pacific College. 7:30pm.

Vendors booths available for Union’s Yuletide Faire

The University Union Program Council is inviting student, staff and faculty vendors to participate in its Sixth Annual Yuletide Faire. The Faire will take place December 2-4 from 10 a.m. to 4 p.m. In addition to vendors selling arts and crafts, the event will include Santa Claus, free hot cider, children carolers, songwriter David Harris, and daily raffles. The cost is \$15 per day or \$40 for the entire run. To reserve a booth call Darlene Willis at ext. 4158.

Items in this section are printed in the order in which they are received in the Office of University Relations and Development. We receive numerous submissions each week and print them as space allows.

Bruce A. Glasrud (History) spoke on "Reassessing the Age of Accommodation" while serving as commentator for a session on "Black Caretakers and Reformers: The Struggle for Direction" at the recently concluded meeting of the Association for the Study of Afro-American Life and History in Kansas City.

Charles W. Baird (Economics) published "The Permissible Uses of Forced Union Dues: From Hanson to Bach," (pp. 54) in *Policy Analysis*, No 174, July 24, 1992, the Cato Institute, Washington, DC.

Helen C. Botnarescue (Teacher Education) presented a paper at the 20th International Congress of the World Organization for Preschool Education, held at Northern Arizona University in Flagstaff, August 2-6. Her paper was "Assessing Parent Preferences and Demographics in Designing Parent Education Programs." As a member of the U.S. National Committee, she also served on the planning committee for the congress. On October 10, Dr. Botnarescue presented a workshop on "Coping with Family Stress" for the International Training in Communication Training Seminar, at the Hilton Hotel in Pleasanton.

Surendra Pradhan (Management and Finance) has published a book entitled *Basics of Financial Management* (Educational Enterprise Publication). His second book entitled *Foreign Exchange Management in International Business* is scheduled to be out in the beginning of Winter 1993.

Jim Buckley (Personnel Services), **Deborah Leung** (Disabled Student Services) and **Bob Portillo** (President's Office) attended a CSU sponsored development conference on the Americans with Disability Act (ADA), October 2-3 at San Francisco State University. The ADA became law this year.

Elwood R. Brooks (Geological Sciences) was an invited participant in the International Geological Correlation Program symposium, "The Transition from Basalt to Metabasalt," held at UC Davis, September 10-12. He spoke on the "Geology of the Eastern Belt of the Northern Sierra Nevada," an introduction to the field trip he led near Sierra City on September 14 and 15. A guide to the field trip, attended by forty researchers, appears in *California Division of Mines and Geology Special Publication 114* (1992, pp. 54-78).

Jane Lopus (Economics/Center for Economic Education) has had a paper entitled "Reducing Specification Bias in Economic Education Production Function Models" accepted for publication in the *Journal of Private Enterprise* (Vol. 8). Lopus presented this paper at the Association of Private Enterprise Education Annual Meeting in Hartford, Connecticut in April.

Doris Duncan (Accounting and Computer Information Systems) had her article "Qualifications of Information Technology Teacher: The Role of Education and Certification" published in the Spring 1992 issue of the *Journal of Information Systems Education*. She also has been selected for inclusion in *2000 Women of Achievement*, published by the International Biographical Center.

Chair of Department of English appointed

President Rees has appointed James Murphy as chair of the Department of English for 1992/93.

ViewPoint, cont. from page 1

while maintaining high standards— without which, I am convinced, we do not meet student needs at all.

Thirdly, and perhaps to reiterate the obvious, all of our planning must take into account the prospects for funding. In this connection it was interesting to me to reread the comments from the Western Association of Schools and Colleges about the experiences of visiting teams in recent past years: among the points stressed was the need for integrating academic planning with resource requirements and expectations. To be sure, there was a time not long past when academic review and planning groups had little reason to bring resource considerations into their work; in a turn of the wheel, resource considerations are now on everybody's minds.

While we are struggling to understand and plan for an uncertain future, we must nevertheless be thinking imaginatively. It has been pointed out by those who worked on the Strategic Planning Council and related committees in 1989-1990 that the recommendations resulting from that effort were largely in the accretion mode, namely, proposals to add new degree programs, more administrative officers, additional off-campus centers, devoting increased resources to the support of faculty and student participation in "research, scholarship, and creative activities," to the Faculty Development Center, to the Learning Resource Center, and so forth.

There were some very interesting ideas among the recommendations, but we cannot limit our thinking to the accretion mode. I don't mean just finding more cost-effective ways to do what we do, though that is essential; we should surely also be thinking about what we do, whether to retain it, shrink it, increase it, change it, reconfigure it, or add to it new areas of programming. Planning should incorporate sufficient flexibility to allow the examination of realistic alternatives should there be shortfalls in financial or human resources.

Finally, we must keep in mind the new emphasis on accountability. Until very recently, and in part still, the CSU's approach to accountability was a matter of intensive centralized control over how funds were appropriated and for what purposes, together with detailed reports due throughout the year. We are entering upon a phase wherein far less will be managed centrally and far more responsibility delegated to the campuses; we are already beginning to see this welcome change in the movement of formerly-central accounts into the Universities' base budgets. We can be sure that new forms of accountability will accompany these changes, and we must be prepared to respond. At this point in the transition, my best advice to us all is to give the most serious consideration to what WE mean by accountability to our various publics, and build it in to all aspects of our planning.

To recapitulate, I am concerned that we incorporate into all of our planning the goals of maintaining and even increasing enrollment; striving continually to meet the needs of Cal State Hayward students with respect to programs, requirements, course content, scheduling, teaching, modes of delivery, and other core academic matters with an unswerving commitment to educational quality; integrating a realistic understanding of our funding prospects at every stage; and being constantly mindful of the need for accountability. Let us also remind ourselves of our new Statement of Mission, which is worth repeated reference against which to check planning ideas.

I hope these comments will be useful as the University embarks on its new planning efforts, and I look forward to the opportunity to engage in dialogue with all of you as we proceed. I will be ready to discuss the further implications of these admittedly "broad brushstroke" statements.

Academic Affairs
Open House for Faculty

University Club
4:30-6:30 p.m.

Hosted by Frank Martino

November 4—Wednesday

November 17—Tuesday

December 2—Wednesday

The
View
From
California
State
University
Hayward

University Relations & Development, CSUH, Hayward, CA 94542-3004