

***Why has the new business building generated so much interest and support from the surrounding community?***

The Peters Business Building and the Valley Business Center are going to benefit the whole community for years and years to come. The new complex will make available to people in the business community many resources that they do not currently have — giving them a place to hold leadership conferences, to run conventions, and to establish closer interaction with the faculty who teach those students who eventually become part of the local business world. This is the first time, to my knowledge, that an academic building at the university has generated so much support from the community. Our baseball stadium and football stadium were both built with community funds. But now we have an academic building eliciting that type of community commitment. Private gifts from the community amounting to \$2.3 million will supplement the state's funding of \$9.6 million and enhance the construction in many important ways.

***Is this an unusual relationship between a university and its community?***

It is exciting for me to work in a place where the community supports the university to such dramatic lengths — and I really do mean dramatic lengths. You always hope that a community is going to embrace a university or college, but it is too easy for the people in the community to feel that they live "out there" and we live "in here." It's a genuinely unusual situation to find as much commitment to each other, on the part of the university and the community, as we have here in Fresno.

***As an administrator, what do you see as the university's goals for the future?***

I hope that we will be able to serve the students and the faculty and the community to an even greater extent than we already have. I would hope that the community would think of the university as a primary resource for academic and cultural growth — in addition to being the source of fervent athletic pride so evident in recent years. We offer many concerts, many plays, many lectures, and a tremendous number of other resources to the community. I hope we can bring our faculty, students, and community even closer together. I believe our goals should be to meld the tremendous forces that we have in the community and on campus for the good of everyone. We have a unique individual leading our relations with the community: President Haak has the dynamism that enables him to transcend problems and to forge bonds between the community and the university. That is one of our greatest strengths.

***What are the biggest challenges facing universities such as ours today?***

We are entering a period in which, nationally, a dip in birth rate is causing the numbers of individuals of traditional college age to go down. One of the biggest challenges for colleges and universities will be to maintain their prominence for that diminishing college-age population and, at the same time, reach people of non-traditional college age, offering them benefits that they may not heretofore have thought about — benefits such as reentry programs and continuing education. I believe that colleges and universities have to market their programs, even though marketing is something that higher education has not done in the past. It is a

matter of saying, "We have a program to offer here. If you are in the market, come and look at us because we are good ... We are the best. Why not consider us?" We don't often think of higher education in the business and marketing mold. But remember that years ago it wasn't accepted practice for doctors and lawyers to advertise, and now we see them advertising on television. We offer so many good programs. Why not make that fact known to those who can benefit?

***What can the university do for its alumni?***

It is very important for a university like CSU, Fresno to have a strong alumni association. Over 80 percent of this university's graduates still reside in the state of California, and a sizeable percentage live right here in the San Joaquin Valley. Living that close together, it is important for us all to like each other. We don't want a student to just walk out the door after four years and forget the university and have the university forget, too. In that kind of situation, who has actually benefited from those four years? Not as many as might if the university and the student care about each other. Alumni involvement helps us develop a strong reputation for the university, which in turn enhances the individual graduate and the degree that individual has earned.

***What is your philosophy in your work?***

I hope that I am a humanistic person. As far as I am concerned, an issue is not as important as the people involved. Too often we can solve problems but lose the people in the process. I would rather try to work out a problem so that we don't lose each other.