

Remarks to the Faculty Senate

September 15, 2011

First, I would like to introduce a familiar face wearing a new hat, Carol Barr, my new Vice Provost for Undergraduate and Continuing Education, and a new face to our campus, Stephen Cavanagh, our new Dean of the School of Nursing.

Next, I would like to share with you some good news at the opening of this academic year. Our undergraduate entering class as a whole has a mean SAT score more than 20 points greater than last year's entering class. Perhaps even more impressive, we have accomplished our targeted increase in out-of-state enrollment while increasing SAT scores for that population by more than 20 points this year, which results in an approximately 50 point improvement in the SAT scores of entering out-of-state students over the past two years. On the faculty side, though we will not have final numbers until the official fall snapshot, we project a net increase in tenure stream faculty of 15-20 over last year. Our current projection is 995, relative to last fall's 978. This is real progress, and given the number of faculty searches this year that we have approved, I anticipate continued growth next year.

Looking forward to the year ahead, I would like to provide a progress report of the implementation of the new Gen Ed Integrative Experience. A group of IE Fellows supported by a grant from the Davis

Foundation has been hard at work on curriculum development, following the guidelines established by the Gen Ed Council. There is going to be a campus-wide workshop on September 28th to kick off broader campus participation. Based on the proposals submitted to date, one striking observation is that a variety of approaches are being taken. It is clear that IE implementation will vary from unit to unit.

One important consideration in IE implementation has to do with resources: What will it take to launch and support successful IE offerings, and how will we support that effort? First, it is important to understand that implementation will involve a net cost to the campus, in particular because of the emphasis on small class size and the reliance on tenure stream faculty. Second, it has been clear from the beginning that costs will differ from unit to unit. Some units have existing offerings that meet IE goals and will have no new costs, some units have existing offerings that can be adapted for modest cost to meet IE goals, and some units are going to have to create their IE from scratch, which will entail greater cost.

Because of these unit-to-unit variables and because we could not predict what would be proposed to meet the IE goals, it has been impossible to estimate accurately the cost of implementation. However, now, based on the work of the IE Fellows, we have real information with which to work. My staff has begun evaluating these proposals, and I plan to ask the IE Steering Committee of the Gen Ed Council to take a careful look at the early evidence to help us get a better sense of the scale of the

resource requirements. In addition to the ongoing costs of implementation, we recognize that there may be some transitional costs for phasing in new courses that meet the IE requirement before phasing out existing courses that they will replace, and we are prepared to help with those transitional costs.

I have heard concerns expressed about whether funds will be available to support IE implementation, and I want to assure you that they will. To understand the funding, one has to recognize that the Chancellor and I have radically changed the way new funds are distributed to the Colleges and Schools with our establishment of new revenue-sharing programs. In FY11, \$9.5 M in new revenue-sharing funds, relative to FY10, were distributed to Schools and Colleges from the out-of-state incentive and the enhanced C&PE incentive. It is important to understand that these funds are cumulative and will be available in the long term. I anticipate at least another \$4 M in growth of these payouts in FY12, raising the payout to \$13.5 M relative to FY10. We anticipate a further increase in the revenue-sharing payout in FY13, when most of the continuing expenses for IE implementation will hit. The idea is to empower the Deans and the Department Heads and Chairs to be able to carry out new high priority initiatives, and IE is a very high priority. There will also be funding directly from my office, especially for developmental and other transitional costs. So, despite rumors to the contrary, there is funding to carry out IE implementation and to do so in a robust way.