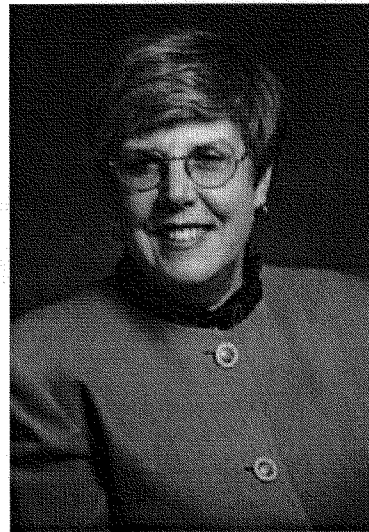




## State of the Campus

February 17, 1997



Elaine P. Maimon, ASU West Provost

2/17/97 State of the Campus

Thanks to Lattie.

Before I begin this state of the campus address, I would like to introduce some special guests. *[Alberto Sanchez, Dean of Instruction, and Department Heads from Glendale Community College, were introduced.]* One of the most important elements in the State of the Campus today is the planning process we have initiated with GCC and through GCC with the whole Maricopa County Community College District for a General Education/Transfer Center at ASU West. This Center, which we hope will be open in its pilot phase this fall, is a concrete symbol of our commitment to the success of students in this valley through dynamic partnerships. Joe Comprone, our Dean of Arts and Sciences and Alberto Sanchez, are co-chairing the planning committee for the General Education Transfer Center. I would like to ask all members of the planning team from ASU West and from Glendale to rise and receive our thanks for the commitment they have made.

Tessa Martinez Pollack, the President of Glendale Community College, is our special guest today via the wonders of videotape. Let me now introduce Tessa. *[Tessa Martinez Pollack addressed the gathering via a videotaped message in which she expressed her enthusiasm for the Transfer Center.]*

Lattie Coor, Tessa Martinez Pollack, and I are fully committed to making real Ernest Boyer's dream of education as a "seamless web."

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One week short of a year ago, I came to ASU West for the first time--as a candidate for the position of Provost. In a whirlwind three days, I met people, learned about programs, and glimpsed a future that made me want to join you at this institution. As I said at my public presentation last February, I saw ASU West as a **treasure in plain sight**. A treasure because of its history, its values, and its people.

It's a human phenomenon--recorded in fairy tales--that treasures in plain sight

are notoriously hard to see. You have all read tales to your children of quests to find the hidden treasure, when all along, it was in plain sight. A year ago, I suggested to you that one of the major challenges for your new provost would be to clarify the vision at ASU West--to help us all see and appreciate this treasure in plain sight.

Today, a year later, I am privileged to stand before you to continue the process of clarifying our shared vision. Thank you for helping me to learn the proud history of ASU West. I have listened to tales of the founding of ASU West. It is a moving story of **ACADEMY AND COMMUNITY IN A PARTNERSHIP UNIQUE IN HIGHER EDUCATION**. It is also a story of **commitment to change**--not change for change's sake--but change in terms of **continuous improvement and growth**.

The stories that we tell each other about the building of cities--and campuses--are the stories that form the foundation of our culture. As the anthropologist Dell Hymes reminds us, a community is defined as a group of people who know the same stories." Virgil's Aeneid is more than a narrative about the adventures of Aeneas; it is the story of the founding of Rome and as such embodies the values of Roman culture. The stories of the founding of ASU West also embody the values of our culture. I now understand that the founding members of this community--faculty, administration, staff, community leaders--came here in the eighties to create a new world in higher education--a world that would be informed by the best traditions of the academy but that would not be constrained by the burdens, mistakes, and biases of the past. The idea was to make a clear commitment to **partnership** with the community that had founded us, to **diversity** as essential to education in a democracy, and to **crossing borders** in scholarship, pedagogy, and programs.

I see these values manifest in word and action in the ASU West of the late nineties. An example: the ASU West faculty leadership--Vi McLean, Tom McGovern, Dave Van Fleet-- joined with the leadership at ASU Main to achieve what many thought to be impossible--to communicate the value of tenure to the Board of Regents. While conversations about tenure in most other states, Minnesota for example, are contentious, adversarial and counter-productive--faculty leadership in Arizona has been able to establish common ground, to form a partnership with community representatives, namely the regents, to reaffirm academic freedom and high quality in faculty service. Arizona is an exemplar for 49 other states in framing this discussion, and you should know that your faculty leadership, drawing on values that we share here at West, led the way in that discussion. Based on the mutual trust established during the tenure discussion, the Regents and faculty leadership are now discussing faculty work. I like to think that the values we hold here at West will inform that discussion in a way that will make the full range of faculty work--teaching, scholarship, and service--visible to the regents and to the community at large. The work of our faculty is a treasure in plain sight, but we must make it visible.

The values of ASU West gain clarity within the context of ASU as a whole. In February 1997, the confusions of the past should be dissipated. We ARE ONE

UNIVERSITY--WEST, MAIN, AND EAST. We have created a new model and because it is new, it is hard to see. Our one university concept is itself a treasure in plain sight, but we must make it visible.

The UNIVERSITY FOR THE NEXT CENTURY statement is unambiguous on this point: "Clear mission differentiation among the campuses will facilitate the ability of students, faculty and staff to take advantage of the full range of university opportunities among centers and campuses. We will develop new ways of doing old tasks and we will take on new and different activities. We will create an energy that will move the institution forward to accommodate an even more heterogeneous set of policies, people, and programs."

We at West have our own special identity within the one university and that identity is only partially defined by geography. Yes, we belong to the West Valley. But just as the West Valley is a place of energy and growth in Maricopa County, so, too, can ASU West be in the forefront for innovation, flexibility, and continuous improvement.

We are defined culturally as well as geographically. As we say in our Strategic Direction Statement, **we are a student-centered campus with a welcoming, flexible, and supportive learning environment that encourages students of diverse backgrounds to reach their full potential. We serve career-focused students who balance academics with the multiple demands of family and work.** These students may live in south Phoenix, as well as in Glendale. These are the first-generation college students whose potential this society must tap.

Our Strategic Direction Statement makes it clear that we will NOT try to be a second-best, pale imitation of the Main Campus. We will be ourselves and lead all of ASU in what we do best. Our one university model is the best of all possible worlds. We do our work within an environment of strong scholarship and research, but ASU Main is the campus where all Ph.D. programs reside and will continue to reside. Our faculty can and do serve on dissertation committees and mentor Ph.D. candidates from Main, but our attention is focussed on connecting our excellence in scholarship to undergraduate and master's level education and to community service, broadly and creatively defined. As Lattie Coor has said, "As a university, we do not even begin to know what service is. We have only just begun to understand our relationship with our community. ASU West needs to define the pathway for the entire system."

For example, as the visitors on the social work accreditation team pointed out, our one university environment makes it possible for us to preserve resources that other institutions devote to varsity athletic programming. Right now we are building racquet ball courts and soccer fields on the campus for the enjoyment of our communities on and off campus. But we will not be fielding an ASU West football team any time soon. Yet, we can all participate in the excitement and triumphs of the ASU corporate team. It may be a small thing, but I think it is symbolically important for our students to be eligible for ASU varsity sports, and we are now petitioning NCAA for that right.

Football is a minor but very visible example of attitudes within ASU toward

our three-campus family. Our student government president, John Wayne Gonzales; our academic senate president, Vi McLean; our president of the staff council, Donna Young--were all, as they should be, members of the official ASU delegation at the Rose Bowl.

In a more important matter of symbol and substance, a seven-person Cabinet is now the official policy-making body for the whole university. Lattie chairs a group made up of the three provosts, plus Allan Price, Christine Wilkinson, and Ben Forsyth. ASU West, quite literally, has an equal seat at the table. And, because of Ben Forsyth's presence, I will confess in **this** setting--sometimes two.

So, let me say once and for all. **The day of sibling rivalry with Main is over.** We need our energy for other endeavors. In terms of the University for the Next Century, we at West must preserve our energy to make **SELECTIVE INVESTMENTS** in three general areas: selective investments in New Practices, Selective Investments in People, and Selective Investments in Programs.

Let me first express my appreciation to you for the remarkable investments of time and energy that you are making this year. In the last six months we have been moving rapidly, at least in comparison to the glacial pace of universities in general. We have completed our self-study for the North Central Association and expect the team's visit on April 7, 8, and 9. Many thanks to Victoria McWilliams for coordinating this massive effort. Thanks, too, to Victoria for working out with the Allan Brawley and the Deans our official procedures for academic program review, which we will be implementing in the next academic year. Thanks to Vince Waldron for bringing honor to us by his selection as Arizona Professor of the Year. Vince, you are a model of what we mean by the integration of scholarship, teaching, and service.

Thanks to Jane Carey and to Jose Nanez for chairing the Committee on the Diversity Strategic Imperative, a group that has special responsibilities within our strategic plan to further the commitment to diversity on this campus. Thanks to Sylvia Silva for leading our campus initiative in voter education. As a result of those activities, ASU West received excellent press coverage for leadership in teaching civic responsibility. Thanks again to our senate president Vi McLean, not only for her brilliant state-wide activities, but for convening the college and campus personnel committees to implement ABOR policy on post-tenure review. Thanks to Sylvia Silva and Joe Comprone for chairing the Task Force directed to studying student advising. That task force has now made its recommendations. Their report will us to develop a more coherent system of advising, fulfilling our goal of placing student learning at the center of the University's purpose.

Thanks especially to a remarkable senior leadership team of Vice Provosts and Deans. I want to express my appreciation to Joe Ryan and Mark Searle for chairing two national searches. And, Mark, thanks to you for brilliantly filling the gap in institutional advancement. All the Vice Provosts and Deans have demonstrated flexibility, strength, good will, and good cheer. There's been a lot

going on.

I appreciate the investment all of you in this room have been making. I have been enormously impressed with your academic and professional citizenship. Change is positive only when we manage change. Otherwise, it is mere flux. We must **MANAGE CHANGE**. We manage change by making **SELECTIVE INVESTMENTS**. We manage change by understanding our core values, implicit in the stories we tell each other. These core values do not change. They are instead fulfilled through a clear statement of **STRATEGIC DIRECTION**.

Thank you especially for the time and intellectual energy you have devoted to the Five-Year Strategic Direction Statement that we are about to unveil. Thanks to all of you who participated in focus groups. Thanks also to those who read and commented on the draft statement which is available on the ASU West home page on the World Wide Web. Stay tuned to that home page because as we move into the next phase of Strategic Planning, we will be keeping the entire community up to date at this Web site.

As you know, the Provost's and Deans' Councils have been guiding the substance of the planning, and the process has been under the management of the Strategic Planning Steering Committee, chaired by Jonathan Silberman, Dean of the School of Management. I would like to ask the Vice Provosts, Deans, and members of the Strategic Planning Steering Committee to rise and to accept our collective thanks for the long hours that you have devoted to the strategic planning effort.

Now to unveil the Strategic Direction Statement itself. Our process went through three major drafts. I've decided to unveil each draft of the planning process in the interest of revealing the stages of our thinking.

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**Draft #1:**

This first draft represents the energy, vitality, and let's, admit it, chaos of the first stage of our thinking--

But there was much to learn from this stage--including the need for at least one studio artist on the steering committee.

We could call this stage **DENIAL**---been there, done that, we don't need direction, let's do it all.

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**Draft #2:**

We call this stage--**ACCEPTANCE**--of the need for a clearly articulated strategic direction statement.

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**Draft #3:**

Here is what we present to you--after focus groups, discussion, comments on the Web, etc. as the Strategic Direction for the next five years at ASU West.

We call this stage: **MOVING FORWARD**. ASU West will:

1. **Meet the requirements of the ABOR Base Level Plan**
  - non-negotiable constraint as well as a clear goal
  - ASU West will provide academic programs and support services for 5000 FTE students (roughly 7500 headcount) WITHIN THE RESOURCES we currently have right now in February 1997, when our headcount is under 5000 and our FTE is under 4000.
  - The ABOR goals are CAMPUS goals and we are providing incentives for campus-wide planning to meet goals.
2. **Place Student Learning at the Center of the university's purpose**
  - whether your role on this campus is to plant the flowers that make our campus beautiful, to give secretarial support, or to do teaching and research--everyone must ask the question everyday--"How does my investment of time advance learning--broadly defined?"
3. **Strengthen Partnerships**
  - Within ASU [*reference earlier part of speech*]
  - Community College System (Transfer Articulation Agreement)
  - General Education Center--thanks to David Schwalm for the memo that he left on my desk on August 1.
  - Partnership for Community Development, Think Tanks, industry-based projects, etc.
4. **Increase the Connections Among Academic Units**
  - Faculty members THIS SEMESTER team-teaching, observing in classes outside their home unit to prepare for teaching new courses in the fall. Thanks both to those who are crossing borders into new areas and those who are intellectually generous enough to invite colleagues to share turf.
5. **Invest in New Technologies**
  - ASU West is well situated to lead the university in developing imaginative ways to teach and do research asynchronously. Technologies can free us from the constraints of the clock. We must develop ways, inspired perhaps by the Open University, to create new models that combine on-campus instruction with uses of the Internet, television, VCR, and telephone. Watch for RFP. SELECTIVE INVESTMENTS IN NEW PRACTICES
6. **Enrich Student Learning**
  - Under Joe Ryan's leadership, the Honors College at ASU West has doubled in size just in the six months since I issued the challenge
  - Eufemia Amabisca, Assistant to the Vice Provost for Academic Affairs, has successfully initiated a Golden Key society at West
  - Collaborative research that creates student/faculty partnerships--e. g. Harvey Pough in Life Sciences (who won the Best of the West

award) now initiating a course for student ambassadors that should be a model for the campus; School of Management just passed industry-based project.

7. **Improve the Transition Process**
  - ASU West/Glendale (MCCCD) General Education/Transfer Center
8. **Reconceptualize and Institutionalize Standards of Excellence**
  - Meeting on Jan. 29 of unit and campus personnel committees to implement post-tenure review and by doing so to take a first step in reformulating definitions of intellectual work and academic and professional citizenship--with the emphasis on EXCELLENCE. SELECTIVE INVESTMENTS IN PEOPLE
9. **Develop New Master's Program**
  - connect arts and sciences to professional fields
  - develop in context of ASU Main and East
  - base new program planning on market research to be initiated campus-wide in light of this strategic plan. SELECTIVE INVESTMENTS IN PROGRAMS
10. **Promote Diversity**
  - Place the work of the Committee for the Diversity Strategic Imperative in the context of the strategic plan.
  - That group is responsible for developing objectives, timelines, and designating responsible individuals.
11. **Demonstrate that Cultural Diversity and a Global Perspective are an integral part of all programs and services**
  - study-abroad committee being formed with representatives from all major units on campus
  - committee for the diversity imperative
  - work of new Associate V. P. Mildred Garcia
12. **Align Academic Programs with the University's strategic direction**
  - Allocation of funds within EXISTING resources. Immediate strategy for implementation--instead of protracted budget hearings, Deans are being asked to justify all requests for faculty associate funds in light of the strategic plan and to make requests to plan for new initiatives in light of the strategic plan
13. **Allocate Resources**
  - Yes, we will WALK THE WALK
14. **Align Structure, Policy, and Practice with the Strategic Direction**
  - ALL academic and administrative units will WALK the WALK

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We have already designated appropriate groups--involving some existing councils and committees and some new--to work out the next more specific phase of strategic planning. We have already designated those people held responsible for fulfilling the general goals. All of this is listed in the hand-out you picked up as you walked in. Every member of the community is invited to stay in daily touch with the continuation of the strategic planning process by accessing the steering committee's site on the ASU West Web.

Before Commencement we will present a draft of plans, procedures, and timelines to implement this Strategic Direction Statement. We will manage change. We will make selective investments in practices, people, and programs. Based on our core values, we will be builders of the campus and, metaphorically, builders of the city.

To do all this requires courage, patience, and generosity, both of the mind and of the heart. Individuals among you may feel that your favorite word or phrase is missing from this Strategic Direction Statement. I would ask you not to confuse consensus with unanimity. I hope that we can avoid focusing attention and wasting energy on divisions, schisms, past insults, old grudges, or new rumors. In many quest stories, searchers miss seeing the treasure because they are distracted by such matters. The treasure is in plain sight for all of us who can focus on the core values of our community.

Thank you.

  
Elaine P. Maimon  
*Provost*