



This semester, we are proud to welcome back more than 20,000 students to our campus. While our enrollment is smaller than the nearly 28,000 we saw a decade ago, we still remain a large university, and we are moving forward with strength and adaptability. Over the past few years, we have made tremendous progress in reshaping our institution for long-term success. Across campus, I've seen inspiring examples of collaboration and creativity: staff working together to streamline services, programs finding innovative ways to share resources, and departments opening more opportunities for students through larger class sizes. Even in programs where class sizes must remain small, faculty are expanding their reach by taking on a fourth course. The Academic Senate's [Institutional Review Committee](#) also spent all spring semester drafting recommendations toward fiscal sustainability, actions which many of departments have already been implementing.

These efforts are paying off. As President Mahoney shared at Convocation and in our first University Budget Committee meeting, our community has reduced the structural deficit five-fold—down to \$7 million. This is no small achievement, and it reflects the dedication and persistence of everyone on campus. While challenges remain, the progress we've already made shows what we can accomplish together, and it sets a solid foundation for future innovation.

As we embark on a new academic year, we are poised for growth in how we view ourselves, how we envision our curriculum, and how we serve working Californians. We finalized [83 new Associate Degree pathways](#) for transfer students (ADTs), becoming the CSU campus with the second highest number of ADTs. We have also created accelerated three-year pathways for three different degrees in History, Criminal Justice, and Race, Ethnicity, and Health. We have the Chinese B.A. working diligently to pilot a consortium degree with other CSU campuses. And, last year the Chancellor's Office piloted a [direct admission program](#) from high schools in Riverside County to ten CSU campuses including SFSU. We will be implementing it for high schools in the San Francisco Bay Area this fall. In addition to removing barriers for access, we are in need of making continued adjustments to our curriculum.

Students are increasingly looking for [college degrees that translate directly into jobs](#) in an employment landscape that is in a rapid state of flux. Because the future of skill is “a moving target,” the most employable students will not be the ones with a specific skill, but rather those Gators who have a flexible mind to [learn new skills in a rapidly changing economy](#). Still students are asking for certificates that make them appear relevant. We have an undergraduate [certificate in cyber security](#) that will soon be available to the entire campus and are developing additional certificates in AI. Notably we've had a [post baccalaureate certificate in AI](#) long before [Chat GPT dominated mainstream consciousness](#). As many of you already know, our institution will need to keep up with the shifting terrain so that we can better prepare students and become the campus of choice for their future. It will mean discontinuing or revising old degree programs to reflect new technologies and ways of thinking. It may mean that we must discard the very way we all became academics, relying on a set canon, to become experts in our discipline. Indeed, it will take all our courage to more effectively prepare future citizens for the new millennium.