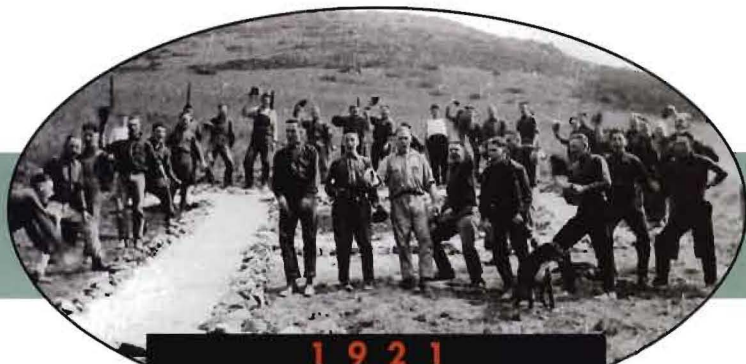
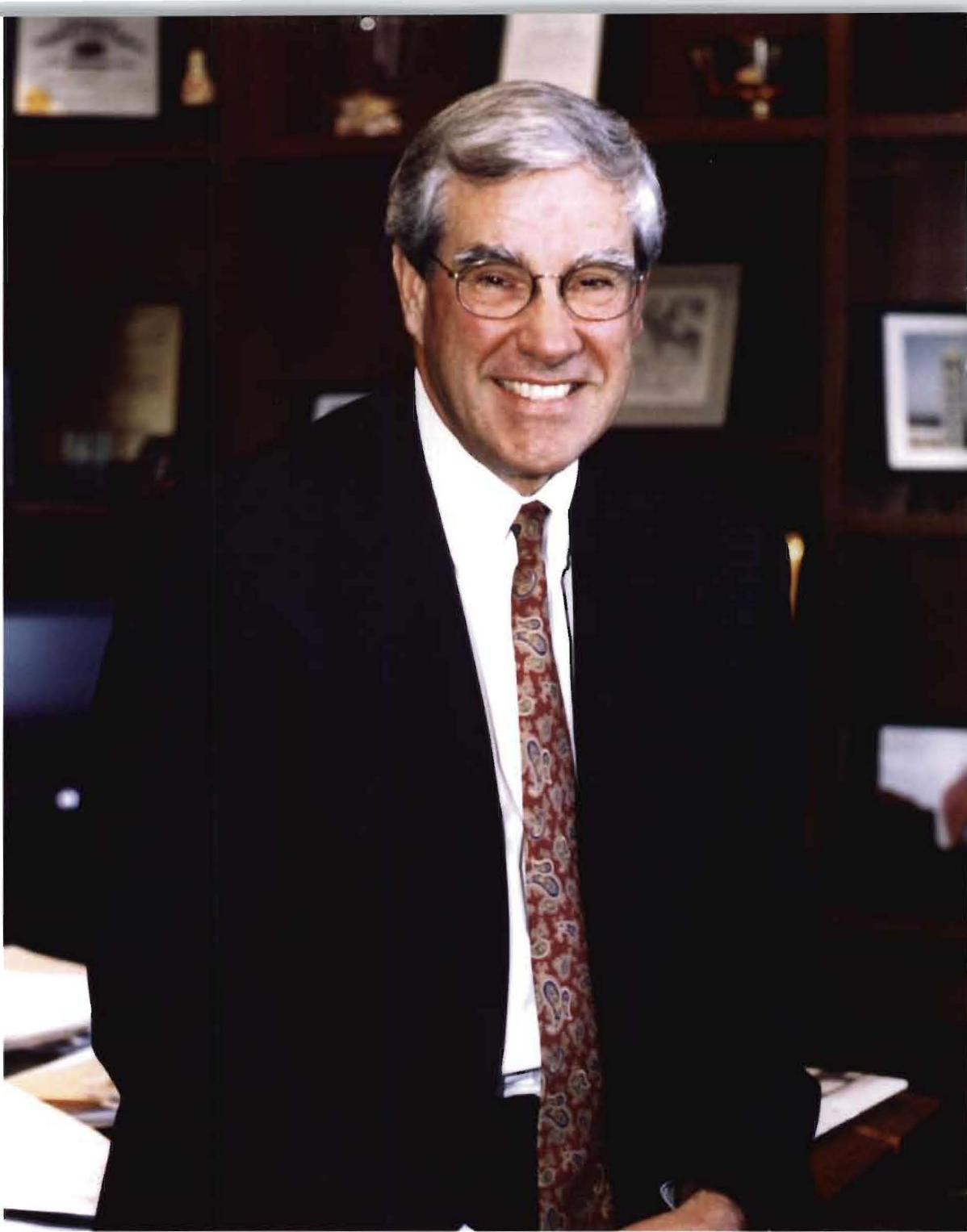


'We've established a good foundation for education here over the past 20 years, and the past century. The challenge before us in the next 20 years, and the next century, is building on that foundation for a new and more diverse generation of Californians.'



1921

An enthusiastic group puts the finishing touches on the original rock-lined Poly P.



1926 - 27

The student affairs committee poses with President Benjamin Crandall. By 1926, uniforms are required at the Poly. Boys wear military uniforms; girls, white middie blouses and navy serge skirts.

WARREN J. BAKER:

A Vision for the Future

by Teresa Mariani Hendrix

Cal Poly President Warren J. Baker first walked into his office 22 years ago to continue building a university for the future. Today he heads one of the premier undergraduate institutions in the nation.

Cal Poly is one of the five most selective public universities in the country in its admissions policy. It is a university that's made *U.S. News & World Report's* "Best Colleges" list for the past nine years in a row. And since the mid-1990s, the university has been recognized for the high number of degrees it awards to African-American, Hispanic, and Native American students.

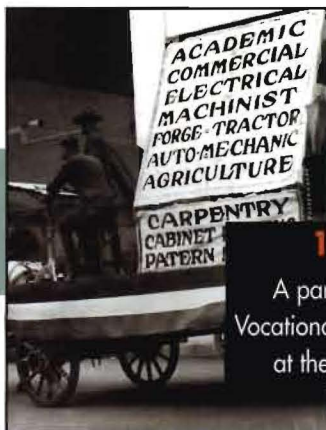
Cal Poly educates one in every five architects in the state of California. It is recognized by the National Science Foundation as being among the top three undergraduate universities in the nation in agricultural science and engineering. Financial support from alumni, indus-

try, and business is on the rise: in 2000-01, private donors showered the university with more than \$42 million (see story on page 22).

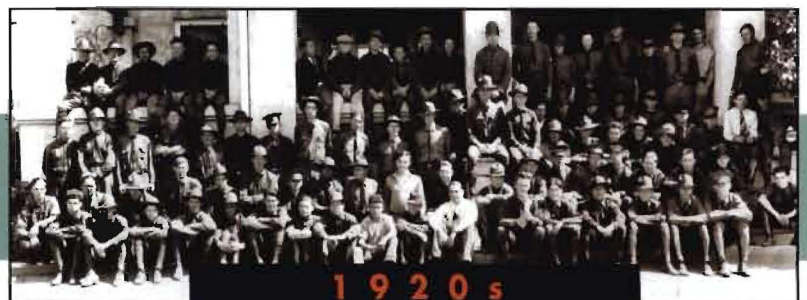
In fact, as Cal Poly enters its second century, some might think it's time to relax, rest on some laurels, and go with the status quo.

Not President Warren J. Baker.

"I think we've established a good foundation over the past 100 years that focuses on educating students to be productive and sensitive contributors to society. I like calling this educating the head, the hands, and the heart," Baker says. "The challenge before us in the next 20 years, and the next century, is building on that foundation for a new and more diverse generation of Californians."



1920s
A parade advertising the
Vocational Program for Veterans
at the Polytechnic School



1920s
Vocational Program for Veterans students
gather on the dormitory steps.

THE FIRST 20 YEARS: BUILDING CLASSROOMS AND BRIDGES

During his tenure, Baker has lobbied to bring more than \$170 million in state and private funding to add 17 major buildings to the campus, including the Advanced Technology Laboratories (College of Engineering), the Sports Complex, and the Performing Arts Center's Christopher Cohan Center.

"When I came here, I had to play catch-up," Baker recalls. Cal Poly had an excellent reputation, outstanding students, and top-notch faculty and staff. "But we had a deficit of instructional space and inadequate facilities, primarily for agriculture and engineering."

Baker says he spent his first years on the job at Cal Poly focused on "getting more equipment and classrooms."

That meant frequent trips to Sacramento to talk with legislators about funding for capital improvements on campus. "You run the risk of being called an 'invisible president' for being off campus a lot, but it's something that needs to be done" in order to win additional funding, Baker explains.

In Sacramento, Baker found legislators already familiar with Cal Poly and sympathetic to the university's funding needs. The fact that many of them had districts filled with Cal Poly students, parents, and alumni helped, Baker notes with a small smile. "We are a statewide university—we always have been. Eighty-five percent of our students come from places other than

the Central Coast."

At the same time, Baker says, the university was looking to the future and the additional planning and building Cal Poly would need to do to stay competitive.

"When I came here, I felt that clearly, at some point,

we would need to revise the master plan for the university and focus on new areas that would be consistent with our mission. And we've done that," Baker says. "In March of this year, the CSU board of trustees approved our new master plan."

That plan calls for redevelopment and consolidation of academic facilities within an expanded campus core for an anticipated student body of 20,900 students. This redevelopment will take place over the

next 20 years, and calls for an ultimate faculty and staff population of approximately 3,200. A key part of the master plan includes creating residential communities on university land to house the additional students, faculty, and staff.

While pushing Sacramento to add classroom space and equipment to campus, Baker also accepted a presidential appointment to the National Science Board. "The position," he says, "helped me be an advocate for undergraduate science and engineering programs." Baker served on the national board from 1985 to 1994.

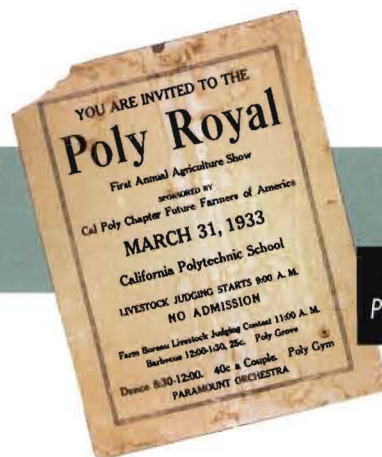
That meant trips to Washington, as well as to Sacramento. The work regularly took him away from his wife, Carly, and the couple's children: Carrie, Kristin, Chris, and B.J. "Carly has borne more than her share in raising our children while I was away at meetings," Baker

'When I came here [I felt] there was a good deal more that we could be doing in creating formal contacts [with industry]. I thought we could bring the university closer to the stakeholders in the state of California.'



1928

Aeronautics students with the *Glenmont*, a six-passenger plane patterned after the *Spirit of St. Louis*



1933

Poly Royal poster

says, noting that her support was "extremely important" to his accomplishments as Cal Poly's president.

In her role as Cal Poly's "First Lady," Carly Baker has participated actively in university fund raising and event planning. She has also worked with the Children's Center Task Force, the Foundation for the Performing Arts Center, and the Performing Arts Center's art advisory board, as well as with community groups such as the Children's Protective Services Task Force, the Women's Shelter board of directors, and the Juvenile Justice and Delinquency Prevention commissions.

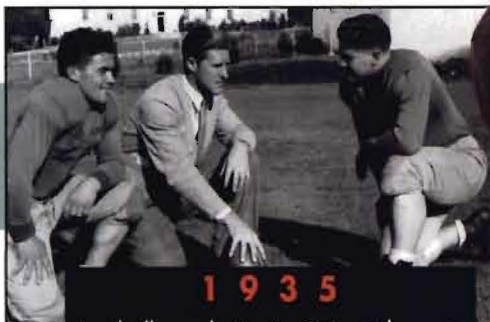
Carly Baker also earned her master's in education at Cal Poly. "That was eye-opening," President Baker says with a laugh. "I'd have to say I learned a lot about Cal Poly from the students' perspective."

Some of that learning also came thanks to the Bakers' children, who grew up on campus. Oldest daughter Carrie and her husband now live in Seattle with their four children, and the Bakers' second-eldest, Kristin, also married, just completed her Ph.D. in nutritional and physiological arthritis research at Tufts. Son Chris graduated from Cal Poly with a marketing degree and now works for Cal Poly Athletics. Youngest son B.J. graduated from Cal Poly with a degree in political science and is now in law school.

BRINGING INDUSTRY, BUSINESS ON CAMPUS

During his first two decades as president, Baker was also building bridges to business and industry leaders.

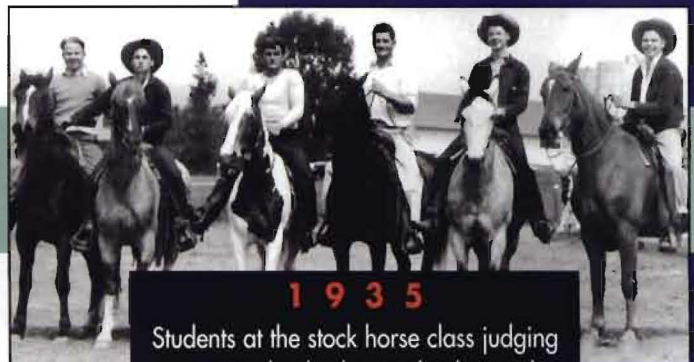
"I thought the needs of industry and the role of the university could be brought together in a more formal structure. Cal Poly had a history of working with industry, but my view when I came here was that there was a good deal more that we could be doing in creating formal contacts," Baker says. "I thought we could bring the university



1935
Football coach Howie O'Daniels meets with two members of the team.



1930s
Cal Poly beanie



1935
Students at the stock horse class judging event at the third annual Poly Royal

closer to the stakeholders in the state of California.”

To that end, Baker started a “President’s Cabinet,” inviting industry leaders to campus to give advice and input. He also encouraged Cal Poly’s six individual colleges and the departments within those colleges to form their own advisory councils.

Today the President’s Cabinet has 45 members, and the college and department advisory councils and boards comprise more than 800 members.

“These boards and councils are bringing in people with industrial, technical, business, and agricultural backgrounds. They are bringing senior executives and CEOs and Cal Poly faculty and staff together,” Baker stresses.

“To have these people advising us on how we can best serve our students’ needs, and serve California and the economy, is invaluable, and something we’ve needed and will continue to need.”

Bringing industry, technical, and business leaders on campus as university advisers has also benefited Cal Poly students, Baker says. “These are people who are willing to open doors for us for financial support and laboratory development. They are people who are offering internships for our students. And they are the people who are employing our graduates.”

CAL POLY: THE NEXT 20 YEARS—AND THE NEXT 100

After two decades of building, it’s time to plan for the next century, Baker stresses.

The Centennial Campaign, publicly launched

this spring (see stories on pages 19-21), is a major part of that planning. Cal Poly hopes to raise \$225 million during the campaign to keep its competitive edge in a world where technological advances occur nearly every day. And the Centennial Campaign is key to addressing one of the biggest issues looming in Cal Poly’s future: faculty recruitment.

“I believe the biggest challenge Cal Poly faces during the next 20 years is recruiting the faculty needed to replace the generation of faculty here now, who will be retiring over the next 20 years, and especially the coming decade,” the president says.

“Our challenge is setting in motion a process to attract the resources needed to hire

faculty. And to do that, we need to address several issues. One is housing.

“The Central Coast is a very beautiful and attractive place to live, but housing costs can be prohibitive here,” Baker says. “We are going to need housing for faculty on university land. We hope that will give us a competitive edge in attracting faculty.

“We’re also working with industry to help us attract faculty to the university,” as well as using other funding strategies, Baker adds. These include endowments for faculty chairs and other partnership strategies.

Finding faculty to fill the shoes of retiring professors wouldn’t be easy even without a housing shortage, Baker notes. “We are fortunate to have excellent faculty at Cal Poly. I believe our faculty are concerned not just with the kind of education their students are receiving,

‘I believe the biggest challenge Cal Poly faces during the next 20 years is recruiting the faculty needed to replace the generation of faculty here now.’



1930s

President McPhee at a Future Farmers of America event



1938

Mechanical engineering students work in the drafting lab.

'Our faculty are concerned not just with the kind of education their students are receiving, but what kind of people their students are becoming.'

but what kind of people their students are becoming."

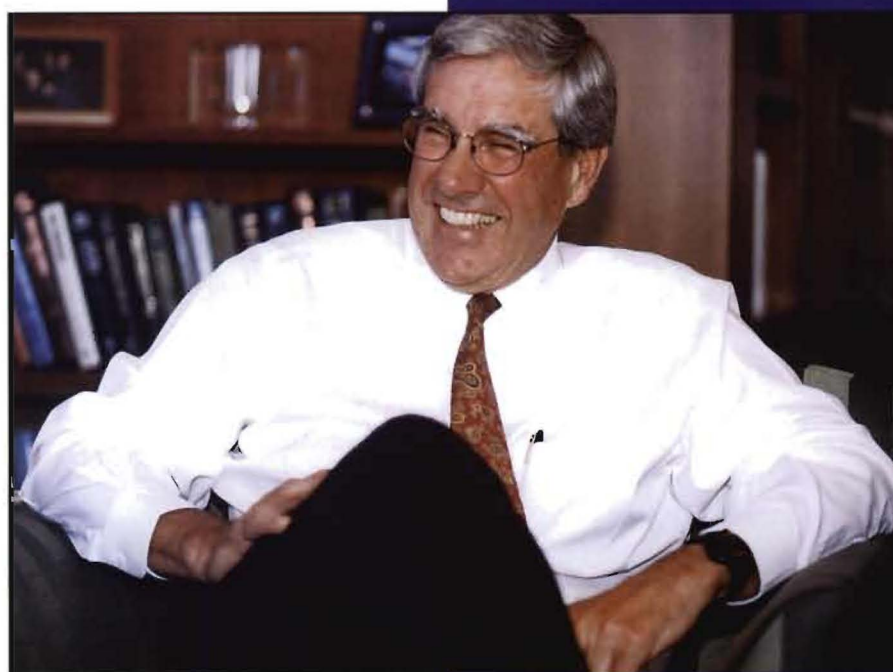
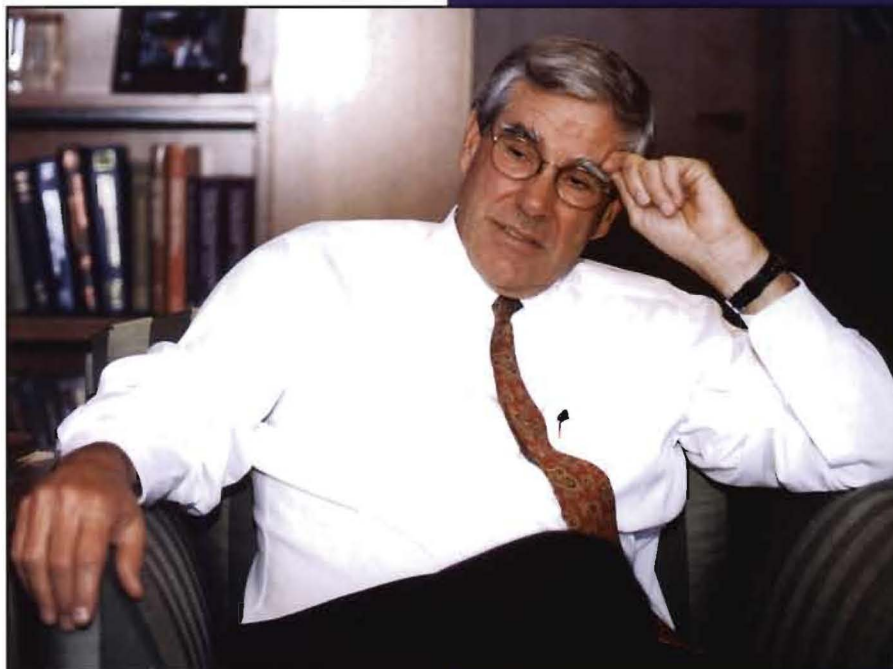
The future of Cal Poly students lies at the heart of all President Baker's efforts, past and present, and he especially relishes frequent compliments about Cal Poly students and graduates.

"I was at a meeting recently, talking with the CEO of a very large technology company," Baker recalls. "He told me that a majority of his technical employees are from Cal Poly, and he is focusing on hiring graduates from Cal Poly. He told me that our graduates are extraordinary in what they can do—he said they come to the company with abilities and knowledge that they are able to put into practice right away."

And hearing comments like that, Baker says, breaking into a big smile, "is great."



(Photos by Jeff Greene)



1939

A first-place ribbon is awarded to a Poly Royal fowl.



1942

Graduates receive their diplomas at Cal Poly's first college commencement from Walter Dexter, state superintendent of public instruction, as President Julian McPhee looks on.