



Strategic Planning at Cal State East Bay, 2006-11 Initiatives and Accomplishments

May 6, 2011

Fulfilling the Seven Mandates

University Mission (2005)

To provide an academically rich, multicultural learning experience that prepares all its students to realize their goals, pursue meaningful lifework, and to be socially responsible contributors to their communities, locally and globally.

Cal State East Bay offers a choice of learning communities to serve different students at its multiple campuses. By sharing a common vision and a common administration, the University's several locations and wide variety of programmatic offerings strengthen each other in order to serve better the educational needs of California and the East Bay.

Introduction¹

President Mo Qayoumi initiated a collaborative process in Fall 2006 with extensive participation by students, faculty, staff, administrators, and government and community leaders in the East Bay region. The mandates emerging from this process became the University's *Framework for the Future*. They inspired the development of the University's Academic Plan as well as planning by the other University divisions.

The following pages summarize five years of accomplishments with respect to each mandate. It begins with several activities that pre-date the adoption of the seven mandates to show continuity in strategic thinking over the past five years.

The summary concludes with a diagram showing continuing initiatives at the end of the 2010-11 academic year in the form of the Cabinet's *Mission Continuity Plan*. This document illustrates how the university's priorities have matured from the 2005 mission statement to the seven mandates in 2007, to reach a set of distinctive accomplishments through the 2011-11 year. The diagram then focuses on the continuing initiatives that carry each mandate forward into the future.

¹ Please visit <http://www20.csueastbay.edu/about/strategic-planning/index.html> for Cal State East Bay's strategic planning documents.

Framework for the Future – Articulating and Fulfilling Seven Strategic Mandates

Five-Year Summary

Strategic planning at Cal State East Bay has gone through several phases in the past five years. The seven university-wide mandates established the University’s *Framework for the Future*. Then, the University built on these mandates to shape the Educational Effectiveness report for review by the Western Association of Schools and Colleges in Fall 2007. This process enabled the University to overcome criticisms from the earlier Capacity review, and to receive seven years of reaccreditation before its next review. In the words of the team leader, “they have never seen such a dramatic improvement in any university over such a short period.” Over the next several years, Cal State East Bay completed its first Academic Plan and physical master plan for the Hayward campus since the 1960s, initiated a comprehensive campaign, and established a diversity action plan. In the past year, the University has also moved from a more qualitative statement of the outcomes for the mandates toward dashboard measures to monitor progress.

2004-05 (Precursors to the Seven Mandates)

- Changed name to Cal State East Bay from Cal State Hayward.
- Adopted University Mission Statement, including Values and Vision.

2006-07

- Announced initial Presidential Priorities (September):
 - Hire more tenure-track faculty;
 - Improve the physical appearance of the Hayward campus;
 - Increase enrollment; and
 - Balance the budget.
- Held “Town Hall” meetings with the University community (students, faculty, staff, alumni, and community partners) (Fall).
- Established University Planning, Assessment and Budget Committee with faculty, staff, student, and administrative representatives (December).
- Published the *Framework for the Future*, summarizing the “town hall” meetings and articulating seven strategic mandates (February).
- Realigned the Cabinet structure to support the University’s strategic mandates and assignment of each division to a lead or support role for each:

A tradition of teaching, learning and academic quality – emphasized and reinforced through the knowledge and skills required to meet future educational needs	Academic Affairs
Strong growth and full enrollment with personalized learning and expanded access – supported at multiple locations (later rephrased as student access and success)	Academic Affairs; Planning and Enrollment Management*
An inclusive campus climate that values student, faculty and staff, and fosters multicultural learning and competence – supported by academic and co-curricular programs	Academic Affairs; Administration and Finance; Student Affairs*
Vibrant university villages – enhanced by student housing	Administration and

and student life programs to support the range of student needs at all locations	Finance; Student Affairs*
An efficient, well-run university with a culture of accountability – represented by a commitment to garnering, allocating and managing public and private resources in support of the academic directions of the plan	Administration and Finance
A university of choice through regional stewardship – expressed through continuing interaction between the University’s academic and intellectual activities and the societal and economic health of the Bay Area	Administration and Finance; University Advancement
A quest for distinction realized – emphasized by the University’s common mission as well as the particular identities of each location (later rephrased as distinction, realized and recognized)	University Advancement
<p>Notes:</p> <ul style="list-style-type: none"> ▪ Information Technology Services was assigned to provide support for all seven mandates. ▪ In 2009 Student Affairs was discontinued as a division, with its functions reassigned to Academic Affairs, Administration and Finance, and Planning and Enrollment Management. The latter then became Planning, Enrollment Management, and Student Affairs. 	

- Articulated Cal State East Bay’s mandates with the California State University system strategic planning initiative, “Access to Excellence.”

2007-08

- Developed division-level strategic plans.
- Completed educational effectiveness report for visit by Western Association of Schools and Colleges (WASC) (summer and fall); seven-year reaccreditation.
- Appointed steering committee for Hayward Campus Master Plan.
- Initiated discussions with City of Concord regarding redevelopment of the former Naval Weapons Station site (CNWS).
- Co-sponsored Bay area workforce roundtables (Fall).
- Prepared *Academic Plan* (by faculty and administration task force) (Fall, adopted in February).
- Established priorities for achieving the seven mandates in *Strategic Planning Priorities for Implementation – Turning Vision into Action* (April).
- Selected priorities for the *University of Possibilities* comprehensive campaign.

2008-09

- Completed annual update of division-level strategic plans.
- Introduced lower division pre-Nursing program at Concord.
- Developed budget reduction principles based on the seven mandates.
- Prepared Hayward Campus Master Plan.
- Initiation of University diversity planning under the leadership of the Faculty Diversity and Equity Committee with liaison to all divisions.
- Continued discussions with City of Concord regarding CNWS.

2009-10

- Completed annual update of division-level strategic plans incorporating diversity commitments.
- Realigned divisions with the retirement of vice president for student affairs.
- Approval of *Hayward Campus Master Plan* by CSU Board of Trustees (September, followed by litigation by the City of Hayward and neighbors).
- Developed *Budget and Enrollment Plan for 2010-11* following principles aligned with the seven mandates.
- Continued discussions with City of Concord regarding CNWS.

2010-11

- Completed annual update of division-level strategic plans.
- Published *University Diversity Action Plan* (Fall).
- Published *Strategic Planning Summary 2010 – Emerging Initiatives and Priorities* (December).
- Continued discussions with City of Concord regarding CNWS.
- Published *The Open Learning Ecosystem: Transforming Education through the Virtual STEM University* (April).
- Began developing “dashboard” measures to monitor progress regarding fulfillment of the seven mandates.
- Developed *Mission Continuity Plan* in preparation for transition from President Mo Qayoumi to interim President Leroy Morishita.

In the University's Quest for Distinction, Realized and Recognized ...

Five-Year Summary

When Cal State East Bay established its seven mandates in 2007, the community felt that the University did not project a clear image to the region that would attract students and garner support. By 2010 the Cabinet recognized that Cal State East Bay's successful strategic planning efforts had satisfied the "quest." Thus, this mandate has been restated as Distinction, Realized and Recognized, stressing the importance of sharing Cal State East Bay's distinguishing characteristics.

Over the past five years Cal State East Bay has become known for its innovation and leadership in higher education, its emerging STEM orientation, its inclusiveness, its investment in campus life, its engagement with the region, and its strategic decision-making. The University community recognizes that each of the seven mandates is necessary to achieve high academic quality, and for CSU East Bay to become a destination campus while continuing to serve regional needs.

The University's academic planning process identified Teacher Preparation, Educational Leadership, and Collaboration with K-12 Education along with Science, Technology, Engineering, and Mathematics (STEM) as two areas of distinction for Cal State East Bay. Subsequently, the University has joined them together, recognizing that STEM Education represents the significant need in the region in general as well as in undergraduate and graduate education. The *University of Possibilities* campaign was designed with the University's vision to become a STEM-centered university in mind. The campaign's objectives also express the University's resolution to redefine academic quality through innovation in teaching and learning, increase access to educational excellence and opportunity, foster student aspiration, ensuring engagement and success, and capitalize upon promising ideas and respond with agility to new needs.

Over the past five years, University Communications has supported the vision of the University with a strategically focused media relations program that has increased media hits, media contacts and pitches, news releases and an increased number of CSUEB news stories in, and faculty connections with, regional media.

2006-07

- Increased University profile in region through president's membership in regional boards.
- Expanded Educational Foundation board.
- Launched alumni on-line community.

2007-08

- Completed Campaign Capacity study and conducted campus-wide dialogue on campaign priorities.
- Expanded Alumni Association board.

- Redesigned and refocused *Cal State East Bay Magazine* with more strategic messaging.
- Launched *eAdvocacy* communications program.

2008-09

- Created campaign communications, tools, and collateral pieces.
- Increased giving/support stories in magazine and on web.
- Established the University's first endowed professorship in the College of Business and Economics.
- Featured in several media articles about innovative uses of "above-college" and "above-campus" IT shared-services to radically reduce cost structures at CSUEB.

2009-10

- Recruited President's Campaign Steering Committee and launched the Leadership (quiet) Phase of the *University of Possibilities* campaign, and completed first campaign year with results above the benchmark for \$50M campaign.
- Created campaign prospectus and a stand-alone case statement for STEM education.
- Created a significantly more active and supportive Alumni Association board of directors focused on an outreach- and engagement-focused alumni relations program.
- Received national recognition through the Kennedy Center for University theater production.
- Introduced "PR 2.0" strategy with a new and robust new media/social media-centric paradigm involving several platforms.
- Launched "Inside CSUEB" News Blog and others news distribution channels into multiple web pages thus encouraging campus-wide content contributions.
- Created web-based *Friends View* e-communications vehicle.
- Recognition as a "model" institution for innovative IT cost reduction strategies – in high demand for consulting and "how-to" presentations.

2010-11

- Began providing direct fundraising support to the colleges and athletics program.
- Completed second campaign year with results above the benchmark for \$50M campaign.
- Awarded first doctorates in Educational Leadership EdD program (June 2011).
- Received 12 million dollar National Science Foundation grant to help improve STEM education in area school districts.
- Established the University's first endowed chair in the College of Letters, Arts, and Social Sciences
- Created the Center for STEM Education.
- Established second endowed professorship in the College of Business and Economics.
- Reinvigorated Oakland Center with new graduate programs in Business and Social Work.
- Heavily courted by top IT industry companies (Cisco, IBM, Apple, etc.) to participate within their small circle of higher education IT product and service innovation sites.

In Enhancing Academic Quality ...

Five Year Summary

During the period 2006-2011, Cal State East Bay has stabilized our academic leadership, increased the number of tenured and tenure-track faculty, and established a model to ensure that adequate resources are in place to continue our most visible symbol of excellence – national accreditation of our programs.

From 2006-2010, 119 new tenure track faculty were hired. Two deans were put into place, a new Provost was installed, and other important academic posts were filled. In addition, accreditations or reaccreditations were achieved for the University, the College of Business and Economics, the College of Education and Allied Studies, and eight fully online degrees (the latter as part of our online campus).

Most significantly, under the University's strategic plan, all areas of the University have recognized that they have a role to play in supporting and improving the academic quality of CSU East Bay.

A high-functioning University with a mission of high academic quality makes a commitment not just to activities in the classroom but also to supporting out-of-classroom learning, service to our community, student access and success, cultivating diversity, promoting a campus culture, connecting to the region, and constantly aiming for distinction, all while keeping an eye on the bottom line. As each year passes, the definition of what it means to be a graduate of CSU East Bay becomes clearer to those who receive our degree, and to those that hire our graduates. That is the lasting legacy of the seven mandates and, in particular, our emphasis on high academic quality.

2006-07

- Participated in CSU Access to Excellence discussions, including sponsorship of a “conversation” at the Hayward campus.
- Hired 43 tenure track faculty in a variety of disciplines.

2007-08

- Hired a permanent Dean for the College of Business and Economics.
- Hired 30 tenure track faculty.

2008-09

- Hired 45 new tenure track faculty in a variety of disciplines.
- Received ongoing accreditation from AACSB for the College of Business and Economics.
- Hired a new Associate Vice President for Research and Sponsored Programs.
- Hired a new University Librarian.

2009-10

- Hired a new Provost.
- Achieved national reaccreditation for departments of Social Work, Computer Science and Music Education.
- Received NCATE accreditation for College of Education and Allied Studies.
- Increased research grants submissions from 96 (2007/08) to 132 (2009/10). Award totals also are on the rise.

2010-11

- Hired a new permanent Dean for the College of Education and Allied Studies.
- Conducted Town-Hall meetings on creating a STEM centered campus at CSU East Bay.
- Reinvigorated the process of 5-year reviews for all academic programs after a 1 year hiatus due to furloughs.
- Began process of updating our WASC accreditation report and hired an Assessment Coordinator to review assessment of student learning in all disciplines.
- Received national reaccreditation Department of Nursing.
- Established Early Start Team to plan for better prepared freshman students.
- Convened ad hoc committee on Research,.
- Convened ad hoc committee on the Concord Campus to provide input on strategic planning on the future of service to Contra Costa County.
- Initiated Instructional and Research Equipment Program and allocated \$2.3M.
- Reformulated procedures for Instructional Related Activities to encourage greater cross-campus involvement.
- Instituted new policies for justifying new Faculty hires, placing increased emphasis on scholarship and community engagement.
- Held first ever Research Poster event to acquaint the campus with the various types of research being performed by faculty at East Bay.
- Developed *Virtual Computing Lab (VCL)* cyber infrastructure for use by faculty at CSUEB (and sister CSU campuses).
- Developed proposal for the Academic Access, Enhancement and Excellence Fee.

In Supporting Student Access and Success ...

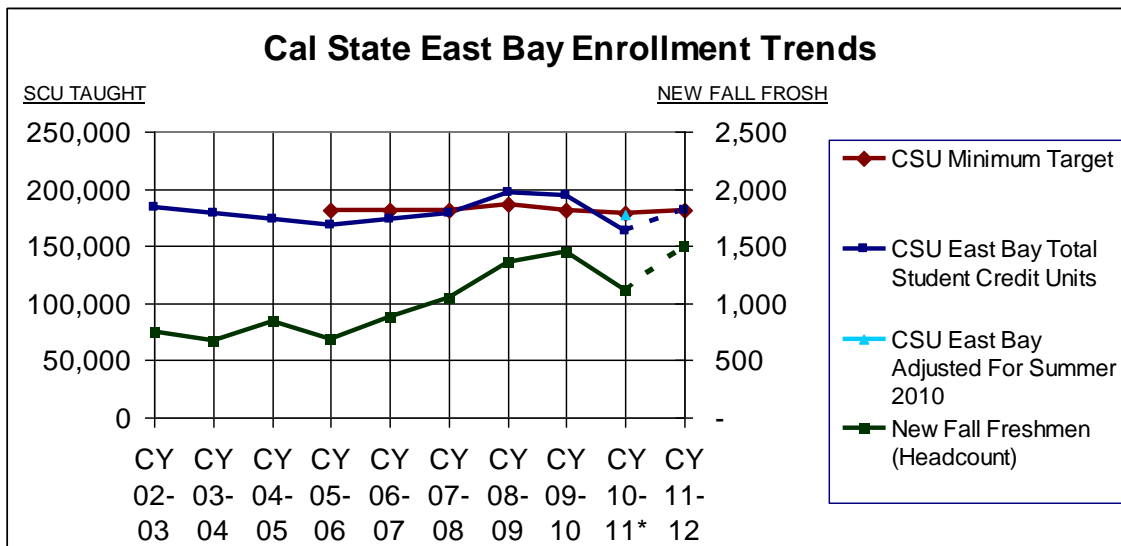
Five-Year Summary

Cal State East Bay has enhanced outreach efforts to underserved communities by annually hosting African American and Latino Education Summits (now combined into a single event reaching over 1,000 community members), and providing leadership in the Super Sunday system wide initiative (increasing CSUEB’s participation from 11 church services in 2006 to 28 in 2011). Cal State East Bay has also developed summer Algebra and Mathematics academies to improve student preparation for college.

Prior to 2006-07 Cal State East Bay’s enrollment had declined to more than 8 percent below the CSU target for the university. Enrollment increased by more than 15 percent from 2005-06 through 2009-10. Then, due to state budget constraints and mandated enrollment reductions, Cal State East Bay decreased enrollment, primarily by converting Summer 2010 enrollments to self-support. If Summer 2010 had remained on state support, the net increase over five years would be 5.5 percent. Cal State East Bay returns to a state-supported summer for 2011 with a new CSU target of 11,300 California resident FTES.

Cal State East Bay also has a goal to increase the number of freshmen on the Hayward campus to 15 percent of the total headcount. In 2005-06 the number of freshmen was under 700 (about 5.5 percent of Fall headcount). By 2009-10 the number had more than doubled (to 1445, representing 9.8 percent of Fall headcount. Consistent with overall enrollment reductions, the number and proportion of new freshman decreased temporarily in 2010-11 (back to 8.6 percent of total Fall headcount), but plans for 2011-12 are to increase the number to 1500 (11 percent of all students).

The chart below shows the overall trend in enrollment as well as the increase in freshmen.



2007-08

- Formed Student Success Assessment Committee (SSAC) comprised of faculty, staff, students, and administrators, which functions as the University's enrollment management advisory committee.
- Redesigned CSUEB website for accessibility – employing “audience-based” (audience-optimized) landing pages for prospective and current students.

2008-09

- Consolidated Undergraduate Advising Center and Career Development Center into Academic Advising and Career Education (AACE) to connect student coursework with workforce preparation.
- Received grant for federal McNair Scholars program. This program helps students from underrepresented backgrounds apply to graduate school.
- Produced enhanced student recruitment publications, ads, marketing collateral, and communications.
- Produced Web-based virtual tour and recruiting DVD and promoted Web inquiries by prospective students.
- Created *University of Possibilities* campaign priorities in support of student access and success, including scholarships and college pathway programs including Mathematics Achievement Academies, and a new or renovated library/learning commons and undergraduate research opportunities.
- Developed and deployed *East Bay Replay* lecture capture system for students within STEM disciplines – transforming the classroom experience and learning outcomes for students, as well as improving retention within STEM disciplines.

2009-10

- Integrated ongoing efforts to improve retention and graduation rates with CSU initiative to decrease the achievement gap between students from historically under-represented communities and more traditional students.
- Developed and deployed *Virtual Computing Lab (VCL)* for students at CSUEB (and sister CSU campuses) – providing 24x7 remote access to advanced academic computing lab software and computer power.

2010-11

- Supported one-time projects and programs to decrease the achievement gap.
- Established and saw rapid growth of a Freshman Peer Mentors Program.
- Received three-year renewals for federal programs serving low-income, first-generation students (EXCEL) and students with disabilities (IMPACT).
- Expanded the availability of online library services and online tutoring (through the E-tutoring consortium).
- Expanded the University Honors Program and established an Honors Reading Room in the University Library.
- Developed prototype for the *California Educational Planner (CEP)* in collaboration with CSU and CCC System Offices – designed to provide CCC students with easy access to fully-articulated multi-institutional pathways to upper-division degree completion programs.

In Cultivating an Inclusive University ...

Five-Year Summary

Cal State East Bay continues to have a very diverse student, faculty and staff population. The University's Diversity Action Plan recognizes the broad definition of diversity that includes many attributes that are not highly visible.

Thus, demographic data only reflect those characteristics that are counted in human resources or census data bases. About 60 percent of the tenured and tenure-track faculty are white, and 47 percent female. Women constitute about 60 percent of the lecturers. About 43 of the University's staff members are white and 57 percent female. Asian or Pacific Islanders are the second largest ethnic group for both faculty and staff.

Over the past five years the proportion of students who self-identify as Asian or Pacific Islander proportion has continued to be the largest at about 26 percent; white students represent a slightly smaller share at 25 percent. Latino students have increased from 13 to 17 percent; and African-American students have varied between 10 and 12 percent annually. The undergraduate population is more diverse than post-baccalaureate and graduate students, with the proportion of white students declining from over 24 percent to under 23 percent during the past five years. Over 60 percent of Cal State East Bay's students are women.

University Communications produced publications and Web banners and articles promoting University's multicultural student body, including online virtual tours that promoted CSUEB from the perspective of individual students from diverse backgrounds.

2006-07

- Conducted Campus Climate Survey (findings incorporated in WASC educational effectiveness review).

2007-08

- Began Accessible Technology (ATI) implementation.

2008-09

- Initiated diversity planning process with national speakers to inform and motivate the University's diversity planning process.

2009-10

- Celebrated first annual Diversity Day, noting accomplishments by all divisions and departments across the university.

2010-11

- Published University Diversity Action Plan.
- Increased non-resident international students from 745 (2007) to 1072 (2010).
- Completed Accessible Technology (ATI) reporting effort.

- Expanded Renaissance Scholars Program (for foster youth at CSU East Bay) through the procurement of several grants from the Walter S. Johnson Foundation, the Pottruck Fund, the San Francisco Foundation, the Y & H Soda Foundation, United Way, Kellogg Foundation, and other foundations.
- Expanded American Language Program to over 750 students.
- Participated in *The Chronicle of Higher Education* “great workplaces” survey.
- Participated with CSUEB students in California Forum for Diversity in Graduate Education and made plans for future involvement with the Forum.

In Sustaining Vibrant University Villages ...

Five-Year Summary

In 2006 Cal State East Bay determined that to become a campus of choice it needed to create a more inviting campus and to enhance the student life.

The first step was an ambitious project to improve the look of the Hayward campus. All new signage, done in school colors, was put in place. Landscaping, rather than lawn maintenance, became the focus of our grounds crew bringing a transformational feel to the campus. Both campus entryways were totally replanted. The stadium now has 10,000 red and white rose bushes that are in full bloom at commencement, providing an amazing backdrop for our graduates and the families as they celebrate their accomplishments. Flowers, native plants and trees are now the norm.

In order to enhance our students' college life experience we have concentrated our enrollment growth in the more traditional college going age group. We have more than doubled our freshman class, expanded our housing from fewer than 300 beds to over 1,200 and opened our first Dining Commons with a seating capacity of more than 500. Also, we have moved our Intercollegiate Athletics Program from Division III to the much more competitive Division II and joined the California Collegiate Athletic Association aligning us with 10 of our sister CSU campuses and creating immediate rivals.

We opened a second University Union building that is home to many student activities and additional eating options. Finally, we recently opened a 54,000 sq. ft. Recreation and Wellness Center that includes 2 full sized basketball courts, fitness center, indoor track, fitness studios, massage therapy, health education classrooms and an outdoor playing field.

2006-07

- Launched the *View* faculty/staff newsletter.
- Opened Pioneer Heights Phase II that included two new buildings with 412 beds.
- Improved landscaping at Hayward campus.
- Consolidated the ASI, Inc., and University Union Board into one entity to improve programming.
- Opened Valley Business and Technology building at Hayward campus.
- Opened new University Union at Hayward campus.

2007-08

- Refurbished all our instructional spaces at both Hayward and Concord and the Library including new carpet and furniture.
- Made additional landscape improvements and installed new signage at Hayward campus.

2008-09

- Opened Pioneer Heights Phase III that included two new buildings with 476 beds.
- Opened the 20,000 sq. ft. Dining Commons with seating capacity in excess of 500.
- Enhanced operations at Concord campus by providing food services and a bookstore.
- Received approval from the NCAA to move our Intercollegiate Athletics Program to Division II. We have been accepted into the California Collegiate Athletic Association (CCAA), a conference of primarily CSU institutions.

2009-10

- Held first ever Research Poster event to acquaint the campus with the various types of research being performed by faculty at East Bay.
- Expanded wireless network coverage to nearly all physical spaces – including student residential buildings, union, and athletic/recreational spaces.
- Increased student programming at the Concord campus.

2010-11

- Opened the Student Services and Administration building, combining in one spot many different student services – enrollment information, cashier, financial aid, advising, career services, admissions, etc.
- Opened the 54,000 sq. ft. Recreation and Wellness Center that includes 2 full sized basketball courts, fitness center, indoor track, fitness studios, massage therapy, health education classrooms and an outdoor playing field.
- Completed our final year of transition from NCAA Division III to Division II athletics.
- Opened several new eateries on campus, including a Starbucks coffee shop in the University Library.

In Support of an Efficient, Well-Run University and a Culture of Accountability ...

Five-Year Summary

In 2006-07 Cal State East Bay was forced to come to grips with an ever-worsening financial stability issue. Distrust about where money was, how it was allocated and spent, and how budgetary decisions were being made was running rampant. We set about creating budget transparency. We implemented a financial data warehouse allowing all employees full access to all the data. We strengthened our budget decision making process to include a university wide committee (UPABC). We have consistently held budget forums and made budget presentations to keep the entire campus informed as we create each year's budget. Academic Affairs created a funding model for the colleges that is shared across the campus, informing all about target FTES by college and how the colleges are funded to teach at those levels. One-time availability of funds is made known and a call for projects is made through each VP and then decided by the Cabinet.

Information Technology is an integral part of every division's ability to perform efficiently. Cal State East Bay created a Cabinet level Steering Committee that determines the priority of the use of our technology dollars. In addition our ITS department has been at the forefront of the move to consolidate and virtualize IT infrastructures and services, adopt sustainability considerations, pilot multi-campus synergy initiatives, and exploit cloud computing technologies.

Analysis of class scheduling patterns and space usage has contributed to more efficient utilization of lecture space, increasing from 65.5 percent in Fall 2007 to 78.9 percent in Fall 2009 at the Hayward campus. Lab utilization has fluctuated more and is subject to additional analysis as part of the planning process for a new STEM Education building.

2006-07

- Reorganized Cabinet and created two new divisions: Information Technology Services to manage IT services more efficiently, and Planning and Enrollment Management to focus on enrollment growth.
- Developed three-year enrollment growth and budget deficit reduction plan.

2007-08

- Developed open and transparent budget practices with increased engagement in the process from the university constituencies.
- Established quarterly meetings with union leadership that has led to improved communications and collaborative operations.
- Implemented first financial data warehouse and web enable department financial reporting.
- Launched the multiyear transition of IT @ CSUEB away from the siloed local-fiefdoms model to shared "above-college" and "above-campus" infrastructures and support services models – reallocating freed-up resources to activities designed to accelerate innovation and realization of our strategic mandates.

- Centralized funding and life-cycle management for servers and desktop computers – reduced procurement costs by 25 percent.

2008-09

- Enhanced Worker's Comp program that has lead to a reduction of over \$1M and closed over 70% of pre-existing claims.
- Developed energy management programs that have reduced annual costs by more than \$250k in real dollars (after covering price increases).
- Developed *IT Sustainability* programs involving server consolidation and virtualization, power and patch management, and cloud-based hosting of student email service – eliminated dozens of servers, reduced power consumption by 26%, and received Computerworld Green IT Award.

2009-10

- Eliminated operational debt of over \$10M accumulated prior to 2007-08.
- Deficit balance in DCIE is reversed from a negative (\$655k in 2007) to positive (542k in 2009/10).
- Successfully managed a difficult lay-off process. The process was open and honest, with many of the Unions working close with us to minimize the impact as best possible.
- Opened the new Student Administration building that provides student with a central place for all their administrative process needs.
- Completed renovation of Pioneer Stadium to include a new track and NCAA regulation sized artificial turf soccer field.
- Developed the *CSU Synergies* white paper – launching the initial wave of pilot IT synergy initiatives – the Virtual Computing Lab (VCL), Virtual Network Operations Center (VNOC), and the Virtual Information Security Center (VISC).
- Developed social media standards and guidelines to promote effective university-wide use of social media.
- Created measurement tools that increased strategic communications messages
- Improved oversight of utilization of restricted donor funds.
- Enhanced availability of donor fund information for benefitting campus units.

2010-11

- Developed Academic Quality funding model for Academic Affairs taking into account various strands that assure delivery as well as support of instruction. This is a vital step in creating transparency in our funding process.
- Approved 11-12 budget that handles CSUEB's share of the \$500 million CSU reduction. Also prepared for an additional \$500 million if the CSU takes another cut based on State actions.
- Transitioned synergy VCL, VNOC, and VISC initiatives from pilot to production for CSUEB (and sister CSU campuses) – received the CENIC 2011 Education Innovation Award for the VCL, and received the Computerworld 2011 Honors Award for the VISC.
- Created “dashboard indicators” to monitor progress and provide timely identification of areas requiring attention to stay on goal.

In Providing Regional Stewardship ...

Five-Year Summary

The University prepared for and launched the *University of Possibilities* campaign, the University's first comprehensive campaign. Its objectives are inspired and informed by the University's strategic plan, as well as an intensive priority-setting effort that involved faculty, students, staff, alumni and friends, and trustees of the Cal State East Bay Educational Foundation.

The campaign has been positioned as a fulfillment of the University's regional stewardship commitments which lie at the heart of its mission and vision. For the University to fully deliver on its bold commitment to higher education that is not only broadly accessible but also cutting-edge and truly transformative, requires greatly increased private support. Thus, the comprehensive campaign represents a unique opportunity for those who share the University's passion for regional stewardship to empower its vision — and to invest *through* it in the solutions and changes that its regional commitments represent.

During this period, we also significantly enhanced inter-segmental cooperation with K-12, community colleges, national labs, and industry partners in our service area.

2006-07

- Stated Cal State East Bay's role in terms of preparing the future workforce, contributing to the economic health of the region, and being part of the health care solution (as a precursor to the regional stewardship mandate).

2007-08

- Co-sponsored a dozen regional CEO Workforce Development Roundtables with governmental, industry, and educational leaders, to secure input and insights for the new Academic Plan.

2008-09

- Wrote grant proposal to establish the Gateways P-20 Partnership and presented it to Living Cities for funding.

2009-10

- Established Gateways P-20 Partnership.
- Began work with area Community Colleges to create better transfer pathways and coordinate outreach to area populations.
- Expanded greatly the number of certificates available for workforce training including engineering, health sciences.

2010-11

- Received grant for Promise Neighborhoods Project which will coordinate various educational and social service efforts within the Jackson Triangle of Hayward.

- Began work with Lawrence Livermore National Lab regarding commercialization of research. University faculty and students will identify LLNL research that should reach broader audiences.
- Developed online Masters Program in Health Care Administration to provide ongoing education for area Public Administrators in various social service and government agencies.
- Developed new partnerships with S. D. Bechtel, Jr. Foundation, Cisco, William & Randolph Hearst Foundation, Bayer, and Chevron to promote STEM education at East Bay and throughout the region, to expand our Mathematics Achievement Academies, and to promote an ongoing dialog to improve STEM teaching and learning outcomes across the P20 continuum.