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# STRATEGIC PLAN 2014-2019 AND PROGRESS REPORT 2014-15

DIVISION OF ACADEMIC AFFAIRS

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CALIFORNIA STATE UNIVERSITY, EAST BAY

## SECTION I: VISION AND MISSION STATEMENTS

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## UNIVERSITY

### Vision:

Imagine an East Bay enriched by a premier regional university, providing excellent teaching, learning, research, and community service, resulting in engaged citizens and global leaders.

That is the power of a Cal State East Bay education.

### Mission:

Cal State East Bay welcomes and supports a diverse student body with academically rich, culturally relevant learning experiences which prepare students to apply their education to meaningful life work, and to be socially responsible contributors to society. Through its educational programs and activities the University strives to meet the educational needs and to contribute to the vitality of the East Bay, the state, the nation, and global communities.

### Our Eight Shared Commitments:

The following Eight Shared Strategic Commitments encompass the University's values and long range goals.

#### **1. Reinforce academic quality through open-minded inquiry, innovative teaching, engaged learning, and distinguished scholarship.**

Our core mission of teaching, learning and commitment to the success of students of all backgrounds must be acknowledged, honored, reinforced and reflected through our academic programs, practices and faculty.

#### **2. Enhance our inclusive campus, responding to the backgrounds and interests of our diverse community and promoting their academic, professional and personal development**

We value and insist upon a campus climate characterized by a welcoming, respectful, civil, inclusive and caring atmosphere, responsive to the unique needs of all community members -- a campus climate where diversity, global perspectives and engaged learning experiences infuse our curriculum, policy and practices.

#### **3. Serve students first, by expanding access and enhancing each student's educational experience and prospects for success as a graduate and life-long learner.**

We must strategically manage our enrollment, benefiting all of our campuses and locations, while increasing access for students from all backgrounds and also strengthening our hallmark personalized teaching and engaged learning environment and student first focus and orientation.

#### **4. Foster a vibrant community through enriched student services and student life that support student engagement and learning.**

We must plan, develop and build the infrastructure for a lively, vibrant and sustainable University community at our campuses, where the facilities and activities promote the quality of life and well-being of students, faculty and staff. These enriched student services and student-life activities must deeply engage students and promote and improve student success.

**5. Contribute to a sustainable planet through our academic programs, university operations, and individual behaviors.**

A vital and healthy University community is one that is engaged and knowledgeable about sustainability. Sustainable development is often viewed as having three components: healthy environment, social justice and economic growth, and at the center is a sustainable society.

**6. Continuously improve our efficiency, transparency, and accountability while practicing mutual respect, responsiveness, and collaboration across the University**

We must continue to develop and reward a culture of excellence, efficiency, transparency and accountability -- that ensures a "University that works" -- characterized by an environment that is collaborative, provides for mutual respect, civility and is responsive to the needs of students, faculty and staff.

**7. Support the civic, cultural, and economic life of all communities in the regions we serve through partnerships that promote education and social responsibility**

Our goal is to be widely recognized as "The East Bay's University" and the region's high-access public university of choice by building visibility, affinity and support through community engagement, regional service and leadership. We envision Cal State East Bay to be a model institution for regionally engaged learning in the 21st century.

**8. Demonstrate our continuing record of leadership and innovation in higher education, focused on 21st century skills, including science, technology, engineering, and mathematics (STEM)**

We must identify, develop, cultivate, and invest in the programs, features and aspects of a CSUEB education we wish to be known for, and we must promote them consistently and creatively.

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## **DIVISION OF ACADEMIC AFFAIRS**

### **Vision:**

The Division of Academic Affairs seeks to create a University of choice in the East Bay region, one that realizes the ambition of being intellectually sound, socially responsible, and alert to change; and that is recognized for excellence in preparing students for their place in society.

### **Mission:**

The Division of Academic Affairs offers the academic courses, programs, experiences, and support that students need to achieve a degree that will be meaningful in the spheres of work, research, and life-long learning.

### **Values:**

In support of our mission, we value:

- A commitment to academic excellence and success
- The provision of an educational atmosphere that is safe, civil, and appropriately responsive to the needs of students, faculty and staff
- The creation of an organizational structure that is responsive to change and which encourages innovation.
- A recognition that diversity and social justice are fundamental to our curriculum, hiring, and in all areas of our endeavors.
- The adoption of practices that extend the reach of our University and the educational opportunities of our students, faculty and staff.

### **Institutional Learning Outcomes:**

- Think critically and creatively and apply analytical and quantitative reasoning to address complex challenges and everyday problems;
- Communicate ideas, perspectives, and values clearly and persuasively while listening openly to others;
- Apply knowledge of diversity and multicultural competencies to promote equity and social justice in our communities;
- Work collaboratively and respectfully as members and leaders of diverse teams and communities;
- Act responsibly and sustainably at local, national, and global levels;
- Demonstrate expertise and integration of ideas, methods, theory and practice in a specialized discipline of study

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## COLLEGE OF BUSINESS AND ECONOMICS

### **Vision:**

We aspire to be a leading business school known for making a difference in the lives of our students and for our impact on the world.

### **Mission:**

CBE provides life-changing, quality business education to prepare students from diverse backgrounds to become successful business professionals and leaders.

### **Values:**

In support of our mission, we value:

- Ethical behavior and personal integrity
- Collegiality and mutual respect
- Collaboration for learning, scholarship, and community engagement
- Social and environmental responsibility
- Inclusive learning environment for a diverse student population
- Innovative thinking and a global mindset

### **Expected Outcomes:**

- Student professional success.
- Innovative academic programs meeting business and professional needs.
- Improvement in student learning based on teaching innovations.
- Intellectual contributions to the body of knowledge in the theory, practice and teaching of business.

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## COLLEGE OF EDUCATION AND ALLIED STUDIES

### **Vision:**

We will be a College committed to exemplifying the ideals of social justice and democracy, distinguished by excellence in teaching and scholarship, vibrant programs, and graduates who are powerful forces in their communities.

### **Mission:**

To prepare collaborative leaders committed to professional excellence, social justice, and democracy, who will influence a diverse and interconnected world.

### **Values:**

In support of our mission, we value:

- Excellence in teaching and scholarship
- Collaboration and partnership
- Assessment and evaluation
- Equity and diversity

### **Expected Outcomes**

- Create and maintain equitable, high quality, and interdisciplinary programs that meet the needs of innovative leaders in schools, agencies, and communities
- Create pathways to foster collaboration and partnerships across departments in CEAS that enhance course instruction, scholarly activities, and staff/faculty morale and wellness
- Establish a formal CEAS relationship with community partners/professionals that create opportunities for shared knowledge, research and resources, service opportunities, and provide a feedback loop to ensure the relevance of CEAS in the professional community
- Develop and implement a comprehensive and integrated approach to staff/faculty recruitment, development, retention, and recognition to ensure a high functioning, efficient, and high quality College that celebrates diversity of thought and being

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## COLLEGE OF LETTER, ARTS, AND SOCIAL SCIENCES

### Vision:

The College of Letters, Arts, and Social Sciences (CLASS) prepares students for engaged and successful careers through instruction in the humanities, arts, and behavioral/social sciences. As a multi-disciplinary college, CLASS provides courses and degree programs that address contemporary issues and lasting concerns from a variety of perspectives and academic disciplines.

### Mission:

CLASS offers academic courses, programs, experiences and support that students need to complete a degree within the undergraduate and graduate disciplines housed within the College, as well as General Education courses for students pursuing all undergraduate degrees in the University. Additionally, CLASS supports faculty scholarship, research and creativity; community enrichment and engagement; and public service.

### Values:

In support of our mission, we value:

- A commitment to academic excellence and student success;
- An environment in which students and faculty practice a commitment to civil discourse, social justice, sustainability, and diversity;
- A commitment to enriching and engaging with the regional community, including arts events, social and behavioral outreach, and interaction with public agencies.

### Expected Outcomes:

- Continuing student professional and career success.
- Ongoing and creasing collaboration between students, faculty, and staff to encourage creativity, clarify theoretical concepts, and provide opportunities for the application of knowledge in real-world settings.
- Increasing scope and quantity of faculty research, creative activities, and outreach.
- Increasing use of new and creative pedagogies and tools, in which CLASS programs actively engage with current best-practices in pedagogy and curriculum;
- Increase in student and faculty commitment to community engagement, in which CLASS programs respond to the changing needs of CSUEB students and to the communities served by the university.



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## COLLEGE OF SCIENCE

### **Vision:**

The College of Science strives to be a leading force in the education of future scientists, engineers, mathematicians, and healthcare professionals, and to play a dynamic role in preparing all students for a society enriched by science and technology.

### **Mission:**

The College of Science, by fostering an environment where students, faculty, and staff work collaboratively to expand knowledge in science, technology, engineering, and mathematics (STEM), seeks to provide both majors and non-majors with excellent academic skills, a strong science foundation that is appropriate to their career goals, and with knowledge and critical thinking that will allow them to function as responsible and contributing members of society.

### **Values:**

In support of our mission, we value:

- A climate which encourages students, faculty, and staff to contribute to the intellectual and cultural life of the University and the communities it serves.
- Interdisciplinary collaborations and interactions.
- Academic programs that meet the evolving needs of their students, and outreach programs that serve those within the primary service areas of the University.
- An academic environment that fosters innovative approaches to teaching and learning in STEM.
- Facilities and technology that support a vibrant learning environment.
- A learning community that serves a diverse population.
- An environment that fosters a lifetime of critical inquiry and learning.

### **Expected Outcomes:**

- Success of students in their chosen careers.
- Ability of students to bring critical thinking and quantitative reasoning skills to complex challenges.
- Innovative teaching and learning.
- Adaptable programs providing students with evolving skill sets.
- Intellectual contributions to the body of knowledge in the research and teaching of STEM.
- Students equipped with the knowledge and motivation to contribute responsibly to regional and global issues involving STEM.
- Graduates prepared to work in team efforts and to adapt to new concepts and advances.

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## UNIVERSITY LIBRARY

### **Vision:**

The CSUEB Libraries inspire students, faculty, and staff to engage in the adventure of intellectual discovery and creation.

### **Mission:**

The CSUEB Libraries promote student and faculty success by providing comprehensive and convenient access to the scholarly record. The Libraries teach students how to become information literate citizens who will continue to learn throughout their lives. The Libraries serve as a hub of academic support on campus by providing an engaging environment for study and an integrated suite of student services.

### **Values:**

In support of our mission, we value:

- **Preservation and Access:** Libraries collectively maintain and provide access to an ever increasing volume of scholarly communication.
- **Collaboration:** In a networked and interdependent world, libraries must work collaboratively with other libraries and other units on campus to achieve our mission.
- **Lifelong Learning:** Libraries teach the skills and provide the resources to transform students into lifelong learners who enjoy the quest for knowledge and self-development.
- **Service:** Libraries are committed to understanding and meeting the needs of all of their patrons.
- **Diversity and Social Justice:** Libraries strive to create an environment in which all students and faculty regardless of race, class, religion, or gender are encouraged to learn and contribute to social ideals.
- **Innovation:** In the rapidly changing age of information, libraries must be flexible and creative to continue to advance the mission of the university.

### **Expected Outcomes:**

Information Literacy Student Learning Outcomes:

- Determine the Extent of Information Needed
- Access the Needed Information
- Evaluate Information and Its Sources Critically
- Use Information Effectively to Accomplish a Specific Purpose
- Access and Use Information Ethically and Legally; and Understands that there are Ethical, Legal, and Socio-Economic Issues surrounding Information and Information Technology.

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## ACADEMIC ADVISING AND CAREER EDUCATION

**Vision:**

To serve all students so that they can attain their educational and career goals.

**Mission:**

To provide the students of CSU East Bay with a one-stop center for both academic advising and career development assistance. AACE guides students in understanding and completing their General Education and graduation requirements and in finding meaningful work after graduation.

**Values:**

- Students' needs come first.
- Pride in the services we provide; they must be thorough, timely, accurate.
- Help all students overcome bureaucratic obstacles and make the most of all University support services.
- Be available in person, on the phone, through email, via Internet chat.
- Be proud of our students and proud of providing them links to great employers.

**Expected Outcomes:**

- AACE will lead campus advising efforts as East Bay moves from quarters to semesters.
- AACE will try to reach every student, trying to eliminate the self-advising that so often leads to unnecessary delays in time to degree.
- AACE will analyze the records of all current students to help those with a possibility of graduation before semester conversion to do so.
- AACE will assist the campus in utilizing tools (EAB), statistics, surveys, and reports to improve advising.
- AACE will perform greater outreach to employers to enlarge the number of opportunities available to students for both internships and jobs.
- Departments and Colleges will reach out to AACE for assistance with both advising and career development.

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## ACADEMIC PROGRAMS AND GRADUATE STUDIES

### **Vision:**

The Office of Academic Programs and Graduate Studies provides high quality administrative leadership to implement policies and provide support for academic programs in service to the University's community of faculty, students and staff.

### **Mission:**

APGS provides administrative direction, advocacy, and support services for programs that reach across academic boundaries: undergraduate education including general education, the freshman year experience, and the University Honors Program; graduate education including graduate outreach and recruiting; interdisciplinary programs; curriculum development; student success initiatives; community college partnerships; accreditation; and university-wide testing and assessment.

### **Values:**

In support of our mission, we value:

- Ethical, collegial, and inclusive leadership and service to the University community
- Consistent, transparent interpretation and implementation of CSU, WASC and CSUEB academic and curricular policies
- Teamwork and mutual respect
- Advocacy and support for student success

### **Expected Outcomes:**

- Shared understanding among all University constituencies regarding curricular development and innovation
- Curricular approval and articulation processes that are timely and transparent
- Testing practices that meet the testing needs of students, faculty and prospective students
- Educational effectiveness services that support assessment of program and institutional learning outcomes
- Freshman programs that support increased retention, learning and personal satisfaction of first-year students
- Enhanced support for graduate coordinators and prospective and current graduate students that ensure high quality graduate programs that meet all CSU and CSUEB policies and procedures
- Improved student success opportunities and initiatives
- Adherence to all WASC standards and positive outcomes for WASC reaccreditation review processes

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## CENTER FOR COMMUNITY ENGAGEMENT

### **Vision:**

We envision an academic experience from the Freshmen Day of Service to senior capstone projects that inspire and cultivate active, civically oriented students within an engaged, collaborative network of faculty and empowered and generative community partnerships. Students participate in service learning to contribute to the public good, and come away ready to meet the challenges of the future from a strong knowledge-base and abilities tested in the real world

### **Mission:**

The mission of the [Center for Community Engagement](#) is to support community-engaged teaching, learning, and scholarship; build and promote community partnerships for curricular and co-curricular community engagement; host a student leadership for community engagement program; and collaborate with other campus entities to support quality community engagement experiences for students and community partners.

### **Values:**

- Community engagement is important to the development of East Bay students because it offers opportunities to tie learning to doing and doing to responsible citizenship.
- Both our partners and our university benefit from working with each other in an on-going way. Community Partnerships are built on reciprocal respect, investment, and good faith. We work on the principle that quality partnerships are more important than the number of partners.
- Introducing our students to community engagement early in their academic careers helps them understand how education is helping shape them for leadership within the community and the world.
- Community engagement efforts benefits from reflection; faculty are urged to write about their experiences of incorporating engagement into their classes; students are encouraged to write about their experiences of working in the community; and the Center for Community Engagement will constantly review its efforts and aim for continuous improvement as well as publicize community engagement efforts through newsletters and publications

### **Expected Outcomes:**

- Most faculty will consult with the Center as they start or continue to incorporate community engagement into their courses; especially as the campus transitions from quarters to semesters.
- The Center will be recognized as a resource in support of scholarship, research and grants and will receive the designation on the President's Honor Roll.
- Students will be engaged and feel connected both to their work and the University, which will assist them in graduating with a degree that is meaningful to them and helps them decide their next steps.
- The Center will build additional community partnerships for curricular and co-curricular community engagement working with best practices of mutual respect and investment.

- The Center will document, gather, and disseminate data on community engagement activities and events for the campus and community using S4.

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## FACULTY AFFAIRS

### **Vision:**

Faculty Affairs seeks to promote a workplace where faculty are supported and feel their concerns are being listened to and addressed.

### **Mission:**

To assist all of Academic Affairs in handling issues that arise as a result of the Collective Bargaining Agreement. To work on announcements and policies that improve and clarify faculty processes. To offer training so that Deans, Associate Deans, Chairs and Faculty can move forward with clarity.

### **Values:**

- All of us are here for the same reason: to assure that students receive a quality education.
- No one should be afraid to speak up and seek assistance.
- All issues will get a fair hearing.
- Creative solutions are encouraged.
- Bullying in the workplace will not be tolerated.

### **Expected Outcomes:**

- Faculty will believe they are being treated fairly.
- Deans and others will feel supported when tough decisions regarding faculty personnel need to be made.
- Chairs will feel they have the tools they need to do their jobs.
- Faculty and administrators will know all policies that are important to maintaining a safe and productive work environment.
- Excellent, diverse faculty will be recruited, receive a good introduction to the University, and be retained.

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## **FACULTY DEVELOPMENT**

**Vision:**

To be the key resource for all faculty as they continue to strive for excellence in teaching, productivity in research, and value in service to the University, within their disciplines, and to the wider academic community.

**Mission:**

The Office of Faculty Development/Faculty Center for Excellence in Teaching (OFD/FaCET) at Cal State East Bay supports faculty in their roles as teachers, scholars, and members of the university and community. We provide opportunities and space for faculty to collaborate on projects that improve teaching and student learning. We strive to enhance collegiality among faculty as we all expand our intellectual, pedagogical, and scholarly horizons. Our services are available to full and part-time CSU East Bay faculty at all stages of their academic careers.

**Values:**

- We offer support for all faculty (tenured, tenure track and lecturers) in a neutral, safe, and collaborative zone that helps them succeed at the University.
- We create a community for faculty, so that they can learn from and support each other.
- We introduce innovations in teaching and learning so that faculty can learn new ways of teaching and producing creative works.
- We provide opportunities that develop leadership in mentorship, pedagogical expertise, publication and writing support, and campus service.
- Continuous faculty development and support is important to faculty at every stage in their careers.
- We contribute to university policies that can positively shape the workplace environment for all faculty and student learning experiences.

**Expected Outcomes:**

- All faculty know where they can find answers about retention, tenure, promotion, range elevation, and other matters and avail themselves of our services.
- Faculty will find the resources they need to transform their teaching as the campus moves from quarters to semesters.
- Faculty will be aware that they may find faculty development resources, community, and support to sustain their research and scholarship at each stage of their career.
- Faculty will find the information, support, and resources to practice and publish in the field of Scholarship of Teaching and Learning.
- Faculty will find opportunities to collaborate for the improvement of teaching and learning.
- Most faculty will participate in any given year in either a workshop, faculty learning community, PEIL project or other grant program, personal consultation or other activity that brings them in contact with the Office of Faculty Development.



- We will continue to showcase new ideas that arise from the faculty, communicate innovative teaching ideas to the faculty, and support faculty in their on and off campus academic efforts.
- We will collaborate with other campus offices and divisions including but not limited to Academic Programs and Graduate Studies, Academic Advising, Accessibility Services, Center for Community Engagement, Office of Diversity, Office of Research and Sponsored Programs, Office of Sustainability, the Online Campus, and University Libraries.
- We will connect faculty with Chancellor's Office initiatives, opportunities, and funding and support faculty in their CO endeavors.

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## INSTITUTE FOR STEM EDUCATION

### Vision:

Founders of the Institute envisioned the following:

**STEM Leadership:** CSU East Bay's recognition as a STEM leader at the local, state and national levels will increase as a result of the joint efforts of faculty, staff and students from all four colleges and campus divisions working together to build common knowledge, develop and continuously revise coherent interdisciplinary strategies, and as the campus' many assets are put to use to develop new knowledge and innovations.

**STEM Community Building and Collaboration:** CSU East Bay's partners in business and industry, K12 schools, community colleges, the non-profit sector, and in the community at-large will realize ongoing benefits as a result of their participation in the Institute's initiatives.

### **Educational Opportunities (from Cradle to Career) That Enable All to Create, Innovate and Thrive:**

Educational offerings by CSU East Bay and its partners will reflect state of the art STEM knowledge and practices, thereby ensuring that graduates have the requisite knowledge, skills and ways of thinking, knowing and being that are required for success in their chosen field.

**Partnerships That Foster Success:** The joint work of CSU East Bay and its partners will fuel economic development and result in new discoveries.

### Mission:

The mission of the Institute for STEM Education is to advance STEM teaching and learning in parallel with the rapidly changing knowledge, practices, and needs in STEM fields and disciplines. In addition to preparing students for success in STEM fields and disciplines, the Institute aims to help all students acquire the STEM knowledge required for decision making in their daily lives.

### Values:

In support of our mission, we value diversity in STEM disciplinary research and STEM education:

As we work to attain our goals, the Institute focuses on building and supporting the breadth of diversity of our community and students, with a special emphasis on underrepresented groups in STEM disciplines. Institute participants and staff also work to ensure that the commitment to diversity is reflected in the strategies and actions taken to realize Institute goals.

### Expected Outcomes:

- Provide faculty, students, and staff with support needed for collaborative endeavors aligned with the Institute's mission and vision.

- Prepare the STEM workforce and offer opportunities for returning to pursue advanced degrees and certificates.
- Advance teaching and learning in STEM fields and disciplines in students' early years, in K12 schools, and in higher education.
- Establish and continuously engage a community of STEM education supporters, including formal and informal educators, students, representatives from business and industry, and many others in the community at-large.
- Provide leadership for STEM policies.

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## INSTITUTIONAL RESEARCH

### **Vision:**

Committed to building a culture of inquiry, collegiality, accountability, and equity, Institutional Research's ultimate goal is to support the University as it enables and inspires students to reach their goals while becoming engaged and valued contributors to their communities.

### **Mission:**

To provide timely, systematic, insightful and user-friendly data and analysis that supports University planning, enhances decision-making, informs policy formation, aligns resources allocation, fulfills reporting requirements, and measures, evaluates, and communicates institutional effectiveness to the entire University community as well as external audiences through vigilant data stewardship, boundless curiosity, and steadfast adherence to customer service principles.

### **Values:**

- Institutional Research, Analysis follows the Code of Ethics and Professional Practice of the Association for Institutional Research.
- Information must be verified before it is published in any way.
- Individuals seeking to perform surveys at CSU East Bay must follow all IRB regulations; no individual should be harmed by participating in a CSU East Bay administered survey, focus group, or other data gathering activity.
- We facilitate the gathering of data using a variety of methods, we work to explain results, and predict future issues that may arise.
- We cooperate with others seeking to gather data and contribute in whatever way we can to making sure that data can be validated.

### **Expected Outcomes:**

- Timely, accurate responses to requests for data--both internally and from external audiences.
- All individuals needing data know how to use our basic tools: Factbook, Pioneer Student Data, and Pyramid.
- Good partnerships with IT, enrollment services, ORSP, SA and other areas to ensure that all data collected is complete and accurate.
- Students who rely on data for grades, honors, commencement, and other activities are well-served by our analysts.
- The Provost can rely on our data to predict enrollments, create enrollment targets, and respond to a wide-range of inquiries.

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## OFFICE OF RESEARCH AND SPONSORED PROJECTS

### **Vision:**

CSUEB strives to be known for the following:

- Affirmation of the importance of integrity in research and creative endeavors.
- Faculty-driven and faculty prioritized engagement in research and creative agendas and continuous advancement of knowledge.
- Faculty engagement in multiple areas of research, creative and interdisciplinary endeavors.
- High involvement of students in research and creative endeavors, including curricula that foster student learning and build research throughout their programs.
- Effective and sufficient administrative support for research.
- University faculty communities that foster the exchange of research ideas.
- Engagement and partnerships with local, regional and global communities.

### **Mission:**

Foster an ongoing culture and environment that supports faculty and student research, creative, and scholarly activities that positively impact the local, regional and global communities.

### **Values:**

In support of our mission, CSUEB values research that:

- Fosters broad participation in a vibrant research community that reflects faculty, staff and student diversity at CSUEB.
- Builds an inclusive and ethical academic environment.
- Supports faculty research interests and priorities.
- Recognizes multiple approaches to the development of knowledge.
- Emanates from critical and creative thinking.
- Engages students in faculty mentored research that enhances their education and preparation for careers and graduate school.
- Engages and serves the needs of the local, regional, and global communities is disseminated effectively.

### **Expected Outcomes:**

- Enhance students' educational experiences and preparation (student learning outcomes) through research.
- Ensure an inclusive and vibrant research community that reflects faculty, staff and student diversity at CSUEB.
- Increase University-Community partnerships at the local, state and national levels that are informed by research and generate new findings.
- Maximize the impact of CSUEB research.
- Increase the visibility and awareness of the strength of the University and its faculty by increasing CSUEB's research portfolio (dollars generated, faculty engaged, areas of focus).

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## OFFICE OF SUSTAINABILITY

### **Vision:**

The CSUEB Office of Sustainability strives to institutionalize sustainability into all campus components and gain recognition for our campus as a leader in the higher education sustainability movement.

### **Mission:**

By serving as a connector across campus and in the community, being a centralized location for sustainability-related resources, and providing opportunities like internships, the CSUEB Office of Sustainability will assist faculty, support staff, and provide co-curricular learning experiences for students as they relate to environmental, social, and economic sustainability.

### **Values:**

In support of our mission, we value:

- The enhancement of the sustainability literacy of students, faculty, and staff;
- Partnerships and collaborations with campus entities and the community;
- Learning from past and current sustainability initiatives at CSUEB and other institutions of higher education;
- Transparency and open communication about campus sustainability efforts.

### **Expected Outcomes:**

- Lead the assessment, monitoring, updating and development of sustainability plans, procedures, and policies;
- Assist faculty by providing resources, curriculum development support, and professional development opportunities;
- Support staff by being the connector to other CSU sustainability projects and champions, provide educational resources, and create collaborations with interns and/or courses;
- Provide co-curricular learning experiences for students through internships, jobs, clubs/organizations, and events;
- Serve as a hub for community partners looking to connect with our campus on issues related to sustainability; and
- Disseminate information about campus sustainability efforts throughout the campus, community, and beyond.

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## ONLINE CAMPUS

### **Vision:**

To be able to assist faculty and students anytime and anywhere with the tools they need for a reliable, accurate, and up-to-date learning environment. To provide faculty with training and support that keeps their classes fresh and meeting national quality standards. To assure students that they can receive a learning experience that is equal to or better than what they might experience through other modalities.

### **Mission:**

To provide the services, support, and infrastructure needed by faculty and students who are teaching and learning through online or hybrid courses or programs.

### **Values:**

- The student learning experience comes first
- We will comply with state and national quality standards such as accreditation, licensure, and credentials
- We will assist the campus in meeting the thresholds set by other states, so that East Bay can have nationally recognized programs
- We will provide the best service possible in course design, on-going training, student support, and examination of new tools.
- We will help in whatever way possible with other academic technologies that campus wishes to adopt and enable innovation wherever possible.

### **Expected Outcomes:**

- All faculty on teach online will take the either Quality matters or the Quality of Teaching and Learning course, with an increased number of courses recognized as quality courses
- The online campus will facilitate the movement to a managed hosting environment and all faculty and students will be offered 24x7 Blackboard support.
- To the greatest extent possible, the campus will be able to teach its online courses in all states.
- All faculty will make a smooth transition in redesigning and transforming their online/hybrid courses from quarter to semester.
- All faculty will feel comfortable with creating and maintaining online dossiers.

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## UNIVERSITY EXTENSION

### **Vision:**

#### **AA Vision**

*To create a University of choice in the East Bay region, one that realizes the ambition of being intellectually sound, socially responsible, and alert to change; and that is recognized for excellence in preparing students for their place in society.*

As the local and global extension of the University, UE furthers the institutional vision through expanding student access with advanced professional education programs and services.

### **Mission:**

#### **University Mission Statement**

*Cal State East Bay welcomes and supports a diverse student body with academically rich, culturally relevant learning experiences which prepare students to apply their education to meaningful lifework, and to be socially responsible contributors to society. Through its educational programs and activities the University strives to meet the educational needs and to contribute to the vitality of the East Bay, the state, the nation, and global communities.*

### **Values:**

In support of our mission, we value:

- A commitment to academic excellence and success
- The provision of an educational atmosphere that is safe, civil, and appropriately responsive to the needs of students, faculty and staff
- The creation of an organizational structure that is responsive to change and which encourages innovation.
- A recognition that diversity and social justice are fundamental to our curriculum, hiring, and in all areas of our endeavors.
- The adoption of practices that extend the reach of our University and the educational opportunities of our students, faculty and staff.

### **Institutional Learning Outcomes:**

- Think critically and creatively and apply analytical and quantitative reasoning to address complex challenges and everyday problems;
- Communicate ideas, perspectives, and values clearly and persuasively while listening openly to others;
- Apply knowledge of diversity and multicultural competencies to promote equity and social justice in our communities;



- Work collaboratively and respectfully as members and leaders of diverse teams and communities;
- Act responsibly and sustainably at local, national, and global levels;
- Demonstrate expertise and integration of ideas, methods, theory and practice in a specialized discipline of study.

## **SECTION II: COMMITMENTS, OBJECTIVES AND ACTION ITEMS: SEPARATE DOCUMENT**