Strategic Planning Summary 2010
Emerging Initiatives and Priorities
Cabinet Recommendations, December 13, 2010
Reviewed by the University Planning, Assessment and Budget Committee (UPABC), December 3, 2010

Refining Actions to Achieve the Seven Mandates

**University Mission**

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.

**Introduction**

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. These processes led to the first set of implementation priorities established in April 2008.1

Since then, the University initiated its first comprehensive fund-raising campaign and completed a physical master plan for the Hayward campus (approved by the California State University Board of Trustees in September 2009). The Academic Senate accepted a report on diversity that is being translated into the university’s diversity action plan. During the same time, the University’s Budget and Enrollment Plan for 2010-11 addressed the implications of the State of California’s recent fiscal crisis. Cal State East Bay has also engaged in efforts designed to increase student success as well as to reduce the achievement gap for students from historically under-represented populations.

The following pages summarize recent accomplishments with respect to each mandate. New initiatives have emerged in 2010, which align with and help to achieve the University’s seven mandates. This summary also sets the stage for developing performance indicators for the University’s desired outcomes so that we can achieve our vision through appropriate actions marked by measurable results.

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1 Please visit [http://www20.csueastbay.edu/about/strategic-planning/index.html](http://www20.csueastbay.edu/about/strategic-planning/index.html) for Cal State East Bay’s strategic planning documents.
In his convocation address on September 20, 2010, President Qayoumi summarized the accomplishments during 2009-10 and goals for 2010-11.²

In Enhancing Academic Quality …

The Division of Academic Affairs has refined its budget model so that it can sustain and enhance the quality of the University’s academic programs, faculty development, assessment, instructional and scholarly equipment, and advising services. While the internal five-year academic program review process was deferred during 2009-10 due to budget challenges, key external accreditation was maintained (e.g., NCATE during 2009-10).

During 2010-11 the Division of Academic Affairs is focusing on the following strategic planning initiatives:

- Developing strategic plans for each college and department and for serving both Alameda and Contra Costa counties, building on the University’s academic plan (adopted in 2008);
- Re-emphasizing the goal of preparing graduates who “not only know more but can also do more;”
- Initiating discussions that explore interweaving global engagement, diversity, writing skills, and quantitative reasoning across the curriculum;
- Facilitating the development of general education into a holistic and integrated program that includes service learning and civic engagement;
- Re-envisioning the honors program with an emphasis on regional stewardship;
- Enhancing faculty professional development, refreshing equipment, and giving added support to scholarly and creative activity;
- Encouraging centers and institutes that value faculty teamwork and enable undergraduate research; and
- Improving instructional quality and institutional performance through the use of assessment data.

In Supporting Student Access and Success …

Cal State East Bay continues to build on efforts to improve student retention and graduation rates, particularly as noted in the WASC report in Fall 2007. The primary advisory group is the Student Success Assessment Committee (SSAC) which has faculty, student, staff and administration representatives. The Associate Vice President for Academic Programs and Graduate Studies (APGS) is working with SSAC as well as the colleges and Academic Senate regarding recent CSU and state initiatives:

² To read the President’s complete remarks, please visit http://www20.csueastbay.edu/news/2010/09/convocation-091610.html.
Closing the achievement gap for students from underrepresented groups;
Early Start programs for students needing English and math remediation; and
Legislation to facilitate the community college transfer process.

Consistent with the University’s academic plan and the strategic planning underway in the Division of Academic Affairs, Cal State East Bay will continue to refine enrollment management efforts regarding the mix of students by level and by discipline.

In Cultivating an Inclusive University …

In Spring 2008 Cal State East Bay launched a diversity planning initiative as part of the university’s strategic planning process. This process involved two interactive, university-wide diversity forums in 2008. ASI opened its Diversity Center in the Hayward University Union in Fall 2008.

In May 2010 the Academic Senate accepted the Diversity Report prepared by the FDEC with additional liaison members from each division. The Cabinet then prepared recommendations for university wide implementation, including the assignment of advisory responsibility to the University Planning, Assessment and Budget Committee (UPABC), which has faculty, student, staff and administration representatives.

These recommendations take the form of a “diversity action plan” that encompasses specific diversity initiatives identified by each division, and will contribute toward the University’s inclusive climate.

In Sustaining Vibrant University Villages …

The CSU Board of Trustees approved the Hayward campus master plan in September 2009. The ASI Recreation and Wellness Center at Hayward was started prior to approval of the master plan, and its opening this academic year represents an exciting new component of student life.

Priorities for the comprehensive campaign include a STEM Education building to provide state-of-the-art laboratories and teaching facilities to support initiatives in math and science education. While litigation regarding the environmental review associated with the Hayward campus master plan has delayed implementation of specific projects, during 2010-11 the University is continuing to pursue conceptual planning.

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

Despite the financial challenges faced through the 2009-10 year and in planning for the 2010-11 year, Cal State East Bay closed the fiscal year with its budget in balance. Administrative processes were streamlined and difficult choices were made to reduce costs, including painful workforce reductions in every division.

Just as the University followed its strategic plan and budget principles in identifying reductions, the leadership will apply these same precepts to enhance the University’s
distinctiveness as new funds become available. Specific revenue enhancement opportunities include these:

- Sponsored research and creative activities;
- Self-support programs; and the
- “University of Possibilities” comprehensive campaign.

**In Providing Regional Stewardship …**

Cal State East Bay has convened Gateways, a regional P-20 cradle-through-careers partnership with business, K-12 school districts, community colleges, philanthropic corporations and community groups with a common goal to improve student success in education and workforce preparation, particularly STEM areas. The partnership is working in three key areas for impacting student outcomes along the P-20 roadmap:

- School readiness during early childhood;
- Problem-based, real-work experiences and career awareness in STEM fields; and
- Strengthening teacher preparation and knowledge in mathematics.

**In the University’s Quest for Distinction …**

At Cal State East Bay “STEM -centeredness” means that we recognize the importance of quantitative thinking and analytical reasoning, along with reading and writing as recognized in the academic plan. Every discipline in the University has a purpose in shaping the intellectual capacity, creativity, ethics, and energy of every student. Every discipline plays a role in shaping student development for the future, with the hope that they will make the world a better place to live.

The University is addressing three objectives that are connected directly with its commitment to regional stewardship.

- Strengthen science and math education from kindergarten through college;
- Enhance adult math and science literacy to produce a more informed public and electorate; and
- Increase the number of STEM professionals to meet societal demand in engineering, natural sciences, social sciences, education and the health sciences.

**Monitoring and Adjusting Performance**

With the increasing specificity associated with Cal State East Bay’s strategic planning, it is critical to monitor progress toward the achievement of the University’s seven mandates. Thus, a critical operational goal for the Cabinet during 2010-11 is to work with the University community in establishing measures for each mandate that can be displayed on the University’s strategic planning Web site. The success of this effort depends upon integrating data from multiple sources into timely reports that the Cabinet, deans, chairs and other University leaders can use to inform decision-making.