

**California State University East Bay
Concord Campus Advisory Committee
Annual Report: Academic Year 2008-2009
Delivered May 2009**

1. Mission

The Concord Campus Advisory Committee (CCAC) is a Senate Subcommittee charged with: "...Advising the Senate on policy issues related to CSU East Bay's Concord Campus. Recommendations from the CCAC on matters pertaining to the affairs of students, curriculum and instruction, research, faculty affairs, technology and/or resources will be subject to review and comment by other committees of the faculty as determined by the Executive Committee." (95-96 BEC 10)

2. Committee Composition

During the 2008-2009 Academic Year the CCAC was composed of:

Joan Davenport, College of Education and Allied Studies
Carolyn Fong, College of Science
Sharon Green, College of Business and Economics
Steve Philibosian, University Library
Robert Phelps, College of Letters, Arts, and Social Science; Committee Chair
Jay Tontz, Emeriti Representative
Ellen Woodard, Lecturer Representative
April Halverson, Student Representative
Emily Brizendine, Interim Executive Director of the Concord Campus

3. Committee Activities for 2008-2009

The CCAC met monthly through the 2008-09 academic year. Fall quarter meetings dealt with general discussions regarding the committee's goals for the 2008-2009 and 2009-2010 academic years. The committee also met with Stan Ebert to discuss student services on the campus, and Dean Badejo of CLASS, to review her college's continued strong presence at the Concord campus.

In Winter 2008, committee discussions centered around the effect of budget cuts on the campus. The committee also met with Dr. Terry Swartz, Dean of CBE, to review the college's declining presence at the Concord Campus. In order to enhance student perspectives on the development of academic programs, the nucleus of an informal student advisory group was formed, and the committee explored ways to formally organize the group for the long term.

Spring 2008 was devoted to the final drafting of the 2008-2009 committee report, and a meeting with Professor Susan Opp, Chair of the Academic Senate, to confer on possible changes to the mission and structure of the CCAC.

4. The State of the Campus, 2008-2009

In spite of the budgetary crisis currently facing the university, progress was made on a number of initiatives. Plans for the long term development of a CSUEB campus on the former site of the Concord Naval Weapons Station continue, as the Concord City Council voted to approve a plan that involves a four year university on a 150 acre site located near the North Concord BART Station. Parts of the campus might involve joint use partnerships with a number of local institutions, particularly a joint city/university library. Representatives from the city and CSUEB visited the San Jose State Library, which is operated as a joint venture with the City of San Jose. As for the current facility, the Concord Campus has an opportunity to participate in a CSU

initiative to install photovoltaic farm on various CSU campuses. We are waiting to hear back from the Chancellor's office whether we are selected as one of the sites.

Significant progress was also made in the realm of Student Services. Concerns about the consistent availability of food will be partially ameliorated by the recruitment of some type of mobile food vendor, hopefully by the Fall 2009 quarter. Moreover, Associated Students has offered to fund renovations to the current Student Lounge and Redwood Room. Existing cubicle partitions will be removed and the old furniture replaced. The Redwood Room will be re-carpeted, and sound baffling banners installed. Lastly, Financial Aid services increased from four hours per month to one full day per week for the first two weeks of each quarter.

In regards to program development, all colleges, with the exception of the College of Business, regularly met or exceeded its targets during the 2008-2009 academic year, although long term enrollments have declined in a number of the larger programs (see Section 6 below).

However, the Nursing program continues to grow at an impressive rate, while the campus is currently working with John Muir Health to develop a new Clinical Lab Scientist Certificate program. The Departments of Chemistry and Biology are developing a feasibility study for this program, with an implementation goal of two years. The Department of History and the University Library have formed a partnership whereby a classroom within the Concord Campus Library will be transformed into a Historical Research and Preservation Laboratory, which will be used to train students in the Public History BA, MA, and certificate programs. The University Library and Department of History will be partnering to catalogue portions of the recently acquired Congresswoman Ellen Tauscher Papers at the new laboratory.

As with other university units, the Concord Campus currently faces a 17% cut in its 2009-2010 budget. The campus faces the loss of funding for the associate director position, which will result in a major blow to the functionality of the campus, particularly in regards to schedule coordination. The lack of a synergistic system of course scheduling has been cited by previous CCAC reports as a significant factor driving down enrollments, and the removal of this position will, among other impacts, delay the development of a solution. Reorganizations and budget cuts have also resulted in changes to the services provided by both Facilities Management and Information Technology Services. The former's Concord staff will now report to and their salaries be paid by the Facilities Management unit at the Hayward Campus. The impact on services in this realm is unclear. Information Technology Services is centralizing its own functions, a reorganization that resulted in the replacement of permanent Concord staff by "functional teams" cycling between the Concord and the Hayward campuses, with a probable decrease in service. Service gaps are being partially filled by local students and other staff trained for routine desktop assistance.

5. 2008-2009 Enrollments

As mentioned in Section 4, enrollments at the Concord campus were strong in the 2008-2009 academic year, with all colleges, with the exception of the College of Business, regularly meeting or exceeding its targets. In the following tables, colleges exceeding their targets are noted in bold.

Fall 2008 Enrollments

	HAYWARD			CONCORD		
College Enrollment SCU's By Location	FALL 2008 FINAL	FALL 2009 MINIMUM TARGET	FALL 2009 ACTUAL	FALL 2008 FINAL	FALL 2009 MINIMUM TARGET	FALL 2009 ACTUAL
CBE	27,642	27,482	28,686	2,560	2,790	2,636
CEAS	20,633	21,035	18,640	2,937	2,867	2,576
CLASS	62,536	67,069	57,854	2,580	2,886	3,564
CSCI	40,389	43,370	44,598	2,213	2,123	3,414
University-Wide	2,006	2,498	2,201	0	0	54

Winter 2009 Enrollments

	HAYWARD			CONCORD		
College Enrollment SCU's By Location	WINTER 2008 FINAL	WINTER 2009 MINIMUM TARGET	WINTER 2009 ACTUAL	WINTER 2008 FINAL	WINTER 2009 MINIMUM TARGET	WINTER 2009 ACTUAL
CBE	26,665	27,482	27,655	1,740	2,790	2,200
CEAS	15,212	21,035	14,608	2,711	2,867	3,133
CLASS	53,568	67,069	53,874	3,420	2,886	3,333
CSCI	36,729	43,370	41,594	1,921	2,123	2,924
University-Wide	1,412	2,498	1,454	0	0	24

Spring 2009 Enrollments

	HAYWARD			CONCORD		
College Enrollment SCU's By Location	SPRING 2008 FINAL	SPRING 2009 MINIMUM TARGET	SPRING 2009 ACTUAL	SPRING 2008 FINAL	SPRING 2009 MINIMUM TARGET	SPRING 2009 ACTUAL
CBE	26,665	27,356	28,218	1,740	2,249	2,264
CEAS	15,212	21,013	15,601	2,711	2,394	2,788
CLASS	53,568	61,793	53,125	3,420	3,148	3,550
CSCI	36,729	37,009	37,834	1,921	1,526	2,119
University-Wide	1,412	1,923	1,269	0	0	23

6. Decline in Key Programs

In spite of the positive enrollment figures for the 2008-2009 academic year, long term enrollments at the Concord Campus are declining in a number of key programs, particularly Business and Human Development. Although expansion in other programs have partially offset the loss, resulting in a positive turnaround in overall head count between 2007 and 2008, the decline of these key programs remains a burden on campus development.

Head Count in Select Degree Programs, 2004-2008

Enrollment By Head Count	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	% Change By Program
Business Administration	528	536	452	329	309	- 45.5%
Human Development	122	94	115	57	59	- 51.64%
College Total	1,585	1,586	1,534	1,199	1,400	- 11.67%

7. Factors in the Decline

As stated in previous CCAC reports, it is the committee's belief that a confluence of factors is contributing to these lower enrollments, most of which relate to:

1. A general decline in the number of sections offered at Concord. CBE terminated their entire day program in Fall 2007. Overall, CBE offerings have gradually decreased from

23 undergrad sections and 5 graduate sections in Fall 2001, to 16 undergrad and 1 graduate section in Fall 2008. Human Development, meanwhile, has decreased from 9 sections in Fall of 2001 to 4 sections in Fall 2008. An additional section cut is planned for both CBE and Human Development for the Fall 2009 quarter. Such unilateral cuts have, unfortunately, a domino effect on other colleges that rely on business students to fill their courses for general education credit.

2. The absence of permanent faculty tasked with program development, particularly in regards to outreach, advising, and the building of institutional partnerships.
3. A lack of coordinated course scheduling, the absence of which forces students to choose between classes fulfilling similar general education requirements that are offered in the same time slot, resulting in an overall decrease in enrollment.

8. Students Lost to SFSU and Sacramento State

It is the generally held opinion that the reason for low enrollments at the Concord campus is the facility's location, and the CCAC agrees that the current facility is not ideally located for the development of a full service campus.

However, location is not the primary factor for the branch campus' decline in enrollments and long term stagnation. The primary factor is the university's chronic inability to compete with other institutions in regards to academic program development. This has been a recurring theme in CCAC reports for well over a decade.

The lack of well funded academic programs has allowed other state campuses to penetrate CSUEB's "student market." For example, 2,660 students in Contra Costa and Solano Counties were lost to San Francisco State in the Fall of 2008. 2,550 students were lost to Sacramento State in the same quarter.

Therefore, the total number of Contra Costa and Solano County university students lost to San Francisco State and Sacramento State in Fall 2008 total 5,180, which is equivalent to 37% of CSUEB's total student population (Hayward and Concord).

The students lost to San Francisco State are not, in the main, residential students, as only 2,300 SF State students reside on campus, out of a total student body of over 30,000. We can therefore conclude that a significant percentage of the "lost" Contra Costa County and Solano County students are regularly commuting to SF State. Others are relocating to the peninsula, with the latter experiencing a corresponding, and *dramatic*, rise in rents, which offset any savings in the commute and possibly, the cultural advantages of living in "the City." San Francisco State's own data support the commute patterns.¹

Regardless of the "location, location, location theory," for Contra Costa County students, it is a much more grueling commute to SF State than to the Concord Campus, at least in regards to time, in spite of SF State's BART links. Moreover, the overwhelming majority of commuters from Contra Costa County will still have "car time," as they need to travel to a BART station to take advantage of public transportation.

The total commute time from Antioch to San Francisco State totals 1 hour, 42 minutes. Such a commute compares unfavorably with an alternate commute from Antioch to the Concord Campus via the suggested directions on the CSU East Bay Website, which involves an estimated 19

¹According to a 2006 study conducted by San Francisco State, 23% of its students drive alone; 19% car pool; 37% utilize public transportation, and a very small percentage walk or ride bikes to campus.

minute commute from the Railroad Avenue exit off Highway 4 to the Concord campus. If we add an additional 15 minute commute to the Railroad Ave Exit from various points, the total would come to 34 minutes. Using the same starting point, the Concord campus holds a similar advantage over Sacramento State, as well as the Hayward campus of CSUEB.²

Comparative Commute Times, Bay Area CSU Campuses

Campus	Est. Auto Commute Time*	Est. BART Commute Time
San Francisco State	1 hour, 15 minutes	1 hour, 42 minutes
Sacramento State	1 hour, 14 minutes	NA
CSUEB Hayward Campus	1 hour, 10 minutes	1 hour, 29 minutes
CSUEB Concord Campus	34 minutes	NA

*Traffic delays, delays at bridge tolls, and time lost due to lack of parking not included.

The penetration of our Contra Costa County service area by both San Francisco State and Sacramento State, and initial evidence that many of these students commute to these campuses, demonstrates that *people are willing to commute to gain access to quality higher education*. The explosive growth of the campus' Nursing Program is proof of this statement.

The committee urges the university to develop data involving the commute choices of both Contra Costa and Solano County students lost to competing institutions, and develop strategies to capture what is, in fact, our home market. Moreover, we urge future outreach and promotional programs that highlight the commute advantage and the small campus qualities that mark the higher education experience at the Concord campus.

9. Conclusions of the 2008-2009 CCAC

The Concord Campus has shown strong enrollments in the 2008-2009 academic year, meeting targets in most quarters and colleges. Long term enrollments are dropping in some programs however, and budget cuts will most likely accelerate the trend. The budget situation will make program development and the establishment of a much sought for "faculty presence" difficult, if not impossible, in the short term. However, the university must not lose sight of its long term goal of serving the educational needs of Contra Costa County, a region with a population approaching 1.1 million. Our specific conclusions are as follows:

- Under the leadership of President Qayoumi, the University is committed in principle to establishing CSU East Bay as *the* institution for higher education in Contra Costa County.
- Progress has been made in regards to student services at the campus. The university should continue the expansion of services and facilities designed to meet student needs.
- Long term enrollments at the Concord Campus are declining in key programs, in spite of the fact that targets are now being met by most colleges. A reduction in course offerings is the primary reason for the loss. Gains by successful programs such as Nursing are

²A hypothetical commute from our service area to San Francisco State would include the following: A drive from Antioch on East 18th Street to Pittsburg/Bay Point Station = Approximately 15 minutes. A BART run from Pittsburg/Bay Point Station to Daly City. Train Leaves at 7:02 am, Arrives at Daly City at 8:12 am. Total Commute Time = 1 hour, 10 minutes. Transferring to a SFSU BART Shuttle, which departs every 15 minutes –estimated wait time = 7 minutes, with an estimated ride of 10 minutes. Total time = 1 hour, 42 minutes. The Hayward BART commute assumes a 15 minute transit time (wait plus ride) for the Hayward campus shuttle.

compensating, but only in part, for the loss.

- Although *short-term sacrifices* must be made to meet the current fiscal crisis, cutbacks should not compromise the university's *long term* goals in Contra Costa County.
- The university should adopt a philosophy of "proportionality" in regards to Concord budgeting, with administrators and chairs recognizing that, with fewer initial resources, cuts in Concord programs may impact branch campus students far more than a similar dollar cut at the Hayward campus.
- Beyond budgetary issues, the ability of the Concord Campus to meet our commitment to higher education in Contra Costa County is crippled by a lack of administrative synergy, particularly in regards to scheduling.
- A revised *Concord Campus Strategic Plan*, perhaps based on the 2006 Concord Campus plan and reflecting the general university strategic plan, should be developed and adhered to if CSUEB is to meet its commitment to higher education in Contra Costa County.
- The CCAC should be re-tooled to take a more active role in the development of the university's presence in Contra Costa County.

10. Current CCAC Committee Charge and the Development of the Concord Campus

The Committee recommends that the CCAC should be reconfigured to assist the Senate and the University Administration in the long term development of the Concord campus.

The current role of the CCAC as an advisory body is problematic. During its 2008-2009 discussions, the committee found that it lacked the specific, institutionalized tools needed to execute its current responsibility of advising on policy issues related to the Concord Campus. Past advising efforts have consisted of a single written annual report and a brief meeting with members of ExCom at the end of the academic year.

Moreover, the founding document of the committee, 95-96 BEC 10 states that the CCAC should be organized "as a Permanent Senate Committee along the lines, and at the same level, as the Advisory Committee on Technology (ACT). (the other comparable group is the interim committee on the Affairs of Students.)" Both the *Advisory Committee on Technology*, as well as the *Committee on the Affairs of Students*, no longer exist, creating an ambiguous situation for the current status of the CCAC.

Specifically, the committee lacks:

- 1) Coordination with standing committees such as COBRA and CAPR.
- 2) Regular communication with the full Academic Senate.
- 3) Regular communication with the faculty and administration of the committee members' representative colleges.
- 4) A charge that reflects the wider goal of advising on the university's general presence in Contra Costa County, which may, in the future, involve the operation of multiple campuses.
- 5) Regular communications with the students served by the university.

11. A Roadmap for the CCAC

To meet the challenges mentioned above, the CCAC recommends the following actions:

- 1) The CCAC should investigate the advantages and disadvantages involved in a possible reworking of the committee's charge and status. Such an investigation should involve discussions with the Senate leadership, members of CAPR (Academic Planning and Review), COBRA (Budget and Resource Allocation), and other bodies to determine the best role and configuration for CCAC.
- 2) Regardless of the CCAC's official charge, close cooperation with CAPR will be vital in evaluating the health of degree programs at the Concord campus.
- 3) Regardless of the CCAC's official charge, close cooperation with COBRA will be vital in evaluating resource issues concerning the Concord campus.
- 4) The CCAC should work closely with the President, other members of the Administration, the Academic Senate, and stakeholders in Contra Costa County to produce a revised Strategic Plan that mirrors the University Strategic Plan.
- 5) We ask that the CCAC meet with ExCom in the fall of 2009 to further discuss the possibilities of an expanded role for the committee, and to determine if any referrals are required to meet the committee's goals for the 2009-2010 academic year.

12. Summary

Although the current budget difficulties faced by the university will require short term sacrifices, Contra Costa County remains a vital part of CSU East Bay's service area. Long term plans to serve the educational needs of the citizens of the region should continue. The committee hopes that all stakeholders in the university community will provide helpful insights in our proposed plan of action.

Respectfully Submitted

The Concord Campus Advisory Committee
2008-2009 Academic Year