The University of Possibilities
ACCESS • EXCELLENCE • ACHIEVEMENT • OPPORTUNITY

A COMPREHENSIVE FUNDRAISING CAMPAIGN IN SUPPORT OF CALIFORNIA STATE UNIVERSITY, EAST BAY AND ITS REGIONAL VISION AND STEWARDSHIP COMMITMENTS

CAMPAIGN PROSPECTUS
The dreams of East Bay families, leaders, and educators for a college of
their own — a uniquely student-centric institution where distinguished professors would
teach and aspiring students of all backgrounds would prepare for professional success
and engaged citizenship — became a reality on July 4, 1957. With a stroke of Governor
Goodwin Knight’s pen, AB 4 was signed into law, and the State College for Alameda
County — destined to become California State University, East Bay — was born. In
September of 1959, the first classes were taught to a student body of just 293 in a
temporary high school location. By fall 1963, the University opened its first permanent
campus, high in the Hayward hills with stunning vistas overlooking San Francisco
Bay. Successive generations of students would not only come here to learn and to be
inspired, but also to discover where all of their possibilities would come into view.

In the half century since its inception, the University has grown and
expanded its regional reach to include a Concord Campus in the picturesque foothills
of Contra Costa county; a professional development center in the heart of dynamic
downtown Oakland; and an innovative online campus, launched in 2008, making it an
e-learning leader in the California State University system. Today, with an enrollment
of almost 13,000 students, bachelor’s and master’s degrees encompassing more than
100 fields of study, and a pioneering new doctorate in Educational Leadership, the
University is among the region’s foremost producers of teachers, public administrators,
business professionals, literary and performing artists, and science and math
graduates. As a result, not only has Cal State East Bay been designated a “Best in the
West” college and a “Best Business School” by the influential Princeton Review, but
its hallmark freshman year experience and learning communities have also garnered
recognition as a national model. Its most important achievement, however, is its more
than 100,000 alumni, an estimated 85 percent of whom reside and work in the region,
contributing inestimably to the vibrancy and vitality of the East Bay’s two counties, 2.5
million residents, and 33 communities.
At the threshold of its second half century as an institution that is a historic legacy — as well as a distinctly reflective and integral part of the life — of the region it serves, California State University, East Bay envisions itself transformed to meet dramatically changing community needs and societal expectations. Its vision is to become a destination and a demonstration university with campuses that are vibrant collegiate villages known for pioneering approaches to student life and learning. This is the vision of a regional high-access university of choice, serving up to 25,000 students that will be known for:

- Innovations in science, technology, engineering, and mathematics education — underpinning the region’s economic vibrancy
- Modeling and teaching sustainability — America’s new frontier
- Aligning the work of P-12 (preschool through 12th grade) schools, community colleges, national labs, and business and industry partners to meet regional workforce needs
- Preparing technologically competent leaders, entrepreneurs, and workers with academic programs ranked among the best in the region for curriculum tuned to the new economy
- Attracting highly qualified faculty with extraordinary talent and accomplishments

The University’s Strategic Vision has its roots in far-reaching new academic and strategic plans adopted in 2008. Grounded in the University’s mission, core values, and distinctive strengths, these plans serve as a roadmaps for the future of Cal State East Bay at all of its campuses and locations. Realizing the goals of these plans will not only enhance the quality of the University’s academic offerings, but also the relevance of its programs in meeting critical regional needs. As such, the University’s profile and position as a regional steward, partner, and leader will be vastly strengthened and come into sharp focus as a core element of its identity, mission, and vision.
Regional Stewardship Commitments are at the heart of this mission and vision. These commitments were inspired and informed by the University’s strategic plan, as well as an intensive priority-setting effort involving faculty, students, staff, alumni and friends, and trustees of the Cal State East Bay Educational Foundation. They express the University’s resolution to:

I. Redefine academic quality through innovation in teaching and learning
II. Increase access to educational excellence and opportunity
III. Foster student aspiration, ensuring engagement and success
IV. Capitalize upon promising ideas and respond with agility to new needs

The University’s First Comprehensive Fundraising Campaign represents the means to launch this strategic vision, begin building new academic and programmatic distinction — and ultimately attain a position as a high-access university of choice by delivering on its regional stewardship commitments. 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, will require greatly increased private support. Thus, the comprehensive campaign outlined in this case statement represents a unique opportunity for those who share the University’s passion for mission to empower its vision — and to invest through it in the solutions and changes that its regional commitments represent.

In Addition To Foundation Capital for a truly ambitious and innovative future, this campaign also will help build a permanent endowment to sustain the University’s vision into the future. Most importantly, it will allow the University to be both creative and rigorous in pursuit of its ambitious vision to move to the vanguard of educational innovation, where it will set new standards and open up new possibilities for access, excellence, opportunity, and achievement for its students and region.

Strengthened By The Support of alumni and friends who share this vision and passion for the University’s core mission and values, Cal State East Bay will make history with a campaign transforming it into The University of Possibilities, a powerhouse of technologically grounded and future-focused education and a keystone of regional economic and social progress — where all of its students will major in solutions for tomorrow.
Regional Stewardship Commitments & Proposed Support Opportunities

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<th>ACADEMIC EXCELLENCE &amp; DISTINCTION</th>
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<td>• Science, Technology, Engineering, Mathematics Education including STEM Center, programs, equipment, building</td>
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<td>• Endowed Professorships and Chairs</td>
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<th>ACCESS TO OPPORTUNITY</th>
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<td>• Scholarships</td>
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<td>• College Pathway Programs including Mathematics Achievement Academies</td>
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<th>STUDENT ACHIEVEMENT &amp; SUCCESS</th>
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<td>• New-Century Learning Commons &amp; Knowledge Center including advanced learning, collaboration, search technology</td>
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<td>• Undergraduate Research Opportunities</td>
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<th>NEW OPPORTUNITIES</th>
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<td>• Gifts that Capitalize on Emerging Opportunities and Address Special Needs</td>
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Building upon a foundation of academic quality established by its pioneering faculty, California State University, East Bay will seek new levels of excellence in the pursuit of its mission to provide “an academically rich, multicultural learning experience.” Given the dynamic nature of this mission, the University will increase support for academic innovation and rewards for excellence and innovation on the part of faculty and staff in providing an education that truly prepares students of all backgrounds to discover and develop their full personal and professional potential. With a foundation of faculty excellence reinforced, the University will shape its offerings and facilities to meet changing regional needs — guided by its academic, strategic, and physical master plans — to ensure that its graduates are fully qualified to work, compete, succeed — and lead — in the new knowledge economy.

PROPOSED CAMPAIGN GOAL
$25,000,000
At the heart of the University’s mission and strategic vision is the student learning experience. This campaign will support an environment of excellence that draws not from academic exclusivity, but rather is built on inclusion and access. Creating and sustaining rigorous educational programs that uphold Cal State East Bay’s high standards of achievement requires a high level of support. The University must maintain an outstanding faculty base and strong curricula that prepare students for productive lives in the 21st century.

Support Opportunity
Science, Technology, Engineering, and Mathematics (STEM) Education, including center, programs, equipment and technology, and building — $17,000,000

Tomorrow’s Cal State East Bay education will be distinguished by an academic foundation of science, technology, engineering, and math. Already a leader in graduating students with science and math degrees, and a leading source of teachers of math and science, the University envisions new programs to address the demands of the region for technologically skilled workers. The University’s strategic plans call for Cal State East Bay to lead the region in these fields by 2020, recognizing that the economic and social vibrancy of our region and our nation depend on an increasingly well-educated and STEM-educated workforce. Cal State East Bay is addressing these challenges by becoming a major regional resource and hub for improving STEM education.
Cal State East Bay’s STEM initiative anticipates a future that will see a dramatic increase in STEM fields, a world in which all graduates — regardless of major and degree — must be technologically proficient. But the University recognizes that it will not be enough simply to focus on educating tomorrow’s scientists and technical professionals. Cal State East Bay must also respond to the growing need for qualified math and science teachers from preschool through high school (the P-12 level). And it must work with the region’s stakeholders to create a pipeline of students interested and engaged in STEM — and fully prepared to continue their studies at a college level.

To address this challenge and deliver on its visionary commitment, Cal State East Bay has developed uniquely systemic, three-part strategy that addresses interdependent STEM-related needs and opportunities creatively, comprehensively, and sustainably. The University will:

- **Teach STEM for the 21st Century** — ensuring that its academic programs and teaching keep pace with rapid developments in STEM fields, thus ensuring that all of its graduates are qualified to meet immediate needs for skilled workers in the region while laying the groundwork for the STEM workforce of tomorrow.

- **Develop a New Generation of STEM Teachers** — creating new pathways into mathematics and science teaching, increasing the number of graduates who go on to be P-12 teachers of STEM disciplines, and assisting those teachers already in the field with training and research into STEM-teaching best practices.

- **Partner to Build a Robust School-to-Career STEM Pipeline** — collaborating with business, industry, and community organizations, as well as government research agencies and foundations, to increase P-12 outreach, early STEM education, and college-bridge programs, inspiring and assisting underprepared students for college STEM success.

Together, these strategies will create a robust school-to-career pipeline of students, graduates, and professionals ready for the challenges and opportunities of a growing knowledge economy. Cal State East Bay will not only become a hub of regional STEM education, research, and collaboration, but also a demonstration site for best practices in STEM teaching and a national knowledge center for those seeking to join the commitment to STEM.

With STEM careers so crucial to the future of the region, the needs for an increasingly technical workforce cannot be met or sustained solely by elite, exclusive higher education programs. Unlike universities that focus their STEM efforts on highest achieving students, research, or specific disciplines such as engineering, Cal State East Bay will redefine STEM education for the broadest range of students and majors.

At the heart of this interdisciplinary method of reinventing STEM education will an innovative collaboration between faculty in the College of Education and Allied Studies and the College of Science. But this initiative will transform all of the University’s colleges and programs, infusing them STEM content and new methods of teaching and learning.
To achieve these goals and realize its ambitious plans to reinvent STEM education to meet regional workforce needs and competitive challenges, Cal State East Bay will:

Organize a Center for STEM Education to plan, coordinate, and support CSUEB’s comprehensive STEM education initiative and to provide a platform from which the University can expand its efforts in STEM education in the future;

Create innovative academic programming responding to advances in STEM and interdisciplinary pedagogy, as well as changing student and employer needs, workplace requirements, and technological developments;

Acquire advanced STEM learning equipment, including specialized computing, analytical, and measurement technology, as well as sophisticated centralized facilities to meet the needs of a growing enrollment and keep pace with technology advances and the changing nature of technical education; and

Build a STEM Education Building with sophisticated, state-of-the-art instructional space, communications, laboratories, and equipment designed to house interdisciplinary STEM teaching and outreach programs, research, and partnerships — a hub of innovation in STEM practice and teaching.

Support Opportunity
Endowed Professorships and Chairs — $8,000,000

Attracting and retaining top faculty is always a priority for an educational institution, as is finding the teachers and scholars who best fit the institution’s culture and mission. With more than 100 fields of study, Cal State East Bay’s academic programs involve a great variety of instruction. The currency of curricula informs the quality of education at both undergraduate and graduate levels. Maintaining programs — and responding to new developments in existing fields — requires top scholars who are flexible enough to meet the changing needs of each department.

As Cal State East Bay grows and focuses efforts on academic distinction, it will be critical to provide students with access to the best possible faculty. Colleges and departments must continue to seek, attract, and retain top faculty experts and adept teachers. In keeping with the University’s overall mission, it is also critical that these faculty represent diverse backgrounds — academically, culturally, and geographically.

In this highly competitive region, high caliber faculty positions give universities a necessary edge in attracting talented scholars. Dedicated endowments provide faculty with time and funding to investigate important issues and teach focused courses — especially important incentives in the business and science disciplines, where public universities cannot compete with private-sector salaries.
Endowed professorships and chairs support an ideal balance of teaching and research for their holders. And because of the University’s highly collegial, teaching-centric character, prospective faculty members will not need to choose between continuing meaningful research and building relationships with students and colleagues.

With the support of these endowments, Cal State East Bay becomes a more attractive choice for prospective faculty. The scholars who will fill these positions will raise the profile of the University in the academic community, advance their respective concentrations, help attract exceptional students who will be tomorrow’s scholars and professional leaders, and most importantly provide students with the best education. Making more of these highly desired professional opportunities available will bring Cal State East Bay to the attention of top scholars and experts who can contribute their talents to making this a premier institution for teaching, learning, and thinking in key disciplines.
STRATEGIC COMMITMENT TWO

Access to Opportunity

CSUEB will increase access to educational excellence and opportunity.

With a legacy of providing broad access to higher education — and therefore to economic opportunity and social mobility — California State University, East Bay commits to strengthening and expanding access for aspiring students of all backgrounds. In doing so, the University will reach out to families, community groups, and P-12 school district and community college partners — focusing on early outreach to underserved communities — to ensure that students are not only motivated, but also well prepared for higher education. At the same time, the University envisions pioneering a new model of higher education in which increased access for a diverse student population does not diminish, but rather enhances and enriches, educational quality and outcomes for all.

PROPOSED CAMPAIGN GOAL

$15,000,000

President Barack Obama enunciated a key national goal when he stated, “By 2020, America will once again have the highest proportion of college graduates in the world.” Regional universities such as Cal State East Bay have a central role in realizing this goal by providing access to quality higher education. Also central will be increased support for student aid and key preparatory programs, ensuring that access is united with attainability. With this rich diversity contributing to a superior academic environment, Cal State East Bay will stake a claim as the region’s high access university of choice.

Support Opportunity

Scholarships — $13,000,000

Even in good economic times, far too many qualified students simply cannot afford a college education without outside help. A comprehensive offer of financial support is an important factor in the college decision, with so many students relying on grants or loans to meet the costs of higher education. Today, more than 50 percent of Cal State East Bay students receive some type of aid. Although Cal State East Bay’s fees are among the lowest in the nation for comparable institutions, many students nonetheless struggle to meet the combined costs of college and living in this region. Their needs easily exceed available resources, which have become increasingly limited and are likely to shrink even further. To provide increased access, the University must expand the range of financial aid available to students — including essential need-based scholarships and awards recognizing academic achievement.

Students who can qualify rely increasingly on student loans, which carry significant limitations and a debt burden upon graduation. Even students who qualify for private funding or scholarships often lack the knowledge to navigate the complex financial system. With its hallmark commitment to providing a bridge to opportunity at stake, the University faces difficult financial aid decisions. This, in turn, forces even more troubling decisions for aspiring students who must choose between tuition payments, survival, and dreams of the future.
Some of the University’s most academically gifted students are also from economically disadvantaged backgrounds; the addition of expanded merit awards to need-based aid resources will also help ensure that these students can pursue their dreams of a college degree. Realizing that students who receive financial assistance are more likely to attend school full time, work fewer hours at outside jobs, and successfully graduate, the University commits to increasing support to all students in need of assistance.

In recognizing accomplishments and needs together, Cal State East Bay can attract the region’s most promising students. Undergraduate scholarships and graduate fellowships will give opportunities to high potential students who otherwise could not meet the financial obligations of a first-rate college education, while additional need-based aid eases reliance on variable and complicated federal and state aid programs filling a crucial access gap. In doing so, the University removes barriers and opens doors to a lifetime of achievement and productive citizenship.

**Support Opportunity**

College Pathway Programs — $2,000,000

A college degree is vital to economic and social mobility. Making this dream widely achievable requires expanded outreach in underserved communities to motivate future students and prepare them for success in higher education. Early involvement is essential to build an educational foundation, especially in key disciplines such as mathematics and science.

Exemplifying this commitment, Cal State East Bay has developed a number of innovative and forward-looking programs that will be funded and expanded through the University of Possibilities campaign. As education budgets tighten, it is crucial to ensure that strategic programs such as these are in place to sustain and reinforce the development of skills required for educational advancement.

Expanding the funding available to pathway programs — whether academic preparation, support networks for former foster youth, or guidance for students transferring from community colleges — will increase the number of qualified students prepared, aspiring, and eager to work toward the goal of a college degree.

One such program, the Mathematics Achievement Academies, targets middle and high school students in underserved areas of the region to strengthen skills and emphasize the importance of math. The program begins with algebra, the first step in a solid college preparatory curriculum and widely considered a determining factor in students’ success in high school and beyond. Lower income students have disproportionately low performance in algebra and are therefore less likely to complete the courses necessary to progress to a college education.
Like most universities, Cal State East Bay requires at least three years of math for all applicants, and students must pass the CSU Entry Level Math test. Continuing the academies in a three-year pathway, through Geometry and Algebra II, will drastically lower the need for CSU remediation classes. Academy students will enter the University fully prepared for college-level math coursework.

The curriculum includes intense instruction and academic mentoring. But it is equally important that the academies offer exposure to high-level math and science careers, as well as the university environment. Peers, instructors, and professionals inspire and impress upon students that a successful grasp of mathematics is more than the key to a college education — it is the foundation of a prosperous life. Students in possession of these basic math skills are better prepared for college and the careers of tomorrow.

Achievement Academies, like many pathway programs, are administered through partnerships with county offices of education, school districts, and community groups. Cal State East Bay’s contributions to these support systems are an investment in future enrollment and the health of the region as a whole.
Cognizant of its roots as a “teaching” university, California State University, East Bay commits to redefining and reinventing its hallmark student-centric learning environment to meet the changing needs of its communities and students with innovative new programs, services, facilities, methods, and modes of teaching and learning. Implicit in this commitment is the recognition that student success today encompasses learning beyond the classroom — in-service fieldwork, research with faculty, leadership in student organizations, and through teamwork. The University also recognizes that student success often requires financial assistance and other specialized forms of support, which it stands ready to provide.

**PROPOSED CAMPAIGN GOAL**  
$8,000,000

Student success is not only a campaign goal, but also a fundamental component of the University’s mission. Cal State East Bay will seek funding for diverse programs that enhance student success in myriad aspects: socially, academically, professionally, and as responsible citizens. Success is measured in part by graduation rates and academic accomplishments, but it is also a lifelong metric. The University aims to create graduates who are prepared to meet employers’ expectations, fulfilled by their career choices, and engaged in their communities.

**Support Opportunity**  
New-Century Learning Center — $7,000,000

Learning and scholarship have evolved dramatically in recent decades. The library is no longer just a quiet home for books and study — it is a dynamic hub for research, collaboration, and exploration. Advances in information digitization, networking, and instruction enhance the classic tools of print and sound. To serve a new generation of students, Cal State East Bay will transform its University Library into a New-Century Learning Center, clustering a variety of synergistic resources and support services that facilitate study, discussion, and research.

As a high access institution, Cal State East Bay is particularly aware of the “digital divide” that often impedes achievement. A public facility, such as the New Century Learning Center, may well be the only place where students can find technology tools and sources of information that are financially out of reach. Even today, an estimated 100,000 students rely monthly on the University Library for access to information. As the University expands and the requirements of preparing for a technical future increase, this demand will only grow.

The Learning Center will be a campus hub for students and faculty to find information, guidance, and tools to shape new scholarship. It will offer a wide array of services, including advising, tutoring, faculty development, and multimedia production,
in addition to library services that support exploration and study. The tools and technology that will be found in this modern knowledge center will go well beyond conventional or widely available resources. Patrons will enjoy access to extensive online databases, subscriptions to specialized services and periodicals, and powerful software. They will be able to take advantage of interlibrary connections that widen the scope of inquiry and help visitors explore the rare resources of University archives and special collections throughout the world. Perhaps most importantly, the Learning Center will house expert staff who can guide users in their explorations, helping them create new information “products” — databases of facts, distillations of knowledge, and solutions to educational challenges, and learning assignments — preparing students for the workplace and world of tomorrow.

Cal State East Bay’s library will be physically transformed into a comfortable, inviting, and comprehensive new Learning Center that includes multimedia labs, special exhibits, event spaces, study areas, and presentation rooms. Technology will be built into every room to facilitate access to multimedia content and online tools. Spaces will be flexible enough to accommodate large groups, lively brainstorming sessions, private tutoring, and solitary concentration — as well as stacks for traditional collections and carrels for individual study.

As this New-Century Learning Center becomes central to academic development it will also become a home for some technology-based disciplines and a laboratory for others. For example, computer simulation rooms utilizing cutting-edge software can recreate such information-intensive work environments as the New York Stock Exchange, a movie studio, or a symphony hall, all allowing students and faculty to experience tools and information in action. And by consolidating the University’s research, information, and support services centers, this uniquely user-centric environment will offer the entire campus community a central gateway for seeking knowledge, achieving excellence, and collaborating with others.

**Support Opportunity**

Undergraduate Research Opportunities — $1,000,000

Although Cal State East Bay is primarily a teaching institution, research plays an essential part in the life of the University, especially as it relates to the quality and distinctive nature of the CSUEB student experience and the institution’s commitment to active learning. Having always embraced a hands-on approach to education, each year faculty members undertake research projects with student assistants, introducing them to the processes and realities of academic developments.

In the most recent academic year, Cal State East Bay received more than $13 million in grant money to support research projects. While this funding is significant, it is also limiting. This campaign seeks to augment this important source of external support by securing funds that can be put to wider use and create more research opportunities designed to maximize undergraduate inclusion. This will be especially key for curricular enhancement in the disciplines of science, technology, engineering, and math — the STEM fields that are central to the University’s evolution.
The experience of assisting in real world research is invaluable in any discipline. Whether in historical research, social field work, or scientific lab work, students grow familiar with the tools and working conditions of a given profession, gaining a practical understanding that will give them a distinct advantage in the workplace or graduate study. Their coursework takes on new relevance and clarity in the light of field discoveries. And they come to appreciate the value of teamwork outside the classroom, as one of the foundations of achievement.

These cooperative projects foster excitement and engagement for all research participants. A student develops relationships with supervising faculty and other students. In these interactions, they learn to work with peers as well as leaders, collaborating, observing, or following directives when appropriate. For faculty, making an effort to include undergraduates in their research allows them to actively mentor and encourage participation in their field of study while furthering academic understanding of a variety of subjects.

Greater support for both current and new research projects will help the University be recognized as a center of strong scholarship and academic innovation. Additionally, since general support for undergraduate research will not be tied to complicated outside grants, it will facilitate interdisciplinary inquiry as well as student involvement. Engaging students and faculty in research enriches not only the hands-on learning environment that has always been the hallmark of a Cal State East Bay education, but also the workforce readiness of its graduates.
Cal State East Bay’s *University of Possibilities* Campaign is designed not only to foster investments in the featured priorities listed above, but also to allow Cal State East Bay to respond to continuing imperatives, as well as critical new opportunities. Thus, a portion of the campaign goal will be designated for ongoing support of priority programs and other needs. In addition, the campaign places a high value on unrestricted gifts — for immediate use and for investment as part of the University’s endowment — providing an essential foundation for new ventures.

**PROPOSED CAMPAIGN GOAL**

$2,000,000

Although this campaign is predicted to run over the next several years, the University leadership’s vision for Cal State East Bay goes well beyond that time frame. With the challenges and opportunities facing the region and the country, it is inevitable that the coming decade will produce developments that we cannot predict — many of them, hopefully, positive shifts toward resurgence in education and technology. The University is prepared to act quickly in the face of new ideas and new viewpoints, but in order to be effectively responsive, funds must be accessible and administered wisely. At the same time, Cal State East Bay must make responsible plans for its long-term financial health. Support for this campaign priority will help ensure funding is available for Cal State East Bay to capitalize upon the exciting opportunities and advances that await in the next half of the 21st century.
California State University, East Bay will become ‘The University of Possibilities,’ where all students will major in solutions for tomorrow.