Dear Friends:

Making history, Cal State East Bay began the academic year with a record-breaking fall enrollment of more than 14,000, the University's largest ever. Among the scores of new students — many the first in their family to attend college — who we welcomed to our Hayward and Concord campuses was yet another record-breaking freshman class, an increase of more than 30 percent over last fall. And with growing recognition, including The Princeton Review “Best in the West College” and “Best Business School” designations for 2009, it's clear that word of Cal State East Bay's academic quality and distinctively personal, professional, and achievable college experience is spreading across the region and beyond. As I predicted in my last letter to you, 2008 was destined to be a watershed year for Cal State East Bay.

A New Culture of Confidence

Today, Cal State East Bay is characterized by a growing culture of confidence, grounded in the knowledge that over the past two and one-half years — with the help of committed friends such as you — we’ve made remarkable progress in rethinking, rebuilding, and reinventing the University. To put this into perspective, consider the critical needs I identified as top priorities when I joined the University in July 2006:

— Enrollment growth
— Improved financial stability and transparency
— Increased tenure track faculty, and
— Enhanced facilities and campus physical maintenance

...donor support will allow us to be both creative and rigorous in pursuit of our ambitious vision to become “The University of Possibilities” — a hub of science, technology, engineering, and math education and a keystone of regional economic and social progress.

This campaign offers us a unique opportunity to secure the resources required to launch the vision I have shared with you in this letter. It will also provide the permanent endowment necessary to sustain this vision well into the future. Most importantly, donor support will allow us to be both creative and rigorous in pursuit of our ambitious vision to become The University of Possibilities — a hub of science, technology, engineering, and math education, and a keystone of regional economic and social progress.

The Benefit of Your Counsel

In considering the timing of a campaign, we must also recognize that it will not be a sprint, but a marathon that we will run together. Campaigns such as this typically have a life cycle of up to eight years — a span that will surely exceed the life of the current economic downturn. Thus, our expectation is that the first phase of this campaign — the “quiet phase,” in which we turn to our staunchest supporters for initial leadership gifts — may begin as early as next year, 2009.

The success of the campaign we are planning will depend in large part on the passion and dedication of our closest friends, including you. Prior to the launch of this campaign, however, we will be reaching out to close friends for advice, sharing our initial campaign plans, goals, and priorities. If you receive a call or letter asking for your guidance, I hope you’ll respond — and I look forward to having the benefit of your counsel.

In conclusion, it is not enough to look back and celebrate how far we have come during the past two and one-half years. Rather, we must have the audacity of imagination and the courage of commitment to move our beloved institution forward with a resolute sense of urgency, purpose, and destiny — despite the impediments and challenges of our times. We must recognize that now is our time.

Because the work of a great university is never done — and because the vision, aspiration, and confidence of this great institution are now unfettered — the campaign we foresee will provide CSUEB with the capital for a truly ambitious and innovative future. I am confident that with your continuing support, Cal State East Bay will make history with a campaign transforming it into The University of Possibilities, where all of our students major in solutions for tomorrow.

Very truly yours,

Mohammad “Mo” Qayoumi
President
California State University, East Bay
As you may recall, in my first letter, I invited you, as an important member of the University community, to join me in envisioning new possibilities and new heights of distinction for Cal State East Bay. This was followed by an invitation to participate in a series of ‘town hall meetings’ in fall 2006, leading to development of a shared vision for the future of Cal State East Bay. The outcome included a number of University-community ‘mandates’ calling for academic innovation, growth, enhanced campus life, regional stewardship, and distinction.

...with the help of committed friends such as you, we’ve made remarkable progress in rethinking, rebuilding, and reinventing the University.

Allow me to share with you just a few of our achievements to illustrate how far we have come in the following strategic areas with these mandates as our guide:

**Academic Innovation**
- Adopted a far-reaching academic plan
- Hired 114 new tenure-track faculty
- Launched an online campus with five degree programs and six more planned
- Created new curriculum in sustainability and initiated planning for new engineering degrees, including one focused on energy management

**Growth**
- Increased enrollment by 12 percent — our first sustained growth in 40 years
- Developed an enrollment management plan to increase the number and percentage of first-time freshmen, together with new retention strategies

**University Life**
- More than tripled on-campus student residency from 400 to nearly 1,300
- Opened our first residential dining facility
- Began design of a new recreation and wellness center to open in 2009-2010
- Received approval to move from NCAA Division III intercollegiate athletics to Division II

**Stewardship and Outreach**
- Expanded our outreach efforts to underserved communities with well-attended African-American and Latino Education Summits
- Hosted workforce development roundtables with leaders in government, industry, and education to generate input to our academic and strategic planning
- Increased cooperation with regional partners in K-12 education, community colleges, national labs, and business and industry partners in meeting regional human capital needs
- Ranked among the best business programs in the region for curriculum that prepares technologically competent leaders and entrepreneurs
- Choice of highly qualified faculty with extraordinary talent and accomplishments in science, technology, engineering, and mathematics (STEM)

**Distinction**
- Initiated planning to become a center of innovation for both teaching and outreach in science, technology, engineering, and mathematics (STEM)

**The University in 2020**
Recognizing our newfound momentum and confidence, allow me to describe what I believe is possible for Cal State East Bay — with your continuing support — by the year 2020, just a dozen years from now:
- Doubled the number of freshmen enrolled, up from only 735 in fall 2005
- Welcomed our first cohort of freshmen pre-nursing students at our Concord campus
- Initiated planning to become a center of innovation for both teaching and outreach in science, technology, engineering, and mathematics (STEM)
- Fast approaching our enrollment ceiling of 25,000 with more than 20,000 students
- Campuses that are “vibrant university villages” with more than 4,000 students residing at Hayward and faculty housing in close proximity
- NCAA Division II athletics powerhouse
- National demonstration site for innovation in STEM education, underpinning our region’s economic vibrancy
- Model of, and a teaching center for, sustainability — America’s new frontier
- Hub of educational reform, innovation, and transformative learning models
- Center of partnerships aligning the work of K-12, community colleges, national labs, and business and industry partners in meeting regional human capital needs
- Ranked among the best business programs in the region for curriculum that prepares technologically competent leaders and entrepreneurs
- Choice of highly qualified faculty with extraordinary talent and accomplishments in science, technology, engineering, and mathematics
- Model of, and a teaching center for, sustainability
- National demonstration site for innovation in STEM education
- NCAA Division II athletics powerhouse
- National demonstration site for innovation in STEM education
- Model of, and a teaching center for, sustainability
- Hub of educational reform, innovation, and transformative learning models
- Center of partnerships aligning the work of K-12, community colleges, national labs, and business and industry partners in meeting regional human capital needs
- Ranked among the best business programs in the region for curriculum that prepares technologically competent leaders and entrepreneurs
- Choice of highly qualified faculty with extraordinary talent and accomplishments in science, technology, engineering, and mathematics

**The University of Possibilities**
What I have described and am enthused to share with you is the vision of a distinguished, vibrant, and innovative learning community — an idealogia for the new century — where the quality and exchange of argument, evidence, and reasoning resolve complex problems and issues. This is the vision of a community of deeply engaged students with an incandescent passion for learning, who are committed to seeking solutions to tomorrow’s challenges, today. An institution in which core ethics and civic values infuse the learning, thinking, and work of our faculty, students, and graduates. A university where the Pioneer spirit is truly alive.

But this is much more than merely a dream or an ephemeral vision. This is the promise and the potential of Cal State East Bay — the legacy of its founding faculty, of successive generations of students and alumni, and of friends like you. What we have in common is our passion for the institution and its mission, and a deep abiding belief in its possibilities. Together we are the framers, builders, and supporters of the Cal State East Bay of tomorrow — of the University of Possibilities.

**No Time for Small Plans**
As I’ve discussed with you in the past, and as I’m sure you’re keenly aware, state funding for higher education is continuing to decline. And given today’s troubling economic outlook, the prospects for reversing this trend are bleak. At the same time, however, the need for increased access to a new model of higher education is more critical than ever. Without access to higher education that is more flexible, responsive, and earnishly forward-looking, coming generations of East Bay youth will be deprived of the knowledge, skills, and insights required for success and prosperity in our increasingly competitive and technological society. No less than the future economic and social vibrancy of our region depends upon an increasingly well-educated and technologically skilled workforce.

Clearly, if Cal State East Bay is to become the institution we envision and achieve the level of excellence and distinction that our vision calls for, we will require support well beyond what the state can provide. In fact, the only way we can deliver on our commitment to higher education that is not only broadly accessible, but also cutting-edge and truly transformative, is with private support.

While the current short-term global economic milieu is discouraging, we must not be deterred in our commitment, planning, and preparation for the long-