Based on university community input, we have established the following priorities for these funds:

**Improve facilities maintenance**, including the appearance and cleanliness of our buildings, grounds, and classrooms. To address this need, we are hiring additional custodial staff, in order to bring our staffing in these critical areas up to required levels.

**Enhance overall appearance**, including landscaping upgrades at key areas such as campus entrances, improved intercampus signage, and roadway and walkway repairs.

**Build fund-raising capacity** by strengthening our development team, positioning the university to begin relations programs, to complete the make-up of our planned giving, as well as corporate and foundation relations programs, as well as corporate and foundation.

**Repair and maintain key infrastructure**, the basic but essential systems we rely upon to operate and meet our mission — from electrical to ventilation and plumbing repairs and upgrades — which have suffered from deferred maintenance due to past budget cuts.

**Improve information systems security** by installing new servers and software to ensure a more reliable, secure, and responsive network for students, faculty, staff alike.

**Upgrade the learning environment**, including more up-to-date classrooms. In order to provide more effective, flexible, and competitive settings for learning and teaching, we will retrofit 15 to 20 rooms into “smart classrooms,” equipping them with state-of-the-art presentation, computing, and communications technology.

**Partnership for a Truly Remarkable Institution**

I hope you share my optimism and my growing sense that we are at a turning point where CSUEB will assume a more visible and meaningful role as a steward and leader of the region we serve. At the same time, I also hope you recognize that your advice and suggestions are embodied in the planning mandates and this exciting vision for Cal State East Bay. I am increasingly confident that, through our continuing collaboration and dialogue, our shared aspirations for a stronger, more distinctive CSUEB will take hold and thrive.

In the coming years, as we begin to see the fruits of our planning, we hope to increase the level of state support by growing our enrollment. State funding, however, even in the best case, will provide only for the university’s basic operating needs — and thus will only ensure a good university. But now that the university community has called for the transformation of CSUEB into a truly extraordinary institution — the region’s high-access university of choice — it will only be with increasing private support that our vision of a great university will be achievable.

I am committed to this quest, knowing that I can rely upon your counsel and support. With your commitment in place, and our partnership growing, I am confident we can achieve these new standards of excellence, achievement, and distinction we have now set for our institution.

Until my next letter, please continue to share your ideas and observations with me by writing or e-mailing me at mo.qayoumi@csueastbay.edu. I value your insights and respect your viewpoint, knowing that they are grounded in experience and a longstanding, deep connection with the university.

Very truly yours,

Mohammad “Mo” Qayoumi, President
California State University, East Bay

**From the Office of the President**

**President’s Update for University Friends**

**February 2007**

**Dear Friends:**

2007 promises to be a year of changes, achievement, and momentum for California State University, East Bay. This year also marks our 50th anniversary.

A half-century ago, state legislators chartered the State College for Alameda County, as our institution was originally known. Although it wasn’t until two years later that the college opened its doors in a local high school, and not until 1963 that the first classes were held on the Hayward campus, 1957 was the birth of an idea and a vision that is today Cal State East Bay. A number of events are planned to mark and celebrate our 50th anniversary. In addition, I will be formally inaugurated as the university’s fourth president on June 1. I hope to see you on campus at one or more of these functions. You can find more information online at http://www.csueastbay.edu/50th.

**Founding Legacy and Potential**

With our first half-century now complete, we must ask ourselves if the university’s founding legacy and potential have been fully realized. Would the taxpayers who underwrote our creation and the lawmakers who enacted our charter see their expectations met in the CSUEB of today? Would the first students and alumni still identify with their alma mater? And would the pioneering faculty, staff, and administrators who shaped the institution and planned for its future recognize the Cal State East Bay of today as the university they contemplated?

What the founders who are still among us today tell us, and what their early plans reveal, is compelling. They foresaw:

— a dynamic institution, able to respond quickly and creatively to changing social and economic needs;
— a university renowned for preparing its graduates to succeed with a broad, liberal, and yet rigorously professional education;
— a curriculum not only grounded in best practices and current theory, but also infused with a global perspective;

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involved alumni and university friends, including students, faculty, and staff. Two of the meetings were held on our two campuses, during October and November of last year, an old American tradition, the town hall meeting. To give form and structure to this dialogue, I revived future and a more distinctive position for CSUEB.

Over the years, the university has strived to deliver on its core mission, contributing immeasurably to the preparedness, competitiveness, and competency of the region’s workforce and human capital. At the same time, Cal State East Bay has supported the quest of students of all backgrounds to discover and develop their personal potential and career paths, providing a bridge to opportunity for all who are qualified, without regard to background or birthright. Can there be any question that among the great universities of our region, Cal State East Bay stands out as the one that truly works for the entire East Bay? Yet, there is a clear sense across the university community — including in what I’ve heard from many of you — that our beloved institution has not yet achieved its full potential, nor the level of awareness, standing, and support that it warrants.

Progress Toward a New, Expanded Vision
The last time I wrote to you, I asked you to join me and the university community in addressing this need by helping us imagine new possibilities and new heights for California State University, East Bay. The challenge, as I presented it to you, was for my administration — with the support and counsel of close friends like you — to build upon our many strengths and opportunities to create a stronger future and a more distinctive position for CSUEB.

To give form and structure to this dialogue, I revived an old American tradition, the town hall meeting. During October and November of last year, 21 town hall meetings were held on our two campuses, each involving a different constituency, including students, faculty, and staff. Two of the meetings involved alumni and university friends, including alumni association directors and Cal State East Bay Educational Foundation trustees.

From the more than 1,500 comments generated by 600 participants, seven overarching goals for the future of CSUEB emerged:

An Efficient, Well-Run University with a Culture of Accountability. We must create, sustain, and reward a culture of excellence, efficiency, accountability, and continuous quality improvement — a university that works — as a foundation for growth and future success.

Strong Growth and Full Enrollment with Personalized Learning and Expanded Access. We must aggressively grow and strategically manage our enrollment, while increasing access for students from all backgrounds and also strengthening our hallmark personalized learning/teaching environment.

Vibrant University Villages. We must plan, develop, and build the infrastructure for a lively, vibrant, and sustainable “university village” at each of our campuses, where “A+” facilities and activities promote the quality of life and well-being of students, faculty, and staff, as well as surrounding communities.

An Inclusive Campus Climate that Values Students, Faculty, and Staff, and Fosters Multicultural Learning and Competence. We value and insist upon a campus climate characterized by a welcoming, inclusive, and caring atmosphere, responsive to the unique needs of all community members — a campus climate where multicultural competence, global perspectives, and learning experiences infuse our curriculum, policies, and practices.

A Tradition of Teaching, Learning, and Academic Quality that is Emphasized and Reinforced. Our core mission of teaching, learning, and commitment to the success of students of all backgrounds must be honored, reinforced, and reflected through our academic programs, practices, and faculty — and understood as the measure by which our quality is defined.

Realization of our Quest for Distinction. 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.

Become the University of Choice through Regional Stewardship. Our goal is to be widely recognized as the East Bay’s “own CSU” and the region’s high-access public university of choice by building visibility, affinity, and support through greatly increased community and regional service, engagement, and leadership.

Building a Framework for the Future
I attended each town hall meeting and listened intently. What I heard articulated so clearly and passionately convinced me that the founding legacy of 50 years ago is very much alive. In truth, the goals that emerged at these meetings were no less passionate than a call to action — community mandates — to move ahead with concrete plans to achieve an even more expansive vision for the future. Not only do they express the expectations of my administration, but also the future for which the entire university community — including alumni and friends — have committed to work.

The next steps involve the leadership of the university’s five vice presidents: academic affairs, administration and finance, advancement, student affairs, and planning and enrollment management. Each will carefully consider the town hall mandates and develop five-year plans to achieve the goals they embody. Their plans will include specific strategies and actions for the next year and beyond, together with targets and metrics to ensure accountability and measurable progress.

A full report on the university’s town hall meetings and strategic planning process is available online at http://www.cueastbay.edu/framework. I encourage you to review the report and results of our work to date and share with me your assessment. I am committed to keeping you, a valued university friend and trusted advisor, informed and involved in our forward planning, just as I endeavored to do in developing the shared vision and mandates that undergird and drive this process.

A $2.8 Million Vote of Confidence
Sometimes, there is nothing like a nod from peers to boost one’s confidence in new ideas and a new direction. In this case, I am very pleased to announce a significant vote of confidence in our planning process and potential in the form of a $2.8 million special budget supplement from the California State University (CSU) Chancellor’s Office.

This one-time allocation is the result of a request I made to the chancellor’s office, based in part on advice from university friends and alumni who responded to my last letter, in which I invited your thoughts about the direction and future of CSUEB. A number of you added your voices to those of our students, faculty, and staff in making the point that for CSUEB to be a regional university of choice — a key town hall meetings theme — we must first be a university that works well for everyone. And this requires a foundation of campuses and facilities that are attractive, up-to-date, and well maintained.

Thus, the request I made was to assist CSUEB in dealing with a number of immediate infrastructure, operations, and maintenance needs. In essence, I asked the chancellor’s office for a bridge investment in CSUEB, while we crystallize our long-range plans and establish the accountability mechanisms required to achieve our goals. In my estimation, it was a combination of our compelling regional vision, together with our earnest grass roots approach to planning, that convinced the CSU that our request was worthy of support.