the creative and productive regional partnerships that CSUEB must continue to forge as a regional steward.

**Hallmarks of the New Cal State East Bay**

As a new, shared, and transformative vision of Cal State East Bay begins to take hold, a very different university will emerge. I predict that this institution — the Cal State East Bay of tomorrow — will be known for:

- Regional stewardship
- Broad access with a commitment to student achievement
- Excellence with a culture of evidence and accountability
- Beautiful campuses to match our beautiful views

These hallmarks will be the focal themes of my administration — and I hope, the subject of serious discussion and collaboration with friends like you. As we continue our correspondence and discussions, I plan to share with you my thoughts about what each of these hallmarks entails — and how we can work together to transform and strengthen the university by realizing them.

**Strong Universities Require Strong Partnerships**

The challenges we face in our quest to achieve our full potential and mission are many. Some are the result of the changing needs of the students we serve. Others are due to a slow and regrettable decline in state funding for public higher education. Support from committed friends helps bridge the growing gap between public funding and truly robust capability. Without this, we are limited in our ability to provide broad access backed by the programs, services, and instructional quality that make student success possible. Moreover, private support that helps strengthen the university also strengthens our capabilities and reach, enabling us to fulfill our role as a true steward of our region.

As you can see, strong universities require strong partnerships with steadfast friends. You have my commitment to do all that I can to reinvent Cal State East Bay as a university that truly works, in every sense of the word. A university that works for the entire East Bay. A university that works for students of all backgrounds. May I count on your commitment, as well?

**Beginning a New Relationship**

This is the start of what I hope will be a long, productive, and mutually rewarding relationship between you, as a close friend of California State University, East Bay, and me, in my new role. To those of you whom I have already met in person, please accept my thanks for your warm East Bay welcome and generous offers of help. And to those I have not yet met, I look forward to having an opportunity to introduce myself and begin the conversation of how we can work together to strengthen CSUEB.

As a friend of the university, your ideas and advice are important to me. Please share them with me by writing or e-mailing me at mo.qayoumi@csueastbay.edu. Ensuring Cal State East Bay's ability to assume its rightful position among the great universities of tomorrow is an honor — and a responsibility — we share.

Very truly yours,

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

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**From the Office of the President**

**President's Update for University Friends**

**October 2006**

**Dear Friends:**

“**Welcome to The Bay!**” one student enthused early in July, my first month as president of California State University, East Bay. “What can I do to help?” asked a member of CSUEB’s maintenance staff. “Let’s do a better job of getting the word out about Cal State East Bay. We’ve been a best-kept secret for far too long!” said one faculty member. An alumna e-mailed her pledge of personal support. And a retired administrator — now a generous university friend — called to offer his best wishes and to share a recollection of the early days as Alameda County State College. Thus, I began my tenure by getting to know the people who make up the diverse and distinctive Cal State East Bay community, together with their hopes, dreams, and passion for the university. At the same time, I had discovered the university’s greatest strength and asset: its people.

**University at a Turning Point**

As president, I’ve made it a priority to learn as much as I can about the life and character of Cal State East Bay. I have been overjoyed — and inspired — to see for myself the remarkable quality of our academic programs and instruction; the determination of our students, the scholarly activities of our faculty, and the dedicated work of staff. These revelations have been the most gratifying aspect of my new role. Just three months into my presidency, I have come to understand a great deal about the university, its strengths, its challenges — and the extraordinary opportunities that lie ahead, given our unique role as the East Bay’s CSU.

Reflecting upon the University’s distinctive values and mission, I first want to thank recently retired President Norma S. Rees for her 16 years of hard work and contributions in fostering the Cal State East Bay of today. The institution is now at a turning point, poised for growth and an expanded role as a major regional
Imagine CSUEB

Imagine CSUEB as a crown jewel of the CSU system, the pride of the East Bay, and a destination university recognized for the academically rich, multicultural learning experience it offers — enabling students of all backgrounds to discover, develop, and realize their full personal and professional potential.

Imagine CSUEB as a model of excellence in higher education, where distinguished academic programs attract outstanding students, sought-after faculty, and accomplished staff — and where standards of quality do not diminish but instead support broad access.

Imagine CSUEB as the steward of its region, with business, industry, government, and community partnerships that reflect its leadership position and ensure that its students learn by solving real-world problems and graduate fully prepared, with the most relevant and sought-after skills, knowledge, and degrees.

Imagine CSUEB campuses not only as places to learn, work, and live, but also as beautiful, inspiring, and environmentally friendly settings to which new students, faculty, and staff are drawn.

A University that Works is the Foundation

Almost 500 students, faculty, staff, alumni, and friends have taken the time to respond to my invitation to envision new heights for CSUEB. Their outpouring of ideas, concerns, and commitment has convinced me that, working together, we can forge a lofty and achievable vision for CSUEB.

A number said that while they were excited about a new vision for the future of CSUEB, they urged a focus on “nuts-and-bolts” substance, plans, and improvements. Frankly, I couldn’t agree more. Envisioning is just the beginning. Our next steps will involve determining the specific goals, measures, resources — and accountability — required to achieve our objectives.

In considering the feedback I’ve received so far, a consistent theme has emerged: For CSUEB to be a regional institution of choice, able to attract new students and grow enrollment — my top priority — we must first be a university that works well for everyone. Here’s what employees and students told me:

Our campuses and facilities must always be attractive, up-to-date, and well maintained. Not only does this affect student experience and learning, as well as faculty and staff morale and productivity, but it also impacts our ability to attract new students.

Our student services — from the processing of applications to advising, counseling, and financial aid — must be timely and responsive, as well as consistently reliable, accessible, and easily understood. This means re-engineering our processes to be even more user-friendly.

Our offerings — from majors and class schedules to instructional delivery methods and technology — must reflect and meet student preferences and expectations. That means we must offer the courses that students seek — where, when, and how they expect them.

Our profile, as a regional university, must be much more visible in the communities we serve. It means more outreach to the high schools and community colleges across Alameda and Contra Costa counties. And it means more involvement in the lives and futures of the 2.5 million residents and 33 communities that make up the East Bay.

The East Bay’s University of Choice

To realize our foremost goal — to be the region’s high-access university of choice — CSUEB must be funded, operated, and led to deliver on the promise that its name communicates: the university that works for the entire East Bay.

Our Greatest Opportunity

Cal State East Bay has a natural role — and an opportunity — to serve as steward of its region, with responsibility for the economic, social, intellectual, and cultural vibrancy of the entire East Bay. Our region faces complex challenges, ranging from housing, employment, and transportation to education, economic opportunity, and multicultural inclusion. To help meet these needs, CSUEB must embrace its role as a regional steward with new programs, expanded reach, and plans for growing involvement in the communities we serve. We must not only work even more closely with business, industry, and government to meet workforce needs, but we must also collaborate with regional leaders and employers to anticipate, plan, and prepare for change.

While the university has long been involved in local schools and education, our connection to the life of the East Bay already goes far beyond the classroom. In Contra Costa County, for example, home to our Concord campus, we are partnering with local government, education, and public health to solve a serious shortage of nurses. In order to address this critical need, Cal State East Bay will offer its accredited and highly rated four-year Bachelor of Science in Nursing (BSN) degree program to students at our Concord campus, starting this fall. This new program is being supported in part by a $1.7 million grant from John Muir Health — just one example of