

California State University, East Bay
**Strategic Planning Summary and
Priorities for Implementation**
April 30, 2008

Turning Vision into Action

California State University, East Bay is committed to strategic planning that turns vision into action and recognizes the responsibility of the University community in shaping the future of this critically important public institution in the 21st century.

To assure the continued strength of the University this process has built on Cal State East Bay's 50-year history and reinforced its mission, values, and priorities, ensuring they are focused on meeting the future educational needs of the region.

Where We Have Been and Where We Are Going

President Mo Qayoumi initiated a collaborative process in Fall 2006 with extensive participation by students, faculty, staff, administrators, and government and community leaders in the region the University serves. The mandates emerging from this process have become the University's "[Framework for the Future](#)" (February 2007).^{*} These mandates guided the University's [Educational Effectiveness report](#)^{*} to the Western Association of Schools and Colleges for its reaccreditation visit in October 2007.

The mandates also inspired the development of the University's [Academic Plan](#)^{*} (February 2008) and planning by the other University divisions.^{*} In addition, a series of workforce development roundtables demonstrated the university's commitment to initiating involvement and being responsive to the economic needs of the region.

Academic leadership in the colleges of Business and Economics; Education and Allied Studies; Letters, Arts and Social Sciences; and Science; and the University Library identified priorities from the Academic Plan. The Academic Senate, the Student Affairs Leadership Team, Associated Students, Incorporated, and members of the Cal State East Bay Educational Foundation also contributed to setting priorities. The President's Cabinet reviewed the recommendations from these groups and added priorities for university areas not explicitly addressed in the Academic Plan.

The attached plan highlights the University's strategic priorities for the next two to five years. The Strategic Plan is a dynamic document that will be adjusted and transformed in response to emerging needs. Thus, concurrent plans for diversity enhancement, student retention, fund raising, and physical development of the Hayward and Concord campuses will be integrated as some of the key elements of this plan.

^{*} This document will be actively linked to the summary.

California State University, East Bay Where all Your Possibilities Come into View!

Cal State East Bay offers a choice of learning communities to serve different students at its multiple campuses. By sharing a common vision and a common administration, the University's several locations and wide variety of programmatic offerings strengthen each other in order to serve better the educational needs of California and the East Bay.

University Mission

To provide an academically rich, multicultural learning experience that prepares all its students to realize their goals, pursue meaningful lifework, and to be socially responsible contributors to their communities, locally and globally.

Outcomes: We accomplish our mission through Student academic success Alumni success, lifelong Employer satisfaction Community leadership
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Cal State East Bay's broadest responsibility as *One University* is to

- Educating students for effective participation in a multicultural and global society
- Support diverse students' needs, with an emphasis on customer service
- Provide a parallel level of support for students at each of its spatial and virtual campuses

Academic Quality

A tradition of teaching, learning, engagement and academic quality is emphasized and reinforced by state-of-the-art programs, applied learning, innovative pedagogy, and distinguished scholarship and creative activity. (*Mandate 1*)

Outcomes: We distinguish our academic quality through Student learning outcomes Academic program review University-wide and specialized accreditation Recognition of outstanding programs Recognition of faculty and students for research and creative contributions Awards, grants, and contracts

A *Cal State East Bay Education* builds core knowledge and skills

- Reading, writing, speaking, quantitative reasoning, critical thinking, problem solving, and information competency
- Teamwork with others of diverse backgrounds and a sense of personal and professional responsibility.

To strengthen its *Programs of Distinction*, the University will focus on

- Integrated general education for undergraduates
- Graduate education in applied fields
- Professional programs
- Teacher preparation and educational leadership
- Science, technology, engineering, and mathematics
- Global awareness and understanding
- Environmental awareness and sustainability
- Arts and culture

To advance *Inquiry and Knowledge*, the University will place more attention on

- Information infrastructure and library holdings, including online resources
- Support for scholarship and creative activity

To build a *Variety of Pedagogies*, the University will support innovative approaches to teaching and learning, including

- Problem- and inquiry-based learning, hands-on projects, field trips, and service learning through internships and other activities
- Student research and creative activity

Student Access and Success

Strong growth and full enrollment involves personalized learning and expanded access for students from all backgrounds. (*Mandate 2*)

Outcomes: We monitor student access and success by Augmenting enrollment for students of diverse backgrounds Increasing retention and graduation rates Expanding access to instructional resources and support services Enhancing student satisfaction
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Enrollment Growth depends on initiatives that

- Serve more freshmen in residential communities, esp. at the Hayward campus
- Improve transfer mechanisms for community college students
- Enhance post-baccalaureate, graduate and certificate programs, particularly in high-demand, applied fields such as teaching and health care

To ensure *Student Success*, the University will

- Improve retention and degree-completion rates, recognizing that students from different backgrounds require different kinds of support
- Provide comprehensive advising
- Offer academic support and assistance with financial aid for students in need
- Attend to the special needs of groups such as non-traditional students and students from under-served communities

- Schedule academic courses and provide services so that students can complete their degrees in a timely manner, in all programs advertised at a particular location

Learning Communities

Inclusive Campus Climate

An inclusive campus climate values students, faculty, and staff, and fosters multicultural learning and competence. (*Mandate 3*)

Outcomes: We strengthen our learning communities by
Broadening student engagement
Increasing faculty and staff satisfaction and reducing unintended turnover
Providing a welcoming environment that engages all students, faculty and staff

To enhance Cal State East Bay's *Inclusiveness*, the University will place more attention on

- Recognizing how the multicultural background of our students and faculty enriches the learning environment
- Preparing and implementing a university-wide diversity action plan
- Engaging students in active learning beyond the classroom
- Widespread communications, consultation and transparency in University decision-making

Commitments to *Sustaining Faculty* and *Supporting Staff* will involve

- Increasing the proportion and diversity of tenured and tenure-track faculty
- Providing professional development for faculty and staff
- Enhancing the quality of work life

Vibrant University Villages

A lively, vibrant and sustainable University Village at each campus incorporates facilities and activities that promote the quality of life and well-being of students, faculty, and staff, as well as the surrounding communities. (*Mandate 4*)

Outcomes: We enliven our campuses by
Expanding programs and activities beyond the classroom and laboratory
Enhancing indoor and outdoor space for teaching and learning
Enriching opportunities for social networking among students and faculty

To improve *Student Life*, the University will pay particular attention to student needs

- Celebrate ethnic, racial, and cultural traditions from around the world
- Increase the enrollment of students living on the Hayward campus to create a "critical mass" to support a wider range of co-curricular activity

- Increase the level of support activities at the Concord campus for day and evening students

In support of Cal State East Bay's *Learning Communities*, the University will

- Provide teaching, learning and professional development facilities with state-of-the-art technology
- Design spaces for learning, social interaction and community-building
- Plan instructional and support facilities to meet projected academic and enrollment needs

Learning Communities can be virtual as well as spatial. The University will fully support

- Cal State East Bay Online – an administrative unit that coordinates academic programs and a full array of support services for students who enroll exclusively online

Regional Stewardship

Cal State East Bay aspires to be a university of choice and distinction through regional stewardship. (*Mandates 5 and 6*)

Outcomes: We express our regional leadership by
Understanding the social, economic, and political dynamics of the East Bay
Monitoring the workforce and economic development in the East Bay
Engaging university leadership, faculty, staff and students in regional initiatives and vice versa

To strengthen *Engagement with Communities* the University will

- Take a proactive role in regional planning and development
- Engage with the East Bay community regarding the importance of higher education to the future workforce
- Motivate families to support students in preparing for careers that require higher education
- Expand early outreach programs, esp. to encourage college preparation
- Support professional degrees, certificates and other continuing education programs, esp. at the Oakland Professional Development and Conference Center

Culture of Accountability

Cal State East Bay appreciates the importance of being an efficient, well-run university with a culture of accountability. (*Mandate 7*)

Outcomes: We become more accountable through
Making and implementing decisions rooted in our institutional values and based on data analysis
Increasing customer satisfaction

To be more effective in *Decision-Making*, the University will construct

- Data warehouse and user-friendly reports for financial and student data
- University “dashboard” showing key indicators

Information Infrastructure

Outcomes: We manage our information technology by
Maintaining currency and reliability of information infrastructure
Enhancing anywhere/anytime access to services and support for students and faculty

To better manage *Information Technology*, the University will pay more attention to

- Self-service
- Online services and access
- Life cycle management

Financial Stability

Outcomes: We improve our financial strength by
Monitoring expenditure rates and financial ratios
Achieving a balanced budget

To attain *Financial Stability*, the University will

- Project and balance enrollments, revenues and expenditures
- Provide assistance with financial management at the unit level
- Complete capital outlay programs
- Conduct a comprehensive fundraising campaign in support of the Strategic Plan

Administrative Efficiency

Outcomes: We increase our efficiency and effectiveness by
Reducing elapsed processing times
Reducing expenditure per transaction
Increasing customer satisfaction
Improving space utilization

To achieve greater *Administrative Efficiency*, the University will pay more attention to

- Streamlining work flows
- Maintaining appropriate staffing
- Providing timely orientation and training for new and continuing employees
- Leveraging the capabilities of administrative systems
- Improving space utilization
- Maintaining business continuity plans