



Galindo Creek Field Station - Spring 2018

Photo Credit: [Kathy Cutting](#)

Reimagining the Concord Campus

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Charge to the Task Force for Reimagining the Concord Campus

Develop a range of innovative recommendations to increase utilization of the Concord campus and service to the Contra Costa County community, beyond drastic expansion of traditional degree programs.

Given that satellite campus enrollment is not funded by the state or system, explore non-degree programs, self-support programs, custom corporate programs, conferences, rental/lease of space. Explore self-contained 4-year programs (on the Nursing model) that meet local workforce needs and are in high demand. The president will set a revenue target for activities at the Concord campus and welcomes a recommendation from the Task Force. Review other satellite campuses in the CSU system (Stockton, Palm Desert, and Irvine), their evolution, and lessons learned. Review workforce and employment data from the area. Conduct objective surveys, focus groups or interviews to inform work.

Introduction

The Task Force for Reimagining the Concord Campus met twice monthly beginning in January 2022, to propose four recommendations for increasing utilization of the Concord Campus and service to the Contra Costa County community. For insights in developing our proposals, we benchmarked CSU satellite campus efforts in Stockton, Palm Springs, and Irvine; referenced relevant materials and research, including public planning, reports ¹[East Bay Forward](#) (2021), ²[Shared Prosperity: Contra Costa Equitable Economic Recovery Task Force](#) (2021), and ³[Concord Campus District Vision Framework](#) (2019); interviewed managers from the Contra Costa Workforce Development Board and East Bay Development Alliance; participated in town halls for Future Directions and Fifth College planning initiatives and conducted a pilot workforce survey of regional employers in partnership with the East Bay Leadership Council.

Our four program-related recommendations are structured as Hubs: Hub for Business Innovation and Professional Development; Hub for Healthcare; Hub for Sustainability and Climate Action, and Hub for Conference Services and Events Management. These four program-related recommendations are unranked; that is, each recommendation is offered without a weighted score of relative value or preference -- each has distinctive merits for consideration. Neither are our recommendations mutually exclusive; that is, one or a combination of all recommendations may be considered attractive for next-stage development. Each recommendation is comprehensive; that is, additional commitments of talent, time, and additional resources will be required to advance particular components. Each recommendation is timely; that is, each is predicated on social and economic factors that are variously time-sensitive. Finally: There is no intent for any recommendation to disrupt or replace present program offerings or academic curricula at the Concord Campus.

¹[East Bay Forward Report 2021](#)

²[Report on the Contra Costa County Equitable Economic Recovery Task Force](#)

³[Concord Campus District Vision Framework 2019](#)

Concord Campus: Overall Analysis of the Current Situation

Based upon research findings and collective experience of Task Force members, a summary of key strengths, weaknesses, opportunities, and threats impacting the Concord Campus today is as follows:

Strengths

- Foundation of vital community relationships in Contra Costa County
- Reputation for programs supportive of social justice, equity, diversity, and inclusion
- Natural, resource-rich 300+ acre campus environment; sustainable campus amenities and fixtures
- University's reputation for well-regarded four-year degrees in health sciences, bio-sciences, business
- Supportive learning experiences for upskilling and post-baccalaureate career interests
- [Location](#) accessible for on-campus activities for constituents in the Contra Costa vicinity
- 90,000 square feet of classroom space, laboratories, offices and student support spaces
- [Galindo Creek Field Station](#)⁴ biological learning and research facility
- Concord Campus houses one of the nation's largest and well-established [Osher Lifelong Learning Institute](#)⁵

Weaknesses

- No direct campus access to BART
- Distance from main campus (35 miles), lack of access/transportation options for students and faculty
- Limited resident faculty
- Lack of comprehensive Branch Campus standing committee
- Lack of representation on Educational Foundation Board
- Main campus culture's distant relationship to and investment in branch campus development
- Inconsistent investment in "town gown" government and community relations
- No restaurant/fresh food on campus

⁴ [Galindo Creek Field Station](#)

⁵ [Cal State East Bay OLLI](#)

Opportunities

- Build innovative programs in collaboration with key regional business and industry interests: healthcare, sustainability, climate action, professional development
- Blend ambitions for higher education competencies with regional industry interests and workforce training
- Advance effectiveness of hybrid learning experiences: Exploit particular strengths of both in-person and remote learning
- Strengthen and streamline relationships with related educational institutions
- Expand upon and further enable a culture of workforce diversity
- Develop a distinctive, go-to brand for professional learning in the region
- An asset to achieve goals of *Future Directions*
- Develop inclusive integrated branch strategies rooted in collectively known and celebrated value propositions for all East Bay locations
- Utilization of the vast property land resources
- Utilize re-imagine effort as the first solidified phase of a multi-phased constant strategic planning new era
- Concord Campus will house the newly approved [Forensic Science Research Center](#)⁶
- Set FTE enrollment target for Contra Costa County students [enrollment % has [been flat at 15% average for past 7 years](#)⁷]

Threats

- Competitive, fully online learning options for intended learners
- Reluctant industry partners and regional collaborators
- Insufficient available talent
- Neglected resource
- Availability of funding to invest in the future potential of the campus
- Lack of accountability
- Resistance to change and the prioritization of branch campus
- Lack of Contra Costa County enrollment strategy
- Due to pandemic, resources continue to be scarce
- Re-imagining branch campus effort falls victim to lesser priority

⁶ [Forensic Science Research Center Overview](#)

⁷ <https://data.csueastbay.edu/#/enrollment/majors/facts>

Concord Campus: East Bay Leadership Council Employers' Survey

In collaboration with the Walnut Creek-based East Bay Leadership Council (EBLC), we surveyed leaders in a pilot study of its Contra Costa and Tri-Valley member organizations during March and April 2022 for preferences and insights about workforce needs, practices, and future directions. While the ⁸[survey findings](#) are interesting and suggest actionable steps, the survey process represents an early step in connecting with Contra Costa community leaders about the Concord Campus's future. As a pilot study this is an initial take on the community's needs and opportunities. In-depth follow-up and investment in ongoing dialogue with stakeholders are crucial to advancing the Concord Campus's relationships.

The resulting forty-nine completed responses from the survey came from a cross-section of business and industry interests represented in the region: 22% from professional and technical services; 18% from healthcare and social assistance; 10% from public administration, and the balance from construction, finance and insurance, and miscellaneous classifications.

The Cal State East Bay Concord Campus is generally well regarded as a forward-thinking partner and vital resource in supporting strategic and workforce performance needs, with those who *Strongly Agree* at 16%, and those who *Agree* at 67%. This result is an encouraging start for furthering partnering discussions, funding opportunities, and overall relationship building.

Among those responding, 76% either strongly agreed or agreed that the location of the Concord Campus was easily accessible by learners as a destination, suggesting that on-campus, in-person learning remains a viable option given the increasing popularity of remote learning. Hybrid learning – a mix of in-person and remote learning -- is the favored modality choice by 40% of respondents.

Of the content directions queried in the survey, the following received an overall favorable response; please note that *Strongly Agree* and *Agree* responses from the survey are combined. For each content direction, innovation and professional development will play a vital role. Nursing studies and healthcare informatics certifications received 73%; clean tech and sustainable environmental research with training, support, and certifications, 93%; entrepreneurial and small business training, support, and certifications, 86%; coding and cybersecurity training, coaching, and certifications, 93%. By no means are these results to be considered definitive or all-inclusive; the questions were intended to gauge general interest in these content directions.

⁸ [East Bay Leadership Council Concord Campus Re-imaging Employer Survey](#)

Concord Campus: Toward a Value Proposition and Brand Identity

The following recommendations are community-directed, and responsive to what we learned in our research and workforce survey. The recommendations are targeted to those seeking job and career training, including current professionals seeking certifications, recertifications, or improvement of present skill sets. In doing so, we seek to develop the distinctive role of the Concord Campus within the community as the go-to partner for professional learning experiences, with a mindset emphasizing values of continuous innovation; diversity and inclusion, and environmental stewardship.

Hub for Business Innovation & Professional Development

Foundation for Recommendation

As a starting point for reimagining the creation and delivery of career-centered education at the Concord Campus, we have focused attention on the evolving trends and unmet needs of regional owners, professionals, and managers primarily in the region of Contra Costa County and the northern Tri-Valley. The Concord Campus can be positioned as a proactive, accessible, and readily available resource and community partner for career-seekers, career-changers and mid-career practitioners in the region.

Based upon research findings as reported in the *East Bay Forward* 2021 study, 42% of East Bay workers aged 25 and over have earned at least a baccalaureate degree, while a further 27% have an associate degree or attained some college. These groups, taken together, are one focus for career-centered education experiences through the Concord Campus.

High educational achievement is increasingly a prerequisite for stable, high-quality employment in both the Bay Area and East Bay. Nonetheless, levels of education vary significantly by race and ethnicity: In the East Bay, 32% of Black and 57% of Latino workers have only a high school diploma or less. (*East Bay Forward*, p. 26) Guidance and opportunities in career-centered education for these groups are a second, equally significant focus.

Two additional trends contribute to our recommendation. A significant impact of the now fading pandemic has been to accelerate further expansion of e-commerce, digital media, and analytics applications across industries, for multiple business purposes. As *East Bay Forward* indicates, this trend primarily favored larger retailers with established e-commerce platforms, but also pushed smaller businesses to pivot toward expanding their e-commerce and online marketing profiles. E-commerce will also continue to foster growth of traditional bricks-and-mortar facilities. Maintaining competitive advantage suggests that managers and professionals should be prepared to think critically and act strategically with a working appreciation of digital media and analytics.

Another impact of the pandemic is in the widespread interests, trials, technologies, and adoptions of varied versions of remote work. *East Bay Forward* posits that this transformation will have longer-term consequences for how, overall, work gets done. (*East Bay Forward*, p. 48). For applications in higher education, this trend suggests the need for mixed learning modalities, to include hybrid as well as in-person, on-campus program design.

Given these trends, the Concord Campus finds itself in the forefront of addressing critical issues for the economic and cultural well-being of its East Bay service communities. Compared with traditional baccalaureate and structured graduate degree coursework, focused, short-term, flexible, non-traditional training and development initiatives are more likely to be effective in supporting current workforce demands.

Potential Initiatives

The *Hub for Business Innovation and Professional Development* will organize a network of community contributors inclusive of industry experts, educators, workforce development advocates and employers. The Hub will build a managerial and professional learning framework leveraging a range of career-centered offerings, experienced through in-person and/or in hybrid learning formats. Offering will include credentials, certificates, alternative pathways to business and industry certifications, consulting projects, speaker series, mentor/mentee, intern, and apprentice programs.

Business partners will have choices in how to invest in the managerial and professional development including curricular design, train-the-trainer, and mentor, intern, and apprentice relationship opportunities. An open-campus model will bring learners and earners together, allowing business closer connections to the Concord Campus, and to partner on applied research and training, as well as access to future workforce assets.

The following components of the Hub – the East Bay Small Business Development Center, and Certificate and Workshop Programs -- are informed in part by the East Bay Forward research and the outcomes from the initial work in collaboration with the East Bay Leadership Council.

East Bay Small Business Development Center:

The ⁹[East Bay SBDC](#), hosted by Cal State East Bay under a contract secured in Fall 2021, is working with its first major consulting initiative in collaboration with the City of Hayward, “Hayward: Open for Business,” involving College of Business and Economics’ (CBE) faculty and graduate students in a post-pandemic marketing campaign for revitalization of downtown retail. With its newly-appointed director, Vincent McCoy, East Bay SBDC is expanding its services to Contra Costa County and the Tri-Valley, with offices co-located on the Concord Campus. The potential for the Concord Campus and the SBDC is significant, as a means for identifying and serving critical and on-going small business needs in the region.

⁹ [East Bay SBDC](#)

In addition to the activity of the East Bay SBDC, concise, robust, and timely certifications, workshop programs, and learning sequences will be offered through the Hub by noted instructors and facilitators, including CBE faculty. Programs and workshops can be designed and curated for both in-person and hybrid modalities, assisted with the resources of the Online Campus. It is expected that, aside from initial development and promotion costs, certificate and workshop programs will be self-supporting.

Certificate and Workshop Programs:

- E-commerce, digital media design, and analytics: certifications and training
- Strategic innovation processes: design thinking, agile and lean development
- Coding and cybersecurity: certifications and training
- Leader, manager, and coaching skills training for advancing workplace justice, equity, diversity, and inclusion
- Public management: certifications and training
- Project management: certifications and training
- Closer and more direct ties with STEM, high school, and community college programs
- Mentor, intern, and apprentice contracted relationships
- Entrepreneur's speaker series

Potential Partnerships and Alliances

- East Bay Small Business Development Center (SBDC); www.eastbaysbdc.org
- East Bay Leadership Council (EBLC); www.eastbayleadershipcouncil.com
- East Bay Economic Development Alliance (EBEDA); www.eastbayeda.org
- Workforce Development Board of Contra Costa County; www.wdbccc.com
- Public Policy Institute of California (PPIC); www.ppic.org
- Certification-specific sponsors and regional employers

Hub for Healthcare

Foundation for Recommendation

Cal State East Bay Concord Campus is uniquely situated to offer the most robust nursing education, entry level ancillary education and advanced health career opportunities in Contra Costa County and beyond. As a Hub for health careers, it can be flexible and innovative to meet the needs of a future workforce.

There are only a few private companies in the area that offer a limited number of entry level health careers and three Community Colleges with ADN programs and limited entry level health career programs.

The healthcare industry is a significant and growing part of Contra Costa County's economy. Health care related occupations in all areas of healthcare delivery represent over seven percent of California's total employment and in Contra Costa County, Health Care is the largest employer. Increasing demand for qualified employees in health care over the next several years will be due in part to the state's aging population, the increase of over five million covered by health insurance, technological advances and changes in health care delivery like Telehealth.

The Workforce Development Board of Contra Costa County is charged with the distribution of EDD funds to support partners in the delivery of programs that support employment. Their data shows that the need for health care workers in Contra Costa County is significant and are looking forward to partnering with Cal State East Bay to meet the needs of their clients.

The current Cal State East Bay 5th College proposal under consideration recognizes that health care and nursing are a necessary and vital opportunity for Cal State East Bay and that the time is now to consider the 5th College for the future.

Contra Costa Regional Medical Center (CCRMC) is one of many acute care hospitals, it also has eleven ambulatory health centers and is a teaching facility. Acute care hospitals often provide a full range of diagnostic and therapeutic services including medical/surgical, intensive care, emergency, prenatal/obstetrical, and psychiatric services. Ancillary services include pharmacy, rehabilitation, medical social work, laboratory, diagnostic imaging, cardiopulmonary therapy and ambulatory care surgery services.

In the region there are three Kaiser Hospitals, one Sutter Hospital, and two John Muir Hospitals who provide similar services and who also have multiple clinics. Many of the employees working in these facilities are licensed professionals who are required to have continuing education. These facilities also need a continuous pipeline of new employees who are educated in the latest technologies or possess a required advanced certificate or degree.

Behavioral Health (formerly the Mental Health, Alcohol and Other Drugs, and Homeless programs) are now one of the most needed programs in our state. Governor Newsom has suggested that the State of California will need 10,000 mental health professionals in the near future. Legislation is being written to address this urgent need.

Community Need

In the Contra Costa Community College District there are three Community Colleges each offering an ADN degree in Nursing, and our Cal State East Bay Concord Campus offering a Baccalaureate Degree in Nursing. The Cal State East Bay Concord Campus is the logical location for a Hub for Healthcare, with the capability of offering advanced degrees and professional certificates using and expanding upon existing faculty, guest faculty from the healthcare industry and lecturer faculty. The Concord Campus offers classroom facilities, simulation laboratory, computer laboratory and a library.

Potential Initiatives

Professional Certifications:

- Paramedic Program
- Advanced Cardiac Life Support
- Pediatric Advanced Life Support
- Coronary Care
- Medical Record informatics (Epic)
- Mental Health Certificate to be developed (in consideration by CA Undersecretary of HHS)
- MSW Bachelors/Masters accelerated program, sponsored by SB 964. *This bill would amend the act to require the California Community Colleges and the California State University, and to request the University of California, to develop 2 accelerated programs of study related to degrees in social work. The bill would require one program to offer a concurrent bachelor's and masters of social work program that would allow students to combine their last one or 2 years of undergraduate study in social work with their graduate study in social work in order to complete both programs at an accelerated rate. Under the bill, a student would be eligible for a stipend of \$18,500 per year for up to 2 calendar years if specified conditions are met.* ¹⁰[Senate Bill 964](#)
- Telehealth, artificial intelligence and virtual communication
- Billing and Coding
- Pharmacy Tech
- Phlebotomy
- Continuing Education classes required by healthcare professional as requested

¹⁰ https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202120220SB964

Anticipated Outcomes

- A well-educated healthcare workforce that delivers high quality care
- Partners in the healthcare industry in Contra Costa County who financially support the education of their workforce
- Recognition of Cal State East Bay Concord Campus as a partner in the healthcare industry and a destination Hub for excellence in healthcare education

Potential Partnerships and Alliances

Actors in robust healthcare industry in Contra Costa County – including hospitals, clinics, home health agencies, Long Term Care facilities, and behavioral health facilities –are in need of substantive and readily available continuing education. Each industry actor represents a potential collaboration in developing and delivering healthcare programs. The Hub for Healthcare fulfills unmet needs for professional healthcare workers seeking to retool and upgrade their education for purposes of employment and personal advancement.

Hub for Sustainability and Climate Action

Foundation for Recommendation

With companies and governments shifting to green and sustainable practices to address climate change and environmental justice issues, we propose transforming Cal State East Bay's 384-acre Concord campus, including the ¹¹[Galindo Creek Field Station](https://www.csueastbay.edu/galindocreek/), into a Hub for Sustainability and Climate Action.

The new Hub could be used by CSUEB faculty for research, and leased to public and private agencies/companies for environmental, biological, CleanTech, and anthropological research and innovation. It will also train and support the region's workforce for livable wage jobs and career advancement through "green/sustainability" certificates, small business development, start-up incubation, potential new degree and non-degree programs, and hands-on environmental research opportunities for regional community constituents and students.

Located minutes from the rapidly growing eastern Contra Costa County region, whose largest employment sectors include construction, public administration, utilities and whose residents are largely communities of color with high shares of adults with lower educational attainment (*East Bay Forward*). It is also located within 40 miles of the region's three national labs offering potential for collaboration and venture capital for innovation.

Community Need

Contra Costa County is home to emissions from refineries, power plants, and other stationary source facilities. Although these emissions are largely regulated at a state and federal level, Contra Costa County is working to understand these sources and to address public health-related climate change issues stemming from these facilities. (Source: ¹²[Contra Costa County 2015 Climate Action Plan](https://www.contracosta.ca.gov/DocumentCenter/View/39791/Contra-Costa-County-Climate-Action-Plan)).

The East Bay Economic Development Alliance's recent *East Bay Forward* report identified industries that are projected to grow rapidly in the East Bay while offering corresponding growth in high-quality jobs with livable wages and opportunities for career advancement and relatively low barriers to entry. Among these opportunities are the "green" sustainability-focused building trades with 11 percent of eastern Contra Costa County jobs in the construction industry.

Other large employment sectors in eastern Contra Costa County are Public Administration, the regions' largest employment sector, and utilities, including power generation and water irrigation and treatment, which require training and upskilling in areas of sustainability, conservation, fire resilience and safety, and environmental

¹¹ <https://www.csueastbay.edu/galindocreek/>

¹² <https://www.contracosta.ca.gov/DocumentCenter/View/39791/Contra-Costa-County-Climate-Action-Plan>

health. A Hub for Sustainability and Climate Action offers the potential to train the local workforce for high-quality and accessible job opportunities addressing climate change.

The East Bay's three National Labs, which all engage in cutting-edge research on clean energy and other environmental science topics, will contribute to the industry's growth and evolution in adopting net-zero carbon emission goals. Stanford recently received a \$1 billion gift to establish a School of Sustainability. In 2020, between San Francisco, San Mateo, Santa Clara and the East Bay, the East Bay received the largest percentage of venture capital for cleantech (*East Bay Forward*).

Current Partnerships, Resources & Community Connections

- Mt. Diablo State Parks 100th Anniversary Celebration held October 2021, over 500 attendees
- Mt. Diablo beacon lighting in collaboration with Save Mount Diablo, annually Dec. 7th, over 100 attendees including WWII veterans
- Contra Costa Economic Partnership science summer camps for high school students (since 2008)
- Bay Area Science Festival Discovery Days Science Fair (alternate hosting each year with Hayward campus) over 1,000 attendees.
- UCANR California Naturalist course for plant identification training, annually
- Cal Fire training on hillsides, annually
- Brentwood's Heritage High School Climate Club students donated 200 oak tree seedlings for carbon sequestration in 2021, and planted around the property.

Potential Initiatives

The proposed *Environmental Health, Safety and Resilience Workforce Development Program* will offer management training programs for County agencies, public administration employees, such as water treatment plant inspectors, fire inspectors, and regional residents seeking training and certificates for new skills and upskilling for livable wage jobs. The program will collaborate with the region's industries and agencies to connect residents to the employers that urgently need talent in sustainability fields

- Green building construction management certificates
- ¹³[OSHA Certificate, AA and Bachelor programs](https://www.osha.gov/otiec/degreeprograms/bydegreelevel)
- Socially Responsible Apprenticeships-to-Jobs
- Bay Area Fire Safety Academy offers professional development opportunities for those with ongoing PD requirements and those looking to enter the field.

¹³ <https://www.osha.gov/otiec/degreeprograms/bydegreelevel>

- Offer Diablo Valley College ¹⁴[Horticulture program](#) students a place to transfer and continue their studies while honing their skills on a larger scale utilizing our land.

Biodiversity, Clean Energy and Fire Resilience

Due to ease of access and the amount of land resources available, the Concord campus already serves as a regional hub for environmental stewardship, with a variety of land-based programs run by local agencies, community groups and university partners who are performing creek restoration work, lectures, wildlife monitoring, vegetation surveys, carbon sequestration tree planting, educational hikes, citizen science data collection, pollinator planting, and more.

To further that work, and in alignment with the CSU system's plans to connect the ¹⁵[CSU field stations](#) and share resources across all 23 campuses to the benefit of our students and collaborating with the ¹⁶[UC system field stations](#) to create a unified approach to studies for climate resiliency, we propose building on what's already being done and expanding collaborations with the UC system, our national laboratories, entrepreneurs and other educational institutions like ¹⁷[Stanford's Doerr School of Sustainability](#) for initiatives such as:

- Incubator for invention and innovation: This would serve as an incubator focused on clean energy and socially responsible mobility initiatives, providing consulting, startup and technology support, research and networking opportunities.
- Scholarly research and academic ingenuity: Attract leading experts to live and work in the County addressing social responsibility demands in fields such as, Urban and Sustainable planning, Conservation Biology, Emergency and Disaster response and management, Cybersecurity, Renewable Energy and Water Conservation, and Fire Resilience and Protection.
- Partnering with existing campus programs such as the Green Biome Institute, Teacher Education Department, Hospitality Recreation and Tourism, Archeology, and the new Institute for a Sustainable Bay Area for high-impact learning practices utilizing the [Galindo Creek Field Station](#) and/or entire campus property.
- Inspired by ¹⁸[CSU Chico's Resilient Cities Initiative](#) South Campus Neighborhood Project, engage in a collaborative effort between the city of

¹⁴ <https://www.dvc.edu/news-hub/articles/grow-your-horticulture-career-at-dvc.html>

¹⁵ <https://drive.google.com/file/d/1pYcHTKOYbSBZtjMvEcNeboavYU3hl-px/view>

¹⁶ <https://drive.google.com/file/d/1peGSVE1pTj-X5stdmqm1Ns-gVMdCg65P/view>

¹⁷<https://news.stanford.edu/press-releases/2022/05/04/stanford-doerr-school-sustainability-universitys-first-new-school-70-years-will-accelerate-solutions-global-climate-crisis/>

¹⁸ <https://scnpcchico.com/>

Concord, County agencies and Cal State East Bay to solve a real world community problem for our community.

- Offer Diablo Valley College [Horticulture program](#) students a place to transfer and continue their studies while honing their skills on a larger scale utilizing our land.
- Partnering with regional organizations like Osher Lifelong Learning Institute, Save Mount Diablo, Contra Costa Resource Conservation District and Indigenous peoples for restoration and community education through the ¹⁹[Wolwonja Ecocultural Garden](#) program.

Anticipated Outcomes

- Student and community engagement in land stewardship with direct effect to local and global habitat
- Complex problem solving reached through collaborative efforts
- Increased access to biological research resources
- Increased awareness of the Concord campus as a community resource

Potential Partnerships and Alliances

- CSU Chancellor's Office
- UC System
- Three National Labs: Lawrence Berkeley, Lawrence Livermore, and Sandia
- Contra Costa County/State elected officials
- Los Medanos Community College
- Diablo Valley College
- State of CA Small Business & Development Center
- East Bay Economic Development Alliance
- Stanford's new School of Sustainability
- Cal Fire
- Contra Costa Fire Protection District
- Contra Costa County Fish and Wildlife Committee
- Contra Costa Resource Conservation District
- Contra Costa Flood Control District
- Central Contra Costa Sanitary District
- Contra Costa Health Services
- John Muir Health
- Kaiser Permanente

¹⁹ <https://drive.google.com/file/d/1qAheRalBCWPHw0YZ5Ye7lwNH4a64ZbEc/view>

Potential Funding Sources

- State of CA grants: Governor Newsom is directing \$1 billion over four years for a new clean energy grant program that would pay California companies to research green technologies.
- The US President's FY 2023 budget request to Congress includes \$10.5 billion for the National Science Foundation, an increase of 18.7% from the agency's current budget. It prioritizes climate change and clean energy, equity in science and engineering, and research infrastructure.
- Long-Term Ecological Research project in collaboration with other academic institutions. See attached UCNRS fact sheet for potential.
- The U.S. Department of Energy (DOE), in collaboration with the Minority-Serving Institution (MSI) STEM Research and Development Consortium (MSRDC),
²⁰[Science and Technology Research Partnership](#) program.

²⁰ <https://www.energy.gov/eere/solar/msrdc-science-and-technology-research-partnership>

Hub for Conference Services & Event Management

'Meetings will start to make a comeback this year, but likely more slowly than leisure travel and with smaller groups. Hybrid events with both in-person and virtual attendees will also be a trend for meetings and conferences through the end of the year and possibly beyond. Guest safety will continue to be a priority and planners are likely to steer away from large gatherings in favor of smaller, and possibly more frequent events that allow more distance and "breathing room." Mega events with thousands of attendees will probably not happen again for some time, if at all.' ²¹[Source: Visit Concord Meeting Event Planner Marketing Plan](#)

Foundation for Recommendation

The East Bay Economic Development Alliance [East Bay Forward Report](#), found Contra Costa County's third fastest growing industry as Event Promotion. "...fastest-growing industries, by number of establishments, were a mix of Event Promotion, State Government offices, Business Services, Outpatient Care Centers, and Food Manufacturing". New Event Promotion established companies grew over 100% in Contra Costa County (*East Bay Forward*, p. 84) in the latter half of the past decade.

There are two major hotels and several boutique hotels in proximity to the Concord campus and major freeways intersect just a few miles away. BART is also only a few miles away and connects the entire East Bay to the Concord Campus via connections.

Given the proximity to major hotels and regional freeway access is less than optimal coupled with the lack of on-site food services at our branch campus, our institution must define new, unique and innovative strategies to leverage campus resources to generate alternative revenue streams. The Cal State East Bay's workforce development pipeline with career-focused programs is primed to produce professionals pursuing careers in the next generation of meeting and event management.

Potential Initiatives

In collaborative consultation with East Bay's Department of Hospitality, Recreation and Tourism (HRT), the University may opt to invest directly into practical application training at our branch operations. The Concord Campus has the capacity to host the next iterations of conferences, events and meeting services. Existing campus facilities

²¹ https://s3-us-west-1.amazonaws.com/concord-2018/craft/Meeting-Event-Planner-Marketing-Plan-2021_2022_After-Rev-3.pdf?mtime=20210512131121

provide a variety of event space from outdoor venues, meeting rooms, and multifunctional spaces equipped with the latest hybrid-conferencing technology.

In addition to facility rentals, our HRT Event Planning & Management faculty and students could create and curate all-inclusive packages that include options such as: registration, coordination services, catering, AV & technical support, teambuilding & on-site facilitation. The Concord Campus could also be used as an eco-tourism training ground. The Concord Campus, along with Hayward and Oakland, provide unique locations for practical educational application for HRT students to hone their skills and experience in event management. Additional services and strategies may include:

Corporate, Non-profit & Community Program Development and Management

- Specialized conference and event management services
- Small to mid-sized conferencing, meetings and trainings
 - Host retreats, board meetings, job fairs, testing
 - Team building, wellness activities
- Develop scalable service model from small workplace meetings to large multi-day conferences
- Professional continuing education and re-licensure certification
- Subject matter expertise and experienced facilitators
- Design and develop in-demand innovative Virtual Event Services Group [include platform host, breakout rooms, virtual networking, technical support, sponsorship support, registration and marketing]

The Conference Services and Event Management investment may include industry focused partnerships. For example, host regional healthcare partners with all aspects of professional development, recruitment, continuing education, and certifications for the industry managed and facilitated at the Concord Campus. Services may include in-person, online and on-demand event design, implementation and management. Fifth College implications: Concord branch operations can support new ventures, industry and sector demand to enable career-focused experiences.

Additional considerations:

- Seek 1-Stop Certified Conference Facility designation from ²²[Association of Collegiate Conference and Events Directors International](#).

²² <https://www.acced-i.org/page/OSS>

- Partner with ²³[Visit Concord](https://www.visitconcordca.com/), ²⁴[Contra Costa County Chamber network](https://www.contracosta.org/ca-contra-costa-county-chamber-of-commerce/) and the local tourism boards to build capacity and brand awareness as well as a direct pipeline of paid internship opportunities and career pathways for students.
- In the event that the ²⁵[Concord Naval Weapons station reuse project](https://concordreuseproject.org/DocumentCenter/View/1746/2019-06-04-BRC-Campus-District-Vision-Framework-Final-Report) comes to fruition, Cal State East Bay's HRT students are positioned to advocate and support the 'Culture and Community' guiding principle. Cal State East Bay can engage the new development with joint research, facility support, curricular development, training, and student experiences such as co-op, internships and entry-level employment in the area of event creation and support.
- Leverage East Bay Small Business Development Center infrastructure to host growth sector industry events and develop niche in-demand offerings for Contra Costa County.
- Design turnkey solutions for site use such as, sublease and contract services, on-demand event design and management services.

²³ <https://www.visitconcordca.com/>

²⁴ <https://www.contracosta.org/ca-contra-costa-county-chamber-of-commerce/>

²⁵ <https://concordreuseproject.org/DocumentCenter/View/1746/2019-06-04-BRC-Campus-District-Vision-Framework-Final-Report>

Organizational Infrastructure Recommendations

There are currently too few resources as it pertains to coordination between the disparate divisions/units playing a role in developing initiatives at the Concord branch campus. Past administrations have telegraphed, intentionally or not, that the success of Cal State East Bay's Concord Campus is not among their top priorities, or if growth is even necessary or desirable. The status quo has filtered down to multiple levels of the university community. To re-imagine Concord, we must begin to see the campus as an important resource of the institution and see its assets as opportunities to achieve the goals of the Future Directions Strategic Plan. Its organizational structure and infrastructure must be designed to support the vision of Cal State East Bay and to demonstrate accountability to mission fulfillment. And Contra Costa County must be seen as a critical segment of the university's service area.

With Fullerton's Irvine branch campus recently closing and no comment from Stanislaus States' Stockton Center, there are few relative branch comparisons in the CSU System. San Bernardino's 36 year old Palm Desert branch campus is seemingly flourishing as a valuable asset in the Coachella Valley. The regional commitment and Campus investment in developing undergraduate, credential and graduate programs has been consistent over the past three decades. Per the [Branch Campus master plan²⁶](#), the current infrastructure serving 2,500 students through strategic investments has set a lofty goal of projecting growth of 8,000 total FTEs by 2035. Dr. Jake Zhu, the Campus 5th Branch Campus Dean, is currently leading a multi-phased [strategic planning²⁷](#) effort to bring the new vision to fruition. In discussions with Dean Zhu, it was clear that the following aspects of institutional commitment are vital to meet the goals and objectives of their [strategic plan](#):

- Comprehensive representation of community and business leaders, campus decision makers, students and alumni on Branch campus Advancement and Advisory board.
- Financial academic and infrastructure commitment aligned with [Campus Master Plan](#)
- Instructional resources hired and assigned exclusively to branch campus
- Legislative advocacy for funding strategic milestones, specifically enrollment growth

²⁶ CSUSB Palm Desert Campus 2016 Master Plan

²⁷ CSUSB PDC Strategic Plan 2020-2025

The Reimagine Concord Task Force believes the proposed recommendations have the distinct potential to advance the draft goals and priorities of Future Directions. In particular:

- Developing and supporting portfolios of responsive and innovative research, scholarship, creative activity for faculty and students as well as new degree and non-degree programs.
- Enhancing respect from the region, state, and nation for our relevance and strong and equitable community engagement efforts, especially those that address sustainability and societal needs.
- Creating an authentic and empowering culture of equity, inclusion, and anti-racism by embracing our diversity [and that of Contra Costa County].
- Enhancing the overall student experience to increase engagement and retention, promoting intellectual achievement and career readiness.

To achieve the final draft priority of Future Directions – demonstrating continuous improvement, accountability, and agility in administrative operations to prioritize student needs, employee empowerment, and mission fulfillment – the Reimagine Concord Task Force recommends the following minimum infrastructure commitments:

1) Concord Campus Advisory Council, a *Sub-Committee to Educational Foundation Board*

The development of a Concord Campus Advisory Council would become a liaison group designed to foster community, government and industry relations. The past administration discontinued the Concord Advisory Community Board. The Task Force proposes reconstituting a community body, that reports up into the Educational Foundation Board, to improve our knowledge of community needs as well as develop a base for fundraising, external sponsorships and partnerships. The new Council could be charged with prioritizing the reimagine initiatives, assigning ambassador roles for said initiatives, instilling town-gown relations and growing our reputation as a regional strength in access for East Contra Costa County and beyond.

2) Campus Steering Committee

To work toward a more integrated, accountable and aligned organizational structure for the Concord campus, the Task Force proposes the convening of a coordinating body, whose purpose would be twofold: communicate to the university community the importance of the branch campus and its catchment area; while assisting in the development of policies designed to maximize the campus' potential in serving our community.

Meeting on a quarterly basis, at minimum, the committee would be tasked with:

- Analyzing current and past enrollment data with an eye to setting enrollment goals.
- Analyzing student residential data in order to inform resource allocation.
- Analyzing County population trends and workforce needs in order to tailor academic programming.
- Making recommendations designed to support and expand Concord legacy programs and student services.
- Making recommendations for new academic programs.
- Promoting knowledge among university divisions and top leadership regarding the role of CSUEB's branch campuses and how those resources can achieve division and broader campus goals.
- Making recommendations on marketing and outreach needs to bolster program awareness.

The coordinating body could be made up of the following officers:

Executive Director, Concord Campus

Director, Gov. & Community Relations (Vacant)

Representatives, Colleges [Each of the College's Dean or designee]

Representative, University Extension

Representative, Student Outreach

Representative, AACE

Representative, Institutional Effectiveness and Research

Representative, University Advancement

Representative, Concord Campus Faculty Advisory Committee

Representative, Office of Research and Sponsored Programs

3) New investment in Integrated Brand Marketing

Consider investment in market research and brand strategists to re-imagine Branch Campus priorities from ideation to fruition. With integrated brand marketing designed and absorbed by the Cal State East Bay community we can build our brand from the inside out. Once the value propositions are defined and benchmarks are funded and committed, we must educate all institutional internal and external constituents. With the assistance of marketing consultants, we can strive to build new enrollment strategies, develop additional recruitment channels and position our East Bay locations through consistent cross-divisional collaboration.

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References:

[East Bay Economic Alliance - East Bay Forward](#)

[East Bay Leadership Council Survey](#)

[Concord Campus Vital Statistics](#)

[Blue Ribbon Committee - Concord Campus District Vision Framework](#)

[EBLC Shared Prosperity: Report on the Contra Costa County Equitable Economic Recovery Task Force](#)

[Educational Attainment Overview - Contra Costa County February 2022](#)

[Highest Ranked Industries - Four Counties February 2022](#)

[EMSI Economy Overview - Contra Costa County February 2022](#)

[CSU Field Stations and affiliated laboratories](#) (prior to Galindo Creek)

[UC Natural Reserve System Fact Sheet](#)