

GOAL 5

Diversify, Enhance, and Responsibly Steward Our Campus Resources

STRATEGIES

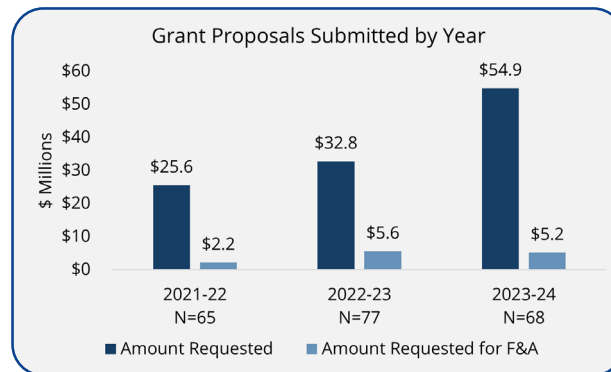
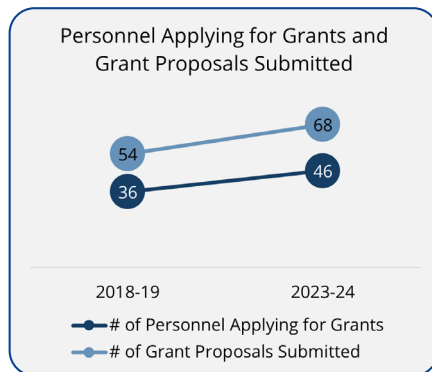
- Develop a Comprehensive Program to Increase Grant and Contract Activity to Include such Elements as Mentoring, Workshops, School Level Grant Writers, Partnerships with Other Institutions, Fostering Multidisciplinary Research and Using Indirect Cost Recovery Funds to Incentivize Research
- Develop a Comprehensive Program to Increase Fundraising Revenues to Include such Elements as Growing the Number of Donors and Individual Donors, Participation from Alumni and Foundation Board Members, and Identifying Key Elements for a Comprehensive Campaign, Including Growing the Endowments Corpus
- Develop a Comprehensive Program to Enhance the Space Experience and Simultaneously Improve the Utilization Percentages of such Space, and to Build New Facilities as Identified
- Develop and Implement Plan to Restore and Grow the University's Reserves for Strategic Allocation
- Formulate and Implement a Multifaceted Program to Increase CSU Bakersfield's Non-State Revenues Generated by the Division of Extended Education and Global Outreach Including On-Ground, On-line, and/or Hybrid Degree Programs Including Additional Students (Non-Resident, i.e., International, Non-California Resident, and Graduate); Sessions Offered (Summer and Winter), and Non-degree Programs (Open University).
- Enhance Information Technology

INCREASE GRANTS AND CONTRACTS

The Office of Grants, Research and Sponsored Programs (GRaSP) at CSU Bakersfield is experiencing a period of growth and transformation in its support of research, creative and sponsored projects activity. A shift to a more faculty-centered office includes a Faculty Advisory Committee for Research, Scholarship and Creative Activity (FAC for RSCA) and a Faculty Associate to both advise and work closely with the Associate Vice President for GRaSP to improve support services for both faculty and students. This has led to the removal of barriers to grant writing and management, thereby increasing grant revenue and research and creative activity at CSUB.

PRE-AWARD ACTIVITY

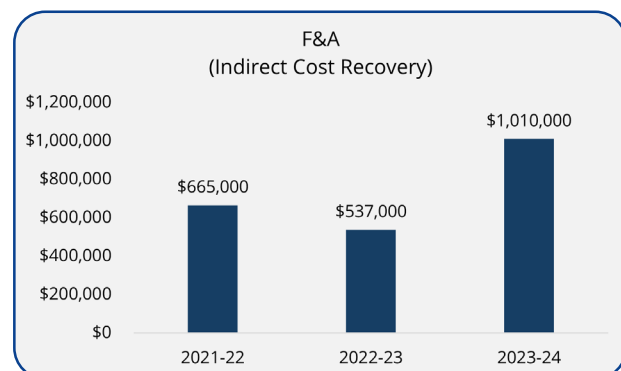
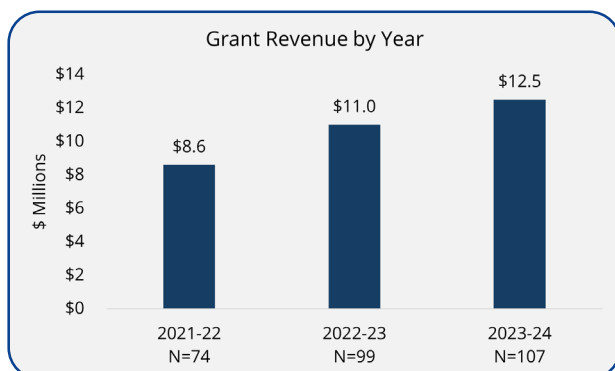
Pre-Award activity included assistance with seeking funding opportunities, proposal development and submission, and award negotiation. When comparing the 2018-19 proposal submission activity to 2023-24, activity increased in both the number of grant writers and proposals submitted (chart on left). The total dollar amount requested in proposals also showed an increase from 2021 to 2024 (chart on right, older data not available). The decrease in number of proposals submitted in 2023-24 as compared to 2022-23 represents submitting less proposals with larger requested dollar amounts.



Note: F&A represents facilities and administration recovery (indirect cost recovery).

POST-AWARD ACTIVITY

Post-Award activity included project setup, financial compliance monitoring, reporting, billing and closeout of grants awarded. The number of grants awarded, and their revenue, increased over the years (chart on left). Also, Indirect Cost Recovery (F&A), i.e., costs that are not directly related to a specific sponsored project but cover the costs incurred by the university in support of the awards, hit an all-time high at over one million dollars in 2023-24 (chart on right).



INCREASE FUNDRAISING REVENUE

'RUNNERS ON THE RISE! FUNDRAISING CAMPAIGN

In 2019, President Lynette Zelezny and the Foundation Board kicked-off California State University, Bakersfield's first-ever comprehensive fundraising campaign, 'Runners on the Rise!'

The Campaign was led by a dedicated group of leaders from the community:

CAMPAIGN COMMITTEE HONORARY CHAIR

Barbara Grimm-Marshall

President, Grimm Family Education Foundation

CAMPAIGN COMMITTEE CO-CHAIRS

Greg Bynum '72
President and CEO
Bynum, Inc.

J.P. Lake
Co-Founder, SeedCore Foundation

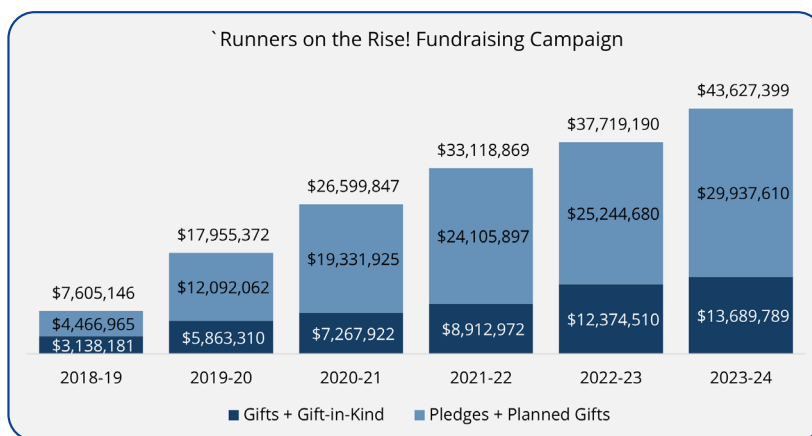
Raji Brar '00, '02
Chief Operations Officer
Countryside Market and Restaurants

CAMPAIGN COMMITTEE MEMBERS

Joel Andreesen
Senior Partner
Rodriguez & Associates

Connie Perez-Andreesen '00
Chief Administrative Officer and
National Vice President United Farm
Workers of America

Jon Van Boening '92
President, Dignity Health Nevada
President & CEO, Dignity Health-St.
Rose Dominican



Campaign Priority ONE: Student Access and Support

CSUB serves a diverse region and offers access and opportunity for students who otherwise would not be able to further their education. Many of CSUB's students are the first members of their families to attend a university, changing the trajectory of their families' futures forever. Funding was sought to provide greater educational opportunities to students in our region and help them succeed while attending the university. The priorities included:

- Growing the CSUB Fund, which allows university leadership the flexibility to quickly address unforeseen and immediate needs
- Ensuring CSUB meets students' basic needs during unexpected catastrophic events, like experiencing homelessness or food insecurity
- Investing additional resources into services for underrepresented students, continuing to close the achievement gap
- Strengthening programs and activities that provide students with the support and resources they need to successfully navigate their path to graduation
- Engaging students through wrap-around support services, meeting each student's unique needs

Campaign Priority TWO: Foster Academic Excellence

CSUB is committed to ensuring that every student - regardless of socioeconomic background - receives a world-class education. The second priority for the campaign is academic excellence, which ensures that CSUB students receive the highest quality instruction across several majors and disciplines. The priorities included:

- Expanding research opportunities for students by providing seed funding for innovative and collaborative research projects
- Investing in research technology and computing resources to ensure students are able to work on cutting-edge projects that positively impact the community now and in the future
- Supporting faculty as they sponsor and mentor student-led research projects, including rewarding researcher-student partnerships through a campus-wide recognition program
- Ensuring underrepresented students have equitable hands-on educational opportunities

Nearly 650 CSUB faculty members provide exceptional education and instruction in the classroom, through research and through the publication of important literature. They are recognized as expert sources of information by the media and community. The priorities to advance faculty and staff success included:

- Increasing student-centered tools and trainings for faculty and staff members, ensuring they are providing a world-class education to students
- Focusing efforts on recruiting and retaining the best, brightest and most diverse faculty in the world
- Increasing endowed professorships, which are permanently named positions dedicated for faculty with specific expertise
- Focusing on STEM initiatives

It was also important to address CSUB's vision to close the achievement gap of all learners with a focus on science, technology, engineering and mathematics (STEM) education. The priorities included:

- Ensuring students benefit from mentorship and support programs linked to STEM careers
- Increasing high-tech experiences and undergraduate research opportunities for students studying STEM fields
- Investing in a world-class master's in nursing program, filling a critical need in our community's workforce

- Creating a science building with state-of-the-art classroom space and laboratories that will enhance the student experience
- Providing funding for CSUB summer camps to focus on STEM education for interested high school students representing diverse life experiences
- Increasing funding for the Fab Lab, a community center with tools and technology that serves as both a learning and demonstration laboratory and is the first of its kind in the California State University system
- Enhancing innovative centers where faculty and students engage with the community to solve regional problems with applied, high-impact research

Campaign Priority THREE: Build the Community

CSUB is at the crossroads of Kern County and the surrounding community. Its students are the lifeblood of that community both now and for the future. The third priority of this campaign focused on meeting the needs of students by meeting the needs of our community. We prioritized providing resources, advanced knowledge and experiential learning to both students and community members in the areas of agricultural business, entrepreneurship, ethics education, social justice and more, including:

- Establishing the Grimm Family Center for Agricultural Business, which will provide critical solutions for farmers in the richest agricultural region on the planet
- Creating the Center for Entrepreneurship and Innovation to enhance educational opportunities through startup and accelerator programs for innovative students with bold visions
- Advancing the Kegley Institute of Ethics, the nationally acclaimed center that teaches ethics education to students, faculty, staff, K-12 schools and the community

Antelope Valley has been a world leader in aerospace since the 1950s. The CSUB Antelope Valley (CSUB-AV) campus is a satellite campus approximately 90 miles southeast of the main campus. CSUB's proximity helps to increase the region's overall educational attainment, enhance residents' quality of life and support economic development. Priorities for helping CSUB-AV offer critical higher education opportunities in the region – allowing students to pursue bachelor's degrees, master's degrees or teaching credentials where they live and work included:

- Increasing academic program offerings for students
- Enhancing state-of-the-art facilities and campus infrastructure to create a world-class learning environment
- Providing additional resources and support services to elevate student success
- Build infrastructure

Where students learn impacts their capacity to learn. With 50 years of storied history, it is critical that CSUB enters its next half-century with state-of-the-art facilities that rival its peer institutions, encourage interdisciplinary collaboration, increase students' sense of belonging and foster innovation. Priorities to address the growing infrastructure needs, included:

- Ensuring buildings, amenities and facilities remain world-class environments for students and faculty
- Attracting the best, brightest and most diverse minds to CSUB through the Energy and Innovation Building, a hub focused on engineering programming and STEM-related majors
- Creating the state-of-the-art Innovation Building's four teaching labs, student project space, computer lab, lecture rooms and community areas for events
- Introducing critical athletic facilities, such as new areas for sports medicine and strength and conditioning, to offer the best care possible for scholar-athletes
- Renovating the university's track and field complex, which will support our hard-working `Runners and promote public health

'Runners on the Rise! Campaign Highlights

2018-19

- Anonymous \$1,000,000 for Athletics facilities
- Anonymous \$2,500,000 for the Energy Innovation Building

2019-20

- Grimm Family \$5,000,000 to establish the Grimm Family Center for Agricultural Business
- Anonymous \$1,000,000 for the Energy Innovation Building
- Chevron \$1,050,000 for Engineering

2020-21

- Public launch of Campaign / First CSUB Giving Day / CSUB 50th Anniversary
- Valley Strong Credit Union \$1,000,000 to establish the Valley Strong Research Fellowship
- Greg Bynum \$1,250,000 to support Athletics and Academics
- Dr. Uma Varanasi \$1,000,000 for the Family Nurse Practitioner Program

- SeedCore Foundation \$500,000 for the Center for Entrepreneurship and Innovation
- Shelly Carlin \$500,000 to support Women's Athletics

2021-22

- Drs. Ravi & Naina Patel \$1,000,000 for the Mahatma Gandhi Fellowship for Social Entrepreneurship
- Skeet Varner Foundation \$500,000 for the Center for Entrepreneurship and Innovation

2022-23

- California Resources Corporation \$560,000 for the CRC Energy Transition Lecture Series and CRC Carbon Terra Vault Scholarship
- Tom Hardt 1,500,000 for Hardt Field Enhancements

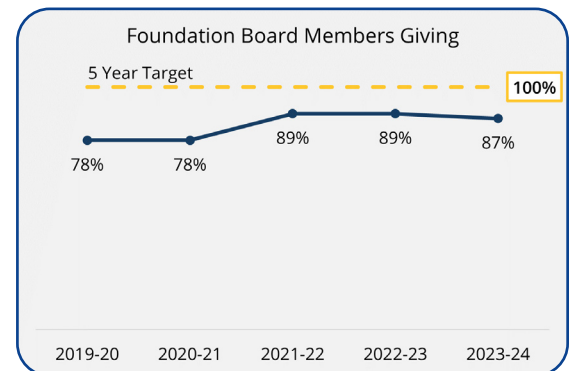
2023-24

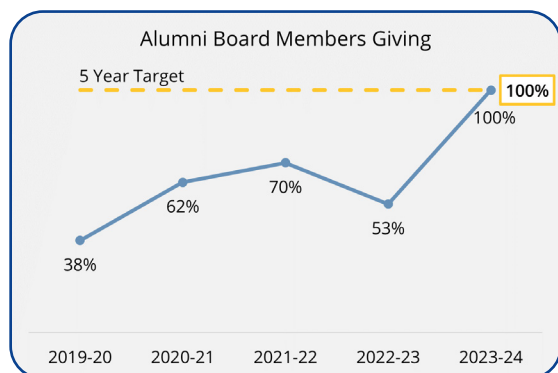
- Kern Family Health Care \$1,000,000 for Graduate Nursing Program Expansion
- Aera Energy \$2,500,000 for the Energy Research Center

CSU BAKERSFIELD FOUNDATION BOARD

The CSUB Foundation was established in 1969 as a financially self-sufficient auxiliary non-profit organization. The mission of the California State University, Bakersfield Foundation is to support the university by advocating for CSUB to the government and the community, fundraising for CSUB programs and activities, and managing the finances of the foundation and the university endowment.

- 4 of the 7 comprehensive campaign committee members are CSUB alumni.
- 11 of the 23 Foundation Board Members are CSUB alumni.



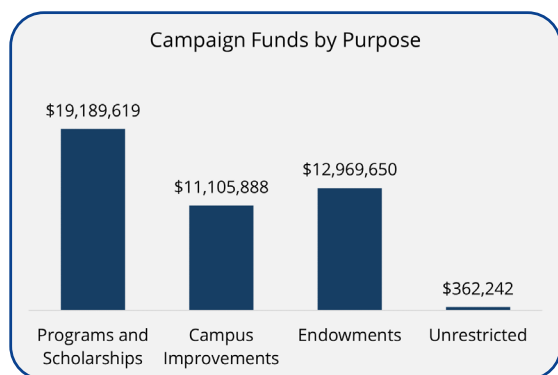
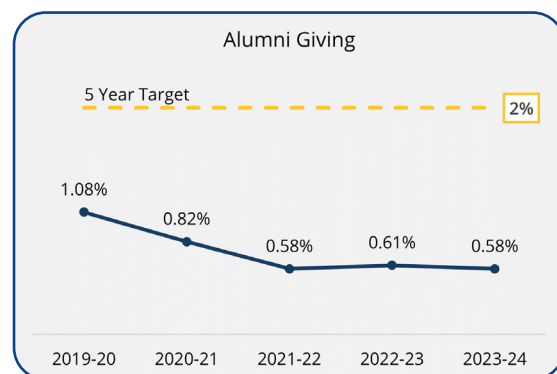


CSU BAKERSFIELD ALUMNI BOARD

The CSUB Alumni Board implemented a \$500 annual giving minimum for all board members. In FY 23-24, the Alumni Board has given a total of \$10,719 to the university.

ALUMNI GIVING

In FY 23-24, the Alumni Board implemented a Fundraising Committee focused on philanthropic efforts. The board has established a goal of increasing the Alumni Scholarship Endowment through various initiatives including several challenges during CSUB's Giving Day, as well as fundraising events such as Party in the Park and Alumni Hall of Fame, and targeted outreach through alumni board networks. In addition, the `Runner Alumni Mentor Program celebrated its 7th year in existence with more than 120 participants. This annual program matches upper-class students with alumni professional mentors in a structured year-long program with established goals and communication tools to help students succeed post-graduation.



THE CSUB ENDOWMENT

The CSUB endowment consists of gifts that are invested in assets that are expected to provide a return and grow over time. The endowment is important for the university because it generates steady support in perpetuity for campus activities. It is comprised of gifts, and the corresponding earnings that have been reinvested, that donors give to the CSUB Foundation and is used according to the original intention of the donor. CSUB has over 200 active endowments.

The Foundation Board maintains the perpetual endowment or the principal amount intact indefinitely and only the income generated from investments is utilized for the institution's purposes or donor-directed uses. Over the last six years, we have seen an almost 80% annual increase.

INCREASING INDIVIDUALS GIVING ANNUALLY

The departments housed in University Advancement work strategically and collaboratively to accomplish this goal.

An annual giving and stewardship (AG&S) program is one of the best ways to engage, cultivate and sustain donors for the university. Strategic annual giving fundraising programs attract increasing levels of unrestricted and restricted private gifts in support of the university and help build relationships with alumni, faculty, staff, students, parents and the community.

The department is also committed to thanking and recognizing donors for their support through the execution of various donor stewardship communications and initiatives, philanthropic impact reporting and donor recognition events.

Some AG&S highlights over the last five years include:

- CSUB's Raising for `Runners Giving Day – which ran from noon on April 2 to noon on April 3, 2024 – brought in \$175,000 from more than 1,000 gifts, a new record. The university's previous three Giving Day events combined raised more than \$400,000 from nearly 1,700 gifts.
- The 2024 Giving Day brought in 896 donors, shattering the university's previous record of 537 donors in 2021. More than 600 were first-time donors.
- CSUB's Faculty and Staff Initiative collected donations from 400 faculty and staff during the 2022-23 academic year, a university record and a 25% increase over the 321 who participated in the initiative the previous year. CSUB was able to raise more than \$200,000 to support student success across various funds and programs. These include the CSUB Fund, the Food Pantry Fund and the Roadrunner Club.

4,937

Total number of donors over the campaign period (2019-2024)

21,475

Total number of gifts over the campaign period (2019-2024)

ALUMNI FUNDRAISING

The Alumni Association and the Alumni Association Board were also tasked with raising donor participation and funds in support of the `Runners on the Rise comprehensive campaign. Some highlights over the past five years include:

- The 2021 CSUB Alumni Hall of Fame ceremony in February netted more than \$36,000, a record amount for the event and a huge boom to the alumni programs it supports.
- The event also reached its widest-ever audience through its airing on television and social media. While there are no viewership numbers for the KGET Channel 17 broadcast, there were 6,100 views of a livestream on the station's Facebook page and more than 1,000 additional views on other KGET and CSUB social media pages.
- The money raised will fund Alumni Association programs, including scholarships awarded to alumni working toward their graduate degree on campus and mentoring initiatives that match up CSUB alumni with current CSUB students.





HOSTING EVENTS

The mission of the Office of Events is to serve the CSU Bakersfield campus community and external community members through internally hosted events that promote student success to raise funds for CSUB initiatives and scholarships and to work collaboratively with partners in the community to increase the university and region's overall educational attainment.

- From Jan. 1, 2019 to Dec. 31, 2024, a total of 242 events were held, supporting organizations such as the Alumni Association, Alumni Engagement, Roadrunner Club, Office of the President and University Advancement.

MARKETING, COMMUNICATION AND BRANDING

The mission of the Office of Marketing and Communications is to elevate and protect the CSUB brand and inform and inspire the community through storytelling. We work to drive engagement and philanthropy between the university and key target audiences in the Kern region and beyond. Some of the highlights during the campaign period included:

- On October 4th, 2021, after more than a year of extensive research and development, California State University, Bakersfield unveiled a new brand identity that includes a new university logo and seal.
- The department's video highlighting last fall's commencement ceremony received a 2022-23 Best of District VII award in the Short Promotional Videos category from the Council for Advancement and Support of Education (CASE).
- Between April and June 2024, the CSUB Instagram account reached 1,199,044 views.



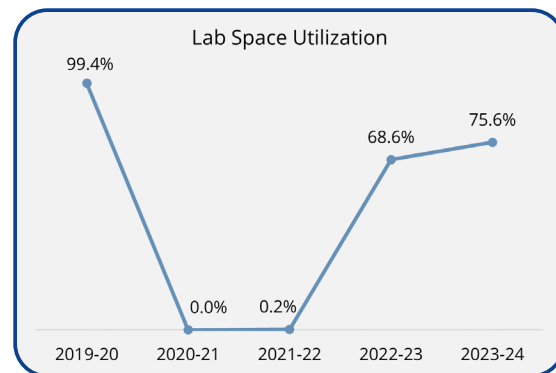
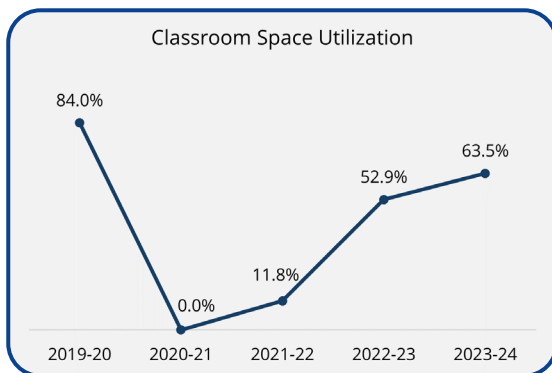
CALIFORNIA STATE UNIVERSITY
BAKERSFIELD



IMPROVE SPACE UTILIZATION

SPACE MANAGEMENT

The COVID-19 pandemic created unanticipated challenges in space management with the increase of teleworking and fluctuations in enrollment. Capital & Facility Management Services (CFMS) is collaborating with ITS, who lead space management efforts on campus, to identify strategies for meeting the five-year targets against the backdrop of post-pandemic space utilization.



DEFERRED MAINTENANCE

Deferred Maintenance (DM) projects are identified through independent asset assessments and routine evaluations, and then cost estimates are developed. DM projects are prioritized and shared with University Advancement and program areas to collaborate on potential outside funding sources. Funding requests to the Chancellor's Office are developed strategically to maximize funding available for the different types of DM projects. Regular collaboration between Capital and Facilities Management Services and University Advancement is increasing to develop communication about funding needs and opportunities.

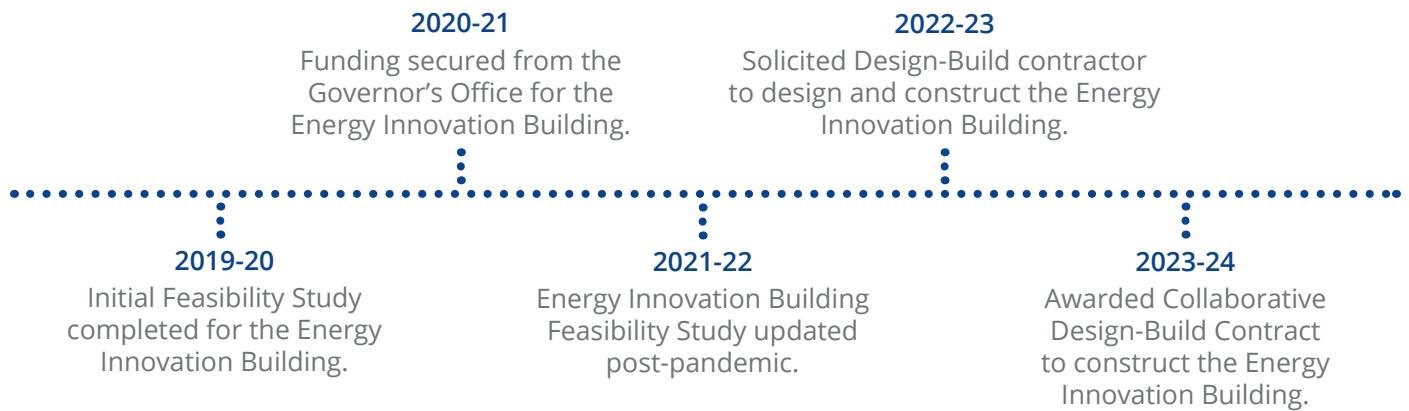


WATER-WISE LANDSCAPING

Water-wise landscaping has progressed by strategically turning off water to lawn areas and identifying areas where water-wise, native plantings can be developed. A Landscaping Master Plan is in development to further standardize these efforts.

ENERGY INNOVATION BUILDING

CSUB received \$83 million from the Governor's Office for the Energy Innovation Building. A Collaborative Design-Build Contract has been awarded and the building design is underway. CSUB will seek the Board of Trustees approval for the project in March 2025. Construction is scheduled to begin in 2025 and be completed in 2027.

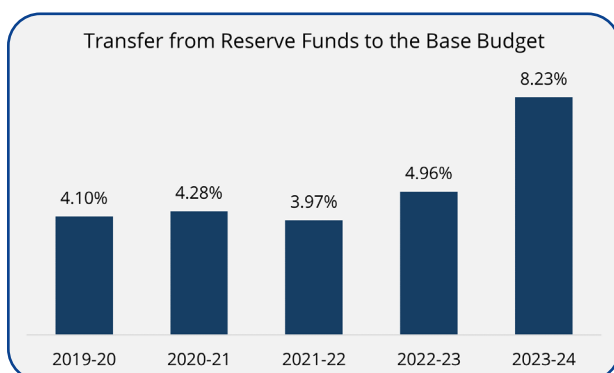
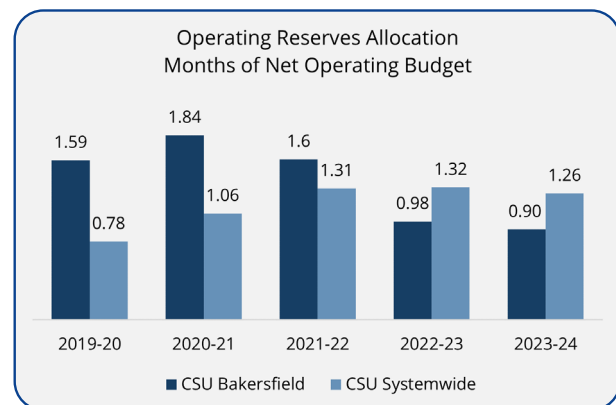
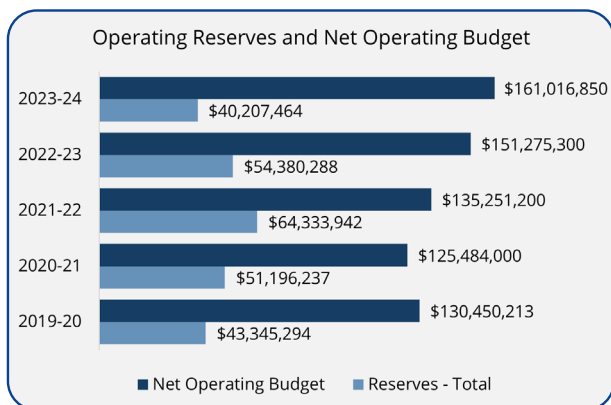


RESTORE AND GROW UNIVERSITY RESERVES

NET OPERATING BUDGET AND OPERATING RESERVES

An analysis of CSUB's Operating Reserves and Net Operating Budget highlights important financial trends and areas for improvement. Over the past five years, the university saw an increase in its operating budget and reserves until 2021-22. In the years following, reserves began to decline despite continued growth in the operating budget, suggesting rising costs or increased spending. This downward trend underscores the need for a plan to rebuild reserves and ensure financial stability.

CSUB's reserves, measured in months of the operating budget, were consistently above the CSU systemwide average until 2022-23, when they fell below this benchmark. The gap widened in 2023-24, emphasizing the need for action. Restoring reserves to align with systemwide standards is essential to maintaining flexibility, supporting strategic goals and preparing for future challenges.



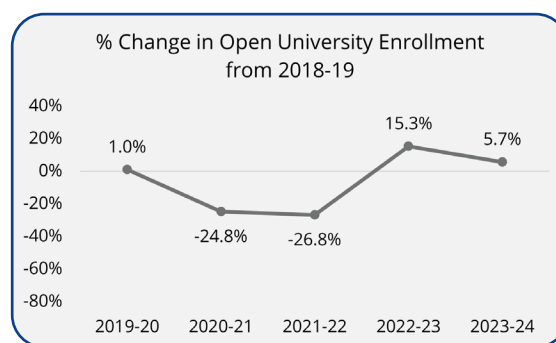
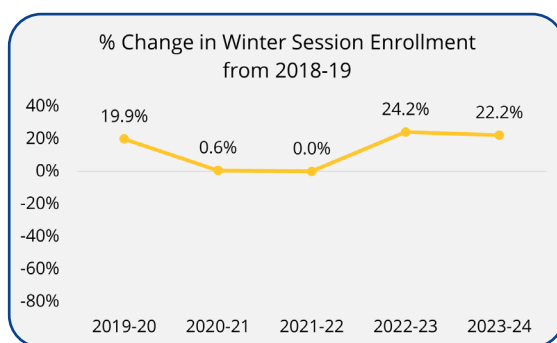
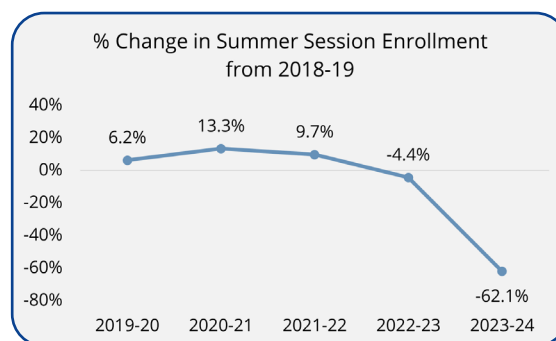
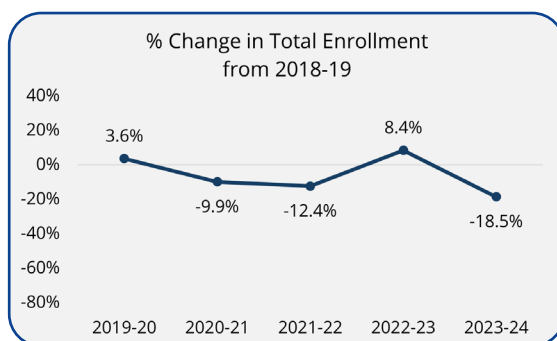
RELIANCE ON RESERVES

Due to enrollment declines, increases in unfunded mandatory costs and reductions in state funding and campus revenues, the University has faced a growing reliance on reserves to address immediate financial challenges while recognizing the need to build sufficient reserves for future economic downturns.

BOLSTER EXTENDED EDUCATION

INCREASING PROGRAMMING AND ENROLLMENT

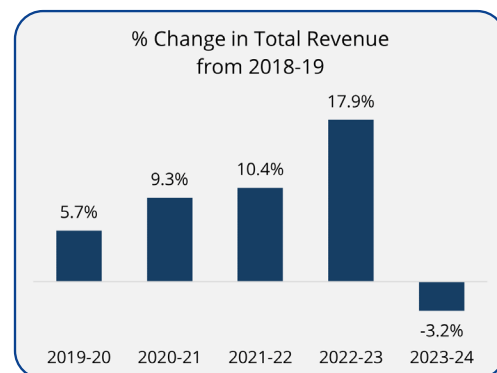
Over the past five years, the Division of Extended Education and Global Outreach (EEGO) has made remarkable progress in expanding its programming, offerings and increasing overall enrollment. During this time, EEGO has added several new authorizations and programs, including the Computer Science Supplemental Authorization and Bilingual Added Authorization, and shifted modalities in response to market needs for many of its Professional and Continuing Education (PaCE) programs. While main campus international admissions were relocated stateside post-pandemic, new short-term, in-bound programs have been integrated into EEGO's Study Abroad portfolio, enhancing its diversity and reach.



GENERATING REVENUE

A notable structural change for 2023-24 shifted Summer Session out of Extended Education's direct oversight, leaving only EEGO responsible for marketing and administering the program. While Summer 2023-24 enrollment increased year-over-year, revenue from this session was moved stateside, leading to a net revenue loss for EEGO in 2023-24. Despite this change, the division's overall revenue decreased only slightly, reflecting the resilience and growth of its core offerings.

EEGO remains committed to being a responsive and trusted partner, ensuring the campus community can rely on it for innovative, non-traditional educational offerings that meet the evolving needs of the campus and the broader community.



ENHANCE INFORMATION TECHNOLOGY

IMPROVING SERVICE AND EXPERIENCE

Over the course of the 5-year strategic plan, a number of improvements were made within Information Technology Services (ITS). Although limited due to recent budget constraints, the improvement of staffing increased to a ratio of 1:195 from 1:181. The number of implemented ITS roadmap items increased to 95% from 80%. Our 5-star customer ratings continue to improve and see high marks with ITS receiving 98% of customer surveys at a 5-star level. The number of improved classroom and lab spaces reached 91% from 42%. Finally, almost 99% of ITS requests were resolved without reopening the tickets within 10 days. All of the metrics, with the exception of the staffing needs, have exceeded their 5-year targets, showing that the information technology needs of the campus were successfully met.

Each year ITS uses an existing governance framework to submit the ITS roadmap to the Information Technology Advisory Council (ITAC). Items are prioritized and submitted to the cabinet each year dependent on available funding.

