



CHAIR  
Linda K. Johnsrud

February 28, 2011

VICE CHAIR

Anna DiStefano

F. King Alexander

James Donahue

President

California State University, Long Beach

Long Beach, CA 90840-0115

*Fresno Pacific University*

Dear President Alexander:

At its meeting February 16-18, 2011, the Commission considered the report of the

Roberts Jones

Barbara Karlin

Margaret Kasimatis

Douglas Robinson for your contributions to the Commission's deliberations. Your

*California State University, Bakersfield*

Leroy Morishita

In its Institutional Proposal, CSULB set forth three themes or "Core Commitments"

William Plater

Stephen Privett, S.J.

recommendations from the Commission's 2002 action letter and partly because the

Sharon Salinger

Sheldon Schuster

Carmen Sigler

communication and governance on campus to include voices that are currently silent;

Michael Whyte  
*Azusa Pacific University*

that the University is developing a culture of evidence rather than a culture of data.

Paul Zingg

PRESIDENT  
Ralph A. Wolff

progress over the previous 18 months on both Core Commitments and the team's recommendations from 2009. Despite a volatile political and economic climate, the

development of a highly consultative planning and budget process; the rapid spread



### **Financial Planning for the Long-Term.**

statement, campus expenditures remain higher than operating revenue, meaning the campus is relying in the short run on campus reserves, one-time savings, and possibly transfers from the

– student success, instruction, and research infrastructure – provides an appropriate starting point build on in this effort, e.g., the model that the University has developed for integrating the budget

### **Maintaining and Strengthening Campus Culture.**

culture as based on “student success, academic freedom, respect, appreciation, inclusiveness,

only to reach out to the campus community, but also to demonstrate responsiveness to the

prior to each visit.

to the Commission's action letter of July 27, 2007.

University to promote further engagement and improvement, and to support the University's

Sincerely,



Ralph A. Wolff  
President

cc: Linda Johnsrud, Commission Chair

Charles Reed, Chancellor of the CSU

Members of the EER team