

The View

March 9, 1992 Vol. 2, No. 15

From
**California
State
University
Hayward**

Save these dates:

March 26: Public forum on Earthquake Hazards in the Eastern San Francisco Bay Area. 6:30-10 p.m. Robinson Hall. Free

June 13: Commencement. 9:30 a.m., School of Education and School of Business and Economics; 3 p.m., ALSS and School of Science. Football stadium.

ViewPoint



Norma S. Rees
President

Who are our customers?

I have been reading a lot lately about Total Quality Management. For those of you not already familiar with TQM, it is "a comprehensive system for developing organizationwide participation in planning for and implementing a continuous improvement process." (AGB REPORTS, November/December 1991, p. 14) You may have come across the concept under the name of the Deming Management Method, or Kaizen; it is sometimes described as the system by which the Japanese, under the original guidance of W. Edwards Deming, learned to make the products of such high quality and competitive prices that allowed their economy to develop so amazingly. And you may have heard of the

"The only question worth asking is whether we provide an educational product of quality to our student customers."

Malcolm Baldrige Award, created by Congress in 1987 to recognize firms that have successfully incorporated similar systems. In fact, among the Department of Defense requirements for firms that sell to DOD is that they use TQM as a management tool.

I got involved in reading about Total Quality Management because I chair, for the American Association of State Colleges and Universities, a task force on Quality, Accountability, and Assessment. While preparing for the work of the task force, I learned among other things that higher education has also been interested in how TQM might apply to colleges and universities.

Several universities are using TQM in at least some of their units. The most comprehensive example is the North Dakota University System, whose Board endorsed the System's commitment to TQM in 1990. While universities with TQM experience frequently report that it is more effective in staff units than with the faculty, the North Dakota System asserts that it is equally important for faculty to adopt TQM.

Now, stay calm. This is not an early warning that TQM is about to be imposed on Cal State Hayward or any of its components. Like any manage-

ment system, TQM has its fans and its critics. In fact, while I was reading about TQM on an airplane, the woman in the next seat, looking over my shoulder, said to me, "Is your place into TQM too?" She turned out to be a civilian employee of the U.S. Navy, which according to her report has adopted TQM and requires its use. Moreover, she doesn't like it; she says it's just a way to get more work out of everyone.

One thing in my reading, though, struck me as very potent. TQM begins with a focus on "customers." The term rings strangely in the academic environment, but remembering that

"If we cannot do everything that our collective ambitions represent, we will nevertheless do what can be done to keep our priorities in order...."

TQM started out as a business management tool it becomes more understandable. The point is to identify the "customer" as a first step toward improving the quality of the "product."

Who are the University's "customers?" Like any complex organization, we have many customers, both internal and external. But surely our primary customers are our students. The product we deliver is education. These metaphorical statements perhaps put matters in too simple terms, but they have the benefit of engendering some provocative questions. Simply put indeed, if we believe that the quality of education is the prize we hold most dear, then we have every reason to examine the quality of that "product" in specific relation to the "customers" who are our students. For one thing, it hardly matters whether the quality of our educational product would be evaluated differently if our student customers were different or attending some other institution. The only question worth asking is whether we provide an educational product of quality to our student customers.

As mentioned above, the University has many customers. In the interests of quality education, we cannot neglect the ways in which our faculty, staff, and community are also our customers. If, however, we look carefully at all of our decisions and all of our efforts — perhaps especially in these lean times — in terms of serving our students as well as we know how, I truly believe that we will not stray far from the mark.

External factors are making it increasingly difficult for this University and its sister CSU institutions to maintain both access and quality. It will

Continued on page 2



Jorge Licea, a Cal State Hayward student, took this picture of damage to a downtown Oakland building after the Loma Prieta earthquake in October of 1989.

Earthquake conference to follow up on decade of research in the East Bay

Public invited to free evening forum on March 26

Scientists, engineers, government officials, teachers and members of the public will gather at Cal State Hayward for the Second Conference on Earthquake Hazards in the Eastern San Francisco Bay on March 25-29.

The conference will update scientific data about the Hayward and other East Bay faults and present new information being used to serve the public in earthquake hazard mitigation. The latest concepts in the fields of microseismicity, crustal strain, detailed fault mapping, aseismic slip and long-term slip on the active faults in the East Bay region will be discussed.

A free public forum, specifically for non-geologists, will be held in the University Theatre on Thursday, March 26 from 6:30 to 10:00 p.m. A panel discussion presented by local scientists will be followed by a question and answer session. Participants will be invited to meet the scientists and view displays set up in Robinson Hall. This non-technical program will also highlight advancements in the study of Bay Area earthquake hazards during the past decade.

"The conference will be well attended; we had 300 to 350 people come last time and expect more this time," said Sue Hirschfeld, chair of the conference planning committee and the Department of Geological Sciences. Ninety presentations will be given, thirty more than at the previous conference.

Hirschfeld, who holds a Ph.D. in paleontology, became interested in earthquakes when she moved to Hayward. "There aren't very many places you can see a fault actively moving through town bending curbs and deforming asphalt," she said.

In addition to such programs like the conference, earthquake preparedness training on campus and speaking engagements, Hirschfeld has developed a self-guided, self-paced walking tour through downtown Hayward to view present movement on the fault and the resulting effects. For those who want to continue by car, the tour then follows Interstate 580 to Berkeley to view landslides and structures on the fault. The audio tape and booklet called "Hayward—It's Your Fault" along with slides are available at the Instructional Media Center to check out.

The Hayward fault is part of the San Andreas Fault system that forms the boundary between the Pacific and North American crustal plates. There is slow movement along the fault that amounts to approximately a fourth of an inch a year. "Based on historical records we know that an earthquake has not happened on the Hayward fault in 124 years, we don't know exactly when another one will occur." When asked how to prepare for a Hayward earthquake Hirschfeld replied, "Act as if it could happen tomorrow."—Brenda McConaughy

Items in this section are printed in the order in which they are received in the Office of University Relations and Development. We receive numerous submissions each week and print them as space allows.

Robert Mahoney (EXCEL) served as a field reader for the U.S. Department of Education during the recent competition for Upward Bound Program grant applications. The evaluation of proposals we held in San Francisco at the Miyako Hotel during the week of February 3.

Jay L. Tontz (SBE) spoke to the Pleasanton Rotary Club, January 23 on "An Economic Forecast: It Is Time to Refinance and Buy!", and to the Distribution Management Association of California on "State of the Union - What to Expect in '92," and on January 28 to the Executive Association of Southern Alameda County, on "Leading Indicators Point Toward Recovery '92." He spoke at the Santa Clara Chamber of Commerce's 1992 Business and Industrial Forum, January 29 on "Economic Forecast for 1992: Will the Bush Plan Work?"

Ric Singson and **Steve Ugbah** (Marketing) have been engaged by Community Prevention of Alcohol Problems of Horizon Services, Inc. to conduct a study of the economic and social feasibility of an alcohol-free nightclub or other recreational establishment for older teenagers and young adults in the greater Hayward area. A comprehensive marketing research project is anticipated including input from local teenagers regarding location, amenities and activities.

May Chow (University Relations and Development) on February 12 spoke on a panel at the Network of California Community College foundations Conference on Alumni Programs.

Jay L. Tontz (SBE) had his article, "A Program for Local Economic Development," published in the General Agents and Managers Association News Journal, Vol. 15, No. 6, November-December 1991. He spoke February 11 to the Dublin Rotary on "Will Tax Cuts Stimulate the Economy in '92?" and on February 18 to the Castro Valley Rotary on "Early Signs of an Economic Recovery."

Shyam J. Kamath (Business and Economics) had his article entitled "Institutional Change and Economic Theory—A Perspective and an Eclectic Synthesis" accepted for publication in the *Journal of Interdisciplinary Economics*, Vol. 4, No. 2.

Doris Yates (Recreation and Community Education) and Rebecca Hopkins, Recreation Program Specialist, City of Dublin Recreation Department, submitted an article to the *Journal of Recreation and Leisure*, titled "The Changing Family Structure: The Skills to Survive."

John W. McCue (IMC-TV) and wife Sharon gave a six part international style ballroom dance demonstration in Monterey on February 22. The performance was the highlight of the "Dance For The Children" ball given to raise funds for Watsonville Day Care Centers, sponsors included the YMCA and Monterey Moose Lodge. The McCues were called back twice for encores.

Harmon Brown (Student Health Services/Kinesiology P.E.) conducted a sports medicine course for physicians and therapists from the Persian Gulf region in Doha, Qatar, February 1-6. The course was sponsored by the International Amateur Athletic Federation. Brown is a member of its medical committee. While in Qatar, he consulted with the Minister of Youth and Sport concerning Qatar's Olympic Sports Medicine and Science programs, and was awarded a plaque by the Qatar Olympic committee for his services.

Mary Cullinan (English) participated in a panel entitled "Improving Instruction for Language Minority Students in the CSU" at the Teaching and Learning Exchange in Los Angeles on February 27.

John Gothberg (Mass Communication) presented an illustrated lecture for the Castro Valley Senior Citizens Center on American Advertising, from P.T. Barnum to the Big Mac.

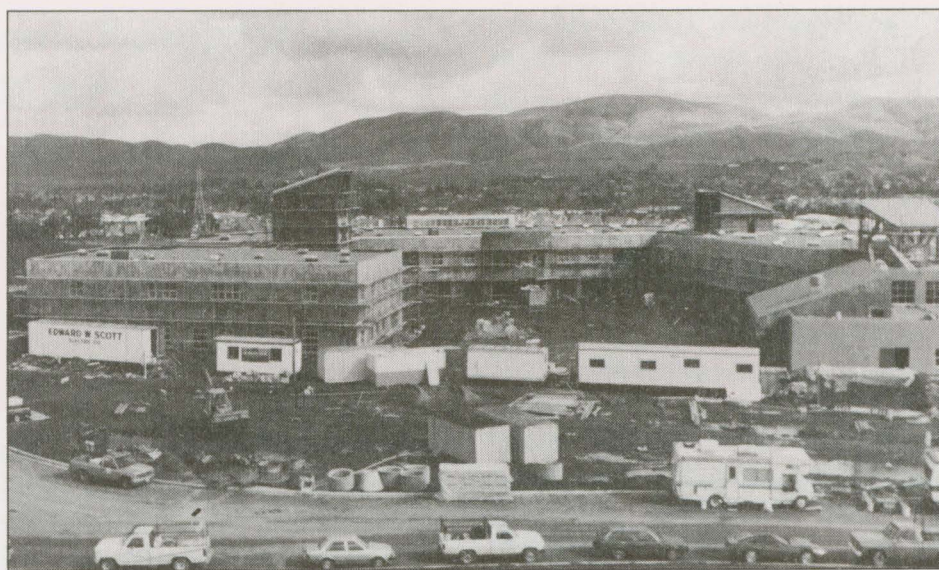
Harry Carter (Music) attend the Eastern Division ACDA Convention in Boston, February 13-15 to inaugurate a program that will bring sixteen Swedish and six British conductors to seven different regions of the United States during February and March 1992. Carter is national chairman of the British and Swedish-American Choral Directors Exchange, sponsored by the American Choral Directors Association. During the 1992-93 academic year, he will coordinate the visits of twenty-two U.S. conductors to Sweden and Great Britain.

Gary Lippman (Mathematics and Computer Science) spoke February 21 to mathematics students at Cal Poly, San Luis Obispo on "Perspectives on Employment for Mathematics Majors: Resume Preparation and Interview Techniques."

John Hammerback (Speech Communication) attended the annual convention of the Western States Communication Association, February 19-23 in Boise. He served on the Executive Council of WSCA and as President of the Executives Club, the organization of past and present officers and editors of WSCA; and chaired two panels, one on freedom of speech and one on non-teaching opportunities for faculty in communication.

Faculty Laurels and Distinctions to be held May 13

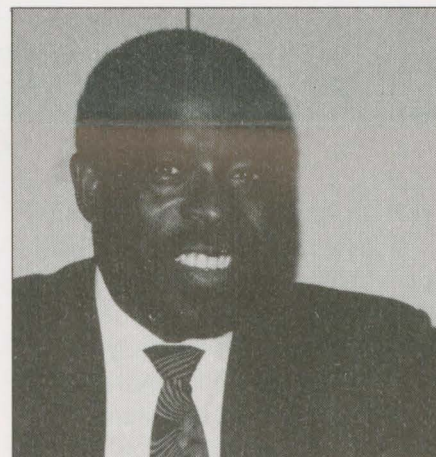
The fourth annual Faculty Laurels and Distinctions ceremony will be held May 13 at 3:30 p.m. in MB 1055. Emily Stoper, Outstanding Professor of the Year, will be honored, along with newly tenured faculty, new emeritus faculty and faculty members earning twenty-five year awards.



The Contra Costa Branch Campus of Cal State Hayward will be holding an open house at its new site in Concord on April 16 from 1-4 p.m. All members of the campus community are invited. The address is 4700 Ygnacio Valley Road, Concord. Painting of the exterior of the buildings has just been completed; tiling is in process. Instruction will begin fall 1992.



Bobby Shew will perform a collection of standard jazz tunes as well as an original work by Dave Eshelman of the music department on Friday, March 13 in University Theatre, 8 p.m. Tickets are \$5. Call 881-3167.



Les Brown, a motivational speaker recently seen on local television during the KQED pledge drive, will be on campus, March 13. Tickets can be obtained at University Union. Brown's presentation will be in the gym beginning at 8 p.m. Specially priced tickets for students, faculty and staff are \$10. Supply is limited to one ticket per person. Regular tickets are \$25/\$35. His appearance is co-sponsored by the University Union and Umoja Resource Center.

Theatre students participate in acting and design competitions

Students from Cal State Hayward received Meritorious Achievement Awards in acting and design at the Region VIII American College Theatre Festival last month at CSU Fresno.

Receiving awards for acting and participating in the Irene Ryan Acting Scholarship competition were the following students: Justine Anabo-Zeller, Karine Collet, Mark Farrell, Shawn Ferreyra, John Girot, Bob Markey Kim Marselle, Michael Singer and Dennene Tompkins.

Receiving awards but not participating in the competition were Berwick Haynes, Steve Lyon, Mary Ann Mackey and Ovida de la Cruz. The following design students received awards and participated in the adjudication process at the festival: Diane Clark, costumes; Brian Grove, lighting, and Tracy Hinman, sets. Diane Clark's costume designs were selected for the juried show. Receiving awards but not participating the adjudication process were Kevin Goold, composer; Walter Davies, composer; Greg Ojeda, costumes; and Dennis Noh, props.

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take all of our determination and imagination to continue the progress towards our goals. But I am daily heartened by the messages I receive on all sides that our university community is pulling together to ensure that we do not lose sight of what we are here for, and that they will not allow their attention to the university's future to be sidetracked. If we cannot do everything that our collective ambitions represent, we will nevertheless do what can be done to keep our priorities in order and make our "product" of a quality in which we take pride.

I was very pleased to see that the working group drafting the Mission Statement developed language that is very student-oriented. The draft statement was widely distributed, and the working group is now examining the written comments it received. I have every confidence that the University, in its official statements as well as its day-to-day operations, will demonstrate its commitments to our students.

View

The View from California State University, Hayward is published every other Monday except during academic recesses. Deadline for submission of material is Monday, 5 p.m., two weeks prior to publication. Please address all copy to The View, 908 Warren Hall, CSUH, Hayward, CA. 94542. All copy over 50 words must be submitted on a disk or through e-mail to ~view; please do not use all caps or underlining. Copy may be edited for style, length and appropriateness. The View is a publication of the Office of University Relations & Development.

Managing Editor: Linda Schneider
Photography: Chris Chenard, Terry Smith
Publication dates—deadlines

March 30—March 16
April 13—March 30
April 27—April 13
May 11—April 27
May 25—May 11
June 8—May 25

March

9 Monday

- Men's tennis. Swarthmore College. 1:30pm.
- "The Morality of the Market," Father Robert Sirico, president, The Acton Institute. 2:45. Acton Research Institute, SF. Sponsored by the Smith Center for Private Enterprise Studies, the Department of Economics, CSUH and the Pacific Research Institute, San Francisco.

10 Tuesday

- Percussion Ensemble. Works by Frank, Greenberg. Noon. UT. Free.
- Women's tennis. Sonoma State. 2pm.
- Baseball. Menlo College. 2:30pm.

11 Wednesday

- University Symphonic Band. Works by Snoeck, Milhaud, Sartor, Nelson and Chance. 8pm. UT.

12 Thursday

- Biology Seminar Series. "NK Cell and Tumor Cell Interaction," Dr. Mamdooh Ghoneum, Drew University of Medicine and Science. Noon. NSci 321.

12 Thursday 13-15

- Buried Voices/Spoken Words: A Reader's Theatre, a collection of readings of writings by women and ethnic minorities. March 12 at 6pm; March 13-14 at 8pm; March 15 at 2pm. Studio Theatre. \$5/general; \$4/students and seniors; \$3/CSUH students.

13 Friday

- Softball. UC Davis. 1:30pm.
- Men's tennis. UC Davis. 1:30pm.
- Physics Seminar Series. "Surface Modification of Semiconductors," Frances Houle, IBM. 3:15pm. NSci 220.
- Bobby Shew, jazz trumpet, in concert with the CSUH Jazz Ensemble. 8pm. University Theatre. \$5. 881-3167

13 Friday 14

- 7th Annual Jazz Festival. March 13 concert at 8pm (UT). March 14, clinics, performances.

14 Saturday

- Softball. Chico State. Noon.
- Baseball. San Francisco State. Noon.

19 Thursday

- Retirement reception to honor William Vandenburg, KPE. 3-5pm. University Club.

20 Friday

- Chicano /Latino Youth Leadership Conference. 8:30am-3:30pm. 881-3982.

21 Saturday

- Women's and men's tennis. Central Washington U. 1pm.

22 Sunday

- Women's tennis. Portland State. 10am.
- Baseball. West Oregon College. Noon.

23 Monday

- Baseball. Lewis and Clark. 2:30pm.

24 Tuesday

- African American Youth Leadership Conference. 8am-3pm. 881-3982.
- Men's tennis. Seattle U. 10am.

25 Wednesday

- Women's tennis. Air Force Academy. 10am.
- Baseball. East Oregon College. 1pm.

25 Wednesday through 29

- Second Conference on Earthquake Hazards in the Eastern San Francisco Bay Area. University Theatre. Aimed at earth scientists, engineers, planners and government officials. Public forum March 26, 6:30-10pm. 881-3486.

27 Friday

- Asian Pacific American Youth Leadership Conference for high school students from Bay Area schools. 881-3982.

28 Saturday

- Baseball. Sonoma State. Noon.

30 Monday

- Women's tennis. Lewis & Clark. 2pm.

31 Tuesday

- Baseball. U. of San Francisco. 2pm.

April

1 Wednesday

- Men's tennis. Sonoma State. 1:30pm.

1 Wednesday and 2

- "Going Global: It's Easier Than You Think," conference on international opportunities for small California Companies co-sponsored by the Center for New Venture Alliance, SBE, CSUH and AT&T. 7 am-6pm. AT&T Visitor Center, 4400 Rosewood Drive, Pleasanton. \$350/\$395. 881-3805.

2 Thursday

- Women's tennis. UC Santa Cruz. 2pm.

3 Friday 5,10,12

- Opera Workshop. Two one-act operas "The Apothecary" by Haydn and "Four Note Opera" by Tom Johnson. Fridays, 8pm; Sundays, 2pm. MB 1055.

4 Saturday

- Baseball. Chico State. Noon.

8 Wednesday

- "Economic Liberties and the Constitution," Roger Pilon, director, Constitutional Studies, The Cato Institute. 2:45. Biella Room. Sponsored by the Smith Center for Private Enterprise Studies and the Department of Economics, CSUH.
- Softball. San Francisco State. 1:30pm.

9 Thursday through May 2

- Vernacular Art exhibit. Gallery hours: M,T/11am-3pm; W, Th/1-7pm.

10 Friday

- Baseball. Stanislaus State. 2pm.

10 Friday through November 20

- The Ohlone Indians of the Bay Area: A Continuing Tradition. Opening reception 5 pm. C.E. Smith Museum of Anthropology. Museum hours: 10am-3pm, Monday-Friday.

14 Tuesday

- Men's tennis. Cal Poly/Pomona. 2pm.

15 Wednesday

- Women's tennis. Mills College. 2pm.

16 Thursday

- Contra Costa Branch Campus reception. 1-4pm. 4700 Ygnacio Valley Road.

17 Friday

- Men's tennis. Claremont-Mudd-Scripps. 1:30pm.

21 Tuesday

- Baseball. Sacramento State. 2:30pm.

23 Thursday

- Faculty Recital. Jim Bertram, lute and guitar, Roberta Brokaw, flute. Music from the Renaissance to the present. 8pm. MB 1055. Free. 881-4299.

25 Saturday

- Baseball. UC Davis. Noon.
- 10th Annual Shakespeare Festival. 8am-4pm. UT.
- Alumni Recital. Elizabeth Southorn, soprano and Cathy O'Connor, piano. Program includes Brahms' "Four Serious Songs" and three songs on poems by Edith Sitwell by William Walton. 8pm. MB 1055.

28 Tuesday

- Darius Milhaud Celebration. Featured work "La création du monde." 8pm. MB1055.

May

1 Friday

- Baseball. Sonoma State. 2pm.

1 Friday and 2

- Spring Dance Concert. Guest artists: Duncan MacFarland and John Henry. 8pm. UT.

6 Wednesday

- "The Transition to Capitalism in Eastern Europe and China," Harold Demsetz, professor of economics, UCLA. 2:45. Biella Room. Sponsored by the Smith Center for Private Enterprise Studies and the Department of Economics, CSUH.

8 Friday

- College Dance Showcase. 8pm. UT.

11 Monday

- Symphonic Band Concert. Program feature Ohlone College Wind Ensemble, includes works by Nelhybel, Weinberger, Strauss. 8pm. UT.

Search committees formed for vice president, Administraion and Business Affairs, and director of the Library

Vice President, Administration and Business Affairs

The Search Committee for the vice president, Administration and Business Affairs has been convened. The committee members are as follows:

- Armando Gonzales, Academic Resources
- Bonnie Guiomar, Payroll Office
- Nivien Milik, Associated Students,
- Judith Stanley, chair, history
- Bruce Trumbo, statistics
- Donald Wort, management and finance
- Doris Yates, recreation and community education

The selection process is planned for completion in the summer of 1992. Screening will begin on March 23. Applications and/or nominations should be sent to Dr. Judith Stanley, chair of he Search Committee for the Vice President, Administration and Business Affairs, c/o the Office of the President.

Announcement

California State University, Hayward invites applications and nominations for the position of Vice President, Administration and Business Affairs.

The University, enrolling 13,000 students, was established in 1957 and is one of the twenty universities of The California State University system. The University, with its main campus in the hills above Hayward overlooking the San Francisco Bay, serves a large metropolitan area and a culturally diverse population.

The Vice President, Administration and Business Affairs reports directly to the President and is responsible for general supervision of the fiscal affairs of the University and their related support functions; preparation of the University budget and allocation of resources; non-academic personnel administration; employee relations; campus physical planning and development; operations of the physical plant; environmental health and safety; and emergency operations.

As one of the three vice presidents, the Vice President, Administration and Business Affairs is a member of the

Executive Staff of the University and plays a key role in the development of University policy; represents and acts for the President on matters of established policy within the University and The California State University system; and accepts specific delegations and assignments requiring coordination at senior administrative levels.

Qualifications include relevant senior level experience in university administration and financial management; demonstrated ability to work cooperatively with various constituencies; education and training appropriate to a senior administrative affairs position; doctorate or equivalent training and experience desirable. Salary is commensurate with experience and qualifications.

Director of the Library

The members of the Search Committee for the director of the Library are as follows:

- Mary Cullinan, chair of the Search Committee, English
- Russell Merris, Math & Computer Science
- Marilyn Oberg, Library
- Kristin Ramsdell, Library
- Alan Smith, presidential appointee, School of ALSS

Qualifications

The qualifications for the position are as follows:

MLS from an ALA-accredited library school or school of equivalent quality and five years of significant professional library administrative experience.

A record of accomplishment in the administration of library personnel and budgets.

Ability to plan development of collection supporting university instruction and research.

Experience in supervising, motivating, and evaluating a professional and paraprofessional staff.

Knowledge of technological developments and trends for automated library systems, on-line services, and CD-ROM resources.

Ability to function effectively in a collective bargaining and shared gov-

ernance environment.

Experience in obtaining external support for the library.

Experience in meeting the educational needs of a multicultural community.

The University

Part of the twenty-campus California State University system, CSUH is located in the hills above the eastern edge of San Francisco Bay. Approximately 13,000 students are enrolled in the University's undergraduate and master's programs.

Responsibilities

The director of the Library supervises a budget of over \$4 million, a collection of over 800,000 volumes accessible through INNOPAC, and a staff of eighteen library faculty. The director reports directly to the University Provost.

Salary is competitive an commensurate with experience and qualifications.

The appointment is effective September 1, 1992 or earlier. Applications will be accepted until the position is filled. Applicants should include a letter, resume, and the names of three references. Position #92-004. Address nominations and applications to: Chair, Search Committee for the Director of the Library, Office of the Provost and Vice President, Academic Affairs, California State University, Hayward, Hayward, CA 94542-3007.

Review of dean and associate dean in School of Education

On February 18, President Rees and Provost Martino convened the Review Committee for the Dean and Associate Dean, School of Education to undertake the required five year review of these offices. As part of the review process, the Review Committee is soliciting and invites input from staff members and students in the School of Education. The Review Committee welcomes comments regarding the Deans' accomplishments as well as issues of concern

Staff members and students wishing to meet with the Review Committee to discuss the performances of Dean Towner and or Associate Dean Rodriguez may make arrangements to meet with the committee by contacting one of the co-chairs: Mack Lovett, Instructional Services, or Richard Vrmeer, public administration.

Staff members and students are also welcome to submit written statements to the Review Committee. In order to be considered by the Review Committee, all statements must be signed by the maker of the written statement. Written statements should be submitted to one of the co-chairs of the Review Committee by March 20.

Annual review of administrators scheduled for March 10

An annual review of University administrators is mandated by the "Policies and Procedures Governing Faculty Participation in Appointment and Review of Administrative Officers of the California State University, Hayward." Section III.D of the document states: "The President shall meet annually in closed session with the Executive Committee of the Academic Senate to review the performance of all of the administrative officers of the University." This year's review is scheduled for Tuesday, March 10.

Individuals having information, evaluations, or suggestions about any aspect of University administration which might assist the members of the Executive Committee in conducting this review, please contact an Executive Committee member or the Academic Senate Office.

Committee members are as follows:

- Carl Bellone, public administration, ext. 3286
- Delmo Della-Dora, educational leadership, ext. 7422
- Bette Felton, nursing, ext. 3314
- Terry Jones, sociology and social services, ext. 3173
- Edward Lyke, biological sciences, ext. 3413
- Jim Nichols, political science, ext. 3840
- Marilyn Oberg, library, ext. 3626
- Judith Stanley, history, ext. 3207
- Susan Sunderland, recreation and community education, ext. 3043
- Donald Wort, management and finance, ext. 4276

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Hayward



University Relations & Development, CSUH, Hayward, CA 94542-3004