

CAL STATE
EAST BAY

WORKING PROFESSIONALS RECRUITMENT AND SERVICE TASK FORCE

May 2023





CHARGE

On January 26, 2023, President Cathy Sandeen provided the charge:

To make recommendations on how **to expand enrollment** of students who are often described as “working adults,” “nontraditional,” or “**working professional students**”. These terms describe a segment of individuals who have current career-level employment, but who may be stalled in career progression by not having completed a degree. Four million Californians fall into the category of having “some college, no degree.” This is a substantial market for us. We currently serve such students at Cal State East Bay. The charge to the Task Force is to examine how we can more **intentionally attract, recruit and effectively serve** a larger number of **working professional students**.

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TASK FORCE

Claire Abshire, CBE/University Extension
Dan Bellone, University Extension
Nolan Calara, Student
Brian Cook, Co-chair, University Extension
Patricia Drew, CLASS, Human Development
Murray Horne, COS, Psychology
Habib Ikharo, Information Technology Services

Balvinder Kumar, Office of the President
Travis Nelson, Events and Donor Relations
Keri O'Neal, Faculty Development
Zinoviy Radovilsky, CBE, Management
Gangaram Singh, Co-chair, College of Business & Economics
Marc Strong, Student Outreach
Kathy Wong(Lau), University Diversity Officer



BACKGROUND

- 12%+ decline in headcount
- Over 3M Californians with “some college, but no degree”
- Expand enrollment of working professionals

University Extension students do not count in our state target

- Proactively address equity and anti-racism goals
- Avoid “reinventing the wheel”



SPECIFIC DIRECTION

- Describe the current state
- Identify recruitment strategy to reach the target segment
- Explore working with large employers
- Identify associate/certificate holders to articulate a route into a degree
- Assess current student services for working professionals
- Suggest where in the university we can host support of working professionals
- Identify other issues to help implement this change

DELIBERATION AND TIMELINE

		Date	Duration
1	Review and discussion for current completion programs (UE)	Feb 1	1 hours
2	Generate/discuss ideas	Feb 13	2 hours
3	Discuss/decide on ideas/initiatives for public feedback	March 13	4 hours
4	Listening Tours (1/college, 1 hour each)	COS, April 11 CBE, April 19 CLASS, April 20 CEAS, May 10	4 hours
5	Discuss/generate a draft report including feedback	April 26	4 hours
6	Share/receive feedback on draft report from university community	May 10	2 hours
7	Submit a final report	May 19	TBD



OUR CURRENT PORTFOLIO

Programs/College	Business & Economics	Education & Allied Studies	Science	Letters, Arts & Social Sciences
Current	BSBA (with 7 Concentration) MBA Global Innovator MS Accountancy MS Business Analytics (Hybrid) MBA 1-year Oakland [Friday/Saturday] MBA - evening	BS Hospitality and Tourism (3 concentrations) BS Recreation (4 concentrations) MS. in Hospitality, Recreation and Tourism MS & EdD [Ed Leadership] MS Kinesiology Teacher Education <ul style="list-style-type: none"> • Transfer Pathways to Teaching • MS Curriculum • MS ECE • MS eLearning • MS Ed Tech • MS Reading • MS Special Ed • Credentials 	MSN [primarily online] Pre-Professional Health Certificates MS Construction Mgmt MS Engineering Mgmt MS Statistics MS Biostatistics	BA Ethnic Studies (6 Concentration) BA History (Fall 2023) MA History BA Human Development BA Liberal Studies MPA MS HCA Public History Certificate
<i>In Progress</i>	<i>BS Business Analytics</i> <i>BS Accounting</i> <i>Analytics</i>			<i>Hybrid MS Speech Language Pathology</i> <i>Online theatre/dance performing arts</i> <i>Online Phil BA</i>
<i>Potential</i>	<i>MS Financial Analytics</i> <i>Online MBA</i> <i>CPA prep. certificate</i>	<i>Online EdD [Ed Leadership]</i>		<i>Ethnic Studies - DEI Certificate program</i>

Online/Hybrid
(Asynchronous)
Evenings/Weekends



COLLEGE/UE COLLABORATION: HOW IT WORKS NOW

Self-Support special session programs provide flexible solutions for degree-completion, post-bac certificate and graduate programs to expand the University's portfolio. The Portfolio serves an additional 1,600+ students [1000+ FTE].*

Programs are offered off-campus or via a distinct modality (different from stateside) or to a specific client group.

Each College collaborates with UE to market/recruit and support students with a unique CRM instance and vertical marketing campaigns. Student success (enrollment, retention, persistence, and completion) is tracked, reported, and addressed separately from stateside FTE target.

Self-support programs offered to mid-career professionals with the goal of enhancing and/or changing careers include:

- Online BS Business Administration
- Online e-Learning
- Online MS Educational Leadership
- Online Single Subject Credential
- Online MS Reading & Literacy
- One-year intensive MBA
- Hybrid MS Nursing
- MBA for Global Innovators
- MS Accountancy
- Pre-Professional Health Academic Post-Bac Program

Note: Self-support FTEs are not counted in our CSU-assigned target.

**Source: Cal State [Enrollment Dashboard](#)*

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UE PACE PORTFOLIO (NON-DEGREE)

Professional and Continuing Education [PACE]

Open University
Certificates (career enhancement & career changer)
Skills development (extension credit and non-credit)
Regional Training

Current Portfolio:

Chemical Dependency Studies
Pharmacy Technician
Recreation Therapy
Speech Language Path. Assistant
Digital Marketing and Analytics
Human Resource Management
Nonprofit Management
Project Management

Social Media Marketing
Construction Management
eLearning
Paralegal Studies
EKG Technician
Medical Billing and Coding
Notary Public
Veterinary Assistant

In-Progress/Coming Soon:

Trauma Informed Specialist
Hospitality Certificates in collaboration with HRT
Event Planning, Food & Beverage and Lodging Management
Crime Scene Investigation

Potential:

Artificial Intelligence
Cybersecurity
Strategic Leadership
DEI
Data Analytics

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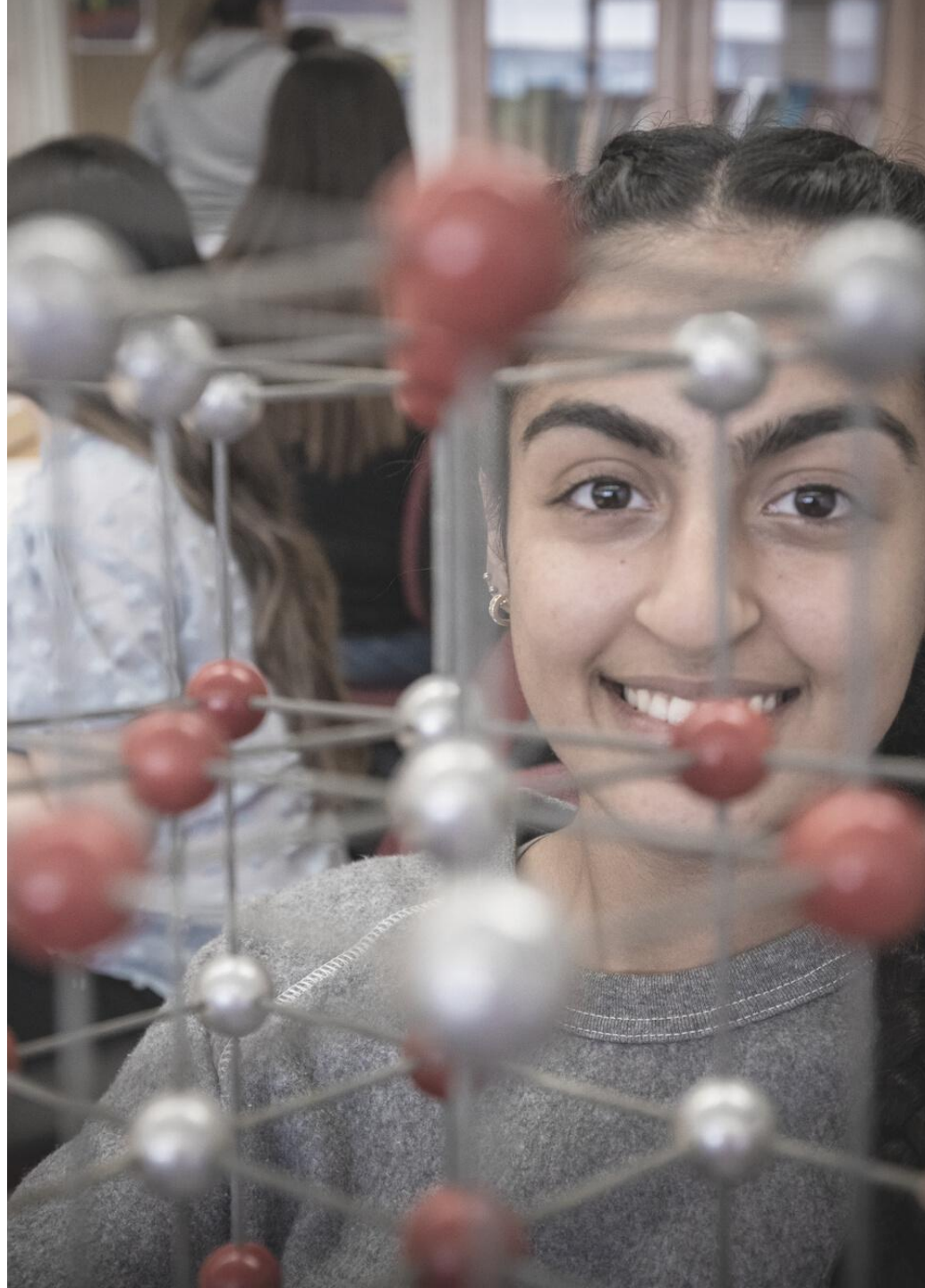
CURRENT STUDENT SERVICES TO SERVE WORKING ADULTS

Fact: We currently recruit/support working professionals to complete a degree through an undifferentiated model

Fact: UE provides a coordinated approach for working professionals pursuing a non-degree program

Conclude: We could benefit from a differentiated/personalized model to serve degree-seeking working professionals

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OPPORTUNITY: TARGET SEGMENT & RECRUITMENT STRATEGY

We identified potential working professionals and suggested a general recruitment/marketing campaign. Segments, programs, and strategies will be developed in collaboration with University Communication.



OPPORTUNITY: TARGET SEGMENT & RECRUITMENT STRATEGY

Target Segment	Recruitment Strategy	Stakeholders
Associate/certificate holders to articulate into a degree	Consider a cohort strategy and augmented services specifically for this group	SA & University Communication
Re-entrants to Cal State EB	Leverage best practices [e.g. CSUDH and Sac State] that are consistent with Cal State EB	SA
Faculty and staff of Cal State, especially Cal State EB	Consider an internal “professional development” fair, highlighting opportunities and ways to fund professional development at EB	HR
Alumni	Revisit alumni to offer lifelong educational opportunities	SA
Employees/executives of large employers in the Bay Area, especially healthcare with the implementation of the Health College	Consider investing in a BART campaign	University Communication

OPPORTUNITY: TARGET SEGMENT & RECRUITMENT STRATEGY

Target Segment	Recruitment Strategy	Stakeholders
Gig workers (musicians, designers)	Develop a partnership with event that serve a specific group	UA
Veterans and active military personnel	Review and design a pathway for veterans and active military personnel	VA & University Communication
Retirees / Lifelong Learners / 2nd Bachelor's Degree	Position Cal State EB as a lifelong educational provider (55+ campaign)	University Communication
Employees/executives of non-profit/philanthropic organizations in the Bay Area	Develop partnership with nonprofits (including local government) as the preferred educational provider	UA
Students who may face closure of a university (e.g., Holy Names, UofP)	Create a reputation as a compassionate educational provider	SA & University Communication



PRIORITY RECOMMENDATIONS (SMART ACTIONS)

Create a prospective WPs landing page with built-in case management (CRM) to provide frictionless experience with established turnaround on support/service

Create/implement a dedicated strategy to serve large employers to increase the number of partnerships and regional employees/students

Create/implement a personalized/concierge experience to optimize benchmarked access (FTEs) and student success (retention, learning, completion, and post-completion)

OVERALL BRANDING & RECRUITMENT/MARKETING INFRASTRUCTURE

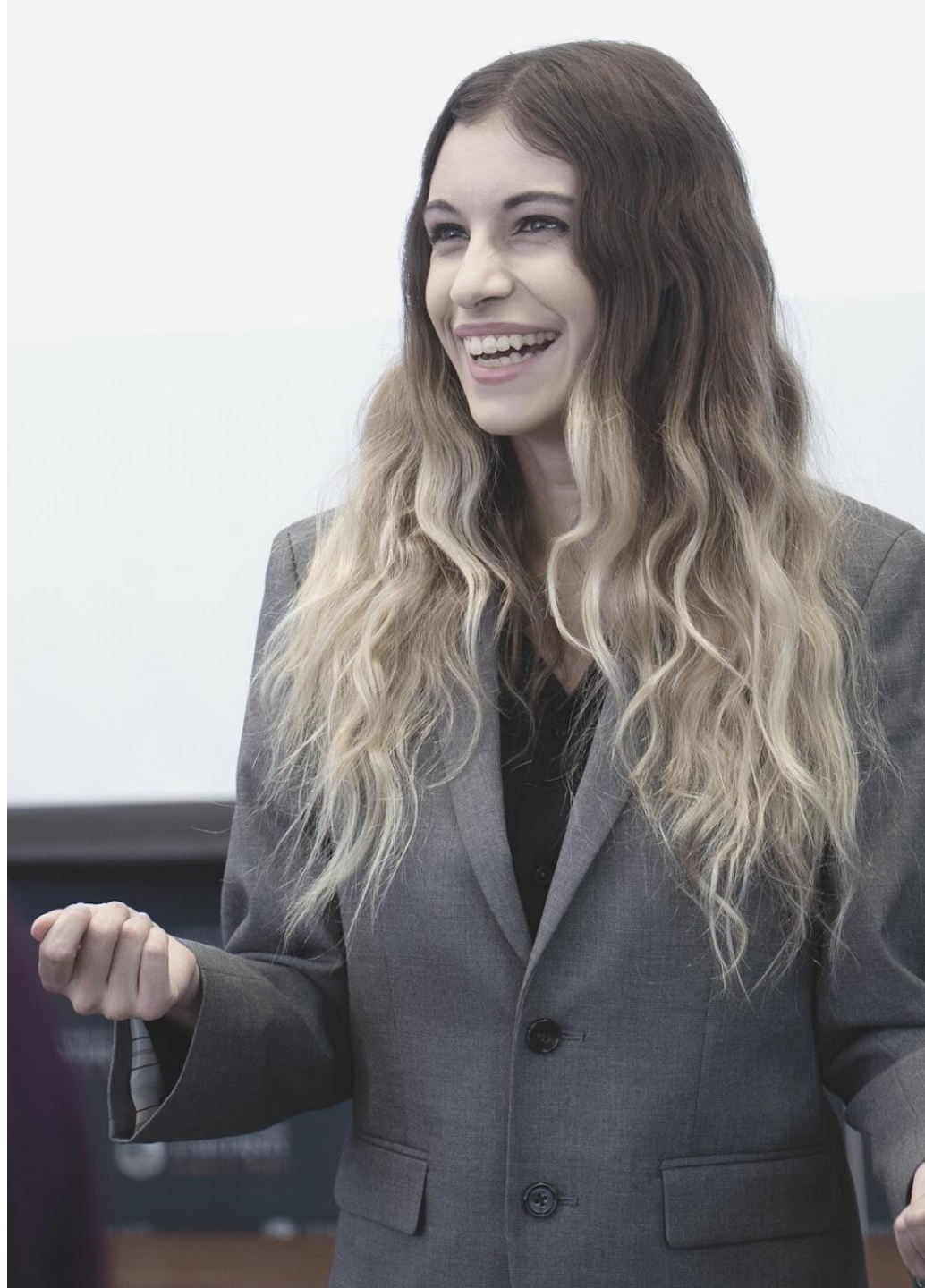
Leverage our overall branding initiative to target/recruit and serve working professionals

Collaborate with the CCMO to design recruitment campaigns (e.g., community events) for a specific segment (e.g., entertainers)

Invest in a labor market research service (e.g., Lightcast) to enhance data-informed programming

Invest in a CRM (e.g., Salesforce) to streamline/manage the student life-cycle

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DESIGNATED LANDING PAGE FOR WPs

- S.** Create a prospective WPs landing page with built-in case management (CRM) ...
- M.** To provide a frictionless experience with established turnaround on support/service
- A.** CCMO is committed to a new/unique landing page, and has experience building such a page
- R.** Multiple recruitment/marketing channels will lead to “one stop” page for WPs
- T.** Launch minimum viable page by Aug 1, 2023, with full redesign/service and UI by July 30, 2024

- R.** CCMO in collaboration with VPSA (Outreach)
- A.** VPUA, CIO & VPSA (Outreach)
- C.** College Dean (Program Coordinator)
- I.** President (Cabinet)

LARGE EMPLOYERS CAMPAIGN

Identify regional partners to support
brand and program awareness

Develop a list of potential regional
partners (e.g., Kaiser, Clorox)

Leverage companies that we currently
have relationships with (e.g., internships)

Leverage alumni network

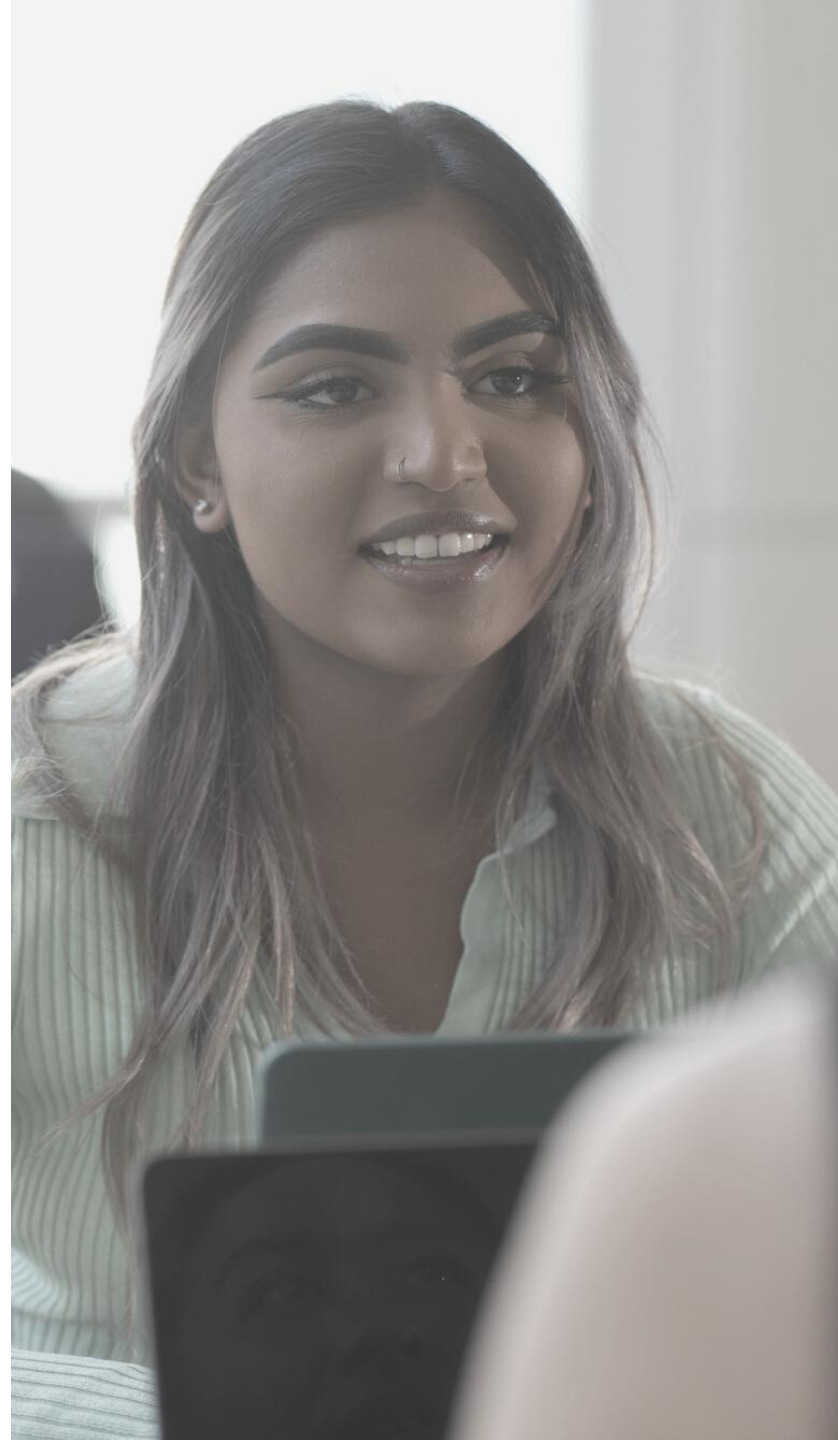
Pilot partnership with Amazon



PARTNERSHIP WITH LARGE EMPLOYERS

- S.** Leveraging the university's physical locations as well as online presence to create and implement a dedicated strategy to serve large employers ...
- M.** To increase the number of partnerships and regional students/employees
- A.** Hire or adjust current staff/responsibilities to achieve established/measurable outcomes
- R.** Build a sustainable model to increase access and serve the community
- T.** Design and launch unit before June 30, 2024

- R.** VPUA (Corporate Partnerships)
- A.** VPUA, VPFA (Student Finance)
- C.** AVPUE, Dir, Ctr Community Engagement, VP SA
- I.** College Dean (Program Coordinator)





STUDENT SERVICES TO SERVE WORKING STUDENTS

Pilot the assignment of SA enrollment and outreach staff to a college/department coordinator

Design/implement ease of entry requirements (e.g., no application fee) such as Memphis's Fresh Start Initiative

Design/implement payment plans for working professionals (financial aid/scholarships combination)

Align advising hours and services with WP student needs

Invest in a commuter student lounge (space, website, food, shower) (See [Resolution](#) from ASI)

Invest in family-friendly and life-long educational partner



INTENTIONAL STUDENT SERVICES FOR WPs

- S.** Create and implement a model to provide a personalized/concierge experience ...
- M.** To optimize benchmarked access and student success (retention, learning, completion & post-completion)
- A.** Orchestrate a culture-shift of the current mindset (e.g., move to concierge services)
Create a separate central unit to serve WPs
Create a small unit within each College to serve self-support, including WPs
- R.** Build a sustainable/flexible model to increase access and serve the community
Balance use of technology with personal service
- T.** Collaborate with the CBE to pilot a small concierge unit to serve self-support (including WPs) within one year
Design and implement personalized experience by July 1, 2025/26
- R.** SA, UE
- A.** VPSA, AVPUE, Dean CBE
- C.** UE, CSUs(high-impact/best practices) Deans
- I.** All

NEED FOR THOUGHTFUL IMPLEMENTATION

The goal of the Task Force was to answer the charge. We proposed practical and pragmatic ways forward. However, we uncovered additional concerns/issues to successfully implement a recruitment and service campaign for working professionals. For example,

- We need a clear process, including a budget, to open each program to working professionals.
- We need to explore/design/implement a system to award credits for prior work experience (PLA (PLA [e.g. military service])).

Hence, we recommend the option to re-engage this Task Force to help with the implementation of recruitment and service to working professionals.





**THANKS FOR HELPING US BUILD INITIATIVES TO SERVE
WORKING PROFESSIONALS AT CAL STATE EAST BAY**