CAL STATE EAST BAY

WORKING PROFESSIONALS RECRUITMENT AND SERVICE TASK FORCE

May 2023
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.
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
Zinovy Radovilsky, CBE, Management
Gangaram Singh, Co-chair, College of Business & Economics
Marc Strong, Student Outreach
Kathy Wong(Lau), University Diversity Officer
• 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

<table>
<thead>
<tr>
<th></th>
<th>Date</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Feb 1</td>
<td>1 hours</td>
</tr>
<tr>
<td>2</td>
<td>Feb 13</td>
<td>2 hours</td>
</tr>
<tr>
<td>3</td>
<td>March 13</td>
<td>4 hours</td>
</tr>
</tbody>
</table>
| 4 | COS, April 11  
   | CBE, April 19  
   | CLASS, April 20  
   | CEAS, May 10    | 4 hours  |
| 5 | April 26   | 4 hours  |
| 6 | May 10     | 2 hours  |
| 7 | May 19     | TBD      |
## OUR CURRENT PORTFOLIO

<table>
<thead>
<tr>
<th>Programs/College</th>
<th>Business &amp; Economics</th>
<th>Education &amp; Allied Studies</th>
<th>Science</th>
<th>Letters, Arts &amp; Social Sciences</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current</strong></td>
<td>BSBA (with 7 Concentration)</td>
<td>BS Hospitality and Tourism (3 concentrations)</td>
<td>MSN [primarily online]</td>
<td>BA Ethnic Studies (6 Concentration)</td>
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<tr>
<td></td>
<td>MBA Global Innovator</td>
<td>BS Recreation (4 concentrations)</td>
<td>Pre-Professional Health Certificates</td>
<td>BA History (Fall 2023)</td>
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<tr>
<td></td>
<td>MS Accountancy</td>
<td>MS, in Hospitality, Recreation and Tourism</td>
<td>MS Construction Mgmt</td>
<td>MA History</td>
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<tr>
<td></td>
<td>MS Business Analytics (Hybrid)</td>
<td>MS &amp; EdD [Ed Leadership]</td>
<td>MS Engineering Mgmt</td>
<td>BA Human Development</td>
</tr>
<tr>
<td></td>
<td>MBA 1-year Oakland [Friday/Saturday]</td>
<td>MS Kinesiology</td>
<td>MS Statistics</td>
<td>BA Liberal Studies</td>
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<tr>
<td></td>
<td>MBA - evening</td>
<td>Teacher Education</td>
<td>MS Biostatistics</td>
<td>MPA</td>
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<tr>
<td></td>
<td></td>
<td>● Transfer Pathways to Teaching</td>
<td></td>
<td>MS HCA</td>
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<tr>
<td></td>
<td></td>
<td>● MS Curriculum</td>
<td></td>
<td>Public History Certificate</td>
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<td></td>
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<td>● MS ECE</td>
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<td></td>
<td></td>
<td>● MS eLearning</td>
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<td>● MS Ed Tech</td>
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<td></td>
<td></td>
<td>● MS Reading</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td>● MS Special Ed</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>● Credentials</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>In Progress</strong></td>
<td>BS Business Analytics</td>
<td></td>
<td>Hybrid MS Speech Language Pathology</td>
<td></td>
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<tr>
<td></td>
<td>BS Accounting</td>
<td></td>
<td>Online theatre/dance performing arts</td>
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<tr>
<td></td>
<td>Analytics</td>
<td></td>
<td>Online Phil BA</td>
<td></td>
</tr>
<tr>
<td><strong>Potential</strong></td>
<td>MS Financial Analytics</td>
<td></td>
<td>Online EdD [Ed Leadership]</td>
<td>Ethnic Studies - DEI</td>
</tr>
<tr>
<td></td>
<td>Online MBA</td>
<td></td>
<td></td>
<td>Certificate program</td>
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<tr>
<td></td>
<td>CPA prep. certificate</td>
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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
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

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
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
We identified potential working professionals and suggested a general recruitment/marketing campaign. Segments, programs, and strategies will be developed in collaboration with University Communication.
<table>
<thead>
<tr>
<th>Target Segment</th>
<th>Recruitment Strategy</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate/certificate holders to articulate into a degree</td>
<td>Consider a cohort strategy and augmented services specifically for this group</td>
<td>SA &amp; University Communication</td>
</tr>
<tr>
<td>Re-entrants to Cal State EB</td>
<td>Leverage best practices [e.g. CSUDH and Sac State] that are consistent with Cal State EB</td>
<td>SA</td>
</tr>
<tr>
<td>Faculty and staff of Cal State, especially Cal State EB</td>
<td>Consider an internal “professional development” fair, highlighting opportunities and ways to fund professional development at EB</td>
<td>HR</td>
</tr>
<tr>
<td>Alumni</td>
<td>Revisit alumni to offer lifelong educational opportunities</td>
<td>SA</td>
</tr>
<tr>
<td>Employees/executives of large employers in the Bay Area, especially healthcare with the implementation of the Health College</td>
<td>Consider investing in a BART campaign</td>
<td>University Communication</td>
</tr>
</tbody>
</table>
## Opportunity: Target Segment & Recruitment Strategy

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