

## **Pioneers Strategic Enrollment University Team-updated October 16, 2025**

**By-Interim Vice President for Enrollment Management & Student Affairs, Dr. Brenda Amenson-Hill**

### **Enrollment is a Broadly Shared Responsibility and Student-Centered Cycle**

Strategic enrollment management is a comprehensive data-informed approach to aligning all university programs, practices, policies, and planning to ensure the equitable recruitment, persistence, goal completion, and graduation of all students, undergraduate and graduate. With this document, we outline the charge to and the membership of a comprehensive, campus-wide enrollment team - the *Pioneers Strategic Enrollment Team*— and its associated executive and action teams.

### **The Pioneers Strategic Enrollment University Team**

The Pioneers Strategic Enrollment University Team is charged with collaborating with campus stakeholders to establish and coordinate the implementation of an enrollment management plan that conveys:

1. CSU and Cal State East Bay enrollment goals and targets.
2. Strategic actions and tactics to support campus and system enrollment goals, including recruitment and retention initiatives.
3. A multi-year strategic recruitment plan that addresses the campus' commitment to equity and diversity, branding and marketing, segmentation of target populations, consideration of requests for academic program impact on non-California resident and international student outreach, graduate students, and other topics identified by the team.
4. Aligned messaging and branding for recruitment, admissions, advising, and orientation.

To develop and manage the implementation of the enrollment management plan, the Pioneers Strategic Enrollment University Team will drive the following actions:

5. Inventory and use data to assess the effectiveness of the current practices, initiatives, policies, and procedures, and to propose changes.
6. Consultation with campus stakeholders.
7. Propose new action steps based on data to drive enrollment practices and initiatives.
8. Evaluate and prioritize strategies to address barriers and determine resource allocation or re-alignment of energy and resources critical to support enrollment goals.

## ***Membership***

The work of the Pioneers Strategic Enrollment University Team is divided among the Pioneers Executive Team and the Pioneers Action Teams. Collectively, the memberships of these teams constitute the membership of the Pioneers Strategic Enrollment University Team. The charges to and membership of these teams are outlined below.

## ***Meeting Cadence***

The Pioneers Strategic Enrollment University Team will meet monthly or modify as needed.

## **The Pioneers Executive Team**

**Charge** -The Pioneers Executive Team is the coordinating body for this campus enrollment management effort. Its responsibilities include.

- Coordinating and overseeing the development of the campus enrollment management plan
- Charging, guiding, and ensuring support for the work of the Pioneers Rise Action Teams
- Recommending to the President and/or appropriate Vice President policies, initiatives, and strategies to advance Cal State East Bay's enrollment goals as outlined in the Strategic Enrollment Plan.
- Advancing recommendations to the appropriate leaders, departments, or individuals/groups on campus

## **Membership**

- Vice President for Enrollment Management & Student Affairs, **Chair**, Brenda Amenson-Hill
- Vice President and Provost, Anthony Muscat
- Vice President for Advancement, Evelyn Buchanan
- Vice President for Finance, Myeshia Armstrong
- University Diversity Officer, Kathleen Wong Lau
- Campus Representative (faculty or staff), Maureen Scharberg

*Support:* EMSA Executive Assistant

## **Meeting Structure**

The Pioneers Executive Team meets monthly to promote the ongoing work of the *Pioneers Strategic Enrollment Team*.

The Chair of the Pioneer Executive Team will meet with the President to advance recommendations for implementation, as well as provide regular updates to the President's Cabinet.

The Pioneer Action Teams, outlined below, meet at regular intervals (weekly or bi-weekly) to accomplish the work central to their charges. They are encouraged to bring in additional staff and key stakeholders to gather information and ideas, as well as to understand pinch points.

### **Pioneer Action Teams**

There are four Pioneer Action Teams: Retention, Enrollment, Recruitment and Marketing, Financial Aid and Scholarships, and New and Evolving Academic Programs. The foci of these teams will be evaluated annually, and charges updated depending on the needs, priorities, and progress over time.

Overall, **each Pioneer Action Team** is charged to provide a prioritized set of recommended actions and implementation strategies to the Enrollment Strategy Team. This set should be informed by the following:

- An inventory and evaluation of current practices, as well as the downstream impacts of changes in current practice.
- Consultation with stakeholders before recommending a change to existing practice.
- The identification of existing and potential future barriers to progress in a given domain; this will include more than just resources.
- Each team will submit 3 initiatives and strategies to the Executive Team for the year, followed by ongoing progress updates.

**\*All teams will enlist institutional research and effectiveness, and IT, as needed, in conducting this work.**

#### **Retention Action Team**

- AVP for Equity and Belonging/Dean of Students-Co-Lead, Martin Castillo
- AVP for Institutional Effectiveness & Research-Co-Lead, Fanny Yeung
- Faculty Representative, Carlos Salomon, CLASS
- Associate Dean Representative, Shubha Kashinath, CoH
- Residence Life -Representative, My-Lan Huynh
- Director of Academic Advising, Jennifer Aure
- Director of Student Life/Orientation, Nancy Jimenez
- Director of SCAA, Rachel Brunson
- Representative from SFS or Financial Aid, Mariaelena Gonzalez
- Academic Dean Representative, Carmen Bustos-Works, CoS
- Student representative, Matthias Dempsey (ASI - Senator for College of Health)
- Registrar, Karen Mucci
- SEAS Representative, Jose Padilla

### **Enrollment Recruitment and Marketing Action Team**

- AVP for Enrollment-Co-Lead, Angela Hummel
- Director for EM Marketing-Co-Lead, Josh Russell
- AVP for Campus Life, Mark Almeida
- Director of Outreach, Shiraz Chavan
- Director of Admissions, Alvin Quach
- Director of Graduate Studies, Michelle Gravier & Joshua Kerr
- Director of International Education, Thomas Torres-Gil
- Faculty representative, Patricia Drew, CLASS
- Academic Dean representative, Sonja Lenz-Rashid, CoH
- Student representative, Pooja Prasad Patchwa (ASI - Senator at Large)
- Chief Information Officer - Gene Lim
- Academic Department Chair, Yi He - Marketing

### **Student Financial Services Action Team**

- AVP Financial Aid and Scholarships – Co-Lead, Sonia Jethani
- AVP for Student Finance-Co-Lead, Charita Hill-Avent
- EMSA AVP for Budget and Operations, Fa’aalu Lealaimatafao
- Cashier’s Office representative, Alta Fortenberry
- Faculty representative, Paul Carpenter, COH
- Student representative, Kushal Reddy Reddipally (ASI - Senator at Large)
- Director of Outreach, Shiraz Chavan
- Academic Dean representative, Ching-Li Jan CoBE

### **Academic Programs (new and evolving) Action Team**

- Deputy Provost-Co-Lead, Rafael Hernandez
- AVP University Extension-Co-Lead, Balvinder Kumar
- Academic Deans for each college (4), Keri O’Neal CLASS, Ching-Li Jan CoBE, Sonja Lenz-Rashid CoH, Carmen Bustos-Works CoS
- Student Affairs representative, Jose Padilla
- Enrollment Management representative, AVP for Enrollment, Angela Hummel
- Marketing representative,
- Senior Program Coordinator, Outreach, Jamee Robbins
- Faculty representative (4), Izzet Darendeli, JK Tran, Sharon Radcliff, Stephen Bok
- Student representative, Casey Pangilinan (ASI - Senator for CLASS)