

Student-ready for student success

Enhance the overall student experience to increase engagement and retention, promoting intellectual achievement and career readiness

Desired outcomes

- Continue to make progress on GI2025 goals and accreditation core competencies/university learning outcomes with an emphasis on reducing equity gaps
 - *Examples of actions to be measured and enhanced: increase staff academic advisors and peer tutors; enhance the use of the early warning systems and student portal; Senate project to review and improve course DFW equity gaps; targeted state-supported summer session to enhance completion rates; increase and communicate number of degree pathways to enhance completion rates, implement a digital degree planner; strengthen mental health counseling; other.*
- Create an engaging student experience and sense of belonging for all students
 - *Examples of actions to be measured and enhanced: new affinity centers, SEAS programs; affinity-based programs, veteran student services; transfer student transition support; learning centers and study spaces; The CORE and Innovation Hub; student life and leadership; cultural month activities; athletics; supporting faculty use of engaging teaching methods; survey and focus groups to assess student experience; other.*
- Further develop and enhance an array of high-impact educational practices (HIP) and ensure every student participates in at least one HIP during his/her/their time at Cal State East Bay
 - *Examples of actions to be measured and enhanced: HIPs (athletics, UG research, learning communities and first-year cohorts, service learning; internships); redesigned first year experience; California 4 All College Corp and similar programs; centralized marketing and communication to students about opportunities; other.*
- Strengthen and scale up career education and support programs that prepare all students for the future of work
 - *Examples of actions to be measured and enhanced: career education mapping project; employer focus groups; plan to scale services so every student benefits; access for early alumni; robust alumni mentorship program; other.*
- Reduce financial and other barriers to student enrollment and retention
 - *Examples of actions to be measured and enhanced: seamless access to grant, scholarship and loan information/applications; financial literacy programs; HOPE; My Compass portal; open educational resources; extended hours and remote modalities for services; support for student parents; broadly promote campus jobs; other.*

Equity, inclusion, anti-racism

Create an authentic and empowering culture of equity, inclusion, and anti-racism by embracing our diversity

Desired outcomes

- Develop and begin implementing a formal DEI Strategic Plan with broad campus input and aligned with feedback received through Future Directions process
 - *Examples of actions to be measured and enhanced: Regular meetings of President's Equity Council; DEI mapping project; develop plan with campus input; hire new University Diversity Officer with well-defined position description; other.*
- Recruit and retain diverse faculty and staff who reflect community and student demographics
 - *Examples of actions to be measured and enhanced: early allocation of faculty positions; early posting of position announcements; proactive outreach and marketing to build strong pools, especially to underrepresented groups; faculty cluster hires; provide inherent bias training for faculty and staff search committees; develop inclusive and equitable interview questions and processes; RTP policies that appropriately award DEI service and research/scholarship; other.*
- Address and strive to eliminate systemic racism and other forms of bias in our policies and practices
 - *Examples of actions to be measured and enhanced: establish policy inventory; develop rubric for review of policies; establish a faculty/staff committee to begin to review policies and procedures; identify a project leader; track and report progress annually; revise course evaluation tool to be more equitable; Senate project to review and improve course DFW equity gaps ; other.*
- Foster culturally responsive pedagogy for students and a culturally responsive work environment for employees
 - *Examples of actions to be measured and enhanced: funding for equitable course content/pedagogy redesign; Senate project to review and improve course DFW equity gaps; more robust and well-marketed cultural month events; DEI training for supervisors; other.*

Research and innovation

Develop and support portfolios of responsive and innovative research, scholarship, creative activity for faculty and students as well as new degree and non-degree programs

Desired outcomes

- Develop innovative new educational programs, formats, and modalities to serve a wider array of students, including adult working professionals
 - *Examples of actions to be measured or enhanced: potential college of health (holistic health hub); expand number of program level industry advisory committees; revise existing programs for relevance and reduced time-to-degree; develop new programs, including doctoral degrees and non-degree certificates and stackable credentials; enhance and improve remote teaching options; Concord Re-imagining; other.*
- Maintain “doctoral, high research activity” (R2) classification
 - *Examples of actions to be measured or enhanced: increase overall amount and number of faculty with externally sponsored programs of research, scholarship and creative activity; maintain or increase number of doctoral degrees awarded; other.*
- Create innovative interdisciplinary centers and institutes that attract funding and that align with our mission
 - *Examples of actions to be measured or enhanced: potential institutes or centers in the areas of sustainability/climate change, social justice, reducing health disparities; build out interdisciplinary Innovation Hub programs; other.*
- Enhance institutional infrastructure to support research, scholarship, and creative activity
 - *Examples of actions to be measured or enhanced: appropriate funding, staffing, and technology in ORSP to allow pre, post award and compliance functions to scale up; review and align campus administrative policies and procedures to support a culture of research, scholarship, and creative activities; other.*
- Ensure equity in opportunities for support
 - *Examples of actions to be measured or enhanced: opportunities widely communicated to all faculty; professional development for faculty in obtaining external support, ensuring underrepresented faculty are included; DEI-related research, scholarship, and creative activity as a possible category in RTP policy; analysis and revision to reassigned time policy; other.*

Organizational excellence, financial sustainability, and growth

Demonstrate continuous improvement, accountability, and agility in administrative operations to prioritize student needs, employee empowerment, and mission fulfillment

Desired outcomes

- Enhance revenue and financial sustainability through increased enrollment, external support, fundraising, and fee-for-service entrepreneurial activities
 - *Examples of actions to be measured or enhanced: expanded student outreach and retention efforts; greater proactive faculty role in retention and yield efforts; meet or exceed development and fundraising goals; develop new self-support programs in high demand areas; license faculty discoveries; other.*
- Streamline workflows and reduce barriers and redundancies in administrative processes
 - *Examples of actions to be measured or enhanced: leverage document digitization and automation to streamline workflows and reduce use of paper; review policies and eliminate or reduce unnecessary processes; develop a pool of staff with process improvement and project management expertise; other.*
- Support and care for our staff employees to enhance engagement and retention, overall mission fulfillment and social justice commitment
 - *Examples of actions to be measured or enhanced: repeat climate assessment every 18-24 months and share results widely; develop a staff enrichment program; develop a wide array of relevant staff professional development programs; develop and/or communicate career pathways and advancement within Cal State East Bay; review and revise outdated staff position descriptions; implement annual performance appraisal/goal setting process; develop an annual staff appreciation/development event; explore potential faculty/staff housing and support for employees with young children; other.*
- Map current sustainability efforts and update campus Climate /Sustainability Action Plan
 - *Examples of actions to be measured or enhanced: conduct and communicate annual climate/sustainability assessment; revise plan in light of post-COVID opportunities (more remote teaching and working); recruit a new sustainability director; compete for awards and rankings for external validation of sustainability efforts; other.*

Outreach and engagement

Enhance respect from the region, state, and nation for our relevance and strong and equitable community engagement efforts, especially those that address sustainability and societal needs

Desired outcomes

- Deepen and expand community engagement in true equitable partnership beyond current level
 - *Examples of actions to be measured or enhanced: inventory current engagement efforts; identify gaps and opportunities; assess feasibility of establishing a single centralized hub and access point for community engagement efforts; continue to develop strong relationship with Muwekma Ohlone tribal council and community; other.*
- Increase overall awareness and reputation of the university by building a distinctive brand that aligns with our mission and values
 - *Examples of actions to be measured or enhanced: launch a process to refine the Cal State East Bay brand to reflect current strengths and distinctiveness; enhance student recruitment marketing, including innovative digital marketing techniques; increase and track earned media coverage; develop and implement a more comprehensive social media presence; optimize signage and wayfinding to reinforce new brand identity; apply for and promote appropriate awards, recognition, rankings; other.*
- Launch next comprehensive fundraising campaign
 - *Examples of actions to be measured or enhanced: conduct a feasibility study and staffing plan; begin silent phase of campaign; develop campaign branding consistent with new university brand identity; enhance planned giving program; develop Foundation Board of Trustees; other.*
- Establish innovative public-private partnerships including strong relationships with major employers seeking an educated workforce of the future
 - *Examples of actions to be measured or enhanced: potential public-private partnership for faculty/staff housing; expand relationships with K-12 and community colleges; enhance recruiting opportunities for major employers; other.*