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.