

STRATEGIC PLAN ENROLLMENT MANAGEMENT & STUDENT AFFAIRS 2025–2030

June 2025

INTRODUCTION

Cal State East Bay serves and values a student body with diverse lived experiences. Through innovative teaching, experiential learning, research, campus life, and community engagement, our students, faculty, and staff use their knowledge and experience to build and contribute to an equitable, inclusive, and environmentally sustainable world.

—Mission, Cal State East Bay

Collaborating to Advance Our Mission

This plan outlines the strategic plan for the Division of Enrollment Management & Student Affairs to support the lifelong learning and professional journeys of our students and professional team members seamlessly, with strong collaboration among other Cal State East Bay Divisions.

This initiative is a continuation and update of the Strategic Enrollment Plan for 2020-2024, building on those efforts to create a scalable, student-centered ecosystem that meets the needs of our highly diverse student population. It incorporates a renewed focus on enrollment, recruitment, and retention, as well as employee development and engagement. The Strategic Plan reflects the true, long-term needs of our students and outlines how we will create effective pathways that support their transition to Cal State East Bay, between academic milestones, and toward a satisfying career. Additionally, the Strategic Plan accounts for the professional development of Division employees.

Our Strategic Plan is:

- **Inclusive** – By incorporating the perspectives of diverse stakeholder groups, we’ve strived to reflect the needs of *all* students.
- **Comprehensive** – Our students and graduates face academic, financial, social, and professional challenges. To help ensure their success, we need to take a holistic approach that addresses these needs.
- **Actionable** – Our Goals are supported by ambitious but realistic metrics that establish a benchmark for how we’ll measure our success.
- **Developmental** - Our focus expands beyond our student population to address the engagement and growth of our professional employees.

This document represents the collective work of Enrollment Management and Student Affairs leadership to create an open, collaborative approach that reflects our commitment to developing a Strategic Plan that positions Cal State East Bay and each student it serves for a bright, dynamic future.

METHODOLOGY AND TIMELINE

Cal State East Bay's initial Strategic Plan for Equitable Student Success was developed through an iterative process that included feedback and participation from our leadership, faculty, staff, and students. Input from these stakeholders was solicited through full-group strategy sessions, committee meetings, and focus groups. This continuation of the initial plan uses lessons learned over the first strategic planning cycle and incorporates those lessons to inform the updated strategic plan.

A Vision Statement was crafted to guide the overall Plan and the development of its four Goals. These Goals were brought to life by Goal Groups composed of subject matter experts who established Indicators and Strategies for each Goal with Action Plans that will be updated annually.

STRATEGIC PLANNING FRAMEWORK

The Strategic Plan for Equitable Student Success in Enrollment Management & Student Affairs is designed to be clear, distinct, and actionable. The core of the Plan is composed of the following elements:

Vision: Where we are going - the desired end-state that the Plan will achieve

Goals: What our priorities are

Indicators and Outcomes: How we know we've been successful

Strategies: How we will achieve our Goals

Action Plan: Specific one-year tactics that support our identified Strategies and are updated annually, typically each summer after reflection on the past year and time to create/update action to keep the division moving toward the ultimate goals

VISION FOR EQUITABLE STUDENT SUCCESS

We envision a comprehensive, integrated approach to recruiting, admitting, advising, enrolling, and engaging our students throughout their journey as lifelong learners.

This Vision demonstrates our commitment to:

- Establishing an inclusive, student-centric culture
- Instilling our students with a sense of belonging as members of our community
- Supporting a "student-ready" environment that meets students where they are
- Delivering intentional and comprehensive experiences that help our students develop critical thinking, strengthen communication, support equitable, socially just, and sustainable actions, and demonstrate expertise in their chosen discipline
- Supporting our students' needs to pursue their passions and achieve their academic, professional, and life goals

- Developing activities that provide highly impactful learning experiences both inside and outside the classroom that foster community, engagement, and growth
- Provide experiences for students to help them discover their career path and prepare them for life beyond college
- Provide professional development and engagement opportunities to enhance retention and progression for Division staff members

GOALS

Our Goals are our strategic priorities. They align with our vision and establish what we will achieve. These Goals are tied to measurable outcomes and determine how we will invest our time, energy, and resources.

Goal 1 | Recruitment

Develop and implement a strategic approach to outreach and recruitment that addresses regional, statewide, domestic, and international populations; grows enrollments; and establishes positive relationships that translate to each stage of the student experience.

Goal 2 | Student Success and Retention

Develop and implement systemic, scalable, and sustainable strategies that empower student success, increase our persistence rate, remove barriers to degree completion, and eliminate equity gaps in student achievement.

Goal 3 | Student Development and Engagement

Help students achieve their academic goals, cultivate resilience, develop a sense of belonging, and accelerate their social, emotional, and leadership development by providing programs and services throughout the Division of Enrollment Management & Student Affairs to “meet students where they are” and provide them with experiences that set them up for success in their chosen field/career when graduating.

Goal 4 | Employee Development, Growth, and Engagement

Help employees achieve their life and career goals, and develop a culture of growth and development. Offer year-round professional development opportunities that empower employees to grow, innovate, and reach their full potential.

Recruitment

Action Plan	Department / Unit
Promote affordability and value through storytelling, parent engagement, and transparent financial communication.	Outreach
Provide financial incentives to reduce living costs for new, transfer, and international students.	Housing/ Dining
Offer housing and meal plan discounts to make on-campus living more affordable and flexible.	Housing/ Dining
Use student feedback from surveys and focus groups to improve pricing and services.	Housing/ Dining
Build community partnerships with local CBOs to strengthen outreach and student connections.	Outreach
Look to hire and train first year students in the Dining program with 10% total student employees being freshman	Dining
Expand dual enrollment programs by offering at least five classes per semester in local high schools.	Enrollment Management/ Registrar
Grow high school and community college collaborations through tailored engagement events and MOUs.	Outreach
Enhance Salesforce tracking to personalize recruitment communications and measure engagement data.	Outreach
Leverage data-driven communication strategies to reach diverse student populations across digital platforms.	Outreach

Student Success and Retention

Action Plan	Department / Unit
Optimize summer engagement programs (i.e. Summer Bridge, etc.)	SEAS
Create a mentorship pilot program in collaboration with INSPIRE	SLIC
Re-orient Campus Connector program for specific support in spring term	Dean of Students
Utilize DISARC/SEAS to create recurring support peer groups (study, tutor, counseling, etc.)	SEAS
Pilot a support program for first-year AS students with low GPAs by increasing counselor and peer check-ins, connecting them to campus resources, and ensuring follow-up through AS Student Ambassadors.	Accessibility Services
Look to hire and train first year students in the Dining program with 10% total student employees being freshman	Dining
Create user-friendly and short (45 second) instructional videos using student peers	Financial Aid & Scholarships
Collaborate with Financial Aid, the Career Empowerment Center, and Basic Needs programs to promote financial literacy and employment resources for students.	Advocacy Services
Create a general Perry's Nest phone/ email for students to utilize	Student Outreach
Host pre-term drop-in hours for veteran students to address VA education benefit questions and prevent housing stipend delays.	Veteran Student Services

Student Development & Engagement

Action Plan	Department / Unit
Host virtual access to ASI/RSO events so online and commuting students can engage in campus life.	SLIC/ASI
Create a unified, strategic event calendar to streamline programming and improve communication campus-wide.	AVP Student Affairs
Launch student-led videos to share personal stories and normalize seeking help.	Counseling/ Wellbeing
Implement EBT access and wellness-approved labeling in campus markets by Spring 2026.	Dining/ Wellbeing
Standardize learning outcomes across student jobs with structured onboarding and reflection.	Housing/SLIC/ RWUU/AS/ DISARC
Offer programs to build leadership and career readiness skills.	SLIC
Introduce re-orientation with online modules and live events for second-year students.	SLIC/ASI/ SEAS
Develop year-based campaigns with timely academic and wellness reminders.	SLIC/ Outreach
Increase participation of first- and second-year students in RSOs.	SLIC/ASI/ DISARC
Use engagement data to connect students with shared interests and experiences.	SLIC/Housing

Employee Development & Growth/ Engagement

Action Plan	Department / Unit
Carve time for team to connect and celebrate success as team and individuals	Housing
Promote sense of belonging by encouraging staff to be involved in campus community events held by staff/faculty (allowing time for them to engage outside of just their breaks)	SALT
Build a mentoring and shadowing rotation across aid, advising, and admissions as a model for the division.	SALT
Coordinate learning communities for different levels of leaders (entry; middle; supervisors/work leads; etc.	SALT
Strategically identify professional development conferences/opportunities	SALT
Departments that have professional development allocations should encourage staff to take advantage of their yearly allotments. Departments who do not have funding may be allocated funding from the division.	SALT
Build/Strengthen network of admin staff with monthly meetings/tranings/updates/best practices	VPMSA
Conduct annual survey of staff/solicit their input on professional development interests.	VPMSA

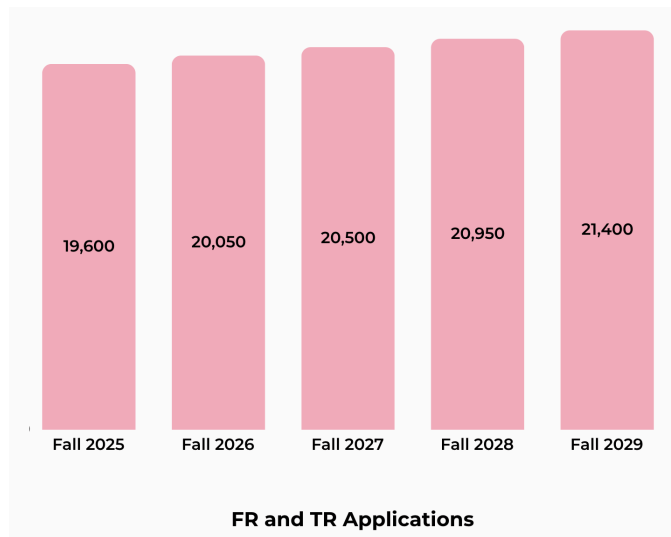
RECRUITMENT

Develop and implement a strategic approach to outreach and recruitment that addresses regional, statewide, domestic, and international populations; grows enrollments; and establishes positive relationships that translate to each stage of the student experience.

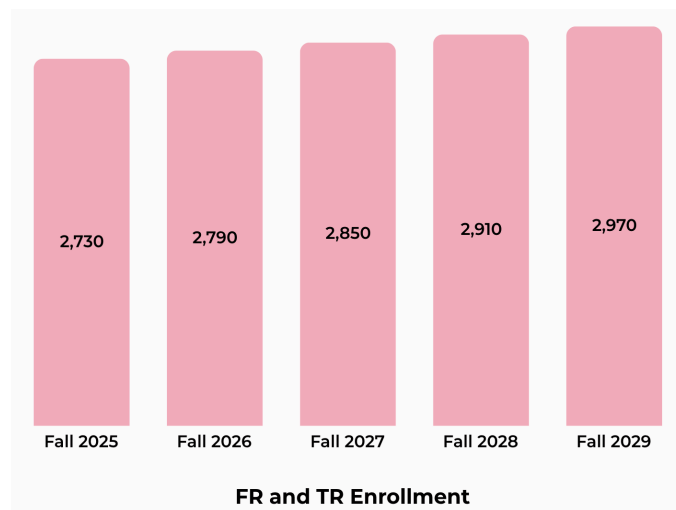
INDICATORS AND OUTCOMES

1. Generate at least 40,000 leads/inquiries by October 1, 2025, and increase by 500 each subsequent year.
2. Generate 19,600 freshmen and transfer applications for Fall 2025 and increase applications by 450 each subsequent year (includes California Residents, Non-Residents, and International).

Note: International/Non-Resident accounts for approximately 10% of new freshmen and transfers.



3. Achieve the maximum enrollment target of 12,000 students by 2028 in partnership with International and Graduate programs.
4. Register 830 freshmen and 1900 transfer students for Fall 2025 and increase enrollment by 60 each year (FR and TR combined)



STRATEGIES

1. Partnership Expansion & Pipeline Development (Maximize high school/community college partnerships and programs)
2. Financial Empowerment & College Affordability Education
3. Consolidate and Align Technology Systems (Utilize data to drive strategic planning)
4. Data-Driven Strategy & Marketing Alignment (Elevate and align marketing and communication approaches)

Department-wide Action Plans

Action Plan	Department/ Unit
Promote affordability and value through storytelling, parent engagement, and transparent financial communication.	Outreach
Provide financial incentives to reduce living costs for new, transfer, and international students.	Housing/Dining
Offer housing and meal plan discounts to make on-campus living more affordable and flexible.	Housing/Dining
Use student feedback from surveys and focus groups to improve pricing and services.	Housing/Dining
Build community partnerships with local CBOs to strengthen outreach and student connections.	Outreach
Look to hire and train first year students in the Dining program with 10% total student employees being freshman	Dining
Expand dual enrollment programs by offering at least five classes per semester in local high schools.	Enrollment Management/ Registrar
Grow high school and community college collaborations through tailored engagement events and MOUs.	Outreach
Enhance Salesforce tracking to personalize recruitment communications and measure engagement data.	Outreach
Leverage data-driven communication strategies to reach diverse student populations across digital platforms.	Outreach

STUDENT SUCCESS AND RETENTION

Develop and implement systemic, scalable, and sustainable strategies that empower student success, increase our persistence rate, remove barriers to degree completion, and eliminate equity gaps in student achievement.

INDICATORS AND OUTCOMES

1. Increase First-Year-Frosh (FYF) fall-to-spring retention by 0.5% annually, reaching 92% by 2030
2. Increase FYF fall-to-fall retention by 2% annually, reaching 83% by 2030.
3. Increase overall continuing student retention by 1% annually, reaching 82% by 2030.
4. Increase student employee retention by 2% annually, retaining at 10% higher than their peers by 2030.
5. Reduce URM and Pell-eligible equity gaps by 1% annually, and eliminate the gap by 2030.

STRATEGIES

1. Reimagine an Integrated First Year Experience with Targeted Retention Support
2. Expand wrap-around programs/services for students on academic probation
3. Develop targeted outreach and support services for students who are historically not retained during the first and/or second year
4. Increase student knowledge of the financial aid and advising processes/resources
5. Develop an integrated communication plan for continuing students

Department-wide Action Plans

Action Plan	Department / Unit
Optimize summer engagement programs (i.e. Summer Bridge, etc.)	SEAS
Create a mentorship pilot program in collaboration with INSPIRE	SLIC
Re-orient Campus Connector program for specific support in spring term	Dean of Students
Utilize DISARC/SEAS to create recurring support peer groups (study, tutor, counseling, etc.)	SEAS
Pilot a support program for first-year AS students with low GPAs by increasing counselor and peer check-ins, connecting them to campus resources, and ensuring follow-up through AS Student Ambassadors.	Accessibility Services
Look to hire and train first year students in the Dining program with 10% total student employees being freshman	Dining
Create user-friendly and short (45 second) instructional videos using student peers	Financial Aid & Scholarships
Collaborate with Financial Aid, the Career Empowerment Center, and Basic Needs programs to promote financial literacy and employment resources for students.	Advocacy Services
Create a general phone/email for students to utilize	Student Outreach
Host pre-term drop-in hours for veteran students to address VA education benefit questions and prevent housing stipend delays.	Veteran Student Services

STUDENT DEVELOPMENT AND ENGAGEMENT

Help students achieve their academic goals, cultivate resilience, develop a sense of belonging, accelerate their social, emotional, and leadership development by providing programs and services throughout the Divisions of Enrollment Management & Student Affairs to “meet students where they are” and provide them with experiences that set them up for success in their chosen field/career when graduating.

INDICATORS AND OUTCOMES

1. Increase student engagement software utilization by 2% annually.
2. Increase utilization of co-curricular departments (health, counseling, wellbeing, recreation, residence life, affinity centers) by 3% annually.
3. Increase student participation in Recognized Student Organization by 2% annually, with growth in both in-person and virtual engagement.
4. Increase student employment leadership opportunities by 1% annually.
5. Develop and distribute a re-orientation module to 100% of the eligible students in each class category. Beginning with the 2nd year in 2026/27, then the 3rd year 2027/28, and the 4th year 2028/29.

STRATEGIES

1. Foster Connection Through Joy and Identity
2. Strengthen Health, Well-being, and Access to Support
3. Infuse Professional Thinking Into Every Student Journey
4. Support Multi-Year Success Through Developmentally Aligned Touchpoints
5. Tailor Engagement Based on Student Identities and Interests.

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Host virtual access to ASI/RSO events so online and commuting students can engage in campus life.	SLIC/ASI
Create a unified, strategic event calendar to streamline programming and improve communication campus-wide.	AVP Student Affairs
Launch student-led videos to share personal stories and normalize seeking help.	Counseling/ Wellbeing
Implement EBT access and wellness-approved labeling in campus markets by Spring 2026.	Dining/Wellbeing
Standardize learning outcomes across student jobs with structured onboarding and reflection.	Housing/SLIC/ RWUU/AS/DISARC
Offer programs to build leadership and career readiness skills.	SLIC
Introduce re-orientation with online modules and live events for second-year students.	SLIC/ASI/SEAS
Develop year-based campaigns with timely academic and wellness reminders.	SLIC/Outreach
Increase participation of first- and second-year students in RSOs.	SLIC/ASI/DISARC
Use engagement data to connect students with shared interests and experiences.	SLIC/Housing

EMPLOYEE DEVELOPMENT & GROWTH/ ENGAGEMENT

Help employees achieve their life and career goals, and develop a culture of growth and development. Offer year-round professional development opportunities that empower employees to grow, innovate, and reach their full potential.

INDICATORS AND OUTCOMES

1. Establish benchmarks for professional development by five departments annually. Complete all department benchmarks by 2030.
2. Establish benchmarks for professional development expenses by five departments annually, and complete all department benchmarks by 2030.
3. Employee participation in professional development opportunities increases by 10% annually with budget support..

STRATEGIES

1. Cultivate a Culture of Recognition, Empowerment, and Inclusion
2. Develop Opportunities for Mentoring
3. Expand and Create a Funding Plan for Professional Development Opportunities
4. Strengthen Collaboration, Belonging, and Interdepartmental Networks
5. Foster Cross-Training Opportunities

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Carve time for team to connect and celebrate success as team and individuals	Housing
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Build/ Strengthen network of admin staff with monthly meetings/tranings/updates/best practices	VPMSA
Conduct annual survey of staff/solicit their input on professional development interests.	VPMSA