



August 1, 2020

Strategic Planning Services Provided By:







Cal State East Bay’s Strategic Plan for Equitable Student Success was developed through an iterative process that included feedback and participation from our leadership, faculty, staff, and students. The plan is a living document that will be updated as we learn and grow. The plan is a living document that will be updated as we learn and grow. The plan is a living document that will be updated as we learn and grow.



STRATEGIC PLANNING LEADERSHIP

Thank you to the Cal State East Bay leaders across many levels and departments who contributed to the Strategic Plan for Equitable Student Success, including:

- x Edward Inch, Provost and Vice President, Academic Affairs (Goal Lead)
- x Suzanne Espinoza, Vice President, Student Affairs (Chair)
- x Kimberly Baker Flowers, University Diversity Officer, University Diversity Office
- x Diana Balgas, Director, Student Outreach (Goal Lead)
- x Martin Castillo, Associate Vice President, Campus Life (Goal Lead)
- x Linda Dobb, Associate Provost, Faculty Student Affairs (Goal Lead)
- x Michael Lee, Chair, Academic Senate
- x Carmen Ortiz, Executive Director, Admissions and Outreach (Goal Lead)
- x Jason Smith, Vice Chair, Academic Senate
- x Andrea Wilson, Associate Vice President, Student Support Services (Equity Programs Goal Lead)



STRATEGIC PLANNING FRAMEWORK

The Strategic Plan for Equitable Student Success 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 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 year-one tactics that support our identified Strategies



VISION FOR EQUITABLE STUDENT SUCCESS

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

This Vision demonstrates our commitment to:

- x Establishing an inclusive, student-centric culture
- x Instilling in our students a sense of belonging as members of our community
- x Delivering educational experiences that help our students develop critical thinking; strengthen communication; support equitable, socially just and sustainable actions; and demonstrate expertise in their chosen discipline
- x Creating high quality, dynamic academic programs that are inviting to all learners
- x Supporting our students' needs to pursue their passions and achieve their academic and professional goals
- x Developing activities that provide highly impactful learning experiences both inside and outside the classroom that foster community, engagement and growth



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.

1. Generate 60,000 leads by October 1, 2020 and increase leads by 10,000 each subsequent year
2. Generate 26,000 applications by November 30, 2020 and increase applications by 3,000 each subsequent year
3. Increase Statement of Intent to Register (SIRs) by 12% each year
4. Register 1,432 first-time freshmen and 2,242 transfer students for fall 2020, and increase enrollment among each group by 10% each subsequent year
5. Achieve maximum enrollment target of 18,000 full-time equivalent students

STRATEGIES

1. Conduct regular



PERSISTENCE 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. Reduce the equity gap (URM and Pell eligible) annually over the next 4 years to achieve an overall goal of 0 by 2025
2. Retain 2% more freshmen each year (overall goal: 86% retention by 2025)
3. Graduate 5% more students annually (overall goal: 1.8% by 2025)





ACADEMIC PROGRAMS AND SERVICES

Continued

9. Develop metrics-driven accountability for departments and allocate resources based on successful achievement of goals
10. Identify key student populations with “equity gaps” and develop targeted, inclusive learning programs to close gaps
11. In consultation with regional businesses and chambers of commerce, develop short-term programs to meet the needs of adult learners who are improving their skills preparing for a new field of work



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 Divisions of Academic and Student Affairs to “meet students where they are”

INDICATORS AND OUTCOMES

1. Increase our students’ perceived “sense of belonging” at Cal State East Bay incrementally, as measured by various campus climate assessments by 2025
2. Ensure that at least 75% of students participate in university-recognized high-impact practice or activity that promotes skill building, career orientation, and/or growth mindset by their final academic term
3. Increase the number and frequency of individual student contacts with faculty, staff and/or programs and services by 25% by 2025
4. Close the equity gap by increasing the retention rate for first-year students from underserved communities by 5% annually over the next 5 years
5. Increase the retention rate of first-year students who are on academic probation after their first term by 50% by fall 2025

STRATEGIES

1. Expand efforts to successfully transition first-year students into a higher education setting through their first academic term
2. Build a summer transition program for all newly enrolled students
3. Offer targeted interventions for underserved students



STUDENT DEVELOPMENT AND ENGAGEMENT

Continued

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