

SEARCH PROFILE:

VICE PRESIDENT FOR ENROLLMENT MANAGEMENT &
STUDENT AFFAIRS



CAL STATE **EAST**
UNIVERSITY  **BAY**

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California State University, East Bay (Cal State East Bay) invites inquiries, nominations, and applications for the position of Vice President for Enrollment and Student Affairs (VPEMSA).

Reporting to the President, the VPEMSA is the senior administrator responsible for providing executive guidance, direction, and policy formation for the Enrollment Management and Student Affairs Division and serves on the President's Cabinet.

The VPEMSA is expected to take office in January 2026.



ABOUT THE UNIVERSITY

Cal State East Bay is recognized as a regionally engaged and globally oriented university with a strong commitment to academic innovation, faculty and student research, student success, community focused service learning, diversity, and sustainability. Founded in 1957, Cal State East Bay is one of 23 universities of the California State University (CSU) system. The campus is designated an Hispanic Serving Institution (HSI) and an Asian American Native American and Pacific Islander Serving Institution (AANAPISI). It most recently was awarded a Seal of Excelencia for going beyond enrollment to more intentionally serve Latinx students. Cal State East Bay has the distinction of having the second highest percentage of Black and African American students in the CSU system at 9%.

The beautiful main campus is located in the Hayward Hills with panoramic views of the San Francisco Bay shoreline. Situated above the city of Hayward, the University offers an ideal setting for teaching and learning with easy access to the many cities in the Bay Area. With a student population of about 13,000, the institution has a satellite campus in Concord, and a significant presence online. The University's students arrive predominantly from Alameda and Contra Costa Counties, and more than 60% are first-generation college students.

Cal State East Bay's four colleges, including [Business and Economics](#); [Education and Allied Studies](#); [Letters, Arts and Social Sciences](#); and [Science](#), offer a total of 48 bachelor's degrees, 56 minors, 23 credentials and certificates, 34 master's degrees, a doctorate in Educational Leadership, and five subject matter preparation programs.

MISSION

Cal State East Bay welcomes and supports a diverse student body with academically rich, culturally relevant learning experiences that prepare students to apply their education to meaningful lifework and to be socially responsible contributors to society.

Through its educational programs and activities, the University strives to meet the educational needs and to contribute to the vitality of the East Bay, the state, the nation, and global communities.

INSTITUTIONAL LEARNING OUTCOMES

The Cal State East Bay [Institutional Learning Outcomes \(ILOs\)](#) express a shared, campus-wide articulation of expectations for all degree recipients. Through development of the higher order capacities represented by the Cal State East Bay ILOs, students acquire the habits of lifelong learning and community engagement that prepare them to effectively apply their skills personally and professionally.

STUDENT LIFE

Cal State East Bay offers a full range of student co-curricular activities, including clubs, organizations, service-learning opportunities, and NCAA Division II athletics. [Student Life and Leadership Programs](#) provide opportunities for student learning beyond the classroom and enhance the mission of the University through the coordination and support of a variety of special programs that promote campus life, leadership, and community engagement. Special programs include orientation for new students and families; the recognition and development of student clubs and organizations; leadership conferences, seminars and workshops; and campus-wide programs and events.



EAST BAY, CALIFORNIA

THE CITY OF HAYWARD

Hayward is a city located in Alameda County in the East Bay subregion of the San Francisco Bay Area — 25 miles southeast of San Francisco, 14 miles south of Oakland, and 26 miles north of San Jose. From the peaks of the eastern hills to the city's pristine shoreline, 159,000 people call Hayward home. It is the sixth largest city in the Bay Area and the third largest in Alameda County. Known as the “Heart of the Bay,” Hayward has capitalized on its unparalleled location to become one of the most desirable business locations for companies in advanced industries. Hayward as a city is proud of its significant ethno-racial and linguistic diversity.

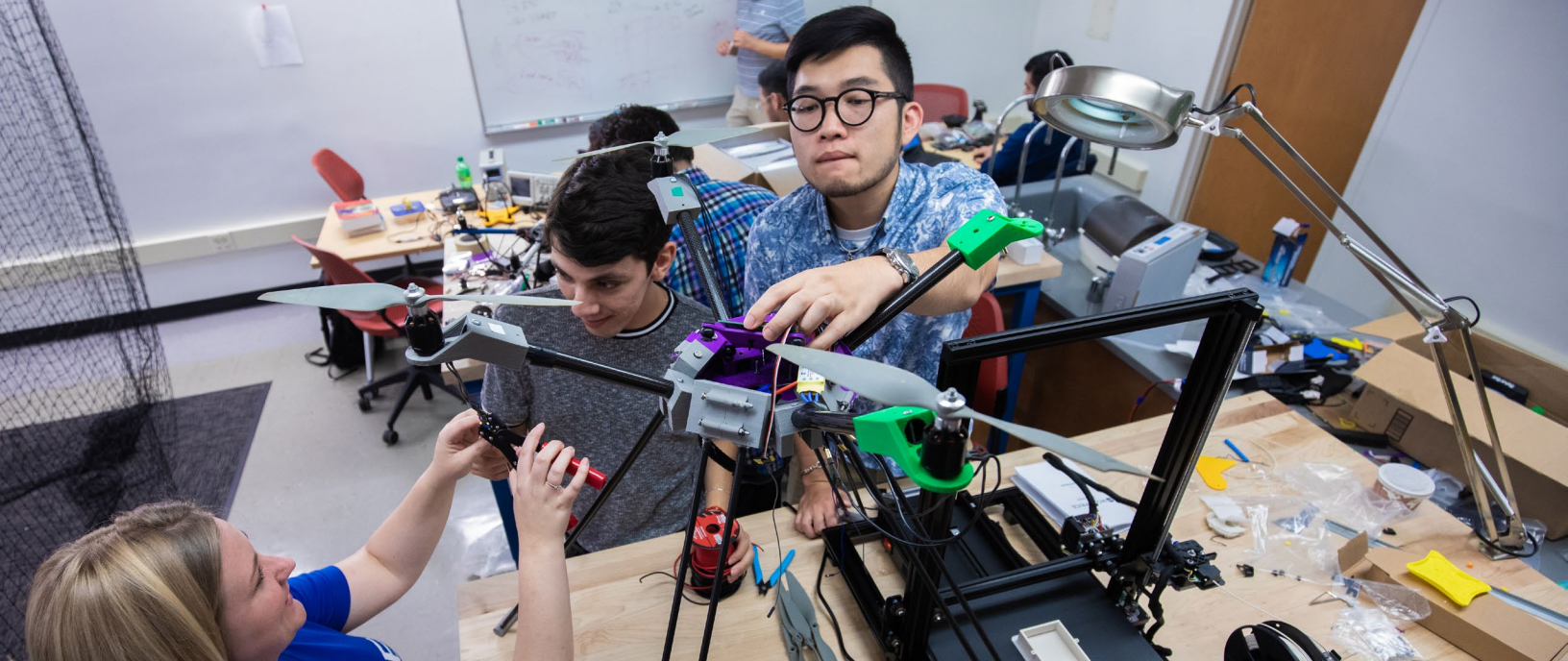
THE CITY OF CONCORD

Concord is the largest city in Contra Costa County, located 30 miles east of San Francisco in California's Bay Area with easy access to Napa Valley, Silicon Valley, and Sacramento. Outdoor enthusiasts enjoy the mild year-round climate and recreation activities at Mt. Diablo

State Park, Iron Horse Regional Trail, and Markham Regional Arboretum. The city block-sized Todos Santos Plaza is the focal point of downtown Concord dining and entertainment.

THE CITY OF OAKLAND

Incorporated in 1852, Oakland is the eighth largest city in California, with a population of about 410,000 and a wealth of resources and opportunities. The major west coast port city is located on the east side of the San Francisco Bay. It is bordered by 19 miles of coastline to the west and rolling hills to the east.



UNIVERSITY LEADERSHIP

President Cathy Sandeen, Ph.D., MBA is an educational leader who is committed to continuing Cal State East Bay's momentum in students' social mobility, social justice, and sustainability. As a two-time alumna of the California State University, she feels fortunate to work in a system that emphasizes access and opportunity.

Prior to returning to her hometown in the East Bay, Dr. Sandeen was Chancellor of the University of Alaska Anchorage for two years and Chancellor of the University of Wisconsin Colleges and UW-Extension for four years. Previously, as Vice President for Education Attainment

and Innovation, she led the American Council on Education's nationwide effort to increase post-secondary educational attainment.

Dr. Sandeen also held leadership positions in the University of California system, including UCLA, Santa Cruz, and San Francisco. She earned a Ph.D. in communication from the University of Utah and a Master of Business Administration degree from the UCLA Anderson School of Management. She was named an American Council on Education Fellow in 2010-11.

THE POSITION

Reporting directly to the President and serving on her senior leadership team, the incoming VPMSA has the primary leadership role for enrollment management services, developing a comprehensive enrollment management plan that supports overall institutional strategic goals and leads to an integrated recruitment and admissions effort. This position is also responsible for all aspects of a comprehensive student life program and works collaboratively with senior administrators, student leaders, faculty, and staff to create a campus environment that contributes positively to the overall student experience. This administrator fosters student learning in all dimensions of student life and has a strong commitment to diversity and a student-centered philosophy.

Cal State East Bay seeks an experienced leader who is knowledgeable of the broad range of functions within Enrollment Management and Student Affairs divisions, including Enrollment Services, Admissions, Outreach,

One-Stop, Registrar, Financial Aid & Scholarships, Housing and Dining, Student Affinity and Resources Centers, Accessibility Services, Basic Needs, Student Health and Counseling Services, Veterans Services, Student Conduct, Associated Students, Inc. (student government), Recreation and Student Wellbeing, Student Leadership and Involvement, and University Union. However, we currently prioritize experience in enrollment management functions due to the need to increase student recruitment, yield, and retention.

The VPMSA will be expected to strengthen and expand student access and success initiatives – particularly those that have the biggest impact on underrepresented minority students – and enrollment strategies that support CSU's Graduation Initiative 2025. Furthermore, the next VPMSA should demonstrate and embody values that are aligned with Cal State East Bay's commitment to diversity, equity, inclusion, and justice.

The salary range will be \$260,000-\$270,000.



LEADERSHIP AGENDA

The responsibilities of the new VPMSA include:

- Develop and direct a strong Enrollment Management and Student Affairs team; plan and manage the division budget and personnel staffing plan.
- Build, lead, and motivate the appropriate teams to meet enrollment goals, including student headcount and financial sustainability.
- Utilize and manage predictive models, data, and metrics to measure and report enrollment forecasts and budget impact, as well as annually assess the return-on-investment for student recruitment and retention initiatives.
- Oversee the activity of enrollment management staff to create a culture of strong collaboration across divisions, especially with the University Communication and Marketing Officer, Academic Affairs, and within the enrollment management team.
- Provide leadership in the ongoing development and analysis of Cal State East Bay's enrollment management plan, co-curricular retention programs, student life, and out of classroom learning environments for online and face-to-face students with an emphasis on progression toward degree completion/graduation.
- Provide guidance, support, and leadership to directors and AVP's in the development of short- and long-range plans that support the achievement of goals that are aligned with the University's Strategic Plan.
- Collaborate with faculty, staff, and administrators to effectively address facilities, financial, legal, and academic issues relating to students; cultivate trust and credibility with colleagues and foster high levels of cooperation between student life and academics.
- Foster the development of a campus culture supportive of students from diverse backgrounds, most of whom come from the immediately surrounding region.
- Review and oversee all division personnel matters; ensure successful recruitment and retention of a well-qualified, high performing team focused on the effective delivery of programs and services that enhance student retention and success; support ongoing training and professional development of staff.

- Develop, implement and interpret procedures, processes, and policies; manage change in a thoughtful manner and establish best practices that are tailored to the unique needs and capabilities of the institution.
- Assure adherence to state and federal regulations, University and system policies and accreditation standards.
- Articulate the vision, mission, and values of the University, both externally and internally, representing it with credibility and integrity.
- Establish a strong public presence on campus, attend campus-wide cultural, social, and athletic events, and build positive relationships with the external community.

OTHER DUTIES OF ALL CABINET MEMBERS

- Perform other related duties as assigned by the President.
- Work collaboratively as a team with other cabinet members; model and foster such collaboration at each level of the member's unit/function.
- Actively participate in institutional priority setting.
- Align unit/function priorities with institutional priorities, including inclusion and fairness priorities.
- Serve as a representative of the President in communicating and supporting institutional priorities.
- Escalate negative findings in a timely manner, identify challenges, propose solutions, and coordinate implementation of approved solutions.
- Interpret and apply laws, regulations, and policies relevant to function.
- Manage unit/function human and financial resources to efficiently support institutional priorities.

The VPMSA supervises the following:

- Associate Vice President, Student Affairs & Auxiliary
- Associate Vice President/Dean of Students
- Associate Vice President, Enrollment Management
- Associate Vice President, Financial Aid Scholarship & Compliance
- Associate Vice President, Budget & Operations

QUALIFICATIONS

MINIMUM

- Ph.D. or Ed.D. in a closely related field.
- At least eight (8) years of increasingly responsible senior administrative experience in student affairs and/or enrollment management in higher education.

Preferred Knowledge, Skills, and Abilities

- A record of successful leadership in the full array of enrollment and student services functions at a college or university.
- Experience working with a population similar to that of the East Bay region.
- Knowledge of administrative practices within a student affairs environment; student services, including all aspects of student life, student activities, and out of classroom learning experiences on a predominantly commuter and online campus.
- Knowledge of trends in higher education, strategic enrollment management, and student affairs.
- Knowledge of the application of student development theory; able to promote an atmosphere that encourages intellectual openness, creativity, and vision.
- Excellent skills in fiscal management, supervision, strategic planning, and human resource management.
- Working knowledge of brand management and reputation building; ability to leverage Cal State East Bay's unique qualities and programs to develop comprehensive enrollment marketing campaigns that drive measurable enrollment growth.
- Knowledge of and understanding of youth culture, trends, and generational marketing approaches; ability to adapt enrollment strategies based on emerging trends and optimize student journey touchpoints from awareness to enrollment.
- Demonstrated familiarity with current and emerging technologies relevant to enrollment management, such as CRM systems, predictive analytics, digital marketing platforms, and generational-oriented communication channels; ability to evaluate and implement new technologies to enhance recruitment effectiveness.
- Understanding of sensitivity and commitment to educational equity within the context of enrollment management, ensuring inclusivity in student recruitment and retention efforts.
- Ability to think clearly and execute sound decision making under tight deadlines or high-stress situations.
- Demonstrated ability to direct and analyze complex financial, human resources, and management information systems relevant to enrollment management.
- Possess expertise in political acumen; knowledge of and ability to understand governance structures, particularly as they relate to enrollment management decision-making processes and stakeholder engagement.
- Excellent interpersonal and communication skills, both written and oral; ability to foster collaboration and engagement between internal/external constituencies.
- Ability to develop strategic partnerships with K-12 districts, community colleges, employers, and community organizations.
- Demonstrated passion and commitment to the mission, vision, and values of public regional universities like Cal State East Bay and a commitment to shared governance and the role of faculty.
- Commitment to maintaining a welcoming and inclusive work environment with diverse colleagues and constituents, including faculty, students, staff, and members of the community.
- Experience implementing successful enrollment growth strategies in higher education institutions, resulting in increased student enrollment and retention rates.
- Experience utilizing data analytics and research methodologies to inform enrollment management strategies and decisions, leveraging insights to drive improvements in recruitment, admissions, and student success initiatives.
- Experience in higher education administration, including fiscal and personnel management in a unionized environment.

The person holding this position is considered a "mandated reporter" under the California Child Abuse and Neglect Reporting Act and is required to comply with the requirements set forth in CSU Executive Order 1083 Revised July 21, 2017, as a condition of employment.





NOMINATIONS AND APPLICATIONS

Dr. Cynthia Patterson and Dr. Maria Thompson, Managing Directors and Senior Consultants with Academic Search are assisting Cal State East Bay in this search. All inquiries, nominations, and applications will be held in strict confidence. To learn more about this opportunity, potential applicants are welcome to submit their CV's to CSUEastBayVPEMSA@academicsearch.org.

APPLICATIONS

Applicants should send the following as two separate documents (PDF format preferred) to CSUEastBayVPEMSA@academicsearch.org:

1. A detailed cover letter, addressed to the Search Committee, expressing your interest in this position and addressing how you meet the qualifications as outlined in the profile.
2. A current resume/curriculum vitae (CV).

Although the search remains open until the position is filled, for full consideration by the Search Committee, candidates should submit all application materials by **Monday, October 27, 2025**. Semifinalists for the position will be invited for a confidential interview via Zoom. References will be requested at this time.

NOMINATIONS

Although nominations are not required to be considered for this position, leaders who know of outstanding candidates are welcome to submit confidential nominations by sending an email to CSUEastBayVPEMSA@academicsearch.org. Please include the nominee's full name, position, institution/organization, and email address. Academic Search will notify people of their nomination, provide details about the position, and encourage them to apply.

As an Equal Opportunity Employer, Cal State East Bay does not discriminate on the basis of any protected categories: age, ancestry, citizenship, color, disability, gender, immigration status, marital status, national origin, race, religion, sexual orientation, or veteran's status. The University is committed to the principles of diversity in employment and to creating a stimulating learning environment for its diverse student body.

ABOUT ACADEMIC SEARCH

Academic Search is assisting Cal State East Bay in this work. For more than four decades, Academic Search has offered executive search services to higher education institutions, associations, and related organizations. Academic Search was founded by higher education leaders on the principle that we provide the most value to partner institutions by combining best practices with our deep knowledge and experience. Our mission today is to enhance institutional capacity by providing outstanding executive recruitment services, executive coaching, and transition support, in partnership with our parent organization, the American Academic Leadership Institute.

