

GRADUATION INITIATIVE



STRATEGIC PLAN 2015



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Introduction

Sacramento State has actively worked since the Fall of 2009 on a plan to improve its student success efforts as a part of the Graduation Initiative. Launched by the California State University System, the Graduation Initiative seeks to elevate the system-wide graduation rate by 8 percentage points and to cut in half the existing achievement gap by 50%. The long term goal of the plan entails executing strategic activities to meet local and federal workforce demands while achieving top quartile status of peer institutions in graduation rate attainment.

As the 2015 end goal of the initial plan development is reached, the CSU System is now prepared to ensure continuity in program services through the roll out of ongoing work on the Graduation Initiative. New approaches to the Initiative include assessing the progress and success of Pell Eligible students and measuring the success rates of students from a variety of socioeconomic groups. This new plan is coupled by greater focus on increasing the 2 year and 4 year graduation rates of incoming transfer students and native freshmen. Achievement of these newly added goals are strategically planned for the year 2025. Sacramento State will work to meet these goals along with intermediary goals unveiled in the new campus Strategic Plan, which places a primary focus on student success and student learning as a central objective of the University. This comprehensive plan can be accessed at <http://www.csus.edu/universitystrategicplan>



Guideposts of the Plan by Strategic Year (Focus on 2015)

To meet the goals outlined by the system-wide plan, Sacramento State will be measured on graduation rate outcomes encompassed by the 2015, 2020, and 2025 strategic years. Data tables for each year are presented on the ensuing pages.

2015

(Native Freshmen Population)

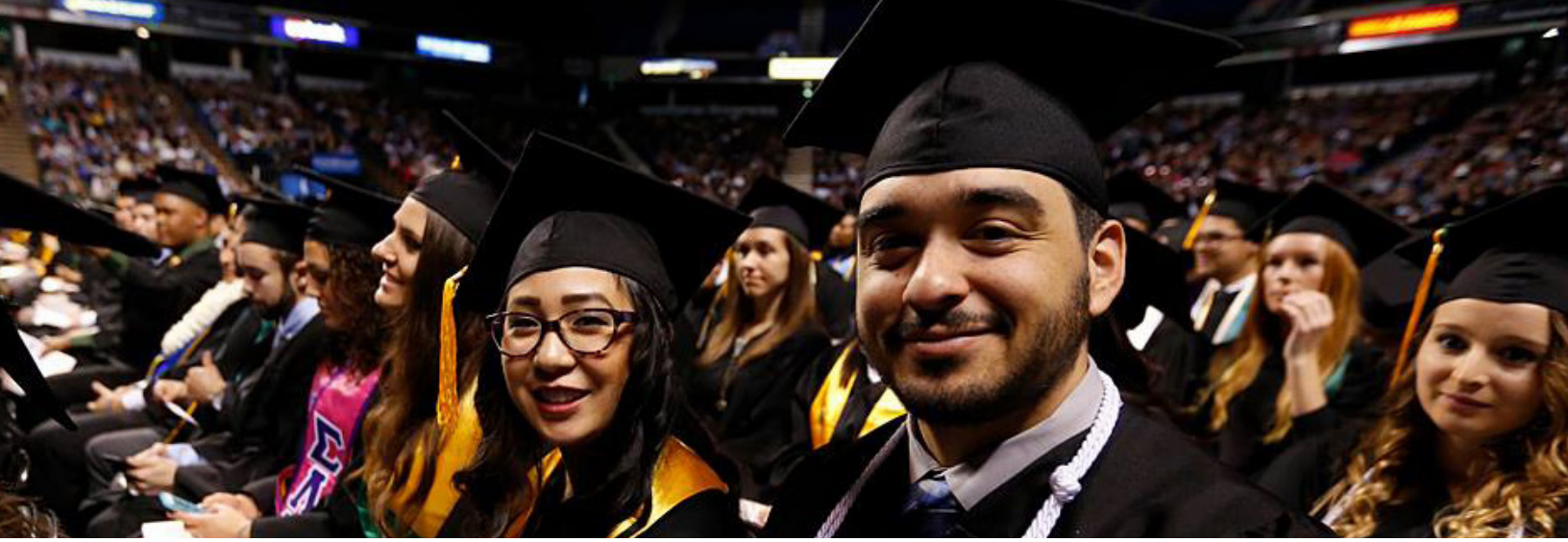
	Baseline Rate*	Projected Goal	Projected Outcome
FTF 4-Year Graduation Rate.....	9.6%	Not applicable	10%
FTF 6-Year Graduation Rate.....	43.1%	51%	46.5%
FTF URM Gap.....	10.3%	5%	6%
FTF SES Pell Gap.....	Not applicable	Not applicable	Not applicable

(Transfer Student Population)

	Baseline Rate*	Projected Goal	Projected Outcome
Transfer 2-Year Graduation Rate.....	19.7%	Not applicable	24%
Transfer 4-Year Graduation Rate.....	62.6%	68%	72%
Transfer URM Gap.....	5.2%	2.0%	4.0%
Transfer SES Pell Gap.....	Not applicable	Not applicable	Not applicable

Note: The 2015 graduation rate goals are based on the performance of students entering in the University in Fall 2009 as freshmen and Fall 2011 as transfer students. Areas where the data is noted as not applicable refer to goal components not set by the Chancellor's Office in 2009 when the Graduation Initiative effort was undertaken. These newer goals will be implemented in the 2025 plan.

**The baseline rate is set by the graduation rate outcomes of the cohort entering the University in 2003 as freshmen for which the Graduation Initiative model was fashioned during its initial launch. In addition, data for the transfer student population is based on 2005 data to capture the four year graduation rate in 2009 when the transfer baseline data was collected.*



Guideposts of the Plan by Strategic Year (Focus on 2020)

At the conclusion of the Spring 2015 semester, a look to improved graduation rate outcomes by the year 2020 include reflection and action on the plans laid forth by the campus Strategic Plan. The goals for the University’s plan appear below and outline degree attainment improvements in the 4 and 6 year rates of freshmen and 2 year and 4 year rates of transfer students. In terms of intervention cohort years, this includes students entering the campus as freshmen in Fall 2016 (4-year rate) and Fall 2014 (6-year rate) and transfer students entering in Fall 2018 (2-year rate) and Fall 2016 (4-year rate).

2020

(Native Freshmen Population)

	Baseline Rate*	Projected Goal
FTF 4-Year Graduation Rate.....	9.6%	21.6%
FTF 6-Year Graduation Rate.....	43.1%	55.1%
FTF URM Gap.....	10.3%	5.1%
FTF SES Pell Gap.....	Not applicable	Not applicable

Assumes a 12% increase over the baseline rate and an achievement gap reduction of 50%.

(Transfer Student Population)

	Baseline Rate*	Projected Goal
Transfer 2-Year Graduation Rate.....	19.7%	43.7%
Transfer 4-Year Graduation Rate.....	62.6%	86.6%
Transfer URM Gap.....	5.2%	2.6%
Transfer SES Pell Gap.....	Not applicable	Not applicable

Assumes a 24% increase over the baseline rate and an achievement gap reduction of 50%.

*Note: The baseline rate year is 2003 for the freshmen data and 2005 for the transfer data. However, the benchmarks set for the year 2020 will be reconfigured based on the outcomes of the cohorts set to graduate in Spring 2015. At that time, the data will be re-benchmarked to reflect current data trends.

Guideposts of the Plan by Strategic Year (Focus on 2025)

Following suit with the Campus Strategic Plan of 2020, the 2025 CSU Graduation Initiative leverages new improvement goals to build on retention and graduation work initiated in 2009 with a 10 year plan for future planning. The goals below outline the plan that will impact students entering Sacramento State in 2019 as freshmen and 2021 as transfer students. Entering cohort years for achievement of a higher 4-year and 2-year graduation rate are delineated as well in parentheses.

2025

(Native Freshmen Population)

	Baseline Rate*	Additional Improvement	Projected Goal
FTF 4-Year Graduation Rate (2021 cohort)	10%	8%	18%
FTF 6-Year Graduation Rate (2019 cohort)	41%	12%	53%
FTF URM Gap	13%	50% closure of the gap	6%~
FTF SES Pell Gap	8%	50% closure of the gap	4%

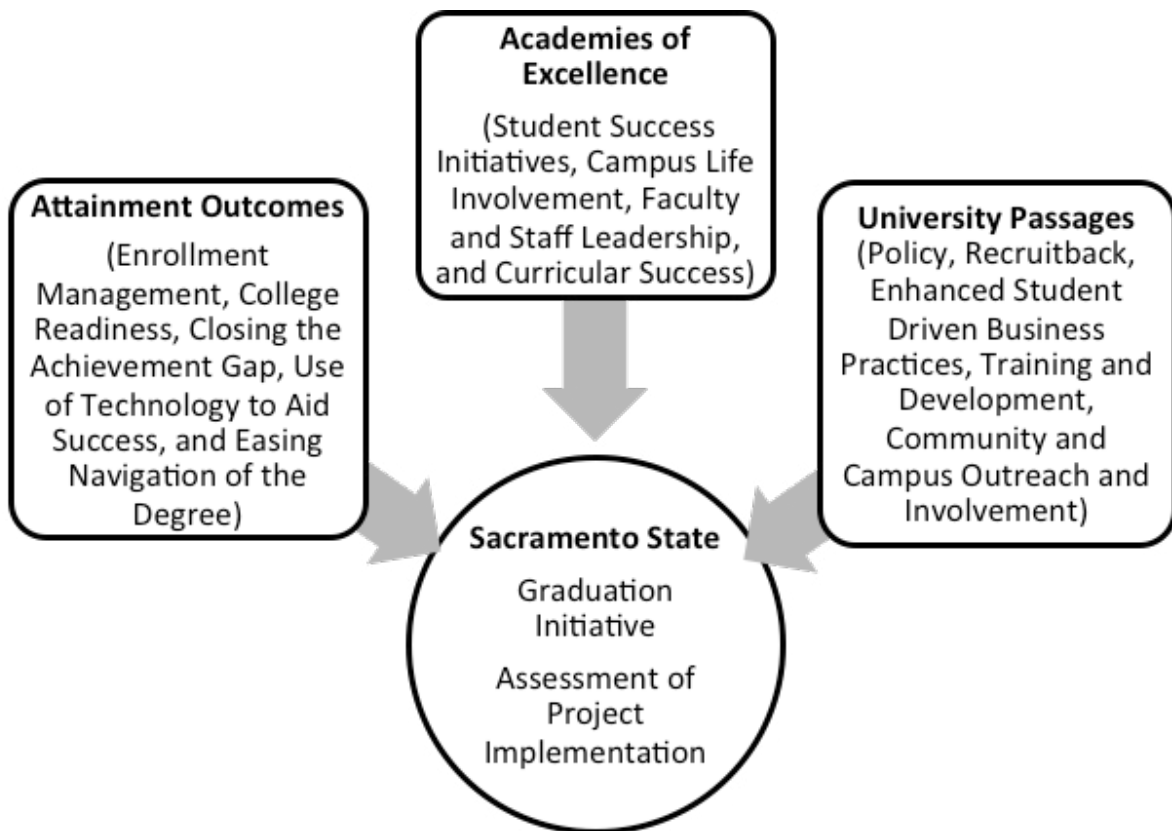
(Transfer Student Population)

	Baseline Rate*	Additional Improvement	Projected Goal
TR 2-Year Graduation Rate (2023 cohort)	23%	8%	31%
TR 4-Year Graduation Rate (2021 cohort)	66%	6%	72%
Transfer URM Gap	To be calculated	To be calculated	To be calculated
Transfer SES Pell Gap	To be calculated	To be calculated	To be calculated

*Note: Graduation rate improvement goals have been set based on baseline data for 2012 for freshmen goal improvements and on 2013 baseline data for transfer students. Specific information related to data used to set 2025 achievement goals can be obtained from the Chancellor's Office Report for the 2025 iteration of the Graduation Initiative. While freshmen achievement gap goals have been set in the newly revised plan, transfer achievement gap goals are not yet included in the plan and need to be calculated.

Graduation Initiative Project Model

To foster the global engagement of the entire campus, the Graduation Initiative will seek the implementation of a project based approach with the oversight of the Graduation Initiative Steering Committee and Project Leaders throughout the campus with expertise in project execution.



Graduation Initiative Projects 2015 and Beyond

To increase campus graduation rates and close the achievement gap, the projects underscored in the chart provided will be implemented and assessed to ascertain program results. The Graduation Initiative Steering Committee will prioritize approaches on a semester basis with the most immediately impactful strategies being undertaken first. (Project leaders will provide project descriptions and outcome results on a semester basis).

Project	Recommended Project Leader/Area	Point Person	Description
Easing Academic Pathways for Academically At-Risk Students	Academic Advising and SASEEP	Jasmine Murphy/ Sai Xiong	Develop methods and communication vehicles to support students on probation, continued probation, etc.
Upper Division Tutoring Expansion	Peer and Academic Resource Center	Tina Jordan	Formulate models and structures for increased tutoring in courses numbered 100 or above
Recruit Back of Drop-out, Stop out, and non-degree completing students	Project Team on Recruit Back	Bridget Parsh, Charles Cole, and Bonnie Burnell	Host two annual events that are paired with registration to promote re-enrollment of dropout students
Closing the achievement gap through the DEGREES Project	DEGREES Project	Viridiana Diaz/ Marcellene Watson-Derbigny	Roll out of proactive approaches to closing the degree attainment gap through outreach efforts to students
Finish in Four Marketing Campaign	Public Affairs/Student Affairs/Academic Affairs	Ed Mills	Promotion of increased course taking patterns to yield a university average of 15 units
College Ready and Upper Division Marketing Campaign	Public Affairs/Student Affairs/Academic Affairs	Ed Mills/Joy Salvetti	Building collaborations with the community colleges to ensure students are fully prepared upon entry to Sacramento State
Career Ready Initiative for Upper Division Students	Career Center/Academic Departments	Ed Mills/Joy Salvetti/Deans/Bridget Clark	Implementation of approaches to promote career readiness
Remedial Roll Back Project/K-12 Partnership	Student Affairs/Academic Affairs	Ed Mills	Retooling efforts and approaches to remediation to increase success
Integrated Degree Planning	Information Resources and Technology/Student Affairs and Academic Affairs	Dennis Geyer/Sherree Meyer/Christine Miller	Utilization of the Degree Planning Tool as a pilot in three majors for later campus roll out
Classroom Scheduling Optimization Project	IRT/Academic Affairs	Jim Prince/Dean Inch/Christine Miller	Examination of course scheduling practices and schedule effectiveness
Retention and Graduation of Enrollment Cancelled Students	SASEEP and Business Affairs	Gina Curry/Marcellene Watson-Derbigny	Generate data on the retention practices of enrollment cancelled students; support their enrollment

Graduation Initiative Projects (continued)

Project	Recommended Project Leader/Area	Point Person	Description
Academic Requirements Tab Marketing Project	SASEEP	Manuel Pacheco	Develop media tools to increase usage of the Degree Audit
Integrated Enrollment Planning (with a focus on impaction)	Student Affairs- Enrollment Management/Academic Affairs	Dennis Geyer, Emiliano Diaz, Ed Mills	Explore approaches to enrollment that advance student success goals and major and course access
Financial Aid Progress Meter	Financial Aid and IRT	Anita Kermes/Christine Miller	Formulate meters that capture financial aid usage through a visual depiction of resources used
Financial Literacy Project	Financial Aid/Student Financial Service Center	Anita Kermes/Elena Larson	Create opportunities and workshops that promote financial literacy
One Stop Student Service Center	One Stop Planning Work Group/Student Affairs	Anita Kermes/Christopher Spann	Implement the varied components of the One Stop Plan for Lassen Hall to coordinate and align services
Departmental Retention and Closing the Gap Plans	Academic Affairs and SASEEP	Marcellene Watson-Derbigny/Viridiana Diaz	Add components to the Equity Score Card Report; have departments to update their equity plans
Intrusive Advising of Target Cohort Students for Each Segment of the "New" Graduation Initiative	Advising Areas	Jasmine Murphy, Department Chairs, Beth Lesen, and Marcellene Watson-Derbigny	Formulate plans to bolster the 2, 4, and 6 year graduation rates of the campus. Efforts will consist of key interventions with the target cohorts.
Completion of the Over the Mountain Project/Transfer Credit Enhancements	Student Affairs	Ed Mills/Vivian Llamas Green	Establish mechanisms for the timely evaluation of transfer credit to expedite time to degree
Project 85- Push to Increase the number of students submitting applications for graduation/promotion of graduation	DEGREES Project/SASEEP	Viridiana Diaz	Engage students with 85 units or more to urge them to graduate through communication campaigns and media tools
Graduation Initiative Awareness Campaign	GI Leaders/Human Resources/SASEEP/Public Affairs	Veronica Hodge/Marcellene Watson-Derbigny/Jeannie Wong	Train entering new faculty and staff on the Graduation Initiative and develop visible signage that promotes graduation

Graduation Initiative Projects (continued)

Project	Recommended Project Leader/Area	Point Person	Description
PERSIST Action Research Project	SASEEP, Academic Affairs, and IRT	Marcellene Watson-Derbigny/ Lakshmi Malroutu, Greg Siino, Jing Wang	Engage in qualitative and quantitative research practices to foster second year student success and implement support services in the second year to boost retention and re-enrollment rates
Full Implementation of the Online Application for Graduation by Departments	Academic Affairs, Student Affairs, and IRT	Dennis Geyer/Vivian Lllamas Green	Partner with the academic departments to move their application process to the online domain to ease the process for students applying to graduate
Internal Benchmarking for the GI to set targets	Office of Institutional Research	Jing Wang	Formulation of data reports to set new annualized targets for the strategic plan cohorts for graduation and for the "new" GI once it unfolds
University Scorecard To Track Semester Progress	Office of Institutional Research	Jonathan Shiveley/ Jing Wang	Creation of semester reports of progress to determine how students are doing academically in the University
Increase Involvement in the Leadership Initiative and Campus Life	Student Engagement and Success	Beth Lesen/Tom Carroll	Leverage a detailed plan of creating involvement opportunities for students to engage readily in campus life
First Year Experience Scale Up	FYE, Academic Affairs and Student Engagement and Success	Sheree Meyer/Bridget Parsh	Continued expansion efforts to offer more FYE classes to incoming students
Augmented Transfer Support Services	Various Areas Supporting Transfer Students	Marcellene Watson-Derbigny	Outline transfer service offerings and build programmatic structures for transfer students
Assessing Course Demand and Bottlenecks	Academic Affairs	Joel Swartz	Examine high demand classes and course taking patterns among students
Male Initiative	SASEEP	Jerry Blake	Build upon the Male Empowerment Collab.
Fortification of the Delivery of Major Advising	Academic Affairs	Jim Prince/Sherry Meyer/Todd M.	Work with departments to enhance major advising structures
Increased Opportunities for Global Engagement	Academic Affairs	Don Taylor	Develop mechanisms for increased student involvement in global engagement
Super Senior Interventions and Planning	Academic Affairs and Student Affairs	Department Chairs, Academic Advising/SASEEP	Advise and reach out to high unit seniors to encourage and support the path to graduation



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