

**CSU GRADUATION INITIATIVE**  
**March 26, 2010 Regional Workshop - Sacramento**

Participating Campuses: CSU, Chico; CSU, Sacramento; Humboldt State University  
CSU Delivery Team: Jeri Echeverria; Jeff Gold; Ken O'Donnell; Robyn Pennington  
CSU, Chico Team: Bill Allen; Brooke Banks; Gary McMahon; Arno Rethans

**GRADUATION INITIATIVE AGENDA**

1.	Welcome and Introduction	Jeri Echeverria
2.	Learning from Prior Successes	Jeff Gold
3.	Graduation Plan Analysis - Evaluation	Ken O'Donnell
4.	Lunch	
5.	Graduation Plan Analysis-Identifying Synergies	Robyn Pennington
6.	Website and Collaboration Opportunities	Jeff Gold
7.	Next Steps and Closing Remarks	Jeri Echeverria

**1. Welcome and Introduction - Echeverria**

Purpose of the workshop is to

- Deepen the relationship to the CSU graduation initiative project
- Clarify the expectation for the roles of the CSU and the campuses in the project
- Learn from each other through exchange of practices and benchmarks

CO Team travelled to Washington, DC to meet with Education Trust, Association for Systems Head, and McKenzie Group people (including Dr. Barber and Associates) and learned:

- Do not use the 'D'-word; the project is about graduation rates and closing achievement gaps
- Campuses can / should create their own systems—"Plan has to fit your campus"
- Plans / systems are evolving; CO Team has not fully articulated its own system yet
- Chancellor's Office Graduation Initiative Plan has been shared with the Academic Council and will be launched over the next couple of weeks
- The Plan set the 'intention' and will change over time

The Graduation Initiative supersedes '22 points of lights' and facilitating graduation' efforts in that it is about *outcomes* rather than inputs. This initiative is important to students. It is important to remind critics that a "graduation rate of 50% means that 230,000 students will not graduate."

## 2. Learning from Prior Successes

Gold presented 6-year first-time freshman graduation rates for each of the participating campuses and asked campus representatives to identify critical factors in explaining trends and share its best practices.

**Critical factors** identified: share of attention; (lack of) availability of data; focus on input rather than output; arrival of new president; adoption of new strategic plan; problems with CMS implementation; and allocation of resources

**Best practices** identified: Latino/a Mentoring Program; focused data collection / sharing; probation-intensive advising; addressing 2<sup>nd</sup> year retention problem; tracking majors at entry and monitoring cohorts; tripartite mandatory advising for freshmen; connecting /engaging students; and setting expectations for students (summer orientation).

## 3. Graduation Plan Analysis - Evaluation

Participants were divided into three groups; instructed on McKenzie's nine-point rubric for evaluating delivery plans; and asked to evaluate one of the campus plans according to the 'traffic-light' rating scale (See Appendix).

## 5. Graduation Plan Analysis – Identifying Synergies

A review of campus plans suggests a number of overlapping / similar activities in the delivery chains. Campus team members were asked to review and report out on activities in other campus plans that piqued their interests as well as share three activities which they thought the campus did particularly well.

CSU, Chico	The Model of the Chico Delivery Chain Re-envisioning General Education Chico Student Success Center
CSU, Sacramento	The 'Right Major' Program Personalized Pre-Admission Program
Humboldt State	STEAR – Student Early Alert Tracking System Block Scheduling Professional training for faculty, staff, and administrators to foster a culture of student success

## 6. Website and Collaboration Opportunities

Gold demonstrated the new CSU Graduation Initiative website currently under development. The website will feature a 'system' section and a 'campuses' section. The latter will include an opportunity to explore delivery chain activities contained in all campus plans.

## 7. Next Steps and Closing Remarks – Echeverria

Echeverria thanked the campuses for their involvement in the project. It is clear from Board of Trustees' and Chancellor Office involvement that this initiative is a long-term one. While this year may not have been the ideal one for the launch of the initiative, it nevertheless is the right thing to do.

A good delivery plan will . . .	. . . by answering:	Green	Green / Yellow	Yellow / Red	Red
1. Articulate its purpose and broader goal (why are we doing this?).	How will you know if the delivery plan has been successful? How will things be different?	<i>Looks good to us!</i>			
2. Assign leadership, management, and accountability.	Who owns the delivery of each activity, and/or day-to-day activities? Who will ultimately be responsible for delivering on the plan?			<i>Put people identified in the Plan. Departments not identified. Need clearer relationship between offices and delivery teams.</i>	
3. Set a trajectory for implementation.	What are the key milestones, as well as the overall timetable?		<i>Would be stronger, if specific indicators were tied directly to 'targets and trajectories.'</i>		
4. Identify the relevant activities and delivery chain.	What activities will you improve, remove, or introduce? What actions will you take on each part of the delivery chain? How do they contribute to the plan's purpose?		<i>Delivery Chain Model is very clear. Develop specific actions tied to elements of the chain. Evaluate, measure changes.</i>		
5. Detail performance management.	What indicators or sub-indicators will be monitored to determine whether delivery is on track? How?			<i>Indicators are there. Are they Being used effectively? Are they the most appropriate?</i>	
6. Incorporate benchmarking.	What benchmarks exist or might be economically developed that relate to your plan, and in what forums will you share best practices on an ongoing basis?				<i>Not Part of Plan</i>
7. Describe the resources and delivery unit support required.	What resources are required for the plan's success, and if not currently available, how will they be obtained? What support is needed from the CO delivery team?				<i>Not Part of Plan</i>
8. Prepare to manage stakeholders.	Who are the relevant stakeholders, and how will you engage with and manage them effectively? How will system users' views change over time?				<i>Not Part of Plan</i>
9. Anticipate and prepare for risks.	What risks and constraints might throw the work off course, and how will they be managed?				<i>Not Part of Plan</i>

A good delivery plan will...	... by answering	Comments
1. Articulate its purpose and broader goal (why are we doing this?).	How will you know if the delivery plan has been successful? How will things be different?	<i>Our purpose and broader goal are clear. The delivery chain is great. Although we include trajectories and a visual representation of our current environment, we did not include new initiatives or program changes.</i>
2. Assign leadership, management, and accountability.	Who owns the delivery of each activity, and/or day-to-day activities? Who will ultimately be responsible for delivering on the plan?	<i>Although offices/departments are listed, we did not include the names of those responsible. We could do a better job describing how the departments/people are related to the delivery elements. There is not a clear connection between the members of the delivery team and those responsible for implementing the plan. How do the departments in the delivery chain work together?</i>
3. Set a trajectory for implementation.	What are the key milestones, as well as the overall timetable?	<i>Overall dates are only included through June. Some dates are included in the drill down, some are not (redesign of GE)</i>
4. Identify the relevant activities and delivery chain.	What activities will you improve, remove, or introduce? What actions will you take on each part of the delivery chain? How do they contribute to the plan's purpose?	<i>Although the delivery chain and relevant activities are documented, items to improve, remove and introduce are not defined.</i>
5. Detail performance management.	What indicators or sub-indicators will be monitored to determine whether delivery is on track? How?	<i>Indicators and sub-indicators are defined; however we should set targets all indicators.</i>
6. Incorporate benchmarking.	What benchmarks exist or might be economically developed that relate to your plan, and in what forums will you share best practices on an ongoing basis?	<i>Not defined in our current delivery plan.</i>
7. Describe the resources and delivery unit support required.	What resources are required for the plan's success, and if not currently available, how will they be obtained? What support is needed from the CO delivery team?	<i>Not defined in our current delivery plan.</i>
8. Prepare to manage stakeholders.	Who are the relevant stakeholders, and how will you engage with and manage them effectively? How will system users' views change over time?	<i>Not defined in our current delivery plan.</i>
9. Anticipate and prepare for risks.	What risks and constraints might throw the work off course, and how will they be managed?	<i>Not defined in our current delivery plan.</i>