

October 3, 2016

Dear CSU Colleagues,

Thank you for your continued support of our top strategic priority, Graduation Initiative 2025. After a very eventful summer, we write to offer a few important updates and provide guidance regarding next steps.

- **Board of Trustees Meeting:** On September 20, the Board approved the goals and plans for Graduation Initiative 2025. The Board has been incredibly supportive of our efforts, and has expressed interest in continuing to track progress of our signature initiative. A copy of the written item and a video of the presentation are available on the [Board of Trustees website](#).
- **Graduation Initiative 2025 Symposium:** On September 21-22, over 250 participants attended the inaugural Graduation Initiative 2025 Symposium. This event included presentations of exemplary campus practices, a panel discussion with three CSU presidents, and a provocative keynote address by Dr. Bryant Marks. The feedback was overwhelmingly positive and provided additional momentum toward meeting our goals. We offer our heartfelt thanks to those who took time to engage during the symposium. Copies of the presentations are now available on the [Symposium website](#). Video of the plenary sessions is currently being captioned and will be available soon.
- **Campus and System Plans:** Thank you again for your diligent work developing your campus plans on such a short timeline. We have also completed the system student success plan, and submitted a final draft of all documents to the Department of Finance on Friday, September 30. I encourage you to read through the plans, which are now available on the [Graduation Initiative 2025 website](#).

We expect to receive a response from the Department of Finance within the next three weeks, and will communicate with you when we have further information. For now we encourage you to focus on your short-term plans as articulated in your drafts. We recognize that many of the strategies outlined for 2016-2017, if employed, will significantly boost four-year freshman and two-year transfer completion rates.

**CSU Campuses**

Bakersfield  
Channel Islands  
Chico  
Dominguez Hills  
East Bay

Fresno  
Fullerton  
Humboldt  
Long Beach  
Los Angeles  
Maritime Academy

Monterey Bay  
Northridge  
Pomona  
Sacramento  
San Bernardino  
San Diego

San Francisco  
San José  
San Luis Obispo  
San Marcos  
Sonoma  
Stanislaus

- **Campus Next Steps:** A consistent theme across many of the campus plans is a more intensive focus on students who are currently on track to graduate in one additional term beyond four years (freshmen) and two years (transfers). Listed below are a few suggested next steps to facilitate the path to degree completion for these students:
  - We encourage you to begin implementing strategies immediately to identify your 4.5 year and 2.5 year students, determine the remaining courses they need, develop targeted intersessions and/or summer school offerings, and proactively advise them.
  - Please also consider the use of emergency funding for students who might depart in good academic standing for less than \$1,500. Some CSU campuses have these models in place and they have been shown to be effective nationally for improving retention and ultimately completion.
  - Finally, we also encourage you to focus on the potential of funding high-demand courses as an institutional priority to ensure that courses are available to students, when they need them.
  
- **Chancellor's Office Next Steps:**
  - **Reorganization:** As many of you know, we are in the process of reorganizing the division of academic and student affairs to ensure that we remain laser-focused on the Graduation Initiative. Additional details and a new organizational chart will be forthcoming.
  - **Communication:** We understand the importance of consistent and clear communication, and intend to provide you with regular updates about our collective progress. We are also available to address any questions you might have. Additionally, we have begun to develop a [website](#) that will serve as a central location for updates, resources, and connecting our collective efforts.
  - **Prioritized Work-Plan:** We are in the process of developing a central set of strategic priorities to guide system Graduation Initiative 2025 efforts. In the weeks ahead we will be working to create a work-plan while soliciting feedback from our advisory committee and campus leaders. We also intend to partner with you to identify actionable campus-level data intended to help track progress and inform your decision making.

Thank you again for your continued support of CSU's Graduation Initiative 2025 efforts.

Sincerely,



James T. Minor, Ph.D.



Jeff Gold