

**SONOMA STATE UNIVERSITY
CLOSING THE ACHIEVEMENT GAP
DELIVERY PLAN REPORT**

Developed by Provost Eduardo Ochoa & SSU Delivery Team
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Target for Full Time Frosh six-year graduation rate by 2015

61.1%

(Based on 6% improvement over extrapolated value based on past performance – see trajectory below.)

Target for URM Full Time Frosh six-year graduation rates by 2015 (closing the achievement gap)

52.5%

(Based on reducing baseline URM FTF gap by 50% relative to FTF 2015 target, an 8.7% increase from its current value.)

Target for increasing graduation rate of transfer students from 2012 through 2015

77.7%

(This represents a 6% increase from the mean Junior-transfer graduation for the past four years.)

Target for increasing URM transfer grad rates from 2012 through 2015 (closing the achievement gap).

67.4%

(Based on reducing baseline URM Junior transfer gap by 50% relative to Junior transfer 2015 target. This is the most ambitious target in SSU's plan: it will require us to increase this graduation rate 10.3% from the most recent value.)

Specific action steps to be taken by Sonoma to achieve these results

- Form a Student Retention/Graduation Task Force (already implemented)
- Make graduation rate improvement a priority on SSU campus and involve all divisions in planning and implementation of closing the gap.
- Conduct student surveys during the annual Student Feedback Week to be held during each Spring semester and use the results of the survey to gauge the success of any plans implemented in the previous year, and initiate new corrective measures based on the results of the survey.
- Engage faculty and staff of the Academic Division in the planning process by initiating the discussions at the Joint Committee on Academic Planning (JCAP) committee. Also in parallel, work with the Deans of each school and their Department Chairs to optimize the consultation process as well as facilitating the implementation of the policies aimed at reaching the goal for each academic year.
- Work with various student organizations on campus to encourage student participation and engagement in the process.
- Publicize the work of the team and task force by creating an interactive website which would enable the viewers to send their thoughts and suggestions to the team.

Specific steps to be taken in January, February, and March 2010

- Present the initial plans to the SSU Academic Senate through after discussions with the JCAP committee.
- Improve the existing student survey and hold the Student Feedback Week in late March or early April of 2010.
- Start working on the block registration initiative.
- Finalize implement the current Degree Audit plans.
- Implement the use of “road maps toward graduation” by our majors.
- Work with the campus organizations to facilitate and improve means of co-curricular for our students. Example: Community Based Learning.
- Establish forums to enhance the quantity and quality of students’ engagement with faculty outside of the classroom.
- Meet with various academic departments and other organizations on campus to collect information about “best student advising practices” and work with each department to improve their student advising practices.

Setting Baseline and Target Graduation Rates

Table 1 below summarizes the baseline and target graduation rates.

TABLE 1 - SONOMA STATE UNIVERSITY - BASELINE, TRENDS, AND TARGETS

FIRST-TIME FULL-TIME FRESHMEN*						JUNIOR TRANSFERS**			URM*** FTF		Target (1/2 of current URM gap)	URM***JR Transfer		
Term	1 year	2 year	6 year grad	6 Yr trend estimate	F15 est. plus 6%	Term	6 year grad	AVER plus 6%	Ac. Year	6 year grad		Ac. Year	6 year grad	JR TR ave. plus 6%
F94	73.0%	56.0%	45.0%	47.3%										
F95	75.0%	60.0%	47.0%	47.6%										
F96	81.0%	63.0%	49.0%	48.0%										
F97	74.0%	58.0%	49.0%	48.4%										
F98	79.0%	61.0%	49.0%	48.8%										
F99	78.0%	61.0%	49.0%	49.1%		F99	73.6%							
F00	76.0%	62.0%	51.0%	49.5%		F00	69.5%							
F01	83.0%	68.0%	56.0%	49.9%		F01	71.9%							
F02	76.0%	63.0%	50.0%	50.3%		F02	71.7%		2002	41.1%				
F03	77.0%	64.0%	47.8%	50.6%		F03			2003	43.1%				
F04	80.0%	64.0%	48.5%	51.0%		F04			2004	37.4%				
F05	78.0%	66.0%	48.2%	51.4%		F05			2005	42.7%				
F06	74.0%	63.0%	50.8%	51.8%		F06			2006	49.3%				
F07	74.0%		55.5%	52.1%		F07			2007	49.3%				
F08				52.5%		F08			2008					
F09				52.9%		F09			2009					
F10				53.2%		F10			2010			2010	57.1%	
F11				53.6%		F11			2011			2011		
F12				54.0%		F12			2012			2012		
F13				54.4%		F13			2013			2013		
F14				54.7%		F14			2014			2014		
F15				55.1%	61.1%	F15		77.7%	2015		52.5%	2015		67.4%
Mean	77.0%	62.2%	49.7%			Mean	71.7%		Mean	43.8%				

Source of data

* IPEDS from CO

** CSRDE from CO

***Education Trust College Results online

The 6-year estimate for FTF is based on a time-series linear regression of the historical 6-year graduation rates from Fall 1994 to Fall 2007. The estimate for Fall 2015 thus represents the expected graduation rate based on past trends, without any intervention to improve outcomes. Sonoma will therefore aim to raise the graduation rate 6% above that forecasted rate (i.e., from a forecast of 55.1% to a target of 61.1%).

Data for URM FTFs is only available for six years (2002 through 2007), so trend analysis is unreliable. Instead of trend forecasting, we chose the six-year average graduation rate as the baseline for this category (43.8%). This rate would be 17.3% below our overall FTF target of 61.1%, so reducing this gap to 8.7% makes our 2015 target for URM FTFs 52.5%.

Data for the graduation rate of Junior transfers is only available for four terms (Fall 1999 to Fall 2002), and a single data point in 2006 for URM Junior transfers. We therefore used the mean graduation rate for all available years as the baseline (71.7%) and set a target 6% above that value (77.7%). For URM transfers, we used the latest observation as the baseline (57.1%), and set our target at 67.4% to reduce the gap between it and the target rate for all transfers by 50%.

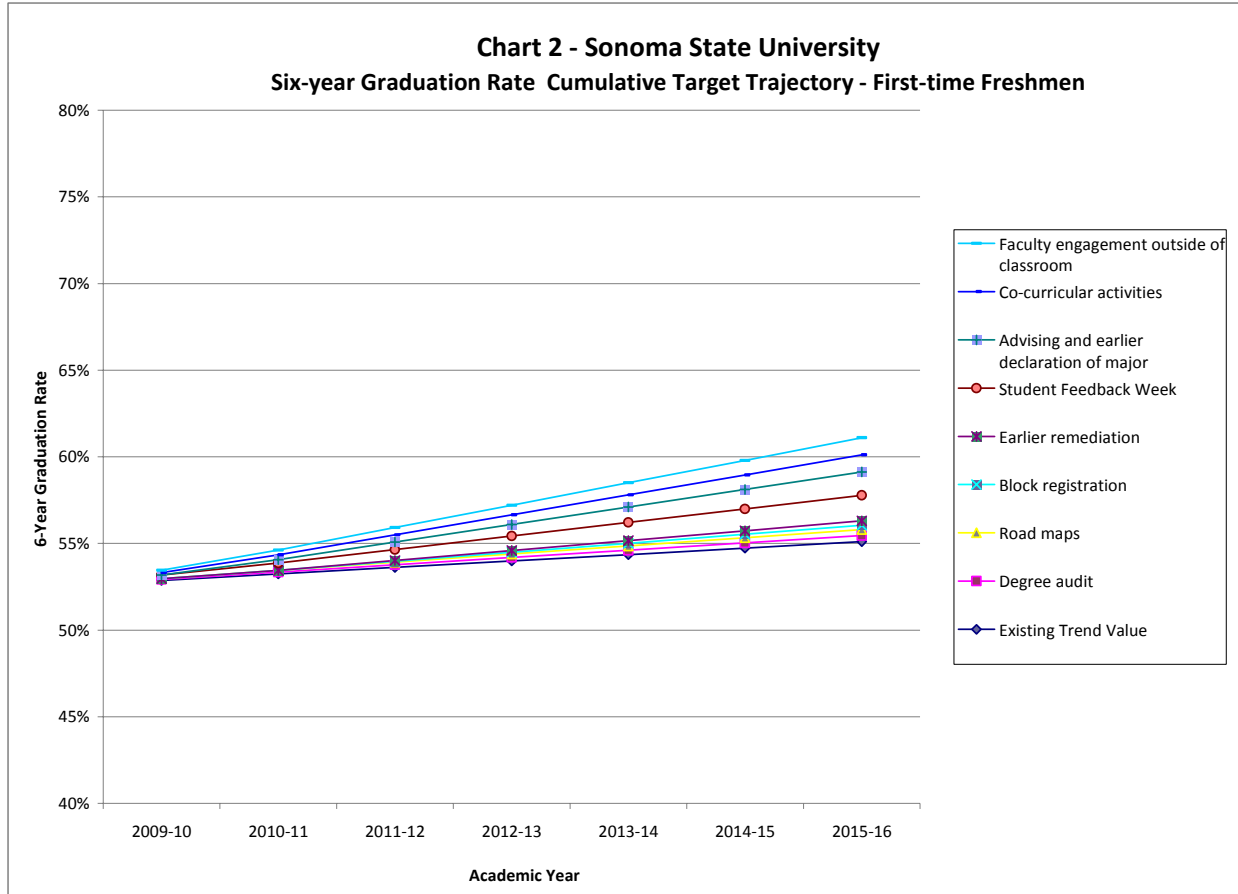
Trajectory Matrices

Table 2 below lists the cumulative incremental increases in graduation rates for First Time Freshmen.

TABLE 2 - SONOMA STATE UNIVERSITY - TRAJECTORY MATRIX FOR FIRST-TIME FRESHMEN

Cumulative Percent Increase to Graduation Rate SSU								
Responsible for this strategy	Strategy	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Existing Trend Value	52.87%	53.24%	53.61%	53.99%	54.36%	54.73%	55.10%
Provost	Degree audit	0.05%	0.10%	0.15%	0.20%	0.25%	0.30%	0.35%
Academic Departments	Road maps	0.05%	0.10%	0.15%	0.20%	0.25%	0.30%	0.35%
Admissions, Orientation and Records with consultation from the Campus Community	Block registration	0.00%	0.00%	0.05%	0.10%	0.15%	0.20%	0.25%
Math and English Department SSU, CSU and SSU Extended Education	Earlier remediation	0.00%	0.00%	0.05%	0.10%	0.15%	0.20%	0.25%
Campus-wide, all Divisions and Academic Departments	Student Feedback Week	0.21%	0.42%	0.63%	0.84%	1.05%	1.26%	1.47%
Student to Student peer advising. SRTF work with all Advising committees on campus (Faculty, Student, Schools and Departments)	Advising and earlier declaration of major	0.00%	0.20%	0.43%	0.66%	0.89%	1.12%	1.35%
SAEM, Residence Halls, student clubs, athletics, ASI, ASP, JUMP	Co-curricular activities	0.14%	0.28%	0.42%	0.56%	0.70%	0.84%	0.99%
Faculty	Faculty engagement outside of classroom	0.14%	0.28%	0.42%	0.56%	0.70%	0.84%	0.99%
	Total	53.5%	54.6%	55.9%	57.2%	58.5%	59.8%	61.1%

The data in Table 2 is shown in Chart 2 below¹. Each strategy's impact is shown cumulatively stacked above the previous, so that the topmost strategy's curve shows the predicted graduation rate to be compared to actual performance.



Tables 3, 4, and 5 and Charts 3, 4, and 5 below show comparable data respectively for URM First-time Freshmen, Junior transfers, and URM Junior transfers.

¹ There is no Chart 1. We started the chart numbering with 2 for consistency with the Table numbers.

TABLE 3 - SONOMA STATE UNIVERSITY - TRAJECTORY MATRIX FOR URM FIRST-TIME FRESHMEN

Cumulative Percent Increase to Graduation Rate SSU								
Responsible for this strategy	Strategy	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Existing Trend Value	43.80%	43.80%	43.80%	43.80%	43.80%	43.80%	43.80%
Provost	Degree audit	0.07%	0.15%	0.22%	0.29%	0.36%	0.44%	0.51%
Academic Departments	Road maps	0.07%	0.15%	0.22%	0.29%	0.36%	0.44%	0.51%
Admissions, Orientation and Records with consultation from the Campus Community	Block registration	0.00%	0.00%	0.07%	0.15%	0.22%	0.29%	0.36%
Math and English Department SSU, CSU and SSU Extended Education	Earlier remediation	0.00%	0.00%	0.07%	0.15%	0.22%	0.29%	0.36%
Campus-wide, all Divisions and Academic Departments	Student Feedback Week	0.30%	0.61%	0.91%	1.22%	1.52%	1.83%	2.13%
Student to Student peer advising. SRTF work with all Advising committees on campus (Faculty, Student, Schools and Departments)	Advising and earlier declaration of major	0.00%	0.29%	0.62%	0.96%	1.29%	1.62%	1.96%
SAEM, Residence Halls, student clubs, athletics, ASI, ASP, JUMP	co-curricular activities	0.20%	0.41%	0.61%	0.81%	1.02%	1.22%	1.44%
Faculty	Faculty engagement outside of classroom	0.20%	0.41%	0.61%	0.81%	1.02%	1.22%	1.44%
	Total	44.7%	45.8%	47.1%	48.5%	49.8%	51.1%	52.5%

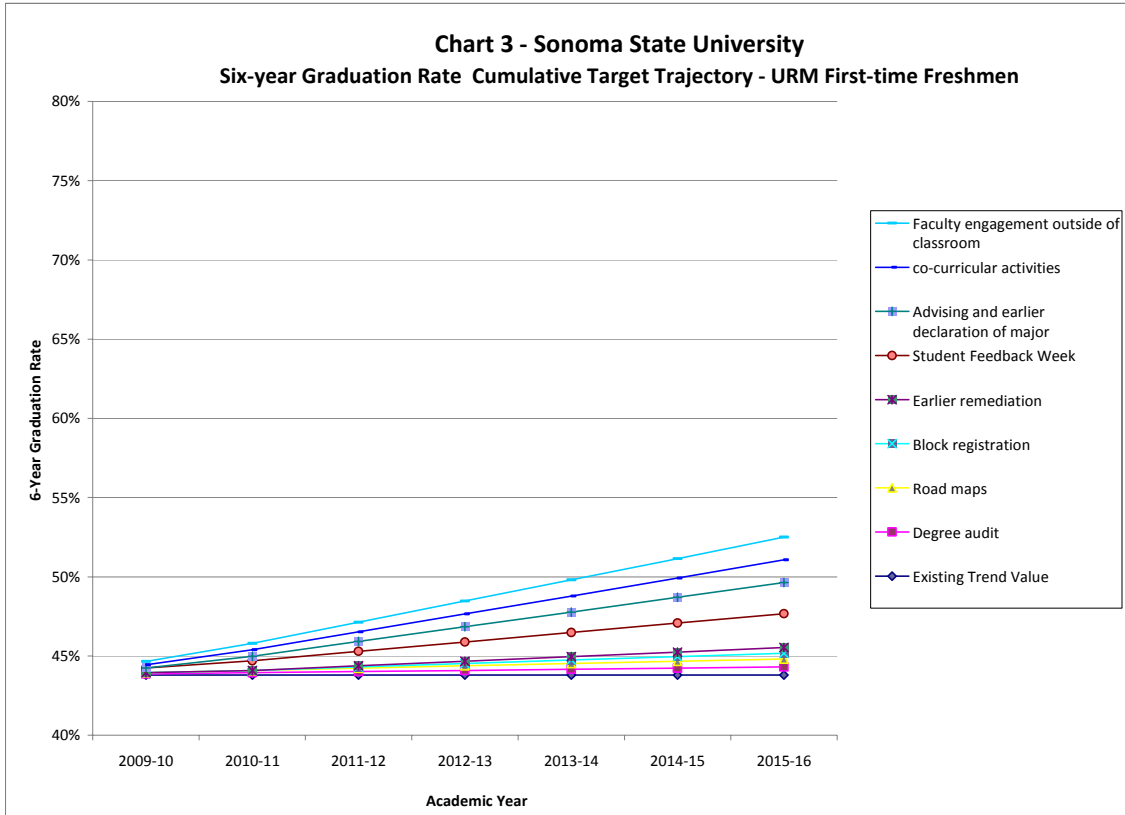


TABLE 4 - SONOMA STATE UNIVERSITY - TRAJECTORY MATRIX FOR JUNIOR TRANSFERS

Responsible for this strategy	Strategy	Cumulative Percent Increase to Graduation Rate SSU						
		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Existing Trend value	71.68%	71.68%	71.68%	71.68%	71.68%	71.68%	71.68%
Provost	Degree audit	0.05%	0.10%	0.15%	0.20%	0.25%	0.30%	0.35%
Academic Departments	Road maps	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%	0.45%
Campus-wide, all Divisions and Academic Departments	Student Feedback Week	0.61%	0.82%	1.03%	1.24%	1.45%	1.66%	1.87%
Student to Student peer advising. SRTF work with all Advising committees on campus (Faculty, Student, Schools and Departments)	Advising	0.00%	0.20%	0.43%	0.66%	0.89%	1.12%	1.35%
SAEM, Residence Halls, student clubs, athletics, ASI, ASP, JUMP	Co-curricular activities	0.14%	0.28%	0.42%	0.56%	0.70%	0.84%	0.99%
Faculty	Faculty engagement outside of classroom	0.14%	0.28%	0.42%	0.56%	0.70%	0.84%	0.99%
	Total	73.1%	73.8%	74.6%	75.3%	76.1%	76.9%	77.7%

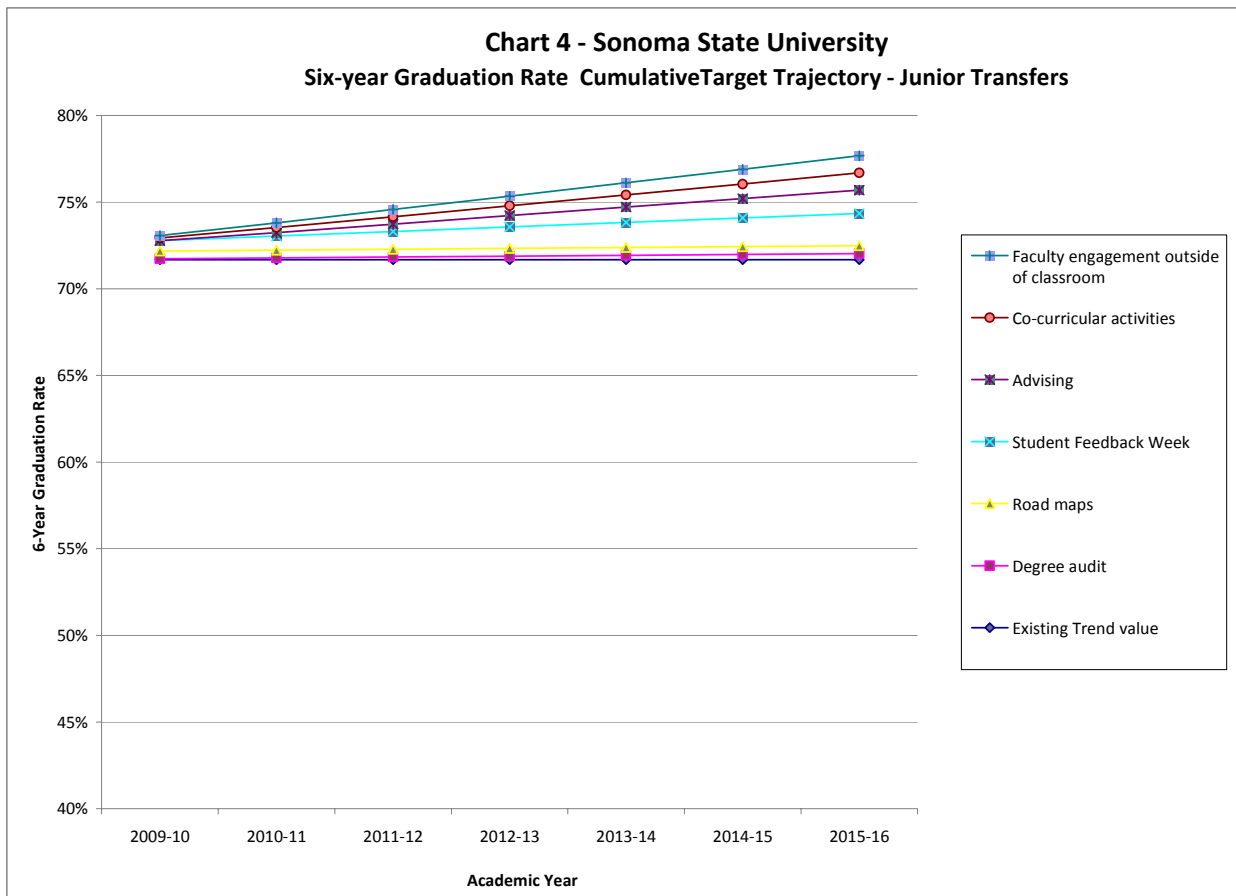


TABLE 5 - SONOMA STATE UNIVERSITY - TRAJECTORY MATRIX FOR URM JUNIOR TRANSFERS

Responsible for this strategy	Strategy	Cumulative Percent Increase to Graduation Rate SSU						
		2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
	Existing Trend value	57.10%	57.10%	57.10%	57.10%	57.10%	57.10%	57.10%
Provost	Degree audit	0.09%	0.19%	0.28%	0.37%	0.47%	0.56%	0.65%
Academic Departments	Road maps	0.09%	0.19%	0.28%	0.37%	0.47%	0.56%	0.65%
Campus-wide, all Divisions and Academic Departments	Student Feedback Week	0.39%	0.79%	1.18%	1.57%	1.96%	2.36%	2.75%
Student to Student peer advising. SRTF work with all Advising committees on campus (Faculty, Student, Schools and Departments)	Advising	0.00%	0.37%	0.80%	1.23%	1.66%	2.09%	2.53%
SAEM, Residence Halls, student clubs, athletics, ASI, ASP, JUMP	Co-curricular activities	0.26%	0.52%	0.79%	1.05%	1.31%	1.57%	1.85%
Faculty	Faculty engagement outside of classroom	0.26%	0.52%	0.79%	1.05%	1.31%	1.57%	1.85%
	Total	58.2%	59.7%	61.2%	62.7%	64.3%	65.8%	67.4%

