



SAN FRANCISCO  
STATE UNIVERSITY

# SF State Retention Plan

2023-24

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# Overview

## *The Retention and Success of our Students is a Top University Strategic Priority*

San Francisco State University has made progress recently at developing structures to improve the success and retention of our students.

In SFSU's recently completed a strategic planning process, retention, success of our students, and increasing equity was identified as the top strategic priority in the university Strategic Plan. "Strategic Priority #1: Educational Equity and Student Success: We strive to provide every student with transformative educational experiences that support their academic and future success."

To support the campus in implementing each of the six strategic priorities, President Mahoney has created coordinating committees for each priority. The coordinating committee for Priority #1 is the Student Success and Graduation Initiative (SSGI) committee. SSGI is currently working to develop 3-5 metrics for the campus to measure improvement in the areas of student success and equity 1.



San Francisco State University is also actively working to become an intentionally Latinx serving institution, and we have begun working with the group Excelencia in Education and proceeding through the certification process for the Seal of Excelencia. The lessons we learn, and the changes we make, as a result will improve our ability to support the success and retention of the 37% of our student population who identifies as Latinx. We understand in doing intentional work to support our Latinx students that all of our students will benefit. With that in mind, we have overlapping membership of SSGI, the Enrollment Operation committees, and the Seal of Excelencia workgroup.

SSGI is supported by two operational committees<sup>2</sup>, Retention Enrollment Operations and Incoming Student Enrollment Operations. In 2019, SFSU formed the Enrollment Operations committee, a forum for members to identify enrollment obstacles faced by our students and to triage solutions (including e.g. the large-scale removal of certain holds, as well as an indefinite pause on dropping students for non-payment of tuition and fees).

Beginning Fall 2022, this committee has been split into two groups, Retention Enrollment Operations and Incoming Student Enrollment Operations, to give each committee the time and space to delve deeper into conversations and to address more of the barriers our students are facing, with the goal to broaden the impact of the groups' work and more substantively support SSGI's directives.

Much of the work of these Enrollment Operations groups, as well as future plans, are described below in the section on CSU Equity Priorities (especially Priority #4). Progress in both groups can move quickly because the full groups meet every week and include staff and leaders from all Cabinet areas on campus.

# Our Team

## *SFSU's Engagement with and Dedication to the CSU Equity Priorities*

In alignment with the campus Strategic Priority #1, San Francisco State has been making demonstrated progress towards the 5 Equity Goals and Priorities released by the CSU in November 2021. Leads have been assigned responsibility for guiding and tracking progress on each goal, as well as keeping the oversight groups (SSGI and both Enrollment Operations Groups) apprised of progress and challenges.

### **CSU Equity Priority 1**

Re-Engage & Re-Enroll Underserved Students

- Lori Beth Way, Vice Provost of Academic Planning & Dean of Undergraduate Education
- Katie Lynch, Senior Associate Vice President of Enrollment Management
- Pam Su, Associate Dean of Students
- Claude Bartholomew, University Curriculum Coord. & Director of Strategic Initiatives, DUEAP

### **CSU Equity Priority 2**

Expand Credit Opportunities with Summer/Intersession Funds.

- Kim Altura, Associate Dean of Undergraduate Education
- Denise Peña, Director, Student Financial Aid

### **CSU Equity Priority 3**

Ensure Equitable Access to Digital Degree Roadmaps

- Camille Rieck-Armstrong, Director of Undergraduate Admissions & Recruitment
- Margo Landy, Assistant Vice President for Enrollment Management & University Registrar

### **CSU Equity Priority 4**

Eliminate Administrative Barriers to Graduation

- Katie Lynch, Senior Associate Vice President of Enrollment Management
- Tuan Do, Senior Director, ERP & Business Intelligence, ITS

### **CSU Equity Priority 5**

Promote Equitable Learning Practices & Reduce DFW Rates

- Lori Beth Way, Vice Provost of Academic Planning & Dean of Undergraduate Education

# CSU Equity Priority 1: Re-Engage & Re-Enroll Underserved Students

## **SFSU is investing in re-enrollment campaigns to bring back students who did not enroll for one or more semesters.**

SFSU first launched an aggressive re-enrollment campaign for Fall 2021 to identify students who were no longer enrolled, to do outreach to enable them to return, and we are building on that work by continuing to do so each semester. These re-enrollment campaigns have been successful, with results as follows:

- From our original pilot, which targeted students from the Fall 2019 cohort who were no longer enrolled as of Spring 2021, 20% of identified students enrolled in Fall 2021 (59 students out of 302 returned).
- From our second campaign, which targeted students who enrolled in Spring 2021 but were not enrolled in Fall 2021, 22% returned in Spring 2022 (281 students out of 1502 returned).
- And most recently, for Fall 2022, we ran two campaigns: 1) in one campaign, targeting URM and Pell-eligible students who entered in Fall 2020 but did not enroll in Spring 2022, 10% of students (15 students out of the 147 students identified) re-enrolled in Fall 2022, hitting our target of 10%. 13 of these students were URM; and 2) in our second campaign, targeting students with senior standing who were not enrolled in Spring 2022, 91 students, or 34%, re-enrolled in Fall 2022, more than doubling our target of 15% (40 students).

## **SFSU is designing re-engagement support to help retain returning students.**

This includes understanding what caused them to leave SFSU so that we can reduce those obstacles and challenges. Our work so far has resulted in success – of students who re-enrolled from our campaigns (Fall 2019 cohort, and Spring 2021 stop-outs) between 66–68% are either still enrolled or have graduated.

## **SFSU is designing similar retention campaigns.**

These campaigns begin with messaging, as soon as the priority registration period ends, through EAB Navigate, moving to digital/social media retention campaigns, and finally ending with direct phone calls from advisors. These campaigns have similarly been successful, with over 67% of students who received outreach enrolling in the targeted semester (2,835 enrolled out of 4,225 who received outreach).

# CSU Equity Priority 1: Re-Engage & Re-Enroll Underserved Students

## **SFSU is investing in a peer-mentor model to support re-engagement.**

This effort is being led by our associate dean of students, our AVP for Diversity, Equity and Community Inclusion, and one of the students brought back in our original Fall 2021 re-enrollment campaign. The goal is to create community and support among those who re-enroll with the hope of increasing the likelihood for them to remain enrolled and graduate.

## **SFSU is partnering with the Chancellor's Office**

Collaborating to pilot the Welcome Back form. This form has been designed to streamline the re-application and re-admission process for students who are looking to return.



**SFSU is looking at next steps for this work**, including investing in technology, reviewing staff capacity for possible adjustments, identifying resources needed to retain and position students for success, and building community and engagement for current and re-enrolled students.

# CSU Equity Priority 2: Expand Credit Opportunities with Summer/Intersession Funds

**SFSU launched a “Think 30” strategic messaging campaign**, including training materials for faculty and staff, to increase awareness for our entire community of the importance of credit accumulation. To support this work, we have also established reports for tracking credit accumulation by URM and Pell status, and created a summer financial aid awarding strategy congruent with our goals. Furthermore, to ensure we are offering the classes that students need, we engaged academic deans to offer high-demand courses in summer 2022, with plans to replicate this process in subsequent summer terms.

**Next steps for this work include** gathering and analyzing data to establish baseline credit accumulation gaps and goals, and continuing to target block enrollment for specific populations such as Metro. We will also continue to refine our messaging, as well as our advising strategies to ensure advisors are equipped to encourage students to enroll in classes for timely degree completion.



# CSU Equity Priority 3: Ensure Equitable Access to Digital Degree Roadmaps



**SFSU has implemented the Smart Planner digital planner tool from High Point**, including creating plans for all majors (from bulletin year Fall 2018) and GE (from bulletin year Fall 2014). We have also created internal measures of students actively using Planner, increasing usage 70% over last year, and are pursuing strategies to further build on that success.

## **SFSU is partnering with the Chancellor's Office**

Collaborating to pilot the Welcome Back form. This form has been designed to streamline the re-application and re-admission process for students who are looking to return.

**SFSU is looking at next steps for this work**, including investing in technology, reviewing staff capacity for possible adjustments, identifying resources needed to retain and position students for success, and building community and engagement for current and re-enrolled students.





# CSU Equity Priority 4: Eliminate Administrative Barriers to Graduation

**Through both our administrative barriers working group and through our Enrollment Operations committees, SFSU has been actively working to understand the administrative barriers our students face and creatively working to reduce and eliminate these barriers.** Examples of success to date include: a) revising the drop for non-payment policy; b) removing registration holds for students that owe less than \$300; c) allowing students to enroll in up to 19 units during priority registration (rather than increasing the unit limit after several weeks); d) modifying the registration process during the first week of classes so that permission numbers are not required by default (only by exception) until the second week of classes.

**We are also specifically reviewing the impact of registration holds on our students.** We have established a taskforce to evaluate our registration hold practices and policies, and we are actively working to collect data to allow us to assess how existing administrative holds derail academic progress.



**For next steps, we are continuing to identify and remove barriers** through the active participation of members in these groups, with future plans including: a) review and refinement of the use of priority registration to ensure it aligns with campus equity goals, b) comprehensive improvements to financial processes, including billing practices, housing billing communication, and transparency of information for students, c) improvements to the system

# CSU Equity Priority 5: Promote Equitable Learning Practices and Reduce DFW Rates

**SFSU is working to try to reduce the impact that high DFW classes can have on student progress.**

To that end, we have identified 11 courses that have the greatest impact in terms of DFW rates and SF State Retention Plan: Submitted November 1, 2022 substantial equity gaps. The campus equity leads are working with the associate deans and department chairs to ensure progress is made in reducing the failure rates in these courses. Each department has been given an allocation to support course changes and coordination.

The Provost has set specific goals for those courses to reduce their failure rates by 2–3% by Fall 2023. Our Center for Equity and Excellence in Teaching and Learning has also convened course-specific faculty leads and support teams to facilitate sharing promising practices, as well as provided course-specific instructional design and learning assessment support, and developed course-specific student support resources and workshops. CEETL has also supported the development of culturally responsive instructional media and course materials.

**Our next steps include** tracking improvement rates and assessing the effectiveness of the interventions currently in place and responding accordingly. We will also track, over time, the impact of these changes on retention and graduation rates.



# Appendix A: Committee and Working Group Rosters

## Student Success and Graduation Initiative

- Lori Beth Way (co-Chair), Vice Provost of Academic Planning and Dean of Undergraduate Education
- Katie Lynch (co-Chair), Senior Associate Vice President of Enrollment Management
- Mike Goldman, Chair of the Academic Senate
- Kim Altura, Associate Dean of Undergraduate Education
- Arlene Daus-Magbual, Assistant Professor, Asian American Studies
- Jane DeWitt, Associate Dean of Academic Planning
- Carmen Domingo, Dean, College of Sciences and Engineering
- Doris Flowers, Interim Associate Dean, Graduate College of Education
- John Gates, Director, Fiscal Operations
- Margo Landy, AVP of Enrollment Management & University Registrar
- Mary Beth Love, Executive Director of METRO
- Leticia Márquez-Magaña, Professor of Biology and SF Build Lead Principal Investigator
- Susan Shimanoff, Associate Dean, College of Liberal and Creative Arts
- Frederick Smith, AVP of Equity & Community Inclusion
- Yim-Yu Wong, Associate Dean, Lam Family College of Business
- James Parker, Interim Dean of Students
- Guisselle Nuñez, AVP of Strategic Marketing and Communications
- Teddy Albinak, Special Assistant to President and Provost
- Mohit Malik, ASI VP of Academic Affairs.

# Appendix A: Committee and Working Group Rosters

## Retention Operations Membership

- Lori Beth Way (Chair), Vice Provost of Academic Planning and Dean of Undergraduate Education
- Katie Lynch, Senior Associate Vice President of Enrollment Management
- Chris Trudell, Assistant Dean of Students
- Kim Altura, Associate Dean of Undergraduate Education Bibiana Arriola, Interim Director of Advisor Development and College Advisors
- Pam Su, Associate Dean of Students
- Denise Peña, Director, Student Financial Aid
- Jackie Green, University Bursar
- Aaron Joshua Miller, EM Special Projects & Strategic Initiatives Coordinator
- Amanda Segura, Special Assistant to the Senior Associate Vice President of Enrollment Management Mariana Lara, Continuing Students Services Coordinator, Graduate Studies
- Claude Bartholomew, University Curriculum Coord. & Director of Strategic Initiatives, DUEAP
- Oscar Gardea, Director, EOPP
- Michael Wong, Director, Campus Recreation
- Tahn Park, Assistant Director for Continuing Students & Retention
- Jada Adams, Enrollment Marketing and Communications Specialist
- Alvina Lee, Academic Scheduling Coordinator
- Sutee Sujitparapitaya, Associate Provost, Institutional Analytics
- Karen Boyce, Director, Health Promotion and Wellness
- Emmanuel Padilla, Director, Latinx Student Center
- Camille Rieck-Armstrong, Interim Director, Admissions and Recruitment, Undergraduate
- Tuan Do, Senior Director, ERP & Business Intelligence, ITS
- Rose Carmona-Arbulu, Student Services Lead, Metro
- Jeny Patino, Executive Director, Housing, Dining & Conference Services
- Margo Landy, Assistant Vice President for Enrollment Management and University Registrar

# Appendix A: Committee and Working Group Rosters

## Incoming Student Operations Membership

- Katie Lynch (Chair), Senior Associate Vice President of Enrollment Management
- Lori Beth Way, Vice Provost of Academic Planning and Dean of Undergraduate Education
- Evan Jaynes, First Year Experience, Manager of Student Transitions Kim Altura, Associate Dean of Undergraduate Education
- Nancy Gerber, Prof. of Chemistry & Biochemistry, Faculty Dir. Predictive Analytics & Proactive Advising Yunny Yip, Director of Undergraduate Advising Center Camille Rieck-Armstrong, Interim Director of Undergraduate Admissions and Recruitment Margo Landy, Assistant Vice President for Enrollment Management and University Registrar
- Charles Bailey Gates, Assistant Director of Financial Aid Jacqueline Green, University Bursar John Gates, Executive Director of Financial Services
- Aaron Joshua Miller, EM Special Projects & Strategic Initiatives Coordinator
- Amanda Segura, Special Assistant to the Senior Associate Vice President of Enrollment Management
- Noah Price, Interim Dean of Graduate Studies Jeny Patino, Executive Director, Housing, Dining & Conference Services
- Jada Adams, Enrollment Marketing and Communications Specialist
- Sutee Sujitparapitaya, Associate Provost, Institutional Analytics
- Tuan Do, Senior Director, ERP & Business Intelligence, ITS
- Denise Peña, Director, Student Financial Aid

# Academic Advising Changes

SFSU recently developed a plan to significantly improve advising effectiveness and the advising experience of our students. This plan was developed after a review of best practices of other campuses within the CSU and across the nation, as well as reviewing student feedback from senior exit surveys, University Strategic Plan surveys and student interviews. Students consistently expressed that there is a need to improve student access to quality advising. Faculty feedback about what was and wasn't working in the current advising model was also incorporated. These changes will improve our ability to retain students, as well as reduce equity gaps that result from uneven access to advising or confusion about how to seek advising.

**The advising plan includes the following changes:**

- **One stop professional staff advising into our Undergraduate Advising Center (Spring 2023).**

Previously, some professional staff advisors were employees of college advising centers, but with these changes, all professional staff advisors will be located in our renovated (completion estimated for February 2023) Undergraduate Advising Center. This change will make it far easier for students to understand and access advising, and will reduce advising inequities between programs. Furthermore, it will ensure more access to advising during the summer.

- **Plan to cohort/caseload students through their first and second years (Fall 2023).**

Currently, FTF students are assigned a professional advisor for one year, but this expansion will allow students to continue that direct advising relationship for a second year. Evaluation of the first-year cohort model has shown that students who saw their advisors were more likely to be retained and that the impact of that effect was even greater for our BIPOC students. We will further maintain college advising teams for students through graduation (but all located in the same center now).

- **Alignment of advising for major, minor, and GE (Fall 2023).**

This change will reduce the somewhat fractured experience that some students have, where they need to seek advising from multiple sources, allowing students to receive whole-degree advising in a single location.

- **Faculty advisors to focus more on areas of impact beyond registration planning, including:** review and approve course substitutions and requirement exceptions, career planning, internships, mentorship, research opportunities for students, and other important areas.

# College Specific Plans

President Mahoney and Provost Sueyoshi recognize that the colleges need to have specific goals to improve the retention and graduation rates for students enrolled in their programs. President Mahoney, Provost Sueyoshi and Vice Provost Way have met with each of the colleges to review data relevant to student success and equity gaps. Following those meetings, college-specific memos have been distributed to each college dean with specific priorities.

These memos serve as a charge to individual colleges to be stakeholders in the success of their students. The colleges will be held accountable through monthly meetings convened by Vice Provost Way and the associate deans in each of the colleges.

Each of the college-specific memos are included in Appendix B.



## Appendix B: College-Specific Memos

### *Graduate College of Education:*

Date: October 25, 2022

To: Cynthia Grutzik, Dean Graduate College of Education

From: Amy Sueyoshi, Provost and Vice President of Academic Affairs

CC: Lori Beth Way, Vice Provost of Academic Planning and Dean of Undergraduate Education

RE: GCoE student success and equity gaps

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President Mahoney has asked that we follow-up our college equity and student success meetings with a memo outlining clear goals and the highest priorities for GCoE. They include:

- Align course seats offered with enrollment demands and leadership expectations of SF State as an in-person campus
- Increase graduation rates for Black and Latinx GCoE majors by 5-10% by Fall 2024. See overall college graduation targets below.
- Increase retention rates by 2% per year in order to meet graduation rate goals.
- Communicate clear pathways to the credential so that there is a 25% increase in SF State undergraduates entering a post-bachelor program in GCoE by Fall 2024

For GCoE to assist the university in meeting its GI 2025 graduation rate goals, the college should be improving its graduation rates by 2% per year. The attached college level interim goals were shared with the deans in 2019.

In order to help colleges prioritize this work, we'll revisit this memo this summer during performance reviews and I've asked Vice Provost Way to meet monthly with all the associate deans as a group so that they may collectively support one another in the work.

The expectation isn't that we'll eliminate equity gaps overnight, but we must start to make progress.



*Lam Family College of Business:*

Date: October 25, 2022

To: Eugene Sivadas, Dean Lam Family College of Business

From: Amy Sueyoshi, Provost and Vice President of Academic Affairs

CC: Lori Beth Way, Vice Provost of Academic Planning and Dean of Undergraduate Education

RE: LFCoB student success and equity gaps

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President Mahoney has asked that we follow-up our college equity and student success meetings with a memo outlining clear goals and the highest priorities for LFCoB. They include:

- Align course offerings with leadership expectations of SF State as an in-person campus
- Increase graduation rates for Black and Latinx LFCoB majors by 5-10% by Fall 2024. See overall college graduation targets below.
- Increase retention rates by 2% per year in order to meet graduation rate goals.
- Improve faculty culture as it relates to supporting students (e.g. revising RTP guidelines and establishing clear expectations for student communications)
- Complete ADT alignment for all BS concentrations by the end of the Fall 2023 semester

For LFCoB to assist the university in meeting its GI 2025 graduation rate goals, the college should be improving its graduation rates by 2% per year. The attached college level interim goals were shared with the deans in 2019.

LFCoB already has a comprehensive student success plan that should provide you the ability to meet the above goals. In order to help colleges prioritize this work, we'll revisit this memo this summer during performance reviews and I've asked Vice Provost Way to meet monthly with all the associate deans as a group so that they may collectively support one another in the work.

The expectation isn't that we'll eliminate equity gaps overnight, but we must start to make progress.

*College of Ethnic Studies:*

Date: October 25, 2022

To: Catrióna Esquibel, Interim Dean College of Ethnic Studies

From: Amy Sueyoshi, Provost and Vice President of Academic Affairs

CC: Lori Beth Way, Vice Provost of Academic Planning and Dean of Undergraduate Education

RE: CoES student success and equity gaps

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President Mahoney has asked that we follow-up our college equity and student success meetings with a memo outlining clear goals and the highest priorities for CoES. They include:

- Pinpoint high failure rate sections and work with faculty to reduce failure rates in those sections by 2-3% by Fall 2023
- Increase graduation rates for Black and Latinx CoES majors by 5-10% by Fall 2024. See overall college graduation targets below.
- Increase retention rates by 2% per year in order to meet graduation rate goals.
- Align course offerings with leadership expectations of SF State as an in-person campus

For CoES to assist the university in meeting its GI 2025 graduation rate goals, the college should be improving its graduation rates by 2% per year. The attached college level interim goals were shared with the deans in 2019.

CoES already has a comprehensive student success plan that should provide you the ability to meet the above goals. In order to help colleges prioritize this work, we'll revisit this memo this summer during performance reviews and I've asked Vice Provost Way to meet monthly with all the associate deans as a group so that they may collectively support one another in the work.

The expectation isn't that we'll eliminate equity gaps overnight, but we must start to make progress.

*College of Health and Social Sciences:*

Date: October 25, 2022

To: Alvin Avarez, Dean College of Health and Social Sciences

From: Amy Sueyoshi, Provost and Vice President of Academic Affairs

CC: Lori Beth Way, Vice Provost of Academic Planning and Dean of Undergraduate Education

RE: CHSS student success and equity gaps

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President Mahoney has asked that we follow-up our college equity and student success meetings with a memo outlining clear goals and the highest priorities for CHSS. They include:

- Align course seats offered with enrollment demands by incrementally adding high demand seats and reducing low enrolled courses
- Increase graduation rates for Black and Latinx CHSS majors by 5-10% by Fall 2024. See overall college graduation targets below.
- Increase retention rates by 2% per year in order to meet graduation rate goals.

For CHSS to assist the university in meeting its GI 2025 graduation rate goals, the college should be improving its graduation rates by 2% per year. The attached college level interim goals were shared with the deans in 2019.

CHSS already has a comprehensive student success plan that should provide you the ability to meet the above goals. In order to help colleges prioritize this work, we'll revisit this memo this summer during performance reviews and I've asked Vice Provost Way to meet monthly with all the associate deans as a group so that they may collectively support one another in the work.

The expectation isn't that we'll eliminate equity gaps overnight, but we must start to make progress.

*College of Science and Engineering:*

Date: October 25, 2022

To: Carmen Domingo, Dean College of Science and Engineering

From: Amy Sueyoshi, Provost and Vice President of Academic Affairs

CC: Lori Beth Way, Vice Provost of Academic Planning and Dean of Undergraduate Education

RE: CoSE student success and equity gaps

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President Mahoney has asked that we follow-up our college equity and student success meetings with a memo outlining clear goals and the highest priorities for CoSE. They include:

- Reduce failure rates in MATH 124k, 226 and 227, BIOL 100, CSC 210, and PSY 200. In order to support a peer program in CSC, \$40,000 in GI 2025 funds have been transferred to the college. Additionally, to support the other three departments, \$12,000 per department for a total of \$36,000 in SSGI funding will be sent. Using these resources, we should see a 2-3% reduction in the failure rates in these courses by Fall 2023 grades.
- Increase graduation rates for Black and Latinx CoSE majors by 5-10% by Fall 2024. See overall college graduation targets below.
- Increase retention rates by 2% per year in order to meet graduation rate goals.
- Align course seats offered with enrollment demands by incrementally adding high demand seats and reducing low enrolled courses

For CoSE to assist the university in meeting its GI 2025 graduation rate goals, the college should be improving its graduation rates by 2% per year. The attached college level interim goals were shared with the deans in 2019.

CoSE already has a comprehensive student success plan that should provide you the ability to meet the above goals. In order to help college's prioritize this work, we'll revisit this memo this summer during performance reviews and I've asked Vice Provost Way to meet monthly with all the associate deans as a group so that they may collectively support one another in the work.

The expectation isn't that we'll eliminate equity gaps overnight, but we must start to make progress.

*College of Liberal and Creative Arts:*

Date: October 25, 2022

To: Sophie Clavier, Interim Dean Liberal and Creative Arts

From: Amy Sueyoshi, Provost and Vice President of Academic Affairs

CC: Lori Beth Way, Vice Provost of Academic Planning and Dean of Undergraduate Education

RE: LCA student success and equity gaps

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President Mahoney has asked that we follow-up our college equity and student success meetings with a memo outlining clear goals and the highest priorities for LCA. They include:

- Reduce failure rates in COMM 150, ENGL 114, PHIL 110, and PLSI 200. To support that effort, \$12,000 per department for a total of \$48,000 in SSGI funding has been sent to LCA. Using these resources, we should see a 2-3% reduction in the failure rates in these courses by Fall 2023 grades.
- Increase graduation rates for Black and Latinx LCA majors by 5-10% by Fall 2024. See overall college graduation targets below.
- Increase retention rates by 2% per year in order to meet graduation rate goals.
- Align course seats offered with enrollment demands by incrementally adding high demand seats and reducing low enrolled courses

For LCA to assist the university in meeting its GI 2025 graduation rate goals, the college should be improving its graduation rates by 2% per year. The attached college level interim goals were shared with the deans in 2019.

LCA already has a comprehensive student success plan that should provide you the ability to meet the above goals. In order to help college's prioritize this work, we'll revisit this memo this summer during performance reviews and I've asked Vice Provost Way to meet monthly with all the associate deans as a group so that they may collectively support one another in the work.

The expectation isn't that we'll eliminate equity gaps overnight, but we must start to make progress.