

April 29, 2013

MEMORANDUM

TO: CSU Presidents

FROM: Ephraim Smith
Executive Vice Chancellor and Chief Academic Officer

SUBJECT: Request for Proposals: Reducing Bottlenecks and Improving Student Success

Thank you for your timely and productive response to Chancellor White's April 9, 2013 request to identify proven practices for successfully redesigned and fully online courses. Your contributions have positioned the California State University to support the Governor's \$10 million budget proposal to reduce bottleneck courses through the use of innovative online technologies, and the \$7.2 million allocation to promote student success programs that further the priorities of the CSU Graduation Initiative. Allocation of these funds is contingent on passage of the final budget later this year. Our commitment to maximizing access, reducing time to degree, improving graduation rates and more importantly shrinking the achievement gap, will be reflected in the funding that we provide to achieve these important goals.

To achieve the above outcomes, we are requesting proposals that will support campuses in setting incremental targets to identify promising and proven practices throughout the CSU system. Campuses are encouraged to consider adopting programs that have been proven successful at CSU campuses, while also developing plans to scale local programs that demonstrate positive results at your campus.

Barriers to retention and graduation have many causes. Some barriers are common across campuses, and others are dependent upon a combination of more unique institutional variables. The RFP will consist of multiple phases to support a balance of shared and customized strategies that will work best on your campus.

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

The RFP will include four sections:

- Adopting Proven Course Redesign
- Promising Course Redesign Initiatives
- Academic and Student Success Programs (for the 15 eligible campuses)
- E-Advising Solutions

Through the Pre-RFP process, 10 campuses submitted 21 high-demand, high-success fully online courses. A systemwide list of successful online courses will be published early this summer. Our goal is to work with campuses to set up a system to enable students from other CSUs to take these courses once articulated. Funding will be made available for the campus offering the courses to meet demand for new sections based on enrollment demand from other CSU campuses.

Adopting Proven Course Redesign (all campuses are eligible)

As part of the Pre-RFP process, 13 campuses submitted 53 courses as proven course redesign models that could be scaled to other CSU campuses. Forty-five courses have been selected and are listed on the [Proven Course Redesign website](#). Campuses are asked to review the list and accompanying evidentiary data and indicate course redesign models they wish to adopt to increase access and/or improve student learning outcomes on their campus in 2013-14.

The Chancellor's Office will identify the proven redesigned courses for which there is multiple campus interest and high-enrollment demand. These courses will be featured in hands-on summer institutes led by CSU faculty who led the proven redesign effort. Chancellor's Office staff will host summer institutes for as many redesign models as possible, and will coordinate smaller working groups for courses to which fewer campuses respond.

Awards will be provided for lead campuses to serve as mentors to adopting campuses. Adopting campuses will be awarded funds based on the number of sections that will be redesigned and the number of seats in those sections. Additional funding in future years may be awarded based on measured improvement in the number of non-repeatable grades earned each term. Campuses will be required to develop an evaluation plan to assess the impact of the course redesigns on student success.

Promising Course Redesign Initiatives (all campuses are eligible)

In addition to encouraging the sharing, implementation and scaling of proven course redesign models, the RFP provides an opportunity for campuses to continue their own course redesign efforts that show promise of improving student success. These include:

- Courses that have recently been redesigned but have not yet been taught
- Courses that have shown success for a small number of students and could be scaled
- New candidates for course redesign in areas of high-demand and low student success

Highest priority will be given to the list of 22 systemwide high-demand and low-success courses ([included in Attachment B of the Pre-RFP](#)), but all course redesign efforts will be considered. Awards will be made based on the budgets submitted and will include faculty release time and one-time requests for technology. Campuses will be required to develop an evaluation plan to assess the impact of the course redesign on student success. The Chancellor's Office will arrange fall and winter institutes in collaboration with campuses in order to support the redesign of these high-priority courses.

Academic and Student Success Programs (15 campuses are eligible)

This section of the RFP invites proposals from campuses to support student success and academic achievement in the context of the CSU Graduation Initiative. Proposals with a focus on shrinking the achievement gap will be given highest priority. Proposals may include, but are not limited to, implementing or expanding nationally identified high-impact practices, supporting student engagement, and acquiring and/or implementing technology solutions that support academic success.

Awards for this section will be drawn from the \$7.2 million set aside to promote student success. The eight campuses that received base funding to grow above their 2013-14 enrollment targets are ineligible for this funding. Campuses will be required to develop an evaluation plan to assess the impact of the programs on student success.

E-Advising (all campuses are eligible)

The final section of the RFP will focus on leveraging technology to improve advising services. The basic advising tool for new, continuing and graduating students is the degree audit. Campuses that have not fully deployed or maintained a robust audit or campuses that are heavily challenged with providing audits to transfer students should concentrate the first year of their proposal on improvement in this area.

Campuses with fully functioning degree audit systems may be in position to consider the development of multi-term planning tools that enable students to connect a preferred degree road map with their own personalized path. With high utilization of planning tools, academic departments will be in a strong position to anticipate actual course demand several terms in advance to schedule a corresponding set of classes.

Other campuses may be interested in the introduction of term scheduling tools that will provide students with an array of possible schedules based on the set of courses they want to take that term. This tool prevents students from missing enrollment opportunities that a manual search for available sections often creates. Moreover, the tool helps campuses balance enrollment across all available sections.

Another improvement in the area of advisement is the opportunity to engage those services that provide predictive information about the likelihood of student success in a program based

on their performance in key courses or other critical performance indicators. With this information advisers can be proactive in engaging students who would be well served in reconsidering their degree objectives or their chosen pathway to the degree. By engaging students early, advisers are in a better position to prevent failure and to improve overall retention and graduation rates.

Campus submissions will include a readiness assessment including a one-to-four year strategy to implement and institutionalize the new technology tools. In coordination with campuses, the Chancellor's Office will review third-party products and services that then can become tools selected by campuses to implement their strategies. Campuses will be required to develop an evaluation plan to assess the impact of the new technologies on student success.

Every campus is encouraged to submit a proposal in this section. All campuses that meet the submission requirements will receive some level of funding.

Submission, Assessment and Reporting

Campuses are encouraged to submit proposals for all sections of the RFP for which they are eligible. Submissions should be made via the president's office or by his/her designee. Detailed submission instructions and forms will be available on the RFP website <https://csyou.calstate.edu/initiativesRFP>.

Campuses receiving awards in any area of the RFP will be required to provide annual progress reports including data on student retention, time-to-degree, graduation rates and other metrics included within their original proposal. Reports will be submitted to Academic Affairs at the Chancellor's Office by August 1 of each award year.

Additional information about the four sections of this RFP, including forms and detailed submission instructions, will be posted the first week of May on the [RFP website](#). Questions about the RFP can be submitted through the website on the [discussion forums](#) or can be addressed to 2013RFP@calstate.edu or to the Division of Academic Affairs at (562) 951-4710.

ES/kp

- c: Dr. Timothy P. White, Chancellor
CSU Provosts and Vice Presidents for Academic Affairs
CSU Vice Presidents for Administration and Finance
CSU Vice Presidents for Student Affairs
Dr. Benjamin F. Quillian, Executive Vice Chancellor and Chief Financial Officer
Dr. Diana Wright Guerin, Chair, Academic Senate California State University