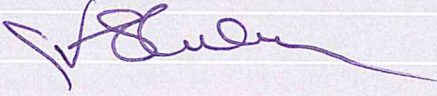




To:	James Strong, Provost and Co-Chair, PACE Work Group Suzanne Espinoza, Vice President for Enrollment and Student Affairs and Co-Chair, Pace Work Group
From:	Joseph F. Sheley, President 
Date:	June 6, 2016
RE:	Recommendations Regarding PACE

Thank you for the report on the Program for Academic and Career Excellence (PACE) and our Student Success and Completion initiatives and planned actions. Please convey my gratitude to the members of the PACE Work Group. I very much appreciate the thought that went into their recommendations regarding a transition for PACE students and program activities. I am pleased especially to note the effort to identify and integrate PACE best practices into the larger campus movement to expand advising services and create more student success-related course scheduling. To accomplish this, many elements of our original Student Success and Initiatives Plan will have to be reworked, and a new approach to financing those initiatives will be required. What is given up in the original plan is important, but what is gained through implementation of the current recommendations is equally so.

I am accepting the recommendations of the PACE Work Group to the extent that our finances permit their implementation. I suspect that this will not be an issue. But it is clear that, until we receive our 2016-17 budget allocation from the CSU, monies that we envision directing toward various Student Success initiatives could be jeopardized via a significant budget shortfall. I ask that campus leadership be ready to implement the Work Group recommendations within their recommended budget sources and parameters as soon our financial situation for 2016-17 is clear.

The proposed Student Success Center is an excellent concept and should go a long way toward accomplishing the desired integration of our students into a productive academic experience and the larger university experience that promotes broader engagement of every student. I am impressed especially with the opportunity that the focus upon advising and degree completion affords. Perhaps more than ever before, most elements of the campus – Academic Affairs, Student Affairs, other administrative units, faculty and staff members, and the students themselves – will attend simultaneously to student success, and that is a win for our students.

That the proposed center would rely on best practices and be open to all comers is both an exceptional goal and a formidable challenge. Part of the goal and the challenge involves locating and adapting proven practices so that their delivery through services achieves the desired student-success outcomes. This must be



accomplished in a manner that personalizes attention to students rather than processing them via classic bureaucratic service-delivery models. Part of the goal and challenge also is physical; how do we construct a center that pursues the desired personalized outcomes and still accommodates all of the students who wish to partake of that center's successful services?

The answer cannot be space dedicated in perpetuity to programs and/or groups of students who got there first. We cannot be saying to new "affinity groups" who seek programmatic responses to their interests or needs that they should have acted sooner. Our current physical dimensions and space were designed for a smaller student body than we now serve. We are not in a financial position to expand the physical infrastructure of this campus as success is attained and demand grows.

Thus, the PACE Work Group's recommendations are accepted with the understanding that the Student Success Center's resources and more generic services and programs are available on a scheduling rather than an ownership or assignment basis. To approach this matter otherwise is simply to say no to newer affinity groups seeking affiliation and recognition.

With the above in mind, I ask that you find ways within the Student Success Center to celebrate programs like PACE but to maintain an open scheduling basis for space and services for all students. I ask too that Academic Affairs, Student Affairs, and Associated Students, Inc. work together to promote affinity and affiliation efforts under the Student Success and Completion umbrella in tandem with traditional efforts to promote and facilitate student clubs and organizations.

Thank you for your attention and, again, please thank the members of the PACE Work Group for their diligence and commitment to student success.