



Client Success Story

From Access to Outcomes: California State University's Student Success Transformation



Client

The California State University (CSU) is the largest four-year public university system in the United States¹, comprising 22 universities (the System) across the State of California and serving nearly 460,000 students annually, with more than 40% of students Pell-eligible². The CSU is committed to delivering access to high-quality, and affordable education that supports a student population reflecting broad ethnic, economic, and academic diversity.



Context

After more than a decade of systemwide effort to improve outcomes and close gaps in graduation rates through Graduation Initiative 2015, the CSU saw positive but uneven progress across its universities. At the same time, student and family expectations for the value of higher education evolved, pushing institutions to define success beyond degree completion and toward post-graduation outcomes, social mobility, and clear pathways to careers or further study. In response, the CSU Office of the Chancellor embarked on a historic effort to reimagine student success at scale.



Deloitte's approach

Deloitte collaborated with the CSU to develop a systemwide Student Success Framework grounded in broad stakeholder input, data, and practical implementation planning. Deloitte conducted a wide-ranging current-state assessment including a large-scale stakeholder survey reaching over one million students, faculty, staff, and alumni; interviews with CSU leadership; focus groups spanning trustees, presidents and cabinets, faculty, student affairs, students, and alumni; and analysis of leading student success trends and peer comparisons. Working with CSU governance bodies (project leadership,

steering committee, and working group) and in collaboration with the Academic Senate on an additional faculty survey, Deloitte helped the CSU define a shared vision and focus areas, prioritize strategies and systemwide actions aligned to the CSU's commitments (affordability, personalized journeys, equitable teaching and learning environments, and experiential learning), and develop an implementation roadmap with timelines, change management plans, and maturity models to guide adoption across the System.



Impact

The Student Success Framework was the one of the most comprehensive engagement efforts³ in CSU history, engaging over one million stakeholders across the System over the course of a full year. The Framework is poised to transform higher education by redefining student success and addressing persistent gaps in student and post-graduation outcomes. Through the implementation of these strategies, the CSU has the opportunity to improve outcomes for its current student population and millions of future students, as well as establish itself as a national leader in student success, setting a new standard for public higher education institutions across the country.

For more information, please contact us.

Pete Fritz

Principal, Higher Education
Deloitte Consulting LLP
pfritz@deloitte.com
+1 215 779 4467

Megan Cluver

Principal, Higher Education
Deloitte Consulting LLP
mcluver@deloitte.com
+1 212 436 3279

Bob Caron

Senior Manager, Higher Education
Deloitte Consulting LLP
rocaron@deloitte.com
+1 617 960 5417

Sources

- 1 CSU Fact Book 2026
- 2 CSU Enrollment Summary Dashboard
- 3 CSU Student Success Final Report



For more information, visit www.deloitte.com/highereducation or email highereducation@deloitte.com.

Deloitte.

As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of our legal structure. Certain services may not be available to attest clients under the rules and regulations of public accounting.

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor.

Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

Copyright © 2026 Deloitte Development LLC. All rights reserved.