

Strategic Plan Report

7/1/16 - 6/30/22

Priority 1: Enhance teaching and learning through best practices, innovative programs, and high impact experiences that attract talented and diverse students and contribute to retention, extraordinary learning, the development of the whole student, and lifelong success.

Priority 1: Metrics	2016-17	2021-22	△
Graduation Rate, Freshman 4-year	15.5%	24.7%	+9.2%
Graduation Rate, Freshman 6-year	56.5%	56.6%	+0.1%
Graduation Rate, Transfer 4-year	76.8%	78.8%	+2%
Close the Achievement Gap of Underrepresented	4.7%	4.1%	-0.6%
Priority 1: Highlights by Theme	Significant Accomplishments		
Access and affordability	<ol style="list-style-type: none"> We have offered approximately 365 sections of GE and major courses to address bottlenecks and increase course access since 2016-17. By doing this, we added approximately 14,613 seats. We have hired a total of 246 new tenure track faculty since 2016-17. This is a new increase of 28 faculty during this period. We have improved the academic advisor to student ratio to 1:653 since 2016-17, based on Fall 2022 enrollment We have committed to ensuring all content is closed-captioned, utilizing Panopto for streaming video content, which automatically captions new content when uploaded. We disbursed \$250 million annually in federal institutional and private aid to students. 		
Curriculum and course redesign	<ol style="list-style-type: none"> Twenty-nine degree programs (16 undergraduate, 11 masters and 2 doctorate) were launched or underwent major revisions between 2016-17 and 2021-22. Seventy-five faculty completed the American Council on Education (ACUE) program from 2020-2022, which provides instructors with the tools to redesign their courses to be more equitable and learner-centered, promoting the success of our diverse student population. Thirty-one faculty completed the HyFlex training program in 2020-21. HyFlex learning environments are flexible and collaborative in order to engage students through non-traditional means of course delivery. 		

	<ol style="list-style-type: none"> 4. Thirty-seven faculty participated in the GI 2025 Priority 5 institutes over the summer of 2022. 5. Some 4,100 ipads and devices and 2,100 hotspots were distributed to support mobile learning. Approximately 12,000 students/year (7,600 unique students) learned through mobile textbooks instead of traditional course materials. Textbook cost savings (as part of Affordable Learning Solutions) are approximately \$5.8M. Three-hundred eighty-eight faculty have completed the DISCOVERe program since 2014. 6. Bulldog Connect incorporated Success Markers (degree milestones) to assist in keeping students on track via text messaging. E-Advising coordinates student interactions across 41 locations and 336 student services. Over 45,000 appointments were made for over 15,000 unique students. Virtual advising appointments via Zoom have expanded student access to academic advising.
<p>Co-curricular and student support services promote engagement and a sense of belonging.</p>	<ol style="list-style-type: none"> 1. Number of Service-Learning Classes in 2021-22: 167 (193 in 2016-17) <ol style="list-style-type: none"> a. Number of Students enrolled in those classes: 3,503 (4,673 in 2016-17) b. Number of hours of service performed by those students: 89,362 (124,764 in 2016-17) 2. The Student Cupboard has had 236,884 visits to the Amendola Student Cupboard since 2014. 3. The Clothing Closet has served 6,737 students with professional clothing since its opening in 2016-17. 4. The launch of HireFresnoState resulted in 12,312 jobs posted since 2016-17. There were 114,443 student/alumni logins in 2019-20. 5. The Cross Cultural and Gender Center total attendance at events, programs, activities, and presentations continues to grow with over 8,000 in 2019-20. 6. The Dream Success Center had 2,376 student visits and 17 legal clinics; there was \$179,000 in scholarships disbursed in 2019-20. 7. The University Advising Center completed over 3,000 advising sessions, hired an advisor for the California Promise program, and began outreach to these students in 2019-20. 8. The Career Development Center reached 21,795 students through appointments, presentations, job fairs and other events; held 9,437 classroom presentations in 2019-20. 9. The Money Management Center held 882 individual coaching sessions and did 1,994 classroom presentations in 2019-20. 10. The Veteran Resource Center disbursed \$749,692 in funds to military-affiliated students in 2019-20. 11. Fresno State wins 6th Higher Education Excellence in Diversity (HEED) Award from INSIGHT Into Diversity magazine.

Priority 2: Invest in a dynamic environment to attract, develop, and retain talented and diverse faculty and staff.

Priority 2: Metrics	Results		
Great Colleges to Work For Survey	<u>2016-17</u> 63% overall (Q 1-60)	<u>2018-19</u> 62% overall (Q 1-60)	△ -1% overall
<ul style="list-style-type: none"> Job satisfaction/Support 	72%	72%	0%
<ul style="list-style-type: none"> Teaching environment 	62%	61%	-1%
<ul style="list-style-type: none"> Professional development 	65%	67%	+2%
Employee headcount	<u>2016-17</u> 2,444	<u>Fall 2021</u> 2,463	△ +19
Employee ethnic diversity (by race/ethnicity)	<u>Fall 2016</u> URM = 37% Non-URM=52.7%	<u>Fall 2021</u> URM = 41.7% Non-URM=50.1%	△ URM +4.7 Non-URM -2.6
Priority 2: Highlights by Theme	Significant Accomplishments		
Strategically develop faculty and staff to support student success	<ol style="list-style-type: none"> Electronic Retention Tenure and Promotion (RTP) software (Interfolio) utilized for all faculty reviews effective Fall 2020 and for all personnel reviews including sabbaticals, FERP requests, emeritus requests, and temporary faculty reviews. Newly developed student rating system implemented Fall 2019 to aid in evaluation of faculty. Collecting information from exit interviews of faculty and staff separating from the University to determine patterns to aid in retention and improvement of systems and processes. Reviewed performance management tool options that will streamline performance reviews, streamline goal setting and accountability, and create an environment of real-time feedback for staff. COVID-19 adjustments to processes implemented Spring 2020 to address faculty concerns regarding student ratings and peer reviews and ability to meet probationary plan expectations. 		

<p>Fair compensation to include salary, benefits, and workload</p>	<ol style="list-style-type: none"> 1. Over \$21 million provided in total employee compensation increases (CSU funded GSIs, campus funded equity, In Range Progressions and Re-classifications) since 2016-17. 2. Implemented a new academic payroll calendar to streamline benefits and payroll for faculty. 3. Processed COVID-19 related leave programs for employees. 4. Implemented Pilot Telecommuting Program in Spring 2022 for staff and managers.
<p>Recruitment</p>	<ol style="list-style-type: none"> 1. Implemented resume parsing software to streamline hiring selection processes. 2. Streamlined recruitment process for staff and MPP searches. Created recruiting guidelines, checklists and best practices for search committees and hiring managers. 3. Redesigned offer letters to communicate expectations and elements more clearly. 4. Launched and implemented PageUp recruiting software as part of the systemwide Common Human Resources System. 5. The Academic Senate approved changes to APM 320, which streamlined the hiring process for designated administrative positions. 6. Required faculty search committee training in 2019 for each committee to review the concepts and impact of implicit bias on position postings and processes and to evaluate faculty recruitment efforts to ensure diversity in applicant pools and full consideration of candidates. 7. Revised templates for position descriptions for search committees to improve tenure-track faculty vacancy announcements. 8. Expanded child care services for faculty/staff.
<p>Onboarding</p>	<ol style="list-style-type: none"> 1. CAIFE team worked on improving the new employee onboarding experience in 2016. Team assessed the current state, benchmarked other campuses, and developed a new orientation program and training for faculty and staff. Reduced paperwork, simplified parking pass process, and improved technology set up. 2. Additional Navigating Fresno State training offered to assist with onboarding. <ol style="list-style-type: none"> a. Tenure-track faculty on-boarding was completely redesigned in Fall 2017. Key components: earlier start date allowed for a prorated paycheck and full benefits for faculty on September 1; 5-day program spread out over 2.5 weeks; emphasis on teaching effectiveness, professional growth, and scholarly activities. Feedback from participants was positive. b. There have been 246 faculty members who participated in the Tenure Track Faculty Network (TTFN) since 2016. c. Faculty Affairs provided an annual Lecturer Appreciation event in Spring 2019, Spring 2020, and Spring 2021. 3. Created New Employee Welcome Guide that is full of essential resources for every stage of the new hire process. 4. Introduced Fresno State 101 half-day orientation session in 2018 for new staff and managers. 5. New employee welcome baskets created by Kennel Bookstore and provided to new employees. 6. Employee welcome events were held in August 2017, 2018, and 2022. 7. New MPPs meet Cabinet during the first 90 days of appointment.

<p>Training, leadership, and professional development</p>	<ol style="list-style-type: none"> 1. Created Center for Faculty Excellence in the Office of Faculty Affairs. 2. Created Office of Organizational Excellence to focus on organizational development and staff development. 3. Increased professional development workshops offered annually since 2016; 14,100 participants have attended workshops since 2016. 4. Introduced Navigating Fresno State track to support new staff/faculty and help seasoned employees understand new policies, procedures, and campus resources. 5. Introduced Administrative Academy (year-long professional development program) for admin support staff; 291 staff have attended this program. 6. There were 192 Mentor Program participants (42 faculty, 54 staff and 96 MPP/confidential). 7. Held annual STAR Day for staff (award luncheon and workshops). 8. Faculty Affairs and Organizational Excellence launched an annual President's Leadership Academy in 2017; 100 employees attended (38 faculty, 33 staff, 29 MPP/confidential). 9. Continued to expand and grow Fresno State's culture of learning, offering a diverse selection of professional development opportunities in the following tracks: Navigating Fresno State, Developing a Healthy U, Enhancing Technical Skills, and Supervision and Management skills. 10. Hosted HR forums for managers. 11. Forty-four Leadership Lunch and Learn workshops were offered to faculty and staff; 1,259 participants attended. 12. Two-hundred thirty-six employees participated in 34 CAIFE Cohort teams resulting in 34 new initiatives. 13. Nine-hundred fifty-one supervisors attended Supervisor, Management or Chair Training workshops. 14. Over a thousand (1,036) employees attended a Wellness Program workshop. 15. The Office of Innovation and Digital Excellence for Academic Success in the Office of Academic Affairs was created in July 2021.
<p>Aspire to achieve Chronicle of Higher Education's "Great Colleges to Work For" designation</p>	<ol style="list-style-type: none"> 1. New Faculty Work-Life Balance Focus Group convened in 2016. 2. Conducted Workplace Quality Survey (a.k.a. Great Colleges to Work For) in Spring 2017, as well as a DISCOVERe Faculty Attitude Study. 3. Second Workplace Quality Survey conducted in 2019. 4. Principles of Community launched in Spring 2019. 5. Support groups started for faculty in Summer 2020, including a support group for faculty parents and a support group for faculty isolated by COVID-19, with the intention of increasing the sense of community and ensuring connection with faculty during the time of virtual campus. 6. Continued focus on employee recognition: launched High Five program; introduced new Staff Awards program in Spring 2020.
<p>Strengthen culture of fairness, respect, diversity, and shared governance</p>	<ol style="list-style-type: none"> 1. Implemented National Center for Biotechnology Information (NCBI) training for key stakeholder groups including cabinet, deans and AVPs.

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| | <ol style="list-style-type: none">2. Launched President's Cultural Competency Certificate program in Spring 2017.3. Conducted EEOD (Equal Employment Opportunity Designee) training. Ninety-three employees campus-wide are currently approved to serve as EEO Designees for search committees.4. President's Commission on Human Relations and Equity events (monthly conversations, annual diversity forum).5. Cross Cultural and Gender Center offered workshops for campus community in numerous areas of diversity.6. Statement of commitment to diversity included in searches.7. Added seven lactation stations throughout campus to help nursing mothers.8. Hired a Discrimination, Harassment and Retaliation (DHR) Analyst to assist with university compliance with Executive Orders.9. Continued to seek ways to work with the Academic Senate and faculty leadership to enhance faculty governance and shared governance principles.10. Search for University Diversity Officer launched Summer 2022. |
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Priority 3: Align our physical and technological infrastructure to support a sustainable and welcoming campus environment.

Priority 3: Metrics	Results
Projects completed according to the Physical Master Plan	Fresno State has invested over \$158 million in capital-related projects since 2016-17 (new construction and capital renewal and renovation, including deferred maintenance). Most of these projects are listed in the highlights below.
Priority 3: Highlights by Theme	Significant Accomplishments
Modernize and upgrade existing facilities and infrastructure	<ol style="list-style-type: none"> 1. Modernized classrooms/labs: science labs in Science and McLane Hall; Ag Science lab, IT labs; refreshed over 120 classrooms to DISCOVERe technology standards. 2. Building/Office remodels: Health Center, CATI, Public Safety Locker/Restroom, Enrollment Management, New Veterans Center, Student Recruitment Office, North and South Gym. 3. Deferred Maintenance Projects: roofs, elevators, wells, HVAC improvements, P8 and P4 parking lot improvements, Jackson Avenue, Barton, Barstow and Campus Drive street improvements. 4. Bulldog Stadium Improvements: East side concrete repairs, ADA seating modifications, electrical infrastructure upgrades, field lighting and field turf replaced, elevators updated. 5. Infrastructure projects completed: sewer line replacement project, underground communications, fire sprinkler upgrades, campus fire alarm system upgrades.
Plan for new facilities and spaces to support enrollment growth	<ol style="list-style-type: none"> 1. New buildings: Jordan Agricultural Research Center, Equestrian Locker Room building, Lynda and Stewart Resnick Student Union. 2. Quad landscape and hardscape project, Warmerdam Field remodel, Kinesiology field improvements.
Embrace technology to support innovation, teaching and learning	<p>Throughout the pandemic, Fresno State has worked to identify and address issues of equity and access in technology, teaching, and learning.</p> <ol style="list-style-type: none"> 1. More faculty members are utilizing electronic resources and technologies, including immediate access course materials in over 2,000 courses that allowed students to have access to their course content at the beginning of the semester, and Affordable Learning Solution (AL\$) efforts saved students approximately \$5.8 million. 2. The DISCOVERe team distributed over 4,100 iPads, and devices were made available to any student who requested one. CSUCCESS iPads were checked out to students and special programs. After the initial checkout of CSUCCESS devices to freshmen, the CSUCCESS inventory allowed us to put iPads into the hands of more students, including sophomores and juniors, along with special programs we partnered with strategically to provide devices to more students.

3. Over 2,100 active hotspots were provided for students and employees in the past academic year, allowing individuals to learn and work remotely.
4. Our Office of IDEAS participated in various accessibility initiatives during the past year including the CSU Move the Needle Challenge (3rd place) and the Global Accessibility Awareness Day (44th place) to create a more accessible and inclusive Canvas learning environment for students by remediating over 10,000 course files.
5. The migration of video content from the old streaming server to Panopto was completed during 2021-22 and training and support for faculty continues as they transition and adopt Panopto for streaming video content in coursework to support student success. Over 7,000 media files have been migrated to individual faculty Panopto accounts.
6. Over 500 faculty successfully completed a minimum of 20 hours in professional development opportunities to support student success, including topics on resilient course design, Online Course Services, DEI, anti-racism, virtual instruction, open educational resources, universal design for learning, HyFlex instruction, and GI 2025 priority 5 led by the office of Innovation and Digital Excellence for Academic Success (IDEAS).
7. Over 800 faculty had “Just in Time” consultations with the instructional designer team on topics such as course redesign, Canvas, Zoom, Panopto, HyFlex, Google, Qualtrics, and accessibility.
8. The Academic Technology Resource Center supported nearly 2,400 students and faculty in the virtual support center with Zoom, Canvas, and other technology-related challenges.

A Responsive High-Tech Campus

9. Pandemic Support: supported the transition of 25,000+ students and 5,000+ faculty and staff to learn, teach and work remotely; 400+/- laptops provided to staff, 4,000 hotspots provided to faculty and staff.
10. Digital Signature Platform: rolled out DocuSign and OnBase digital workflows to support remote work.
11. Amazon Web Services (cloud): migrated the first set of physical systems into the Amazon AWS Cloud.
12. Staff Laptop Program (SLP): created in 2022 to ensure business continuity and resource flexibility.
13. 360 interactive video tours: created to support faculty searches and draw in prospective new students.
14. CSUCCESS iPads: provided support for 6,400 new CSUCCESS iPads, including purchasing and imaging.
15. DISCOVERe Mobile Technology Program: led the DISCOVERe Program from 2016 to June of 2022.
16. Project Management Office: established and completed 250 projects and campus-wide initiatives.
17. Technology Services Communication Plan: drafted and distributed over 300 messages to the campus community regarding technology-related incidents, updates, and projects.
18. New Email Platform: replaced Zimbra with Gmail.
19. New Ticketing System: Implemented TeamDynamix, a Project Portfolio and IT Service Management platform.
20. Password Reset Extension: extended expiration date to once per year, saving time and frustration.
21. Fresno State Mobile App Redesign in 2018.

Technology to Support a Digital Campus

22. Adobe Creative Campus Designation: Fresno State achieved the prestigious Adobe Creative Campus designation, one of only three CSUs to have done so.
23. Adobe Creative Cloud: free for Fresno State students; 3,343 licenses issued.
24. Panopto: acquired and integrated into Canvas allowing direct access to media content and resources.
25. Apporto: implemented for online computer labs during the pandemic.
26. ZOOM Use: currently supports over 34,733 faculty, staff, and students using Zoom.
27. Office of Digital Accessibility: established in 2021 and has completed 284 manual document remediations (805 pages), 38 manual website evaluations and 19 procurement evaluations.
28. Wireless Internet access points: increased footprint across campus, 1,862 total.
29. Fresno State Google: 334,039 total Gmail accounts.
30. Digital File Storage: reduced capacity by 50%, freeing up much-needed space.
31. Campus computing devices supported: 12,647 total.
32. Faculty Laptop Program: managed the Fresno State faculty laptop program, serving 150 participants per year.
33. Email Deactivation Project: launched in 2021 to increase security and reduce unused email accounts.
34. Workstations: actively maintain over 10,758 Windows and MacOs laptops and workstations.
35. Classroom Modernization: upgraded 125 classrooms with modernized technology.

Information Security and Privacy

36. IT Security Awareness Campaign: hosted four campaigns and published 20 security-related articles in the Fresno State Campus News.
37. Payment Card Industry (PCI) Assessment: the Information Security team began coordinating the campus PCI assessment and will lead a campus-wide security assessment.
38. LogRhythm: deployed a cloud-based log management solution to protect critical data and infrastructure from cyberthreats.
39. Google Enhanced Security (in collaboration with CFE): in addition to increasing the amount of Google Drive storage quota, these new tools allow us to store data with increased security requirements.
40. Qualys Software: deployed on approximately 4,000 workstations and 50 servers to detect the riskiest of vulnerabilities and prioritize applying software patches to resolve them.
41. Multi-Factor Authentication Protection: 97% of Fresno State employees use DUO.
42. PatchMyPC: implemented to automate patching of all employee windows workstations. More than 33,200 vulnerabilities have been eliminated or mitigated.
43. Data Security and FERPA Training: 8,302 staff completed the Data Security and FERPA course.
44. Phishing/Spam Identified: an average of 499,464 emails (annually) are identified as phishing or Spam.
45. Security Threats Blocked: the campus firewalls block an average of 5,400,000 threats (annually).

	<p>46. Spirion Data Loss Prevention Tool: deployed in June 2018; about 10,599,554 sensitive records have been protected, with over 1,296,032,906 locations searched.</p> <p>Digital Transformation</p> <p>47. Hackathon at Fresno State (HackFresno): Fresno State hosted two Hackathons (2017 and 2018) utilizing student creativity and innovation to solve some of the world's toughest problems.</p> <p>48. Cal State Innovation Grants support student success with technology experiential learning (HIPS): \$147,800.</p> <p>49. Student Internships: the Hub of Digital Transformation has provided more than 90 interdisciplinary internships since inception in 2019.</p> <p>50. Presentations and Conferences: TS staff attended and presented at many conferences to broaden IT's social network, uncover new learning, and reinforce existing best practices. Below is a sampling:</p> <ul style="list-style-type: none"> a. Cal State Tech 2021: presentations by Max Tsai and DXIHub student interns; b. Educause 2021: presentations by student interns from the Hub of Digital Transformation (DXI Hub); c. WASC Senior College and University Commission (WSCUC), Accreditation Resource Conference (ARC) 2022: poster presentation for the new Technology Services/College of Science and Mathematics Learning program; d. EDUCAUSE Learning Initiative (ELI): presentations by Max Tsai at ELI Annual Conference (2022); e. Project Ignite (student leadership, innovation, and technology program) is in partnership with Lyles Center for Innovation and Entrepreneurship; f. Extended Reality (XR) Technology: campus-wide students and faculty train on XR technology for teaching, learning, and undergraduate research; g. InfoComm: TS staff sent to train and learn about new (potential) technology for the classroom; h. CSU Knowledge Base: TS teams often visit other CSU campuses for ideas and best practices. <p>51. Web and Mobile Experiences: campus website redesigned, new interface for the Campus Directory, Fresno State Mobile App, XCampus Pilot, Peoplesoft Integration.</p>
<p>Implement innovative parking and transportation strategies</p>	<ol style="list-style-type: none"> 1. Launched Bulldog Express shuttle service in 2016, and 525,000 riders have used the service. 2. Partnered with City of Visalia to provide V-Line shuttle service and City of Fresno and Clovis to provide free or reduced ridership fees. Over 942,400 riders since 2016-17. 3. Installed new parking permit dispensers and meters to accept credit cards; LED lighting added to parking lots and walking paths throughout campus. 4. Public Safety purchased two hybrid vehicles; the warehouse purchased two electric vans.
<p>Build and operate a healthier, more sustainable campus environment</p>	<ol style="list-style-type: none"> 1. Implemented new dining practices (wet food waste diversion; removal of plastic straws and plastic bags; using strawless lids). 2. Catered cupboard was implemented to share leftover food from events. 3. Installed 29 water bottle fill stations throughout campus. 4. A new Central Plant cooling tower was installed, incorporating energy efficiencies and stabilization of cooling services.

5. Immediate access to e-book program was launched and continued to grow each year, providing a sustainable and lower cost textbook option for students.
6. Increased use of electronic document submissions/signatures.
7. Six electric vehicle charging stations installed which are well-utilized.
8. Facilities Planning converted all paper plan drawings to electronic format.
9. Implemented Recycle 2020 to improve campus-wide waste diversion rate (194 new recycle and trash receptacles were placed in exterior areas).

Design and build new buildings in accordance with LEED certification criteria

10. The Lynda and Stewart Resnick Student Union is LEED Gold equivalent.

Support collaborative student-faculty-staff projects and initiatives

11. Ad hoc sustainability task force worked with BOND students and faculty groups to collect data on several sustainability topics.
12. ASI created a Sustainability Officer position.
13. The student Sustainability Club offers programs for students.
14. The student-led Sustainability Task Force submitted the AASHE report: received Bronze rating for the campus and is collecting data to reach Silver rating for next submission in 2022-23.
15. The Sustainability Task Force collaborated with community and on-campus groups to share, improve and promote campus sustainability efforts.
16. Campus joined the United Nations Global Compact and submitted the first Communication on Engagement Report.
17. As part of the CUPR project, the Green Operations team conducted a Human Behavior Energy Audit in Spring 2022 and, in collaboration with the Sustainability Taskforce, will implement a recycling awareness campaign in Fall 2022.
18. The Fresno State Transportation Institute launched. The Institute is a unique collaboration between three Fresno State colleges and schools and Fresno Council of Governments.

Continue to implement conservation practices in the areas of water and energy

19. Exterior lighting converted to LED.
20. New automated irrigation controller installed.
21. Replaced over 335 trees.
22. The campus continued to reduce water usage compared to 2013 levels.
23. The California Water Institute connects the San Joaquin Valley and the world with Fresno State's faculty, staff, and students to pursue sustainable water resource management solutions through outreach, research, and education.

Increase participation in wellness programs for students/employees

24. A broad variety of wellness classes and programs were offered every year (e.g., Winning with a Healthy Lifestyle, Transformation Challenge and exercise classes). Increased participation occurred in employee wellness activities every year until the pandemic. Over 1,036 employees have attended course offerings since 2016-17.
25. Smoke-free campus awareness campaign launched in 2017.

26. Alegria Mental Health Task Force provided wellness activities for students and employees.

27. The Cross Cultural and Gender Center offered educational programs and services for students and employees.

Priority 4: Grow and develop collaborative and engaged community partnerships to increase support for students and the University.

Priority 4: Metrics	2016-17	2021-22	△
Total academics and athletics philanthropic dollars raised	\$18,327,765	\$28,227,632	\$9,899,867 or 54% increase
Total number of donors	9,136	10,730	1,594, or 17% increase
Number of alumni donors	4,673	6,151	1,478, or 32% increase
Internships	435 internship agreements in place 436 internships posted on HireFresnoState	895 internship agreements in place 731 internships posted on HireFresnoState	106% increase in agreements with industry partners 68% increase in the number of internships posted on HireFresnoState
Priority 4: Highlights by Theme	Significant Accomplishments		
Support the Central Valley Promise outcomes	<ol style="list-style-type: none"> Four-hundred ninety-seven freshmen and 442 transfer students were accepted to the program between 2016-17 and 2021-22. The freshmen 4-year graduation rate is 70% and the transfer 2-year graduation rate is 68%. 		
Increase campus-community connections through service-learning, internships, short courses, continuing education, and community-based problem-solving research	<ol style="list-style-type: none"> The University community provided a total of 8.07 million hours of service to the community between 2016 and 2022, for a total estimated economic impact of \$254 million. Research and programs impacted the community. Below is a sampling: <ol style="list-style-type: none"> Center for Irrigation Technology researchers have developed innovative technology to provide sustainable and energy-efficient fertilizer for the ag industry. Political Science researchers presented their work to the U.S. House of Representatives on how members' personal characteristics influence their legislative agenda on child and family-friendly policies. Accountancy researchers have helped the almond industry to understand the financial impact of sustainability practices in the Central Valley. Central Valley Health Policy Institute researchers led the EMBRACE Prenatal Care Study, bringing together clinical partners and community stakeholders to reduce health disparities among Black and Latinx in the Central Valley. 		

- e. Researchers are using remote sensing and artificial intelligence to optimize water use in agriculture.
 - f. Developers created Spanish-language training for emergency first responders.
3. Student Athletes:
- a. Fresno State student-athletes performed thousands of hours of community service, impacting hundreds of Valley youth, including:
 - i. Created a PenPal program with Madera and Fresno Unified schools
 - ii. Participated in the Every Neighborhood Partnership Saturday Sports program
 - iii. Served at the Fresno Unified Saturday Academy and A4 LEAD Summer Program
 - iv. Volunteered at the Diamond Learning Center
 - v. Hosted local youth for National Girls and Women in Sports Day
 - b. Community Support/Relations
 - i. Participated in the Beautify Fresno efforts
 - ii. Served in the Fresno Economic Opportunities Commission and CenCal Food Bank Food Distribution
 - iii. Hosted professional networking opportunities with representatives from 70 professional industries between two career and networking events
 - c. Name, Image, and Likeness
 - i. With the changing landscape in NCAA athletics, Fresno State student-athletes were able to partner with local and national companies on endorsement opportunities. To date, Bulldog student-athletes have generated 91 total engagements of this nature, comprised of 50 unique student-athletes representing 11 different sports and forming partnerships with 64 unique companies.
 - d. Marketing and Fan Engagement
 - i. Fresno State Athletics utilizes social media as a tool to connect with and inspire the Valley community. Athletic social media efforts have helped advance and highlight Fresno State's commitment to the Central Valley by using hashtags #PrideOfTheValley and #ForTheV. Since 2016 these efforts have generated over 20,000 new followers and over 100 million impressions
4. Virtual engagement: The pandemic required us to shift gears from in-person networking events to virtual engagement. In July 2020, we launched a campus collaboration providing virtual programming training, consultation, tools, registration, and promotion to connect alumni near and far to the educational mission of Fresno State resulting in:
- a. Over 200 virtual events (average of 20-25 per month)
 - b. Expanded range of engagement options from innovative talks, online networking opportunities, industry discussions, live readings, and more.
 - c. Over 50 presenting faculty, a giant leap in showcasing campus experts
 - d. Over 11,000 participating alumni, donors, friends, and students
 - e. International alumni engagement

	<ul style="list-style-type: none"> f. Donations of \$23,874 5. Officially licensed Fresno State branded merchandise demonstrates that engagement is increasing with the University and its brand through retail. <ul style="list-style-type: none"> a. Since 2016-17 <ul style="list-style-type: none"> i. Licensing revenue from the sale of Fresno State branded licensed merchandise has grown 42.3%. ii. An estimated 1.78 million units of Fresno State branded licensed products generated roughly \$40.9 million in retail sales—an average of \$6.8 million per year. b. For 2021-22, gross royalty revenues represent <ul style="list-style-type: none"> i. \$9.15 million (estimated) in retail sales of Fresno State branded licensed products — a 47% growth since 2016-17. ii. 414,052 units (estimated) of merchandise branded with Fresno State — a 26% growth since 2016-17.
<p>Grow giving and participation to demonstrate support for the University</p>	<ul style="list-style-type: none"> 1. Total Gift Commitments: \$157,949,901 (\$123,496,624 for academics, \$34,450,277 for athletics) 2. Total Alumni Donors: 35,309 3. Gift Highlights: <ul style="list-style-type: none"> a. \$10,000,000: Lynda and Stewart Resnick in support of the Lynda and Stewart Resnick Student Union b. \$5,500,000: Perenchio Foundation to support the Perenchio Family Endowed Scholarship and the Good Samaritan Fund c. \$4,660,000: Donald Emil Gumz to support the renovation of the research winery and the Center for Irrigation and Technology d. \$2,000,000: Panoche Creek Packing to support Athletics e. \$1,700,000: Dr. Robert J. Piersol to support a scholarship program for graduate students in the Craig School of Business f. \$1,500,000: Ravi and Naina Patel Foundation to establish an endowed fund to create and support the “M.K. Gandhi Center: Inner Peace and Sarvodaya” in the College of Arts and Humanities g. \$1,500,000: Lou and Jane Amendola to support the Amendola Family Student Cupboard h. \$1,000,000: Joe and Mary Slotnick to establish the Joseph S. Slotnick Distinguished Fellowship in the Silent Garden in the College of Health and Human Services i. \$1,000,000: Paul O’Neill to support the President’s Circle for Excellence j. \$1,000,000: Dr. Virginia Stammer Eaton to create the Dr. Virginia Stammer Eaton Chair in genetics and Molecular Biology Virginia Eaton Chair in the College of Science and Mathematics k. \$1,000,000: Anonymous to support the President’s Circle for Excellence and biology/chemistry team-based undergraduate research in the College of Science and Mathematics l. \$1,000,000: George and Melodie Rogers Foundation to establish the George and Melodie Rogers Foundation Renaissance Scholars Summer Internship Program Endowment

	<ol style="list-style-type: none"> 4. Day of Giving began in 2017-18 and has become an annual 24-hour fundraising event drawing thousands of alumni and friends from the region and beyond. During this 5-year period, the Fresno State community attracted 8,759 unique donors raising \$2,385,726. 5. Crowdfunding was launched in 2018-19, offering a new fundraising platform for smaller campus projects. To date, 58 projects have been championed by students, faculty, or other units. Collectively these projects raised \$239,233 from 2,087 donors. 6. The senior giving program began in 2017 and raised \$5,662 from 274 student donors. After six years of success, 3,419 seniors have given \$83,393. Over that time, student donors increased by 1,048% and giving increased by 1,273%. 7. Virtual programming extended campus reach to alumni and asked for donor support. Ten groups participated, reaching 9,000 alumni and raising \$14,363. 8. Live Mascot (annual gifts): Revenue increased by \$14,232 or 44% from 2020-21 to 2021-22. This was accomplished through increased segmentation via social media during Day of Giving and by identifying “pet lovers” in our alumni database to support a first-ever crowdfunding campaign. 9. Hosted a total of 915,393 people at Bulldog football games since 2016. Average attendance has grown each year since 2016, with a high watermark of 33,386 fans per game during the 2021 season. 10. Philanthropy for athletics: <ol style="list-style-type: none"> a. Entered into a 10-year, \$10M naming rights agreement with Valley Children’s Healthcare to name Bulldog Stadium. b. Reported the second highest fiscal year fundraising total in the Bulldog Foundation history in 2019-20. c. The Bulldog Foundation set the two highest membership dollar amounts raised in 2019 and 2021. d. The Bulldog Foundation set a record for the highest number of Green V donors - the scholarship giving level that starts at \$10,000 annually e. Secured the most BDF donors in a single year since 2008-2009
<p>Plan and launch a comprehensive campaign to support campus strategic priorities</p>	<ol style="list-style-type: none"> 1. The Fresno State Comprehensive Campaign was launched in 2018-19 with a working goal of \$250 million. We are currently outpacing the cumulative goal projection for the first four years of the campaign. 2. Planned Giving continued to grow with 98 new bequests totaling \$24,365,084. Significant bequests included: <ol style="list-style-type: none"> a. \$1,500,000 - Marge Winters to support scholarships in Athletics b. \$1,000,000 - Anonymous to support student scholarships in the Jordan College c. \$700,000 - Richard and Paula Castadio to support student scholarships and University Advancement d. \$500,000 - Anonymous to support Jewish Studies in the College of Social Sciences e. \$500,000 - Kathleen Mary Baxter to support scholarships in the College of Health and Human Services