

CALIFORNIA STATE UNIVERSITY, FRESNO

# Strategic Plan

2023-2029





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## Message From the President

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Dear Friends,

When Fresno State embarked on our strategic plan journey over a year ago, we knew we would need a comprehensive plan that reflects our shared values and objectives and is grounded in the wide range of input and feedback from our entire campus. We also knew that this plan must be measurable, with concrete objectives that ensure accountability to this vision. Our strategic plan is important for so many reasons: We will strengthen the academic preparation of our students and ensure their future success; enhance faculty research and staff development; and deepen our impact in our region and beyond through partnerships with industry and community organizations.

Our strategic plan reflects Fresno State's core values, deeply rooted in our commitment to our community's economic and social vibrancy and our resolve for a bright future. This collaborative plan, a product of the feedback of thousands of individuals, is a living and breathing document that will strengthen with regular assessment of our progress. I look forward to sharing with you our success in the coming years and partnering with you to make these goals a reality.

I have complete confidence that with this plan, our collective energy will take us to the next level – from our current position as a regional powerhouse, to a nationally and internationally recognized university. I want to thank Dr. Sal Rinella, who was a guiding force for this project, Dr. Sergio La Porta and Emily Roos, who kept this plan on track, and our entire strategic plan steering committee and sub-committees, who worked tirelessly to bring this to fruition.

It is an honor to work alongside all of you in mapping these next exciting steps of our bright future.

**Go 'Dogs!**

A handwritten signature in black ink, reading "Saul Jimenez-Sandoval". The signature is stylized and written in a cursive-like font.

**Saúl Jiménez-Sandoval**, Ph.D.  
President

# Who We Are

Fresno State is a **public, doctoral-granting, comprehensive university** classified by the Carnegie Foundation as an **R2 (high research activity)** institution. We are at the center of the most vital and productive growing region in the world and in one of the most culturally diverse areas of the nation. As part of the largest public higher education system in the country, Fresno State is recognized as the premier university and driver of social mobility in the San Joaquin Valley, which is the source of an estimated 25% of the nation's food.

Fresno State is a federally designated **Hispanic-Serving Institution and Asian American and Native American Pacific Islander-Serving Institution**. Our nearly 1,500 faculty educate and empower 24,000+ students pursuing degrees in 72 bachelor's, 48 master's, and three doctoral subject areas housed within eight schools and colleges.

Fresno State's roots date back to 1911, when we were founded as Fresno State Normal School to address the need for teachers. While Fresno State has grown significantly from our modest beginning, the university remains deeply aligned with the region we serve.

We are committed to education in the **liberal arts, sciences and professional disciplines**. Taken collectively our programs meet the **direct needs of the Valley** and translate to **success anywhere in the world**.

**Service to the community and learning by serving** are foundational at Fresno State. Students, faculty and staff have repeatedly contributed over a million hours annually, resulting in approximately \$40 million of economic impact each year. Our extensive regional ties are strengthened by a nationally recognized **Division I Athletics program** that spreads Bulldog spirit.

Nearly 65% of our students are the first in their families to attend college, while many others continue a proud family legacy of being a second- or third-generation Bulldog. Eighty percent of our graduates remain in the San Joaquin Valley to become the next generation of leaders and their positive impact firmly connects them with Fresno State alumni in every state in the nation and across the globe. **Fresno State graduates are prominent leaders, innovators and critical thinkers in every industry, transforming communities where we live and worldwide.**



**“Doctoral University  
- High Research Activity”**  
by the Carnegie Commission  
on Higher Education

**1,500**  
Fresno State  
faculty educate  
and empower  
**24,000+**  
students



**1M**  
**hours of service**  
annually, resulting  
in approximately  
\$40 million of  
economic impact  
each year



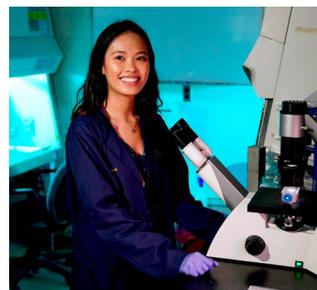
**65%**  
of Fresno State  
students are  
the first in their  
families to  
attend college



**1911**  
Fresno State's  
founding year



**80%**  
of Fresno State  
graduates stay  
and work in the  
Valley

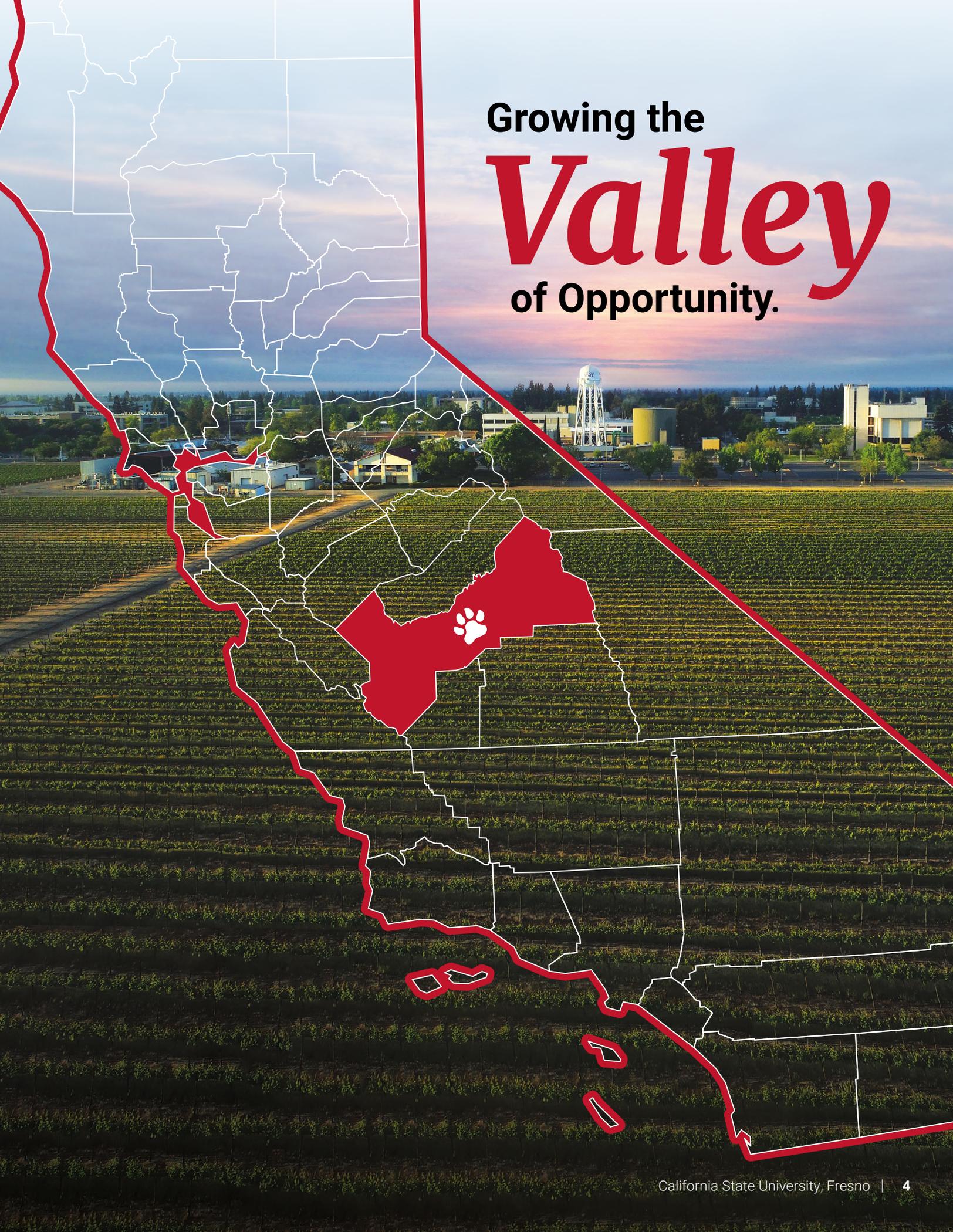


**GO  
'DOGS!**

Growing the

# Valley

of Opportunity.



# Core Values

**Exploration.** *We commit to cultivating the exploration of ideas and of creative expression through nurturing curiosity and open-mindedness. At Fresno State, we:*

- Challenge and empower our campus community to explore their personal and professional passions and potential
- Foster the exploration of innovative research and pedagogy to address current and emerging local, national and global issues
- Support the exploration of diverse, collaborative and interdisciplinary perspectives to enduring questions and problems
- Prepare our students to explore the world, and experience other cultures and ways of thinking

**Excellence.** *We commit to growing excellence in research, teaching and professional development to reach our fullest potential. At Fresno State, we:*

- Recognize and reward the accomplishments of students, faculty and staff
- Provide transformative educational experiences in an environment where we all continuously learn from each other
- Nurture creative, engaged and diverse thinkers to discover the best solutions to complex problems
- Engage students, faculty and staff with enriching personal and professional development programs and training to enhance personal growth, vocational satisfaction and job retention

**Inclusion.** *We commit to promoting diversity, equity, inclusion, access and belongingness based on a fundamental respect for others. At Fresno State, we:*

- Embrace and celebrate all races, colors, religions, histories, cultures, genders, gender identities and expressions, sexual orientations, national origins, genetics, abilities, ages, and military status
- Ensure an environment that is welcoming and safe where identities and beliefs can be developed and shared
- Strive towards an equitable and accessible education for our entire community
- Teach our campus community to value the differences they see between themselves and others, and how these differences are sources of strength
- Foster a culture where everyone feels comfortable expressing their views and beliefs and learns to listen and appreciate the views and beliefs of others

**Community.** *We commit to strengthening our community through education, research and service. At Fresno State, we:*

- Embody a campus community that reflects and implements the four Principles of Community: respect, kindness, collaboration and accountability
- Value integrity and transparency to enhance shared governance
- Elevate a conscientious culture of environmental sustainability on campus and in the community
- Develop community partnerships to expand opportunities for students, faculty and staff to grow by serving and addressing regional issues in ways that could influence the world
- Encourage a culture of giving back to the campus and the region
- Inspire our students to be global leaders and to spread the knowledge, values and respect they have learned

# CALIFORNIA STATE UNIVERSITY, FRESNO

## Mission

Fresno State **empowers students** for success through a **transformative education** rooted in **active service** with diverse communities.

## Vision

With its **local focus and global impact**, Fresno State will be recognized as a model for advancing **social, economic and environmental progress** regionally, nationally and globally by providing an **accessible, transformative education**; conducting **research on critical issues**; and producing a generation of **diverse leaders**.





## Deep Roots. Bright Futures.

Together, the campus collaborated and inclusively assessed Fresno State's highest priorities to determine the goals and strategies that will steer the university over the next five years. The result of this collective process is Fresno State's strategic plan, which outlines the key priorities of the university for 2023-2029.



# Strategic Plan Goals

The 2023-29 Fresno State strategic plan is grounded on the principle that everything we do is connected and interdependent. Hence, the goals are depicted as a circular diagram rather than a separate list. This plan grows our collective strengths and the opportunities Fresno State provides our community, region and world.





People are at the heart and the primary focus of sustaining ourselves as a great university: the students we teach and the faculty and staff who, working together, make everything possible. The **personal and professional fulfillment of our students** depends on the quality and dedication of our faculty and staff, whose **personal and professional fulfillment** is thus directly related to the success of our students.



As faculty, staff and students, we are not only members of the university community, but are rooted in the larger Fresno and San Joaquin Valley community. We live here; we raise our families here; and we rely on local facilities and services. Beyond being engaged citizens, we **bridge the campus and the community** and improve the quality of life in the Valley through our cultural and athletic events, public service and commitment to volunteering.



Fresno State's greatest asset remains our **excellence in instruction and research, which are innovative drivers of regional progress that have a global impact**. We prepare our students to tackle the challenges that face our rapidly changing region, country and world. At the same time, our research and creative activity propel us to explore new fields, perspectives and approaches, as well as to find solutions to current critical local and global problems.



Hand in hand with great people in creating a great university are **modern facilities, infrastructure and technology**, especially as advancements in technology play an expanding role in teaching, in how knowledge is created and in the creative process. A sustainable and welcoming physical environment helps cultivate our values and vision.



Experience and research show that everyone in the university community – students, faculty and staff – perform best and remain at the university when they feel valued, when their opinions matter and when they have a sense that they are a part of the university community. Hence **embodying full inclusivity and belongingness** is not only a key element to our success – it infuses everything we do.

All together, our goals represent the best of Fresno State! While each one has its own particular focus, we realize that it is only by seeing our university and community holistically will we be able to realize our fullest potential.

## Goal One A:

# Enhance Students' Personal Well-Being and Professional Fulfillment



Fresno State is committed to providing an unmatched experience for students, so they can discover themselves and achieve their greatest potential. This begins with championing a culture of higher education within our region, supporting youth of all backgrounds to see themselves as college-bound students and making higher education accessible for all. With a commitment to fundamental needs, mental health, academic excellence and career success, Fresno State will be the “university of choice,” preparing the next generation of leaders in our region and beyond.

### Strategy 1 **Grow Bulldog strong.**

Fresno State will enhance recruitment, admission, enrollment and re-enrollment programs. The institution will be the “university of choice” to students and feeder institutions in and beyond the regions we serve. In order to meet enrollment goals, Fresno State will: (1) have a greater presence in K-14 institutions, impacting the quantity, quality and diversity of applicants; (2) increase the percentage from admitted to enrolled students; (3) reduce the number of students who stop out; and (4) increase the number of students who wish to return and complete their degree after leaving the university for more than one year.

### Strategy 2 **Provide our students with an unmatched Bulldog experience.**

Fresno State will improve student retention and graduation through the expansion of first-year experience programs, supplemental instruction and on-campus employment opportunities. Fresno State will commit to the following: (1) take a proactive approach to ensure vulnerable student populations are connected to support services early in their academic journey; (2) improve academic and social integration to foster greater sense of community; and (3) build capacity within Fresno State faculty and staff to advance student retention and overall success efforts.

### Strategy 3 **Meet our students' fundamental needs so they can flourish.**

The institution will continue to address and enhance support services for fundamental needs, such as food and housing, by collaborating with internal and external partners.

### Strategy 4 **Prepare graduates to make an impact in the Valley and beyond.**

Fresno State will work to enhance and develop career planning strategies to further the career-readiness and satisfaction rates of graduates.

## By Fall 2029

<b>1. Enrollment:</b>	<ul style="list-style-type: none"><li>a. Fresno State has increased resident FTES enrollment to be aligned with systemwide targets</li><li>b. Gaps between currently underrepresented students and the profile of the region have decreased or closed</li></ul>
<b>2. Retention:</b>	<ul style="list-style-type: none"><li>a. The great majority of Fresno State students (first-time freshmen and transfer students) have returned after their first year</li><li>b. Equity gaps are decreased or closed</li></ul>
<b>3. Graduation rates:</b>	<ul style="list-style-type: none"><li>a. 35% of first-time freshmen have graduated in four years</li><li>b. 69% of first-time freshmen have graduated in six years</li><li>c. 45% of transfer students have graduated in two years</li><li>d. 80% of transfer students have graduated in four years</li><li>e. Equity gaps have been decreased or closed</li></ul>
<b>4. Student support:</b>	<ul style="list-style-type: none"><li>a. More students have responded to surveys delivered to them</li><li>b. Students report satisfaction with the services and experience at Fresno State as measured by a student perception survey</li><li>c. More students participate in academic support services, such as supplemental instruction and tutoring</li><li>d. More historically challenging courses have supplemental instruction as an embedded support system</li><li>e. Students have access to affordable university-sanctioned housing</li><li>f. Students experiencing personal challenges seek mental health support</li></ul>
<b>5. Career planning:</b>	<ul style="list-style-type: none"><li>a. Students receive comprehensive advising within their first two years</li><li>b. Graduates will be satisfied with their internship and employment expectations</li><li>c. Students will participate in on-campus employment/internship opportunities</li></ul>



## Goal One B:

# Enhance Faculty and Staff's Personal Well-Being and Professional Fulfillment



In order to best serve our students, Fresno State must invest in supporting faculty and staff. Faculty and staff are at the forefront of student success, and their satisfaction and involvement fosters a positive institutional culture. Supporting faculty and staff starts from day one, when they are recruited and onboarded, and the support must continue throughout their careers.

### Strategy 1 **Foster a work culture that supports participation.**

Fresno State aims to foster a work culture that supports participation. The institution will expand resources to support staff and faculty, heightening professional and personal fulfillment, which will in turn support students.

### Strategy 2 **Cultivate hearts and minds.**

Fresno State will use an evidence-based, comprehensive approach to enhance the well-being and resilience of faculty and staff so that they can achieve their fullest potential. An enhanced campus environment will boost individual satisfaction, reduce burnout, increase skills, create a sense of family/belongingness and provide opportunities for connection.

### Strategy 3 **Create that Bulldog connection from day one.**

Fresno State aims to develop an overarching onboarding program for faculty and staff. An effective onboarding program will help new employees develop a strong connection to the mission of the university and increase their sense of belonging from day one.

### Strategy 4 **Nurture the Bulldog connection.**

Fresno State will identify factors that lead to faculty and staff turnover and devise and implement programs to increase retention. The institution will work to address factors such as equitable workloads, establishing and enhancing trust in working relationships, and career advancement.

### Strategy 5 **Address the standard of living.**

Compensation is a key element to recruitment and retention, particularly of high-quality employees. Fresno State will work to address non-competitive and/or inequitable salaries.

<p>1.</p>	<p><b>Faculty and staff development:</b></p> <ul style="list-style-type: none"> <li>a. Most staff participate in at least one university-sponsored professional development opportunity each semester</li> <li>b. Most faculty participate in at least one university-sponsored professional development opportunity each semester</li> <li>c. There are sufficient spaces for faculty/staff to interact and access resources and support</li> </ul>
<p>2.</p>	<p><b>Personal well-being:</b></p> <ul style="list-style-type: none"> <li>a. Employees participate in at least one university sponsored well-being opportunity each semester</li> <li>b. Faculty interact across disciplines in social settings that encourage collegiality, interdisciplinary cooperation and innovative ideas</li> <li>c. Staff interact across disciplines in social settings encouraging collegiality, interdepartmental cooperation and innovative ideas</li> </ul>
<p>3.</p>	<div style="display: flex; align-items: flex-start;">  <div style="margin-left: 20px;"> <p><b>Onboarding:</b></p> <ul style="list-style-type: none"> <li>a. New employees complete a universal asynchronous onboarding module with campus resources and activities</li> <li>b. Staff, faculty and managers have completed at least one onboarding training, workshop, event or mentorship program specific to their level</li> <li>c. Steady progress has been made to enhance existing communication platforms</li> </ul> </div> </div>
<p>4.</p>	<p><b>Staff/faculty retention:</b></p> <ul style="list-style-type: none"> <li>a. There is an understanding of the factors causing staff attrition, and steps have been taken to increase retention</li> <li>b. There is an understanding of the factors causing faculty attrition , and steps have been taken to increase retention</li> </ul>
<p>5.</p>	<p><b>Compensation:</b></p> <ul style="list-style-type: none"> <li>a. Staff and managers receive education on the process and procedures for in-range progressions and reclassifications</li> <li>b. Faculty, deans and chairs receive education on the process and procedures for market-based salary increases</li> <li>c. The university has made steady progress in realizing the recommendations of the 2022 Mercer CSU Staff Compensation Study</li> <li>d. The university has made steady progress in establishing regular assessments of inversion and pay equity</li> </ul>
<p>6.</p>	<p><b>Satisfaction:</b></p> <ul style="list-style-type: none"> <li>a. Satisfaction with working at Fresno State has steadily increased as measured by the “Great Colleges to Work For” survey</li> </ul>

## Goal Two:

# Bridge Campus and Community



Connection to the community is key to a strong Fresno State. Enriching the relationships we have with others, enhancing our ties to community partners and elevating the university's brand are essential to advancing the university to greater heights.

### Strategy 1 **Build the Bulldog brand in the Valley and beyond.**

Fresno State will elevate the Fresno State brand locally, nationally and globally. The institution will measure the brand perception of the university and utilize the insights to develop holistic marketing and communications strategies that elevate the reputation of the institution academically and athletically.

### Strategy 2 **Harness our data.**

The university aims to integrate engagement initiative data within the existing data storehouse. Expanding our centralized data storehouse will enable Fresno State to more accurately understand the volume and impact of our engagement efforts.

### Strategy 3 **Our impact on the Valley.**

Fresno State will become an institutional leader in higher education for measuring and communicating the social and economic impact of the university's efforts. With a commitment to community, Fresno State will make data-driven decisions on how to best utilize institutional resources, and improve programs and services to increase societal impact.

### Strategy 4 **Celebrate diverse communities on campus.**

Fresno State will work to be recognized as the flagship location for regional and state events that bring together interdisciplinary topics, leaders and perspectives.

### Strategy 5 **Grow philanthropic support.**

As state funding is limited, private support is needed to meet the campus' growing needs and invest in the people, buildings and programs that support the next generation of leaders. Fresno State will develop a comprehensive approach to philanthropy that inspires donors at all levels to invest in student success.

<p>1.</p>	<p><b>Community service (volunteer service completed by students, faculty and staff):</b></p> <ul style="list-style-type: none"> <li>a. Total annual number of community service hours completed by Fresno State students, faculty and staff has increased</li> <li>b. The positive economic impact of community service has increased</li> </ul>
<p>2.</p>	<p><b>Services to the community (programs and services offered to the community that contribute to the economic vitality of the region and state):</b></p> <ul style="list-style-type: none"> <li>a. Overall participation/use of programs and services has collectively risen</li> <li>b. Positive perception of the quality of programs and services has collectively risen</li> </ul>
<p>3.</p>	<p><b>Engagement of alumni and friends:</b></p> <ul style="list-style-type: none"> <li>a. Total annual number of alumni and friends who have participated in engagement opportunities has increased</li> <li>b. Positive perception of engagements with alumni and friends has increased</li> </ul>
<p>4.</p>	<p><b>Events:</b></p> <ul style="list-style-type: none"> <li>a. Overall annual attendance at events has collectively risen</li> <li>b. Positive perception of the quality of events has collectively risen</li> </ul> 
<p>5.</p>	<p><b>Philanthropy:</b></p> <ul style="list-style-type: none"> <li>a. Annual total dollars raised for the university has increased</li> </ul>
<p>6.</p>	<p><b>Brand awareness and reach:</b></p> <ul style="list-style-type: none"> <li>a. Strengthen the brand perception of the university</li> </ul>
<p>7.</p>	<p><b>Social and economic impact:</b></p> <ul style="list-style-type: none"> <li>a. The social and economic impact of the university's engagement efforts is measured and increased</li> </ul>

## Goal Three A:

# Cultivate Regional Progress and Global Impact by Enhancing Instruction



Academic excellence is central to Fresno State. Hands-on learning experiences, as well as flexible, accessible educational opportunities that are aligned with employment trends, will allow students to succeed in the classroom and in their careers after graduation.

### Strategy 1 **Knowledge becomes action.**

Participating in experiential learning activities, such as service-learning, internships, field experience, study abroad, research and other high-impact practice opportunities, provides students with valuable skills and connections that helps them succeed in their future careers.

### Strategy 2 **Serve the needs of the Valley.**

Fresno State will expand existing or develop new academic programs based on the new and emerging occupations and employment needs for the Fresno-Madera Combined Statistical Area (CSA). The university will work to adapt curriculum, develop new programs and consolidate programs to equip students to meet the demands of the current job market.

### Strategy 3 **Streamline degree pathways.**

Fresno State must examine its course offerings and implement means to alleviate bottlenecks to graduating on time. Access to required courses is critical for college students to graduate and pursue their career goals. To address this issue, the university will conduct a study to determine the scale of limited student access to courses needed for graduation and explore strategies for increasing access.

### Strategy 4 **Maximize flexibility for today's learners.**

While online learning is not suited for every student, nor is every program suited for online delivery, Fresno State aims to offer more online graduate programs to remain competitive and serve the workforce in the Valley and beyond, who may need flexibility in their schooling.

### Strategy 5 **Driving innovation.**

Fresno State must evaluate the current training on campus in terms of programs, participation and future programmatic needs to identify gaps in pedagogical technologies. Then, the university will examine ways to expand existing programs or develop new ones in order to prepare faculty for the modern student. Lastly, the university will determine ways to steadily increase faculty participation in these programs while being mindful of faculty workload.

<b>1.</b>	<b>Experiential learning:</b> <ul style="list-style-type: none"><li>a. Students participate in at least one of the following high-impact practices, as defined by AACU, before graduation: internships, field experience, entrepreneurial experience, study abroad and other experiential learning opportunities</li></ul>
<b>2.</b>	<b>Career goals:</b> <ul style="list-style-type: none"><li>a. The university has increased the number of students who have an experience directly related to vocational goals, either through internships, entrepreneurial experiences, course learning outcomes or other course-level activities</li></ul>
<b>3.</b>	<b>Employment needs and economic alignment:</b> <ul style="list-style-type: none"><li>a. Fresno State programs have been enhanced to reflect the new and emerging occupations and vocations in its metropolitan statistical area (MSA)</li></ul>
<b>4.</b>	<b>Timely graduation:</b> <ul style="list-style-type: none"><li>a. Students are able to access the courses that they need in order to graduate on time</li></ul>
<b>5.</b>	<b>Flexible learning:</b> <ul style="list-style-type: none"><li>a. The type and number of fully online graduate-level programs has increased to meet the needs of mature students and professionals in the MSA</li></ul>



## Goal Three B:

# Cultivate Regional Progress and Global Impact by Enhancing Research



Fresno State will champion our Carnegie designation of R2, which reflects significant growth in research activity. We are committed to developing operational structures and providing resources that will allow our talented faculty and staff to advance research, innovation and creative work.

### Strategy 1 **Enhance research capacity.**

To be on par with other high achieving R2 institutions, Fresno State will focus on advancing research by evaluating current structures and making strategic decisions.

### Strategy 2 **Balance teaching and research.**

Fresno State will reallocate and strengthen resources to ensure faculty are assigned workload for research, scholarship and creative activities (RSCAs) that is commensurate with R2 goals and expectations. Fresno State has a robust and talented community of scholars, and the mission of the university is best served when faculty are granted the crucial resource of assigned time to meaningfully pursue their research, scholarship and creative work.

### Strategy 3 **Augment grant opportunities.**

The university aims to significantly enhance capacity for pre-award and post-award research grant support. To allow Fresno State research programs to grow to their full potential, the Grants and Research Advisory Board will undertake a series of steps to ensure successful management of current grants and timely submission of new proposals.

### Strategy 4 **Cultivate faculty creativity.**

Fresno State will enhance research support programs, proposal development series and funding to support research, scholarship and creative activities (RSCAs). Internal structures provide the critical support needed to develop and grow sustainable lines of research and scholarship that engage and train students, advance knowledge across disciplines, and solve regional, national and global challenges.

<p>1.</p>	<p><b>Sustainable environment for research and scholarship:</b></p> <ul style="list-style-type: none"> <li>a. Annual publications are competitive with other R2 CSUs</li> <li>b. Increased output of scholarly and creative activities</li> </ul>
<p>2.</p>	<p><b>Time needed to pursue deep levels of research and scholarly activity:</b></p> <ul style="list-style-type: none"> <li>a. Faculty workload is optimized for research and scholarship commensurate with R2 goals and expectations</li> <li>b. Weighted Teaching Units (WTU) per semester of research and scholarly activity workload is allocated to tenure track and tenured faculty who meet their college standards in this area</li> </ul>
<p>3.</p>	<p><b>Number and variety of externally funded awards:</b></p> <ul style="list-style-type: none"> <li>a. Fresno State makes increases toward R2 national averages</li> <li>b. Annual spending on research and development is increased</li> <li>c. Percentage of submitted proposals and contracts awarded is increased</li> <li>d. There is adequate support for research and scholarship</li> <li>e. The pre-award staffing per grants submitted per year is appropriate</li> <li>f. The post-award (Foundation) staffing per grants administered per year is appropriate</li> </ul>
<p>4.</p>	<p><b>Access to student experiential learning/research opportunities; diversity of graduates entering research and development careers, including those supporting the regional needs:</b></p> <ul style="list-style-type: none"> <li>a. Increase in number of students involved in research</li> <li>b. Increase in number of students enrolled in independent study/experiential learning or independent research and/or mentored experiences</li> <li>c. Increase in master theses written per year</li> <li>d. Faculty supervise student research each year</li> <li>e. A portion of graduates enter research programs</li> <li>f. A portion of graduates enter research and development careers</li> </ul>
<p>5.</p>	<p><b>Communication channels for a deeper knowledge, understanding and challenges of our region, and connections to global challenges or solutions:</b></p> <ul style="list-style-type: none"> <li>a. Increase in resources/staff allocated to university event coordination and communication</li> <li>b. Increase in number of annual outreach activities</li> </ul>
<p>6.</p>	<p><b>Collaboration on research and scholarly activities:</b></p> <ul style="list-style-type: none"> <li>a. Increase between academic disciplines at Fresno State</li> <li>b. Increase between the university and its community and industrial partners</li> </ul>



## Goal Four:

# Modernize Facilities, Infrastructure and Technology



To nurture students' creativity and academic success, we must provide the space for all to flourish. This means ensuring Fresno State has the best possible infrastructure to support their needs, along with the needs of faculty, staff and community members.

### Strategy 1 **Update Fresno State's campus master plan.**

Fresno State will update the campus master plan, showing existing facilities and presenting the renovations and additional facilities needed over a selected planning period based on the university's estimated enrollment target, educational requirements and sustainability objectives.

### Strategy 2 **Foster an environment that meets the needs of an R2 institution and evaluate telecommunications.**

Update Fresno State's telecommunications plan and make changes needed to create a state-of-the-art teaching/learning environment and meet the needs of an expanding R2 institution.

### Strategy 3 **Update the ADA master plan.**

Fresno State will update the ADA master plan in a way that goes beyond the minimum code requirement and reflects the university's commitment to being an inclusive and welcoming campus community.

### Strategy 4 **Create modern and inspiring spaces that foster formal and informal collaboration.**

Fresno State will ensure teaching areas, laboratories and workspaces are modified or created to enhance learning and collaboration for students, faculty and staff.

### Strategy 5 **Modernize Fresno State's athletic facilities.**

Fresno State's athletic facilities should align them with selected competitive peers, ensure gender equity and improve fan accessibility of our venues.

<p>1.</p>	<p><b>Infrastructure:</b></p> <p>a. Enhancements have been made to the physical and digital infrastructure to achieve operational excellence, accelerate academic and scholarly research successes, and enrich the student experience</p>
<p>2.</p>	<p><b>State-of-the-art teaching/learning spaces:</b></p> <p>a. Current spaces have been modified or new spaces created to ensure that Fresno State’s facilities are state-of-the-art, flexible, inclusive and dynamic; encourage collaboration, enhance learning; integrate teaching and research; and provide optimal learning/working experiences for students, faculty and staff</p>
<p>3.</p>	<p><b>Physical environment:</b></p> <p>a. Improvements have been made to the physical environment to make it more vibrant and motivate faculty to pursue productive and sustainable research with students, contributing to progress and prosperity in the Valley and beyond</p>
<p>4.</p>	<p><b>Facilities and spaces have been modernized or constructed to:</b></p> <p>a. Accommodate the needs of students and employees with dis/diverse abilities</p> <p>b. Reflect sustainable design strategies for renovated facilities or meet LEED Gold Standards for new construction</p> <p>c. Foster social engagement and collaboration</p> <p>d. Improve walking, biking and wayfinding</p>
<p>5.</p>	<p><b>Athletics:</b></p> <p>a. Fresno State’s athletics facilities have been upgraded so they are on par with peer institutions and through the lens of gender equity</p>
<p>6.</p>	<p><b>Facilities assessment:</b></p> <p>a. A comprehensive facilities assessment review has been completed by an external consultant with the backlog of deferred maintenance reduced each year</p>
<p>7.</p>	<p><b>Technology assessment:</b></p> <p>a. A comprehensive technology assessment review has been completed by an external consultant to help identify and prioritize deferred maintenance with ongoing progress made on the priorities identified in the assessment</p>



## Goal Five:

# Embody Full Inclusivity and Belongingness



Fresno State is committed to advancing equity, diversity and inclusion in all that we do. It starts with strengthening the sense of belonging and fostering a culture that believes our differences are sources of strength. By advancing training programs and student support initiatives, the university will be a leader in promoting an environment where all can thrive.

### Strategy 1 **Foster an inclusive culture.**

Inclusion begins with adopting a framework that affects the organizational culture at the university. The inclusive excellence framework incorporates diversity efforts into the core of organizational functioning.

### Strategy 2 **Provide comprehensive training programs.**

Fresno State will provide comprehensive training programs in equity, diversity and inclusion (EDI) that support the recruitment and retention of diverse employee populations. Training programs will be multifaceted and expanded to increase employee reach and effectiveness.

### Strategy 3 **Nurture student belongingness.**

Students belong here. Fresno State aims to improve retention by supporting and engaging students so that they feel welcomed, included and that they belong on campus. A variety of actions will improve student retention by creating an inclusive environment, such as: awareness campaigns, cultural celebrations, diversity events and mentorship programs.

### Strategy 4 **Embrace our differences so we may grow together.**

Fresno State can cultivate an environment that encourages open dialogue, embraces diverse perspectives and promotes respectful and inclusive communication.

## By Fall 2029

- |   |
|---|
| <p><b>1. Inclusion and belonging:</b></p> <ul style="list-style-type: none"><li>a. A common set of definitions related to equity, inclusion and belonging has been developed as a vocabulary resource for the campus</li><li>b. An instrument for measuring inclusion and belonging has been determined; the sense of inclusion and belonging of all members of the university has steadily increased as measured by such instruments</li></ul> |
| <p><b>2. Diverse employee population:</b></p> <ul style="list-style-type: none"><li>a. The demographics of faculty and staff better reflect the demographics of our student population and region</li></ul>   |
| <p><b>3. Culture of transparency and trust:</b></p> <ul style="list-style-type: none"><li>a. The number of employees who agree that the university has fostered a culture of transparency and trust has steadily increased as measured by the Great Colleges to Work for Survey</li></ul>   |



# Thank you to the many individuals who engaged in the strategic planning process.

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Fresno State's strategic plan is a dynamic action plan that will be adaptive to the needs of the institution as it evolves. To view the original work of the strategic planning committee, visit [president.fresnostate.edu/strategic-plan](http://president.fresnostate.edu/strategic-plan).



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