

Fresno State 2023-2039 Strategic Plan
Town Hall Meetings
May 3 and 4, 2023

AGENDA

- A. Opening Comments
- B. Brief Overview of Process and Definitions of Planning and Its Key Elements
- C. Recognize Steering Committee, Guiding Statements and Goal Subcommittees
- D. Present Core Values, Mission, Vision, and Goal
- E. Present and Discuss Desired Outcomes and Strategies
- F. Small Group Discussions and Report-Outs
- G. Next Steps
- H. Closing Comments



2023-2029 Strategic Plan **DRAFT**

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 percent 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 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 is 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 1 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. 80% 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.**

Core Values

Exploration. We commit to supporting 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 promoting 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

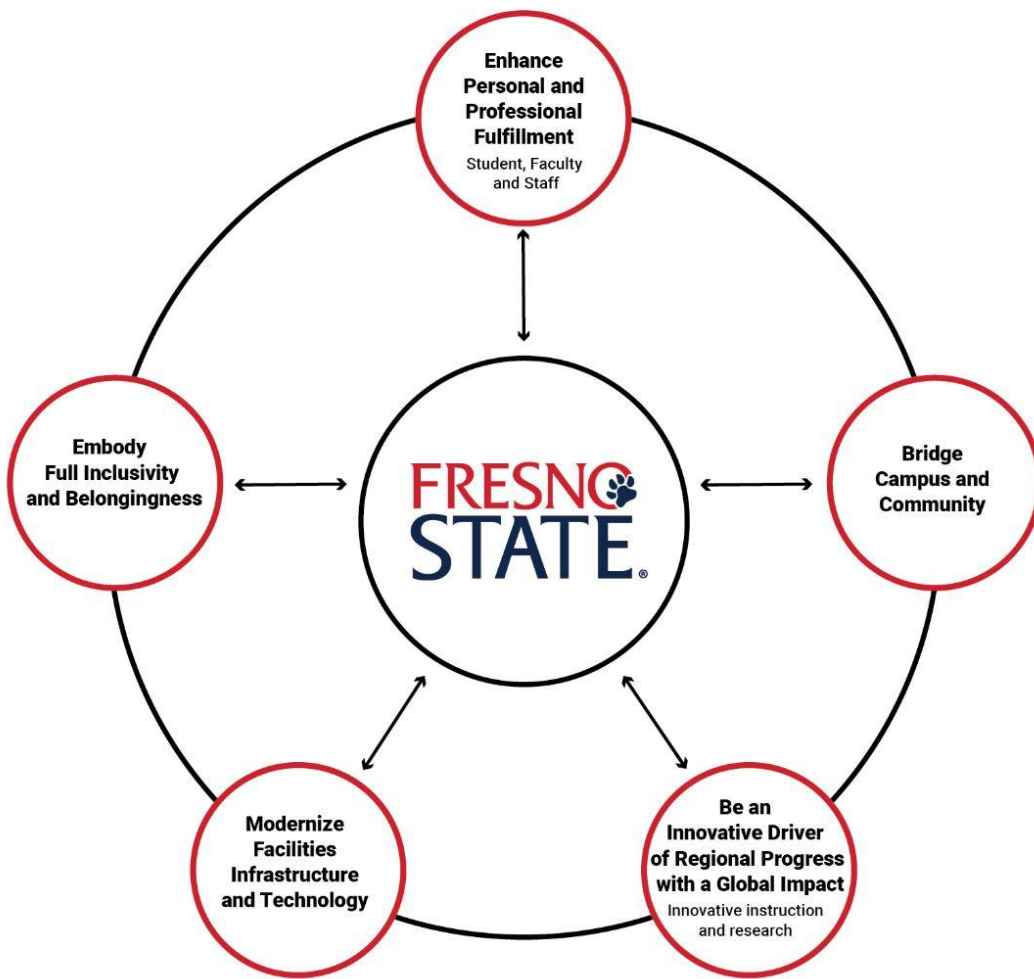
Mission

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**.

Strategic Plan Goals



Goal One A: Enhance Personal Well-Being and Professional Fulfillment - Students

	By Fall 2029	Current
1.	Enrollment: a. Fresno State has achieved at least 97% of our resident FTES enrollment target b. Gaps between currently under-represented students and the profile of the region have been closed: i. African American (4.98%) ii. Native American Indian (1.7%) iii. Male students (42%)	93.5% 2.8% 0.3% 39.9%
2.	Retention: a. 85% of full-time first-time freshman students return after their first year b. 93% of full-time transfer students have returned after their first year c. Overall, 85% of Fresno State students have returned after their first year d. All equity gaps are closed	75.6% 89.9% 81.5%
3.	Graduation Rates: a. 35% of first-time freshmen have graduated in four years b. 69% of first-time freshmen have graduated in six years c. 45% of transfer students have graduated in two years d. 80% of transfer students have graduated in four years e. All equity gaps have been closed	27.8% 56.2% 39.7% 75.1%
4.	Student Support: a. 15% more students have responded to surveys delivered to them b. XX% of students are satisfied with the services and experience at Fresno State as measured by a student perception survey c. XX% more students participate in academic support services such as Supplemental Instruction (SI) and Tutoring. d. XX% more historically challenging courses (high DFW courses) have Supplemental Instruction (SI) as an embedded support system. e. Students have access to affordable university-sanctioned housing f. XX% of students experiencing personal challenges seek mental health support	TBD TBD TBD TBD TBD TBD
5.	Career Planning a. XX% of students will receive comprehensive advising within their first two years b. XX% of graduates will be satisfied with their internship and employment expectations c. XX% of students will participate in on-campus employment/internship opportunities	XX% XX% 2379 total

- Strategy 1 -** Enhance Recruitment, Admission, Enrollment, and Re-Enrollment Programs
- Implement comprehensive pipeline programs with K-14 and create a college-going culture
 - Elevate the Fresno State brand and emphasize the value of a Fresno State degree
 - Deploy and a comprehensive re-enrollment program
- Strategy 2 -** Improve student retention and graduation through the expansion of first-year experience programs, SI, and on-campus employment opportunities
- Provide intentional support systems for vulnerable student populations early in their academic journey
 - Enhance academic and social integration to foster a greater sense of community
 - Build capacity within Fresno State faculty and staff to advance student retention and graduation success
- Strategy 3 -** Enhance Support for fundamental student needs, principally food and housing
- Continue use of the NSSE (National Survey of Student Engagement) to garner information related to high impact practices related to student engagement and support on campus
 - Expansion of existing programs that are deemed successful in the support of meeting student basic needs

Strategy 4 - Promote comprehensive advising to incorporate academic, career, vocational, internship, and volunteer advising

- Increase awareness of student employment opportunities
- Offer opportunities for supervisory roles for students with increased pay and responsibilities
- Coordinate Career and Academic advising information to provide to students in multiple formats
- Initiate regular assessment of level of satisfaction with employment and internship opportunities and experiences

Goal One B: Enhance Personal Well-Being and Professional Fulfillment - Faculty/Staff

	By Fall 2029	Current
1.	<p>Faculty and Staff Development:</p> <ul style="list-style-type: none"> a. 50% or more staff participate in at least one University-sponsored professional development opportunity each semester b. 50% or more faculty participate in at least one University-sponsored professional development opportunity each semester c. There are sufficient spaces for faculty/staff to interact & access resources & support 	TBD TBD TBD
2.	<p>Personal Well-Being:</p> <ul style="list-style-type: none"> a. 25% or more employees participate in at least one University sponsored well-being opportunity each semester, e.g., Winning with A Healthy Lifestyle b. 25% or more faculty interact across disciplines in social settings that encourage collegiality, interdisciplinary cooperation and innovative ideas, e.g., Red Friday c. 25% or more staff interact across disciplines in social settings encouraging collegiality, interdepartmental cooperation, and innovative ideas, e.g., International Coffee Hour 	TBD TBD TBD
3.	<p>Onboarding:</p> <ul style="list-style-type: none"> a. 100% of new employees complete a universal asynchronous onboarding module with campus resources and activities b. 100% of staff, faculty, and managers have completed at least one onboarding training, workshop, event, or mentorship program specific to their level i.e., Welcome Breakfast, Fresno State 101 c. Steady progress has been made to enhance existing communication platforms i.e., HR website, Campus News 	TBD TBD TBD
4.	<p>Staff/faculty Retention:</p> <ul style="list-style-type: none"> a. There is an understanding of the factors causing staff attrition and steady reduction b. There is an understanding of the factors causing faculty attrition and steady reduction 	TBD TBD
5.	<p>Compensation:</p> <ul style="list-style-type: none"> a. 100% of staff and managers receive education on the process and procedures for in-range progressions and reclassifications b. 100% of faculty, deans and chairs receive education on the process and procedures for market-based salary increases c. The university has made steady progress in realizing the recommendations of the 2022 Mercer CSU Staff Compensation Study d. The university has made steady progress in establishing regular assessments of inversion and pay equity 	TBD TBD TBD TBD
6.	<p>Satisfaction:</p> <ul style="list-style-type: none"> a. Satisfaction with working at Fresno State has steadily increased as measured by the "Great Colleges to Work For" survey 	TBD

Strategy 1 - Foster a work culture that supports participation

Strategy 2 - Provide services for well-being and mental health

Strategy 3 - Develop an overarching onboarding program for faculty and staff

Strategy 4 - Identify factors that lead to faculty and staff turnover and devise and implement programs to increase retention

Strategy 5 - Establish a compensation program that attracts and retains talented and diverse faculty and staff

Goal Two: Bridge Campus and Community

	By Fall 2029	Current
1.	<p>Community Service:</p> <ul style="list-style-type: none"> a. The total annual number of community service hours completed by Fresno State students, staff and faculty has increased to 1.5M hours b. Increase in the positive impact of this service by TBD% 	1.34M TBD
2.	<p>Services to the Community:</p> <ul style="list-style-type: none"> a. Overall participation/use of programs and services has collectively risen by TBD% b. Positive perception of the quality of programs and services has collectively risen by TBD% 	TBD TBD
3.	<p>Alumni and friends engagement</p> <ul style="list-style-type: none"> a. Total annual number of alumni and friends who have participated in engagement opportunities has increased TBD% b. Positive perception of engagements with alumni and friends has increased by TBD% 	TBD TBD
4.	<p>Bringing People to Campus:</p> <ul style="list-style-type: none"> a. Overall annual attendance at TBD events has collectively risen by TBD% b. Positive perception of the quality of TBD events has collectively risen by TBD% 	TBD TBD
5.	<p>Philanthropy:</p> <p>Annual total dollars raised for the University has increased by 11%</p>	\$31.6M
6.	<p>Brand Awareness and Reach:</p> <ul style="list-style-type: none"> a. Strengthen the brand perception of the University by TBD% 	TBD
7.	<p>Social and Economic Impact:</p> <ul style="list-style-type: none"> a. The social and economic impact of the University's engagement efforts is TBD <p>Possible categories include:</p> <ul style="list-style-type: none"> i. Social mobility ii. Economic growth iii. Entrepreneurship/business dev. iv. Poverty v. Contribution to the public good 	TBD

- Strategy 1 -** Develop and coordinate efforts to ensure clear and equitable pathways to college for PreK-14 students in our region
- Strategy 2 -** Create a centralized "data lake" CRM/database that gathers and tracks all engagement initiatives across campus
- Strategy 3 -** Develop the tools to measure the social and economic impact of the University's engagement efforts
- Strategy 4 -** Establish Fresno State as the hub for regional and state events, convening knowledge sharing across disciplines and demographics
- Strategy 5 -** Deepen a culture of philanthropy that demonstrates the impact of private support and connects University priorities with donor passions and motivations

Goal Three A: Be an Innovative Driver of Regional Progress with a Global Impact - Instruction

	By Fall 2029	Current
1.	All students participated 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 high-impact practice opportunities	TBD
2.	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 activity	TBD
3.	Fresno State programs have been enhanced to reflect the new and emerging occupations and vocations in its metropolitan statistical area (MSA)	TBD
4.	Students are able to access the courses that they need in order to graduate on time	TBD
5.	The type and number of fully online graduate-level programs has increased to meet the needs of mature students and professionals in the MSA	TBD

- Strategy 1 -** Enhance existing and develop new experiential learning opportunities
- Strategy 2 -** 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)
- Strategy 3 -** Examine Fresno State's course offerings and implement means to alleviate bottlenecks to graduating on time
- Strategy 4 -** Develop partial, hybrid, or fully online graduate programs
- Strategy 5 -** Implement greater professional development opportunities for faculty to remain current with pedagogical technologies and practices

Goal Three B: Be an Innovative Driver of Regional Progress with a Global Impact - Research

	By Fall 2029	Current
1.	Sustainable Environment for Research and Scholarship: <ol style="list-style-type: none"> Annual publications is competitive with other R2 CSUs, such as San Francisco and San Diego Increased output of scholarly and creative activities 	TBD TBD
2.	Time Needed to Pursue Deep Levels of Research and Scholarly Activity: <ol style="list-style-type: none"> Faculty workload is optimized for Research and Scholarship commensurate with R2 goals and expectations 3 Weighted Teaching Units (WTU) per semester of <i>research and scholarly activity</i> workload is allocated to tenure track and tenured faculty who meet their college standards in this area 	TBD 26-28%
3.	Number and Variety of Externally Funded Awards: <ol style="list-style-type: none"> Fresno State meets or exceeds R2 national averages <ol style="list-style-type: none"> Annual spending on Research & Development is \$22M TBD% of submitted proposals and contracts are awarded There is adequate support for Research and Scholarship <ol style="list-style-type: none"> The pre-award (ORSP) staffing per grants submitted per year is TBD The post-award (Foundation) staffing per grants administered per year is TBD 	\$9M/yr. 50-60% TBD TBD
4.	Access to student experiential learning/research opportunities; diversity of graduates entering R&D careers, including those supporting the regional needs: <ol style="list-style-type: none"> 15% increase in number of students involved in research 15% increase in number of students enrolled in Independent Study/ experiential learning or independent research and/or mentored experiences TBD% increase in Master Theses written per year TBD% of faculty supervise student research per year TBD% of graduates enter research programs TBD graduates entering R & D careers 	TBD TBD 88/yr (2021-2023) TBD TBD TBD
5.	Communication channels for a deeper knowledge, understanding, and challenges of our region (e.g. climate, economic, food insecurity) and connections to global challenges or solutions: <ol style="list-style-type: none"> TBD% increase in resources/staff allocated to university event coordination and communication TBD% increase in number of annual outreach activities e.g., Physics Outreach, Planetarium, Farm tours, etc. 	TBD TBD
6.	Collaboration on research and scholarly activities <ol style="list-style-type: none"> TBD% increase between academic disciplines at Fresno State TBD% increase between the university and its community and industrial partners 	TBD TBD

Strategy 1 - Create a new Division for Research, Innovation and Community Partnerships

- New cabinet-level position
- Joint leadership/coordinating council for research, community, economic development
- Decouple graduate dean and research
- Explore a technology transfer office

Strategy 2 - Reallocate and strengthen resources for research

- Establish cost estimate for tenured/tenure track faculty workload of 3 WTU per semester to RSCAs

- Make commensurate adjustments to policies and procedures: Faculty Workload: (APM 337) and Assigned Time for Research (APM 507)
 - Establish criteria for fair and equitable RSCA awards commensurate with funding
- Strategy 3 -** Significantly enhance capacity for pre-award, and post-award, research grant support
- Grants and Research Advisory Board meets and reports regularly.
 - Requests an evaluation our research infrastructure by National Council of University Research Administrators (NCURA)
 - Conducts a campus research assessment.
 - Reviews our HERD (Higher Education Research and Development) survey.
 - Reviews ROI and possible expansion of grant writing consulting expertise
 - Investigate restructuring and expansion of Office of Research and Sponsored Programs
- Strategy 4 -** Enhance research support programs, proposal development services, and funding to support RSCAs
- Define/collect research, scholarly and creative activity metrics across all disciplines.
 - Provide internal research support and professional development opportunities, i.e., training, participation in conferences,
 - Establish a postdoctoral fellowship program.
 - Create incentives for faculty to engage in innovative & integrative research.
- Strategy 5 -** Create an Office for Undergraduate Research
- Create and maintain spaces where research and collaboration can take place.
 - Develop CUREs designation for UG courses.
 - Develop summer intensive research academies for UG students and special session to present research findings.
 - Incentivize faculty to mentor research projects and cross-discipline research.
 - Include “research” mention on diplomas if students meet certain research criteria

Goal Four: Modernize Facilities, Infrastructure and Technology

	By Fall 2029	Current
1.	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	TBD
2.	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	TBD
3.	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	TBD
4.	Facilities and spaces have been modernized or constructed to: <ol style="list-style-type: none"> a. Accommodate the needs of students and employees with dis/diverse abilities b. Reflect sustainable design strategies for renovated facilities or meet LEED Gold Standards for new construction c. Foster social engagement and collaboration d. Improve walking, biking, and wayfinding 	TBD
5.	Fresno State's athletics facilities have been upgraded so they are on par with peer institutions and through the lens of gender equity	TBD
6.	A comprehensive Facilities Assessment review has been completed by an external consultant with the backlog of deferred maintenance reduced each year by X%	TBD
7.	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	TBD

- Strategy 1 -** Update Fresno State's 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
 - a. As a corollary, develop and implement a plan to complete the highest-priority deferred maintenance projects
- Strategy 2 -** 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 R-2 institution
- Strategy 3 -** Create modern and inspiring teaching, laboratory, and workspaces that foster formal and informal collaboration
- Strategy 4 -** Update the ADA master plan that goes beyond the minimum code requirement that reflects the University's commitment to being an inclusive and welcoming campus community
- Strategy 5 -** Modernize Fresno State's athletic facilities to align them with selected competitive peers, ensure gender equity, and improve fan accessibility of our venues

Goal Five: Embody Full Inclusivity and Belongingness

	By Fall 2029	Current
1.	<p>Inclusion and belongingness:</p> <ul style="list-style-type: none"> a. A common set of definitions related to Equity, Inclusion and Belongingness has been developed as a vocabulary resource for the campus b. An instrument for measuring inclusion and belongingness has been determined, (e.g.: for faculty and staff, the inclusion and belongingness section of the Great Colleges to Work for Survey; and for students, NSSE). The sense of inclusion and belongingness of all members of the University has steadily increased as measured by such instruments 	TBD
2.	<p>Diverse employee population:</p> <ul style="list-style-type: none"> a. The demographics of faculty and staff reflect at least the desired demographics of our student population and region 	TBD
3.	<p>Culture of transparency and trust:</p> <ul style="list-style-type: none"> 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 	TBD

- Strategy 1** - Foster an inclusive culture by anchoring Fresno State in the Inclusive Excellence Framework
- Strategy 2** - Provide comprehensive training programs in EDI that support the recruitment and retention of diverse employee populations
- Strategy 3** - Improve retention by supporting and engaging students so that they feel welcomed, included, and that they belong at Fresno State
- Strategy 4** - Encourage open dialog on campus