



CALIFORNIA STATE UNIVERSITY  
FULLERTON

# STRATEGIC PLAN 2018-23



## INTRODUCTION

Developed collaboratively by the Titan Family, this strategic plan presents a thoughtful yet ambitious road map for addressing our most compelling opportunities and enhancing our most successful endeavors. The plan is wholly in support of our educational mission, reaffirms our position as a first-choice institution, celebrates our far-reaching impact as a university of significance, and further empowers all Titans — faculty, staff, students, and alumni — to Reach Higher. With this plan, we collectively commit ourselves to its goals and objectives, all in pursuit of our fundamental mission.

## MISSION

California State University, Fullerton enriches the lives of students and inspires them to thrive in a global environment. We cultivate lifelong habits of scholarly inquiry, critical and creative thinking, dynamic inclusivity, and social responsibility. Rooted in the strength of our diversity and immersive experiences, we embolden Titans to become intellectual, community, and economic leaders who shape the future.

## VALUES

**Student success:** We educate confident, innovative, and culturally competent Titans who continuously adapt to meet and exceed new workforce demands, social justice challenges, and community service opportunities.

**Scholarly and creative activities:** We cultivate and promote the collaborative exchange of ideas through rigorous academic and creative activities.

**Diversity, equity, and inclusion:** We commit to our rich diversity by increasing culturally proficient and equity-minded practices across all campus communities.

**Civic engagement:** We encourage free expression, both as a right and a responsibility, and aim to inspire all Titans to be informed, active, and engaged citizens.

**Collegial governance:** We embrace inclusivity, consultation, collaboration, and transparency to bring all Titans into the deliberative process that shapes our communities, challenges our beliefs, and addresses the needs of a diverse global society.

**Integrity:** We act from a foundation of ethical principles and through the cultivation of strong character.

**Service to the region:** We provide a place and space for the region's current and future leaders to grow and develop in ways that inspire them to better serve our communities.

## **OUR COMMITMENT TO A TRANSFORMATIONAL TITAN EXPERIENCE**

### ***Provide a transformative educational experience and environment for all students.***

Titan students are immeasurably enriched by immersive experiences and a robust array of services that support their well-being, provide a sense of belonging, and promote academic success. The many benefits from this institutional commitment — enhanced learning, retention, confidence, and affinity for the university — ensure Titan graduates are well prepared to excel in the workforce or in further education.

### **OBJECTIVES**

- Develop and broaden nationally recognized signature elements of the Titan experience.
- Ensure all undergraduate students participate in at least three high-impact curricular or co-curricular experiences.
- Support and implement models that build increased cultural competencies.
- Develop and implement a model of comprehensive student health and well-being support services.
- Enhance the model of the Titan Experience, including student participation in events, student pride, and connection to the university.

### **STRATEGIES**

1. Identify, develop, and highlight university signature programs that provide a transformative experience for students.
2. Develop and expand inter/multidisciplinary curricular programs.
3. Scale and institutionalize culturally responsive curricular/cocurricular High Impact Practices (HIPs).
4. Enhance global competencies through increased access to and participation in immersive learning experiences, including those focused on internationalization and home and study abroad.
5. Create, enhance, and communicate programs and policies to narrow gaps in basic student health and well-being.
6. Enhance strategic enrollment management to increase outreach to underrepresented student populations.
7. Increase existing outreach with community partners and alumni to connect faculty, students, and staff.
8. Increase on-campus student employment, internships, and professional development opportunities.
9. Expand faculty-student mentoring opportunities, particularly during the last year of the undergraduate experience.

## **OUR COMMITMENT TO STUDENT SUCCESS AND COMPLETION**

### ***Strengthen opportunities for student completion and graduation.***

Perhaps nothing is more central to our educational mission than providing equitable access to the opportunities and resources necessary for student success. Degree completion is one metric, albeit a fundamental one, by which student success is measured, and our commitment to supporting students in achieving that goal is interlinked with myriad endeavors that promote student success in all its forms.

### **OBJECTIVES**

- Achieve the following by August 2023:
  - 39% of first-time, full-time freshmen graduate within four years.
  - 72% of first-time, full-time freshmen graduate within six years.
  - 42% of undergraduate transfer students graduate within two years.
  - 83% of undergraduate transfer students graduate within four years.
  - Eliminate equity gaps (underrepresented/non-underrepresented, Pell/non-Pell) for first-time, full-time freshmen.
- Examine existing measures for postbaccalaureate and graduate student success and completion, set benchmarks for greater progress, and develop recommendations to achieve those goals.

### **STRATEGIES**

1. Engage in the deep interdivisional and cross-divisional collaboration essential to holistic student advisement and support.
2. Develop and implement course schedules aligned with road maps that support an average of 15 units per semester load.
3. Accelerate the identification of and response to program bottlenecks and barriers.
4. Implement 15 credits per semester campaign. Provide support to increase the percentage of students who achieve these benchmarks and improve the average unit load for the campus.
5. Design and implement a mandatory in-person orientation experience, including for transfer students.
6. Increase interventions to support retention efforts, including focus on equity and opportunity gaps.
7. Promote and support the critical roles of faculty and staff in collaborative student success efforts.
8. Implement a graduate studies task force to identify and articulate benchmarks and recommendations for graduate education.

## **OUR COMMITMENT TO FACULTY AND STAFF DIVERSITY AND SUCCESS**

### ***Recruit and retain a high-quality and diverse faculty and staff.***

We value the abundant depth and breadth of diversity of our campus, and recognize the profound power gained from learning amid, supporting, and celebrating the multitude of backgrounds and perspectives here. Key to our success as an institution is elevating and infusing equity-minded practices in all that we do. We must also continue to recognize and uplift the vibrancy of our faculty and staff, as our students grow and achieve in an environment that is as diverse as they are.

### **OBJECTIVES**

- Assess the university climate and establish benchmarks for faculty and staff safety and sense of belonging.
- Establish and implement benchmarks to increase faculty and staff retention.
- Increase the number of tenured or tenure-track faculty, with concentrated attention to those from historically underrepresented groups, and report annually.
- Increase the number of full-time staff, with concentrated attention to historically underrepresented groups, and report annually.
- Assess, adjust, and enhance the effectiveness of current programs to support faculty teaching, scholarly and creative activities, and service.

### **STRATEGIES**

1. Conduct campus climate surveys and aggregate data on a regular basis. Report findings to the campus community.
2. Incorporate diversity, equity, and inclusion in all assessment and annual goals for divisions, colleges, departments, and programs.
3. Develop, support, and promote an inclusive campus culture for the professional success of historically underrepresented staff and faculty.
4. Develop and enhance campuswide, data-driven recruitment processes.
5. Build and support programs that enhance a sense of belonging and community.
6. Establish diversity programming, education, and strategies throughout the recruitment and hiring cycle that promote the recruitment of diverse faculty and staff.
7. Develop and implement leadership training for faculty and staff professional development.
8. Diversify and grow opportunities to promote faculty teaching, scholarly and creative activities, and support services to enhance the professional lives of faculty.

## **OUR COMMITMENT TO OUR LEARNING ENVIRONMENT AND LEGACY**

### ***Expand and strengthen our financial and physical capacity.***

In direct service to the educational mission of the university, we seek to maximize revenue opportunities and philanthropic investment in the institution, while also ensuring that our physical spaces best support and promote our learning environment and the evolving needs of the Titan community.

### **OBJECTIVES**

- Complete the institution's first-ever comprehensive fundraising campaign.
- Complete the creation of a comprehensive campus physical master plan that provides the framework for future development of the campus physical environment as of 2020.
- Complete the planned renovation of McCarthy Hall, Pollak Library, College Park, Titan Hall, athletic facilities, the promenade, and other buildings and facilities as needed, including the creation of spaces and places for communities of gathering and convening.
- Expand the university's self-support and entrepreneurial activities.

### **STRATEGIES**

1. Align appropriate resources to create capacity and build infrastructure to meet the goals of the comprehensive fundraising campaign.
2. Build greater alumni affinity for the institution and strengthen alumni advocacy and financial support.
3. Embrace marketing communications as a core university function that supports the long-term advancement of the institution.
4. Foster universitywide community engagement efforts that develop a deep, meaningful CSUF presence throughout Orange County.
5. Implement routine multistage research and tracking of post-graduation employment, further study, satisfaction with the CSUF experience, perceptions of degree equity, and other appropriate metrics to advance the mission of the university.
6. Complete the final draft of the Campus Master Plan in February 2020 for approval and adoption by June 30, 2020.
7. Enlist the concurrent support of the Environmental Impact Report (EIR) consultant to monitor and anticipate any environmental impacts of the recommended Campus Master Plan projects both to expedite plan approval and to ensure a sustainable campus.
8. Incorporate formal milestone meetings with key stakeholders in any major construction and renovation schedule to improve communication, stakeholder satisfaction, and timely completion of projects.
9. Increase connectivity with alumni to promote ambassadorship for awareness, advocacy, and contributions.
10. Define an overall university goal for revenue from self-support/entrepreneurial activities.
11. Develop appropriate financial models and business plans in each self-support/entrepreneurial program to realize net revenue targets.

## **CONCLUSION**

This strategic plan is designed to focus and galvanize stakeholders in enhancing Cal State Fullerton's role as a first-choice institution and a university of significance in our state and nation. Through an extensive process of dialogue, reflection, and bold visioning, this is the path, this is the time, and we are the Titans to execute this plan and move our institution forward. Your involvement and advocacy are key to that success as we write the next chapter of Cal State Fullerton and its enduring legacy.