Cal State Fullerton aims to become a model comprehensive university, nationally recognized for exceptional programs that prepare our diverse student body for academic and professional success.

We seek to create an environment to enable the academic success of our students and the University’s efforts to address the needs of our region, engage our alumni, serve as an exceptional educational and cultural resource for our community, and promote a global outlook. We combine the best qualities of teaching and research universities where students, faculty, staff, and administrators work in close collaboration, fostering personal and professional development and advancing knowledge. We are committed to promoting the value and accessibility of higher education and advancing the long-term sustainability of our University. We value our inclusive, transparent and vital system of collegial governance. These commitments are embedded in the University’s mission and will be critical in achieving the goals outlined in this five-year plan.
INTRODUCTION

As our goals are interlinked, so must be the implementation of the strategies we have identified to attain our objectives. This strategic plan encapsulates the key strengths and attributes of our University, and identifies the opportunities and challenges we confront. It defines our primary objectives as well as specific initiatives we must implement to strengthen our institutional vitality now and in the years ahead.

The plan's purpose is to articulate Cal State Fullerton's forward-looking vision, provide a roadmap for next steps, and create University-wide consensus and alignment. The strategies proposed here will evolve and adapt to changing circumstances. Considered together, they sketch a big-picture view of Cal State Fullerton's priorities and most-pressing issues that will guide the University's deployment of its programmatic, faculty, staff and fiscal resources.

This plan is built upon the foundation of the University’s mission statement:

Learning is preeminent at California State University, Fullerton. We aspire to combine the best qualities of teaching and research universities where actively engaged students, faculty and staff work in close collaboration to expand knowledge.

Our affordable undergraduate and graduate programs provide students the best of current practice, theory and research and integrate professional studies with preparation in the arts and sciences. Through experiences in and out of the classroom, students develop the habit of intellectual inquiry, prepare for challenging professions, strengthen relationships to their communities and contribute productively to society.

We are a comprehensive, regional university with a global outlook, located in Orange County, a technologically rich and culturally vibrant area of metropolitan Los Angeles. Our expertise and diversity serve as a distinctive resource and catalyst for partnerships with public and private organizations. We strive to be a center of activity essential to the intellectual, cultural and economic development of our region.
GOAL 1

Develop and maintain a curricular and co-curricular environment that prepares students for participation in a global society and is responsive to workforce needs.

CSUF aims to provide innovative, high-quality programs and services that offer students broad educational experiences, facilitate lifelong habits of intellectual inquiry and prepare them for successful careers. We recognize that achieving these aims requires comprehensive and coordinated advising and actively engaging students in the learning process. A robust program of assessment will allow us to demonstrate student learning, document student achievement and be accountable to ourselves and to our stakeholders.

Objectives:

- Implement a sustainable University-wide assessment process that includes curricular and co-curricular components.
- Ensure that at least 75% of CSUF students participate in an advising system that integrates academic, career and personal development components.
- Increase by 25% the number of CSUF students participating in international, service learning, internship, community engagement or other innovative instructional experiences that prepare students for professional endeavors in a global society.

Strategies:

a. Execute an assessment process that builds upon existing efforts, incorporates recently approved University Learning Outcomes, provides resources and training, supports program accreditation and emphasizes the use of assessment to improve student learning.

b. Institute a mandatory advisement requirement in addition to New/Transfer Student Orientation for all CSUF students.

c. Provide training and resources needed for campus units involved in advisement services and ensure a point of common access to information regarding individual academic, career and personal development plans.

d. Identify, expand and provide resources to curricular and co-curricular programs that advance students' recognition of roles they play in an interdependent global community.

e. Provide resources for programs that increase student participation in activities and services that link degree, career and community.
GOAL 2

Improve student persistence, increase graduation rates University-wide, and narrow the achievement gap for underrepresented students.

A critical measure of a university's performance is the effectiveness with which it employs its resources to ensure students meet their educational goals in a timely manner. This institutional and social priority must be accompanied by a commitment to the success of all students, including those from historically underrepresented groups. Improving persistence of our students, especially in their entering year, is an important first step in this process. High-Impact Practices (HIP), those pedagogical and programmatic approaches that promote student engagement, retention and graduation, are integral to these efforts.

Objectives:

• Increase the overall 6-year graduation rate, such that the Fall 2012 cohort of first-time full-time freshman is at least 10 percentage points higher than that of the Fall 2006 cohort.
• Increase the 4-year transfer graduation rate, such that the Fall 2014 cohort is at least 10 percentage points higher than that of the Fall 2008 cohort.
• Reduce by at least half the current 12% achievement gap between underrepresented and non-underrepresented students.
• Increase participation in High-Impact Practices (HIPs) and ensure that 75% of CSUF students participate in at least two HIPs by graduation.

Strategies:

a. Identify and expand programs that have a documented impact on increasing student achievement in bottleneck, gateway and low success rate academic courses.
b. Identify and increase participation in new and ongoing efforts that support underrepresented student persistence and achievement.
c. Identify, track and integrate curricular and co-curricular High-Impact Practices and ensure participation in one HIP in the first year and one subsequent HIP in student’s major field.
d. Establish accountability metrics at the division, college, department, and program levels to ensure progress on retention and graduation rate strategies.
GOAL 3

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

CSUF aims to become a model of faculty and staff inclusivity, diversity and engagement in order to better serve our diverse student population. To this end we will develop a Diversity Action Plan to cultivate an environment that honors differences in various forms – race, ethnicity, gender, age, (dis)ability, sexual orientation, religious or political beliefs and status within the University. We will also develop effective processes and procedures to support recruitment, hiring, and retention, and increase professional and leadership development opportunities available across career stages.

Objectives:

• Assess the campus climate and utilize results to identify and implement retention and engagement strategies.
• Implement effective and systematic faculty and staff recruitment and retention programs.
• Align CSUF faculty demographics with national pools of appropriately qualified applicants.
• Provide additional training programs and increase opportunities for professional development available to post-tenure faculty and staff to promote career advancement.

Strategies:

a. Create and implement a Diversity Action Plan to improve recruitment and retention and to foster an inclusive environment.

b. Enhance professional and leadership development opportunities to better support retention and engagement throughout all career stages.
GOAL 4

Increase revenue through fundraising, entrepreneurial activities, grants, and contracts.

In an environment of decreasing resources, CSUF seeks to increase funds available to the entire campus community. Stabilizing our finances and securing revenue sources will allow us to invest in the success of our University, our students and our communities. Increasing alumni and community engagement is essential and will position the University to be more effective in meeting its mission. We recognize such efforts must be integrated, collaborative, innovative and purposeful.

Objectives:
• Increase overall philanthropic giving to at least $15 million yearly in order to be in the top third of our CSU Peer Group.
• Increase by 25% overall grant and contracts revenue generated through Principal Investigator applications.
• Implement support mechanisms and incentive programs to increase entrepreneurial activities at CSUF, such that revenues generated by those activities increase by 50% over the life of the plan.
• Increase communications and stakeholder engagement by 50% over the 2011-2012 baseline.

Strategies:
  a. Implement a comprehensive development plan with an established baseline that moves the University toward its desired position in terms of stakeholder engagement and fundraising.
  b. Provide resources, enhance infrastructure, develop support systems and provide incentives necessary to increase faculty and staff engagement in fundraising, entrepreneurial activities, grants and contracts.
  c. Enhance the University’s external relationships by informing and educating external stakeholders about the impact of CSUF and our students on the region.
We are committed to student success. The goals here speak not only to the responsibility, but also the necessary steps, we have to undertake in order to promote learning, create knowledge, and support our region. Going forward, our challenges will be to build out the infrastructure in terms of facilities, sufficient faculty, and necessary staff support campus wide to support our activities. Yet, it is by taking on these challenges now and pursuing our goals that we can attain our long-term vision.
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