



STRATEGIC PLAN FOR EXCELLENCE III

2006 - 2011

The strategic plan for California State University, Fresno will be put into action this year. As we approach the university's centennial in 2011, the strategic plan will serve as the blueprint for the transformation of the university.

Introduction

Driven by dramatically changing economic, cultural, and demographic changes, the San Joaquin Valley is experiencing extraordinary increases in population; a very diverse and dynamic population. Throughout the state and the nation this change is often referred to as the "New California", the part of California that offers a new frontier of development and opportunity.

The University's last three strategic plans: *Plan for the '90s*, *Plan for Excellence I (1997-2000)*, and the *Plan for Excellence II (2001-2006)* established a foundation for a new level of excellence and a culture of planning on our campus. This plan differs from the previous three in that we are focusing on innovation and transforming the university. We will accomplish this through: pursuing excellence in learning and discovery and engaging effectively with community, government, business, education and nonprofit organizations. This strategic plan emphasizes the aggressive acquisition of resources, the use of technology to enhance learning and research, the development of additional graduate programs, strengthened student success programs, greater civic engagement opportunities for our students, interdisciplinary approaches to, and pride in, the quality, effectiveness and efficiency of campus service unmatched by other public universities in California.

The new Campus Master Plan will ensure that improvements on campus and in the surrounding neighborhood will be aligned with the aspirations of our strategic plan.

Mission

The university prepares students for productive careers as responsible citizens of the world through undergraduate and graduate programs in the liberal arts, sciences and a variety of professional disciplines.

The university provides educational opportunities to enhance its students' intellectual horizons, foster lifelong learning, prepare them for future professional study, productive community involvement, and instill in them an appreciation of the arts, continuing education, and cultures other than their own.

The university also provides educational opportunities for personal and career enhancement through advanced study that prepare students for positions of leadership in the arts, sciences, and professions.

The university provides educational opportunities that stimulate scholarly inquiry and discourse, engage students, inspire creative technical competence, encourage research and creative activities and their dissemination, and recruit and develop outstanding teacher-scholar/artists.

The university assists in the transformation of the region through applied research, technical assistance, training, community service-learning, civic engagement, and other related public service activities.

To enhance the economic vitality and quality of life for all in our rural and urban communities, the university develops partnerships with agriculture, business, education, industry, health services, human services, nonprofit organizations, and government.

Vision

We will become New California's premier engaged university, nationally recognized for our teaching, learning, transformational scholarship, and dynamic leadership which engages faculty, students, staff, and community in mutually beneficial and respectful collaboration benefiting the region and society as a whole.

Enhancing Academic Excellence and Scholarship

The strategic directions described below relate to enhancing academic excellence, which also depends upon careful planning and judicious allocation of resources to allow

- growth in targeted disciplines/areas
- hiring and retaining outstanding faculty members
- recognition of, and rewards for, excellence in teaching and scholarship (including the scholarship of teaching and learning)

Achieving academic excellence will require an increased focus on student learning in and out of the classroom and on the use of assessment of student learning to drive improvement. Academic excellence will also require the creation of a scholarly and learning community that is student-centered and encourages a wide range of interactions in teaching and learning between faculty, students, and staff.

Strategies:

- We will define the characteristics of a Fresno State graduate along with an expectation that all Schools, Colleges and other support units will offer programs and services that will enable our students to attain these characteristics.
- Continue improvement of the comprehensive undergraduate general education program

- Develop and fund additional masters programs and selected new doctoral programs (including an independent doctorate in educational leadership) in support of our region
- Increase opportunities for campus involvement in transformational scholarly research, service, and engagement
- Support research and scholarly work that engages the campus with the community
- Provide necessary technological support for innovative methods of teaching, learning, and engagement
- Introduce changes in the campus physical environment that promotes and support increased student/faculty interaction
- Develop and fund interdisciplinary degree programs and options
- Provide more dedicated and flexible spaces for individual and group study
- Transform the university by securing funding and support for advanced degrees, academic excellence, faculty support, scholarships for students, and library enhancements

Promoting the Success of All Students

In the recent WASC accreditation process, California State University, Fresno, was commended as a “national model for institutions interested in becoming generators of social mobility, economic development, and student success.” Continued improvement in student success (especially the success of the highly diverse, predominantly first-generation student body that we serve) is an important campus strategic direction.

Strategies:

- Strengthen student centered programs, services and outcomes
- Focus on programs and services that increase retention and graduation rates
- Effective and proactive advising, mentoring, learning support services, and the effective use of technology in advising (including “Academic Roadmaps”)
- Create an environment that embraces innovation and continuous quality improvement to meet the needs of students effectively
- Support a welcoming atmosphere that maintains facilities and creates spaces for informal learning and social interactions
- Create and enforce policies that support student success
- Engage students with the campus and community through service learning, involvement in clubs and organizations, research, internships, and other methods
- Develop and enhance programs that improve opportunities for academic success for student athletes, first generation students, students from historically underrepresented groups, and students with special needs
- Encourage alumni involvement in the promotion of student success

- Develop an expanded new-student orientation program which focuses on the retention of students
- Develop clear collaboration processes between Academic and Student Affairs focused on supporting student success
- Provide accessible technologies to students with disabilities; e.g. Web, talking books, special software, etc.

Advancing Graduate Education

This institution will increase its graduate programs, including those at the doctoral level. This growth will be accompanied by improvements aimed at achieving excellence in graduate programs and consequent national and international recognition.

Advancements in graduate education will support a regional profile for professional development and scholarship on the campus and address the needs of the region for research expertise. In recent years, our faculty has dramatically increased external grant support from federal and state agencies and foundations. We must build on this achievement to expand support for research and to expand our ability to assist faculty seeking increased funding.

Strategies:

- Recruit graduate students aggressively and increase graduate student enrollment in selected programs
- Develop and fund additional masters degrees and selected new doctoral programs in support of regional needs
- Address faculty work-load issues and increase support for graduate teaching and advising
- Increase support for transformational scholarly activities, engagement and research, including funding for graduate teaching associates and research assistantships
- Focus on linking research, scholarly activity, and student experiences to regional issues
- Initiate improvements that promote a graduate culture on campus to include creating appropriate space for graduate instruction, learning research, and personal interaction
- Promote collaboration between Academic and Student Affairs to ensure timely, efficient, and student-friendly graduate admissions and advancement to candidacy procedures; and develop additional graduate student services

Using Technology to Advance all Aspects of University Life

When the various technology initiatives currently underway are complete, the university will possess a robust technology infrastructure. If we are to become national leaders in the effective application of technology, we must make appropriate use of that infrastructure to transform the way we do our work through: the use of automation to make the best use of human resources; seamless use of technology, enhanced communication; innovative uses of all media, especially in

teaching; assure that technology is accessible to all students, and assisting students to become engaged in the learning process.

Strategies:

- Improve and expand the university's web presence
- Ensure students are technologically proficient at graduation
- Enhance student learning through the increased and effective use of on-line and web-enhanced courses and reward faculty for improving student learning through the use of technology
- Embrace and adopt technology to improve the lives of all members of the university community and help them to manage their workloads
- Remove barriers to the use of technology by faculty and staff and provide new structures that support collaboration
- Continue to explore innovative uses of technology to ensure efficient, timely and convenient on-line services that allow all members of the university community to manage routine administrative processes
- Expand accessible technology for the entire campus community

Engaging with the Region

Engagement is one of the primary missions of the University. The university demonstrates its commitment to engagement through its administrative structure, through university community policies and procedures designed to facilitate outreach and engagement activities, and by increasing the number of external partnerships and alliances. There is strong and growing evidence of the translation and transfer of new knowledge to external audiences and diverse entities. We will use our public and private resources to engage the region and our alumni in order to:

- Create a healthier New California
- Advance world class agriculture
- Transform the economy and create new businesses and jobs
- Educate our children
- Honor the arts and culture of the region

In addition, the University will engage the region by making the campus a welcoming and accessible place for everyone through the services of the [Henry Madden Library](#), by administering a Division One athletic program that seeks national recognition for athletic and academic performance, and by offering a broad range of arts and cultural opportunities for citizens of the Valley.

Strategies:

- Support campus centers and institutes that align faculty, staff, and student research and expertise with the needs of the community
- Coordinate efficient and effective on- and off-campus outreach and engagement activities to maximize effectiveness and efficiency
- Ensure easy access for campus visitors and create comprehensive and easily understandable signage and other navigational help
- Strengthen the capabilities and capacity of our professional schools and colleges
- Enhance collaborative partnerships with the K-12 schools districts in our region
- Work with regional employers to provide learning experiences for our students in a professional environment
- Engage students, faculty, and staff in direct service to our community through community service-learning, community based research, professional service, and other forms of civic and community engagement
- Continue to support outreach services that allow potential students from all demographics of the region to access higher education
- Become a regional leader in environmentally responsible operations; developing sustainable facilities; and advancing research in clean air, water, and energy initiatives
- Encourage members of the university community to get involved in philanthropic activities
- Actively engage and connect alumni with the university

Developing a Diverse and Global Perspective

Our region must take full advantage of our diverse populations. We will prepare all our students to function in a global economy and work and live in an increasingly internationalized environment. The university will encourage international students and academics to study, teach, and conduct research on campus in order to foster global understanding and international awareness. It will support programs that provide opportunities for students, faculty, and staff to participate in academic study abroad and other international experiences.

Strategies:

- Encourage and support international experiences for all members of the university community in support of the region
- Increase support for, and participation in, study-abroad programs
- Increase our international student enrollment at both the undergraduate and graduate level
- Develop collaborative partnerships with international institutions
- Foster international collaborative research in areas of global significance
- Include diverse and international perspectives in undergraduate and graduate curricula

- Celebrate regional arts and culture through innovative centers and institutes
- Develop strategies and offer learning experiences that will assist students to become culturally competent
- Give students opportunities to apply their cultural competence to regional issues

Generating Private and External Support

State support makes Fresno State a very good university. As state funds comprise a smaller proportion of the university's budget, it will be private support that will make us great.

Strategies:

- Develop a culture of philanthropy to support the university's mission.
- Plan and undertake a comprehensive campaign to generate private, state, and federal support for the priorities identified in the strategic plan
- Set a clear and consistent vision for Fresno State's image and reputation among the key constituencies of the university and establish a dramatic and memorable visual identity for the campus
- Ensure the communication of the university's image through an institution-wide program of branding and marketing
- Promote and enhance programs and services on campus that have the potential to attract private support

Developing Our University Community

Members of the university community—students, staff, faculty, administrators, alumni and friends—enable the university to take advantage of its unique strengths to serve students and engage the region. We do so by engaging in collaborative and inclusive decision-making processes and creating a culture that values integrity, learning, excellence and service. We will support an environment that challenges all members of the university community to engage in continuing development opportunities that align personal and departmental goals with the priorities of the strategic plan and advance the university mission. We will create and implement ways to enhance the student experience and to provide role models for life-long learning and collegiality.

Strategies:

- Create and support continuing professional development for faculty and staff to implement the priorities and strategies of the campus strategic plan.
- Promote enhanced service orientation that delivers the highest quality of service to every internal and external customer.

- Challenge each member of the university community to act with integrity as stewards of the university's human, financial and physical assets.
- Foster a welcoming, culturally inclusive, and engaged campus community.
- Identify strategies to ensure that all university employees are part of a culture of learning.
- Recognize and reward outstanding efforts in support of the university's mission.
- Provide training and support for faculty, staff and students to engage in all areas of research, outreach, and community service-learning opportunities both locally and globally.
- Demonstrate our respect for all employees by administering collective bargaining agreements fairly and effectively.
- As we approach the university's centennial in 2011, this strategic plan will serve as a blueprint for the transformation of the university. We will align our human and physical resources to meet the goals identified in this plan. As the university makes these changes, the students, communities, and region we serve will become better prepared to meet the opportunities and challenges of tomorrow.
- All university units will develop plans and budget accordingly. Five hundred thousand dollars will be allocated annually to fund key initiatives that support the university's strategic plan.