



Fullerton | **2024-** **FORWARD** **2029**

California State University, Fullerton
Strategic Plan

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FULLERTON FORWARD AT A GLANCE

Fullerton Forward, Cal State Fullerton's 2024-2029

Strategic Plan, is developed collaboratively by the broad Titan community to set forth a thoughtful and aspirational roadmap for the University. This strategic plan distinguishes Cal State Fullerton as a model institution and amplifies our impact in communities. Recognizing the historical systemic and institutional barriers, the strategic plan aims to empower our students, faculty, staff, alumni, and community partners to pursue creative and varied practices, approaches, and modalities that support the diverse backgrounds, identities, and experiences of all in the Titan community. The University as a whole, including each of its divisions and colleges, will engage in consultation and collaboration, commit resources and support, and embrace innovation and change in pursuit of the strategic plan goals.

Together, we will move Fullerton Forward.



OUR JOURNEY TO FULLERTON FORWARD

Review:
February 2023

Visioning:
March 2023

Reflection:
April 2023

Draft Plan Development:
Summer 2023

Feedback & Finalization:
Fall 2023

Shared governance is at the heart of the “Fullerton Way.” The only way we could envision developing **Fullerton Forward, CSUF 2024-2029 Strategic Plan** is through engaging our diverse community members on and off campus. In January 2023, the Titan community embarked on a journey to thoroughly reflect upon our past accomplishments, critically examine the internal and external environments impacting our university, and thoughtfully identify our priorities for the foreseeable future. Throughout 2023, all members of the Titan community – students, faculty, staff, administrators, alumni, and community partners – were invited to share their ideas and aspirations through a series of campuswide forums, and to provide their feedback and comments via multiple channels. The engagement was unprecedented; the voices were diverse; and the feedback was comprehensive. Over **5,600** individuals participated and provided over **3,600** entries of individual or group feedback.

The impressive wealth of feedback was systematically analyzed and carefully synthesized into themes that reflected the voices of our diverse constituents. The Strategic Plan Development Committee, a 52-member group composed of students, faculty, staff, and administrators across all university divisions and colleges, painstakingly reviewed the rich feedback and translated it into a draft strategic plan that reflected the diverse perspectives and collective wisdom of all Titans. The draft plan was once again reviewed by the broad university community, who provided additional feedback to perfect and finalize the plan. The active and authentic engagement of our community in this journey ensured that Fullerton Forward 2024-2029 is not one person’s plan, but **our plan**. The goals and priorities identified in the plan will serve as our “north star” to align all our **collective efforts** in the next five years to realize CSUF’s Mission and Vision.

5,676
PARTICIPANTS

3,634
COMMENTS

28
UNIVERSITY
FEEDBACK
FORUMS

52 STRATEGIC PLAN
DEVELOPMENT COMMITTEE
MEMBERS



MISSION & VISION

Mission

Cal State Fullerton transforms lives through innovative and quality education, research, and creative activities. We inspire all members of the Titan community to engage in their lifelong pursuit of critical inquiry and social justice; to become catalysts for equity and inclusivity; and to advance the intellectual, cultural, and economic growth of Orange County and beyond.

Vision

Cal State Fullerton will serve as a model public university that cultivates leaders who drive innovation, systemic change, and collective well-being in local and global communities.

TOGETHER,
WE WILL MOVE
FULLERTON
FORWARD

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VALUES

Student Success:

We adopt a holistic and inclusive approach to student academic and professional success, preparing our students to address workforce demands, community needs, and social justice challenges.

Faculty and Staff Success:

We nurture an inclusive workplace culture where all faculty and staff are valued, respected, and supported to grow personally and professionally.

Diversity, Equity, and Inclusion:

We affirm and elevate our rich diversity, respect and learn from each other's perspectives, and build a community that promotes equity-minded practices and a sense of belonging.

Scholarly and Creative Activities:

We cultivate a mindset of discovery and collaborative exchange of ideas, elevating the strengths and addressing the challenges of our communities through innovative research, scholarship, and creative activities.

Shared Governance:

We adhere to integrity and ethics, uphold consultation and equity of participation, and embrace collaboration, accountability, and transparency in all endeavors.

Civic and Community Engagement:

We inspire all Titans to be informed, responsible, and engaged community members and advocates who promote social justice and strengthen the local and global communities we serve.



GOAL 1:

Enhance Support for Student Access, Learning, and Academic Success

Expand access to higher education for traditional and non-traditional learners, enrich learning experiences through diverse and innovative academic offerings, and enhance support services and infrastructure to ensure student retention and graduation, as well as their mastery of the knowledge and skills needed to reach professional and personal goals.

OBJECTIVE 1.1: ACCESS

Expand flexible pathways to reach and attract diverse learners to access our academic offerings.

Strategies:

1. Create and implement a multi-year, sustainable strategic enrollment management plan informed by appropriate data to broaden access for diverse learner populations that include both traditional and non-traditional students (undergraduate, graduate, post-baccalaureate, credential, and non-degree).
2. Strengthen efforts to recruit and retain students from underserved communities, placing special emphasis on Black/African American and Native American/Indigenous groups, and amplifying our designation as a Hispanic-Serving Institution (HSI) and Asian American and Native American Pacific Islander-Serving Institution (AANAPISI).
3. Ensure all students have a smooth experience in accessing our academic offerings and services by addressing administrative, structural, and communication barriers.

Progress Indicators:

1. Development of a universitywide multi-year strategic enrollment management plan.
2. Admission and enrollment data of diverse learner populations that include both traditional and non-traditional students, with special emphasis on students from underserved communities.
3. Scope and effectiveness of outreach efforts, including partnerships on- and off-campus (e.g., P-12 schools, community colleges, industry partners).
4. Student perceptions regarding the university access, admission, and enrollment processes.

OBJECTIVE 1.2: LEARNING EXPERIENCES

Provide equitable, engaging, and innovative learning experiences to foster students' ability to apply the knowledge, skills, and cultural awareness gained through their academic programs.

Strategies:

1. Optimize classroom pedagogies and instructional modalities to support diverse students' learning needs, foster their development of durable skills (e.g., critical thinking, communication, collaboration, creativity), facilitate student mastery of program learning outcomes, and boost academic success for all students.
2. Expand and diversify educational offerings (e.g., post-baccalaureate, credentialing, and other innovative programs) to meet evolving workforce needs.
3. Create high-impact experiential learning opportunities (e.g., applied and basic research, internships, service learning, study abroad) that enhance student learning experiences and outcomes, and prepare them beyond degree completion (e.g., graduate and professional school, career and employment).
4. Increase faculty-student engagement opportunities to encourage discovery and scholarly inquiry.

Progress Indicators:

1. Student success measures (e.g., academic performance, retention rate, graduation rate, equity gaps), disaggregated by student demographic and other appropriate variables.
2. Learner experiences as reported by current students and alumni (e.g., student and alumni surveys).
3. Development of new programs that meet evolving workforce needs.
4. Student participation in and experiences with experiential learning opportunities.
5. Student participation in and experiences with faculty-student engagement opportunities.

OBJECTIVE 1.3: ACADEMIC SUPPORT

Ensure equitable, innovative, and comprehensive academic support to guide students throughout their academic and career pathways.

Strategies:

1. Implement an academic planner that integrates seamlessly with the Titan Degree Audit (TDA) to monitor student progress from orientation to graduation.
2. Increase advising and mentoring capacity to ensure all students have easy and timely access to academic guidance.
3. Streamline student academic support services, enhance communication to increase all students' awareness and use of these services, and provide a smooth academic experience from admission to graduation.
4. Identify and promote accessible peer and alumni mentoring programs.
5. Expand early and ongoing career guidance and support to enhance student post-graduation success.

Progress Indicators:

1. Student use of academic planner and its effectiveness in facilitating student and course planning.
2. Student participation in and experiences with advisors/mentors and advising/mentoring resources.
3. Student participation in and experiences with student support services.
4. Student participation in and experiences with peer and alumni mentoring programs.
5. Student participation in and experiences with career guidance and job placement programs.





GOAL 2:

Foster Student Engagement and Well-Being

Support student engagement and holistic growth in an inclusive campus environment, cultivate a sense of belonging for all students of diverse backgrounds that include undergraduate, graduate, post-baccalaureate, credential, and non-degree students, and provide comprehensive resources to support their mental health, physical wellness, and financial and basic needs.

OBJECTIVE 2.1: STUDENT ENGAGEMENT AND TITAN PRIDE

Enhance student engagement opportunities and experiences to foster “Titan Pride.”

Strategies:

1. Work with all university divisions and community partners, including students and alumni, to develop and implement signature experiences for all students.
2. Expand and enhance student engagement opportunities (e.g., study abroad, guest speakers, athletic events, clubs and organizations, performances and exhibits) to foster a sense of belonging and “Titan Pride” for all students.

Progress Indicators:

1. Development of signature experiences for all students.
2. Student participation in and experiences with campus engagement opportunities, including signature experiences.

OBJECTIVE 2.2: MENTAL HEALTH AND PHYSICAL WELLNESS

Strengthen proactive, responsive, and innovative approaches to improving student mental health and physical wellness.

Strategies:

1. Apply a comprehensive health and wellness framework to regularly examine students mental health and physical wellness needs.
2. Design, implement, and promote tiered and sustainable programs and services to address unmet mental health and physical wellness needs.
3. Increase student awareness and use of resources to proactively improve their health and wellness.

Progress Indicators:

1. Regular assessment of student mental health and physical wellness needs, as well as existing support programs and services, with the goal of identifying gaps and informing actions.
2. Student awareness and use of mental health support programs and services, as well as their effectiveness .
3. Student awareness and use of physical wellness support programs and services, as well as their effectiveness.

OBJECTIVE 2.3: FINANCIAL AND BASIC NEEDS

Revitalize financial and basic needs support to enhance student success.

Strategies:

1. Implement regular assessment of student financial (including scholarships) and basic needs.
2. In collaboration with community partners (e.g., County of Orange Social Service Agency), expand and promote tiered and sustainable approaches to address students' unmet financial and basic needs.
3. Increase student awareness and use of resources to proactively address their basic needs and financial well-being.
4. Streamline financial and scholarship processes to support students experiencing financial hardships.

Progress Indicators:

1. Regular assessment of student financial and basic needs, as well as existing support programs and services, with the goal of identifying gaps and informing actions.
2. Student awareness and use of financial support programs and services (including scholarship opportunities), as well as their effectiveness .
3. Student awareness and use of basic needs support programs and services, as well as their effectiveness.





GOAL 3:

Recruit, Develop, and Retain High-Quality and Diverse Faculty and Staff

Recruit, develop, and retain diverse faculty and staff by supporting their professional and personal growth.

OBJECTIVE 3.1: RECRUITMENT AND DIVERSITY

Increase the number and diversity of faculty and staff through effective and equitable recruitment strategies, with concentrated attention to those from historically underrepresented communities.

Strategies:

1. Identify and promote best practices of targeted and collaborative recruitment to further diversify faculty and staff.
2. Allocate equitable resources to recruitment processes to expand reach to diverse candidates.
3. Develop equitable and sustainable strategies to attract and reward qualified candidates to join Cal State Fullerton.

Progress Indicators:

1. Number and composition of faculty and staff.
2. Number and composition of newly hired faculty and staff.
3. Number and composition of applicants for faculty and staff positions.

OBJECTIVE 3.2: INCLUSION, BELONGING, AND ACCOUNTABILITY

Establish a campus climate that fosters faculty and staff inclusion and belonging, free of discrimination, harassment, retaliation, and other conducts of concern.

Strategies:

1. Develop and implement Diversity, Equity, and Inclusion (DEI) initiatives at all levels of the university.
2. Enhance and expand faculty/staff engagement activities to boost morale and improve sense of community among faculty and staff.
3. Engage in regular assessment of campus climate to track progress in faculty and staff sense of belonging and inclusion.
4. Implement campus-specific recommendations from the CSU systemwide review of Title IX and Discrimination, Harassment, and Retaliation (DHR) practices to enhance safety and establish a culture of care across campus.
5. Hold all Titans accountable for conducts of concern to bridge the trust gaps within the university community.

Progress Indicators:

1. Faculty and staff participation in engagement activities and programs.
2. Implementation and effectiveness of DEI initiatives at all levels of the university.
3. Faculty and staff perceptions of campus climate.
4. Progress regarding how complaints related to Title IX, DHR, and other conducts of concern are addressed.

OBJECTIVE 3.3: RETENTION AND PROFESSIONAL GROWTH

Support faculty and staff growth through strengthened professional development.

Strategies:

1. Develop and promote professional development opportunities, including leadership training and peer mentorship, to support faculty and staff professional growth, while ensuring equitable access for both full-time and part-time faculty and staff.
2. Diversify and increase innovative support programs that promote faculty teaching, scholarly and creative activities, and service.
3. Advocate for sustainable models towards fair and equitable pay for faculty and staff.
4. Invest in faculty and staff to support their career advancement, including building a Professoriate-to-Leadership pipeline and equivalent paths for staff.

Progress Indicators:

1. Faculty and staff participation in and experiences with professional development opportunities.
2. Faculty participation in and experiences with programs that support faculty teaching, scholarly and creative activities, and service.
3. Faculty and staff retention, including data on reasons for those who leave (e.g., exit interviews).
4. Faculty and staff job satisfaction and experiences (e.g., COACHE survey, climate survey).





GOAL 4:

Expand and Strengthen Physical and Financial Capacity and Community Relations

Augment revenue opportunities and philanthropic investment for the university, and create innovative use of our limited physical spaces to best support student learning and the evolving needs of the broader Titan community.

OBJECTIVE 4.1: CAMPUS BEAUTIFICATION, MAINTENANCE, AND ACCESSIBILITY

Continue campus modernization to build a safe, beautiful, and sustainable campus environment.

Strategies:

1. Ensure continued successful implementation of the Campus Master Plan.
2. Advocate for more government and donor funding to support infrastructure building and maintenance.
3. Enhance inclusivity, safety, and accessibility of campus facilities.
4. Implement regular assessment of space availability and usage.
5. Promote sustainable practices to reduce carbon footprint.

Progress Indicators:

1. Completion of the currently planned buildings (e.g., Visual and Performing Arts Center, Titan Gateway Pedestrian Bridge, Jewel Plummer Cobb Residential Hall).
2. University community's perception of campus safety, accessibility, and environment.
3. Funding secured for at least three additional buildings/projects (e.g., ECS Innovation Hub).
4. Campus sustainability performance (e.g., STARS) and improvement planning.

OBJECTIVE 4.2: FINANCIAL CAPACITY AND CULTURE OF PHILANTHROPY

Enhance financial capacity, budgetary accountability, and philanthropic investment.

Strategies:

1. Complete the planning for the next Cal State Fullerton philanthropic campaign.
2. Increase fundraising at all levels of the university (university, division, college, and department).
3. Identify and implement best practices in budgeting processes to improve efficiency and transparency at all levels of the university.
4. Grow self-support entrepreneurial activities.

Progress Indicators:

1. Development of the next philanthropic campaign.
2. Fundraising amount and donor participation at all levels of the university.
3. Fiscal state at all levels of the university.
4. Self-support revenue.

OBJECTIVE 4.3: EXTERNALLY FUNDED RESEARCH AND SCHOLARLY ACTIVITIES

Increase externally funded research and scholarly activities.

Strategies:

1. Implement the necessary infrastructure, including resource and staffing support, to facilitate the increase of research capacity.
2. Develop guidelines and strategies for allocating research resources to faculty and support their research needs (e.g., space, assigned time, funds).

Progress Indicators:

1. Amount of externally funded research and scholarly activities.
2. Faculty and staff engagement in seeking externally funded research opportunities.

OBJECTIVE 4.4: ALUMNI AND COMMUNITY RELATIONS

Strengthen the reciprocal relationships amongst the university, alumni, and communities.

Strategies:

1. Improve the alumni tracking database to facilitate targeted alumni outreach for appropriate university units.
2. Increase accessible alumni mentoring and networking opportunities for students.
3. Expand the university presence in Orange County through universitywide community engagement efforts.
4. Establish Cal State Fullerton as a champion for at least one major issue facing the region (e.g., health, welfare).

Progress Indicators:

1. Alumni engagement with the university and the students (through events, donations, internship, mentorship, etc.).
2. Community impact of Cal State Fullerton in the region (e.g., economic impact, community perception).



GOAL 5:

Innovate and Improve Campus Operations

Improve the effectiveness and efficiency of campus operations through adoption of best practices and cultivation of a culture of innovation.

OBJECTIVE 5.1: PROCESS MODERNIZATION

Modernize institutional processes to reduce bureaucratic complexity, encourage innovation, and foster collaboration and resource-sharing.

Strategies:

1. Improve operational efficiency through eliminating redundant processes, simplifying approval paths, and leveraging technology.
2. Coordinate and consolidate communication channels to ensure clear and consistent messages to university and community stakeholders (including potential students, community partners, etc.).
3. Enhance campus preparedness and readiness for emergencies and critical incidents.

Progress Indicators:

1. Elimination of redundant and inefficient processes, with priorities based on campus audit and feedback.
2. University community's feedback on communication clarity and effectiveness.
3. Development of the university's emergency preparedness plan, including evaluation of the effectiveness of its components.

OBJECTIVE 5.2: DATA-INFORMED DECISION MAKING

Deepen a culture of outcome-oriented assessment and data-informed decision making.

Strategies:

1. Increase the availability of quantitative and qualitative data via different approaches (e.g., visualization tools, reports, ad hoc requests).
2. Align and deepen assessment processes at all levels of the university to monitor and guide the progress of the University Strategic Plan.
3. Increase training to promote data awareness and access.

Progress Indicators:

1. Faculty and staff awareness and use of appropriate data to support decision-making in their roles.
2. Progress reporting on the University Strategic Plan through campus-wide assessment process.

OBJECTIVE 5.3: TECHNOLOGICAL INNOVATION

Update technological infrastructure and support to meet the evolving needs of students, faculty, and staff.

Strategies:

1. Conduct annual universitywide technology needs assessment and prioritize solutions to address unmet needs.
2. Develop a multi-year technology roadmap that includes equitable processes for evaluating emerging technologies and transparent rollout strategies.
3. Expand training to increase faculty and staff technology literacy.

Progress Indicators:

1. Availability and effectiveness of technology support to address the campus needs.
2. Development of the multi-year technology roadmap.
3. Faculty and staff participation in and experiences with technology literacy trainings.



FULLERTON FORWARD 2024-2029

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The list is based on alphabetical order by first name and reflects committee members' job titles at the time of Strategic Plan development.

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CALIFORNIA STATE UNIVERSITY FULLERTON

THANK YOU

Thank you to the students, faculty, staff, administrators, alumni, and community members who contributed to the development of this strategic plan and to the Strategic Plan Development Committee for their hard work in crafting Fullerton Forward 2024-2029.

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