



MOVING FULLERTON FORWARD

CAMPUS REVIEW & REFLECTION
IN PREPARATION FOR THE
2024-2029 STRATEGIC PLAN

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EXECUTIVE SUMMARY

5,100

PARTICIPANTS

3,534

COMMENTS

Shared governance is an essential component of the “Fullerton Way”. The preparation for **Fullerton Forward: CSUF 2024-2029 Strategic Plan** ensures that campus feedback and wisdom are widely sought, systematically analyzed, and thoughtfully synthesized. Throughout spring 2023, all members of the CSUF community – students, faculty, staff, administrators, alumni, and community partners – were invited to take part in a series of REVIEW & REFLECTION activities to share their thoughts regarding the past, the future, and the immediate priorities for the university. This report summarizes the consultative process we undertook, and the collective campus voices generated from the process that serve as the foundation for the Strategic Plan development.

The **REVIEW & REFLECTION** activities included 12 **forums** (3 rounds of 4 forums each), monthly **"walk-by feedback"** sessions (2-3 sessions per month), and **individual feedback** opportunities (via online forms). These activities attracted **5,100** participants including 2,609 students, and 2,491 faculty and staff (including MPPs). Collectively, they contributed **3,534** comments – **2,586 (73%)** of the comments reflect individual responses from students, while **948 (27%)** represent both individual and group feedback from faculty and staff. Dedicated feedback sessions were also held for specific groups such as the Graduate Student Advisory Board, the Alumni Association Board of Directors, and the Philanthropic Foundation Board of Governors. The participants mirror the vastly diverse CSUF community, representing all colleges and divisions, and contributed rich data to the discussion on the future of the university.

This report details the data-driven approach taken to collect, analyze, and synthesize the extensive amount of feedback we received, including the REVIEW & REFLECTION activity design, data analysis methodology, and thematic and exemplary results emerged from every round of activities. While each round of the REVIEW & REFLECTION activities had different foci and participants, overarching themes emerged across the activities, suggesting convergent synergy from the campus. Details of these overarching themes are provided in later sections of this report.



OVERARCHING THEMES



ELEVATE STUDENT SUCCESS

Campus review of the 2018-2023 Strategic Plan progress identified student success as one of the areas of celebration, wherein first-time full-time freshmen four-year graduation rate rose by 53%. CSUF should build upon this momentum and elevate student success that takes into consideration other aspects of learning and achievement that define student success, as well as the differences and similarities of student success for undergraduate and graduate students.



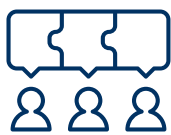
SERVE ALL LEARNERS

The demographic change in the traditional and non-traditional student population calls for innovation and flexibility in determining to whom and how education is offered. With input from students, campus stakeholders, and community partners, CSUF should take creative steps to expand educational offerings (e.g., graduate degrees, stackable certificates) to different groups of students (e.g., working professionals, non-traditional students) through different modalities (e.g., online, hybrid, face-to-face).



FOSTER EXPERIENTIAL LEARNING & UPWARD MOBILITY

Students desire more than a degree from the university. They seek “theory-to-practice” opportunities to apply what they learn in the real world, so they are adequately prepared for personal and professional success after graduation. Engaging in high-impact educational practices and experiential learning (e.g. service learning, internships, research opportunities) help students develop durable skills that lead to upward mobility and support their ability to make positive impact in the communities.



PROMOTE INTERDISCIPLINARY LEARNING

Students must learn to understand and make connections across a diverse range of knowledge, ways of thinking, and skills in order to be successful in a fast-changing employment market. A forward-thinking university should offer opportunities such as cross-discipline courses and majors that enable students to take an interdisciplinary approach to learning and thinking.



ENHANCE THE TITAN EXPERIENCE

Great progress has been made during the 2018-2023 Strategic Plan period in creating a Titan Experience that engages students outside of the classrooms. Students appreciate and desire on-campus events, resources, and services that foster overall well-being and school pride. CSUF must continue to enhance the Titan Experience, strengthen the effort to increase student awareness of the opportunities, and ensure these opportunities are available at different times through different formats to serve the needs of diverse student populations.



BUILD A COHESIVE DEI COMMUNITY

CSUF is not just a place of study or a place of work. It is “home away from home” for our students, faculty, and staff. It is therefore critical to foster a campus environment conducive to building a culture of equity, respect, inclusion, and care. Intensifying efforts to recruit, retain, and support diverse employees (especially through equitable pay and support) is a promising step towards creating a sense of belonging and cohesion among the campus community.



IMPROVE PHYSICAL AND FINANCIAL CAPACITY

The campus community recognizes the significant progress made to beautify our physical environment, but also points out the continued need to modernize our buildings and facilities. Physical campus transformations must also be supported by improved financial capacity and budget allocation processes so that the resources can be effectively used to support the learning and working needs of students, faculty, and staff.



MODERNIZE INSTITUTIONAL OPERATIONS

An institution’s operational effectiveness is highly dependent on seamless institutional processes, technological infrastructure, open communication across divisions and departments, and an organizational mindset of continuous improvement and innovation. Breaking down silos across the campus and removing operational barriers would ensure that all stakeholders can collaborate and combine their different expertise to support the success for all students.



MAGNIFY CSUF PRESENCE IN THE COMMUNITIES

As the only CSU in Orange County, we have many opportunities to increase our presence, influence, and service to the region and beyond. Creating strong relationships with business and community partners, as well as with our large alumni network, can greatly enhance our visibility, and help establish internship, mentorship, and employment opportunities that are vital to student success.



STRENGTHEN A CULTURE OF DATA-INFORMED DECISION-MAKING

There is greater recognition of the power of data in guiding institutional improvement and decision-making. COVID-19 also highlighted the important role data play in ensuring students receive adequate and proper support in the midst of significant changes. Given the fast-changing higher education landscape, data must be at the heart of every facet of institutional operation, from supporting student success, fostering employee well-being, expanding campus capacities, to amplifying our impact on the surrounding communities.

CAMPUS FEEDBACK: DATA COLLECTION & ANALYSIS

As CSUF wraps up its 2018-2023 Strategic Plan and gears up for the 2024-2029 Strategic Plan, conversations with critical campus groups representing the diverse constituency groups took place to determine the best path forward. These groups included the Associated Student Inc. (ASI), Academic Senate, President’s Cabinet, divisional Chief Operation Officers, Council of Deans, Council of Chairs, and the leadership team of all divisions – Academic Affairs (Provost’s Council), Student Affairs, Information Technology, Administration and Finance, University Advancement, and Human Resources, Diversity and Inclusion. These conversations took place in fall 2023 and were led by the Office of Institutional Effectiveness and Planning, the office charged by the President to facilitate the strategic planning process.

Many valuable recommendations were collected through these conversations. Across the groups, the most prominent “ask” was that we must take the time to seek out and listen to the campus voices, and use the collective feedback to drive the development of our next Strategic Plan. **The REVIEW & REFLECTION process is a direct answer to this “ask”.**

The **REVIEW & REFLECTION** process utilized the entire spring 2023 semester to engage the broad campus community in reviewing our past accomplishments, visioning our future, and reflecting together to determine our immediate priorities. The collective wisdom collected from this process serves as the foundation for the strategic plan development over summer and fall 2023, with the goal of finalizing and launching the 2024-2029 Strategic Plan by early 2024.

Three rounds of Review & Reflection activities took place. Each round had a specific focus – **REVIEW VISIONING, and REFLECTION** – sequenced intentionally to walk the campus from the past to the future, and then to bridge the two to think realistically about the next five years. For every round of activities, multiple participation opportunities were offered, including in-person and virtual forums where participants came together to review relevant information and engage in cross-divisional discussions, “walk-by” feedback opportunities where participants provided brief feedback, and individual online feedback opportunities through which anyone could provide their thoughts anonymously.





REVIEW & REFLECTION Activities

Faculty, staff, and students engaged in several in-person feedback opportunities in spring 2023 including forums that sparked group discussions and "walk-by" feedback opportunities that accommodated students, faculty, and staff who were unable to attend the forums.

REVIEW & REFLECTION PROCESS

The REVIEW & REFLECTION process consisted of 3 rounds of activities - REVIEW, VISIONING, and REFLECTION, each with a specific focus. Two types of forums were offered during each round of activities, where campus participants came together to share and discuss their thoughts regarding the past and the future of CSUF. The format of the in-person and the virtual forums was largely the same. The only difference was that participants in the in-person forums first independently recorded their feedback on provided postcards (shown on the next pages), and were then placed into small groups (no more than 8 people per group) to share and discuss their individual responses, with the goal of reaching group consensus. After their discussion, a volunteer from each group entered the collective responses using an online survey link. Participants in the virtual forums were placed directly into small groups (in breakout rooms with no more than 5 participants per room) without recording their individual responses first. As such, for the in-person forums, both individual responses (on the postcards) and group responses (via the online link) were collected and used as units of analysis. For the virtual forums, only group entries served as units of analysis.

FEBRUARY 2023

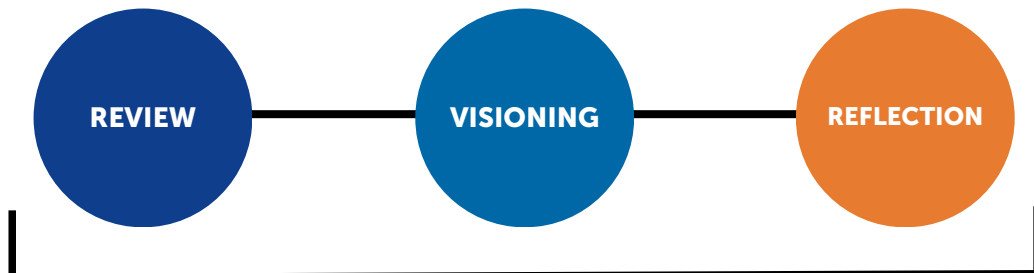
- 2 In-person Forums
- 2 Virtual Forums
- 3 Days of "walk-by" feedback opportunities

MARCH 2023

- 2 In-person Forums
- 2 Virtual Forums
- 2 Days of "walk-by" feedback opportunities

APRIL 2023

- 2 In-person Forums
- 2 Virtual Forums
- 3 Days of "walk-by" feedback opportunities



INDIVIDUAL ONLINE
FEEDBACK

&

DEDICATED FEEDBACK
SESSIONS



REVIEW FEBRUARY 2023

Forum Feedback

The REVIEW activities focused on an examination of the 2018-2023 Strategic Plan progress. Progress indicators associated with the 2018-2023 Strategic Plan goals were shared on the [University Strategic Plan website](#) and at the forums.

During the forums (2 in-person and 2 virtual via Zoom), forum participants reviewed the progress indicators, engaged in small group discussions, and provided their responses to two questions:

Feedback Prompts

- 1) What do you think are our areas of celebration? In other words, what did we do well?
- 2) What do you think are our areas for improvement? In other words, what should we continue working on?



"Walk-by" Feedback

The "walk-by" feedback opportunities were offered for 3 weekdays during the same week of the forums between 11 am-2 pm each day. Feedback stations were set up at various locations on campus where heavy traffic was anticipated to maximize participation (e.g. Titan Walk, Mihaylo Hall, McCarthy Hall, Pollak Library). Representatives from Office of Institutional Effectiveness and Planning at each station engaged with and invited campus constituents to provide feedback. Business cards (shown to the left) with a QR code to a survey link were distributed. A larger sandwich board with the same QR code was also displayed and an iPad was available for those who did not have a smartphone to access the survey. Participants, mostly students, were asked to provide quick feedback on two similar questions: **"Think about what CSUF has accomplished during your time here: 1) What did CSUF do well? 2) What should CSUF improve or continue working on?"** The questions were modified to take into consideration that students may not be as familiar with the University Strategic Plan as faculty and staff.



VISIONING

MARCH 2023

Forum Feedback

The VISIONING activities focused on an exploration of the environmental factors that could afford opportunities and pose challenges for the future of CSUF. An environmental scan that details trends and outlooks related to demographic, enrollment, public interest, economy, labor market, technology, and broader policy issues were shared on the [University Strategic Plan website](#) and at the forums.

During the forums (2 in-person and 2 virtual via Zoom), forum participants studied the environmental scan, engaged in small group discussions, and provided their responses to two questions (shown to the right):

The format of the forums was the same as the REVIEW forums described **on page 9**.



Feedback Prompts

- 1) What kind of institution do we envision CSUF to be in the future? In other words, what dreams and aspirations should we pursue?
- 2) What factors might impact our success in reaching that future? In other words, what challenges or barriers should we be mindful of?

"Walk-by" Feedback

The "walk-by" feedback opportunities followed the same format as the REVIEW "walk-by" opportunities described **on page 9**. Participants in this round were asked to provide a quick feedback on one similar question: **"Think about what the future of CSUF: What kind of institution should CSUF be for?"** The question was modified to take into consideration that students may not be as aware of the environmental factors and trends that affect the University.

REFLECTION

APRIL 2023

Forum Feedback

The REFLECTION activities focused on bridging CSUF's past accomplishments and envisioned future to narrow down priorities for the next five years. A synthesized summary of the campus feedback collected via the REVIEW and the VISIONING activities, encompassing **areas of celebration, areas for improvement, dreams and aspirations, and challenges and obstacles**, was shared on the University Strategic Plan website and at the forums. During the forums (2 in-person and 2 virtual via Zoom), forum participants assessed the themes emerged from the campus feedback, engaged in small group discussions, and provided their individual responses to the question: **"Considering the campus community's feedback on our past accomplishments, future aspirations, and potential challenges, please identify 2 GOALS we should pursue in the next five years. For each goal, please list the strategies or actions that will help us achieve the goal."** They then submitted synthesized responses based on the group discussions to the same question, with the only difference being that identification of 3 to 5 goals (instead of 2) were solicited. The format of the forums was the same as the REVIEW forums described **on page 9**.



Feedback Prompts

- 1) Considering the campus community's feedback on our past accomplishments, future aspirations, and potential challenges, please identify the TOP 3-5 GOALS we should pursue in the next five years.
- 2) For each goal, please list the strategies or actions that will help us achieve each goal.

"Walk-by" Feedback

The "walk-by" feedback opportunities followed the same format as the REVIEW "walk-by" opportunities described **on page 9**. Participants in this round were asked to provide quick feedback on one similar question: **"As a University, what are the TOP 3 GOALS we should pursue in the next five years?"**



ADDITIONAL FEEDBACK OPPORTUNITIES



Individual Feedback

Campus members who could not attend or did not feel comfortable sharing responses during the forums were able to submit anonymous feedback via an online survey form available through the University strategic plan webpage. Similar questions discussed at the forums were included in the survey, and feedback from these surveys was collected and integrated into the final dataset.

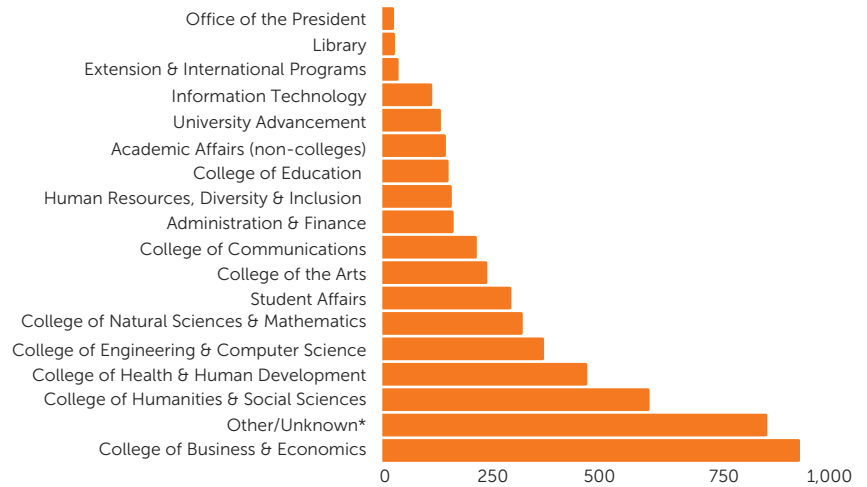
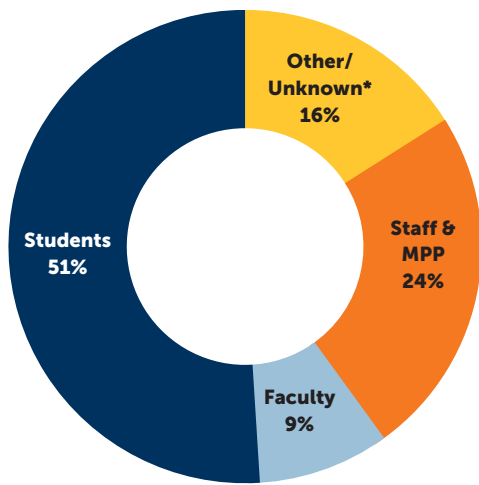
Dedicated Feedback Sessions

To ensure all campus voices are heard, feedback sessions dedicated to specific stakeholder groups who could not attend the aforementioned REVIEW & REFLECTION activities were offered upon request. Similar information and questions raised at the forums were shared, and feedback from these groups was collected and integrated into the final dataset.



PARTICIPATION BY THE NUMBERS

A total of **5,100 participants** joined the REVIEW & REFLECTION activities throughout spring 2023, representing a diverse range of roles and units. Slightly more than half of the participants were students, and one-third were represented by faculty and staff (including MPPs). Given the time commitment required to join the forum (1.5 hours), the forums were largely attended by faculty and staff, while most of the student participants provided feedback through the “walk-by” feedback opportunities.



*Other/Unknown includes participants who did not identify their roles or affiliations.

The success of a data-driven approach depends upon the richness of the data. Through the multiple campus engagement opportunities, **the CSUF community has spoken**. A significant number of campus stakeholders provided a total of **3,534 feedback responses**, and their diverse perspectives have built a comprehensive foundation for the development of the next Strategic Plan.

Total Number of Responses Submitted	REVIEW	VISIONING	REFLECTION
Forum: Group Responses	123	61	60
<i>Virtual</i>	40	27	28
<i>In-Person</i>	83	34	32
Forum: Individual Responses	163	152	126
"Walk-by": Individual Student Responses	805	808	973
"Walk-by": Individual Faculty, Staff, and Alumni Responses	59	63	86
Individual Online Feedback	17	18	20
Total	1,167	1,102	1,265

DATA ANALYSIS

» Ground-Up Thematic Analysis

A hybrid thematic analysis approach was used to qualitatively analyze and identify the major themes that emerged from the various forms of feedback. With respect to the forums, small group analysis allowed for the promotion of ideas and level of insights that may not otherwise emerge if participants only worked alone to write a few comments on a card. This group feedback, along with the data from the “Walk-by” feedback opportunities, served as the primary data source with which content analysis was conducted.

Inductive coding, which is a bottom-up approach that allows themes to emerge from the data, was utilized to ensure the data represented campus stakeholders’ insights and feedback. The themes were examined by two researchers and revised through iterative processes in order to ensure reliability. Once themes were refined and established, deductive coding was conducted to analyze individual responses from the forum participants as well as individual online feedback. This process involved applying the established codes to the data. Given that the group data served to represent all group members’ contributions, the individual feedback helped strengthen or supplement the primary data source.



CAMPUS FEEDBACK: DETAILED FINDINGS

The vast amount of campus feedback provided rich and complex data that cover multiple aspects of the university operation. While there are overarching themes that emerged from all venues of the REVIEW & REFLECTION process (see the Executive Summary section), the REVIEW, VISIONING, and REFLECTION activities also yielded unique recommendations that will shape CSUF's future. This section contains detailed findings for each round of the REVIEW & REFLECTION process. The findings are organized by thematic categories, which are accompanied by the percentage of valid responses that represent the categories, as well as example verbatim participant responses to illustrate the essence and breadth of the categories.

The verbatim responses are color-coded to demonstrate the corresponding participants' roles on campus. Please note that due to the use of verbatim quotes, there may be spelling or grammatical errors in the quotes.

» Color Key



Orange denotes a **student** response



denotes areas discussed primarily by **students**



Blue denotes a **faculty or staff** response



denotes areas discussed primarily by **non-students**



REVIEW FINDINGS

The campus reflected on **areas of celebration and areas for improvement** for the 2018-2023 Strategic Plan period during the REVIEW activities. The number of valid responses received is summarized in the table below:

Topic Area	Forum (Group)*	Forum (Individual)	Walk-by (Student)	Walk-by (Non-Student)	Individual Feedback
Areas of Celebration	83	158	782	44	10
Areas for Improvement	74	161	766	43	10

* In addition to the forum, two sessions were held at a small group level.

Areas of Celebration

» THEME 1. COMMITMENT TO STUDENT SUCCESS

Campus community commends CSUF for its increase in graduation rate. Many attribute such success to the high quality academic services and programs offered by the university. In addition to academic success, CSUF is committed to supporting students' overall health and well-being, which was particularly critical during and post-pandemic.

1.A. POSITIVE STUDENT LEARNING EXPERIENCE AND SUCCESS (40%)

Participants identified various program offerings and flexibility in course modalities as factors for student success and timely graduation: greater HIPs opportunities, interdisciplinary programs, supplemental instruction, Disney Aspire, experiential learning, CICE and internship experiences, COMPASS, etc. Faculty and advisors have fostered a successful learning experience.

"Graduation rates (4-year) have improved by a lot!"

"HIPs - definitely improved course offerings over last several years. Students have more access to HIPs, and more choices..."

"I really like the professors and the teaching methods. I have learned a lot from the experienced professors."

"Having lots of activities on campus, frequent workshops and on campus guests to help with your career path or give you ideas on what to do with our degree."

1.B. STUDENT SUPPORT AND WELL-BEING

CSUF recognizes that various non-academic needs of the students, particularly their physical and mental well-being, must be met first and foremost in order for them to achieve academic success.

1.B.1. STUDENT SUPPORT AND WELL-BEING (30%)

CSUF has demonstrated its commitment to students by providing basic needs (e.g., Tuffy’s Basic Needs), as well as physical and mental health services (e.g., CAPS, YOU@Fullerton platform) and various support programs (e.g., Black Student Resource Center, Project Rebound, etc.).

<p>"Student-centered programs and services that focus on the overall well-being of the students, and their success here at CSUF. Whether it's TitanWell, Student Health, or advocacy services, there are dedicated providers, clinicians, and professionals working to improve the health care of students on campus. Especially during the pandemic, we have leaders within the center that worked to get our students healthy and well!"</p>	<p>"Tuffy's Basic Needs & Food Pantry to support students who are food & housing Insecure."</p>	<p>"This is my first semester but the orientation process for transfer was very easy."</p>	<p>"...they brought back activities that were gone for COVID, they did CAPS and advocated for mental health awareness."</p>
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1.B.2. FOOD OFFERINGS ON CAMPUS* (2%)

Students enjoy the food options offered on campus, including Farmers Market on Tuesdays, as well as opportunities to receive free food.

<p>"Tuesday farmers market; Plenty of coffee (3 Starbucks + Aloha Java)"</p>	<p>"The food trucks..."</p>	<p>"I get lots of free food."</p>	<p>"Good food Panda Express."</p>
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1.C. AFFORDABILITY AND FINANCIAL RESOURCES (4%)

The university works to offer quality education while keeping it affordable for students. It has been able to secure grants and funding to improve program offerings and services, and to offer students financial resources (e.g., financial aid, relief checks for students, summer grants).

<p>"HEERF and relief checks to students..."</p>	<p>"The Scott Jewett Funding provided campus-wide support."</p>	<p>"Did a good job of helping students financially."</p>	<p>"Providing workshops for FAFSA..."</p>
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»» THEME 2. COMMITMENT TO A DIVERSE AND INCLUSIVE COMMUNITY

CSUF has increased its diversity in faculty and staff, through DEI trainings, inclusive and equitable recruitment efforts, and various initiatives to support its employees. Students have also indicated appreciation for the campus-wide efforts to create an inclusive environment by offering resources and creating communities.

2.A. SENSE OF COMMUNITY

CSUF has made significant progress towards a culture of acceptance and belonging.

2.A.1. CAMPUS CLIMATE (9%)

CSUF is a warm, welcoming and friendly community, a campus that fosters a great sense of belonging.

- "Community building."
- "Creating a campus community feel (richer than a commuter campus)."
- "The CSUF campus has been very helpful to me with making me feel included and welcome."
- "I think the community as a whole you guys know how to create ways to bring us all together."

2.A.2. CAMPUS LIFE AND STUDENT ENGAGEMENT (16%)

Students appreciate the various events and activities offered on campus. Their engagement on campus outside of the classrooms has promoted a strong sense of belonging.

- "We have broken the 'commuter campus' feel through more social events on campus."
- "...CSUF students have many opportunities to engage in meaningful co-curricular experiences, if they choose to do so."
- "Events are well advertised and coordinated, makes me feel at home and involved in campus even when I only come twice a week."
- "CSUF has greatly helped me grow as a musician. My connections have greatly grown due to the large amount of clubs that I can participate in."

2.A.3. CAMPUS COMMUNICATION AND RESPONSIVENESS (5%)

CSUF promotes transparency, not just by communicating to the campus stakeholders, but also by demonstrating its commitment to listening and responding to its constituents.

- "Better at listening to students."
- "Good emails and communication."
- "This is my first semester, I have joined clubs and have been as active as possible. I think the campus did a good job advertising its opportunities."
- "...addressing any issues on campus and immediately working on them, and providing help and resources on campus to those who need it."

2.B. DIVERSITY, EQUITY, AND INCLUSION

CSUF is transforming its campus community to one that celebrates diversity, equity and inclusion.

2.B.1. DIVERSITY, EQUITY, AND INCLUSION EFFORTS (12%)

The campus value for DEI has led to greater diversity and a culture of inclusion for students, faculty, and staff. Programs such as One Book One CSUF and Beyond the Conversations have encouraged important conversations around DEI. Student support groups also help create an inclusive community for students.

<p>"I am newer to the campus but what I have seen we do well is inclusion."</p>	<p>"Began shifting faculty's pedagogy toward greater equity and inclusivity, which is really, really important for helping students to feel that they 'belong' on our campus."</p>	<p>"CSUF has done a great job at being an inclusive community with great resources for all students."</p>	<p>"CSUF has constantly shown their care and passion for making sure our school is diverse. They have shown that they want to make sure everyone's voices are heard, no matter their background."</p>
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2.B.2. FOCUS ON FACULTY AND STAFF DIVERSITY (4%)**

CSUF has successfully recruited a more diverse group of faculty and staff.

<p>"We are becoming more diverse on campus with our faculty and staff."</p>	<p>"Increasing diversity is apparent. Certainly improved racial/ethnic hiring."</p>	<p>"Equitable pedagogy module helped with increasing diversity of faculty."</p>	<p>"Increase in female faculty."</p>
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2.C. FACULTY AND STAFF SUPPORT AND SUCCESS (8%)**

CSUF has taken positive steps to provide support for faculty and staff by offering professional development opportunities, establishing a telecommuting schedule, opening Club 57 for faculty and staff to connect with one another, and more.

<p>"Club 57 space for re-connecting and foster relationships."</p>	<p>"The increased expansion of staff development and support--including the new staff development center is important and has changed employee experiences."</p>	<p>"Telecommuting optional and summer 9/80 programs. Childcare center for faculty. Faculty Onboarding."</p>	<p>"There is a growing effort to retool the pay structure for lecturers. The campus community is supportive and understanding the need for work-life balance."</p>
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»» THEME 3. PHYSICAL/FINANCIAL GROWTH & OUTREACH

CSUF has been successful in securing funding and expanding and beautifying its campus, providing long-term benefits for all campus stakeholders.

3.A. CAMPUS BEAUTIFICATION, MODERNIZATION, AND EXPANSION (25%)

CSUF successfully renovated and expanded the campus. Participants recognize this success in beautifying the campus, as it has created a more welcoming environment for students, faculty and staff. Staff has also been recognized for their work in keeping the campus clean and safe, particularly during the pandemic.

<p>"Visible campus renovations that create a welcoming environment."</p>	<p>"Grad center space – helps with study space."</p>	<p>"Remodeling and improving the buildings both exterior and interior. Makes the campus look better and also has a better feel when going to class when the inside of the buildings are more up to date."</p>	<p>"Study areas and having a great library."</p>
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3.B. PHILANTHROPY AND GRANT GROWTH (7%)**

CSUF has achieved success in its first ever comprehensive philanthropic campaign and in obtaining grants. Many believe that CSUF’s ability to exceed the goal for **It Takes a Titan** campaign and secure grants for the institution will make a positive impact on students, staff, and faculty.

<p>"Celebrate fundraising, would like to see metrics on how this impacts different areas of the community."</p>	<p>"CSUF faculty have been very successful in acquiring federal, state, and local grants and contracts that support both student-involved high impact research and teaching. These funds have many positive impacts on CSUF as a whole. CSUF benefits financially from the indirect costs charged to extramural grants but, more importantly, involvement in research is one of the best high impact educational experiences for undergraduate and graduate students. In a fast-changing field such as Biology, engagement in scholarly activity is integral to faculty development and preparation of students for entry into competitive graduate programs and careers."</p>	<p>"Donor support and engagement."</p>	<p>"It Takes a Titan comprehensive campaign."</p>
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3.C. UNIVERSITY OUTREACH AND VISIBILITY

The university’s visibility has grown both regionally and nationally.

3.C.1. OUTREACH AND GLOBAL CONNECTION (2%)**

The university has built strong connections at various levels: alumni, surrounding communities (e.g., Fullerton, Orange County and beyond), and at the national and international level. The new branding has also helped with the university’s outreach efforts.

"President does a good job with being in the community."	"Creating more awareness of the CSUF brand."	"Community engagement outside of campus but in the city of Fullerton..."	"...partnerships with international universities..."
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3.C.2. CAMPUS RECOGNITION (1%)**

CSUF has become a well-recognized university, particularly for its commitment to serving the historically underserved and first-generation students (e.g. Seal of Excelencia, classification as a National University, and improvement in rankings such as Best Value School and Best Undergraduate Teaching University).

"...CSUF visibility is beyond Orange Country, a point of pride."	"Now a globally recognized Age-Friendly University. Seal of Excelencia as Hispanic Serving Institution. Carnegie designation - recognized nationally. Same with overall rankings."	"One of the largest in servicing first-generation students..."	"...Increased positive news media coverage."
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» THEME 4. ADAPTATION TO CHANGE

The COVID-19 pandemic demonstrated CSUF’s ability to readily adapt to change. Faculty, staff, and administrators were commended not only for being able to successfully pivot in all capacities, but also for their ability to help students adjust to an online environment.

4.A. COVID PIVOT AND TRANSITION (6%)

Despite the challenges COVID-19 presented, the university maintained its commitment to providing quality instruction, programs, operations, and services. The challenges brought on by the pandemic motivated a greater sense of responsibility and community in the joint efforts to not only ensure continued learning and work, but to also keep everyone safe. Students also experienced a smooth transition back to campus.

"COVID transition-faculty trainings offered, and devices issued for students, staff and faculty including wireless help when needed."	"Navigating the pandemic - there was strong leadership in terms of policies around COVID-19 - decisions were evidence-based and made early so faculty and students had ample time to plan."	"Transition from zoom to back into in person, while making accommodations to have hybrid."	"I like how the school protected us from COVID."
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4.B. TECHNOLOGY SUPPORT AND INNOVATION (5%)**

Technology plays an especially important role in adapting to change. IT offers great service and support in various capacities: digitizing materials and documents to facilitate different processes and communication, providing access to software (e.g., Zoom, CEDA), distributing laptops to employees, etc.

"Big shoutout to Amir: giving students such easy access to devices during COVID really helped them to stay on track for graduation."	"The Technology provided to students (CEDA, Software, Zoom, classroom upgrades)."	"Information technology's change in technology to shift to more mobile accessibility by distributing laptops to staff and moving away from desktops, CEDA for students to check out laptops. High computing clusters in our data centers and cloud. Upgrading classrooms to support hybrid courses. And so on."	"Making library materials available and accessible during the pandemic. Being creative in establishing a locker system like Amazon. There was a need for a digital flip - making hard materials to digital which was not as easy as it seems to appear."
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4.C. DATA-INFORMED UNIVERSITY (1%)**

CSUF has made data more readily available to the campus. Access to student data (e.g., student success dashboards, Tableau dashboards) has helped inform practices on campus to ensure students are receiving support and services necessary for their success.

"Data accessibility and usage to inform practices."	"Access to data (Student Success Dashboards, Tableau)."	"Notable increase in collection and usage of data."	"Access to data (Tableau & Faculty Dashboard)."
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Areas for Improvement

»» THEME 1. CONTINUE TO SUPPORT STUDENT LEARNING AND SUCCESS

Helping students succeed is at the core of the university and its success. In an everchanging world, efforts must be made to re-define what we mean by student success, in addition to timely attainment of their degrees. This in turn would help establish infrastructure and quality services that build foundations for student success, and allow students to develop the skills they need to thrive in the job market and contribute to the greater community.

1.A. FLEXIBLE AND ENRICHED LEARNING EXPERIENCE (19%)

In an evolving institution of higher education where flexible learning environment is a growing demand, CSUF must meet the different needs of students and offer various learning experiences and opportunities for success. Participants desire to see various online and in-person learning modalities, implementation of different pedagogies, up-to-date curriculum, greater course availabilities, and enriched learning experiences (e.g., study abroad, more HIPs courses). Interdisciplinary collaboration across colleges and departments, possibly through sharing of best teaching and learning practices as well as research opportunities, would also enrich students’ learning experiences.

<p>"Academic Affairs needs to pivot to meet the demands of our students providing options to class modalities, classes offered during different times- sections more sections, different times, different modalities etc. Offer more courses that students need NOT courses faculty want to teach."</p>	<p>"Integrate research, scholarship and creative activities within our curriculum...Create a sustainable model for multidisciplinary approach to solving human/world issues."</p>	<p>"Better internship program! Both as a grad and undergrad it was hard finding and solidifying an internship. Having partnerships with local health agencies or relevant internship sites would be super helpful and more meaningful."</p>	<p>"I would like classes to be hybrid. It makes it easier for students like me that work, and have a life outside campus. I would like to update the Graphic design curriculum. It feels old compared on how to industry is moving."</p>
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1.B. SUPPORT FOR STUDENT ENGAGEMENT AND WELL-BEING

CSUF must continue to support students’ overall well-being and engagement outside of the classrooms.

1.B.1. STUDENT SUPPORT (NON-ACADEMIC) (19%)

CSUF must extend beyond providing academic support and continue to attend to students’ non-academic needs as well, including providing affordable education, making physical and mental support more available, and offering basic needs resources. In addition, there needs to be a more streamlined process to increase student awareness of and ability to receive services and resources.

<p>"Space for students in need of help (mental, physical, clothes, food, etc.). Basic needs resources, more communications about programs offered here on campus, longer hours for office. Tuffy Needs after hours..."</p>	<p>"Providing access to student support services outside of traditional business hours... look at other student identities for focused support - like students who are parents."</p>	<p>"I'd say improve more on engaging with students who are transfers or first generation because I am both of those and I still don't know the resources."</p>	<p>"I think assistance for FAFSA documentation needed would be helpful."</p>
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1.B.2. ENHANCED STUDENT TITAN EXPERIENCE (13%)

Participants would like to see students take advantage of the Titan experience, and in turn, feel a greater sense of belonging. Others suggest offering more opportunities for student campus engagement through art, athletic events, events available at different times, as well as more on-campus employment opportunities.

"Getting a baseline for Titan Experience- define what that experience is and expand on it."	"Why are we valuing more over less with student experiences? We have never heard of the 57 Things To Do Before You Graduate..."	"Have school events at other time. There are times where I can't do a school event because I have class during it, and when I get off from class I can't do it because it is over."	"Make more social events as a commuter school it is hard to put yourself out there."
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1.B.3. FOOD OFFERINGS ON CAMPUS* (5%)

Students desire a greater selection of foods that range in price and healthy options. The current hours of operation for food services do not cater to different groups of students.

"Cheaper and healthier food."	"Cheaper/more affordable or free food options."	"More free food."	"...Longer TSU and food court hours. Gastronome better food!"
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1.B.4. COMMUNICATION OF STUDENT SUPPORT (9%)

Students, faculty and staff desire greater awareness of programs or services offered in order to ensure increased student engagement and utilization of resources and events. Furthermore, students long to see the university's commitment to openness in receiving student input and utilizing their feedback to improve or expand engagement opportunities.

"Communication across campus of activities, resources, events occurring on campus both in colleges and administrative offices..."	"As student and alumnus, wasn't aware of a lot of the services offered (e.g., Career Center). So need to help students navigate services."	"Better with communication with students...have a faster response, be more understanding with students."	"Listening to students of color."
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1.C. SUPPORT FOR STUDENT ACADEMIC SUCCESS

In its ongoing efforts to improve student graduation, CSUF must continue to provide academic support for all students.

1.C.1. SERVICES AND SUPPORT FOR ACADEMIC SUCCESS (16%)

This is a critical time to re-define student success in continuing to improve graduation rates (e.g., post-graduation success, alumni satisfaction, etc.) for all student groups (e.g., transfer students, graduate students). To increase graduation rates, CSUF must offer diverse but streamlined and coordinated support services that meet the unique needs of students to keep them on their paths to graduation.

<p>"Need to work on transfer graduation rates and retention."</p>	<p>"Tutoring: Math 115 - required for graduation. Yet so many don't pass 1st time. Flexible tutoring hours, drop in hours, more hours during exams & finals week especially; Acct. Bio... Physics - "Flexible...""</p>	<p>"There is a lot of people who transfer and not a lot of counselors. The counselors are nice but not really helpful I had to rely on my sister who was an alumni and other seniors to help build my schedule."</p>	<p>"Continue working on the academic notice program so people who are struggling are still motivated."</p>
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1.C.2. POST-GRADUATION SUCCESS SUPPORT (3%)

CSUF must provide support that helps students develop knowledge and skills that transcend higher education and into workforce success.

<p>"How are HIPs transferring over to post-graduation success?"</p>	<p>"Career advancement workshop for grad students: Beyond resume building and cover letter writing; for students who have already had work experience – how to improve networking skills; guidance on where/when to look for jobs in different fields..."</p>	<p>"Personally, I have also struggled with career planning and the centers designed for that haven't helped me much."</p>	<p>"I think we should continue working on providing more resources for students such as Career Center."</p>
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1.C.3. INTERDISCIPLINARY/INTERDEPARTMENTAL COLLABORATION (4%)**

Faculty and staff recognize the need to communicate and collaborate across departments, colleges and divisions in their joint efforts to support student success.

<p>"...create more opportunities for interdivisional collaboration, e.g., academic-student affairs partnerships, committees, etc."</p>	<p>"I would love to see us create A CULTURE on campus in which we truly WORK COLLABORATIVELY to provide the very best experience for our students. Often times people just see their role as it applies to their duties and not as a part of a team."</p>	<p>"Breaking divisional & unit silos to work collectively on institutional mission."</p>	<p>"Significant silos amongst colleges, particular with best practice sharing among faculty and staff."</p>
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1.D. IMPROVED PATHWAY TO GRADUATION FOR ALL

CSUF must focus on ensuring that students have equitable opportunities to graduate.

1.D.1. EQUITY GAP (6%)**

Before the pandemic, CSUF was close to reaching its goal of eliminating equity gap in six-year graduation rate. Participants would like to see CSUF regaining its momentum in eliminating the equity gap.

"Need to better address equity gap by finding ways to meet students where they are and providing what they need (e.g., they work so need virtual courses)"	"Equity gap. Why is it happening?"	"Equity gap is concerning especially if we break down the UR groups into their specific ethnicities, we may find there are some groups struggling more than others."	"Equity gaps for grad students: UR students grad rate is lower; how to support them towards timely graduation?"
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1.D.2. STUDENT RECRUITMENT/(RE)ENROLLMENT/RETENTION (4%)

Given the need to increase student enrollment, CSUF must establish recruitment and enrollment goals and be able to provide appropriate resources to retain students. Other populations of focus for recruitment include re-entry students and students of color. Several participants also point to the need to help students build a strong connection to the campus, not just as students, but as lifelong learners and partners.

"...We believe that we need to sustain our efforts toward improved retention rates for students and stronger cohesion within program cohorts."	"Creating stronger community college pathways."	"...accept more students coming in from many different backgrounds."	"Black student enrollment please!!!"
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1.D.3. REMOVE ADMINISTRATIVE BARRIERS TO FACILITATE STUDENT PROGRESS (3%)

Removing administrative barriers that impact student progress toward graduation (e.g., transfer processes, class registration) would have a positive impact on student success.

"Barriers (parking, financial aid information, policies and practices that are outdated, use of holds)..."	"Streamlined graduation track."	"Communication between records and students regarding pending requirements or potential issues in the transfer process were quite frustrating. I was accepted to the school then told months later that my transcript which was accepted didn't cover one of the GE's for general class enrollment."	"More streamlined class sign ups and clear guidance."
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1.E. GRADUATE STUDENT SUCCESS (2%)**

CSUF must amplify its focus on advancing the success of graduate students. It must consider the needs of graduate students, and strengthen corresponding support (e.g., graduate research center, graduate tuition waivers).

<p>"Offer same level of student support to grad students as undergrad students. Better communication of student services to grad students; More centralized location for these information to make it easier for grad students to find them; Offer programs at times/venue that work for grad students."</p>	<p>"More opportunities for RA/GAs."</p>	<p>"Make destination campus - communicate to prospective students our value added - especially for graduate programs."</p>	<p>"...Future strategic plans should include considerations of the graduate student and support for the continued improvement of graduate education..."</p>
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» THEME 2. STRENGTHEN DEI & EMPLOYEE WELL-BEING

DEI work is critical in fostering an inviting, collaborative, and safe environment for successful learning and work, and must continue to be strengthened. Furthermore, CSUF must support and retain diverse faculty and staff who play essential roles in helping students succeed in a safe and supportive environment.

2.A. A DEI COMMUNITY

CSUF must sustain its momentum in strengthening its diverse and inclusive environment for all.

2.A.1. DIVERSITY, EQUITY AND INCLUSION EFFORTS (9%)

CSUF must continue promoting a diverse student and employee body and the good work of building on its values for diversity, equity and inclusion.

<p>"DEI shows programs we have done but does not show whether the programs made any changes/difference."</p>	<p>"Getting everyone to understand they have a part in all DEI work and initiatives."</p>	<p>"...investing in DIRC, developing a safe campus of equity and change."</p>	<p>"I believe fostering a better environment in terms of social issues on campus and having more campus conversations about issues."</p>
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2.A.2. CAMPUS CLIMATE (6%)

Participants want a campus environment that is welcoming, collaborative, innovative, and open, where the community members respect and respond to one another.

<p>"Having campus events to create a Titan Community in order to strengthen interpersonal relationships."</p>	<p>"Culture of celebrating research and creativity on campus."</p>	<p>"...I think there could be more effort into cultivating a better sense of community as a school as a whole. A better sense of school spirit. My four years here I've felt that I belonged to aforementioned clubs, but not to this school specifically."</p>	<p>"I'm not sure how the situation is for international students, but perhaps ensuring that they feel involved as well, even if there is a language barrier."</p>
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2.B. FACULTY AND STAFF HIRING AND RETENTION

CSUF's ability to recruit and retain a diverse group of faculty and staff is critical to helping students achieve success.

2.B.1. GREATER HIRING AND RETENTION (14%)

There continues to be a need to recruit and retain faculty and staff. Students also recognize the need for more staff in order to provide optimal services.

<p>"Retention of faculty and staff needs to be a priority."</p>	<p>"Rethink our system that allows us to recruit and retain qualified candidates during the hiring process..."</p>	<p>"Certain services are not at pre-pandemic level, for example the ISS, it had lot of staff before, whereas now it's not the same."</p>	<p>"More people to help."</p>
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2.B.2. FACULTY AND STAFF DIVERSITY (5%)

CSUF must strive to be a destination of choice for a diverse faculty and staff population, one that reflects the diversity of CSUF students.

- "Faculty diversity should match that of students."
- "...hiring diverse and talented staff and faculty."
- "Diversifying staff."
- "Diversity in teaching staff."

2.C. FACULTY AND STAFF SUPPORT (5%)

The critical roles that faculty and staff play in supporting student success calls for the need to provide greater resources and support to ensure employee satisfaction, growth, and retention.

2.C.1. FACULTY AND STAFF RESOURCES AND SUPPORT (11%)

Strategies must be implemented to support the needs of faculty and staff (both part- and full-time) to ensure their retention and effectiveness in their work (e.g., competitive and equitable salary that accounts for cost of living, flexible working conditions, lactation room and child care facilities, fair workload).

- "Staff & faculty workloads and compensation is not well-aligned. Workloads are high and salaries are not commensurate - needs to be improved...Faculty are experiencing the creeping of more administrative tasks into their jobs, taking time away from research, learning, and service."
- "Consistent and flexible options to support work-life balance for faculty and staff."
- "Provide faculty support for integrating research & scholarly research activities for students within their labs."
- "I think CSUF should work on paying its staff and workers more, our education rests in their hands and they deserve a lot more for what they do."

2.C.2. EMPLOYEE PROFESSIONAL DEVELOPMENT (4%)**

CSUF must look to equip faculty and staff with knowledge and skills to not only be successful in their current jobs but also to be prepared for career advancement/upward mobility.

- "Improve on professional development opportunities to promote upward mobility within a department or throughout campus..."
- "Faculty have improved in pedagogy and diversity but there needs to be more; need additional training on how to handle student diversity in the classroom."
- "Pathway to full-time professor needs clarity."
- "Staff need opportunities for professional growth and development."

» **THEME 3. IMPROVE PHYSICAL/FINANCIAL CAPACITY & OUTREACH**

The university campus plays an important role in not only students’ education, but also in fostering a sense of belonging for students, faculty, and staff. CSUF has made significant progress in modernizing its campus to serve as a ‘second home’ for students and employees, but there is still work to be done. Participants suggest the need to strengthen the interior of the structures, and to distribute the spaces to support work or activities that value in-person interactions, particularly as students and employees balance between online and in-person environments. In addition, participants seek a greater sense of belonging and safety on campus and improved transparency between all stakeholders.

3.A. PHYSICAL ENVIRONMENT AND INFRASTRUCTURE

While much work has been done to make the campus a welcoming space, especially with the modernization of the buildings, participants would like to see continued improvement of the campus physical environment.

3.A.1. PHYSICAL CAMPUS ENVIRONMENT AND SAFETY (21%)

Participants suggest various ways to continue enhancing the campus environment (e.g., focusing on older buildings, maintenance and update of interior buildings to reflect exterior modernizations, update buildings for DSS compliance, increase classroom space, extending hours of space availability, expanding housing and making it more affordable for students, additional parking spaces with a greater number of charging stations, creating a sustainable environment, ensuring a clean and safe environment).



"Strategic planning for infrastructure to ensure our facilities infrastructure, their systems, and equipment are safe and reliable."



"More on-campus housing for students, flexible with no meal plans."



"Improve field quality for sports clubs as well because our field right now are not very well maintained. I would also like to include that there should be more programs at the SRC like rock climbing and better gym facilities; overall I would also like there to be more gyms and weights as well."



"McCarthy Hall is falling apart. Humanities Building is lacking in fire escapes and alternate exit options in case of an emergency."

3.A.2. PARKING AFFORDABILITY AND SECURITY* (19%)

Students struggle with the high cost of parking. Despite the cost, they find it challenging to find available spots. Furthermore, students request greater security in the parking lots to prevent theft or harm.



"Please improve parking permits because they cost too much money."



"One thing that should improve is parking. A lot of us commute to campus and that alone is already an expense. Parking should be a little cheaper."



"One thing we need better parking situations, we struggle to find places to park after paying \$400 a semester."



"More security cameras in the parking lot. Lots of stuffs in the parking got stolen."

3.B. FINANCIAL CAPACITY AND BUDGET PROCESS (4%)

Moving forward, in addition to strengthening CSUF’s financial capacity, there must be a collective understanding of how funds are distributed to ensure they support students and their success.

<p>"With the fundraising, we need better prioritization of what needs to be updated; perhaps solicit feedback from campus constituents. Greater transparency on how decisions are made with respect to campus modernization/maintenance. Do cost analysis of campus investments."</p>	<p>"Funding: How to fund graduate education – financial aid, scholarship opportunities; Need to offer more resources to make it easier for students to find funding."</p>	<p>"Improve funding for club sports."</p>	<p>"More funding to music and science."</p>
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3.C. UNIVERSITY OUTREACH AND COMMUNITY ENGAGEMENT (3%)

CSUF must continue to strengthen global learning and build positive relationships with the greater community and its alumni. Through extended outreach efforts and marketing campaigns (e.g., website, social media), CSUF can make greater and stronger connections with alumni, with the surrounding communities, and at the international levels.

<p>"We need to do a better job of communicating the value of university-level education to the public. It's not just "to get a better job/earn more money." What are the other values that our "product" provides to taxpayers? The true cost of attending."</p>	<p>"Better tracking of alumni and support for engaging them."</p>	<p>"Working with more companies for outreach or involvement with co ops or internships."</p>	<p>"Working towards engaging more local businesses in CSUF affairs."</p>
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» **THEME 4. BUILD INNOVATIVE PROCESSES FOR IMPROVEMENT**

Being situated in a rapidly changing environment in the post-pandemic era calls for the need to strengthen the positive impact of the university through the work of its employees. The university, as it did during the COVID lockdown, must consistently be ready to pivot and adapt to the needs of students, faculty, and staff.

4.A. INSTITUTIONAL TRANSPARENCY AND COMMUNICATION (5%)**

Faculty and staff desire greater awareness of decisions made at various levels within the university, and an open line of communication that invites and seeks to understand stakeholders' experiences and needs on campus.

"Reduce misunderstandings; communicate our challenges and understand our limits."	"Transparency about the very real question of labor and who that labor falls on."	"Education of where the money is going. Student fees."	"Communication campus-wide can be improved. E-mails can be missed. They need to use other platforms to reach to wider population."
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4.B. INFRASTRUCTURE FOR CONTINUOUS IMPROVEMENT AND INNOVATION

An effective and efficient infrastructure must be in place to ensure CSUF continues to innovate and improve its efforts to attain university mission.

4.B.1. DATA TO INFORM IMPROVEMENT (4%)**

Participants recognize the importance of creating a data-informed decision-making culture. They identify various forms of data needed to determine program and service effectiveness, and to inform continued improvement. In creating a data-informed decision-making culture, the campus may want to first re-consider what student success and equity gap mean.

"There needs to be greater transparency in setting success goals. How do we know what we're assessing when we don't know what it is? Goals also should not be set to be the same across all programs. Define what we mean by reducing equity gaps, as this definition could look different across different programs. There are different measures of success for each program. We need better understanding of goals and better ways of measuring success. There needs to be more understanding of what it means to close the equity gap, which includes diversifying pedagogical practices (e.g., courses, co-curricular activities)."	"...enhance data sharing/collaboration to improve evidence-based decision making with student services and programs..."	"...How are the HIPs transferring over to post-graduation success?...With this created student experiences, what is the expected outcome?...What is the retention benchmark? Is retention considering quality?"	"...assessment of online teaching..."
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4.B.2. STRIVE FOR INSTITUTIONAL CHANGE AND RESILIENCE (2%)**

Campus processes and procedures must be well-aligned with goals, and must be innovative, sustainable, and resilient to change. This should involve assessing and considering the university structure – strengthen those that promote success and modify those that need improvement. CSUF must ensure that all stakeholders have a common understanding of the university’s values and goals.

<p>"Process of building a vision and communicating across divisions/Divisions...Re-envisioning structures-- dismantling those that aren't helping students/staff/faculty..."</p>	<p>"What makes CSUF be seen as high value...we need to capture this and use it moving forward."</p>	<p>"Future strategic plans should consider campus aligning goals and processes---Campus processes and procedures may not always align and may impact other strategic initiatives or goals. Policy changes may be beneficial and necessary but should be designed to be resilient..."</p>	<p>"Reimagine. Develop flexibility in the structures we do have. Maybe not a strategic plan but a re-imagining plan, a re-envisioning plan."</p>
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4.B.3. REMOVE ADMINISTRATIVE BARRIERS (2%)**

The university must work to remove administrative barriers that impact workflow, such as complicated and/or outdated processes and procedures, and to become more streamlined.

<p>"Review of business practices - revamp and streamline outdated practices, move processes to online..."</p>	<p>"Less bureaucratic red tape (new systems, like Concur, seem to be slowing things down); internal processes don't make anything simple..."</p>	<p>"Policies and procedures that create bottlenecks...Lack of clear business processes to minimize completion of different items."</p>	<p>"Better implementation of new processes - often new processes have required increased bureaucracy and have increased the burden on staff & faculty, rather than lessen it."</p>
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4.C. IT IMPROVEMENT (2%)

A growing dependency on technology calls for a more secure and effective technology infrastructure. Advances in technology, coupled with our experience in pivoting online due to the COVID pandemic, highlight the need for an agile and secure technology infrastructure that supports effective work, teaching, and learning.

<p>"Be ready for cloud infrastructure and security. Use AI to handle volume of calls and chats 1.e.: Zammo.Ai help staff with advising questions and other most commonly asked questions."</p>	<p>"Investing in appropriate online platforms to continue to do our job well as opposed to going back to old antiquated ways..."</p>	<p>"The portal can be confusing."</p>	<p>"More indoor group study space with smartboards."</p>
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VISIONING FINDINGS

The campus envisioned the future dreams and aspirations for CSUF, and identified possible challenges and obstacles during the VISIONING activities. The number of valid responses received is summarized in the table below:

Topic Area	Forum (Group)*	Forum (Individual)	Walk-by (Student)	Walk-by (Non-Student)	Individual Feedback
Dreams and Aspirations	61	125	45	779	15
Challenges and Obstacles	60	136	Respondents were not asked to consider barriers or challenges.		9

* In addition to the forum, two sessions were held at a small group level.

Dreams and Aspirations

» THEME 1. QUALITY EDUCATION AND SUPPORT FOR DIVERSE LEARNERS

CSUF should be recognized for providing a variety of exceptional yet affordable educational programs, as well as comprehensive support services, that meet the needs of diverse and changing learner population to foster their holistic (personal and professional) development.

1.A. COMPREHENSIVE SUPPORT SERVICES FOR DIVERSE STUDENTS

CSUF will streamline student support systems and improve the quality of services offered to promote student engagement, academic success, and overall well-being.

1.A.1. SUPPORT FOR STUDENT ENGAGEMENT AND WELL-BEING (27%)

Through a more streamlined means to offer support services, programs, and events, CSUF will ensure all undergraduate and graduate students receive the resources they need to cope with physical, mental, and financial challenges, and have opportunities to actively engage in various campus events including athletics and arts. This requires an understanding and responsiveness to the unique needs of both traditional and non-traditional students, and how those needs might change over time.

"Be more student focused: provide more scholarships, fee waivers, child care,... (especially for grad students, GAs, TAs and credential students)."

"Graduate colleges continue to reach out to students keeping them on track - tutor counseling opportunities."

"For putting the wellbeing of students first, really focusing and putting forth mental health and addressing and recognizing these issues."

"The way they make you feel at home with all the social events and clubs around the college."

1.A.2. SUPPORT FOR ACADEMIC SUCCESS (11%)

CSUF will promote student success for all by providing quality educators with a passion for teaching and helping students achieve success, and establishing infrastructure and support systems that are foundational for success both in the university and outside the university once students receive their degrees.



"By making curriculum and graduation requirements more transparent, students can obtain the resources they need in order to thrive. This is important especially for graduate students, as they handle other responsibilities, to know they are on track, and to stay on track."



"An institution that encourages student success by identifying student academic needs, and providing resources to help students succeed."



"CSUF should be known for having a great education by helping their student with different resources. For example...educational resources like tutoring. I feel like more resources for tutoring should be a more accessible thing for all majors."



"All the faculty is very supportive and open to helping the students in their academic pursuits, and the professors are all very experienced in their field and have expertise to offer in careers outside of the college setting."

1.B. EXPERIENTIAL LEARNING OPPORTUNITIES (7%)

CSUF will cultivate a learning culture by offering rich experiential hands-on learning opportunities, such as research, internship, co-curricular, and interdisciplinary learning opportunities.



"More experiential learning, internships, interactive for both online and in-person students."



"...we can provide undergraduate research experiences that are unique. That makes us special and it is something that the faculty are committed to."



"For encouraging underrepresented and less privileged students to participate in research and advance their education further."



"Offer advanced and easier internships that allow students to access their goals easier."

1.C. GREATER FOCUS ON SUPPORTING STUDENT HOLISTIC DEVELOPMENT AND UPWARD MOBILITY

CSUF will continue to value the holistic development of students that extends beyond academic learning, and will equip them with skills to become valuable and influential members of the society.

1.C.1. OPPORTUNITY FOR UPWARD MOBILITY & HOLISTIC DEVELOPMENT (14%)

CSUF will not only foster successful academic learning, but also prepare its students for upward mobility by helping them build durable skills sought by employers. The university will also focus on the holistic development of all students.



"We envision an institution that develops graduates with marketable workplace skills and fosters holistic intellectual growth in order to support social mobility amongst our students and meet the needs of a globally competitive workforce."



"We want to be able to have students leave with a degree and as well as a sense of humanity, community, empowerment, and the skills to take on a career and what life entails."



"It should be known for a place where people can pursue their passion to better their careers and future."



"I think CSUF as an institution should be known for producing the best professionals in the world and nurturing students to be the best individuals they can be."

1.C.2. PROGRAM/CERTIFICATE/DEGREE OFFERINGS ALIGNED WITH EMPLOYER NEEDS (3%)

CSUF will offer degrees or certificate programs that align with the needs of the labor market and equip students with durable skills needed to be successful in their futures.

<p>"Expansion of Master's degree programs that align with industry needs."</p>	<p>"If we align to the needs of the market, we can attract working adults. Certificate programs can help a lot of employed people. Also a lot of online certificate programs are doable for fully employed workers."</p>	<p>"It should be known for excellence in creating exemplary professionals in their respective fields and be prepared with certifications such as the EIT or certifications in respective fields."</p>	<p>"CSUF should be known mostly for the...academics. Our school is close to industries that would give future opportunities to students and move forward with their careers."</p>
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1.D. GREATER VARIETY OF HIGH-QUALITY PROGRAMS THAT MEET THE NEEDS OF THE CHANGING LEARNER POPULATION

CSUF will be recognized for exceptional undergraduate and graduate programs, certificates, and degree offerings that align with the needs of different learners and prepare them for success in their future careers.

1.D.1. FLEXIBLE AND DIVERSE COURSE MODALITIES AND OFFERINGS (8%)

CSUF will recognize and address the different academic needs of its students by offering diverse types of courses at various times and through different learning modalities (e.g., hybrid, in-person).

<p>"Online/hybrid education to attract working students/international students/out-of-state students at attractive cost."</p>	<p>"Flexible learning options (online, in-person), shorter courses (1.e. split a course into 8 weeks of basics and then 4 different 8 week options that follow the basics session each with a variety of related focuses/narrower/specialized topics)."</p>	<p>"Flexibility for classes...!"</p>	<p>"They should be known for academic...To get the students to be more involved and engaged in their classes with more in-person classes."</p>
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1.D.2. ENHANCED AND INCREASED PROGRAM/CERTIFICATE/DEGREE OFFERINGS ALIGNED WITH LEARNER NEEDS (7%)

CSUF will redesign and/or expand its academic programs in ways that not only preserve academic integrity but also ensure the knowledge and skills students gain are directly relevant to the changing world. This includes increasing the number of graduate degrees students would be interested in, reviewing and enhancing the curricula of current academic programs, considering the option of offering online programs or increasing different types of certificates that may be of interest to the workforce population, and offering majors particularly applicable to the workplace.

<p>"We need more flexibility in how people can complete a degree. Four-year roadmap is one thing for 18 year olds. But also provide alternative pathways, do a semester or two and be able to come back later without re-entry challenges, more modularly. Group and package courses at a time. Make things stackable. Early on be a business major, but be a public administration manager - provide multiple pathways that's not always linear (e.g., University of Maryland has many online degree programs)."</p>	<p>"Degree completions regardless of aging population; micro-credential? Stackable certificates?"</p>	<p>"Curriculum and operations that keep up with technology standards...Real-world/hands on curriculum... Curriculum that aligns with our institution's stated standards...More doctoral programs."</p>	<p>"CSUF should be known for the variety of majors the school provides."</p>
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1.D.3. STUDENT ENROLLMENT & RETENTION (4%)**

In response to a changing population and declining enrollment, CSUF will deftly develop strategies for attracting and recruiting a wider population of potential students (e.g., international, out-of-state, workforce population) and supporting their retention and success.

<p>"Capturing an older population of students - surprising."</p>	<p>"Find ways to attract students to our grad programs...Meet enrollment targets."</p>	<p>"Be creative about developing and promoting existing grad programs and reaching our under-represented student population in de-facto impacted programs. So we are probably less interested in trying to attract more students from out-of-state into those programs that are already getting many more applications than they can accept (such as psychology). For other programs/ majors this would look very different, and we can really use more majors (such as Aging Studies and Economics)."</p>	<p>"To be more known for our graduate programs and to grow our graduate enrollment (this seems like an area with opportunity for growth if we care concerned about enrollment)."</p>
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1.E. QUALITY EDUCATION AT AN AFFORDABLE PRICE

CSUF will continue to offer quality education while keeping it as affordable as possible to ensure equitable access to all.

1.E.1. EDUCATIONAL QUALITY AND RIGOR (13%)

CSUF will be known for delivering education of high quality and rigor that actively engages all students in their learning and challenges them to develop deep knowledge and rich set of skills foundational for success beyond higher education. Faculty is not only committed to effective pedagogy, but is also engaged in cutting edge research that add to the value of the education students receive.

"A leader in Hispanic serving institutions through proven best fit practices for our student body."	"Reputation for a rigorous education and a brighter professional future..."	"I think CSUF should be known for having quality education, impactful research, and abundant opportunities for first gen students and immigrants."	"CSUF should be known for its academics."
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1.E.2. QUALITY OF ACADEMIC PROGRAMS (26%)

Quality of and opportunities afforded by specific academic programs(s) represent the overall quality of education offered at CSUF.

"Engineering."	"Biology on all levels."	"The best business school in California."	"CSUF should be known as a high ranking Cal State when it comes to STEM programs."
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1.E.3. AFFORDABILITY (16%)

CSUF will offer quality education at an affordable price.

"CSUF is an integral part of the community that provides excellence in education for excellent value."	"Control/reduce cost to students; alumni discounts for grad programs."	"CSUF should be known as a university that continues to be affordable while also being able to compete and outperform the biggest universities in Southern California."	"An institution with many connections, great opportunities, and quality education for a cheap price."
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»» THEME 2. A CAMPUS COMMITTED TO DEI & EMPLOYEE WELL-BEING

CSUF will be known as a diverse and inclusive community that retains, supports, and engages with campus members to collectively work toward not only student success, but also employee well-being and sense of fulfillment.

2.A. DIVERSE AND INCLUSIVE CAMPUS ENVIRONMENT

CSUF will foster a diverse and inclusive community rooted within a culture of respect and value for one another. CSUF will also be recognized for being fully committed to supporting diverse students' success to graduation and beyond.

2.A.1. DIVERSE AND INCLUSIVE ENVIRONMENT (24%)

CSUF will continue to celebrate and embrace the diversity of its campus and cultivate a strong culture of inclusion, safety and belonging through enhanced DEI efforts around the central goal of success for all.

<p>"A diverse faculty, staff and student population."</p>	<p>"Commitment to diversity in all realms of the educational experience."</p>	<p>"CSUF should be known for different communities coming together. Since it's a commuter school, I think there's a lot of people coming from different backgrounds that can make the school a really interesting place."</p>	<p>"I think CSUF should be known for its acceptance and its diversity in all communities regardless of background. CSUF should be known for how it fights for everyone's success."</p>
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2.A.2. INSPIRATIONAL AND DYNAMIC STUDENT BODY* (2%)

The diverse backgrounds and experiences students bring, along with their resilience and determination to succeed, will be a great source of pride and recognition for CSUF.

<p>"I think that the students are the foundation of the school and I believe that they help the CSUF be known for the idea of education itself."</p>	<p>"CSUF should be known for excelling students and helping them strive for higher education and goal accomplishments."</p>	<p>"I have seen a lot of international students in CSUF so, I would say it can be popular with its various students. Also, with student-athletes who compete at high level."</p>	<p>"CSUF would be known for the home of first-gen college students along with a diverse culture."</p>
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2.B. STRONGER ENGAGEMENT, SENSE OF COMMUNITY AND VALUE FOR CAMPUS STAKEHOLDERS (15%)

Student success efforts are built upon a collective community of students, faculty, staff, and administrators. Campus participants seek a university that values its members and their contributions, one that creates opportunities to interact with one another, builds a strong sense of community, and cultivates a great sense of pride in being part of the Titan community. The ability to build a community with one another creates an environment conducive to collaboration and sense of belonging. This is also important for students who commute and desire a sense of belonging on campus.

<p>"Community and civic engagement! Building strong communities on and off campus among students, faculty, staff and community members! Showing we care and that people matter!"</p>	<p>"Be known (experienced) as a school that has a strong community or communities, where people want to go, want to be a part of (staff, faculty, and students)... Students, faculty, and staff feel heard and respected."</p>	<p>"A diverse community that cares about student perspective and experience."</p>	<p>"When students think of CSUF, they should think of home and comfort. A place where they don't feel uncomfortable and are actually looking forward to going to school."</p>
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2.C. RESOURCES AND SUPPORT TO RECRUIT AND RETAIN DIVERSE FACULTY AND STAFF

Given the critical role faculty and staff play in promoting student success, CSUF should successfully hire, support, and retain employees committed to serving the students and guiding them to success.

2.C.1. FACULTY/STAFF RECRUITMENT & RETENTION (3%)**

Success in recruiting and retaining effective faculty and staff will ensure that CSUF provides optimal learning opportunities and service to students.

<p>"Would like to focus on staff retention and recruitment because salaries are not as competitive as other institutions. Instituting step increases for faculty and staff would go a long way to retain valuable employees and hopefully decrease turn-over."</p>	<p>"A staff/faculty pool that represents/reflects the diversity of the student population."</p>	<p>"One that promotes from within..."</p>	<p>"...more funding for proper recruiting of faculty, staff, counselors, police officers."</p>
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2.C.2. FACULTY/STAFF SUPPORT (5%)

CSUF will recognize and support faculty and staff in ways that sustain and empower them in their continuous and innovative efforts to serve the needs of their students.

<p>"Having a warm and affirming environment for both faculty and staff. High quality of life and care for both faculty and staff. We need to go beyond attracting diverse faculty and staff; we want to retain them because CSUF is a great place to be."</p>	<p>"Staff development."</p>	<p>"It should also be known for being good for teachers by offering competitive pay and benefits."</p>	<p>"More funding more DEI faculty and staff."</p>
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»» THEME 3. ENHANCED PHYSICAL, FINANCIAL & OUTREACH CAPACITY

CSUF will offer state-of-the-art physical and technological facilities to meet the changing needs of the learner population, increase funding and fiscal capacity, and expand and strengthen connections to alumni, feeder institutions, and local communities and beyond.

3.A. GREATER FISCAL CAPACITY (2%)

CSUF will build on its successful **It Takes A Titan** campaign and expand on its ability to secure funds to strengthen capacity to support various campus efforts. With a secure fiscal infrastructure, and increased engagement with donors, CSUF can strategically distribute funds to improve quality of education and support services offered on campus. This includes areas such as faculty research, faculty and staff support, various initiatives to support different student groups (e.g., first-generation, students of color), and campus resources (e.g., library).

<p>"Properly funded for challenges (all colleges and areas) addressing new campus needs, growth, hybrid, etc...More funding for proper recruiting of faculty, staff, counselors, police officers...More funding for hybrid classes...Funding to library to assist."</p>	<p>"Continue to grow the culture of philanthropy be a focus and stay on the forefront whether we're in a campaign or not. Involve alumni, faculty/staff, etc."</p>	<p>"Hope that the future CSUF should be known as a college that allocates proper funding to student and communities on campus (library, resources, tech)."</p>	<p>"...increasing funding to the LCRC or MESA or increasing support for the first generation students that tend to get left behind within the system."</p>
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3.B. MODERN AND SUSTAINABLE PHYSICAL AND TECHNOLOGICAL INFRASTRUCTURE

CSUF will offer state-of-the-art facilities and technologies in response to the ever-evolving population and its needs.

3.B.1. MODERN, SAFE, AND SUSTAINABLE PHYSICAL INFRASTRUCTURE (8%)

The university will not only continue to modernize campus buildings and expand its space to serve students and employees, but also seek creative ways for spaces to be utilized as students and employees balance between in-person and remote learning/working environments. Furthermore, CSUF will ensure a safe and sustainable campus environment.

<p>"Building upgrades - high end facilities."</p>	<p>"Create a nice physical environment. Increase housing population. Increase integration of sustainable principles in all aspects of campus community."</p>	<p>"A safe and inclusive institution."</p>	<p>"Affordable housing for students by adding capsules like Japan that has decent place to study and the campus is already built to accommodate this project plus it will bring huge profit and make student easier."</p>
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3.B.2. TECHNOLOGICAL CAPACITY (3%)

With an abundance of advanced technologies becoming more available at a fast rate, CSUF will embrace the challenge of adapting to these technological tools and providing resources and support for students, faculty and staff who desire to utilize them.

<p>"We should pursue technology applications."</p>	<p>"CSUF to provide top notch technological."</p>	<p>"A University that is technology driven."</p>	<p>"Innovation and technology."</p>
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3.C. MORE OUTREACH AND VISIBILITY (ALUMNI, COMMUNITY, FEEDER INSTITUTIONS)

CSUF will expand its outreach efforts to effectively demonstrate the value of degrees offered and generate greater interest from potential students. CSUF will contribute to the well-being of its surrounding community by providing quality workforce and community leaders.

3.C.1. ALUMNI/COMMUNITY/GLOBAL CONNECTION (9%)

The university will form deep connections to a wide network of community members, starting from its alumni and extending to local, state, and international partnerships. Developing partnerships with K-12 schools will generate early interest from younger students, while partnerships with community colleges will facilitate transfer pathways. Establishing productive relationships with surrounding industries will help provide students rich learning opportunities and employment pipelines for traditional and non-traditional students. Marketing and Outreach will play an important role in helping raise awareness of these pipelines, thereby increasing student enrollment. This would entail communicating with not only potential students, but also their families to help them understand the cost and value of CSUF education.

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| <p>"Increase alumni connections as part of community presence. Being in the community more will make us more of a destination campus. Alumni could be about mentoring, job/internship possibilities, etc."</p> | <p>"Stronger collaboration with local, large companies and high schools in training and certifications; Stronger collaboration with local high school to open recruitment."</p> | <p>"For its outstanding contribution to the business sectors of Orange County."</p> | <p>"An institution with many connections."</p> |
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3.C.2. FLEXIBLE/INNOVATIVE ACCESS AND PATHWAY (3%)

In an effort to attract different groups of traditional and non-traditional students, CSUF will be flexible and creative in building different pathways that account for and facilitate various groups of students' journeys into higher education.

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| <p>"Create more pathways for credit to prior learning before coming to campus. Offering credit to military, unions, vocational training, and workforce training."</p> | <p>"Intentional pipeline building with high school and community colleges and international collaborations (invest in this area)."</p> | <p>"Non-traditional pathways to higher education by partnering with corporate agencies to offer vocational or stepped approaches to degrees."</p> | <p>"It should be known for easy access to students returning to school for STEM programs."</p> |
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THEME 4. AN INSTITUTION READY FOR INNOVATION & CHANGE

CSUF will be recognized as a place of innovation, where a more cohesive and streamlined set of institutional processes centered on student success and the needs of all stakeholders is in place to prepare the university to adapt to emerging changes.

4.A. STREAMLINED INSTITUTIONAL PROCESSES (1%)**

A more unified process that centers on the needs of the people served by CSUF will be in place in ways that account for the current state and emerging issues of the campus. Improvement efforts will be aligned with the mission and values of the university and focused on a more seamless experience for students.

"Making sure our mission and values align with forward-thinking initiatives, best practices, goals."	"Be less bureaucratic - easier access for students at all levels."	"Becoming an entirely paperless institution - where most policy/procedures does not impact a student's experience."	"Streamline processes."
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4.B. STRENGTHENED COLLABORATION AND LEADERSHIP CENTERED ON STUDENT SUCCESS

Campus members will work around the common goal of helping students succeed and, in doing so, find fulfillment in their collective efforts to serve students and the greater university. Transparent, student-centered and inclusive leadership will set the tone for ensuring a university focused on providing opportunities for all students.

4.B.1. COLLABORATION (2%)**

Campus-wide collaboration is essential for innovation and capacity to help solve the complex problem of reducing barriers for students in receiving appropriate care and support throughout their academic journey. CSUF will strive to improve internal communication and collaboration towards greater cohesion in student support efforts across colleges and divisions.

"All divisions working cohesively to support student success (such as integrating careers services into colleges)."	"An institution that has strong interdepartmental connections so we can seamlessly help our students get the support they need."	"We will find ways to work together with our strength across all constituents."	"I'd like CSUF to be known for inclusive excellence and collaborative thinking."
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4.B.2. AN INCLUSIVE LEADERSHIP (1%)**

Campus leaders will model university-wide value for creating an inclusive campus environment committed to enriching and transforming the experiences of students, staff and faculty.

"More transparency in leadership."	"Inclusive and diverse postures and attitudes at every level of the leadership structure."	"Require a student-focused commitment from every administrator."	"Have higher-up positions focus more on students."
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4.C. UNIVERSITY RECOGNITION AND VALUE TO COMMUNITY (9%)

CSUF will continue its momentum in gaining recognition for its commitment to serving a diverse group of students. CSUF will be a destination of choice for students, both at the undergraduate and graduate level, and for employees who are committed to not only student success, but also a greater society for all.

<p>"Seen as the university to attend in California; Considered one of the best places to work."</p>	<p>"Be a leader as an HSI/AANAPISA organization, but also lead as an organization that qualifies for other designations due to serving our diverse community."</p>	<p>"Consider being a top choice for our graduate programs not just undergraduate programs."</p>	<p>"CSUF should be known as a university that continues to be affordable while also being able to compete and outperform the biggest universities in Southern California."</p>
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4.D. FLEXIBLE AND AGILE IN ADAPTING TO AND MAKING DATA-INFORMED CHANGES (1%)**

CSUF will not only be aware of how the surrounding communities and campus populations are changing but will also readily adapt to these changes.

<p>"Create institutional responses to the demographic shifts, how can we be an institution of more than young people."</p>	<p>"Enhancing services for students as the populations are changing. Although things may have worked then, we may have to work on changing certain things to work for our next population of students as well as faculty/staff."</p>	<p>"Provide more graduate programs especially as we look at the changes in population and workforce age range... What are our outcomes, who are we serving...We can't outsize what we can currently offer... Enhancing services for students as the populations are changing. Although things may have worked then, we may have to work on changing certain things to work for our next population of students as well as faculty/staff."</p>	<p>"Flexible to changing times and demand of students, faculty, staff and job markets."</p>
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Challenges and Barriers

»» **THEME 1. RESOURCE CHALLENGES AT THE INSTITUTIONAL LEVEL**

Institutional challenges such as insufficient state funding or other financial resources and limited ability to modernize and expand the campus physical space, could negatively impact the experiences, satisfaction, and success of students and employees.

1.A. LACK OF FUNDING AND RESOURCES (52%)

Insufficient funds or financial resources limit various aspects of CSUF’s ability to lead innovation and successful efforts to support student and employee success, including the availability of student resources, technological capacity, support for faculty/staff recruitment and retention, physical expansion of the campus facilities, etc.

<p>"Lack of funding could also cause us to be delayed in making real changes that are needed to take us to a new level."</p>	<p>"Funding - for technology, training for faculty and staff, for the resources needed to support the students - a big piece also includes the salaries for faculty and staff and staying competitive."</p>	<p>"Adequate funding for the campus, especially salaries."</p>	<p>"Funding is a huge barrier - we are over-enrolled and underfunded (lowest per student)...Infrastructure costs."</p>
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1.B. LIMITED SPACE (CLASSROOM, OFFICES, STUDENT SUPPORT) (12%)

Establishing an inviting and accessible learning environment requires putting in place a flexible, safe, and modern infrastructure. Physical limitations of the campus can restrain the ability to account for increasing enrollment and course availabilities, as well as student engagement on campus (e.g., the number of classrooms, housing for students). Furthermore, there is a need to be flexible in the ways that campus space is used during different parts of the day to accommodate the needs of different groups of students, and to distribute learning and working spaces that support both in-person and online interactions.

<p>"Space is limited on campus. If we are to grow, then plan for physical growth and rethink how space is used."</p>	<p>"Not all classrooms are utilized efficiently to increase accessibility to more students."</p>	<p>"Space: Find the space needed of classes, offices for students to receive the instruction, the parking..."</p>	<p>"...Spatially there is no place where we can come together."</p>
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»» THEME 2. RESOURCE CHALLENGES AT THE INDIVIDUAL LEVEL

The financial difficulties faced by students and employees, among which is the rising cost of living in California, could negatively influence students’ and employees’ decisions to learn or work at CSUF.

2.A. FINANCIAL DIFFICULTY FOR STUDENTS (HOUSING, FINANCIAL AID) (11%)

CSUF must account for the economic barriers students are facing. Rising costs of living and transportation, paired with the affordability of education, can impact potential students’ decisions to pursue undergraduate or graduate degrees.

"The reluctance of taking on student loans."	"College is expensive and inflation is rising."	"Wealth gap in boomers, gen X is showing --> Cost of CA living is up, need for money not degree."	"Economic needs of multi-generation households may delay entry into higher ed."
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2.B. FINANCIAL DIFFICULTY FOR CURRENT AND PROSPECTIVE EMPLOYEES (COST OF LIVING IN OC & CA) (5%)

The rising cost of living in OC and Southern California must be considered, as it can have an impact on CSUF’s desirability as an employment destination. Efforts to hire and retain highly qualified and diverse population of faculty and staff must take into account the need to offer salaries that reflect the rising cost of living.

"Cost of living/ compensation: how to attract high quality faculty/ staff."	"Need to fight for more equal pay wages. We live in one of the most expensive states in the country and 1 of the most expensive cities in CA. Wages need to reflect and compensate for this logically."	"Salaries for staff and faculty - they are declining offers when we are not offering hybrid work or high enough salaries...Local housing prices continue to rise... Affordable housing for faculty (coming from out of state)."	"Limited hiring budget (inflexible) for faculty - CSU pays thousands less than CSULB + CSUN - even though COL is higher in OC. How can we get the "best" if we are unwilling to meet salary needs?"
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» THEME 3. INTERNAL CULTURAL AND STRUCTURAL CHALLENGES

Outdated practices, change-averse mindsets, a lack of trust or collaboration between silos, and the heavy workload for faculty and staff could prevent CSUF from creating an open environment in which all campus members can engage in innovative and institutional decision-making.

3.A. LACK OF TRUST BETWEEN SILOS

CSUF must take on the difficult challenge of shifting its culture to one that embraces campus-wide collaboration and relationship-building.

3.A.1. DISCONNECTED INSTITUTIONAL PROCESSES OR INFRASTRUCTURE (9%)

Inability to break down administrative barriers can have an impact on the efficiency and effectiveness in which the campus serves the needs of its students and employees.

"Administrative training / resources - we do not have a strategic operations plan, that organizes how things happen, that directs us so that we (staff) all know what we are working toward."	"Unyielding institutional bureaucracy...Unwillingness to adopt new processes that reduce red tape."	"Admission barriers that make it difficult for adult learners to return to education."	"Need to create streamlined processes and invest in approval, budget, systems integration, student processes, etc., using technology."
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3.A.2. NEED FOR TRUST/COMMUNITY/COLLABORATION (11%)

Existing silos must be broken down, and opportunities for building trust, communication, and collaboration must be afforded to promote the collective efforts to develop common goals and strategies for supporting students.

"Lack of communication between colleges and divisions."	"Change culture of colleges to work together towards common goal instead of against or compete with one another."	"We are siloed in our approaches and do not have the ability to create interdisciplinary or interdivisional opportunities."	"Silos, divisions (literal and figurative)..."
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3.B. OUTDATED PRACTICES AND RESISTANCE TO CHANGE

The current time of rapid changes in our surrounding communities requires CSUF to look to adapt and make room for changes.

3.B.1. COLLECTIVE AND DATA-INFORMED DECISION-MAKING (11%)

Decisions that have campus-wide implications must involve a more inclusive process, including inviting voices that represent all members of the campus and using data effectively to make informed decisions.

"Lack of shared governance."	"Accountability - need reliance on metrics for performance evaluations."	"Not receiving enough feedback from the community to make a decision."	"Will the CSUF administration listen to the data? We have the opportunity to learn from what worked well during the pandemic and lead forward."
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3.B.2. STABLE AND TRANSPARENT LEADERSHIP (8%)

CSUF's ability to provide opportunities for student success requires stability in leadership that not only seeks to understand the needs of the campus but also addresses the need to adapt, collaborate with all campus stakeholders, and increase transparency.

"Lack of transparency in leadership positions and decision-making."

"We need administrative leadership to embrace change and help the campus move forward despite those who might be resistant to change."

"Conflicting views among the stakeholders and leadership."

"When we get new leadership things change and then the direction we want to move forward gets lost - the staff or those under the new leadership has to adapt to now the new changes."

3.B.3. ADAPTING TO THE CHANGING NEEDS OF THE STUDENTS (26%)

CSUF's success in supporting students requires a deep understanding of changes occurring in and around the communities, how those changes impact the needs of the students, and our ability and willingness to invest in adapting to the changing needs of the students. It must also involve self-examination of institutional culture and values, and the degree to which they facilitate or hinder the university's ability to support students.

"Course or major offerings are not in the students' interest as things have changed over time and so should CSUF - we need more relevant majors. We don't offer what students want to learn - did we ask what subject areas are in demand in OC? Students could be leaving because we don't have what is of interest...We need to reimagine how each college served our students and stop doing the same thing since 1950s."

"How can we serve our incoming student population and their needs with an antiquated University structure? We need to adapt to the needs of these incoming populations to build the institution of the future."

"I think our biggest problem has been not thinking far enough into the future and not thinking broadly enough as we frame our individual goals."

"Old, profitable, traditional mindset is a barrier. We are serving different people, but services haven't changed."

3.C. WORKLOAD FOR FACULTY AND STAFF (8%)

Workload balance must be optimized for faculty and staff to minimize stress and burnout, and increase opportunities for productivity, improvement, and innovation, which would in turn support employee satisfaction, longevity and motivation.

"Lacking adequate support staff; when the entire day is spent on work tasks, there is no time to brainstorm and implement ways to improve."

"Workload too high for faculty to do research and teach. Improved work life balance for faculty and staff."

"Workload, workload, workload - too high to focus on research."

"Faculty and staff spread too thin..."

» **THEME 4. EXTERNAL SOCIETAL OR ENVIRONMENTAL CHALLENGES**

The rapidly shifting demographics, critical socio-political and environmental issues, narratives against higher education, and increasing competition for students and employees could constrain CSUF’s ability to achieve and sustain student, employee, and institutional success.

4.A. BROADER SOCIO-POLITICAL AND ENVIRONMENTAL ISSUES

CSUF must continuously gain awareness of external changes and their impact on the opportunities and challenges for the university and its stakeholders.

4.A.1. NATIONAL/GLOBAL ISSUES AND IMPACT (28%)

Current educational, social, political, and environmental issues across the nation and the globe have implications for the campus and its works. Similarly, CSUF must balance the unique needs of the campus with external mandates or policies that are in place.

"War, climate change, and violence."	"Public policy (legislator, political climate...)."	"Societal complacency related to dealing with racism, ageism, and sexism -> increasing levels of conflict and hate in society."	"WSCUC/Accreditors - External Influences."
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4.A.2. NARRATIVES AGAINST HIGHER EDUCATION (10%)

Current perceptions of higher education question the value of a college degree and threatens CSUF’s efforts to make a positive difference on students’ lives.

"We need to combat national narratives against (higher education, social sciences, humanities)."	"Negative perceptions of the cost of higher education."	"Public opinion anti-intellectual/anti-college."	"Skepticism about the value of a college degree."
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4.B. COMPETITION FOR STUDENTS AND EMPLOYEES (8%)

Competition for students and employees has increased, which poses additional challenge for CSUF’s recruitment efforts. In addition to peer institutions recruiting students and employees, CSUF must also compete with companies that have begun to create their own educational pathways. This requires us to highlight what makes our university stand out compared to other institutions.

"I am curious about the Community College budgets to UC program and whether CSUs would doctor a similar approach if we would want to."	"Outside competition (companies creating their own school)."	"Community colleges creating competitive BAs."	"Outside competition: Online education, Industry specific programs (Google U)."
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4.C. DEMOGRAPHIC CHANGE AND STUDENT PIPELINE DECLINE

Competition for students and employees is further intensified by a shifting population, which poses additional challenge for CSUF’s recruitment efforts.

4.C.1. SHIFTING POPULATION (9%)

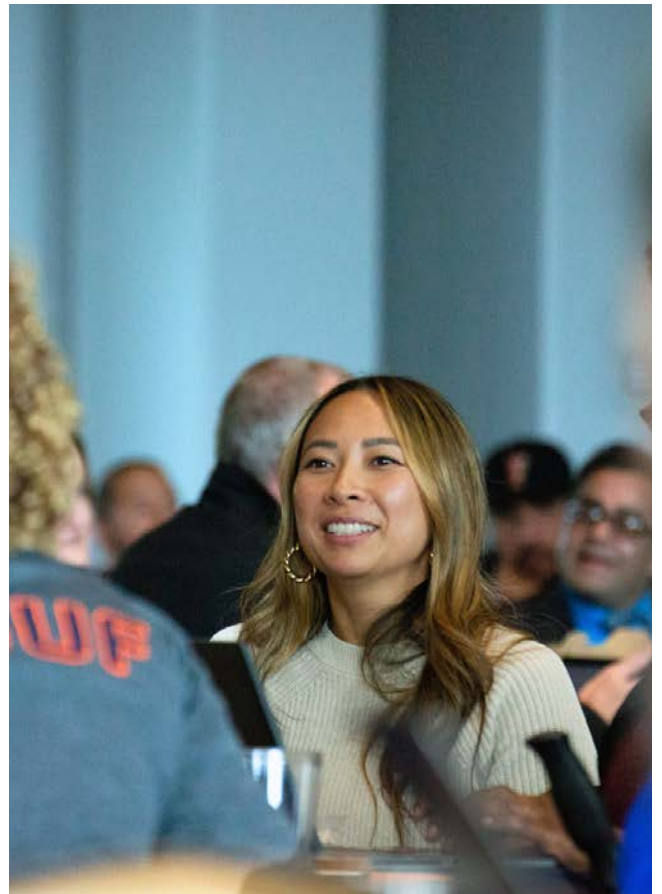
The changing makeup of the population calls for the need to critically re-examine and determine the potential makeup of CSUF students.

<p>"Population shifts and aging population add stressors to 25-34 age group -- requires flexibility."</p>	<p>"I feel we need to be mindful of our demographic and really reflect if students authentically align with the university, that they come here because it's what they need, not just because it's convenient."</p>	<p>"New generation, new diverse population but no skillset/mindset staff/faculty to support them/our student population."</p>	<p>"Focus of Outreach/ Recruitment efforts will need to be refocused outside of Orange County and to meet the needs of our changing demographics."</p>
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4.C.2. STUDENT RECRUITMENT AND ENROLLMENT (21%)

Campus constituents are concerned with the decline in student enrollment because of its impact on the university. This necessitates the consideration of strategies that would help sustain or improve student recruitment and enrollment efforts.

<p>"Community college enrollment is a huge issue for our pipeline."</p>	<p>"If student enrollment continues to decline, who will get laid off and what services get trimmed?"</p>	<p>"Enrollment decline (Decrease in students who are going to enter higher education) - be ready to open up and promote online revenues."</p>	<p>"The campus will need to consider what the declining enrollment will mean for the campus. This will need to be transparent as we determine where the enrollment level will require change... The campus should consider how we can provide access to international students at undergrad/grad levels which may be a way to grow the population."</p>
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REFLECTION FINDINGS

The campus suggested possible goals and strategies for the 2024-2029 Strategic Plan during the REFLECTION activities. The number of valid responses received is summarized in the table below:

Topics Area	Forum (Group)	Forum (Individual)	Walk-by (Student)	Walk-by (Non-Student)	Individual Feedback
Goals	60	126	954	68	20

"CAMPUS RECOMMENDED GOALS"
 represent common themes that emerged from participants’ discussions around the priorities or goals. The "OBJECTIVES" delineate various more detailed elements of the goals, supported by specific responses submitted by the participants, in quotes. Following each goal and the associated objectives are relevant "REPRESENTATIVE STRATEGIES", which were also suggested by the participants that showcase the diverse perspectives of campus stakeholders with respect to how the goal and/or objectives might be achieved.

CAMPUS RECOMMENDED GOAL 1:

» CHAMPION ACADEMIC SUCCESS FOR ALL LEARNERS

The rapidly changing pedagogy and learning modalities, coupled with the evolving population of traditional and non-traditional learners, necessitate adaptability and readiness to equitably support the needs of the students served by CSUF, both at the undergraduate and graduate level, and to guide them toward success. Furthermore, there is an increased awareness and emphasis on helping students achieve success beyond degree attainment, calling for the need to consider how to transfer what students learn in the classrooms into skills that help them after graduation to not only experience upward mobility but also become engaged citizens and leaders in their communities.

OBJECTIVE 1A:

Strengthen student success for ALL diverse learners

- "Streamline curriculum to facilitate student progress toward graduation and reduce equity gap."
- "Graduate student success."
- "Pursue student success past graduation (alum data, experiential learning, grad programs)."
- "Close equity gaps and enroll a diverse population of students."
- "Ensure student success for diverse learners."

» CHAMPION ACADEMIC SUCCESS FOR ALL LEARNERS (CONT.)

OBJECTIVE 1B:

Expand student recruitment and enrollment capacity

- "We should market our campus better to high schools so that more Orange County students choose CSUF first."
- "Community college pathways and partnerships. Expand outreach beyond the region, state & nation."
- "Recruit more international students and help to develop the idea that CSUF graduate is a global citizen."
- "Partner with corporations to sponsor employee educational development opportunities. Building relationships with local businesses may opens doors to internship ops and recruitment relationships for students."

OBJECTIVE 1C:

Enrich learning experiences (e.g., experiential learning, internship, interdisciplinary, research) to foster holistic and durable skill development

- "Identify and leverage high impact intergenerational learning benefits that serve all ages and groups."
- "More faculty-led development of HIPs."
- "Being known as high impact experiential learning campus."
- "Provide paid internships for students to make them competitive in the job market."

OBJECTIVE 1D:

Increase flexibility in program (e.g., degrees, certificates), course (e.g., high demand classes), and modality offerings to meet diverse student needs

- "More online courses."
- "Expand classes and majors available."
- "We should continue to grow our graduate programs so long as they in some way enhance undergraduate work through mentorships or other models."
- "Create and identify new career trends and establish modern future driving majors that can set us apart from other universities."
- "Encourage inter-disciplinary programs & courses."
- "Develop/Revise programs that will equip students to be global leaders."

OBJECTIVE 1E:

Expand equitable support (in terms of availability and support venues) to foster the academic success for diverse learners (e.g., international students, transfer students, first generation students, graduate students).

- "Increase student success by improving the quality of our advising and quality of instruction. Not harder classes, better instruction."
- "Open more shift options for student services and advising, such as 1:00-9:00 for student access."
- "Enhance support for student learning and success."
- "Increase the outreach for first gen students, more outreach for families of first gen students. Making sure they are aware of process timelines and that they are hitting all their goals like orientation."

» CHAMPION ACADEMIC SUCCESS FOR ALL LEARNERS (CONT.)

REPRESENTATIVE STRATEGIES (showing participant quotes):

- Assess where growth is feasible at the undergraduate level and graduate level.
- Augment career services and alumni networks so outgoing students can find jobs and internships.
- Using data to support student success initiatives.
- Disaggregate data!!! Data driven programs for students, faculty/staff.
- Equitable educational opportunities; Equitable resources across programs, classes, activities, divisions, etc.; Support for small, low enrolled classes that require high-support; e.g., support of High-Impact Practices (HIPS); Mini-grants for curricular development and other program development.
- Resources and support to empower students in how to plan and highlight opportunities to enrich experience (a menu of learning); Give departments data to be more strategic in 2 year plans for course offering.
- Create multidisciplinary undergraduate and graduate programs; stackable certificate and minors programs; Create programs for lifelong learners-focusing on re-entry; Profitable certificate programs for life-long learners [short-term programs].
- Innovative program and strategies in teaching; Flexible Modality; Experiential Learning; Diverse Online-based programs and classes; Decrease class sizes for Graduate Program; Supporting faculty advising on student research project; Increased support and resources for graduate programs; Enhanced opportunities for internship; Provide program to equip our students with proper social and professional skills to prepare future career.
- Require service learning and internships.
- Collaborating with employers to have paid internships.
- Increase budget allocations to advising in the future.
- Task force that includes students, faculty, advisors to figure out everyone's needs. Create a plan that meets the needs of student and college. More advisors, based on enrollment.
- Protect smaller programs; Develop new BA degrees, especially in the humanities, sciences and arts; Develop world citizenship and form eco-citizens familiar with world cultures and eager to connect globally beyond capitalistic and military alliances.
- Have a greatly improved career center. Look to Waterloo Univ (Canada) for a model. Staff of 100, for a university smaller than CSUF. Can you imagine!? Part of what makes Waterloo excel in career placement is an extensive internship program. As a Biol faculty, I get biotech companies asking me all the time to recommend graduating students for employment. I do connect students and employers, but I wish we would pay Career Center staff more so it is not a revolving door. Also, in terms of 'social justice', there is no better way to improve the economic stability of disadvantaged students than to really help them find well-paying jobs.
- Provide comprehensive advising; Schedule mandatory first year advising appointments; Schedule follow-up advising appointments and do check-ins; Identify drop off – students that have high withdrawal rates, change majors, etc.; Identify for areas to develop interventions (supplemental instructions).
- Bring back FYE (first year experience) and bringing in something for first year experience and also to help transferring students and students who may have never had the FYE or orientation skills; Can we have something on campus that is cohorts, or orientation / refresher experiences for transfer students coming in who need help with getting answers to questions.

CAMPUS RECOMMENDED GOAL 2:

» FOSTER STUDENT ENGAGEMENT & WELL-BEING

Student well-being is closely tied to their academic success. Therefore, a university committed to student academic success must be equally committed to providing support and opportunities for students to be engaged across all domains of their lives, including the physical, mental, emotional, and social domains. Being able to do so can lead to greater sense of satisfaction and improved performance. A student-centered university is one that is first and foremost responsive to the needs of the students. It not only helps students stay engaged in their classroom learning, but also promotes their engagement with the greater university by offering and encouraging student participation in opportunities outside of the classrooms.

OBJECTIVE 2A:

Enhance the Titan Experience to increase student engagement and foster school spirit

- "Develop a structured plan for a Titan Experience."
- "More fun things to do; Activities for students since we are commuters."
- "Resources to help minorities; Having more events for first gen students."
- "Building a community in our support for sports."

OBJECTIVE 2B:

Increase financial support (e.g., financial aids, scholarships, on-campus employment) to minimize financial burden for students in need

- "Offer financial support for students; Scholarship available to international student."
- "Increase financial aid for students with great talent and/or great need."
- "Student scholarships & on-campus jobs."
- "Cheaper textbooks, materials, apparel."

OBJECTIVE 2C:

Strengthen support (e.g., greater availability, different modality) for student mental health and overall well-being (including Basic Needs)

- "Make outreach and innovative ways to stand out in addressing inequities, student mental health needs. Students need hand-holding and we are not doing that."
- "Expand CAPS and have enough counselors so that we don't have to wait a month for an appointment."
- "More on campus food options."
- "Making basic needs more accessible."

» FOSTER STUDENT ENGAGEMENT & WELL-BEING (CONT.)

REPRESENTATIVE STRATEGIES (showing participant quotes):

- Create engaging, memorable, signature events and programming that defines the Titan Experience; involve all academic units and student services in building this programming structure, create buy-in from students and staff.
- Our M.S. student researchers need increased financial support, scholarships, and most importantly, tuition waivers.
- Solicit input on wellness support desired by students and employees; Determine what support services are financially viable and/or find additional funding sources; Develop and delivered support services; Assess impact and effectiveness of support services.
- My thoughts are for management especially upper management to be onsite more often and communicate directly to students how they are doing, additional expectations etc.
- Hire more mental health professionals, allocate 1-2-3 per college, proportional to number of students, find software that allows for therapy or online counseling.
- Place students' needs and outcomes at the center of decisions.
- Create new work schedules, rethink options for working from home, even in student-facing roles where the students are mostly seeking the service virtually...
- Commit to providing funding parity for Sports Medicine/AT in Athletics; More money and administrative support for athletics programs that have a higher ratio of students of color.
- More funds for the Basic Needs Center /More commuter storage options.
- More support at sporting events/school spirit.
- Healthier lunch options on campus would go a long way towards supporting our disadvantaged students and promoting community. Too many Starbucks on campus...
- Scholarships; outreach to students struggling; on campus job opportunities; more mental health student services...

CAMPUS RECOMMENDED GOAL 3:

»» CULTIVATE FACULTY & STAFF SUCCESS IN A DIVERSE AND INCLUSIVE COMMUNITY

Similar to students where a sense of belonging is positively linked to retention, learning, and achievement, employees' sense of belonging can increase job satisfaction and productivity while reducing burnout and turnover. It is therefore critical that the university invests in infrastructure and resources to not only recruit a diverse group of high quality faculty and staff, but to also retain them and support their professional growth. Such efforts must be accompanied by the pursuit of a campus community that shares in its commitment to diversity, equity, and inclusion, and instills a great sense of belonging for all Titans.

OBJECTIVE 3A:

Improve practice to support faculty and staff recruitment, retention, and growth

- "Focus on diversity staff and retention, connect back with alumni...Hire staff that fits demographic; Get more faculty involved; Increase collaboration."
- "Staffing assessment - enrollment has increased but has the staffing been evaluated to meet this. Also reduced staffing, "great resignation" has caused increased stress. Need to provide training and personal growth to keep staff."
- "Retain high quality passionate faculty & staff."
- "Retain more Black identifying faculty and staff."

OBJECTIVE 3B:

Foster a culture of diversity, equity, and inclusion and a sense of belonging

- "Building on the sense of belonging at Cal State Fullerton and foster a sense of lifetime community."
- "Diversity equity and inclusion and belonging of faculty staff especially but also students."
- "Approachable leadership."
- "Keep open line of communication between staff, students and faculty."
- "Support collaboration among division & department."

» CULTIVATE FACULTY & STAFF SUCCESS IN A DIVERSE AND INCLUSIVE COMMUNITY (CONT.)

REPRESENTATIVE STRATEGIES (showing participant quotes):

- Financial reimbursement/Work life/Family Support/Less Red Tape/More Campus-Wide Appreciation; Telecommute options/Hour flexibility/Promote based on performance/Family Support (e.g., spousal hires; child care)./ Invest in professional development.
- Staff support/raises to ensure program development and sustainability in academic affairs; Moving towards commitment to social justice and not just paying lip-service to DEI.
- Equitable educational opportunities; Equitable resources across programs, classes, activities, divisions, etc.; Support for small, low enrolled classes that require high-support; e.g., support of High-Impact Practices (HIPs).; Mini-grants for curricular development and other program development.
- Practice Diversity in curriculum, research, metrics, and community partnerships.
- Transparent communication, time and opportunity for collaboration, cross-divisional projects, budgetary equity, diverse taskforce of staff, faculty, students, and administrators force to implement.
- When surveys are sent out to ask about the concerns and areas of focus, make sure that data is being used correctly and voices are being heard.
- Encourage students and faculty/staff to participate in forums to voice their needs.; Have everybody invested and bought in on DEI work (all hands on deck).
- Create environment that promotes collaborative approach.
- Establish central hub of communications and updates.
- Compare salaries and benefits with other CSU campuses...Look into the statistics and to compare with the cost of living and the inflation crisis.
- We need to address faculty workload in a major way. Talented, passionate faculty are experiencing burn out in major ways that impacts their own lives, the lives of their students, and the scholarship that they are able to generate. Efforts should be made to reduce workload to a 3-3 to allow for the pursuit of scholarship.
- The newsletter from the president is a good touch and helpful for the campus. Understanding university directives and mission/goals.
- Intentionally designed employee recruitment and retention program; Develop and institutionalize a DEI strategic plan from the campus climate survey results; Intentional effort to build internal capacity for equity-minded work; Foster a culture of shared responsibility in DEI work.
- Provide opportunities for interaction, "retreats" of groups that may not normally interact with each other. These meetings have been an example of how diverse groups can get together virtually and interact and learn from and learn about each other.
- Have a mentor for new staff and faculty; Do outreach to make sure that they are thriving in whatever position they are in; Mental health support on campus for faculty and staff...
- Increase diverse faculty/staff; Emphasis on strong statement of anti-blackness and inclusion...
- Hire more staff in financial aid, admissions (evaluations), registrar.

CAMPUS RECOMMENDED GOAL 4:

» STRENGTHEN PHYSICAL & FINANCIAL CAPACITY AND COMMUNITY RELATIONS

The physical campus space is a critical component that contributes to student engagement and success. It serves as a safe space and a "home away from home" that inspires students, faculty, and staff to feel good about where they study, learn, and work. The campus also provides financial resources that support students' ability to engage in their learning and growth, and faculty and staff's ability to engage in their work. Therefore, the university must work towards strengthening its physical and financial capacity in ways that effectively support its stakeholders' success and achievements. These efforts cannot be done in isolation, but require the development of an extended and meaningful network between the university, alumni, and community partners that fosters lifelong connections to CSUF.

OBJECTIVE 4A:

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

- "Sustainability (of campus facilities), mitigation of greenhouse gases and adaptation of infrastructure to address climate risks in deferred maintenance costs."
- "More funding towards campus safety."
- "Buy new pianos and music stands for music building."
- "Incorporate disabilities and access and functional needs as part of our efforts to increase equity and inclusion for our campus community."
- "More housing."

OBJECTIVE 4B:

Enhance financial capacity and stewardship to establish a culture of philanthropy

- "Funding for Campus and Staff \$\$\$: Collaboration between University offices to help identify external funding (University Advancement, Academic Affairs, Research Development, Facilities, Student Affairs)."
- "Transparency in fiscal processes, priorities & allocation. Securing external funding for physical building & student support. Staff & faculty pay!"
- "Develop a fundraising culture."
- "Expand campus financial support in all its forms (donations, IP, etc.)."

OBJECTIVE 4C:

Extend Titan community beyond campus to strengthen alumni and community relations

- "Build alumni relationships and build connection with current students to create a sense of belonging and continuity for past, current and future Titans."
- "Become an anchor campus for the community and make lives better in OC"
- "Become a target for more profile companies. Stop relying on existing partnerships."
- "Expand reputation."

» STRENGTHEN PHYSICAL & FINANCIAL CAPACITY AND COMMUNITY RELATIONS (CONT.)

REPRESENTATIVE STRATEGIES (showing participant quotes):

- Remodel and update and technology & equipment in classrooms.
- Fix state funding model for capital projects.
- Focus on lobbying CO and state to improve funding per student; Transparency with respect to funding allocation and connection to data-driven outcomes and metrics; Building and classroom-level renovations made with input from students and faculty and regularly executed.
- Increase student scholarship funds for incoming transfers.
- Process, procedure and budget transparency - have adequate notification time for changes (prior to the change happening), training opportunities, written policies, etc. Need budget allocations by July 1.
- Establish fee structures to finance high cost programs.
- There needs to be a cultural shift that puts us as a state institute into focus and the money we spend needs to be tracked, and transparent to show we are spending with DEI, accessibility, and fiscal responsibility in mind.
- Tapping into alumni relationships to create internship opportunities and recruitment relationships; Alumni mentor programs where students are paired with alumni in fields of interest to the student.
- We should divide and conquer by dramatically increasing philanthropic support to fund student financial needs; dramatically increase governmental relations work with the State Assembly and Senate and Federal Congressional and Senate; dramatically change our involvement with the community to find ways to share resources and achieve costs savings.
- Cost-share and invest more in better utilization of existing resources.
- Provide expert support for fundraising; Provide incentives for engagement in these efforts.

CAMPUS RECOMMENDED GOAL 5:

» BUILD AN INSTITUTION OF INNOVATION

The COVID-19 pandemic highlighted the critical need for an institution to be agile, adaptable, and innovative in response to a quickly changing environment. In order to do so, the university must engage stakeholders in determining best practices in utilizing data, adopting technology, and streamlining processes that improve the efficiency and effectiveness of daily operations. A collective commitment to innovation would make CSUF a more effective organization and a leader of higher education, and in turn, be better recognized among the communities.

OBJECTIVE 5A:

Expand and advance technological usage and adoption

- "Enhance technology and infrastructure to meet the needs of staff and faculty to better serve our students."
- "Stay on top of new tech/improve the technical infrastructure of classrooms."
- "Renovate CPAC with state-of-the-art technology and design designed to fit the needs of the student body."
- "Be an innovative institution that provides instruction that is supplemented with the latest technology."

OBJECTIVE 5B:

Strengthen a culture of data-informed decision making

- "Assess new student experiences. Make sure transfers are included. Act on data collected to improve onboarding students – admission to registration fees...Create student services that can be assessed in non-traditional times for more students."
- "Diversity student success data metrics."
- "Data driven approach."
- "Enhance evidence-based, outcome-oriented assessment and data sharing practices across all divisions."

OBJECTIVE 5C:

Improve and streamline institutional processes towards an institution of innovation

- "Break down silos to increase cross collaboration, sharing resources, sharing knowledge, and sense of community."
- "An institution ready for innovation and change; build innovative processes for change; adaptive."
- "Have a unified and smooth new student onboarding process that does not have gaps and setbacks, make it possible for students to reach Admissions directly when they have a question, not "open a ticket" and wait. Same for financial aid."
- "Look for automation to help make workloads more manageable; Process modernization to make the workloads more digital and paperless."

» BUILD AN INSTITUTION OF INNOVATION (CONT.)

REPRESENTATIVE STRATEGIES (showing participant quotes):

- Flexible and thorough training for new technology, establish best practices for new tech and convey them to faculty staff (generative AI, LMS), make important apps available free of charge, ensure rollout of good and fast computers for faculty, renovate classrooms and replace chairs and tables, replace whiteboard with smart boards, add printer to each room accessible to faculty and students, add power outlets throughout classroom for students to power their laptops.
- Be willing to adapt to new technology that improves our performance/ Find ways to meet full funding needs for facilities so our building is equitable not piecemealed together.
- Create IP and patent policy and infrastructure.; Invest in software and programs to engage alumni and donors.; Pursue growth in sponsorships.
- Innovative diversified programming and course materials (e.g., 4-year BA/ MA program, 4+1 programs, certificates, continuous learning opportunities... Provide streamlined university-level support (including financial) for outreach strategies, actions, and implementations
- More collaboration across units; incentives collab; Cohort model...Pay higher wages to remain competitive...have cross disciplinary leadership to understand and learn more about other division.
- Depts work with IT to create the electronic forms and convert them over. Need IT staff to help with these forms.
- Partner with IT to create more equitable and accessible forms, processes; Streamline process for scholarships.
- New staff to receive a resource handbook; shared physical resources, a central source for table- cloths, centerpieces, step and repeats so that we're not all spending money on the same things
- Training in policies and procedure for all employees.
- Collegial governance and authentic consultation needs to be valued. Decisions should not be made without it. Decisions that have been happening in the last couple of years have made me wonder if CSUF really values these things.
- We must continue to learn, grow, adapt, and listen; and we must be able to show tangible results of that learning. I think a good amount of this work is already being done at the curriculum level, but we need to ensure we are recording and sharing these changes with the students and making sure these initiatives align with the ever-changing world that our students represent each term.

» BUILD AN INSTITUTION OF INNOVATION (CONT.)

REPRESENTATIVE STRATEGIES (showing participant quotes):

- Develop mindsets and aligning policies to pivot in times of crisis and opportunity; Become a learning organization – understand how important it is to continue to incorporate assessment and learning processes to refine and improve our processes continually; Always asking ourselves: what worked well? what could have been better? and incorporating changes into our policies and practices.
- Bureaucratic paperwork hinders effectiveness of programs (academic, EIP, etc.)..review all of the process and figure out how to streamline; clarify and simplify interpretation of compliance.
- Review current processes that students go through (registration, transcripts planning degree completion).
- Look for ways different processes can be linked to one another the way PeopleSoft links to Canva.; Ask staff where they feel processes could be streamlined, pick the 3 that come up the most frequently & start there.
- Use technology for more automation; Use technology to replace paperwork/ Update software and enable the platforms to communicate with each other; Invest in training on new systems.
- I think if as a University as a whole we can make streamlined, up to date changes, that will keep us growing in the right direction.
- Cross training with own offices.; Departmental “on the road” presentations-giving updates to the campus community.
- Specifically in Humanities and McCarthy, faculty and department offices and spread across floors in what appears to be an almost random pattern. Centralizing these offices and placing the department offices in easily accessible spaces will ensure students obtain the help they need, instead of facing the confusing roadblocks of inconsistent layouts and seemingly random placement of these resources.
- Simplify the evaluation process for part-time faculty. It is excessively time consuming. CSULB has a simple evaluation process for part-time faculty that CSUF can adopt and use. Recognize part-time faculty as vital components to the University in all areas.
- Reduce silos, introduce inter-department, inter-center activities.
- Establish scholarship center; HR should have customer service focus; Financials + budget procedures restructure.



CONCLUSION

When we began the journey to prepare for **Fullerton Forward: CSUF 2024-2029 Strategic Plan**, it was made clear that the plan is for all Titans, not just one person or a selected few. In order for the plan to be embraced by the entire campus community, **a thoughtful, systematic, data-driven approach** that engages all stakeholders, listens to their voices, and utilizes their collective wisdom to drive the Strategic Plan development is crucial. The REVIEW & REFLECTION process in Spring 2023 successfully embodied this approach, and laid out a solid foundation for the next stage of Strategic Plan development.

The multi-staged, multi-venue **REVIEW & REFLECTION** activities succeeded in engaging the broad CSUF community in cross-divisional and cross-discipline conversations about the past and the future of CSUF, as well as the immediate priorities we should focus on. **With over 5,100 participants and 3,500 responses, the perspectives are diverse, the voices are rich, and the data are complex.** Yet the synergy is clear – Titans are committed to the personal and professional success of all learners, the well-being and growth of our diverse faculty and staff, the institutional capacity and outreach to meet the needs of our internal and external communities, and the organizational readiness to embrace change and become a leader of higher education. We are ready to turn these commitments into actions in the next five years to move Fullerton Forward.

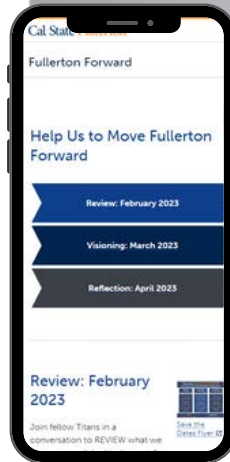
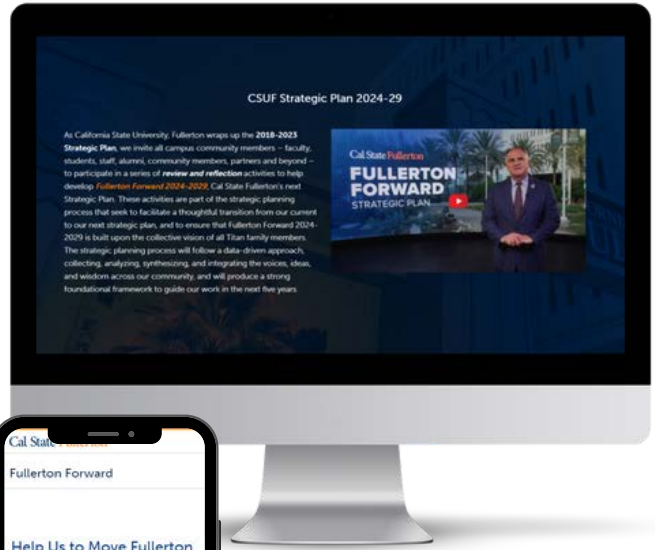
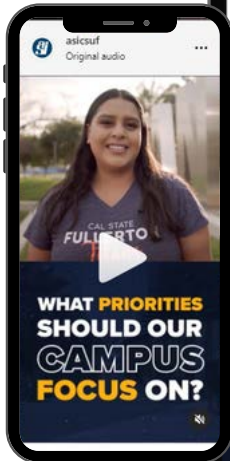
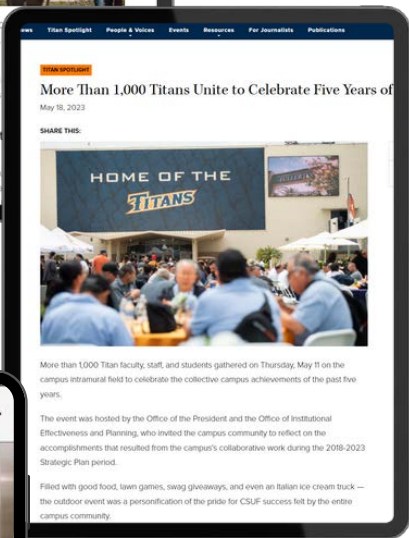
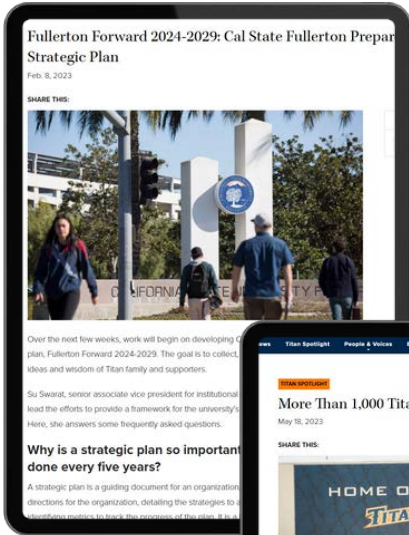
As the REVIEW & REFLECTION activities conclude, we enter the next phase of developing the next Strategic Plan. A **Strategic Plan Development Committee (SPDC)** has been established in May 2023, which will take a deeper dive into the data and findings described in this report, and further integrate and distill the information into a concrete plan that charts our way for 2024-2029.

The Strategic Planning process, including the REVIEW & REFLECTION activities and the preparation of the report, is facilitated by the **Office of Institutional Effectiveness and Planning**, with the help of many campus partners. Our sincere appreciation goes to the University leadership at all levels, the Division of Information Technology, the Division of University Advancement, the Associated Student Inc., and the Academic Senate. We also want to thank all students, faculty, staff and administrators who participated in the REVIEW & REFLECTION activities and provided feedback. You made this process a success!

If you would like to learn more about the Strategic Planning process or the data reported here, please visit the **University Strategic Planning website** at planning.fullerton.edu or contact data@fullerton.edu. More information regarding the Strategic Plan progress, as well as events and opportunities to get involved, will be provided at the same website as they become available. **We look forward to your continued engagement and support to move Fullerton Forward!**



APPENDICES



WEBSITE

The CSUF Strategic Plan website was revamped to serve as the central location for all information related to the Strategic Plan. Past plans and reports, as well as updates for the upcoming Strategic Plan, are all available at the website.

planning.fullerton.edu

SOCIAL MEDIA & NEWS COVERAGE

The REVIEW & REFLECTION activities were shared and promoted via the CSUF News and social media accounts.

ASI leaders also produced video clips that were disseminated via Instagram to encourage student participation.

MATERIALS PROVIDED AT THE REVIEW, VISIONING AND REFLECTION FORUMS



REVIEW February One-Pager



[2018-2023 Strategic Plan Highlights](#)



VISIONING March One-Pager



[Environmental Scan](#)



REFLECTION April One-Pager



[REVIEW & REFLECTION Findings](#)



VISIONING March Full Environmental Scan Report



[Exploring the External Environmental Factors to Support Visioning for the Future](#)



2018-2023 Strategic Plan Final Full Report



[Strategic Plan Final Report 2018-2023](#)

HOME OF THE



**Thank you to the faculty, staff, students, alumni and
community members who contributed to the
development of this report.**

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