

2016-17 Assessment Report on The Strategic Plan

Priority One: Enhance teaching and learning through best practices, innovative programs, and high impact experiences that attract talented and diverse students and contribute to retention, extraordinary learning, the development of the whole student, and lifelong success

Goal #1: Create and design services and programs utilizing best practices to educate and empower students for success		
Objectives	Metric/Outcome	Status
Objective 1: Establish new enhanced services through Cross Cultural and Gender Center (CCGC), Leadership Center and Off-Campus Student Program	<ul style="list-style-type: none"> ● Targeted outreach efforts and unique programming through collaboration between the Center for Leadership and the Cross Cultural and Gender Center (NPHC, program for underrepresented minorities, and designated affinity groups). ● Hired a coordinator of African American Program and Services (June 2017) ● Develop Multicultural Leadership program curriculum ● Repurposed the USU pavilion space for the off-campus students (Spring 2017) ● Creation of an Off Campus Student program and office to provide information/services addressing transportation, finance, wellness, and academic challenges. Utilization numbers will be tracked in 2017-18 	<ul style="list-style-type: none"> ● Ongoing ● Completed ● In progress ● Completed ● In progress
Objective 2: Create a centralized online one-stop shop concept for on campus student employment	<ul style="list-style-type: none"> ● Adopted the online HireFresnoState system to support campus student employment. 9,300 student profiles established in the system (Fall 2016) ● Promoted and processed campus student jobs through HireFresnoState. 76,000 student logins recorded and 2,912 employers posted jobs 	<ul style="list-style-type: none"> ● Completed ● Ongoing
Objective 3: Continue to develop the campus implementation of the new shared advising model, student success team action plans and other student success initiatives	<ul style="list-style-type: none"> ● Initiated a process for an external review and assessment of campus advising. Retained a team from NACADA: The Global Community for Academic Advising to conduct a review of our campus-advising model (Spring 2017) ● Appointed a task force to make recommendations addressing critical areas to improve campus advising (June 2017) 	<ul style="list-style-type: none"> ● In progress ● Completed
Objective 4: Strengthen a culture of academic integrity on campus	<ul style="list-style-type: none"> ● Educated campus community on the importance of academic integrity ● Developed marketing campaign on academic integrity 	<ul style="list-style-type: none"> ● Ongoing ● Ongoing
Objective 5: Roll out campus-wide student tool, My Degree Plan (u.direct)	<ul style="list-style-type: none"> ● Completed implementation of My Degree Plan (April 2016) ● Executed My Degree Plan - initial roll out (April 2016) ● New Degree Audit position posted to support the maintenance of the Degree Audit system (June 2017) 	<ul style="list-style-type: none"> ● Ongoing ● Completed ● In progress
Goal #2: Develop and implement comprehensive strategic plans to increase enrollment, retention, and degree completion of our highest-risk students		
Objectives	Metric/Outcome	Status
Objective 1: Establish strategic plans for Native American, African American and students who are parents	<ul style="list-style-type: none"> ● Tracked retention indicators such as persistence rates, academic status engagement in high impact practices and support services. Provided specialized, counseling, advising, peer mentoring, workshops and academic support (408 contacts through workshops) ● Increased the level of penetration in student support services and leadership activities by 10% for American Indian, African American and AB540 (Dreamers) students. Served 109 unique students through the Dream Success Center and 60 through the Office of Black Student Success ● Contracted study of students who are parents with plan to follow (2017-18) 	<ul style="list-style-type: none"> ● Ongoing ● Ongoing ● Ongoing
Objective 2: Provide supportive services for the growing number of undocumented students at Fresno State through the Dream Outreach and Success Centers	<ul style="list-style-type: none"> ● Hosted Dream Counselor's Conferences (September 6 and December 7, 2016) ● Assisted Dreamers with academic, personal, financial and other matters (541 contacts) ● Launched a peer mentoring program for Dreamers (140 student contacts) ● Created a website with information related to academics, legal issues, and financial aid (Fall 2016) ● Offered DACA and Immigration workshops throughout the year (188 students attended) ● More than 1,099 undocumented students successfully applied to Fresno State during the period of October 1-November 30, 2016 ● 252 dream applicants accepted their admissions offer to Fresno State and registered for Dog Days 	<ul style="list-style-type: none"> ● On going ● Ongoing ● Ongoing ● Ongoing ● Ongoing ● Ongoing ● Ongoing

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Goal #2: Develop and implement comprehensive strategic plans to increase enrollment, retention, and degree completion of our highest-risk students		
Objectives	Metric/Outcome	Status
Objective 3: Examine the American College Health Association Top 10 List of Academic Impacts to address and implement strategies for student success	<ul style="list-style-type: none"> ● Factors affecting individual academic performance and student success were tracked and assessed in students participating in Health Promotion & Wellness Services programming, and Peer Ambassadors of Wellness, compared to the general student population at Fresno State. Analysis is being completed during 2017-18 ● 1,584 participants received presentations of at least 50 minutes or longer in duration on topics including nutrition, mindfulness, suicide prevention, alcohol and other drugs, and bystander intervention ● WATCHDOG Safety Summit and CPR training had 108 participants, which was a 50% increase from the fall to spring semester. ● Participated in a study funded by the National Institute on Alcohol Abuse and Alcoholism. Fresno State students reported lower past 30-day drinking but more heavy drinking when compared to national data 	<ul style="list-style-type: none"> ● In progress ● Completed ● Completed ● Completed
Goal #3: Create proactive communication and programs to meet the unique personal, social, and financial needs of our students		
Objectives	Metric/Outcome	Status
Objective 1: Roll out campus-wide Project H.O.P.E. (Health, Opportunity, Prosperity, & Education), to provide students assistance with special support and resources	<ul style="list-style-type: none"> ● Project HOPE coordinator examined student cupboard monthly data and assisted high-use students with additional on and off-campus resources related to basic needs 	<ul style="list-style-type: none"> ● Completed
Objective 2: Promote wellness as a core value by enhancing collaboration with key University stakeholders	<ul style="list-style-type: none"> ● 60 wellness-related presentations made to key stakeholders, such as Athletics, colleges/cchools, and university departments, reaching 1,584 students/faculty/staff ● 37 QPR assessment sessions administered to 894 participants to identify warning signs of suicide and/or depression ● Nutrition/Body Composition Testing administered to 438 participants at the Rec Center ● The Partnership for a Healthier America Memorandum of Understanding was signed in April 2017 that demonstrated collaboration between Administration, Student Affairs and Academic Affairs to implement a campus-wide healthy campus initiative. As a result, a planning coalition was formed with representatives from across the campus to plan and implement this three-year healthy campus initiative (Spring 2017) 	<ul style="list-style-type: none"> ● Completed ● Completed ● Completed ● Completed
Objective 3: Redesign a communication plan to attract, recruit and enroll students	<ul style="list-style-type: none"> ● Increase yield and enrollment of targeted student population. ● Decrease summer melt. ● Completed initial review of admissions communication materials ● Developed new recruitment materials to attract students for the 17-18 recruitment/admissions cycle ● Designed newly enhanced division website 	<ul style="list-style-type: none"> ● In-Progress ● In-Progress ● Completed ● Completed ● Completed
Objective 4: Develop enhanced communication and education for financial awareness and literacy	<ul style="list-style-type: none"> ● Appointed a Money Management Task Force outlining future direction of program ● Produced a comprehensive report and recommended the establishment of a Money Management Center at Fresno State. 	<ul style="list-style-type: none"> ● Completed ● In progress

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Priority Two: Invest in a dynamic environment to attract, develop, and retain talented and diverse faculty and staff

Goal #1: Provide opportunities for growth to maximize skills for career development.		
Objectives	Metric/Outcome	Status
Objective 1: Offer a variety of professional staff/faculty development opportunities through Division of Student Affairs and Enrollment Management (DOSAEM) and University	<ul style="list-style-type: none"> ● The Professional Development Committee offered 34 activities/events to DOSAEM faculty/staff to engage in webinars, trainings, and seminars. In addition, the committee gathered faculty/staff feedback using Qualtrics surveys. <ul style="list-style-type: none"> ○ 225 staff attended the Professional Development Conference in January 2017 ○ 162 staff participated at the Spring Fling 2017 ○ 90 staff attended activities in Careers in Student Affairs Month ○ 62 staff attended six (6) TIPs seminars ○ 307 staff participated in 18 webinars 	<ul style="list-style-type: none"> ● Completed
Objective 2: Encourage participation in professional staff/faculty development opportunities	<ul style="list-style-type: none"> ● Tracked the number of staff engaged in professional development activities ● Professional development activities were marketed to the division, and departments were given funding to apply for relevant webinars ● 20 staff members presented workshops at professional conferences 	<ul style="list-style-type: none"> ● Completed ● Completed ● Completed
Goal #2: Work with Fresno State graduate programs to attract interns and graduate assistants to DOSAEM		
Objective 1: Establish a pipeline with graduate programs by developing opportunities for hands on experience	<ul style="list-style-type: none"> ● 67 graduate assistants/interns were hired/volunteered in DOSAEM programs and departments ● Graduate assistants and interns were enrolled in the following programs: Student Affairs and College Counseling Program; Psychology; Social Work; Clinical Rehabilitation and Mental Health Counseling; Marriage, Family & Child Counseling; Mathematics; English; Exercise Science; Sports Psychology; Higher Education and Leadership 	<ul style="list-style-type: none"> ● Ongoing ● Ongoing
Goal #3: Strengthen cultural competency among DOSAEM staff and faculty		
Objective 1: Increase participation in cultural awareness activities and provide opportunities and training	<ul style="list-style-type: none"> ● Facilitated five disability awareness workshops for 172 total participants (Fall 2017) ● Increased the number of NCBI team members by 30 (Summer 2017) 	<ul style="list-style-type: none"> ● Completed ● Completed
Goal #4: Recruit and retain diverse staff and faculty.		
Objective 1: Actively advertise and recruit in diverse professional publications and organizations	<ul style="list-style-type: none"> ● Increased diverse applicant pools and hires by advertising in multiple diverse publications 	<ul style="list-style-type: none"> ● Completed
Objective 2: Support staff and faculty by recognizing the value of their contributions to the division and the university mission	<ul style="list-style-type: none"> ● Annual Reports submitted by each department ● Eleven staff members received awards for outstanding service and contributions 	<ul style="list-style-type: none"> ● Completed ● Completed

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Priority Three: Align our physical and technological infrastructure to support a sustainable and welcoming campus environment

Goal #1: Evaluate and enhance current and future facilities to better serve our students.		
Objectives	Metric/Outcome	Status
Objective 1: Pass referendum to build a new student union and faculty center	<ul style="list-style-type: none"> ● Referendum to build new student union will be voted on in Spring 2017. Vote was held. Referendum did not pass. Consideration will be given to a new vote in Spring 18 	<ul style="list-style-type: none"> ● Completed/Ongoing
Objective 2: Update/remodel student service spaces to make them safer and more welcoming to students	<ul style="list-style-type: none"> ● Expanded space in 2016-17 for SI sessions to accommodate increased student participation and added 48 additional seats and capacity for 1,500 more student visits. 75% completion of expand space in the library for the Learning Center ● Obtained three additional offices for SI counseling space and doors and partitions for counseling area. Expected completion in Fall 2017 ● Remodeled Student Health and Counseling Center. Enhanced medical, counseling services space, and landscaping. ● Repurposed USU pavilion space for better services and welcoming spaces. Project will be finalized in Fall 2017 	<ul style="list-style-type: none"> ● Completed ● Ongoing ● Completed ● In progress
Objective 3: Fund and build new Career Development Center	<ul style="list-style-type: none"> ● Renderings completed ● Presentation made to President 	<ul style="list-style-type: none"> ● Completed ● Completed
Goal #2: Identify and develop the technology infrastructure to increase productivity and efficiency		
Objectives	Metric/Outcome	Status
Objective 1: Leverage technology to automate and streamline processes	<ul style="list-style-type: none"> ● Updated SAP policy & procedure and utilized the delivered SAP process, which has streamlined the process ● Updated and simplified verification process for staff to allow for faster turnaround. ● Implemented a student inquiry procedure to provide office with centralized location for student issues to be resolved and researched timely. ● Implemented auto packaging for Dreamers for 17-18 award year 	<ul style="list-style-type: none"> ● Completed ● Completed ● Completed ● Completed

Priority Four: Grow and develop collaborative and engaged community partnerships to increase support for students and the University

Goal #1: Develop and enhance collaborative campus and community partnerships to further student access, college readiness, student involvement and engagement.		
Objectives	Metric/Outcome	Status
Objective 1: Collaborate with campus and community partners to assist the division in providing services and programming to students	<ul style="list-style-type: none"> ● Through CAMP summer programs, 193 K-12 students from three counties and 56 districts participated in on-campus enrichment programs ● 2295 of prospective Native American and African American students visited campus (i.e. conferences, campus tours, etc.) ● Partnered with Fresno County Office of Education for the first Summer Character Honor Integrity Perseverance and Service Program for 70 African American Students ● 95 students representing 21 high schools attend the summer Central Valley Emerging Leaders' Summit 	<ul style="list-style-type: none"> ● Ongoing ● Ongoing ● Completed ● Ongoing
Objective 2: Develop a community partner communication plan	<ul style="list-style-type: none"> ● Tracked incoming donations for Food Security Project to create contact list. Food Security Project coordinator and Development director compiled list of donors and partners for Student Cupboard ● Develop Community Resource Guide comprising all partnerships and collaborations with local agencies, businesses and other entities. ● Enhance community partnerships to increase college-going rates for students in the region <ul style="list-style-type: none"> ○ Hosted the first Annual Lao Education Conference for 140 students with the Laotian American Community of Fresno ○ Planned the Si Se Puede Conference for more than 400 middle and high school students with the Association of Mexican-American educators 	<ul style="list-style-type: none"> ● Ongoing ● Ongoing ● Ongoing

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Objectives	Metric/Outcome	Status
<p>Objective 3: Increase major donor base to support New Union and Center for Leadership as large part of University Comprehensive Campaign</p>	<ul style="list-style-type: none"> ● Materials and prospect identification process for New Student Union contingent upon referendum passing. <ul style="list-style-type: none"> ○ Drafted marketing piece for student union developed. New marketing piece reviewed by Associate Dean of Student Involvement and VP DOSAEM ○ Maintained prospect list of 120 average – developed Top 25 list from highest likely donors ○ Over 180 contacts resulted in over 10 major gifts (\$10,000 and above) ○ 70% success rate for proposals submitted ○ Exceeded annual fundraising goal of \$1,100,00 by 25% reaching \$1,377,802 	<ul style="list-style-type: none"> ● In progress
<p>Objective 4: Collaborate with University Advancement marketing department to develop overall “Student Life Brand” in support of comprehensive approach to wellness encompassing initiatives from the Health and Counseling Center, the Rec Center and Student Involvement</p>	<ul style="list-style-type: none"> ● Established initial relationship w Kaiser Permanente, entity now assigned to me as a prospect (March Match Up, Tour of Student Health and Counseling Center) ● Collaborated with University Advancement and Technology Services to update and enhance Division website. 	<ul style="list-style-type: none"> ● Ongoing ● Completed
<p>Objective 5: Increase development team to increase capacity for resource development along with ensuring sufficient administrative support</p>	<ul style="list-style-type: none"> ● Received approval to hire second Development Director for Division of Student Affairs and Enrollment Management. Target hire date October 2017 	<ul style="list-style-type: none"> ● In progress
<p>Objective 6: Build support and partnerships around Central Valley Promise to increase giving for scholarships</p>	<ul style="list-style-type: none"> ● Engaged logical partners including Maya Cinemas, Chavez Foundation, and associated partners (Vallarta Markets, Fresno County Office of Education) 	<ul style="list-style-type: none"> ● Ongoing
<p>Objective 7: Build relationships and support for the identified fundraising priorities</p>	<ul style="list-style-type: none"> ● A total of \$1,467,060.80 fundraised in 2016-2017 <ul style="list-style-type: none"> ○ \$1,062,669 was raised toward scholarships ○ \$246,943 for Food Security ○ \$75,900 for Renaissance Scholars Program ○ \$39,000 for New Student Orientation (Dog Days) ○ \$25,240 for Dreame Outreach and Success Centers ○ \$7,500 for the Good Samaritan Fund ○ Additionally \$44,907 in various endowments, special events including \$11,194 for Civic Engagement and program support. ● Strengthened relationship with Planned Giving, Corporate & Foundation departments to increase giving to scholarships and DOSAEM projects for estate planning. Received over \$125K in 2016-2017. 2 large planned gifts realized in 2016-17 for nearly \$780K total ● Expanded corporate support for March Match Up by adding Kaiser Permanente as matching partner ● Expanded current relationships to manage moves toward larger gifts 	<ul style="list-style-type: none"> ● Completed ● Ongoing ● Ongoing ● Ongoing