California State University, Fullerton’s goal to become the model public comprehensive university of the nation is anchored by our success as a leading CSU, an intellectual and cultural center for Orange County, a partner in economic and workforce development, and a purveyor of equitable access to higher education for the ever-changing face of our communities and beyond.

I am proud of the collective efforts of the faculty, staff and students who are making this dream a reality, as evidenced by the many extraordinary achievements highlighted throughout these pages. Of course, as outstanding as these points of pride are, they represent only a snapshot of an ever-growing body of work that, over the past three years, has seen our six-year graduation rates go from 51 to 61 percent and a notoriously stubborn achievement gap drop from 12 to 9 percent.

Indeed, ours is a community of high academic standards and stellar student support services — one that respects and embraces all who come here. It is my hope that this issue of Titan Book leaves you with this same welcoming spirit and inspires you to continue to “Reach Higher” on behalf of all those who call this wonderful University home.

Sincerely,

Mildred García, Ed.D.
President, California State University, Fullerton
Our record of innovation and achievement in curriculum redesign, sustainability and supporting student progress have helped make us a go-to leader within the California State University system. We’re also an in-demand institution, particularly for California’s community college students, who year after year choose us as a top destination for their education. And nationally, we’re consistently ranked as a top public university in the West.

**NO. 5 IN THE NATION AND NO. 2 IN CALIFORNIA**
for being a top destination for community college transfers among four-year universities

No. 7 among **“TOP PUBLIC REGIONAL UNIVERSITIES”**
in the West and 37th among “Best Regional Universities” in the West

**STUDENT SUCCESS DASHBOARD**
Our Student Success Dashboard, heralded as a national model by the Lumina Foundation, allows us to remove artificial barriers and minimize the number of students whose graduation dates are unnecessarily deferred. The Chancellor’s Office praised it as a “breakthrough that is well worth emulating systemwide.”

**CENTER OF EXCELLENCE**
The Chancellor’s Office has recognized CSUF’s Supplemental Instruction Program as a model for other CSU campuses in an effort to boost student success. To expand the program systemwide, the University is serving as a CSU Center of Excellence for Supplemental Instruction.

Sources:
3. Washington Monthly (October 2015)
4. Leadership in Energy and Environmental Design program, U.S. Green Building Council; Facilities Planning and Management, Cal State Fullerton
Philip Janowicz understands the challenges some students face in making the grade in his rigorous organic chemistry course. The assistant professor of chemistry and biochemistry also knows that with a little help from their peers through the Supplemental Instruction (SI) program, they can achieve academic success and earn that college diploma.

The Chancellor’s Office has recognized Cal State Fullerton’s SI program as a model for other California State University campuses. In an effort to boost student success and expand the program systemwide, the University is serving as a CSU Center of Excellence for Supplemental Instruction, with Janowicz appointed the center’s interim director.

Supplemental Instruction, an initiative of the CSU Course Redesign with Technology program, provides students enrolled in historically difficult courses with extra academic support through peer-led study sessions. Janowicz’s role is to bring campuses together to share ideas and resources, and to devise a system to collect the same data to see the effects of SI across the CSU system. SI student leaders from Cal State Fullerton are training their CSU peers to become SI instructors.

“We’re proselytizing Supplemental Instruction to other CSUs,” says Janowicz. “Its impact has been well documented with proven results. Students are earning higher grades, persisting in their majors and graduating.”
We’re part of our community’s lifeblood — an intellectual and cultural center for Orange County and beyond. We’re a place of coming together, a place that adds depth to the human experience, a place where minds expand and opportunities flourish. From degree programs and symposia to exhibitions and performances, our impact is substantial and our responsibility great.

**PRESTIGIOUS ECONOMIC FORECASTS**
Mihaylo College’s annual and mid-year economic forecasts for the nation, Southern California and Orange County are extensively reported on and cited by media, and valued by business and government entities.¹

**PRESERVING ORAL HISTORY**
The Center for Oral and Public History maintains the largest regionally focused oral history archive in California, with more than 5,700 recorded interviews and related transcripts, photographs and other materials.

**TOPS IN ANIMATION**
CSUF’s College of the Arts is No. 11 among the top 25 Animation Schools and Colleges on the West Coast.²

**109 DEGREES OFFERED**
55 undergraduate, 54 graduate, including a doctorate in education and doctor of nursing practice

**PROUD TITAN ATHLETICS TRADITION**
Each year, Cal State Fullerton draws thousands of devoted spectators to Titan sporting events. Our NCAA Division I program has yielded more than a dozen national team championships across seven different sports. The Titan Athletics program is not only meaningful to our student-athletes and to a vibrant co-curricular life, but is a point of pride for the broader community.

Sources:
1. Several media outlets, including the Los Angeles Times, Orange County Register and National Public Radio
2. Animation Career Review
PRESTIGE IN THEATER ARTS
The Kennedy Center American College Theater Festival has named 10 CSUF productions regional finalists, with three productions selected for presentation at the Kennedy Center in our nation’s capital.

GRAND CENTRAL ART CENTER
Setting Grand Central Art Center apart from other gallery spaces in Southern California is the philosophy of art as a crucial part of the community — a philosophy that keeps with the center’s history of civic involvement and its birth as a cornerstone for Santa Ana’s Artists Village.

A Musical Legacy
Music programs have been an integral, accredited component of Cal State Fullerton since 1966, yet it wasn’t until the summer of 2014 that the College of the Arts’ Department of Music became the School of Music — one of only three within the California State University system.

Cal State Fullerton’s School of Music, the largest university-level music program in Orange County and one of the largest in the West, welcomes more than 400 undergraduate and graduate students annually with a full range of performance opportunities.

Internationally renowned soprano Deborah Voigt, Grammy-nominated clarinetist Joaquin Valdepeñas and Professor Robert Istad, Cal State Fullerton’s director of choral studies and the artistic director designate for Pacific Chorale, are among the many alumni who have made their mark in classical and commercial performance, and in teaching around Southern California, the United States and the world.

Music majors benefit from incredible opportunities to learn from and perform with faculty members whose high-caliber scholarship and reputation have allowed them to pave the way in the arts and entertainment scene in Los Angeles and around the world. Local and international opera houses, recording studios, music education programs and performance venues — including Cal State Fullerton’s Meng Concert Hall, which has been described as one of the finest 800-seat concert halls in the world — find our graduates in top form and flourishing in their field.
Knowing that California's future workforce is essential to a healthy economy, we continually assess and respond to the state’s evolving needs, earning the appreciation and respect of employers and students alike. And with every dollar invested in the University returning $5.15 to the state’s economy, learning at, investing in and hiring from Cal State Fullerton is a win-win-win.

CSUF’S STATEWIDE IMPACT
An economic powerhouse in Orange County and beyond, CSUF is an employer, a generator of economic activity and a provider of tax revenue.¹

A SUPERIOR INVESTMENT
For every $1 invested by the state in CSUF, it returns $5.15 to the state’s economy.¹

LOCAL JOBS, LOCAL IMPACT
Cal State Fullerton is Orange County’s seventh largest employer.²

TOPS IN HEALTH PROFESSIONS
CSUF is among the top 25 institutions in the nation awarding bachelor’s degrees to Latinos entering health professions and related programs.³

Sources:
1. Working for California: The Impact of the California State University,” ICF International (2010); excludes impact of alumni
2. Orange County Business Journal (November 2015)
CAREER SUCCESS
The Latino Communications Initiative develops an industry-ready workforce through courses and certificate programs in Latino-oriented communication studies aimed at succeeding in a Hispanic market with $1.3 trillion in purchasing power.

COMPREHENSIVE SUPPORT
A cluster of CSUF centers serve as resources for regional businesses, including the Center for Entrepreneurship, Family Business Center and Small Business Institute. CSUF also issues a highly regarded annual economic forecast.

A CHAMPION OF SMALL BUSINESS
CSUF is home to the region’s lead center of the Small Business Development Center Network, focused on empowering small business by advancing job creation, job retention and business expansion through expert consulting, effective training and access to resources. In addition, the University’s Center for Entrepreneurship operates a business incubator in Placentia.

Preparing Educational Leaders
The same month Nabil S. Abu-Ghazaleh assumed the top post as president of West Los Angeles College, he began his doctoral studies in community college leadership at Cal State Fullerton.

“I chose Cal State Fullerton’s doctoral program because its specific focus on community college leadership was important to me, as was the faculty’s breadth of academic engagement and professional leadership experience,” says the veteran educator, who graduated in January 2015.

Cal State Fullerton has a strong reputation for preparing high-quality teachers and educational leaders, explains Claire C. Cavallaro, dean of the College of Education. “We are proud of our innovative teacher preparation and graduate programs, partnerships with schools, and faculty-led strategic initiatives,” she says.

In addition to creating the education doctorate, the college has developed six fully online programs leading to a master’s degree, and was ranked No. 34 nationally in U.S. News & World Report’s “2016 Best Online Graduate Education Programs.”

The college’s centers promote teaching and research excellence, while its programs promote science, technology, engineering and mathematics (STEM) education, provide support for teacher specialists focusing on children with special needs, and develop school curricula that combine art, creativity and critical thinking. To train students with the skills to teach in an increasingly digital world, the college has been a leader in integrating technology into its teacher preparation programs.
A NATIONAL MODEL FOR STUDENT SUCCESS

We’re an emerging national model for how a public comprehensive university can boost graduation rates through thoughtful, far-reaching efforts to keep students connected to their education and empowered on their way to a degree. We’re committed to internships, faculty-student collaborative research, service in the community and a vibrant co-curricular life — high-impact experiences that make a world of difference in students’ academic journey.

CLOSING THE ACHIEVEMENT GAP
CSUF has been noted as a “model campus” for its explicit goal to cut in half the achievement gap between underrepresented students and their non-underrepresented peers.  

STUDENT SUCCESS TEAMS
Key to CSUF’s comprehensive approach to education are the graduation, retention and college career specialists that comprise the University’s student success teams, which help increase graduation rates, reduce the time to earn a degree and narrow the achievement gap among underrepresented students.

SUPPLEMENTAL INSTRUCTION
During the 2014-15 academic year, 280 course sections were supported by supplemental instruction, compared to 224 course sections in 2013-14. Since the institutionalization of the program in 2013, more than 9,000 students have had access to supplemental instruction.

RECORD HIGH GRADUATION RATE
Our graduation rate rose to 61 percent in 2015 — the highest in CSUF history.

G.E. PATHWAYS
The Pathways to Success program lets students focus some of their general education courses in six specialized areas: global studies; sustainability; food, health and well-being; power and politics; ethics and leadership; and science, technology and society. The program was launched in fall 2014; by fall 2015, nearly 2,000 students had participated.

Sources:
2. President’s Higher Education Community Service Honor Roll (2014)
DISTINGUISHED FOR COMMUNITY SERVICE
CSUF is one of only 110 institutions to be named with distinction to the President’s Higher Education Community Service Honor Roll — for the seventh consecutive year.

CARNEGIE FOUNDATION RECOGNITION
The Carnegie Foundation for the Advancement of Teaching has once again honored Cal State Fullerton for its distinctive community-engagement activities, making it one of only 361 institutions in the United States to hold the classification.

INTERNSHIPS
During the 2014-15 academic year, students completed 1,315,760 hours of course-related service — high-impact practices such as academic internships, fieldwork, practica and other activities that bring to life real-world applications to complement students’ studies.

Banking on Hands-On Learning
very time Cal State Fullerton’s student investment teams buy, sell and trade, they apply what they have learned in the classroom — using real funds to make real investments in the stock market while gaining invaluable experience in portfolio management and securities analysis.

Program graduates are making their mark in banking, securities and investment management firms and programs throughout California and the U.S., including Goldman Sachs, Edward Jones and Deutsche Bank.

“It was, by far, the best decision I have made in my college career,” says Kelsie Ornelas ’15 (above right; B.A. business administration – finance) of the investment program. “I gained in-depth knowledge of the capital markets and learned valuable financial analytical skills that are applicable to many finance-related jobs. I also learned how to work closely with teammates and navigate the recruitment process for finance jobs.”

Soon to come is Titan Capital Management, an investment management center that will enhance this educational experience by creating a lab similar to trading floors of major financial institutions. The space will mirror a real investment management operation and will double the number of students involved with the program.

Michael Milligan (above center), who teaches the two-semester, two-course program, stresses the importance of making the experience as realistic as possible to “bring students up to speed on what they will be dealing with when they begin their careers. This program has leveled the playing field for our students.”
A CENTER OF RICH DIVERSITY

We are nationally recognized for the diversity of our students, but the real pride we feel is knowing how that diversity enriches their educational experience. By learning from those with different backgrounds and perspectives, our graduates are strengthened, inspired and ready to excel in the workforce, in their educational pursuits and as emergent leaders in their communities.

NO. 1 IN CALIFORNIA and fifth in the nation among top colleges and universities awarding bachelor’s degrees to Hispanics

STUDENT ETHNICITY (exclusive of international students)

- American Indian: 0.1%
- Asian/Pacific Islander: 22.7%
- Black/African American: 2.3%
- Hispanic/Latino: 40.5%
- White: 25.4%
- Multi-Race: 4.6%
- Unknown: 4.4%

Sources:
1. Diverse: Issues in Higher Education (July 2015), based on data from the U.S. Department of Education
2. The Hispanic Outlook in Higher Education (May 18, 2015), based on data from the U.S. Department of Education
3. Office of Institutional Research & Analytical Studies, CSUF (Fall 2015)
State Fullerton President Mildred García has long advocated increasing faculty and staff diversity on campuses, recognizing how that diversity helps enrich students’ educational experience. She chose to address this topic as her keynote speech at last year’s fourth annual Deans’ Forum on Hispanic Higher Education, sponsored by the Hispanic Association of Colleges and Universities.

In her address, García pointed out that “diversifying faculty is an ongoing process … If you are serious about this, it must be an institutional goal with a plan that is intentional, consistent, measureable and holds individuals accountable.”

University leadership has to underscore why diverse communities and faculty are important, she added — not just for students to see individuals like themselves in positions of power and as role models, but also to emphasize that “when you bring together a diverse faculty to engage in our academic disciplines through their research, the research becomes richer, new discoveries are made and solutions to global issues are enhanced.”

Differing backgrounds and perspectives have long been part of the fabric of a Cal State Fullerton education. The University is No. 5 in the nation awarding baccalaureate degrees to underrepresented students. In 2014, Cal State Fullerton was selected as one of 10 institutions nationwide to participate in an American Association of Colleges for Teacher Education initiative that focuses on recruiting black and Hispanic males into teacher preparation programs.
We’re recognized as a “Best Bang for the Buck” university nationally, and as a top institution in the West for students graduating with the least debt. But our value is more than a sound bite — it is core to our founding principles. Delivering our wide range of educational offerings with tuition fees well below the national average is an achievement we hold high.

No. 7 among “Best Bang for the Buck” institutions nationally

Cal State Fullerton has the second-lowest percentage of graduates with debt among regional universities in the West.

A NATIONAL LEADER IN AFFORDABILITY, ACCESSIBILITY AND QUALITY

CSUF is one of only five institutions doing a good job serving low-income students among 1,200 four-year colleges and universities.

LOW STUDENT INDEBTEDNESS

<table>
<thead>
<tr>
<th>Source</th>
<th>Average</th>
<th>% of freshmen assuming loans</th>
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<tbody>
<tr>
<td>CSUF</td>
<td>$14,965</td>
<td>42</td>
</tr>
<tr>
<td>California Average</td>
<td>$21,382</td>
<td>55</td>
</tr>
<tr>
<td>National Public Four-Year</td>
<td>$25,902</td>
<td>60</td>
</tr>
<tr>
<td>National Private (Not-for-Profit) Four-Year</td>
<td>$29,657</td>
<td>64</td>
</tr>
</tbody>
</table>

Sources:
1. Washington Monthly (August 2015)
4. “Student Debt and the Class of 2014” and College Insight’s “The Project on Student Debt,” both from the Institute for College Access & Success
5. 2015-16 PayScale College Salary Report
7. College Scorecard, U.S. Department of Education
36% HIGHER EARNINGS
As just one assessment of student outcomes, CSUF graduates earn more than the national average.\(^5\)

- **CSUF graduates’ mid-career median salary**: $82,500
- **National mid-career median salary of graduates from public universities**: $60,500

LOW COST FOR STUDENTS\(^6\) (tuition and fees)

- **CSUF “net price” paid by full-time in-state undergraduates**: $2,538*
- **CSUF “sticker price” charged to full-time in-state undergraduates**: $6,440
- **National average public-university “sticker price” charged to full-time in-state undergraduates**: $9,410

* Estimate

Delivering ‘Best Bang for the Buck’

Cal State Fullerton continues to be among the nation’s “Best Bang for the Buck” universities, according to *Washington Monthly*’s annual rankings of “schools that do the best job helping non-rich students earn marketable degrees at affordable prices.”

CSUF is No. 7 in the West and No. 5 in California for “best value.” The University is cited as an example of schools that “deliver for their students big time.” This is the fourth consecutive year CSUF has been selected for the list.

“When I step back and reflect on the breadth and amazing quality of academic programs that we offer at our low cost of tuition, it’s truly remarkable,” said Shari McMahan, CSUF’s deputy provost. “It’s true that students have shoulder more of the operating budget as state funds have declined over time, but our organizational efficiency and the support we receive from both grants and gifts has sustained our strength. We do have challenges before us, but ‘value’ doesn’t begin to describe the Cal State Fullerton experience.”

*Washington Monthly* describes the “Best Bang for the Buck” ranking as “the best value for your money based on ‘net’ (not sticker) price, how well (institutions) do in graduating the students they admit, and whether those students go on to earn at least enough to pay off their loans.”

In the magazine’s separate “public good-based rankings,” CSUF is No. 23 in the nation and No. 6 in California among universities that award mostly bachelor’s and master’s degrees.

CSUF delivers 109 degrees at 46% below the national average cost of attendance at four-year public universities.\(^7\)
CAL STATE FULLERTON: AN OVERVIEW

FALL ENROLLMENT

Average High School GPA and SAT Scores of First-time Freshmen (SAT score reflects combined total of critical reading and mathematics scores only) (fall 2015)

OPERATING BUDGET

For the fiscal year ending June 30, 2016, the University’s annual operating fund was $369.9 million.

Revenue

- Tuition Fees: 51.5%
- State Allocation: 42.5%
- Other Receipts: 3.4%
- Non-Resident Fees: 2.7%

Expenses

- Salaries and Benefits: 71.6%
- Other Operating Costs: 15.0%
- Tuition Discounts: 13.4%
AN INTELLECTUAL AND CULTURAL HUB
Extending beyond our main campus to sites in Irvine, Santa Ana, Silverado and Garden Grove, we help create opportunity and a vibrant community life for all of Orange County.

**TITAN ALUMNI: 242,825 STRONG**

<table>
<thead>
<tr>
<th>Location</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Orange County</td>
<td>45%</td>
</tr>
<tr>
<td>Outside Orange County but within 50 miles of campus</td>
<td>28%</td>
</tr>
<tr>
<td>Elsewhere in California</td>
<td>10%</td>
</tr>
<tr>
<td>In the U.S. outside of California</td>
<td>13%</td>
</tr>
<tr>
<td>Outside of the United States</td>
<td>4%</td>
</tr>
</tbody>
</table>

1. Living alumni as of January 2016
2. Estimate

* Santa Ana is home to both the Grand Central Art Center and the John D. Cooper Archaeological and Paleontological Center.
** Zzyzx is home to the Desert Studies Center, a collaboration with other CSU campuses.
* Fullerton is home to our main campus and to the CSUF Center for Healthy Neighborhoods.

ENDOWMENT FUND VALUE
As of June 30, 2015, the endowment stood at $51,948,221.

PHILANTHROPIC SUPPORT
During the 2014-15 fiscal year, total gift commitments exceeded $17.5 million.
Titan Book is an annual celebration of the reach and impact of our remarkable university.

Enrolling nearly 39,000 students and offering 109 degree programs, we are a leading institution of the 23-campus CSU system and a top public university in the West.

We are proud of our role as an intellectual and cultural center for Orange County, a primary driver of workforce and economic development throughout the region, and an emerging national model for supporting student success through high-impact educational and co-curricular experiences, including faculty-student collaborative research.

We are consistently lauded for our enduring legacy as an exceptional value in higher education, as well as for our rich diversity that enhances the educational experience and prepares students to excel as emergent leaders in education, in their communities and in the global marketplace.

Every day, we are inspired and energized by our amazing learners and educators on campus — and our many alumni and supporters beyond — who continually show that Titans Reach Higher.
TITANS REACH HIGHER
reachhigher.fullerton.edu