



**STRATEGIC PLAN REPORT**  
2018-2023

Cal State **Fullerton**



*Titan: One who stands out for greatness of achievement.*

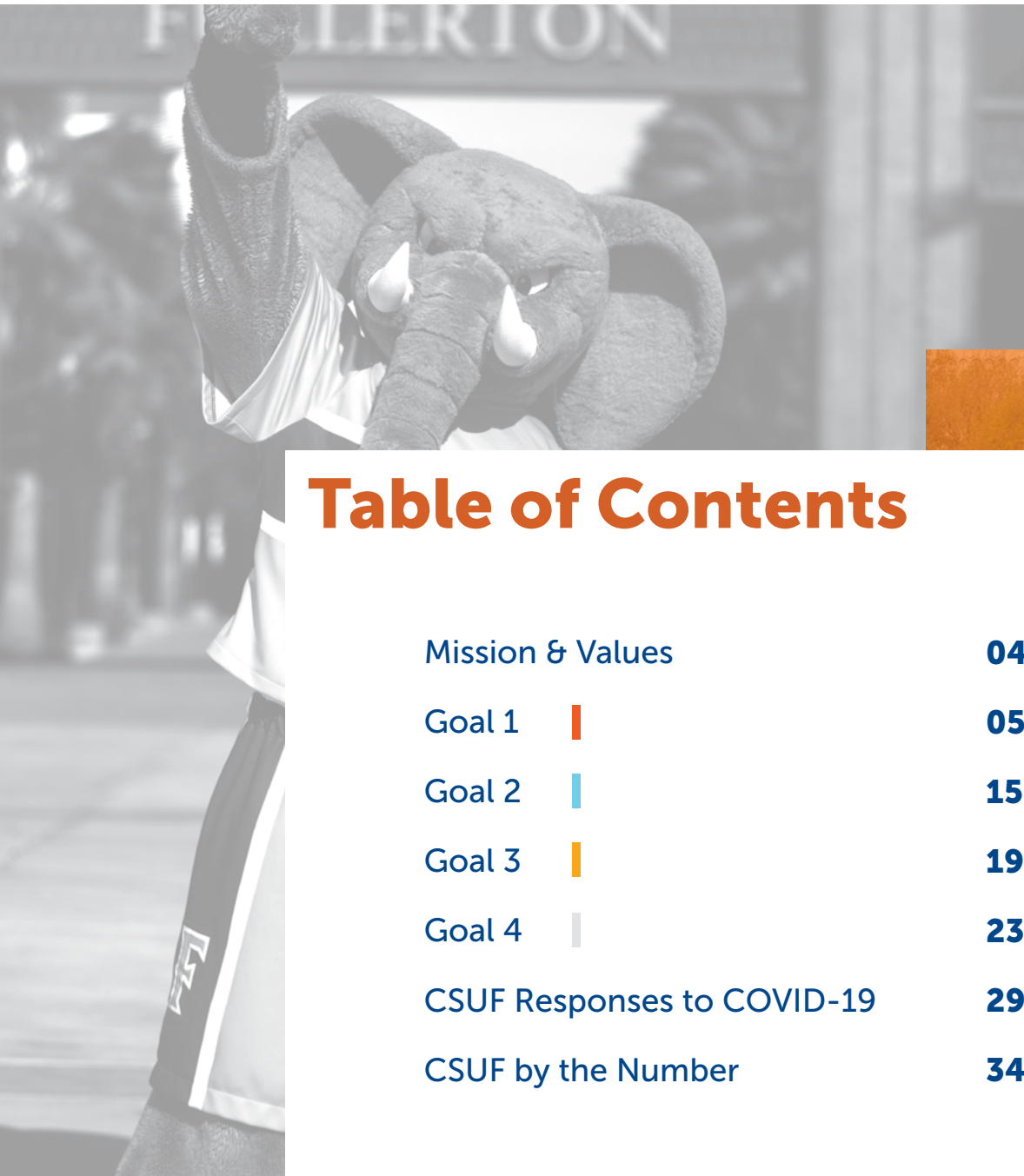
Five years ago, as I stepped onto campus for the first time as your president, I joined 40,000+ Titans to work towards the greatness of achievement. Specifically, we embarked on a journey to first define and then achieve the goals we set out for ourselves in the 2018-2023 Strategic Plan. We worked hard, took innovative approaches, and made significant progress toward: (1) providing a transformative educational experience for our students; (2) strengthening opportunities to support timely graduation and reduce equity gaps; (3) recruiting and retaining high-quality and diverse faculty and staff; and (4) expanding and strengthening our financial and physical capacity.

Five years later, I invite you to closely examine the greatness of achievement we have accomplished. Despite all the challenges the pandemic has imposed, we have reached record-high enrollment, record-high graduation rates for our students, record-high diversity and quality in our faculty and staff, and record-high philanthropy goals. We are recognized not only locally as a powerhouse for producing community leaders who shape the future, but also nationally for our commitment to broadening accessibility and embedding diversity, equity, and inclusion in every fiber of our being.

This 2018-2023 Strategic Plan Report offers a glimpse of the vast number of examples for our greatness of achievement. It includes progress on our collective goals, and highlights the strategies spearheaded by individual divisions, colleges, and units in support of these goals. Take a look and be proud. **We have, and you have, accomplished greatness of achievement.**

Handwritten signature of Fram Virjee in blue ink.

President Fram Virjee



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**#1** in CALIFORNIA  
to Enroll Transfer  
Students

CSUF Office of Institutional  
Effectiveness and Planning, 2021-22

# MISSION

California State University, Fullerton enriches the lives of students and inspires them to thrive in a global environment.

We cultivate lifelong habits of scholarly inquiry, critical and creative thinking, dynamic inclusivity, and social responsibility.

Rooted in the strength of our diversity and immersive experiences, we embolden Titans to become intellectual, community, and economic leaders who shape the future.



# VALUES

**Student Success:** We educate confident, innovative, and culturally competent Titans who continuously adapt to meet and exceed new workforce demands, social justice challenges, and community service opportunities.

**Scholarly and Creative Activities:** We cultivate and promote the collaborative exchange of ideas through rigorous academic and creative activities.

**Diversity, Equity, and Inclusion:** We commit to our rich diversity by increasing culturally proficient and equity-minded practices across all campus communities.

**Civic Engagement:** We encourage free expression, both as a right and a responsibility, and aim to inspire all Titans to be informed, active, and engaged citizens.

**Collegial Governance:** We embrace inclusivity, consultation, collaboration, and transparency to bring all Titans into the deliberative process that shapes our communities, challenges our beliefs, and addresses the needs of a diverse global society.

**Integrity:** We act from a foundation of ethical principles and through the cultivation of strong character.

**Service to the Region:** We provide a place and space for the region's current and future leaders to grow and develop in ways that inspire them to better serve our communities.



# GOAL 1

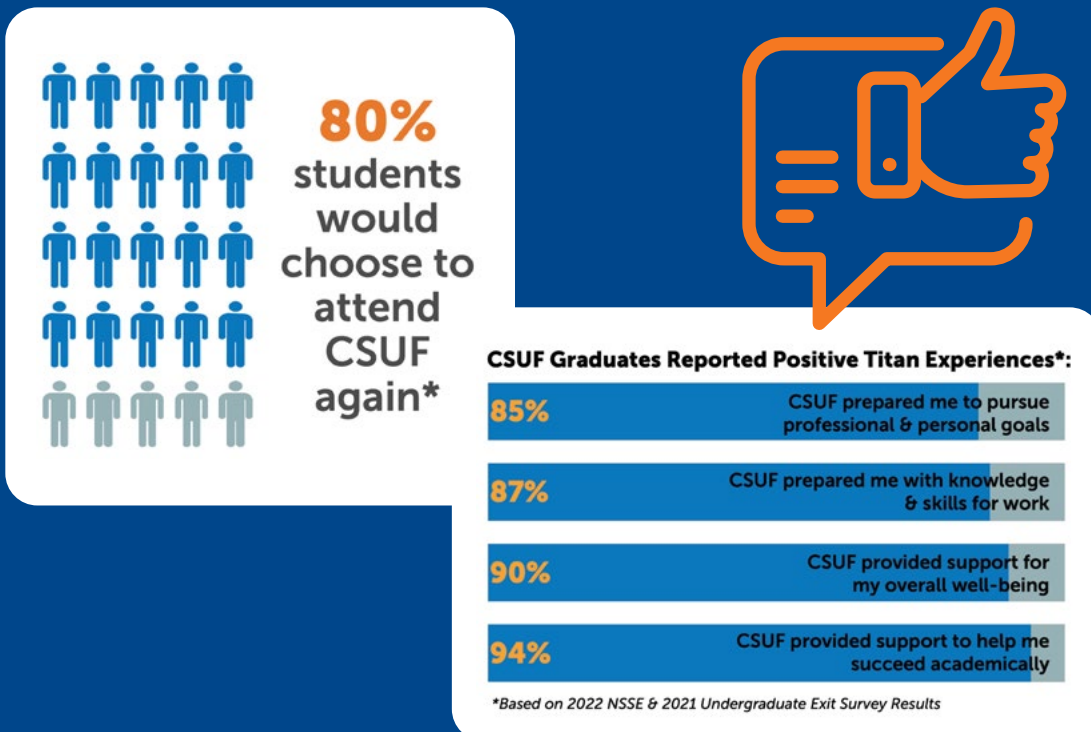
## Our Commitment to a Transformational Titan Experience

*Provide a transformative educational experience and environment for all students.*

Titan students are immeasurably enriched by immersive experiences and a robust array of services that support their well-being, provide a sense of belonging, and promote academic success. The many benefits from this institutional commitment — enhanced learning, retention, confidence, and affinity for the university — ensure Titan graduates are well prepared to excel in the workforce or in further education.

### OBJECTIVES

- Develop and broaden nationally recognized signature elements of the Titan Experience.
- Ensure all undergraduate students participate in at least three high-impact curricular or co-curricular experiences.
- Support and implement models that build increased cultural competencies.
- Develop and implement a model of comprehensive student health and well-being support services.
- Enhance the model of the Titan Experience, including student participation in events, student pride, and connection to the university.



- 1. Participate in Experience CSUF: Become a Titan



- 2. Wear CSUF colors on Titan Tuesday
- 3. Learn about a new culture by visiting Diversity Initiatives and Resource Centers (DIRC)
- 4. Meet the dean of your college



- 5. Take a selfie with Tuffy the Titan
- 6. Show appreciation to a campus faculty or staff member
- 7. Visit a faculty member during their office hours
- 8. Join a student club or organization through Student Life & Leadership (learn more at Discoverfest)



- 9. Take a picture in front of the Wooley Mammoth exhibit at the Titan Student Union (TSU)
- 10. Find parking in less than five minutes during peak hours
- 11. Carpool with a friend to campus
- 12. Enjoy a game of billiards or a round of bowling at the TSU
- 13. Hangout with friends at the TSU Grand Staircase
- 14. Establish your favorite spot on campus
- 15. Take a moonlit stroll down Titan Walk



- 16. Touch the foot of the Statue of David for good luck
- 17. Participate in Titan Welcome: Semester Kick Off
- 18. Take pictures in front of the TITANS sign by the TSU
- 19. Enjoy puppy therapy during finals through Counseling & Psychological Services (CAPS)
- 20. Donate to or use Associated Student Inc.'s (ASI) food pantry
- 21. Have a picnic on the lawn in front of the Engineering and Computer Science building



- 22. Go for a walk in the Fullerton Arboretum
- 23. Show your Titan spirit and join ASI for a tailgate before a sporting event
- 24. Climb or cheer on rock wall climbers in the Titan Recreation Center
- 25. Volunteer or participate in an ASI event



# 57 THINGS TO DO BEFORE YOU GRADUATE

- 29. Visit all three Starbucks on campus
- 30. Visit the CAPS Wellness Room or attend a workshop
- 31. Explore health and wellness services through TitanWell @CSUF students social media posts
- 32. Cheer on the Titans at sports events (students get into games for free!)



nothing gets you more hyped!

- 39. Say hi to President Fram Virjee when you see him on campus
- 40. Listen to President Virjee's CSUF podcast
- 41. Tune into Titan Radio or start your own show
- 42. Attend the Tuffy Awards

- 36. Find and apply for a scholarship @CSUFofficial on social media
- 37. Comment and reply to @CSUFstudents social media posts



- 52. Work out in the Student Recreation Center
- 53. Go for a stroll around Titan Intramural Field
- 54. Vote in ASI student-leader elections



- 55. Attend your college's week of celebration (i.e. Comm Week through the College of Communications, Arts Week through the College of the Arts, etc.)



- 56. Attend a performance at Clayes Performing Arts Center



- 57. Join the Alumni Association before you graduate

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Attend a First-Gen Week Event in the Fall Semester

- 43. Learn what it means to be a First-Generation College Student and/or attend a First-Gen Week event
- 44. Attend ASI's annual Spring Concert
- 45. Find and take pictures in front of College of the Arts sculptures on campus
- 46. Visit the art gallery at the College of the Arts
- 47. Register for YOU@Fullerton through you@fullerton.edu
- 48. Walk the Space Walk (Dan Black Walkway)
- 49. Dine at Titan Eats or another on-campus dining location
- 50. Apply for a student assistant job on campus through hr.fullerton.edu

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- 49. Dine at Titan Eats or another on-campus dining location
- 50. Apply for a student assistant job on campus through hr.fullerton.edu
- 51. Participate with classmates in One Book, One CSUF

- 33. Visit your college Student Success Center
- 34. Shop at Titan Shops



- 35. Use the Career Center to find an employment opportunity or fine-tune your resume



- 27. Relax or take a nap in the Pollak Library between classes
- 28. Get a coffee or snack from Aloha Java



## TITAN EXPERIENCE

Signature elements of the Titan Experience have steadily grown over the past five years. A wide range of activities and events are available to students, as summarized, for example, in the **57 Things To Do Before You Graduate** spearheaded by Student Affairs.

Each college also hosts signature events each year to encourage student campus engagement.



# COLLEGE STUDENT ENGAGEMENT EXAMPLES

The **College of Education** engages approximately 400 students through the **Titan Future Teachers** program. Through targeted workshops and focused advising, students gain direct access to information about teaching pathways and requirements, and engage with a community of future teacher peers across majors, backgrounds, dispositions, and career goals.



The **COLLEGE OF ENGINEERING AND COMPUTER SCIENCE (ECS)** provides transformative educational experiences through many signature programs and events.

## **ECS Ambassadors Network Program**

Students serve as ambassadors providing STEM outreach to the K-12 community and inspiring fellow ECS majors to explore the numerous opportunities the college provides.

## **ECS Entrepreneur Program**

Provides much needed support and guidance to students to develop an entrepreneurial mindset and help them transform their ideas into start-ups or marketable products.

## **Women in Computer Science and Engineering (WICSE) Learning Community**

Empowers ECS female students through academic and co-curricular support in areas such as career exploration, entrepreneurial process, wellness, and community building.

## **ECS Week**

A college-wide celebration that hosts events such as Student Club Fair, Scholarship Workshop, Meet the Dean event, Career Fair, Professor for a Day, and a Student Success Team "Meet and Greet".





## COLLEGE OF HUMANITIES AND SOCIAL SCIENCES (HSS)

### PASOS (Providing Academic Support & Opportunities for Success) Program

Provides targeted outreach to first-generation Latinx students in the form of resources, workshops, informational emails and academic advising. The program is intended to address academic barriers and to connect the students with the college.

Out of the **172** participants in 2021-22, **96%** of these students were retained in the following semester, and **76%** remained in good standing.



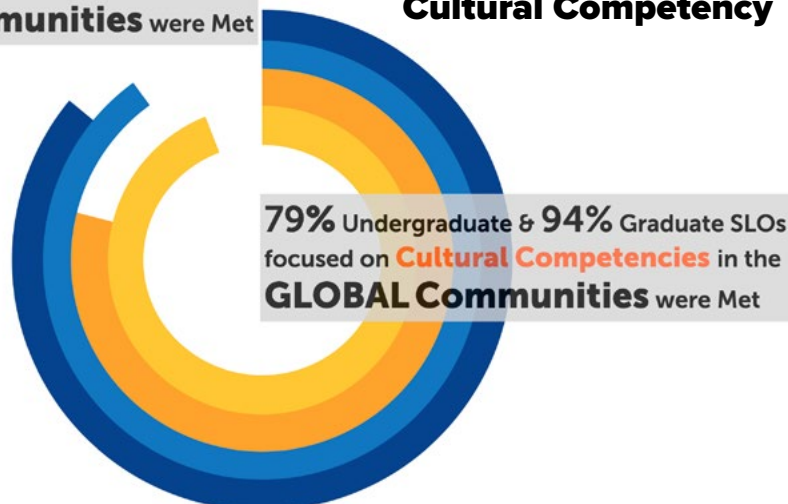
HSS has also developed a series of study abroad or study away opportunities, including Spring **Semester Abroad in London**, winter and summer **study abroad** programs, and spring and summer **Cal State DC program**. Nine to twelve programs are offered annually that engage 120-270 students.



**Extension and International Programs** developed the **Global Titan Ambassadors** program where study abroad alumni share information and promote study abroad.

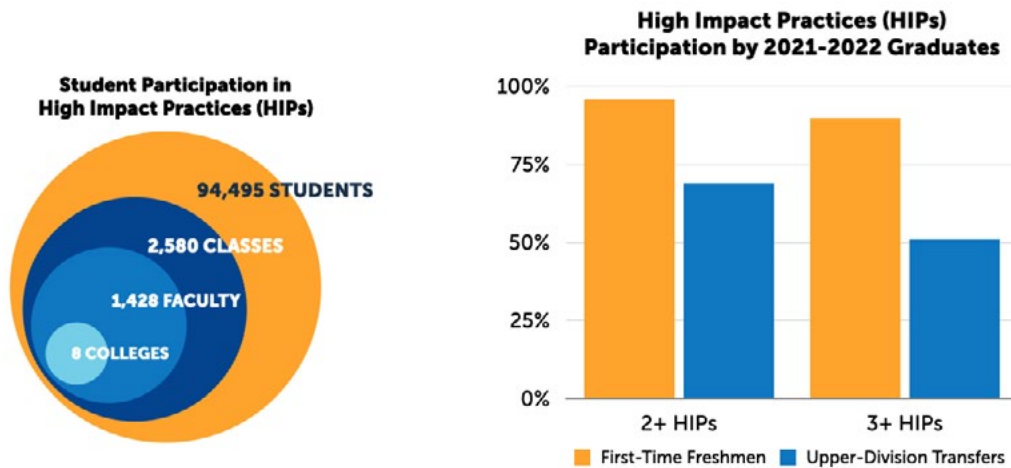
**86%** Undergraduate & **90%** Graduate SLOs focused on **Cultural Competencies** in the **Local Communities** were Met

**Student Learning Outcome (SLO) Assessment Data Demonstrate Student Development of Cultural Competency**



# HIGH IMPACT PRACTICES

High Impact Practices (HIPs) are transformational teaching and learning practices that facilitate deep learning by promoting student engagement. Defining characteristics of HIPs at CSUF include significant student engagement in terms of time and effort; substantive interactions with faculty or peers; frequent and meaningful feedback; experience with diversity, complexity, and change; reflective and integrated learning opportunities; and experiential learning.



## Learning by Doing

The **College of Natural Sciences and Mathematics** developed a student-focused document articulating the value of **undergraduate research**, and published nearly 20 student videos capturing current students' reflections on what they gained from participating in research. This effort is anticipated to lead to increased access to research experiences for ALL students.



Student participation in research, scholarship, and creative activities increased significantly over the past five years, resulting in **over 750 conference presentations**. The **Office of Research and Sponsored Projects** has funded 92 student projects totaling \$414K since 2021. An **Undergraduate Research Opportunity Center** was established to further support student engagement in research.

# NEW INTERDISCIPLINARY PROGRAMS

## Explore Core

Explore Core is a set of interdisciplinary General Education courses developed by faculty from multiple colleges. Every course consists of a series of connected modules, each representing the point of view of a different college on a particular topic. Complex topics examined in these courses include Migrant Lives, Teens in Trouble, Fear and Fantasy, and Truth.

## Southwest Asian and North African (SWANA) Minors

Launched in spring 2023, the SWANA Minor integrates coursework from economics, religious studies, modern languages, history, political science, and American studies.

## Bachelor of Arts in Urban Learning

Anticipated to launch in fall 2024, this new interdisciplinary program will prepare students to become educators who are committed to providing a just, equitable and inclusive education in schools. It will provide an exciting curricular path for students interested in earning a teaching credential in special education or elementary education.

## 2023 Orange County Sustainability Decathlon

CSUF students have been selected as one of the 18 teams in the 2023 Orange County Sustainability Decathlon. Selected teams will design and build a housing prototype that meets 10 sustainability criteria. This is an exceptional learning experience for students, and a fantastic opportunity for them to engage with faculty in collaborative problem solving for local and global environmental and economic challenges.

# STUDENT SUPPORT HIGHLIGHTS

**YOU@Fullerton**, a virtual, confidential wellness platform available to students 24/7, was launched in 2020 to help students succeed, thrive, and understand that they matter. In the past two years, YOU@Fullerton has totaled **104,564** site logins, **52,378** student registrations, and **1,801** faculty and staff registrations. The most frequently visited resources through the platform are: Mental Health is Health (Counseling and Psychological Services); CSUF Career Center; and CSUF Clubs & Organizations.

YOU@Cal State Fullerton

**52,378**  
Students Registered



**104,564**  
Site Logins



**Basic Needs Services**, launched in 2018, has continued to serve students experiencing an unforeseen hardship, emergency, crisis, or catastrophic event. Students in need receive housing and food assistance, emergency grants, and access to programming on a variety of topics such as financial wellbeing and apartment hunting. **CalFresh** was recently made available, providing grocery assistance to students in need.

The **Counseling and Psychological Services (CAPS) Liaison Program** makes counseling more accessible by providing counselors in the “home” spaces of specific student populations. The program has been expanded to support many student identity groups: African American Resource Center, Asian Pacific American Resource Center, Center for Scholars, Housing & Residential Engagement, Latinx Community Resource Center, LGBT Queer Resource Center, Male Success Initiative, Native and Indigenous students, SWANA (Southwest Asian and North African) students, Titan Dreamers Resource Center, and Veterans Resource Center. CAPS has also expanded to additional space in the Titan Hall, and opened the **CAPS Wellness Room**, providing space for students to focus on their holistic well-being.



CSUF’s Study Abroad and Global Engagement (SAGE) launched its first Diversity Virtual Resource Centers (DVRCs), **Black Global Titans**, in 2021 to celebrate National Study Abroad Day and Black History Month. **Global Titan Men** and **Global Titan Pride**, two more DVRCs, followed in 2022 to address the underrepresentation of men – especially men of color and men of trans experience – in global education. The next DVRC to launch will provide focused support for Native American and Indigenous Students.

A background image showing a group of students and staff at an outdoor event. In the foreground, a young man in a red shirt is focused on a task, possibly a science experiment, involving a small container and wooden sticks. To his left, a woman in a brown cap and a young girl in a red shirt with a 'DANGER! INTERFERING VIDEO GAME MY RESPONSIBILITY IN FOOD RESPONSE' graphic are looking on. The scene is set outdoors with a clear blue sky and other people in the background.

## CAREER CENTER

The Career Center prepares Titans for future career success by providing guidance, sharing resources, connecting with employers, and instilling confidence. In 2021-22, **13,987 attendees** benefited from **422 workshops and presentations**. **Ninety-eight percent** of employers reported satisfaction with CSUF students' job/internship performance. The **I AM FIRST** program started in spring 2020 to support and help first-generation college students develop confidence, self-awareness, and career readiness to fast-track their career and leadership development. To date, 5 cohorts and **198 students** have completed the program, and a total of **\$13,450** (as of winter 2023) has been awarded to students through the "micro-Internships" in collaboration with CEO Alliance of Orange County.

## CENTER FOR INTERNSHIPS AND COMMUNITY ENGAGEMENT (CICE)

CICE serves as a model to other CSU campuses and institutions across the nation. During the COVID-19 pandemic, CICE pivoted quickly to remote internships to ensure continued student participation and to support their learning and graduation needs. In 2022 alone, a total of **3,859 students** enrolled in CICE-related courses for academic internships, and these students provided **425,000 hours of service** in the community.

## ON-CAMPUS EMPLOYMENT

Led by the Division of Human Resources, Diversity and Inclusion (HRDI), the **student employment** program has been significantly enhanced over the past five years. Improvements include a dedicated student employee hiring specialist to support campus student recruitment and onboarding process, implementation of the CHRS recruitment module for all state-side student assistant positions, and a career path for HRDI student assistants to work in the HR field.

## ALUMNI ENGAGEMENT

Alumni engagement can be effectively gauged by the level of **alumni volunteerism** with CSUF. Efforts over the past five years centralized the engagement, tracking, and reporting of alumni volunteer activities. Tracked volunteer activities **more than tripled** from 2020 to 2022, and the number of unique alumni volunteers increased from 63 to **503** in the same two-year period.

# — STRATEGIC ENROLLMENT MANAGEMENT (SEM) —

Tremendous growth has taken place in Strategic Enrollment Management (SEM) over the past five years. The **enrollment planning** practices, led by the Office of Institutional Effectiveness and Planning, have been revamped to provide the campus with comprehensive, accurate, and timely data for projection and planning.



Two key SEM units – Office of Financial Aid and Office of Admissions – have been reformed both in terms of organizational capacity and operational processes. The **Office of Financial Aid** has done remarkable work around access and equity, preventing many students from disenrollment, and ensuring incoming students submit accurate financial aid packages on time. The **Office of Admissions** maintained a smooth admission experience for the applicants despite the pivot of admission requirements during the COVID-19 pandemic.



The **Outreach and Recruitment** team provides admission assistance to prospective Titans and their families from pre-prospect through enrollment. Numerous engagement platforms – in-person and virtual events, emails, social media, marketing and printed collateral, and phone banking – are utilized to provide consistent, high quality, and interactive experiences. In 2021-22, **10,616 attendees** participated in **53 in-person events** alone.



Specific efforts were spent to reach populations of prospective students vital to special populations recruitment, including targeting schools with 6% or higher African American/Black Student population and 1% or higher Native American Student population, expanding outreach to Latinx serving schools and LGBTQIA+ groups, and attending special population events such as the Latino College Expo, Super Sunday, the Native American Youth Expo, the Soboba and the Morongo Tribal TANF (Temporary Assistance for Needy Families) Resource Fair.

The **CSUF Signing Day** events are held during the spring semester at high schools in the partnership districts of Santa Ana, Fullerton, and Anaheim to celebrate students accepting their admission to CSUF.

**Experience CSUF: Become a Titan**  
attracted **12,500+ guests**  
in 2023.



## GOAL 2

# Our Commitment to Student Success and Completion

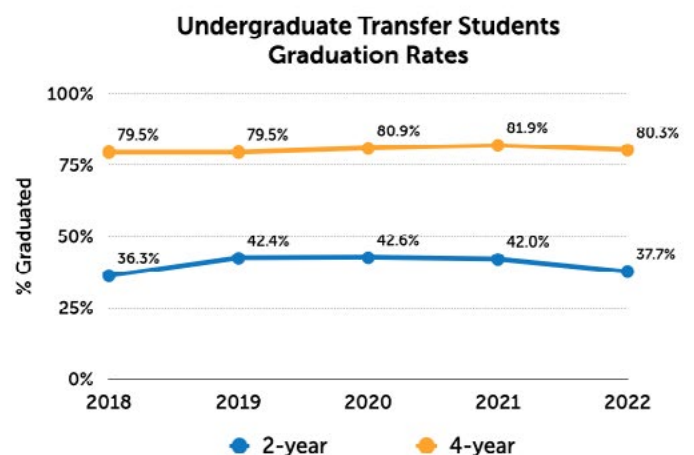
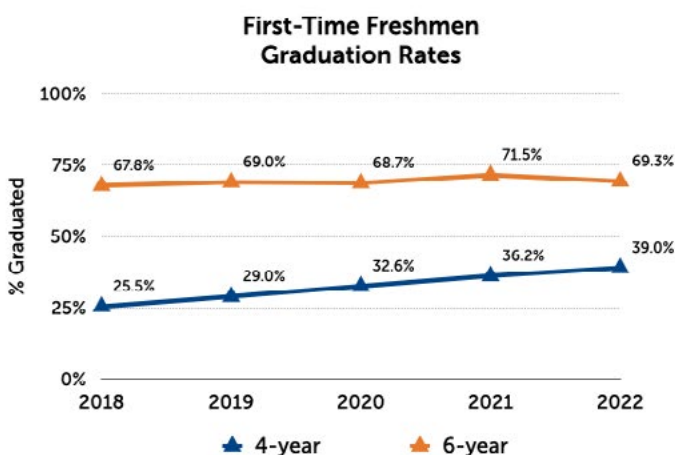
*Strengthen opportunities for student completion and graduation.*

Perhaps nothing is more central to our educational mission than providing equitable access to the opportunities and resources necessary for student success. Degree completion is one metric, albeit a fundamental one, by which student success is measured, and our commitment to supporting students in achieving that goal is interlinked with myriad endeavors that promote student success in all its forms.

### OBJECTIVES

- Achieve the following by August 2023:
  - 39% of first-time, full-time freshmen graduate within four years.
  - 72% of first-time, full-time freshmen graduate within six years.
  - 42% of undergraduate transfer students graduate within two years.
  - 83% of undergraduate transfer students graduate within four years.
- Eliminate equity gaps (underrepresented/non-underrepresented, Pell/non-Pell) for first-time, full-time freshmen.
- Examine existing measures for postbaccalaureate and graduate student success and completion, set benchmarks for greater progress, and develop recommendations to achieve those goals.

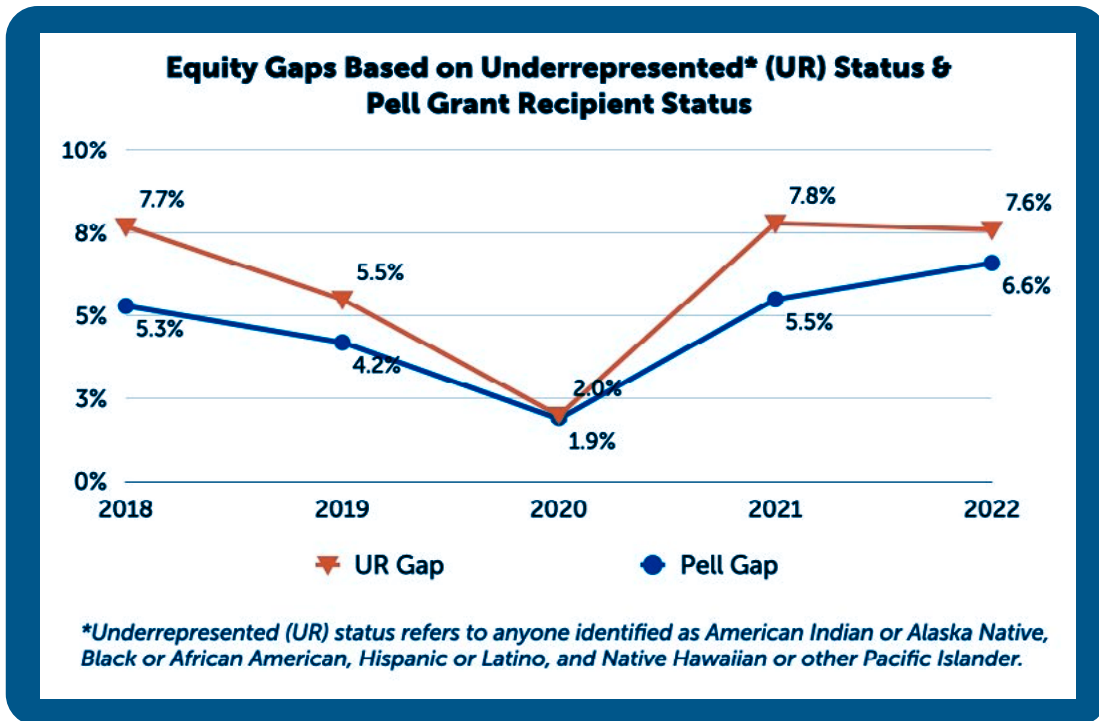
### First-Time Freshman 4-year Graduation Rate increased **53%** over the past five years.



# ELIMINATE EQUITY GAPS

~~ACADEMIC PROBATION~~

CSUF replaced the “Academic Probation” terminology with “**Academic Notice**” in fall 2021, responding to student feedback and research. To accompany the terminology change, the Academic Advising Center introduced the **RESET (Reimagining Educational Success for Every Titan)** program, a self-paced, empowering and reflective series of activities required for students on Academic Notice status. Of the 1,373 students who received “Academic Notice” and participated in the RESET Program in fall 2021, over **62%** sustained their eligibility or recovered fully to “Good Standing” by the end of the semester.



The **College of Humanities and Social Sciences** developed a **LiSY (Leap into Sophomore Year)** program to provide students who face an elevated risk of attrition with support structures to encourage their return to the second year. Through peer mentor support, community-building events, and personal academic advising, LiSY participants demonstrated stronger academic performance, and most impressively, a nearly **10 percentage points higher** 1-year retention rate than non-participants.



Through cross-campus partnerships, **Tuffy’s Graduation Scholars (TGS)** program was created as a four-year degree completion cohort program. TGS students received personalized and comprehensive advising support, as well as help to get involved in leadership, internship, student employment, community service, career guidance, financial assistance, and the support of a built-in community. TGS participants’ 2-year retention rates were **2-4 percentage points higher** than non-TGS students, and were projected to have higher graduation rates.



# FROM ORIENTATION TO GRADUATION



## TITAN ORIENTATION

Titan Orientation serves newly admitted students and welcomes them into their first semester. In spring 2020, Titan Orientation Programs successfully transitioned from a mandatory, in-person model to a mandatory, fully virtual model in response to COVID-19. Multiple virtual platforms were offered including Zoom activities and webinars, CSUF podcast “Talking with Titans”, a virtual book club, and a Discord server for students to connect before starting classes. **TitanOnDemand**, a Netflix type repository for videos, live chats, and live streaming related to all aspects of life at CSUF, was created and received overwhelming success, with thousands of logins and participants. The success of virtual offerings led to the adoption of a hybrid orientation model in summer 2022, where both transfer students AND first-time freshmen are allowed to select an orientation modality. In summer 2022, **4,369** students completed orientation through 23 in-person orientation sessions on campus, and an additional **5,249** completed online, resulting in nearly **94%** completion rate for incoming students. **Titan Welcome Weekend**, a new event started in August 2022, welcomed new students and their families to campus and gave those who completed orientation virtually the chance to familiarize and connect with CSUF. Approximately **4,500** guests attended the first welcome weekend.

**Four-year roadmaps** have been developed for all undergraduate programs, and the **Degree Planner** is being implemented. Curricular updates and course schedules strive to align with the roadmaps to support students taking higher unit load and making progress towards timely graduation. For spring 2023, there are **2,874** students using the planner.

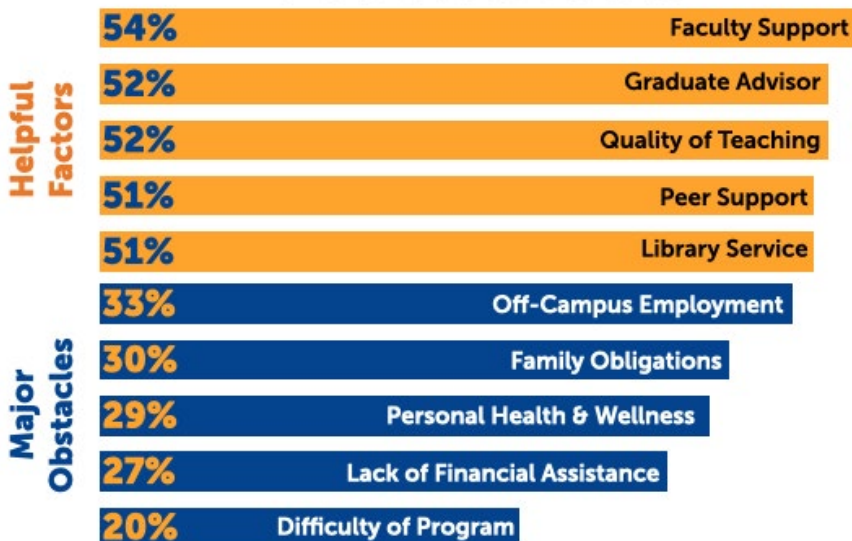
An improved college-based **advising model** is being implemented. The goal of the model is that, starting fall 2023, every new and continuing student will meet with their academic advisor at least once a semester to foster relational and holistic advising. The improved advising model (1) increases the number of advisors in each college as part of the student success teams, and in the Undeclared and Academic Advising Center, and (2) ensures consistent campus-wide advising practices through onboarding, training, and professional development.

# GRADUATE STUDENT SUCCESS



Major accomplishments were achieved in the past five years to support graduate student success. **Administrative barriers were removed** including the move to paperless approval processes, simplification of advisor requests process, and full implementation of Titan Degree Audit (TDA) for graduate students. Training and support for graduate advisors were improved to enhance advising effectiveness. The **Graduate Studies Center** received staffing and facility resources, and is now offering more student workshops and events including virtual student orientation for incoming students. The **Graduate Studies leadership** on campus was elevated from director to assistant vice president (AVP), with a faculty director reporting to the AVP. The AVP reports directly to the provost, an organizational change that places more importance on graduate education at CSUF.

## Helpful Factors & Major Obstacles to Graduate Student Success\*



\*Based on Fall 2021 Graduate Student Survey Results



# GOAL 3

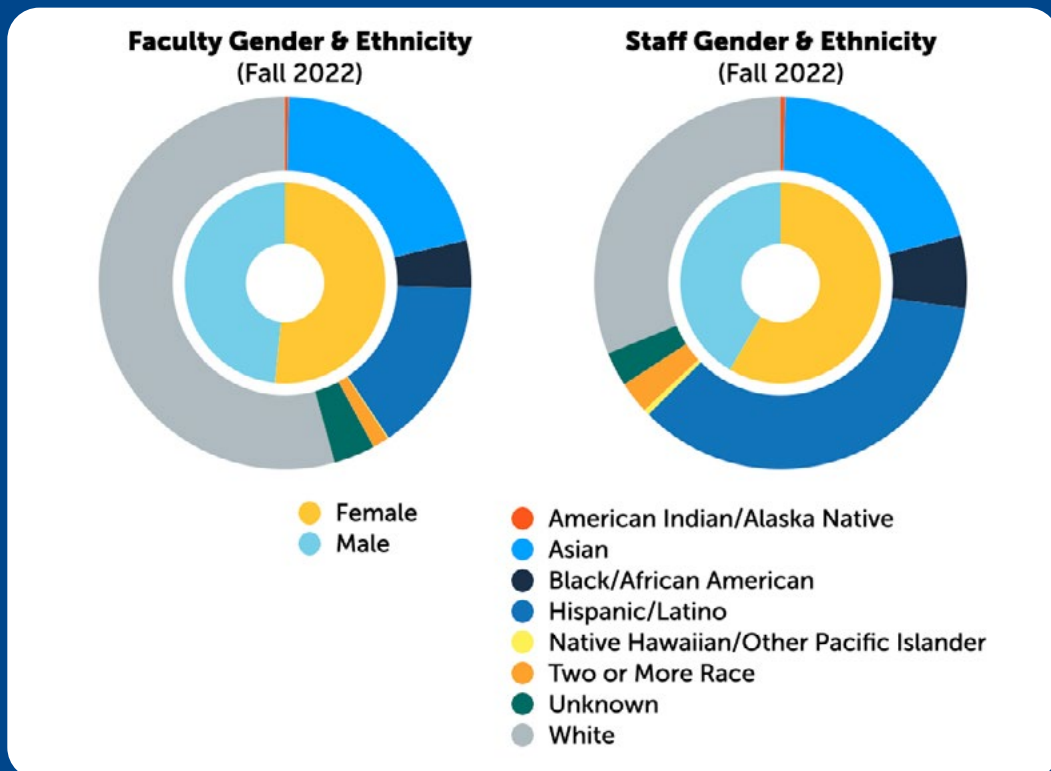
## Our Commitment to Faculty and Staff Diversity and Success

*Recruit and retain a high-quality and diverse faculty and staff.*

We value the abundant depth and breadth of diversity of our campus, and recognize the profound power gained from learning amid, supporting, and celebrating the multitude of backgrounds and perspectives here. Key to our success as an institution is elevating and infusing equity-minded practices in all that we do. We must also continue to recognize and uplift the vibrancy of our faculty and staff, as our students grow and achieve in an environment that is as diverse as they are.

### OBJECTIVES

- Assess the university climate and establish benchmarks for faculty and staff safety and sense of belonging.
- Establish and implement benchmarks to increase faculty and staff retention.
- Increase the number of tenured or tenure-track faculty, with concentrated attention to those from historically underrepresented groups, and report annually.
- Increase the number of full-time staff, with concentrated attention to historically underrepresented groups, and report annually.
- Assess, adjust, and enhance the effectiveness of current programs to support faculty teaching, scholarly and creative activities, and service.

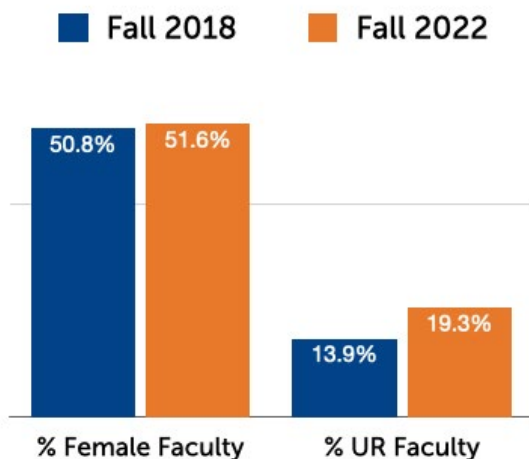


# RECRUITMENT PROCESS IMPROVEMENTS

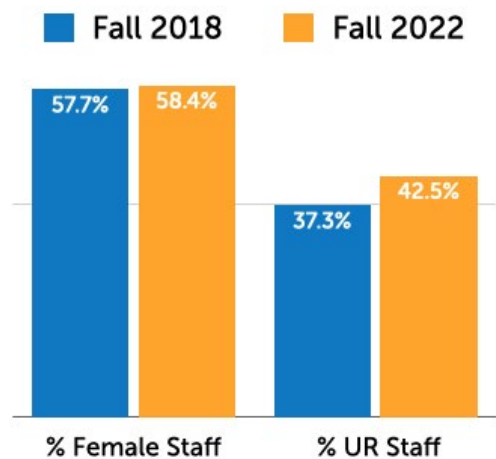
In support of the strategic goal of recruiting and retaining a high-quality, diverse faculty and staff, the **Conducting Equitable and Inclusive Search module** was created and implemented as part of the recruitment process. All search committee members must complete this module on equitable and inclusive search practices. **CHRS Recruiting** was implemented for all recruitments, allowing for a more robust recruitment process, more effective outreach, and improved candidate experiences. Additionally, all faculty and management applicants are required to submit a statement on their commitment to inclusive excellence, allowing them to share past and present contributions to and future aspirations for promoting diversity, equity, inclusion, and social justice.

To support faculty recruitment, the position of **Academic Diversity Officer** was created to ensure proactive recruitment initiatives, to further the compositional diversity of faculty, and to provide guidance and support to campus leaders to apply equity, diversity, and inclusion in all aspects of their work. The Diversity, Equity and Inclusion Programs (DIEP) have also collaborated with the Provost's Office and the departments to roll out significant changes to the faculty search process. These changes allow department search committees more time to engage in proactive recruitment, and to ensure all search documents are inclusive.

## Percentage of Female & Underrepresented\* (UR) Faculty



## Percentage of Female & Underrepresented\* (UR) Staff



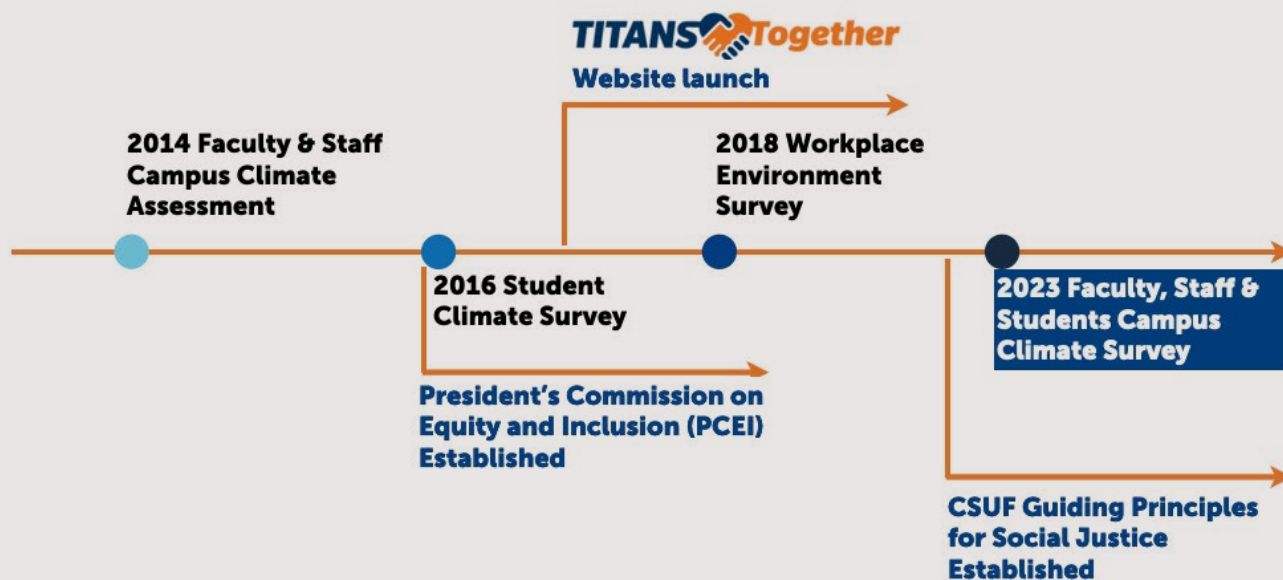
*\*Underrepresented (UR) status refers to anyone identified as American Indian or Alaska Native, Black or African American, Hispanic or Latino, and Native Hawaiian or other Pacific Islander.*

# A DEI CULTURE

HRDI has led several initiatives focused on building relationships and establishing a culture of diversity, equity and inclusion (DEI):

## Campus Diversity Mapping

A comprehensive examination of the policies and practices on campus regarding DEI efforts, which helped inform the focus of the campus climate survey (spring 2023).



### Diversity & Inclusion Leadership Academy

An in-depth experience integrating competency-building seminars, applied learning, and open dialogue sessions to strengthen participants' commitment to an inclusive campus climate.

### Titan Table Talks

A monthly dialogue event in which panelists speak on their personal and professional experiences related to themes that educate attendees on the impact of various social justice issues on certain cultural identities.

### One Book, One CSUF

Each year, CSUF chooses a book that explores themes of diversity, inclusion, and equity. Campus members come together throughout the year to share stories, invite dialogue, challenge perceptions, and build community.

### Faculty of Color Learning Community

A program that brings diverse faculty together to discuss issues they are experiencing, receive guidance and resources to address those issues, and serve as mentors for future generations of educators.

### Annual Inclusive Leadership Symposium

An event that focuses on concrete practices, approaches, and frameworks that assist leaders in their role as diversity change agents in building inclusive working environments.

### Social Justice Week

A week-long conference that first took place in March 2021 to engage the entire Titan community in learning activities and dialogue centered on social justice issues.

### The Talk

Created in collaboration with Strategic Communications and Brand Management, The Talk invites individuals to share their social identities and intersectional journey toward anti-racism.

### Inclusive Champion Certificate Program

A program dedicated to advancing racial equity and justice by creating opportunities for self-reflection, increased cultural competency, and awareness. Participants must complete eight courses and two unique engagement experiences, and 142 people have completed the program thus far.

# FACULTY AND STAFF DEVELOPMENT

## RTP CRITERIA UPDATE

The **Office of Faculty Affairs & Records (FAR)** worked with all 55 departments and academic programs to incorporate DEI into their retention, tenure, and promotion (RTP) criteria.

## TRACKING FACULTY SUCCESS

In collaboration with the **Office of Institutional Effectiveness and Planning**, FAR developed a public, cohort-based faculty success tracking mechanism to demonstrate the success of tenure-track faculty at CSUF.

## FACULTY LEADERSHIP DEVELOPMENT

The **Faculty Support Services (FSS) Leadership Development** program engages a group of 4-6 faculty each semester to gain professional and leadership skills, reflect on career and personal goals, and connect with colleagues. **Sixty-three** faculty have participated since its launch in 2017.

## STAFF DEVELOPMENT CENTER

A dedicated space was established to advance staff capacity for personal and professional growth and empowerment while promoting a sense of connection and belonging.

The **Office of Research and Sponsored Projects (ORSP)** supports faculty success by providing professional development opportunities, and increasing intramural funds to support faculty **research, scholarship, and creative activities (RSCA)**. Over \$144 million in grants and contracts were received during the 2018-2023 strategic plan period. Through initiatives such as the Junior/Senior and RSCA grants, ORSP Innovative Research Grant, Open Access Publication Fee Support, ORSP Faculty Travel Grants, and Scholarly Publication Support, nearly **\$3.82M** was provided to support **642** faculty's RSCA projects, **nearly doubling** the number from the previous strategic plan period. These efforts resulted in a total of **3,154 SCOPUS-indexed publications** in the past five years, a **28% increase** from the previous strategic plan period.

The **Equity Pedagogy Module (EPM)** is a two-part, online, asynchronous course created by faculty for faculty to introduce pedagogical practices that support ALL learners. It also establishes a shared understanding of the root causes of educational inequities and the importance of equity-minded instruction. More than **1,200** full-time and part-time faculty have completed the EPM 1, and **89%** of them reported being more confident in articulating the importance of **equity-minded instruction**.

Built upon the EPM 1 success, EPM 2 will have a more explicit focus on anti-racist teaching, and providing tools to engage in **anti-racist pedagogy**.

## GOAL 4

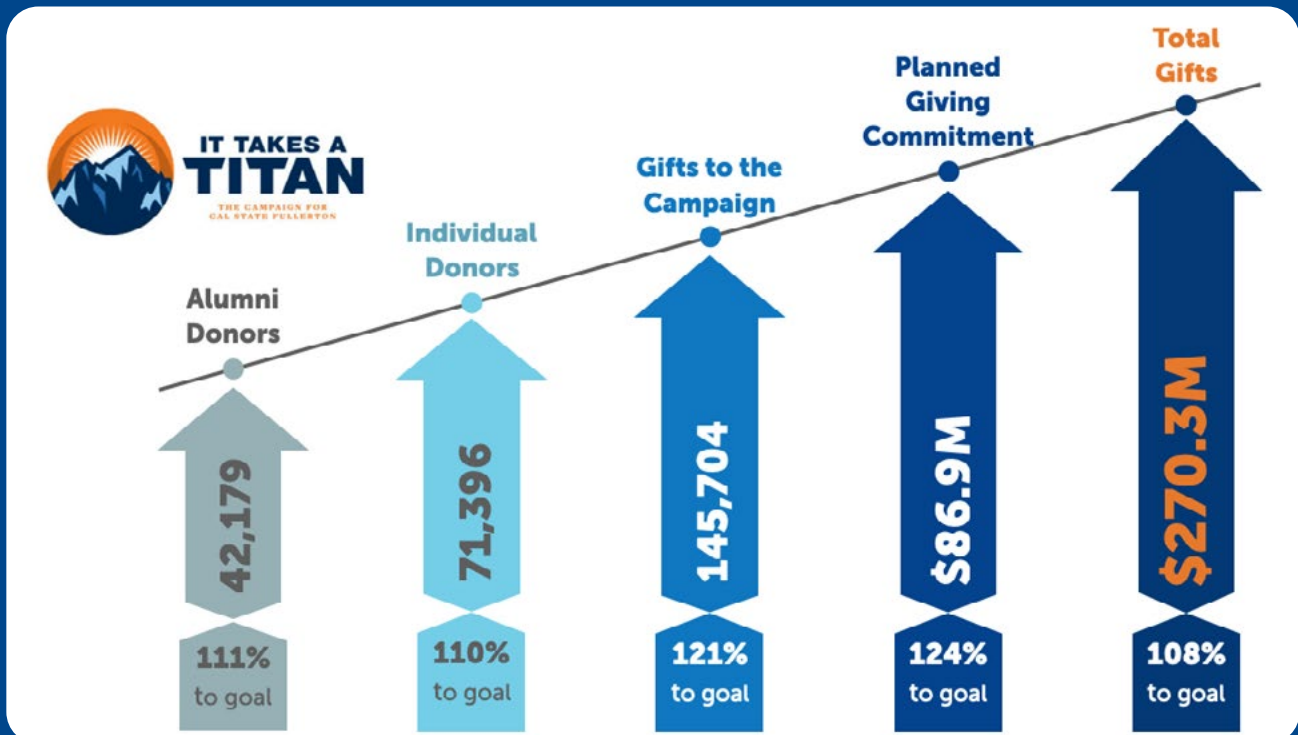
# Our Commitment to Our Learning Environment and Legacy

*Expand and strengthen our financial and physical capacity.*

In direct service to the educational mission of the university, we seek to maximize revenue opportunities and philanthropic investment in the institution, while also ensuring that our physical spaces best support and promote our learning environment and the evolving needs of the Titan community.

### OBJECTIVES

- Complete the institution's first-ever comprehensive fundraising campaign.
- Complete the creation of a comprehensive campus physical master plan that provides the framework for future development of the campus physical environment as of 2020.
- Complete the planned renovation of McCarthy Hall, Pollak Library, College Park, Titan Hall, athletic facilities, the promenade, and other buildings and facilities as needed, including the creation of spaces and places for communities of gathering and convening.
- Expand the university's self-support and entrepreneurial activities.





# IT TAKES A TITAN

## THE CAMPAIGN FOR CAL STATE FULLERTON

Over the life of the strategic plan, Cal State Fullerton completed its **first-ever comprehensive campaign** that ended up being the **third largest completed campaign in the history of the CSU**. Starting with a goal of \$175M, and increasing it three times to ultimately \$250M, the University finished with a total **over \$270M**.

Over the course of the campaign, the University implemented a series of innovations that attracted the attention of campuses across the country such as our all-volunteer Campaign Congress as well as the development of our auxiliary goals.

**It Takes a Titan: The Campaign for Cal State Fullerton** was the development of a series of auxiliary goals. These auxiliary goals - ranging from the number of gifts, the number of individual and alumni donors, to the number of planned giving commitments – were created to develop a **culture of philanthropy** on campus where everyone would find a place of impact.

The planned giving goals also provided an incentive for individuals to place the University in their estates and create a legacy that will help Titans for decades into the future.

### TOWARDS A CULTURE OF PHILANTHROPY

The most significant tool to create a culture of philanthropy was the development of **#TitansGive Day of Giving**. The program started just days after the beginning of the pandemic in March 2020, yet was still able to raise almost \$240K with 663 donors. In March 2023, the program grew to have almost 150 areas of the campus rallying their stakeholders to give. These “cheerleaders”, which include faculty, staff, and students, encouraged **2,239 donors to give nearly \$528K**, a remarkable success.

Another intentional effort included in the “It Takes a Titan: A Campaign for Cal State Fullerton” was to create opportunities for all members of the CSUF Community to have meaningful naming opportunities on campus. **Over 230** donors paid for engraved messages on **tiles** and **over 40** donors paid for **trees or study nooks**. A similar tile campaign was initiated at the Golleher Alumni House that resulted in 35 tile messages purchased. These efforts allowed a stronger affinity for CSUF to flourish, and facilitated the creation of a culture of philanthropy on campus.

### MACKENZIE SCOTT - DAN JEWETT GIFT

In June 2021, CSUF was awarded an unrestricted **\$40 million gift** from philanthropist McKenzie Scott and her then husband Dan Jewett. Given that Ms. Scott is considered one of the most sophisticated philanthropists looking to support the most impactful institutions in the US, the gift undoubtedly validates our collective accomplishments. Upon consultation with diverse constituencies (e.g. students, staff, faculty, donors), and in order to honor the donors’ wishes to create immediate impact and to maintain a long-term legacy, the gift funds are allocated to support the Titan student experience, academic offerings, faculty- and staff-led programs, campus-wide initiatives, and a matching gift program to compound the long-term impact of the gift.



# COMMUNITY & ALUMNI ENGAGEMENT

## INCREASED FUNDING FROM FEDERAL, STATE & COUNTY SOURCES

Over the life of this strategic plan, Cal State Fullerton was able to work with our legislators to secure **over \$180M in public funds** to enhance the mission of CSUF. These funds, which came from federal, state, and county sources, supported a range of projects around campus such as the Titan Gateway, the Engineering and Computer Science Innovation Hub, affordable student housing, the Center for Healthy Neighborhoods, and the Arboretum. This advocacy for public funds compliments the work of gaining philanthropic investments into the university.



## ALUMNI AMBASSADORS

As part of the “It Takes a Titan” campaign, the **Campaign Congress** includes **over 160** representatives of students, faculty, staff, emeriti and community supporters who serve as “**ambassadors**” for the campaign, not only lending major voices to tell the campaign story, but also to support the growth of the philanthropy culture at Cal State Fullerton. Since 2020, the Congress has tirelessly conducted outreach through multiple venues for the campaign, and is a significant contributor to the campaign’s success.

## DISNEY ASPIRE

In spring 2022, Cal State Fullerton established a partnership with **Disney Aspire**, the Walt Disney Company’s education investment and career development program. The program offers 100% paid tuition for hourly full-time and part-time Disney employees. CSUF is the first school within the CSU system to be part of this program. The program also reimburses participants for applicable books and fees, provides individual student success coaching, and enables program graduates to prepare for career growth through the Disney Aspire Alumni Association and other extensive postgraduate support. Currently, **more than 3,400** students are enrolled through this program. This partnership, led by the Division of Student Affairs, is another example of how CSUF engages with the local communities to remove barriers to higher education and support social mobility.



## POST-GRADUATION SUCCESS

CSUF contracted with **Lightcast**, a leader in employment and labor market analytics, to track alumni post-graduation success. The effort thus far has matched over 20,000 alumni who graduated from CSUF between 2010 and 2020, and identified their education-to-career paths. **Seventy-three percent** of these alumni are employed in the fields in which they received training, and 79% reside in the nearby regions. **University of California, Amazon, the Walt Disney Company, Kaiser Permanente, and the County of Orange** are among the top companies that employ CSUF alumni.

## PHYSICAL & FINANCIAL CAPACITY

### PHYSICAL MASTER PLAN

Following two years of collaborative work involving broad campus communities, the **CSUF Campus Master Plan** was completed and approved by the Board of Trustees in July 2020, a framework that guides the future development of the campus physical environment. The master plan is focused on five interconnected areas: **Learning, Connection, Values, Identity, and Activation**. As part of the master planning process, an Environmental Impact Report was also completed, addressing the environmental effects of implementing the proposed Campus Master Plan.

### BUILDING RENOVATION

Approximately **\$266 million** in major capital projects were completed during the 2018-2023 strategic plan period: Pollak Library south renovation/tenant improvements; fire lane, promenade and quad renovation; eastside parking structure north; student housing phase 4; McCarthy Hall second floor renovation; baseball and softball facilities improvements; electric boiler additions; KHS pool replacement; chiller replacement; and underground electrical upgrades. Additionally, construction for the **Visual Arts Complex Modernization** is underway, and planning is ongoing for the Physical Services building, the ECS Innovation Hub, the Science Replacement Lab building, and the Titan Gateway (pedestrian bridge).

### THE PROMENADE

Born out of the need for a code-compliant fire lane, the Promenade became more than just a pathway. Extending from the new CSUF gateway, the Promenade offers **115 seats** for outdoor learning, gathering, and collaborating, and is completed with decorative lighting and expanded Wi-Fi coverage. Additionally, a new-and-improved Starbucks plaza, east of the Pollak Library, also received new landscaping and outdoor seating, marking the north end of the Promenade.

### ON-CAMPUS STUDENT HOUSING

New dorm facility immediately south of the Gastronome was added in fall 2022 that provides housing accommodations for **600** students. The new facility increases the on-campus student housing capacity to **2,200** residents. The suite-style rooms contain four double-occupancy rooms, two bathrooms and a small kitchenette. Each floor also provides activity and study spaces for all to enjoy.



### AQUATIC CENTER

Cal State Fullerton Athletics completed the \$8.1-million modern 53-meter pool in spring 2022. **Women's water polo** is the first program to use the pool which started its inaugural season in January 2023. The men's team will begin competing in the fall of 2023. The Aquatic Center is also used by Kinesiology and Health Science (KHS) for instructional use, and available to faculty and staff for open swim daily.

### OUTDOOR TOUCHDOWN SPACES

To support the health and safety of all Titans, **15** outdoor "touchdown" spaces are created for students, faculty, and staff to study, gather, and collaborate. Each space is designed to have outdoor tables, seating, shade, and power outlets for charging mobile devices and laptops. Power poles with Wi-Fi boosters are added to maximize functionality and connectivity. The spaces, providing **561** seats in total, are strategically planned to be near academic buildings and classrooms. These spaces are created to be functional, versatile, low maintenance, and durable for years to come.

## CENTER FOR EQUITABLE DIGITAL ACCESS

In partnership with the Pollak Library, the Division of Information Technology led the creation of the Center for Equitable Digital Access (CEDA), where all students have equal access to technology. By making technology available and providing the needed trainings, CEDA bridges the digital divide for all students by ensuring device access through either the CSUCCESS initiative or the TitanWare program. These devices serve as the center of the **digital ecosystem** at CSUF, and support the need for curricular instruction and co-curricular activities.

## DIGITAL SIGNAGE

To facilitate campus communication and engagement, the Division of Information Technology commenced an ongoing effort to install outdoor and indoor digital signage. The digital signage content is dynamic, pertinent to the specific campus community of the area where the signage is located, and adaptable to support the communication needs of the relevant academic and administrative units.



## SELF-SUPPORT REVENUE INCREASE

Led by Extension and International Programs (EIP), self-support revenue increases were realized through responsiveness to regional labor needs, meeting the demand for shorter duration programs, and effectively pivoting to virtual delivery. For instance, the gross revenue from the online Certificate in Geographic Information Systems **more than doubled** from 2018 to 2021 (from \$61,994 to \$128,853), and the Teacher Induction Program's gross revenue **grew by more than 35%** from 2019 to 2022 (from \$414,252 to \$567,450). Expanding the support to student success, the Bachelor of Arts in Business Administration Online Degree Completion Program grew **over 25%**, and the pivot to virtual instruction resulted in gross revenue increases for both winter and summer sessions.

## CSUF RESPONSES TO COVID-19

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The 2018-2023 strategic plan could not have foreseen the COVID-19 pandemic, which presented tremendous challenges to CSUF (and many other institutions). Dire circumstances called for swift and effective measures to ensure minimal interruption to student success, campus operations, and employee wellbeing. Many heroic actions and creative strategies were developed and implemented that enabled CSUF to achieve this goal.



## ACADEMIC AFFAIRS

- Led the swift pivot to virtual instruction in March 2020.
- **Faculty Support Services (FSS)** created a one-stop “shop” to assist faculty with the quick transition.
- **Online Education and Training Center (OET)** created an easy process to connect faculty with instructional designers, and over 200 guides for Canvas and its campus-integrated external applications.
- **Faculty Development Center (FDC)** offered robust professional development programming to support teaching and learning in the virtual environment, which supported over **1,300 faculty** from June to December 2020 alone.
- **Faculty Affairs & Records (FAR)** implemented 47 probationary period extensions for tenure-track faculty due to COVID-19 challenges.

## STUDENT AFFAIRS

- Implemented support services, educational opportunities, and engagement channels for students through **virtual modalities**:
  - Online health and wellness education through **Student Wellness**.
  - Online diversity, equity, and inclusion programming through **Diversity Initiatives & Resource Center**.
  - A newly developed **Virtual Student Services** webpage, providing a centralized resource for students.
  - A comprehensive **resource booklet for students** to help navigate the virtual learning environment.
  - Increased virtual counseling through **Counseling & Psychological Services**.
- The **Dean of Students** helped create the President’s Directive No. 21 to mitigate COVID-19, and facilitated the communication of university guidelines to students and the broader campus community.



## HUMAN RESOURCES, DIVERSITY & INCLUSION

- Implemented new programs, guidelines, and strategies to support campus employees during the transition to the virtual environment:
  - Employee certification letters.
  - COVID-related leave programs.
  - **Vaccine clinics** for employees and their families.
  - **Contact tracing** for employees in compliance with the Chancellor’s Office vaccination policies.
  - **Flexible work** programs and wellness resources.
  - **Titan Faculty and Staff Emergency Fund**.
- Implemented various forms of frequent communication including bi-weekly “news and updates” emails, and weekly business continuity Zoom meetings for managers.
- **First of the CSU** to create and implement a **telecommute policy**, which was adopted by other CSU campuses and used by the Chancellor’s Office to secure a MOU on telecommuting for the entire CSU system.

## ADMINISTRATION & FINANCE

- Many employees **remained on-site** to maintain the campus, ensure the security of people and property, implement safety protocols for a safe campus presence, and prepare the campus for re-entry.
- Upgraded **HVAC system** to maximize fresh air flow, routinely sanitized high-touch surfaces, and installed barriers to ensure **social distancing**.
- Developed numerous dashboards, forms, and automated business processes to allow for better **tracking and reporting** of COVID-19 and re-entry activities.
- Managed the purchase, inventory, and distribution of **Personal Protective Equipment (PPE)** throughout campus.
- Provided leadership for the successful administration of **\$242 million in HEERF grant funding**.

## INFORMATION TECHNOLOGY

- Ensured CSUF's success during the pandemic through enhanced **device request** procedures and support for remote classes and **online pedagogy** training.
- **Fully integrated technology** into modified campus operations and to meet the community's needs:
  - o Amassed a large **inventory of equipment** for faculty, staff and students to use (e.g. provided laptops to **2,480** students and **791** faculty/staff, and provided MIFIs to **2,020** students and **508** faculty/staff).
  - o Provided campus-wide licenses and training/support for **Zoom** and other virtual software.
  - o Offered a **24/7 helpdesk**, and established touchless device pickup stations.
  - o Provided training to **over 1,000 faculty** on online pedagogy.

## UNIVERSITY ADVANCEMENT

- Led **all campus communication efforts** to the campus community and external audiences throughout the pandemic:
  - o A campus **website** devoted to COVID-19 updates.
  - o Coordination, drafting, and dissemination of all **emergency and key information**.
  - o Communication to the **media** about impact and response, including 20+ interviews.
  - o Production and promotion of health and safety **messaging**, vaccine and mask mandate information, and multiple advertisements with health-related information (including campus signage).
- Led the effort to guide all **campus events** with protocols in compliance with federal, state, county, and campus guidance.

Not fazed by the pandemic challenges, the colleges implemented additional strategies to ensure continued student success.

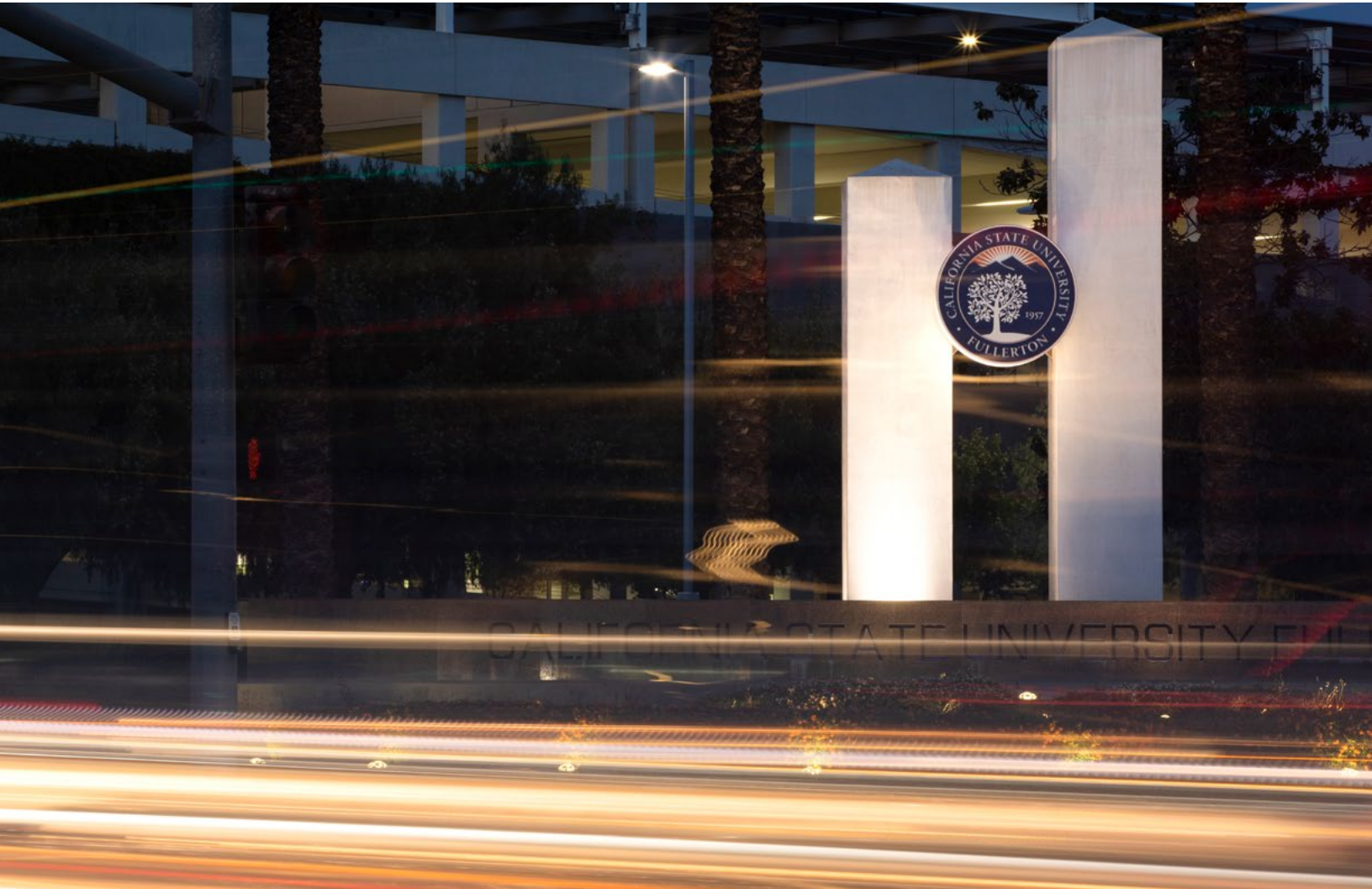


### College of Natural Sciences and Mathematics

Recognizing the need to restart laboratory and field research, the College of Natural Sciences and Mathematics (NSM) took the lead to convene a CSU working group to develop a **"Research Restart"** guideline that was eventually adopted systemwide by the Chancellor's Office. On campus, the college leadership collaborated with biology faculty with infectious pathogen experience, Environmental Health and Safety, and third-party certified industrial hygienists to develop the **NSM Safe Work Practices**, which allowed researchers back in campus labs and at field sites by mid-summer 2020. These strategies allowed NSM on-campus research to operate at 35% capacity between June 2020 and July 2021, and back to 100% by July 2021. These efforts allowed students to continue progress towards degree and enabled faculty to fulfill on-going research funding requirements throughout the pandemic.

## College of Education

The College of Education (COE), upon observing the widening of equity gaps in graduation rates during the pandemic, developed strategies to **increase tutoring support** in math, writing, and other key areas to ensure students had adequate resources and support. COE also developed and provided resources and professional development workshops on virtual teaching and learning to the teachers in the local districts. They also created a virtual tutoring program that served **over 1,000 students in the community**, and helped COE student teachers earn student teaching hours to complete their credential programs.



## College of Engineering and Computer Science

The College of Engineering and Computer Science (ECS) utilized creative strategies to ensure all students met their academic program requirements during the pandemic. For example, **virtual computer labs** were created to allow computing-related lab classes to continue, and for labs requiring experiments on machines, faculty ran and video-recorded the experiments, and made the videos available to students. Student support services such as the First-Year Experience, academic advising, tutoring, and supplementary instruction were provided virtually to promote the health and safety of students, faculty, and staff. The **ECS annual Student Projects Competition and Showcase** event was also held virtually in May 2020 and 2021, each showcasing **over 50** student projects and engaging **over 275** student participants.



## The Pollak Library

Like the rest of the campus, instructional faculty at the Pollak Library shifted immediately to offer information literacy support through **online instruction**. Many library staff returned to campus by mid-July 2020 to offer **“contactless” delivery** of printed materials to campus patrons. Hundreds of items were digitized and streaming media services were expanded to accommodate faculty needs. The library also acquired technological tools (MeeScan, Leganto) to facilitate easier check-out process and integration of video/audio materials into the Learning Management System.



# 2018-2021 Higher Education Excellence in Diversity Award

Insight Into Diversity

## 2021 Seal of Excelencia

Excelencia in Education

**40,386**

Students Enrolled, Fall 2022

**11,114**

Degrees Awarded, 2021-22



Cal State  
Fullerton



## **#2 in the U.S.**

among public institutions for enrolling master's-level students

*The Chronicle of Higher Education, 2023*

## **#3 in the Nation**

for awarding bachelor's degrees to underrepresented students

*Diverse: Issues in Higher Education, 2021*

## **#3 in the West**

most innovative regional university

*U.S. News & World Report, 2021-22*

## **#7 in the U.S.**

for social mobility

*U.S. News & World Report, 2022*

## **#8 in California**

public university

*America's Top Colleges List Forbes, 2022*

## **#30 in the Nation**

best college for value

*Money, 2022*

## **#41 in the Nation**

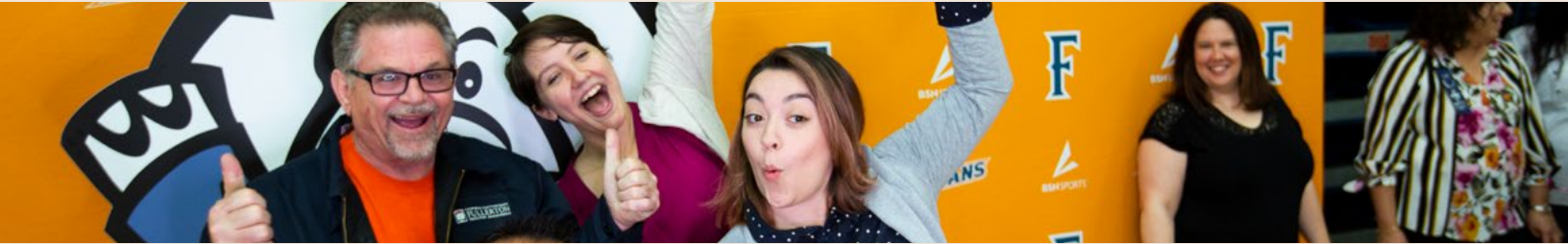
best midsize employer

*Forbes, 2023*



# Acknowledgement

This report can only highlight a small fraction of the accomplishments made during the 2018-2023 Strategic Plan period. No accomplishment is possible without the commitment, dedication, and hard work of all members of the CSUF community. Special thanks go to the strategic plan implementation group chairs, implementors, and committee members who painstakingly carried out the strategies and tracked the progress.



The university also owes enormous gratitude to the leadership groups that represent the diversity of our campus, including but not limited to President Virjee, divisional vice presidents and their teams, the Council of Deans, the Academic Senate, faculty and staff associations, and Associated Students Inc. (ASI).





**Our accomplishments are beautifully presented in this report with appreciation to the collaborative efforts of the Division of University Advancement, the Division of Information Technology, and the Office of Institutional Effectiveness and Planning.**







SERVE

ASSOCIATED STUDENTS INC. ENGAGES

ASSOCIATED STUDENTS INC. SERVE

ASSOCIATED STUDENTS INC. ENGINEER



# Cal State Fullerton

## **STRATEGIC PLAN REPORT**

2018-2023

### **Office of the President**

2600 Nutwood Avenue, CP-1000  
Fullerton, CA 92831

(657) 278-3456  
[presidentvirjee@fullerton.edu](mailto:presidentvirjee@fullerton.edu)