



THE CALIFORNIA STATE UNIVERSITY  
OFFICE OF THE CHANCELLOR

BAKERSFIELD

January 2018

CHANNEL ISLANDS

**MEMORANDUM**

CHICO

DOMINGUEZ HILLS

TO: Faculty, Staff, Students and Community  
California State University, San Marcos

EAST BAY

FROM: Timothy P. White  
Chancellor

FRESNO

FULLERTON

SUBJECT: President Karen S. Haynes – Completion of Normally Scheduled Review

HUMBOLDT

LONG BEACH

The California State University Board of Trustees and I formally evaluate campus presidents on a three-year cycle, in addition to annual conferences that I host with each president. I write today to inform you that the presidential review process for President Haynes was completed in 2017, and the CSU Board of Trustees and I are fully confident in the promising future of California State University, San Marcos under her leadership.

LOS ANGELES

MARTIME ACADEMY

The horizon for public higher education embodies both opportunities and challenges, and we believe that with the CSUSM community working together on substantive matters you will continue your ascent as a beacon of hope and opportunity through teaching and learning, research and scholarly activity, and community engagement. Indeed, CSUSM's involvement in Graduation Initiative 2025 is vitally important to the state, the California State University, and to CSUSM student success.

MONTEREY BAY

NORTHRIDGE

POMONA

The wide and deep spectrum of tasks that the CSU Board of Trustees and I expect from President Haynes in these times is significant. In addition to providing leadership and management for substantive academic, student and administrative issues on campus in a consultative and deliberate shared governance environment, she also has responsibility for engaging off-campus with the broader community, CSU-wide duties, contributing to state and national higher education policy conversations, and philanthropic cultivation and stewardship – all of which advance CSUSM.

SACRAMENTO

SAN BERNARDINO

SAN DIEGO

SAN FRANCISCO

The purpose of presidential evaluations and conferences is to keep me and the CSU Board of Trustees properly informed of campus successes and challenges, to develop concurrence on strategic goals going forward, and for the board and me to demonstrate our commitment and support to the success of the campus and campus leadership.

SAN JOSÉ

SAN LUIS OBISPO

SAN MARCOS

SONOMA

STANISLAUS

As you may know, we began the normally scheduled six-year evaluation process for President Haynes in early 2017. It was her fourth comprehensive review since being appointed president in 2004, and I invited input from all members of the CSUSM community. In addition, I along with several CSU-wide colleagues visited campus and interviewed faculty, students, staff and community members.

I am grateful to have received feedback from a variety of stakeholders from the campus and community. I thank each of you who took the time to provide substantive and candid input into this review.

I personally read every letter received and thoroughly considered the varied points of view. From that effort, I developed a comprehensive summary of the input for the board to review, while not providing attribution to any individual author. I also wrote my own evaluation of President Haynes, informed by the campus and community input and my visits to campus and interactions in the normal course of business with leadership, faculty, students, alumni and staff at CSUSM.

These documents, plus summary information on students, academics, employees, diversity, fund raising, operations, athletics and finances were reviewed and discussed in a closed session with the CSU Board of Trustees, President Haynes and me. The feedback and discussion led all of us to a better understanding of the campus, the relationship of CSUSM to the larger community, and to the opportunities and challenges moving forward.

While I acknowledge there is often an interest by others in the details of such discussions, you may be aware that by law (Government Code Sec. 6254(c) and 6255) the results of performance evaluations for any faculty or staff member within the CSU, including our presidents, are confidential. Thus, I do not share specific results with you nor would it be appropriate to do so.

In order to remain attentive to the future of CSUSM, I will continue to hold an annual conference with President Haynes as I do with all 23 presidents. Her next formal review with the CSU Board of Trustees and myself will be initiated under current policy in 2020.

Again, I thank you for the wealth of information you shared in this process. It was evident in all of the feedback received that there is strong commitment to the success of California State University, San Marcos. Please know that both the CSU Board of Trustees and I share in that commitment, as does President Haynes.