Report to the Community
Thursday, February 5, 2015
7 a.m.

President Karen Haynes
INTRO – WE ARE THE PLACE

The secret is out . . . WE ARE THE PLACE.

The place where dedicated and talented faculty and staff facilitate the success of students—our region’s future leaders and change-makers.

The place where area businesses and organizations partner to foster economic development and create real-world learning opportunities for the sake of stronger communities.

The place where highly talented individuals come together in the pursuit of answering our society’s most critical issues—identifying problems and working toward real solutions.

And a place with a proven track record of accomplishments.

Cal State San Marcos—YOUR University—has distinguished itself among the approximately 3,000 four-year universities in the U.S.:

• We are “military friendly”—honored every year since 2010 by Military Times Edge and G.I. Jobs magazines—and selected for the last two years as a “Top School” by Military Advanced Education—thanks to our welcoming culture, and the unique educational services and programs we offer our vets and their family members.

• We are a model employer, the only four-year public university in our entire state—and one of only 92 institutions nationwide—identified as a “Great College to Work For” by The Chronicle of Higher Education.

• We are a diverse campus—one of just 80 universities in the nation, and one of only six in California, honored recently with the Higher
Education Excellence in Diversity Award by *INSIGHT into Diversity Magazine* for being an inclusive and welcoming institution of higher learning for everyone.

- And, we are a community-engaged institution! Just last month the Carnegie Foundation announced that we received its prestigious 2015 Community Engagement Classification, noting our “excellent alignment among campus mission, culture, leadership, resources and practices.” We first received this distinction in 2006 as one of 67 universities nationwide—and of only 12 in the state—to be recognized in both community engagement and in community service learning.

Twenty-five years ago, our founders set out on a mission to create a new kind of university—one uniquely poised to meet the demands of the 21st century. They envisioned it as the alma mater of the next generation . . . a place where ideas and passions could be explored, a place that would enrich and reflect its community, and a place that would make the region better because it was there.

Today we are the university that our founders dreamed we would be, with a history of doing things our way:

- From small class sizes to hands-on learning, from undergraduate research opportunities to our rigorous writing requirement across the curriculum, we focus on the success of each student.
- We celebrate our differences, and engage in respectful dialogue. We launched our Civility Campaign in 2011—one of the first of its kind in the nation—to promote respect and civility among students and employees, and to encourage and affirm the exchange and flow of ideas.
• We believe that anyone who has the drive and desire to attain a college
degree in our region should have a place at our institution. That’s why
we created the Alliance to Accelerate Excellence in Education in 2013, a
regionally focused initiative to create guaranteed admission agreements
with ten school districts. We are the only university in our state with
partnerships of this magnitude—creating a college-bound culture for
some 200,000 students from across our region.

• We don’t just plan, we act! In 2005, we stepped forward with a strategic
priority that led to the creation of a Division of Community
Engagement in 2011—still the only one of its kind in our 23-campus
system.

• And, we are innovative. It is our unique culture; our agility; our
forward focus on emerging regional, national and global trends; and
our commitment to community engagement which enabled us to launch
the CSU Institute for Palliative Care in only 18-months—the first and
still the only statewide initiative focused on palliative care in the country.

Yes, we are THE PLACE—the place for personal enrichment, engagement,
diversity, vibrant campus life and abundant community partnerships . . . We
are THE PLACE because of YOU.

For 25 years, there has been great synergy between this University and our
region. We have literally grown up together, coming of age as we have helped
create, and were fed, by these businesses, organizations, schools,
neighborhoods and cities.
I know you are here because you have confidence in us and have experienced the power of public higher education to transform lives and our region.

Now, as we celebrate 25 years of regional impact, not only do we reflect on our collective accomplishments but we are compelled to consider the future.

LAUNCH OF “WE ARE READY FOR THAT”

The world is changing at a dramatically faster pace—and that change is only going to continue, driven by forces like economics, politics, demographics and technology. Forces that will continue to change the way we all work and live.

“The academy” worldwide is over 1,000 years old; in the United States “only” 325. That puts Cal State San Marcos into perspective when you consider that we are now 25—one of the youngest universities in the country, and 30 years younger than our region’s next-youngest university, UCSD.

And while that sometimes feels like it puts us behind, our youth is what will help leverage our lead going forward.

Our youth allows nimbleness and our culture embraces change. Even when the challenges seem insurmountable, we do things our way and we get them done. We aren’t just “chalk and talk” but future-focused on real solutions to real problems.

Our nation and our world are changing every day and will certainly become a very different place in the next 25 years. But, together we are ready for that.
ISSUE 1: EDUCATIONAL ACCESS

There is a large predicted skills gap in California. Alarming projections note that our state’s economy will demand one million more college graduates by 2025 than is likely to be supplied by all higher education sectors.

This gap is due, in part, to the growth of our state; changes in demographics towards groups with lower college attendance and graduation rates; and because the State Master Plan for Higher Education is dead—California is diminishing, not increasing, its investment in education. We are ready for that.

We have been ahead of this “degree gap” because of the first commitment I made to this community when I arrived 11 years ago – that CSUSM would work to raise the educational attainment rate of our region.

Since 2006, we’ve created pathways, starting with those ten public school partnerships, to ensure that students are prepared for college and supported through graduation. Our data indicate that these students come to us with better high school GPAs and standardized test scores, and their risk of dropping out after their freshman year is significantly lower.

We have also placed a particular focus on serving educationally at-risk students. Today our student population mirrors the demographic diversity of our region.

It includes the highest-ever enrollment of Latino students in our history, at nearly 40 percent, and a strong focus on other student populations often
excluded or overlooked by higher education, including Veterans and Native American students.

Our ACE Scholars Services program serves more former foster youth per capita than any other university in the nation. What’s more, we retain these students at 88 percent—over 30 points higher than the national average.

Over the last few years we have closed the achievement gap in one-year continuation rates between under-represented minority students and majority students. In fact, we are one of the few CSUs to do so.

And it was not by accident nor by raising admissions standards. Rather, we took a holistic approach, through an innovative and rigorous program that provides support to all first-year students as they make the transition from high school to higher education.

In fact, we’ve been on this track since 1995, when we first began requiring that all freshmen take a mandatory course covering time management and college-level study and test-taking skills, while also encouraging them to be active members of our campus community outside of the classroom.

Since then, our practices have expanded: We provide high-touch advising to those students most in need of remediation and support; we’ve created seven first-year learning communities; we welcome freshmen onto campus prior to the start of their first fall semester for summer programming; and we provide relevant professional development for instructors.

Through efforts like these, we’ve moved the needle up 20 points in just the last ten years—80 percent of our freshmen now complete their first year
and become sophomores. Together, we are increasing the college-going and graduation rate of our region.

**ISSUE 2: SKILLED WORKFORCE NEEDS**

The CSU system has been called the greatest jobs engine the state has ever known. At Cal State San Marcos, we take that role to heart. We ensure that our students get the skill sets and experiences to prepare them for whatever their future careers will require. **We are ready for that.**

As one of very few “new” public comprehensive universities in the nation, we “build” our curriculum for the future. We survey key stakeholders in multiple business and nonprofit sectors to learn more about their expectations. And we create innovative degree and certificate programs so our graduates can meet those needs.

Among these are new or ready-to-launch programs, including our master’s degree programs in public health and health information management, as well as "stackable" certificates in international business, business intelligence, and tourism and hospitality.

Our new professional science master’s degree in cybersecurity is intended to help meet the demand for professionals with both the technical skills and business acumen needed to protect an organization’s cyber assets—and it’s the only one of its kind in the nation.

Over the last 25 years, we’ve graduated nearly 35,000 alumni—85 percent of them remain in our region to help it prosper. **Just since 2010, 800 of those alumni earned their degree without any state support . . . and many**
more have participated in certificate courses and customized professional development training.

Indeed, our programs fill the needs not just for today … but for the future – producing employees who are critical thinkers, expert communicators, ethical, and able to work well with people from diverse backgrounds and cultures.

Our graduates get REAL jobs, and they are the embodiment of our commitment to educate and elevate the wellspring of talent in our region.

**ISSUE 3: CHANGES IN HEALTHCARE**

As we consider the future, we must also prepare for another significant change: our dramatically shifting healthcare landscape.

Consider this startling statistic – approximately one in eight Americans has one or more chronic conditions. Among those aged 65 or older, as many as 90 percent have at least one serious or chronic condition. We are ready for that.

Through our CSU Institute for Palliative Care, we stepped up, front and center, to shape the future of health care in our state and our nation. Since its launch in 2012, the Institute has educated more than 600 healthcare professionals, launched 15 online programs, and integrated palliative care content into more than 29 courses on our campus. What’s more, we have provided educational programs to nearly 2,000 people in our region.

As promised, we are spreading this model to our partner CSU campuses in the Inland Empire, the L.A. Basin and the Bay Area—and we know that “the nation is watching us.”
New medical and information technologies are profoundly changing the workforce, and thus the education and training that employees need. A recent economic forecast found that California’s healthcare sector will add nearly 500,000 jobs by 2020.

Along with our academic programs aimed at preparing qualified healthcare workers, our new Pre-Health Professions Program is geared toward college graduates headed for medical, dental or optometry school, but who lack the necessary undergraduate science background.

In a creative partnership between our school of nursing and our computer science department, Cal State San Marcos now has its first patent pending—a mobile app for children with chronic illnesses that helps them manage appointments and medications, and improves their quality of life.

So, whether through new and innovative degree programs, through continuing education for current workers, or through innovative research, we’re preparing to meet future workforce and patient care needs in the healthcare sector.

**ISSUE 4: SERVING VETERANS/MILITARY**

San Diego has the largest military presence in the nation. Our county has the third-highest number of veteran residents, and it is the number one destination for veterans returning from Iraq and Afghanistan. Eleven percent of our students are military-affiliated—the highest per capita of any CSU.

True to our mission to serve non-traditional, underrepresented students, we are committed to serving those who have served their nation. We are ready for that.
Our Veterans Center is a welcoming place for veterans to build community, to study, and to access the variety of resources we offer, such as peer tutors, study skills workshops, and information about academic and career opportunities.

To meet the specialized needs of returning service members and their families, we’ve developed special programs like focused-learning communities, priority registration, a Veterans Student Support Fund, veteran-specific scholarships and more.

Last semester, we hired our first Veterans Services Director, someone who has 20 years of experience as an active-duty Naval officer, post-graduate degrees from the Naval War College and the University of San Francisco, and previous experience serving transitioning vets in a public university-setting.

I am gratified that our efforts are being recognized nationally as we do the important work of preparing our service men and women for sustainable careers through education. In fact, our vets remain at our university with a 90 percent one-year continuation rate and have GPAs that are twenty percent higher than the national average.

**ISSUE 5: GLOBALIZATION**

Globalization is widely regarded as one of the most important societal changes of our times, affecting every nation, every industry and virtually every individual.

As the world becomes more connected, with new technologies and instant communication, it’s imperative that we nurture future leaders who are
comfortable interacting with people from other countries and cultures. We must equip them with the skills and competencies they need to address critical issues shared across borders. We are ready for that.

This past year, 190 Cal State San Marcos students studied abroad. Our rapidly growing program provides opportunities ranging from three-week research trips … to three-month internship placements … to year-long opportunities where students can hone their language and cross-cultural skills. Our students may choose to study in over 50 different countries – from Argentina to Morocco to Vietnam.

As our students go abroad, more international students are choosing Cal State San Marcos as their destination. Presently we have over 325 international students studying on our campus in degree programs and through our English language program—a growth of 28 percent in the last year alone.

International students are an important component of the learning experience at CSUSM, because students in diverse classrooms become more open to perspectives that differ from their own, and they are better prepared to be active players in today’s global economy. Their influence on our campus culture endures long after they return to their home countries.

Due to our efforts to create a more robust study-abroad program and welcome more international students, we are preparing our next generation of leaders for the demands of a more interconnected world.

ISSUE 6: COMMUNITY ENGAGEMENT
The successful university of the future must not be an ivory tower isolated from the real world around it. Learning must be in real time, providing skill sets to acquire and analyze knowledge to address the needs of a changing world. We are ready for that.

Since day one, I have been committed to assuring that CSUSM does not just reside in this region … but is deeply embedded in it. I believe that public institutions are “stewards of place.” Our students and employees maximize learning, discovery and artistic and athletic competencies by being productively involved in our region.

In 2007, our School of Nursing was born out of a significant partnership with Palomar Health.

Meanwhile, our off-campus center, CSUSM at Temecula, was launched the following year. It exists today as a model of a public/public/public partnership – among CSUSM, the Cities of Temecula and Murrietta, and the Temecula Valley Unified School District.

CSUSM at Temecula now serves about 500 students in a variety of programs, from nursing to business, as well as certificate programs. With courses tailored to non-traditional students, including working adults, the graduation rate is an impressive 95 percent. What’s more, students there have contributed over 225,000 hours in community and clinical service.

Just last fall, we celebrated the opening of the Temecula Higher Education Center, the result of a partnership with the City of Temecula and Mt. San Jacinto College.
Students at the center first earn their associates degree and then their bachelor’s degree … in a “2+2” plan. All coursework is conducted on-site, and students move through their classes together as a cohort, guaranteeing they will graduate on time in 4 years.

We are at the forefront of community-engaged scholarship as the only institution in California—and among only a small handful in the western U.S.—to belong to the international Engagement Scholarship Consortium.

Grounded in the belief that knowledge is not only created in the academy, but also “beyond its walls,” every year our students get real-world experience in locations across our region, conducting research with faculty mentors or participating in service-learning opportunities.

Meanwhile, CSUSM employees provide their expertise to community organizations, businesses and the media, further contributing to the public good.

At a time when a college education is still too often seen as a private good – and many are wondering what is “public” about public institutions anymore – these are just a few prime examples of the Cal State San Marcos model that incorporates you—our community—into the work we do here.

ISSUE 7: THE ENVIRONMENT

As we prepare our students and our region for the future, we must consider what impact climate change will have on our region and world in the coming years. We live in one of the most beautiful parts of the country. Our natural environment defines us, helps drive our economy and makes this place
one of the world’s most livable regions. But we know that a changing climate could significantly impact all of this. We are getting ready for that.

Our faculty, working with undergraduate and graduate students, are at the forefront of conservation research, both here in our region and as far away as the Middle East.

For instance, we know that despite concerns over climate change, global energy use is likely to continue to grow. To try to impact that, one of our professors of social psychology has partnered with SDG&E to understand what successfully motivates people to conserve energy.

Another faculty member recently received national attention after his op-ed in The Washington Post highlighted the challenges that water scarcity and climate change pose to the Middle East. His work looks at Jordan as a test case for a region struggling to quench the thirst of a growing population. And it finds that climate change could reduce water supplies in that country by more than 50 percent.

Of course, this research also applies to us here in California, as we grapple with solving our state’s own serious water problems.

In fact, “leaning forward” in the midst of the most severe drought on record, we launched, in collaboration with industry leaders, a new certificate program in water leadership and management.

But water obviously isn’t our only environmental issue. As we know all too well—and we need only look up at our own hillsides—recent wildfires demonstrated some of the impacts of climate change on our regional quality of
life and economy. We are now in the very early stages of developing a fire science certificate program.

Programs like these, including our new bachelor’s in environmental science, feature interdisciplinary curriculum with theory, history and experiential learning.

So, while these local and global climate challenges are complex and unprecedented, our students graduate with the skills they need to analyze the problems, take them on, and collaborate toward solutions.

CONCLUSION: FORWARD TOGETHER

At Cal State San Marcos we have set our goals to be "ready” for our future. Since our founding 25 years ago—through imagination, creative thinking, community partnerships, research and our unique way—we have gone beyond what even we expected.

Maybe some of you remember that our first graduating class was only 25 strong. Now we graduate more than 2,600 each year! At 13,000 students and growing, we are nationally considered a large university and we are regionally a high-demand, first-choice institution—we are the place.

We are a place for philanthropy—never in our history have so many been so generous to CSUSM. With several months still left in our fiscal year, we’ve already raised nearly seven million dollars—the most donated in a single year since our founding.

We’ve also taken a more systematic approach to our planned giving and recently identified friends of Cal State San Marcos who have included us in
their estate planning for more than $4.5 million. Our momentum is accelerating.

We may be 300 years younger than our east-coast sisters, but we’ve already experienced a history of innovation that is unparalleled. We will continue to drive forward as the place of community activity and pride; the place for academic excellence and research; and the place for welcoming and stimulating environments conducive to students’ life-long success.

You have heard me speak of our seemingly “impossible dreams” to raise the educational attainment rate of our region, to diversify our student population, and to create pathways for the most educationally-at-risk students . . . these are no longer dreams— they are our reality.

We know that the dynamics of our region serve as a bellwether for developments taking place in much of the rest of the nation. That is why our unique approach is receiving increased attention from institutions across the country.

Looking to the years ahead, whatever the long-term future holds for our nation, for our region, for public higher education, or for this university, I know that Cal State San Marcos will be ready for whatever may come.

• We won’t let traditions or traditional models of curriculum delivery constrain our vision.
• We haven’t been, and we won’t be, daunted by barriers thrown in front of us such as reduced state funding or attacks on the purpose and goals of public higher education;
• And we will remain deeply committed to, and embedded within, this region.

I am certain, after 11 years of working side-by-side with you, that we will continue to:

• Harness our collective passion to make this university and this region the place where everyone wants to be.
• Set big, audacious goals that start as dreams.
• And, remain courageous enough to transform those dreams into realities.

Our students—your sons, daughters, grandchildren, neighbors, employees—are the reasons we cannot do anything less than blaze new pathways, create bold plans and achieve the unachievable.

Last year, I told you that I wasn’t done yet . . . and I’m not!

Today, I ask you to continue to partner with me—with Cal State San Marcos—and commit to achieving the impossible. We are rich in achievement and possibility, and this forward-focused, regional university has much to teach the nation.

With you,

• We have BECOME THE PLACE.
• We have ACHIEVED THE IMPOSSIBLE.
• We are PREPARED FOR WHATEVER OUR FUTURE HOLDS.

Let’s move . . . FORWARD TOGETHER.