

**FUTURE, FOCUSED**  
**Report to the Community**

**Thursday, February 3, 2011**  
**Event Pavilion, Lot N**  
**7:00 – 9:00am**

**President Karen S. Haynes**

## **WELCOME**

When political parties talk about themselves as coming together under a “big tent”, they mean it to include and to attract people with diverse viewpoints uniting for the common good.

But when we talk about coming together under a big tent on campus—we mean that inclusiveness, but we also mean what we say - literally!

Thank you for joining me under our big tent this morning to participate in our annual and seventh Report to the Community. If you were here last year sitting in the gymnasium at the Clarke Field House, you will remember I told you it was time to celebrate as we roared into our 20<sup>th</sup> anniversary. If you weren't here last year—well, — you missed the kickoff to a great year-long party.

But you haven't missed out on the main event because I'm telling you now: this is just the beginning of making the kind of magic that will give us cause to celebrate in 2015—and beyond.

Cal State San Marcos is now 21 years old – we've reached adulthood! Imagine—turning 21 years old in the early stages of the 21<sup>st</sup> century. What's our adulthood going to look like? If we focus, what does our future hold?

You are here because you're interested in knowing what our future holds for us. You're probably also wondering what it holds for you and the people you serve as well. It's difficult to face the future, focused, when the present is filled with an economic and political climate that stays stubbornly difficult.

I have told you that Cal State San Marcos was founded by people of enterprise and inspiration. They were practical dreamers who came together for a collective vision to create a new kind of university. So it is no surprise, really, that this university has distinguished itself in our ability to explore new ideas, new methods, and new concepts without the constraints of history or tradition. In reality, our spirit of enterprise and inspiration is our tradition!

## **REVIEWING PAST IMPACT OF CSUSM**

There is no doubt that Cal State San Marcos has been a leader or a first responder to the challenges and changes our region has faced.

For instance: The demographics of the region have changed as it has become more ethnically and socially diverse, and economically complex. Our response?

- **Our PACE Promise** – is our answer to the overwhelming need to get students in our own backyard prepared for and into college. In 2006 we partnered with the San Marcos Unified School District and guaranteed admission to all of their graduating seniors—if they did the work and met minimum admissions requirements. Four years later, nearly 300 students have been admitted under the agreement and we now have six other similar MOUs. These partnerships showcase the power of capturing our youth’s future and focusing it early on the expectation to attend college and do the work that is required for success once they arrive.
- **Our ACE Scholars Services Program** — targets a severely underserved population of foster youth for whom an 18<sup>th</sup> birthday is not a day of celebration but a day of “aging out” of the support system that substitutes for family. It is shocking to consider that nationally only 3% of former foster youth enter college and only 50% of those, just 1.5%, go on to graduate. But through ACE Scholars Services, we not only guarantee a place here for any qualified foster youth high school senior but we also offer specialized student support services tailored to their unique needs once they arrive. Last academic year we retained 88% of those students who came to us from the foster care system.
- **Our Veterans Program**—mobilizes our ability to do our share to assist the tens of thousands of veterans residing in our region—a number that is expected to increase dramatically as more military personnel serving in Iraq and Afghanistan complete their service. 10% of our students self identify as active duty, retired, or as a military dependent. Our Veteran’s Center is a place where these students can build friendships and relationships, while also garnering access to valuable resources like academic advising and education benefits. Proving our commitment to serving those who have served us, our Veterans Program is now ranked in the top 15% nationally for veterans education, and *Military Times Edge* ranked us #40 out of 4,000 universities in veteran and active duty support services.
- **Cal State San Marcos at Temecula**—provides access to higher education to our growing region. San Diego, Oceanside, and Escondido have traditionally been where many of our students came from. But southern Riverside County now has the biggest growth in the number of new students coming to campus. The California Department of Finance projects Riverside County to be one of a few counties in California that will see significant growth in high school graduates over the next five years. Responding to this demographic

shift as well as the obvious need to create pathways to higher education in the region we serve, we opened CSUSM at Temecula in 2008. There are now nearly 500 students enrolled in select degree or certificate programs, including Kinesiology and Nursing.

- In addition to the demographic shift in terms of where our students are coming from, we are seeing and responding to other changes. Today, 60 percent of our student body is an ethnic minority or classifies themselves as non-white. In fact our student population today almost exactly mirrors the ethnic diversity of this region we serve.

In response to these changes over the years we have expanded our impact on the region from access to higher education into academic success for our students. For example,

- During a time when many universities have scaled back, we assessed your needs and added new academic programs in communications, education, nursing, biotech and others.
- In the midst of a severe nursing shortage, 600 students are either enrolled in a nursing program or are on the path to one through pre-nursing coursework. 19 students are enrolled in our brand new Master's of Science in Nursing program, which is designed to address our region's critical need for advanced practice nurses and nursing educators.
- A year ago, we celebrated the grand opening of our new softball field and just last week, I had the pleasure of throwing the first pitch at the home-opening game on our new baseball diamond.
- Later this spring, we open our new Public Safety Building, which will house our University Police and our Parking and Commuter Services Departments—right at the intersection of where the Sprinter and campus meet.
- This fall our Social and Behavioral Sciences Building will open, the largest academic building on our campus adding over 100,000 square feet of academic and office space.
- Next month we present our plans for our future Student Union to the CSU Board of Trustees and, with their approval, construction will shortly follow – a grand opening is slated for fall 2013.
- And we have partnered with Urban Villages San Marcos on the University District project. Construction will soon be underway and by the fall of 2012, living units to

accommodate 300 beds are expected to be ready, with another 300 completed by the fall of 2013.

The results of our efforts reach across the region, and have had a direct impact on you—our community leaders and opinion-makers. For instance:

- Our Center ARTES program works directly with your school districts, arts organizations, and community groups to restore arts education to K-12 classrooms.
- Our nationally acclaimed Community Service Learning program annually logs over 160,000 hours of community service to your non-profit entities including elder care, women’s shelters, Boys and Girls Clubs, Habitat for Humanity, and Hands Across Our Border.
- With our annual spending of nearly \$190 million dollars, the total effect on the regional economy is well over 225 million dollars and 2,300 jobs.
- And we have now more than 23,000 alumni in the region’s workforce. Nearly 324 million dollars of alumni earnings are attributable to their degree—which creates an additional 738 million dollars of industry activity throughout the state.

You know our alumni. They are your business partners, your children’s teachers, your nurses. They are working in start-up biotech firms; rehabilitating injured patients through physical therapy, enforcing our laws to keep our communities safe, composing music and choreographing dance for our enjoyment...and some of them are sitting under this tent today.

They have been educated in a technology-rich, entrepreneurial academic environment that has prepared them well to become the leadership for a future, focused on the necessity to think creatively and innovatively, beyond the confines of one particular discipline.

### **BOLD NEW VISION**

And, we’ve just begun. Our bold new vision of the future not only focuses on this place, Cal State San Marcos, but on your place—of business, of education and of civic engagement as well. Our future, focused well, includes all of us, gathered under this big “inclusive” tent on the edge of our campus where community begins.

My vision of our future is that,

By 2015, we will

- have raised the educational attainment rates, particularly among the most educationally at risk populations, thus

- assuring economic vitality and social transformation throughout our region, while
- modeling best 21<sup>st</sup> century concepts in curriculum, pedagogy, research and community engagement.

### **REALIZING OUR FUTURE, FOCUSED**

Transformation is at the heart of our future focused vision. Transformation is the “magic” of the academy: it is the “unexplained and astonishing” outcome of academic excellence; of student success; of an engaged and enlightened community.

What will this transformational future, focused, look like, for us and for you:

1. We will increase the educational attainment of at risk populations.

Consider this shocking data: in our region 17% of students today are dropping out of high school, and of those staying in school, only 44% in San Diego and 29% in Riverside county complete college preparatory courses. And for minority students the situation is even more dire: 32% of African American students, and around 23% of native American and Hispanic students drop out.

At Cal State San Marcos, we are focused on doing our part to shift this paradigm. We know that we don't have any more time to lose: the freshmen of 2015 are already in the eighth grade today.

I just spoke about our guaranteed admissions programs that improve the pipeline of qualified students ready for college level curriculum. We are also directing resources to expand remediation and summer bridge programs, develop academic planning tools for students, and streamline orientation to help raise our student retention so that more of those who enter follow through to graduation, particularly those who are the first in their families to obtain a college education or are traditionally underserved and at risk for dropping out.

2. We will assure our region's economic vitality and social transformation.

Efforts are taking place right now in our classrooms and centers, and through the research activities of our faculty, to train our students for success in their communities and their workplaces after graduation. For instance, our Video in the Community Program teaches our students topics and skills related to media activism and technology as a means for

better understanding and changing our world. And our Robot Expo brings physics, computer science, and engineering—as well as a good dose of imagination—to life for our students with practical, hands-on learning that can be applied to future high-tech jobs.

Our faculty are currently engaged in meaningful research that seeks to understand and make sense of current and future societal challenges to improve conditions and solve problems. Their work and involvement in health and health disparities; in sustainability; in climate change; and in biomedical and coastal issues are just a few extraordinary examples of the work being done here.

Focused on the future, we will continue to embrace new technology to support student learning; collaborate with other research institutions; help regional businesses develop and incubate, and take full advantage of federal and other external grant opportunities.

### **3. We will be the university of the future.**

Living in a 24/7 electronically enhanced world, our students, liberated from constraints of time or place, will have opportunities to attend class face to face, online, at night, or on the weekends to accommodate their pace of life. Liberated from constraints of a narrowly defined academic discipline, our students will be exposed to a wider array of ideas and practices in preparation for finding their place in our new “glocal” economy—thinking globally, acting locally.

They do this through hands-on experiential learning that addresses community-identified needs, deepens their civic and academic learning, and enhances community well-being.

Our Office of Community Service Learning’s Hands Across Our Border initiative is one example of an ongoing “glocal” project that has actively engaged university students on both sides of the U.S./Mexico border for the past four years. Through this project, students from CSUSM and a university in Tijuana join forces to help communities in need on both sides. Past projects have included painting elementary schools, cleaning and organizing a community food pantry, and readying apartments for move-in by families experiencing homelessness.

As a vibrant campus in a growing region, we will offer more opportunities for students to stay on campus and for community members to come to campus. Our new 18-hole disc golf course, free and open to the public, is just our most recent addition. We look forward to adding new pieces of public art to our growing collection; to building a basketball

arena where we can host large lectures, concerts, and public events; and to inviting the public to new and exciting arts, theater, and cultural activities. As our campus becomes more liberated from physical boundaries, we will further blend with our surrounding community to become a vibrant and rich center for exploration, innovation, creativity, and life-long learning.

As we begin the future, focused on this new bold vision the intriguing question is, how will we do it? How will we chart our road map to success?

First, we must continue to be entrepreneurial. As we are forced to rely less on the State of California for support, we must become more self-sufficient, creating models through partnerships to pay the “differential” cost between what the state used to support and the actual cost of providing an academic program.

We can look to more collaborations with our sister campuses in the CSU so that we can explore how we can share the cost of delivering services without replicating already existing and available academic programs.

We will continue to develop our off-campus center in Temecula, offering more degree programs that are specialized to meet regional needs such as MBAs with special areas of concentration—on viticulture, on tribal management, for example.

We will focus on making our university more global, expanding programs that bring Cal State San Marcos to the world, and the world to Cal State San Marcos. By increasing our international student population, we will bring global perspective and diversity to all our students.

Second, we must bolster philanthropic support. Donors have long played a crucial role in the founding and development of your university. If we are going to continue to grow and succeed, as we must, we will engage with you in new and meaningful ways, offering compelling opportunities to invest in our region’s future through Cal State San Marcos.

We need the help of our friends to support our students with scholarships, so that no qualified student is turned away because of a lack of funds or increases to tuition.

And we will rely on our supporters to help pay for start up and planning costs incurred to develop new curriculum or sub-specializations like the previously mentioned viticulture or tribal management currently being considered within our MBA program.

And third, we will enhance our focus on building long-term community partnerships. Good community outreach is not episodic—it is programmatic, thoughtful and long-term. We

have recently committed institutional resources to assure that we are looking forward to forming additional strategic alliances that are significant and beneficial for all parties and for this region.

## **CONCLUSION**

Will there be obstacles in the path we have laid out to reach our bold new vision? Of course there will! The California Master Plan for higher education is dead because the social compact itself is broken. There is no longer the same sense of obligation to the next generation of Californians to provide quality, state-supported education.

Last month the governor proposed an 18 percent, 500 million dollar, cut to the California State University system. This puts state funding support back to 1999-2000 levels but with 70,000 more students to serve. The maddening part of this is that education and research have proven over and over that they are not a cost but rather an investment that produces economic vitality and, as I have repeatedly said, this investment in higher education offers the best rate of return on investment and yet we continue to be treated as part of the problem, but the inescapable truth is that we are a significant part of the solution.

Nationally, the gap is widening between the have's and have-not's—and access and opportunity for higher education is becoming more and more restricted to the “have's.” Across the country, students from families in the top 25 percent socio-economically are eight times more likely to go to college than those in the lowest quartile. Considering that 50% of the jobs in the future will require a bachelor's degree, now more than ever a university education is the key to social mobility and change.

But I believe in magic—the magic of the transformative power of a future, focused by creating a vision and strengthened by partnerships to realize that vision—a vision, I repeat, that believes in the magic of raising our region's educational rate assuring economic vitality while modeling 21<sup>st</sup> century ideas.

So, are you in? This is your vision too. This is about creating our future, focused on all of us, working together in all of our diversity, coming together under this big tent, making better lives for all of our citizens. It may seem like a long time until 2015, particularly when it is easier to let ourselves get caught up in the currents of today and its challenges. But 2015 will be here before we know it. We need to begin the magic of transformation today.

**I am proud to be a part of this community and the work that we all do. We have begun the transformation of this region. We have created magic already.**

**I believe in this magic that takes empty spaces, generous community members, and a desperate need for quality education and transforms these into a partnership that continues to grow and serve.**

**I believe in this magic that builds on talent, determination, generous community members, and transforms dirt lots into athletic fields enabling lifelong lessons in teamwork, persistence, sportsmanship and leadership.**

**I believe in this magic that brings together students and teachers—whether online or off—and transforms these elements into a learning environment that will change these students’ lives forever.**

**I believe in this magic that transforms a campus and its neighbors into engaged communities.**

**But most of all, I believe in our transformation, the people gathered under this big tent this morning, leaders and change-makers of the region, envisioning the future and, focused, making it happen together.**

**I believe in the magic of you.**