



THE
POWER
OF
CSUSM

LAND ACKNOWLEDGEMENT

CSUSM recognizes the contributions and vital role of tribal and community-based Indigenous knowledge and peoples inherent in the following statement:

We acknowledge that the land on which we gather is the traditional territory of the Luiseño/Payómkawichum people. Today, the meeting place of CSUSM and its surrounding areas is still home to the six federally recognized bands of the La Jolla, Pala, Pauma, Pechanga, Rincon, Soboba Luiseño/Payómkawichum people. We recognize the vital role of tribal and community-based Indigenous knowledge and peoples and acknowledge that this land remains the shared space among the Kuupangaxwicheh/Cupeño and Kumeyaay and Ipai peoples.



Dear CSUSM community,

I am proud to share with you *The Power of CSUSM*, the new strategic plan for California State University San Marcos. Thanks to the efforts of many, this plan presents a bold mission and vision for our next five years, grounded in our commitment to preparing our students to graduate, ready to be the socially just leaders and change makers of tomorrow.

Everything in our new strategic plan stems from our simple yet profound mission: student success. This clear definition will guide every strategy and tactic as we move forward.

I want to thank our dedicated Strategic Plan Steering Committee, including co-chairs Dr. Ranjeeta Basu and Dr. Carl Kemnitz, as well as those who participated in the creation of this plan. It was truly a collective effort that brought forward thoughtful discussion and valuable input from hundreds of students, faculty, staff, alumni and community partners who shared ideas, hopes and ambitions for CSUSM throughout the process.

The Power of CSUSM is a plan that belongs to all of us – thank you for the essential role you will play as we bring our new vision to fruition. I look forward to working with you – because it's about the individual power of you, the collective power of us and the transformative power of CSUSM.

Sincerely,

Ellen f. Neufeldt

Ellen Neufeldt
President

**AT CAL STATE SAN MARCOS,
THE HEART OF OUR COLLECTIVE
WORK IS STUDENT SUCCESS.**

It has always been in our DNA. We were designed to be different – to boldly embrace innovative thinking and be free of traditional constraints. Here, we are a powerhouse of social mobility for our students, and we are on a mission to magnify opportunities that will transform the lives of our students and the communities we all call home.

LIKE OUR STUDENTS, WE DREAM BIG.

We are fearlessly declaring our future and building upon our strong foundation to reach new heights that few dare to consider. Rather than rest on our past achievements, we are setting a brave new pace for these next five years. With this plan as our guiding light, we will move forward with purpose and resolve. Together, we will amplify our voices and focus our attention on the important work in our ambitious goals – shaped by our shared values and inspired by our new mission – because our region and our world need us. They need our steadfast commitment, our emerging talents, our creative solutions, our expertise, our heart and our Cougar spirit.

This is our path forward. As we empower our students to reach their full potential, we, too, must rise in this moment to reach ours. This plan will guide our decisions and focus our energy and resources. Together, we will be unstoppable in reaching our goals.

Together, WE WILL ...

□ **Become an unrivaled national leader** for social mobility.

□ **Cement our place as a first-choice university** for first-generation students and future generations.

□ **Inspire** discovery and creative expression.

□ **Prepare our students** to be the socially just leaders and change makers of tomorrow.

□ **Dismantle barriers** and commit to every student a place of true belonging.

□ **Lead with care** and nurture a culture of service that considers individualized experiences.

□ **Adapt** to meet the accelerating needs of our region.

□ **Build socially minded partnerships** and entrepreneurial efforts that advance our region.

□ **Launch** our most ambitious philanthropic campaign to fuel this transformation.

□ **Challenge ourselves** to reach new possibilities.

□ **Untap the true power** of Cal State San Marcos.

It is about the individual power of you.
It is about the collective power of us.
And it is about transformative
Power of CSUSM.

Our VISION

California State University San Marcos will be a national leader of social mobility, transforming lives, families and communities. As the first-choice university for first-generation students and future generations, we will drive intellectual engagement, innovation and sustainability for a diverse, global society. Our exemplary academic programs will respond to societal needs and prepare students to be tomorrow's socially just leaders and change makers.

Our MISSION

At California State University San Marcos, our mission is student success. As an engine of transformative knowledge, our community of dedicated teacher-scholars, and staff holistically advance the academic, social, professional and personal development of students across the student life cycle, through education, innovation and community partnerships.



Our VALUES

- Intellectual Engagement
- Student Success
- Inclusive Excellence
- Culture of Care
- Innovation
- Community Engagement
- Stewardship of Resources
- Sustainability and Climate Justice

Our GOALS



To achieve our mission and vision, the following strategic goals are part of a living document that will guide us as we work collaboratively across divisions. These goals are interconnected in nature and will rely on qualitative and quantitative data and evidence to inform decisions and strategies, as well as assess success. To achieve success, ongoing investment in CSUSM's human, physical, technological and financial resources is required.

GOALS

- 1 Achieving our Vision through Academic Excellence
- 2 Achieving our Vision through Student Success
- 3 Achieving our Vision through Diversity, Equity and Inclusive Excellence
- 4 Achieving our Vision through our Culture of Care
- 5 Achieving our Vision through Community Partnerships
- 6 Achieving our Vision through our Distinctive Institutional Identity and Reputation

GOALS

Achieving our Vision through
Academic Excellence



A CSUSM education stimulates lifelong intellectual engagement, personal growth and social mobility through the efforts of dedicated teacher-scholars, innovative programs, community-engaged partnerships and inclusive excellence in a liberal arts framework.

OBJECTIVES

1.1 Engage all students in their learning through inclusive, relevant and innovative teaching.

1.2 Design and deliver curricula to meet students where they are, ensuring timely access and clear pathways to successful careers.

1.3 Develop new academic programs that are responsive to the most pressing regional and global needs.

1.4 Equip all students with the tools and resources to meet learning outcomes that set them on a purposeful path of inquiry and achievement in the classroom and in their personal development, driving individual and collective social mobility.

1.5 Support and intellectually engage a community of teacher-scholars whose research, scholarship and creative activities impact and serve our region and world.

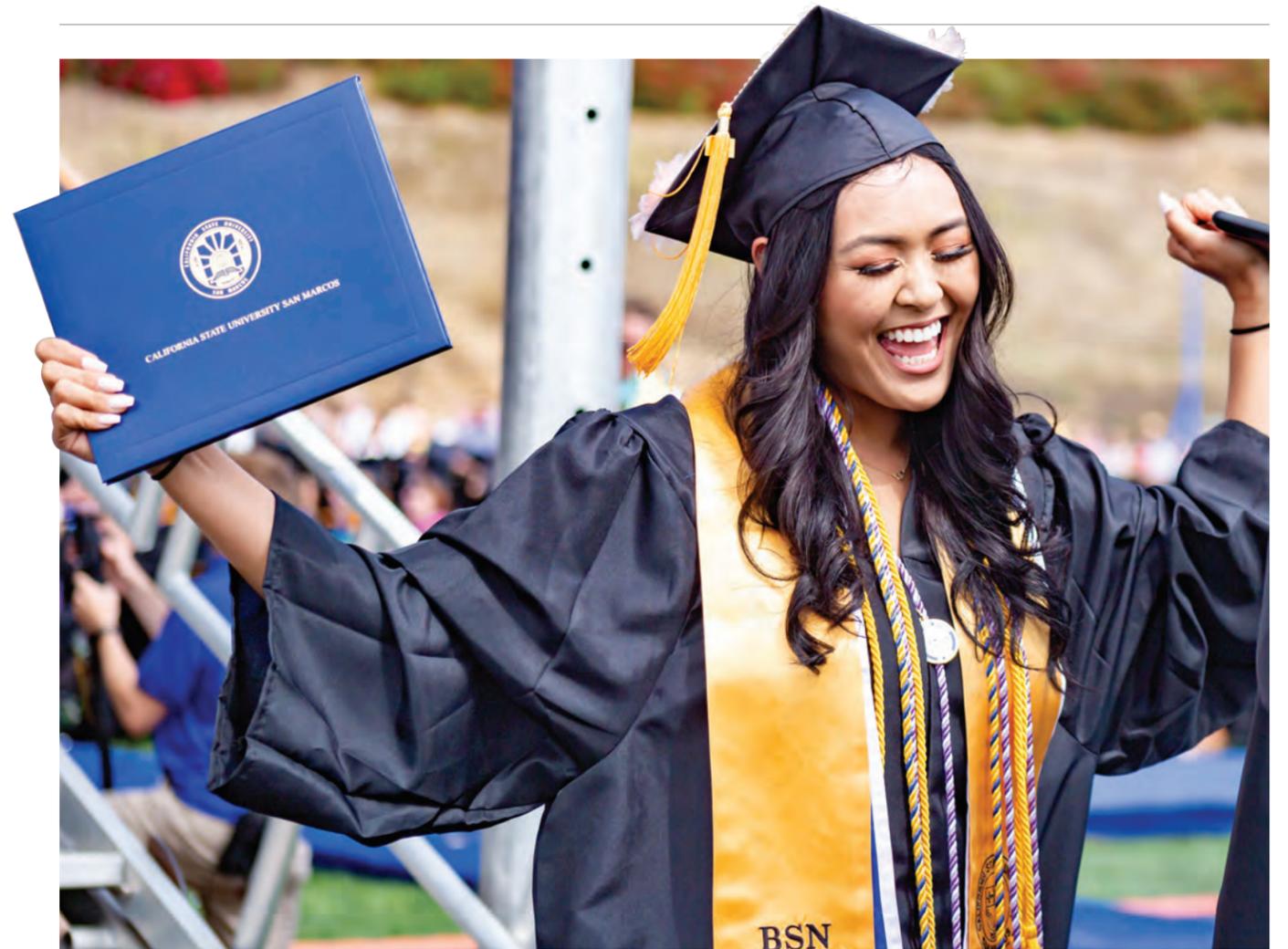
1.6 Expand research and grant activities that push the boundaries of knowledge, solve critical issues and strengthen communities.

1.7 Invest in hiring, retention and development of tenure-track faculty.

1.8 Support and invest in our dedicated staff, lecturers and tenure-track faculty who serve our diverse student body.

GOAL²

Achieving our Vision through
Student Success



We work together to create a proactive, seamless, student-ready learning environment that meets students where they are and prepares them to be the socially just leaders and change makers of tomorrow.

OBJECTIVES

- 2.1** Support students equitably through a seamless student life-cycle experience, from first point of contact through graduation and beyond.
- 2.2** Remove institutional barriers to student success and assure equitable opportunities and successful outcomes.

2.3 Leverage comprehensive data and predictive analytic models to align resources and programs that are tailored to support students where they are.

2.4 Ensure that every student has the opportunity to participate in hands-on, engaged learning and high-impact, career-activating practices, including those based in and supportive of the community.

2.5 Connect with family ecosystems and support the intergenerational impact of higher education.

2.6 Create a coordinated and technologically integrated communication plan to meet students where they are.

2.7 Provide a comprehensive and proactive support system for students to meet their academic and lifelong goals.

2.8 Expand proactive, comprehensive and inclusive mental health support services and access to basic needs.

GOAL 3

Achieving our Vision through
**Diversity, Equity
and Inclusive Excellence**



We commit to every student - especially those who are from historically underserved communities - that they are welcome here, belong here, and will succeed here in this rigorous and challenging academic environment. As an actively anti-racist institution, we dismantle systemic barriers in ways that nurture the well-being of all members of our campus community.

OBJECTIVES

3.1 Recruit and retain a diverse community of teacher-scholars, staff, counselors, coaches, volunteers and administrators who will serve as role models for our diverse student body and have a commitment to the academic success of our students.

3.2 Recruit and retain a diverse community of students that includes our local and global communities.

3.3 Address the diverse needs of our students by providing tailored support services, technology for equitable instructional access and opportunities, resources and inclusive curriculum that meet and celebrate them where they are.

3.4 Promote a learning and working environment where all members of the campus community can thrive and feel heard, respected and valued.

3.5 Commit individually and collectively to shared values of institutional equity, social justice, inclusion and care.

3.6 Institutionalize and highlight supportive initiatives for underserved and historically excluded student populations that lead to educational access, graduation and lifelong success.

3.7 Apply the power of our diversity to create unique solutions and innovations, while engaging the campus and community in creating a more inclusive and environmentally sustainable future.

3.8 Support socially just and environmentally sound practices that meet the needs of current and future generations.

GOAL 4

Achieving our Vision through our **Culture of Care**



We collectively create and sustain a culture of care and belonging that prioritizes student success as well as the intellectual, emotional, physical and social well-being of all members of our campus community.

OBJECTIVES

4.1 Promote a caring, collaborative and respectful learning and working environment where all members of the campus community can thrive with access to holistic wellness resources.

4.2 Commit individually and collectively to transparent, respectful and empathetic communication and interaction with one another.

4.3 Promote innovative and thoughtful stewardship of our human, physical and financial resources through a lens of care, accountability, integrity and maintaining the public trust.

4.4 Welcome and onboard new hires, supporting their contributions to CSUSM and developing their potential

for advancement and leadership.

4.5 At every point in the student life cycle, ensure that communications, processes and policies are designed to support student success and enhance the student experience.

4.6 Create a humanized culture of service that focuses on the experience rather than on the transaction, process or policy.

GOALS 5

Achieving our Vision through
Community Partnerships



As an anchor institution and Carnegie-classified community-engaged university, we engage in mutually beneficial partnerships to achieve our educational mission and serve our regional communities. We value and respect the deep knowledge, cultures and traditions contained in the diverse communities of our region. We embrace our role as a driver of regional economic development and an intellectual and cultural resource through partnerships that help improve quality of life, protect our environment, make our community stronger and support a sustainable future for generations to come.

OBJECTIVES

5.1 Collaborate with community partners to innovate and address real-world challenges and create sustainable social change.

5.2 Collaborate with community partners to achieve inclusive growth and economic development.

5.3 Partner with climate crisis problem-solvers to mitigate climate change and promote climate justice.

5.4 Partner with community to provide relevant and engaged learning, research, service and civic engagement opportunities.

5.5 Develop a strong pipeline of philanthropic support for CSUSM among regional, state and national stakeholders.

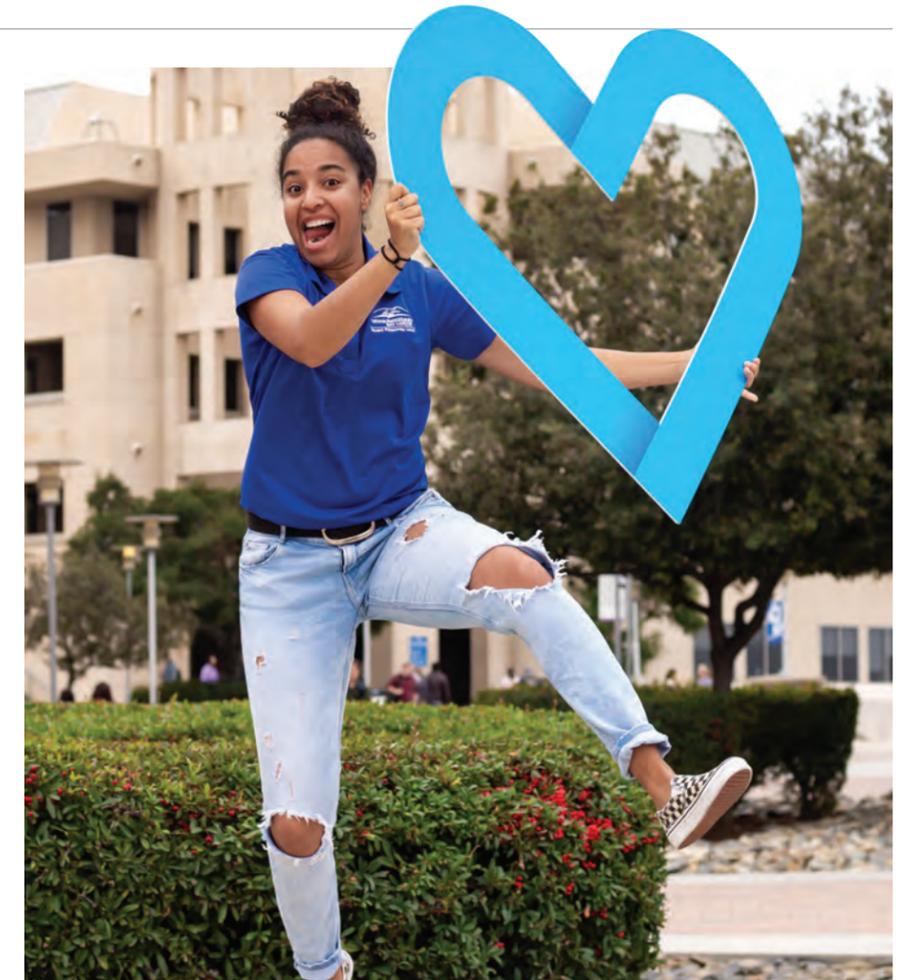
5.6 Serve as a university of place and a destination for intellectual, athletic and cultural enrichment for our region.

5.7 Strengthen connections to the diverse and distinctive communities of our region to advance partnerships, access and success.



GOAL 6

Achieving our Vision through our **Distinctive Institutional Identity and Reputation**



As a nationally recognized community of scholars, teachers, researchers, innovators and trailblazers, we tell our success stories to deepen our relationships and increase engagement and support of our university and its strategic priorities.

OBJECTIVES

6.1 Establish CSUSM's reputation as a national leader in social mobility through our commitment to academic excellence, student success, inclusive excellence, innovation, community engagement, sustainability and stewardship of resources as the foundation of the University's reputation and identity.

6.2 Prepare for and launch a new comprehensive philanthropic campaign that educates, engages, and inspires constituents about our new vision while further developing a culture of philanthropy.

6.3 Cultivate pride among internal constituents (current students, faculty, staff and administrators) through a shared understanding and experience of CSUSM's identity, culture, values and traditions.

6.4 Expand CSUSM's influence and effectiveness through strong, mutually beneficial community partnerships that enhance student learning,

spur economic development, meet community needs, and/or enhance revenue/philanthropy.

6.5 Strengthen and align CSUSM's approach to university-employer/industry, elected officials, alumni, friend, parent and family engagement.

6.6 Raise our institutional profile through select program accreditation and national program/university rankings, media placements, and prestigious national and international recognitions.

Our

NEXT STEPS



IT WILL TAKE ALL OF US TO ACHIEVE OUR BOLD VISION FOR OUR FUTURE.

Just as we collaboratively developed our new mission, vision and values statement, we must now lean into our collective power to realize our fullest potential. Together, we have chosen where we want to go and who we want to be in the coming years, and now is the time for action.

IMPLEMENTATION PLANS

Building from this important foundation, university departments will develop implementation plans and identify action items that correspond to each objective specifically designed to help us achieve our desired vision. It is imperative that we bring our most innovative ideas and best practices to develop a set of action items that we can implement over the next five to seven years. As conditions change, we will remain flexible and nimble. Our strategic plan will serve as our compass as we navigate an ever-shifting landscape.

CHAMPIONS FOR OUR FUTURE

The university will identify champions for each of the eight values outlined in the strategic plan. These champions will work with area departments and key university stakeholders to ensure that our values are embedded in our action plans. They will work collaboratively with teams to develop metrics, trackable progress indicators and dashboards. They will meet as a group with other champions to ensure coordination and sharing of information, especially in areas of overlap between the values. They will also ensure coverage by checking that all values are represented and every objective has action items listed.

CHARTING OUR PROGRESS

As we take our next bold steps forward, we will be sharing our progress, action plans and key milestones on our strategic plan website at www.csusm.edu/powerofcsusm.

To achieve our goals, it will take you, it will take all of us, it will take the Power of CSUSM.



LEARN MORE ABOUT THE POWER OF **CSUSM**

[CSUSM.EDU/POWEROFCSUSM](https://csusm.edu/powerofcsusm)