

THE CALIFORNIA STATE UNIVERSITY  
OFFICE OF THE CHANCELLOR



BAKERSFIELD

April 7, 2025

CHANNEL ISLANDS

Open Letter to the California State University San Marcos Community:

CHICO

CSU Board of Trustee policy provides that the Chancellor conducts a review of each president at the outset of the third academic year of the president's tenure, and every three years thereafter. It is now time for the second triennial review of Dr. Ellen J. Neufeldt, President of California State University San Marcos.

DOMINGUEZ HILLS

EAST BAY

This process is intended to provide feedback to the Board of Trustees and the Chancellor about the leadership of President Neufeldt and the current state of affairs at CSUSM. It should also provide information that will further the university's progress and assist President Neufeldt in the leadership of CSUSM.

FRESNO

FULLERTON

In accordance with Board policy, a number of officers of the university and the chairs of its major constituencies, the Academic Senate, the Alumni Association, the Associated Students, and the University Advisory Board are being contacted for their comments with respect to specific criteria, which are attached to this letter. A sampling of faculty, administrators/managers, staff, students, and community members is also being invited to submit individual comments.

HUMBOLDT

LONG BEACH

It is CSU policy to inform the university community of the review and to allow anyone not selected on an ex-officio or random basis to submit comments that address the specific criteria. The criteria are attached and also posted on the CSU website (see [link](#)).

LOS ANGELES

MARITIME ACADEMY

Please submit letters or emails no later than **May 9, 2025**, addressed as follows:

MONTEREY BAY

Dr. Mildred García, Chancellor  
The California State University  
401 Golden Shore  
Long Beach, California 90802-4210  
Email: [presidentreview@calstate.edu](mailto:presidentreview@calstate.edu)

NORTHRIDGE

POMONA

SACRAMENTO

Letters may be submitted in confidence and will not be subject to disclosure under the California Public Records Act; however, neither unsigned (anonymous) letters nor petitions will be considered. The written responses will be summarized into a performance evaluation report that will be discussed with President Neufeldt. The report will also be presented to the Board of Trustees. None of the commentators will be identified by name, and the performance evaluation report will be treated in confidence as permitted by the law. Please keep in mind that this is intended to be a constructive process that should benefit the presidency and the university.

SAN BERNARDINO

SAN DIEGO

SAN FRANCISCO

*Please also note that letters, emails or other responses received in response to this inquiry shall not be treated as a report of discrimination, harassment or retaliation, or a request for supportive measures or an investigation response under CSU nondiscrimination policies. To report an incident of harassment, discrimination, or retaliation (including sexual or gender-based harassment or violence, dating violence, domestic violence or stalking), please contact the Title IX Coordinator or DHR Administrator at CSUSM.*

SAN JOSÉ

SAN LUIS OBISPO

Sincerely,

SAN MARCOS

SONOMA

Mildred García, Ed.D.  
Chancellor

STANISLAUS

**THE CALIFORNIA STATE UNIVERSITY  
CRITERIA FOR PRESIDENTIAL ASSESSMENT**

General criteria for consideration of both the operations and condition of the campus as well as the leadership and management effectiveness of the president include, but are not limited to, such factors as the following:

**A. General Administrative Effectiveness Including Management of Human, Fiscal and Physical Resources:**

Consistent with shared governance practices, evidence in campus operations of effective planning and decision making; development of and delegation to a management team; accomplishment of plans and objectives; flexibility in approach to solving problems and willingness to change programs and methods to keep up with current needs and developments; commitment to equal employment and programmatic opportunities and wise utilization of faculty and staff; commitment to hiring and retaining a diverse workforce.

**B. Working Relations with the System and the Campus:**

Evidence in campus operations that there are open lines of communications; work is accomplished effectively with and through others; the suggestions of system staff are solicited and considered in good faith and that the executive and the management team have established credibility with the system staff.

Evidence that the president, in serving as executive officer of the campus, maintains a perspective of the mission of the CSU and cognizance of the special demands placed on the system; participates productively in deliberations in systemwide academic and administrative matters.

**C. Educational Leadership and Effectiveness:**

Consistent with shared governance practices, evidence in campus operations of development, maintenance and renewal of academic plans and programs that meet long-range needs; periodic evaluation of educational progress and accomplishments; the establishment of an environment that stimulates teaching, learning, scholarship, professional development and the pursuit of support to enhance academic programs and innovation.

**D. Community Relations:**

Evidence in campus operations of community understanding of and support for the campus; good relations with the media; service to and from the community, alumni support, effective "Town and Gown" activities; state and federal advocacy efforts; local, regional and national reputation; and an effective institutional advancement program, including fundraising consistent with mutually agreed upon goals with the chancellor.

**E. Major Achievements of the Campus and the President.**

**F. Personal Characteristics:**

Evidence in campus operations of the president's knowledge of the job, judgment, leadership, planning and organizing ability, drive, vision, human relations and communications skills, objectivity and fairness, ability to articulate ideas and concepts, ability to innovate, ability to take into account the public relations and political implications of his/her actions, ability to deal with many different problems and events at the same time, ability to withstand any criticism and to direct opposition into productive channels, ability to get to the key parts of complex problems, evidence of having facts before making decisions and ability to promote coordination and efficiency of programs and operations.