

## **Report to the Community**

**Sept. 30, 2021**

**President Ellen Neufeldt**

**Remarks as prepared**

- **Thank you, Scotty!**
- **I am grateful for your leadership on University Council and for all that you and Hunter Industries have done for Cal State San Marcos and our students.**
- **And thank you all for being here today.**
- **When I came to CSUSM in 2019, I was eager to begin a Listening and Learning tour to get to know our community and this beautiful campus.**
- **At my first Report to the Community, I shared what I saw and heard, promising to work with you to create the Cal State San Marcos of the future through our next strategic plan.**
- **As I said those words, I had no idea that only a month later COVID-19 would change our world, thrusting us into the most serious public health crisis we have seen in a hundred years.**
- **As we have traveled the journey since then, we have faced headwinds that I could have never imagined.**
- **The time has forever changed me, as it has changed all of us.**
- **In the very early days of COVID – before its impact was felt on such a global scale – I remember sitting at a conference room table with on-campus leaders and experts.**
- **We were discussing what it would mean if we had to shut down our campus and move to remote learning and working.**
- **It seemed, at the time, unimaginable that we would be faced with such a test.**
- **Just a few days later, we found ourselves forced into the reality of operating a university virtually from behind a computer screen.**
- **I'm proud to say that we rose to the challenge.**

- **In just a matter of days, we shifted all our course offerings online and our faculty developed creative ways to introduce material from a distance.**
- **With the support of donors and volunteers – including Foundation Board Director Carleen Kreider and her husband, Dick Lansing, who championed the cause – we provided thousands of students with financial and technological support.**
- **Thanks to the efforts of our innovative faculty and staff, we forged connections in a socially-distanced way in creative ways, including eSports events, virtual book discussions and online symposiums.**
- **We expanded student services and basic needs support.**
- **And as an anchor institution of our region, we supported our County’s COVID-19 testing and vaccination efforts.**
- **In total, over 200,000 tests have been administered at Cal State San Marcos and still growing.**
- **And 81,000 vaccines administered at our County-operated Vaccine Super Center.**
- **I want to thank our County and healthcare partners – including Sharp, Tri-City Medical Center and Palomar Health – for their partnership in our regional COVID-19 response efforts.**
- **I also need to acknowledge our School of Nursing and Department of Public Health who have also been on the frontlines.**
- **With healthcare workers across our region overwhelmed and understaffed, our students provided helping hands while also gaining invaluable, real-world experiences.**
- **From Chula Vista to Carlsbad, nursing students have been deployed to community health locations to support vaccination efforts.**
- **I want to give a special shout out to student nurse Sarah Menyhay, who administered my second dose back in March.**
- **Meanwhile, students in our Master of Public Health have been assisting with our on-campus exposure investigations, helping us keep our community safe.**
- **And now, this fall, the majority of our students have returned to campus.**

- **I'm pleased to share that we bucked trends of national higher ed declining enrollments to welcome over 16,000 new and returning students.**
- **Of those, about 11,000 have an in-person class.**
- **In addition, our housing and dining services are fully operational.**
- **And we are beginning to cautiously host on-campus events, such as our first-ever new student and families' convocation – a brand new tradition that recognizes the beginning of our students' scholarly journey with us.**
- **We've been able to do all this thanks to increased safety and health protocols.**
- **And I'm proud to share that our on-campus COVID-positive rate is less than a quarter of a percent.**
- **My gratitude goes out to every member of our campus who has been so careful and diligent about following health and safety protocols and standards.**
- **I have to tell you, it's so good to walk across campus on a morning such as this and feel the energy and presence of our students, faculty and staff.**
- **On our first day of fall classes, our university library welcomed 4,000 visitors.**
- **And perhaps one of the most enthusiastic groups, our student athletes are back on the playing fields and courts, engaging in practice and competition!**
- **Just allow me a moment to brag on them: even with all the hardship they faced last academic year, our student athletes led our conference in all CCAA academic awards, earning nearly a 3.4 GPA collectively.**
- **When I look back on all we accomplished in the last year, I'm still amazed by all the ways we were able to pivot and still serve our students and our region.**
- **To think that we graduated 4,400 students this past May is truly exceptional.**
- **That's 4,400 stories of individual lives changed.**
- **4,400 stories of family trajectories impacted for good.**
- **And, I have to tell you, after spending over a year apart, celebrating the classes of 2020 and 2021 in person in May was simply amazing.**

- **Commencement is always my favorite time of year, but this time, it was in a league all its own.**
- **To see faculty, staff and students in 3-D after so many long months – it was life affirming.**
- **And to celebrate the achievements of our students with their proud families was nothing short of magical.**
- **I even got proposed to on stage by one of the graduates!**
- **I couldn't point my fiancé out in a crowd, but our videographer caught the moment on film.**
- **Commencement is truly the embodiment of the transformational power of higher education and the power of Cal State San Marcos.**
- **This year we saw that power in our rankings:**
  - **We ranked 41 in the West in US News and World Report – up 19 spots in one year – which is largely unheard of.**
  - **And no. 27 in the West on Washington Monthly's "Best Bang for the Buck."**
- **I have mixed feelings about these rankings.**
- **While I'm extremely proud that we came up 19 spots in only a year, I also know that, historically, rankings have helped contribute to the socio-economic divide, rewarding schools based on prestige and selectivity.**
- **They reflect the fact that, historically, universities were built to be gatekeepers, not gateways, to the American Dream.**
- **For us at Cal State San Marcos, it's always been about serving our community.**
- **That's so important when you consider that 55 percent of our students are first generation,**
- **Half are underrepresented minorities,**
- **44 percent display exceptional financial need,**
- **12 percent are veterans or military connected,**
- **And we serve the highest per capita number of American Indian students as well as former foster youth.**

- **That’s why I put much more stock in rankings like the Social Mobility Index – where we rank 28 out of almost 1,500 colleges nationwide – an 8-point jump year over year.**
- **And we are in the top 10 in the west on U.S. News and World Report’s list of “Top Performers on Social Mobility.”**
- **I’m proud to have been part of the discussion that encouraged U.S. News to look at these metrics and recognize that diversity, student success and social mobility are hallmarks of what makes a university truly great.**
- **When I was first sponsoring discussions around this topic, some of my colleagues would ask me what social mobility was – and you might be wondering the same thing.**
- **Social mobility is from where someone starts to the opportunities and trajectories they have when they graduate.**
- **It’s not just socio-economic gains that matter but an individual’s quality of life and how they can contribute and better their community.**
- **Because, when a first-generation student graduates, they not only change their own life trajectory, but that of their families’ and their entire community.**
- **I know this to be true personally.**
- **I wasn’t a first-generation student, but my father was.**
- **And I’ve told you before that I’m so proud that he achieved not only his bachelor’s degree but his doctorate, coming from an immigrant family that migrated to Canada, leaving the family farm to pursue his college dreams.**
- **I wouldn’t be standing here today as a university president without the opportunities that afforded social mobility for my father.**
- **Today, when we find ourselves in the midst of a knowledge economy marked by rising income inequality and declining social mobility, institutions like Cal State San Marcos remain the strongest path to economic advancement.**
- **And that’s where the power of Cal State San Marcos lies:**
  - **In our ability to bring people together with diverse backgrounds and talents to learn and work ...**

- **In the way we think of our region as an entire learning laboratory, inspiring our students to become leaders who understand the rewards of service and community.**
- **In the way we partner with our region to create the programs and pathways that lead to a stronger, more diverse talent pipeline.**
- **And in the way we graduate thousands of students each year who are eager and ready to lead, collaborate, problem solve, and create a new and better future for everyone.**
- **These are the things that matter when it comes to higher education.**
- **And these are the ideas that we captured from so many of you in our brand new institutional strategic plan – we highlight the power of CSUSM...which is the power of us as we build on our shared achievements and look forward to the next 30 years.**
- **It may come as no surprise that our new mission, quite simply stated, is student success fueled by innovation, education and community partnerships.**
- **And our vision is to be a national leader of social mobility:**
  - **a first-choice university for first generation and future generations of students, who will drive intellectual engagement, innovation and sustainability for a diverse, global society.**
- **Woven throughout our plan is inclusive excellence, recognizing that true institutional greatness is only attainable when it equitably fosters opportunities for everyone to attain their best, regardless of background or circumstance.**
- **To do this, we will be relentless in our efforts to eliminate barriers to full participation, belonging and success.**
- **While our campus has always been focused on diversity, inclusion and equity, we know that COVID-19 has amplified pre-existing social and economic inequalities, health disparities, xenophobia and racism.**
- **To be successful with our mission and vision, we must have a laser focus on addressing historical and ongoing systemic inequalities among the communities we serve.**

- **To that end, you may remember that in the summer of 2020, I committed to several tangible actions that we would take to further support the academic success of our most marginalized student communities.**
- **For example, we have groups focused on supporting the recruitment, retention and graduation of Black; American Indian; and Asian, Pacific Islander Desi American students.**
- **We are also partnering to connect with Black churches and tribal communities in our region to explore how we can be a better, more authentic, and supportive partner.**
- **And as a federally-designated Hispanic-Serving Institution, we are looking forward to a hosting a summit this spring focused on enhancing our capacity to serve our Latinx students and external community.**
- **Many thanks to Dr. Renzo Lara, Director of our Latin-X Center, for organizing the summit.**
- **With the outcomes from the event, Dr. Lara and Dr. Carmen Nava, from the Department of History, will lead a taskforce focused on further supporting Latinx student success.**
- **All these initiatives build on the legacy of so many who have been engaged in moving inclusive excellence forward for years.**
- **In fact, I'm proud to share that earlier this month we were recognized with the 2021 Higher Education Excellence in Diversity Award for the eighth year in a row.**
- **As we work to be agents of positive change, all CSUSM students will be better prepared to lead thanks to these efforts.**
- **And I'm so glad we have a new Chief Diversity Officer, Dr. Aswad Allen, who is passionate about our forward trajectory.**
- **Going back to our strategic plan, two of our goals are focused on academic excellence and student success.**
- **In so many ways, we are already a national model of how to provide students with hands-on, real-world learning.**

- **Take, for example, our Summer Scholars program which actively engages students in STEM research.**
- **Recently I met Apple, a biological sciences major, who spent her summer working with faculty mentors to better understand alopecia, an autoimmune disease with no cure.**
- **At her project showcase, I met Apple's aunts who were so proud of their niece and the fact that she – along with 11 other students – contributed to a manuscript headed toward publication.**
- **Apple's aunts were there in place of her dad – who lives in the Philippines – and her mom, who passed away from cancer and is the inspiration for Apple's dream to one day find a cure.**
- **I am so impressed by Apple's CSUSM journey – as a first-generation scholar, she epitomizes why we do what we do.**
- **Another terrific example is our Senior Experience Program, which matches teams of five graduating business students with organizations in a variety of industries, including energy, hospitality, healthcare, finance, education and more.**
- **Thanks to the generosity of the Burnham Foundation, many of these organizations are nonprofits who are able to participate for free.**
- **As an example, last spring, one student team consulted with Black San Diego, an organization dedicated to promoting and empowering Black-owned businesses, entrepreneurs and professionals.**
- **Sheri Jones, the President of Black San Diego, shared that our students helped them survey business owners and consumers.**
- **The data helped them create new fee structures, membership levels, and a communication system.**
- **An immediate outcome was that their signature food truck event in Southeast San Diego was more profitable for the Black culinary community.**
- **Senior Experience is one great example of how experiential learning is embedded in our curriculum, and Service Learning is another.**

- **When students are involved in service learning, not only do they learn course material, but they get to work directly on an issue facing our region, applying their knowledge in service to the community.**
- **As just one example, Dr. Laura Olson-Bermudez, who teaches educational psychology, developed several virtual projects.**
- **For Casa Day Amistad, an organization that provides educational support and mentoring to underserved children in North County, students created and designed a college prep program for first-gen students.**
- **And for Operation Hope, a women's and family homeless shelter in Vista, students developed social-emotional workbooks and videos for young residents related to stress, well-being and suicide prevention.**
- **We are so grateful for our partners who collaborate with us to create these mutually beneficial learning opportunities because it's a true win-win situation.**
- **The connections our faculty build with you in our community make such a difference, as does the one-on-one mentoring they provide our students.**
- **If you've driven down the Pacific Coast Highway through Encinitas you may have noticed Cali Cream, a gourmet ice cream shop co-owned by Juliana Ortiz, from the Class of 2018.**
- **As a student, Juliana flexed her entrepreneurial knowledge and mindset to open a business, giving much credit to her faculty mentor, Dr. Rebeca Perren from the Department of Marketing.**
- **As a first-generation student, Juliana says that the connection she had with Dr. Perron gave her the confidence she needed to follow her dream.**
- **Recently, Juliana and her business partner were able to expand to a second location in the Gaslamp district.**
- **Because she was a teen mom who went back to school to be a role model for her own daughter, Juliana has a strong message to all her employees: Go to college!**
- **This is social mobility in action – and we want every student to have these opportunities for mentorship and hands on learning, because the impacts are tangible.**

- **National data shows that student exposure to community-engaged learning opportunities and internships is the number one predictor of their future career success.**
- **Our students tell us that these experiences are eye-opening and life changing, while our industry partners tell us that they are more likely to hire students who have an applied learning experience.**
- **And rounding out our students' journey on college and career success are many of you who mentor our students and walk beside them.**
- **Like Julie Carmargo who found the final keys on her career path from her mentor Michael Greiner, an advisory board member for the College of Business Department of Finance, who helped her prepare for her interviews.**
- **And she landed not one but both of the positions she applied for - a proud CSUSM alumna and now valued employee of Wells Fargo.**
- **Going to college is a big transition in any students' life ... and we want every single one of them to know that they aren't alone on their journey.**
- **From the moment they first set foot on campus to the time they graduate and move on to grad school or career success, we are building support across the student-life-cycle continuum.**
- **For our first-year students, we launched our Student Success Coaching Program during the pandemic, thanks to the incredible work of Dr. Valita Jones and her team.**
- **This program matches every incoming first-year student with a success coach who meets with them frequently, checking in on how they are doing – both personally and academically – and referring them to campus services.**
- **Particularly for first-generation students, asking for help or knowing what to do can be intimidating.**
- **Coaches are there to aim students in the right direction so that they achieve their goals.**
- **Already, the program is being celebrated as a national best practice.**
- **In fact, we were so proud to learn it was selected as the 2021 American Association of State Colleges and Universities Excellence and Innovation Award winner!**

- **And thanks to our community partners, faculty and staff who support our students in myriad ways, we are the first and only campus in the CSU system to close the underrepresented minority equity gap.**
- **This means that underrepresented students are graduating at the exact same rate as majority students.**
- **While this is a huge accomplishment that establishes us as a national leader in student success, it's a metric that requires constant tending to – particularly as we navigate the ongoing and multi-faceted impacts of the pandemic.**
- **These past 18 months, our students, faculty and staff have been incredibly agile.**
- **As we went through our strategic planning process, many rightly stated that we can't come out of the pandemic as we went into it – we need to embrace the positive innovations that have come from this time.**
- **Let me be clear, we will always be a university of place – and, as I shared earlier, we are so happy to have students and community back on campus.**
- **For those who learn best in person and are excited to have that traditional university experience – we will always be here to provide that.**
- **But for others – such as our adult learners and military-affiliated students – we've heard feedback that online or hybrid curriculum is really what will help them on their path to graduation.**
- **At a recent meeting, Innovate 78 leaders asked us to think about the adult learner who is looking to retool for the post-pandemic workplace.**
- **For these students, finding a program that they can balance along with work, family and household obligations is what they need to be successful.**
- **Our new dean of Extended Learning, Dr. Godfrey Gibbison, in partnership with our College Deans and faculty across campus, will be helping us look at and lead just that.**
- **In addition to being agile in the way we deliver our curriculum for nontraditional students, we are also looking at how we support their success through innovative programs and partnerships.**

- **As I shared earlier, we are so proud that 12% of our students are military affiliated.**
- **It makes sense, given the region we serve – with the third highest number of veteran residents of any county in the nation – that we keep the needs of our military community top of mind.**
- **Thanks to our newly expanded Epstein Family Veterans Center, we are providing a welcoming, one-stop resource center that offers a supportive home away from home for students with military backgrounds.**
- **Our new Military Services Director, Dr. Paul Tontz, brings his personal experience in the Navy to bear to support access and retention of student vets and family members.**
- **A component of our Veterans Services area is an exciting venture called Veterans to Energy Careers program, which facilitates the transition of student vets into sustainable energy careers, through paid internships, mentoring and professional development.**
- **99% of participants receive job offers before graduation and alumni have gone on to accept positions at Northrop Grumman, Viasat, Boeing, Solar Turbines and the NSA, among others.**
- **The program just received a \$6 million grant from the U.S. Department of Defense, allowing us to help even more veterans.**
- **On the heels of this success, our next step is to expand our services out to the extended military community, deepening our collaborations with Camp Pendleton.**
- **To that end, we've convened a working group to set goals and formulate a plan in partnership with Pendleton, Palomar College and other institutions who want to join the conversation.**
- **And let me pause here to welcome Dr. Star Rivera-Lacey, Palomar College's new superintendent and president.**
- **It's a huge point of pride for us that Dr. Rivera-Lacey is a CSUSM alumna!**
- **We are pleased to partner with Palomar, along with all our community college partners to meet the needs of our region today and tomorrow.**

- **In fact, we are excited to partner with MiraCosta College and the San Diego Regional Economic Development Council on a workforce development symposium in the spring.**
- **The symposium will look at how we can further promote inclusive economic growth – the idea that for all of us to thrive, all members of our society must have equal opportunity.**
- **This will be co-led by Dr. Patricia Prado-Olmos, our Chief Engagement Officer, and Dr. Sunny Cooke, President of MiraCosta College.**
- **I'm so glad we can offer this event for our region together.**
- **And I feel so fortunate to work alongside Dr. Cooke and Dr. Rivera-Lacey in leading higher education in North County.**
- **And just a few miles up the road, I'm also grateful for the partnership of MSJC and Dr. Roger Shultz as we serve the local residents of the Temecula/Murrieta Valley.**
- **Together, all of us are striving to address student needs across the higher education continuum, ensuring successful, educated graduates ready to lead.**
- **Provost Carl Kemnitz and Dean Gibbison were just visiting the new MSJC Higher Education Center to discuss where we go next together.**
- **From the coast to the inland valleys, our region is clearly attracting more industry – from biotech and biomed, to defense and transportation technology; not to mention healthcare services and craft brewing.**
- **And speaking of craft brewing, our Foundation Board Chair is Stone Brewing President and Co-Founder Steve Wagner – and I just want to take a moment to congratulate Stone on its 25<sup>th</sup> anniversary!**
- **With our innovative programs, including engiBeer and environmental science, Cal State San Marcos students are the future of our region's workplaces – and our industry partners are relying on us to make sure they are prepared.**
- **This is key when you consider that by 2030, North County alone will need 20,000 additional skilled workers per year for top innovation occupations.**

- **We want to build on the tremendous success we've seen in just the last few years with programs like Wildfire Science – which emerged from the recommendation of industry leaders to improve wildfire research and firefighter education.**
- **Recently, Southern California Edison provided us with a grant to extend a scholarship program, allowing us to fully support the tuition costs of up to 10 students in that program.**
- **Another one that emerged with tremendous industry support was engineering, which launched with a foundational gift from Viasat and others.**
- **Our engineering program was designed with equity and inclusion in mind – created to improve and expand our capacity to serve Hispanic, low-income and other underrepresented students.**
- **And I'm so pleased to share that we were just named the recipient of a new five-year, nearly \$5 million Hispanic Serving Institution STEM grant to expand our engineering program – which currently includes electrical and software engineering - to include computer engineering.**
- **Our Viasat Engineering Pavillion reopened this fall after serving as a County COVID-19 testing center.**
- **The Pavilion includes the Hunter Design Lab and the Nordson Innovation Lab, two spaces designed for collaboration and hands-on learning.**
- **As we strive to build out our program and serve more future engineers, we need to grow our facilities even further to make it happen... and the CSU Chancellor's Office agrees.**
- **They have allotted the funds – over \$2 million – for us to begin planning for our next major academic building – an integrated sciences and engineering building.**
- **Our vision is to build a state-of-the-art research facility with instructional, office and collaboration spaces that will benefit our entire campus community.**
- **And we're going to need your help in fundraising, as a key part of our next major philanthropic campaign.**

- **With this new facility we will be able to substantially grow to accommodate and engage more students across disciplines and backgrounds which is, in the end, what it's all about.**
- **Thanks to the support of so many of you – and with the leadership of our new Vice President of Advancement Jessica Berger – I have no doubt it will become a wonderful reality.**
- **As we grow our academic spaces, we are also excited to creatively partner with the North City developers on new housing and dining facilities.**
- **These projects will add to the vibrancy of the University District which is continuing to undergo so much change.**
- **From my office window, I can see the Kaiser Permanente Hospital and Medical Center taking shape in record time right before my eyes.**
- **Driving down Twin Oaks Valley Road, the movement happening at North City is incredible – what's being created is a vibrant and sustainable downtown district, and we're so excited to be a part of it.**
- **I want to take a moment to thank City of San Marcos Mayor Rebecca Jones – along with the leadership of her staff and council – whose long-term vision is enhancing the quality life of local residents and our university community.**
- **Our new integrated sciences and engineering building will be an excellent complement to our new Innovation Hub that is taking shape now in our Extended Learning Building.**
- **Thanks to the generosity of the Conrad Prebys Foundation, which provided \$250,000 to outfit the hub, we are looking forward to its grand opening in the spring.**
- **As a reminder, the Hub is part of our broad university innovation ecosystem, and is intended to serve as a gateway for faculty, students, industry and the community to connect and brainstorm ideas, incubate new concepts and accelerate novel startups.**
- **In the last year alone, the hub has:**
  - **hosted a virtual symposium with QUALCOMM and the SDEDC on the importance of diversity and inclusivity in the workplace.**

- **launched a semesterly innovation challenge that encourages students to develop new products, services or programs.**
- **and began offering weekly webinars addressing topics from entrepreneurship to technology and everything in between.**
- **In conjunction with our electrical engineering program and the generous support of the Kirsh Family Foundation, the Innovation Hub founded T.O.M. – a global movement that seeks to create and disseminate affordable solutions to neglected social challenges.**
- **One of the unique aspects of the Innovation Hub is its focus on social innovation, providing fertile ground for students and faculty of all disciplines to engage in a process of bringing novel ideas forward to solve the most pressing issues of our time.**
- **This spirit of innovation can be found across campus, regardless of department or discipline.**
- **Allow me to give you a few more examples of amazing CSUSM faculty helping us understand regional problems and advance curriculum:**
  - **Researchers in our California Indian Culture and Sovereignty Center led a state-wide study, representing 97 tribes, to understand the impact of COVID-19 on the American Indian K-12 community.**
  - **The data – which revealed deep equity gaps in access to healthcare and other basic needs – is critical to undertaking the difficult work of remedying disparities.**
  - **And I just want to highlight that director of the Center and Chair of American Indian Studies, Dr. Joely Proudfit, was recently appointed by the Governor to the Commission on the Status of Women and Girls, making her the first Indigenous woman in the role.**
  - **Dr. Blake Beecher, Dr. Jimmy Young and Jeannine Guarino, MSW from the Department of Social Work conducted a study funded by the Lucky Duck Foundation to better understand the perceptions of mental health and substance abuse by individuals experiencing homelessness.**

- **This work will help providers, agencies and local leaders better address the pressing homeless crisis.**
- **And Dr. Justin Perron from business administration along with Dr. Shahed Sharif from mathematics and Dr. Chuck DeLeone from physics are collaborating on The Quantum Information Science project to support the development of quantum technology curriculum at the undergraduate level – an emerging field that is typically reserved for graduate and post-doctoral students.**
- **This research is just a small highlight of some of the ways that our faculty are tackling some of our most complex problems with an interdisciplinary approach.**
- **In fact, our faculty and staff brought in over \$15 million in external grant funding this past year for research and programs.**
- **This is one of the highest amounts we've been awarded in a single year – which is particularly impressive considering all the disruptions the pandemic caused.**
- **And there's one final piece of our strategic plan – how we work together to elevate the achievements of our students, faculty, staff and community partners.**
- **We want everyone to know that Cal State San Marcos is the university of choice for first generation students and students of all backgrounds.**
- **We want everyone to know that Cal State San Marcos is the university of student success and social mobility.**
- **As a society, we face many challenges – but this university was made to be part of the solutions.**
- **Our success is the success of this region, in partnership with you.**
- **So, if you are inspired by the amazing potential of our students to be the change makers of tomorrow...**
- **If you are excited to be a part of our vital innovation ecosystem that is driving cutting-edge research...**
- **If you want to be part of how we redefine higher education ...**

- **Then please join us.**
- **Lend your voice, your support, your participation, your advocacy.**
- **No other university is as uniquely qualified as we are to address the challenges and opportunities before us,**
  - **... by putting students first**
  - **... building on our strengths of community engaged partnership and research**
  - **... and championing innovation that brings together a diversity of people and ideas that expand knowledge.**
- **Together, we have the power to support – support our young scientists, artists, and entrepreneurs so that they can pay it forward for the next generation.**
- **We have the power to innovate; to believe in infinite possibilities.**
- **We have the power to inclusively transform lives and communities.**
- **We have the power to care – to embrace the common humanity in each of us.**
- **And – within each of us – we have the power to keep growing and evolving.**
- **It's about the individual power of you...**
- **It's about the collective power of all of us...**
- **It's about the power of CSUSM.**