



California State University  
SAN MARCOS

OFFICE OF  
THE PRESIDENT

Dear CSUSM Students, Faculty and Staff,

It's hard to believe that the fall semester is over and we're preparing to turn the calendar to a new year (and decade!). As we take a well-deserved break for the holidays, I want to share a few reflections on the last six months – which have gone faster than I could have ever imagined!

As I look back on my time at CSUSM, I want to acknowledge and thank all those who have attended Listening and Learning Tour forums, meetings and tours. The conversations I've had with so many of you have revolved around themes related to a shared appreciation for each other, a passion for our students and a dedication to our region. Many of you have also brought forward many excellent ideas and thoughts on how we can continue to innovatively build on our accomplishments. I look forward to working with you in moving many of these ideas forward and will share more thoughts and plans with you during spring semester.

However, I recognize that six months has not been enough time to learn everything that I need to know. There are still so many more people I have yet to meet and much more to discover about our university. As I continue to visit and hear from both on- and off-campus groups, I will host small, informal listening sessions on an ongoing basis. These hour-long sessions are open to all students, faculty and staff. If you are interested in attending a session in spring 2020, I invite you to view upcoming dates and sign up [online](#).

Finally, I want to take just a moment to highlight the new rankings from the 2019 Social Mobility Index by CollegeNET. I was so pleased to see that [CSUSM jumped 16 places over last year and we are now ranked 36th nationally out of almost 1,500 schools](#). This improved ranking is a direct impact of the work of so many to provide the programs and services our students need to be successful in their careers and lives after graduation. I look forward to building on this strong foundation and – with you – taking it to new heights through innovation, collaboration and inclusion.

Thank you again for all that you do to make this such a special place – I am so grateful to be here. Each day has proven to me that I absolutely made the right choice in joining the CSUSM Cougar Family.

Wishing you a safe and happy holiday season. I look forward to our work together in 2020!

Sincerely,

Ellen J. Neufeldt, Ed.D.

President