

REPORT TO THE COMMUNITY

COMPLETE SCRIPT

Thursday, February 7, 2019

PATRICIA PRADO-OLMOS

Good morning! Welcome to our 15th annual Report to the Community. I am Dr. Patricia Prado-Olmos, Vice President of Community Engagement at Cal State San Marcos.

As we begin, I would like to take a moment to thank our generous sponsors, who have helped make this event possible.

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- **And thanks also to our many generous Event Patrons, whose names were listed in our pre-event slide show.**

Please join me in thanking all our sponsors for today's event.

Each year, this Report to the Community is hosted by the University Council, a 40-member citizen advisory board that meets with President Haynes regularly to discuss topics related to the University's development, community engagement and partnerships. Will members of the University Council please stand to be recognized?

I would also like to acknowledge the elected officials and their representatives who are with us today. Will you please stand and let us recognize you—in the collective—for the crucial, ongoing support that you provide Cal State San Marcos and our region?

Whether this is your first time at this event or your fifteenth time joining us, let me once again welcome you. We are pleased you are here. As we begin, I will remind us that Cal State San Marcos is located on traditional Luiseño lands, and we acknowledge the first peoples of this area.

Just a few moments ago, I introduced our University Council event hosts. If you have attended this event in the past, you may remember that typically our emcee is the current University Council chairperson. Well, today is not going to be a *typical* Report to the Community, and I thank our current chair, Frank Foster, for letting me have the honor of serving in the emcee role today.

After 15 years of bold, trailblazing leadership, many of you know that Dr. Karen Haynes will retire from her role as president of Cal State San Marcos this June. This being our *last* Report to the Community with President Haynes, we wanted to do things a *little* differently.

Before you hear from President Haynes, we've invited a few other speakers from our university and region to speak about her crystal-clear vision and authentic brand of bold leadership that has led to tremendous growth and impact at Cal State San Marcos over the last decade and a half.

Long before I became a vice president or even a dean here, I was a professor in the School of Education, hired in 1997. I had the pleasure of working for our two other CSUSM presidents before President Haynes arrived. I can attest that President Haynes is the president who stands out as a visionary leader, committed to student success and community well-being. When I look back to where we were in 2004 when President Haynes arrived – a small, young commuter school with just under 7,000 students – to where we are today, a very much in-demand and celebrated university with over 17,000 students and 45,000 alumni, it's hard to believe this is even really the same university.

What has always struck me as remarkable about President Haynes' leadership over the years has been her consistency of vision and values, drawn from her professional background in social work. Those values led her to quickly and emphatically declare that Cal State San Marcos would raise educational attainment rates, actively seek students from previously underserved populations, become increasingly engaged with our region, and grow our reputation beyond being just “the best kept secret” in North County.

Her early message for everyone – faculty, staff, students, alumni and our community – was that she would be open and accessible but also strategic in all decisions and plans. She didn't simply say, “trust me.” Instead she said,

“Listen to what I say; watch what I do; and I feel certain that your trust will come.”

During her first year here at Cal State San Marcos, President Haynes got to know us, listened to us, and then led us in a planning process that has guided our actions ever since. Annually, she works with us to recalibrate goals– raising them as we achieve them and redefining them if we don’t. Furthermore, I have never known President Haynes to shy away from risk, even during unprecedented challenging economic times. Now, 15 years later, we see the impact and results everywhere we turn.

LEGACY OF LEADERSHIP VIDEO PLAYS

PATRICIA PRADO-OLMOS

Now, it’s my honor to introduce to you a special guest, someone who leads an organization that sits at the center of a unique collaboration of business, trade, community and education leaders. Please join me in welcoming to the podium, president and chief executive officer of the San Diego Regional Economic Development Corporation, Mark Cafferty.

MARK CAFFERTY

Thank you, Patricia. What an honor it is to be here among such a dynamic and engaged group of regional leaders from all sectors of our economy.

It’s easy to see that this is a university that is brimming with possibilities. Every time I come to campus, the vibrancy and energy is palpable. From scholarship and research to ideas and innovation to the

training of our future workforce... You can't visit Cal State San Marcos and not feel the energy and promise of the future.

From its earliest beginnings, this university has been inextricably linked *with* and supported *by* our region. This support has reflected the belief not only in the power and importance of education and discovery, but the role public universities play as bridge builders and sector spanners for diverse industries, distinct communities and siloed disciplines, all in the pursuit of knowledge, progress and partnership.

But by the time President Haynes arrived here in 2004, waves of change began to impact the world of comprehensive public higher education. She realized right away that the old model was starting to fail due to rising mandatory costs, dramatic cuts in state funding and the evolving needs of students and the economy.

President Haynes saw that for Cal State San Marcos to grow, it would have to partner, change and adapt quickly. She issued a challenge not only to the faculty and staff, but to the entire region, inviting us to dream big and imagine what CSUSM could become. The results can be seen today across campus and our region.

Just beyond this event pavilion, in the classrooms and laboratories of CSUSM, faculty are welcoming students into their classrooms, laboratories and offices, fully engaging with them and making this university's promise of experiential learning real.

Take a drive up the 15 and in about 30 minutes - give or take with traffic! - you'll arrive at CSUSM at Temecula. The off-campus center stands as a new breed of public partnership. When it opened in 2008 it was – and

remains to this day – the only public higher education option for residents in Southwest Riverside County.

Across the street on Barham Drive – you might have even driven past it on your way here this morning – the newest CSUSM building, the Extended Learning building, is under construction. Slated to open this fall, it is yet another testament to this university’s innovative, creative and entrepreneurial spirit. With a continued shortage of state funds for new academic buildings, and an increasing demand from our region to serve more students, bringing the Extended Learning building to fruition was a complex task that pushed the boundaries – not just of the CSU system but of the University of California and California Community College systems. This project is the first academic building established through a public-private partnership in California history!

We have all heard President Haynes talk about the impending degree shortage. This is an issue that I obviously care deeply about because our region’s economy is utterly dependent on a highly-educated and skilled workforce. Here in our San Diego region, about one-third of EXISTING jobs typically require a degree or credential at the entry level. Over the next decade, that will grow to 42 percent of all new jobs.

Because she has long championed the idea that public universities ought to be not just “in” but “of” their region with an outward-looking, active and engaged presence, President Haynes has placed an emphasis on partnerships with local industries to develop new academic programs and initiatives that will prepare students for the careers of tomorrow.

In fact, over the last 15 years, over 100 new academic programs have been launched – from biotechnology to engineering, kinesiology to public

health, nursing to palliative care, environmental studies to hospitality and tourism. This includes degree and certificate programs created – even during the Great Recession – without *any* state support. Because over 80 percent of CSUSM’s 45,000 alumni remain **HERE** in our region after graduation, Cal State San Marcos is truly fueling our local workforce.

It’s true that few universities have come so far as fast as CSUSM. With an annual economic impact that is *conservatively* estimated at nearly half-a-billion dollars a year, it’s undeniable that this university – thanks to President Haynes’ *crystal-clear* vision – is entwined in the aspirations and progress of our region.

Thanks to President Haynes, we can also see that there is limitless potential at Cal State San Marcos. It’s a university that serves its region. Strives for progress. Transcends the status quo. What starts here clearly can change not only our region but the world.

Now, it’s a great pleasure to introduce to you a long-time friend of this region and this university. In 2008, he received an honorary Doctor of Humane Letters from Cal State San Marcos in recognition of his role on the first President’s University Council, which was charged with founding a university here in North County. Today, he is the chair of CSUSM’s Foundation Board, a group of volunteer leaders who empower this University by guiding its philanthropic endeavors and serving as some of the university’s greatest ambassadors.

Please join me in welcoming to the podium an extraordinary businessman, philanthropist and volunteer, **Dr. Jack Raymond!**

JACK RAYMOND

Thank you, Mark. And HELLOOOO COUGARS! I really feel the HEART of a cougar in this tent this morning! Thank you all for being here today. As Mark shared, I was an advocate for CSUSM even before there WAS a CSUSM! And what a great ride it has been. But, you know, there were two others that were here before me: Ken Lounsbery and Joe Bear!

I want to thank and recognize my colleagues on the Cal State San Marcos Foundation Board for *their* commitment to advancing CSUSM's mission of learning, discovery and engagement. Will my fellow Board Directors please rise and be acknowledged?

This is a place where we *Prepare Tomorrow's Leaders.*

This is a place where we *Build Great Communities.*

This is a place where we *Solve Critical Issues.*

In fact, *Preparing, Building and Solving* were the three foundational pillars for Cal State San Marcos' first major philanthropic campaign, *Forward Together.*

It's hard to believe that it was almost seven years ago that Cal State San Marcos' Foundation Board directors gathered to finalize details of the campaign. Foremost among those final details was determining the campaign's fundraising goal. At the time, the university's 25th anniversary was just a few years away; someone suggested \$25 million to tie in with the milestone. And I see a few heads out there nodding in agreement! It sounded like a good idea and certainly seemed to be a reasonable goal for a young university's first comprehensive campaign.

But then somebody who is never one to shy away from bold, audacious goals, spoke up and said, "Why not \$50 million?"

That someone was, of course, President Karen Haynes. And she was right. Why not \$50 million?

Certainly, that number raised a lot of eyebrows. We were reminded that our alumni were too young and not yet affluent. We were told that no other university our age had ever raised this much money in a single campaign before. It was said we had too much competition in our region, with four other major universities in San Diego County alone.

But what President Haynes and I both knew was that we *could* pull together a great campaign, that non-alumni would contribute; and that everyone would want to be on THIS winning team.

Since we launched our campaign publicly in 2015, many of you have donated time, talent and treasure. In short, you have vindicated that bold choice made in 2011 – our choice to launch the largest philanthropic campaign in Cal State San Marcos history, and the biggest for any university in the nation at our youthful age.

Today, I'm proud to tell you that we just didn't meet that bold goal but we SHATTERED it! And it wouldn't have been possible without you.

Your generosity and support of CSUSM is having a profound impact. Already, the campaign has helped launch the CSU Institute for Palliative Care. It is helping CSUSM's California Indian Culture and Sovereignty Center preserve the heritage of California's American Indians. It helped CSUSM become an All-Steinway School. It helped us launch a new engineering program. It helped us build and then expand a center for supporting our veteran students and their families. It helped us create a bigger and better space on campus for our former foster youth. And that is

just a small sample of how your support is having a transformative impact on our students and our region.

So I'm absolutely delighted to share with you several numbers. Together they illustrate powerfully the magnitude of what we have achieved together.

The first number is 9,290. That's the total number of unique donors who have supported the Forward Together campaign. Each gift represents someone who believes in the power of Cal State San Marcos and the relevance of our mission moving forward.

The second number is 6,629. That's the number of people who made their first-ever gift to CSUSM through Forward Together – our newest generation of CSUSM supporters.

The third number is nearly \$1 million dollars – that's the amount that our alumni collectively gave. An impressive number when you, again, consider the relative youth of this institution.

This brings me to the final number I would like to share with you this morning. Thanks to your extraordinary vision, commitment and generosity, we have reached a singular milestone in Cal State San Marcos philanthropy. Members and friends of the CSUSM community, it's my great honor and pleasure to announce our Forward Together total: \$55,035,210 dollars! And with this dollar from Ken Lounsbury, let's make it \$55,035,211 dollars!

When I look at this figure, two words leap to mind – and I offer them now with deepest gratitude, on behalf of the entire University: THANK YOU!

To our donors, thank you for your incredible generosity. To our volunteers, thank you for your loyal service and exemplary leadership. To our faculty, staff and academic leaders, thank you for the dreams you have shared

and the plans you made to realize them. And to our students and alumni, thank you for being our inspiration. We did this for YOU.

And I would like to add one more thank you – to President Karen Haynes for her crucial role in setting us on this path to amazing success, and then supporting us every single step of the way. Thank you, Karen.

This isn't the end of a campaign; it's a validation of excellence that will ripple across our region for years to come. Thank you.

PATRICIA PRADO-OLMOS

Jack, on behalf of CSUSM and the entire region, thank you for your leadership and support on our *Forward Together* campaign. We could not have done this without you. Friends and colleagues, will you all join me one more time in giving Jack a round of applause?

Now it's my pleasure to introduce a colleague and friend of mine from CSUSM. Since 2013, she has served as Vice President for Student Affairs, providing leadership and oversight for the division which encompasses Enrollment Management Services, Student Development Services, Student Academic Support Services and Student Life. She is a committed advocate for students and their success . . . Please join me in welcoming to the stage, Dr. Lorena Checa.

LORENA CHECA

Hello, thank you Patricia, what an honor it is to be here with you today. I'd like to start my brief remarks by telling you a story about one Cal State San Marcos student and how her life trajectory was dramatically altered thanks to this university.

This student was born in Mexico and immigrated to the United States with her parents and five siblings when she was only eight years old. Although she knew limited English and had few financial resources, she strived to excel in school with the support of her family. But when she married her high-school sweetheart at the age of 16, she felt she had fulfilled her destiny.

In 1990, the year CSUSM opened its doors for the first time to students, she was hired as an administrative assistant. Working at the university opened her eyes to the possibilities of higher education, and she realized that she wanted to pursue a degree for herself.

While working full time and raising a family, she earned her bachelor's degree in literature and writing studies. But she wasn't done. From there she returned to CSUSM to earn her MBA, then went on to earn a Master of Arts in Educational Counseling from SDSU and a Ph.D. in Leadership and Higher Education Administration from USD.

Career wise, she was also on an upward trajectory. Since that first administrative assistant position in 1990, she held roles with increasing levels of responsibility including admission specialist, counselor, assistant director, director, senior director and associate vice president. Six years ago, she was appointed by President Haynes to become the vice president of Student Affairs. And if you haven't put this story together yet, yes, that Cal State San Marcos alum I'm talking about is ME!

In 29 years, I have experienced first-hand how this university has uplifted the lives of countless individuals, not just changing the trajectory of their own future, but rippling through their families and entire communities. Now it's MY honor to help guide other students along the same path I was once on.

Since 2004, when President Haynes came to lead our campus, we have placed a specific focus on raising the educational attainment rates of students in our region, creating strong ties to our communities and developing partnerships that provide access and opportunity.

We take great pride in the demographics of our 17,000 students, nearly half of whom come from traditionally underrepresented backgrounds. They include veterans, former foster youth, American Indians, and first generation in college students.

In fact, we have the highest per-capita number of veterans and former foster youth as well as the only increasing number of American Indian students in our 23-campus California State University system. Veterans and their dependents make up 12 percent of our student population.

This is particularly meaningful when you consider the data. Only 37 percent of Hispanic and Black students in San Diego will finish high school college-ready. But at Cal State San Marcos, we are succeeding at not only getting underserved students TO our university but THROUGH our university to graduation day thanks to the unique programs and dedicated faculty and staff.

While some may worry that our commitment to assuring access and opportunity may inadvertently reduce our academic quality or national accolades, recent awards indicate this is just not the case. This past semester alone we were:

- 23rd in the nation among four-year schools in the “Best for Vets: Colleges 2019” rankings.
- We ranked 52nd out of nearly 1,400 universities in the CollegeNET Social Mobility Index, which measures the extent to which a

college or university educates students with family incomes below the national median at lower tuition and graduates them into good paying jobs.

- **We ranked 45th among Western colleges in Washington Monthly's "Best Bang For the Buck" listing, up five points from last year, and 90th for "Master's Universities", a 54 point jump from last year.**

- **We were recognized for the FIFTH straight year with the 2018 Higher Education Excellence in Diversity award from INSIGHT Into Diversity magazine, the oldest and largest diversity-focused publication in higher education.**

Even with these successes, our focus will always be first and foremost on serving our students so they can discover just how extraordinary they can be.

- **Students like Matt, who endured a childhood of abuse after being adopted from the foster care system as an infant. After being removed from that household as a teenager, he was luckily adopted again by a loving and nurturing family. After graduating high school, Matt entered CSUSM as part of our ACE Scholars Services Program and found support and guidance along his academic journey. He double majored and developed into a student leader, becoming the student body president his senior year. In 2014, Matt graduated. But, like most of our alumni, that wasn't the last we heard of him! He now annually gives \$500 a year to an outstanding ACE Scholars graduate. It's his way of saying, quote, "You did what [the vast majority] of those out there like you will not do. You truly made it."**
- **Students like Karina Gonzalez Herrera, the daughter of parents who sought asylum from violence in Guatemala when she was a girl. After graduating from high school, she enrolled here at Cal State San Marcos**

where she was embraced by our faculty and support staff. Not only did Karina earn both her bachelor's and master's degree from CSUSM, but she went on to earn a Ph.D. in biology from Harvard University. Today she is passionate about her career as the assistant director of diversity and minority affairs for the Division of Medical Sciences and the Graduate School of Arts and Sciences at Harvard, where she provides support to students.

Matt, Karina and I are just three examples of our 45,000 Cal State San Marcos alumni. Each of us has a story to tell about how Cal State San Marcos has impacted our lives.

In my role today, I can tell you that our students' energy and talent truly knows no bounds, and their achievements continue to reinforce our belief in the enduring mission, purpose and values of this university.

For me, personally, I know that I would not be where I am if it were not for President Haynes and her commitment to opening the doors wide for others.

Because of her, Cal State San Marcos is stronger than it has ever been.

Because of her, our faculty and staff sustain and nurture the hope of thousands of students.

Because of her, we will continue to assert our commitment to serving this region.

“BECAUSE OF HER” VIDEO PLAYS

PRESIDENT HAYNES

I've had a secret since summer of 2003 that I haven't shared. I received a call to inform me that I was nominated for the presidency of CSUSM. While honored, I thought, 'Where is Cal State San Marcos? It must be a "well-kept secret" in the CSU.' So, I postponed my response and did some background work. I looked at the website – not well developed 15 years ago; I examined regional demographics. Jim and I traveled to North County to see the region and walk the campus – incognito.

What we discovered was a place full of opportunities and potential. I knew that my preferred leadership style was not to be a "maintenance leader" and hoped that my predilection for visioning and growing organizations might be a fit. So I threw my fuchsia suit into the pool of nominees and, well, 15 and a half years later, I can say to you that "I was right."

Not only did my leadership style "fit" this young campus, but this campus and this community were ready AND willing to embrace the challenges, opportunities and changes to move us to where we are today.

As we have grown, our values have been our common thread; our priorities have been consistent, and our vision has been "crystal clear" for 15 years.

Important to me – through the "great recession" as well as in better economic times – has been creating and nurturing a culture, empowering students and employees, expanding access and HAVING FUN while doing it.

Important to my vision of CSUSM being engaged with, not just residing in, this region was an early "audacious" idea—and an idea not immediately supported. The idea was to deliver an annual report to our stakeholders. I tested this idea with an employee and her abrupt, definitive response was, "Who in the world would pay money to be at a 7 a.m. event to hear you speak!" Thank you for proving I was right!

Undoubtedly, every leader needs important people in their journey who can push back as that employee did, can question their judgement, can highlight the risks, and can help identify opportunities. Someone who unconditionally believes in them—even when they sometimes doubt themselves. I have been fortunate to have many supporters... but there is one...

The literature on presidential couples often refers to “getting two people for the price of one;” too often describes a stereotypical set of roles and responsibilities that a presidential spouse might perform: such as serving high tea, centerpiece approval, or napkin folding. You know that Jim has broken those stereotypes even as he has, with skill and good humor, filled several roles on our campus.

He has been unfailingly supportive of my goals, although I can’t quite say the same about his unfailing support of some personal choices. His response when I showed him the fuchsia suit I had chosen to wear to the public interview for this presidency was immediate and emphatic: “Do you want this job or not?” His gentle, continuing critique about some wardrobe choices persists to this day: “Those earrings are really large, are you sure they are appropriate?” or, “Are you really going to wear those glasses? That hat?”

But I digress...

Together we experienced the warmth and support of this campus and this community – from its “purple haze” welcome of me on my first day, to continued hospitality and responsiveness to our invitations to dream, to partner, to support CSUSM throughout the years. So, while there have been many sentiments of the transformations that have occurred at CSUSM during our tenure, Jim and I want to reciprocate by saying that we, too, have been transformed.

And while there have been many beginnings for us during these 15 years, as our retirement approaches at the end of June, farewells are less common. However, what remains for us, in our “crystal clear vision,” is our optimism for the future of this very special place. The teamwork within our university, the partnerships with external entities. These provide us with a great source of satisfaction but, more importantly, they support our certainty that the successful trajectory of this campus is assured.

WE are clear that TOGETHER with all of you we have achieved these goals, these accolades, these partnerships... and that will not end with our retirements. Jim and I will be following CSUSM’s ongoing evolution from the “outside,” but you will continue your support with “crystal clear vision.”

With continued great pride, affection and gratitude for all that we’ve achieved in these last 15 years together, WE thank you.