



# Strategic Plan

Karen S. Haynes  
President

## The Mission:

California State University San Marcos focuses on the student as an active participant in the learning process. As a Carnegie classified "community engaged" university, CSUSM students work closely with a faculty whose commitment to sustained excellence in teaching, research, and community partnership enhances student learning. The university offers rigorous undergraduate and graduate programs distinguished by exemplary teaching, innovative curricula, and the application of new technologies. CSUSM provides a range of services that respond to the needs of a student body with diverse backgrounds, expanding student access to an excellent and affordable education. As a public university, CSUSM grounds its mission in the public trust, alignment with regional needs, and sustained enrichment of the intellectual, civic, economic, and cultural life of our region and state.

## Our Vision:

California State University San Marcos will become a distinctive public university known for academic excellence, service to the community, and innovation in higher education. In its teaching and student services, CSUSM will combine the academic strengths of a large university with the personal interaction characteristic of smaller institutions. Students will select from a growing array of specialized programs responsive to state and regional needs. Our curriculum will emphasize a strong foundation in the liberal arts and sciences while it provides the knowledge, skills, competencies and experiences needed in a global society experiencing accelerated technological, social, and environmental change. A faculty of active scholars and artists will foster student learning through teaching that reflects ongoing discovery and experimentation, and that makes a difference in the life of our communities. CSUSM will celebrate and capitalize on its diversity to form a learning community committed to this shared vision.

## Our Values:

California State University San Marcos is an academic community dedicated to the values of:

**Intellectual Engagement:** learning, teaching, discovery, and application of knowledge

**Community:** shared commitments to service, teamwork, and partnership

**Integrity:** respect, honesty, trust, fairness, academic freedom and responsibility

**Innovation:** creativity, openness to change, flexibility, responsiveness, and future focus

**Inclusiveness:** individual and cultural diversity, and multiple perspectives

## **Our Goals:**

### **Strategic Priority 1: Academic Excellence**

Delivering academic excellence through high-quality programs, rich learning opportunities, exceptional staff, and effective student support mechanisms is at the core of our work at California State University San Marcos. We are committed to the success of students by encouraging their intellectual engagement and by supporting the teaching, research, and creative activities of a stellar faculty.

#### **Objectives:**

- 1.1 Ensure a personal student centered learning environment**
- 1.2 Provide interactive and applied learning opportunities**
- 1.3 Develop and offer programs that address regional and global trends and complement the university mission**
- 1.4 Assess and adapt learning outcomes**
- 1.5 Support faculty research, creative activities and development**
- 1.6 Integrate appropriate innovative technology throughout the academic experience**
- 1.7 Provide academic and student services support for student retention, success and graduation**
- 1.8 Develop appropriate spaces for learning and collaboration**
- 1.9 Provide students and faculty with the library materials, appropriate equipment, and classroom/laboratory supplies to support the learning environment**
- 1.10 Ensure programs eligible for external accreditation are accredited**

### **Strategic Priority 2: Student Life**

California State University San Marcos is creating a rich, welcoming, and inclusive university environment that fosters campus pride, personal and professional development, and the active engagement of all students in the life of the university.

#### **Objectives:**

- 2.1 Engage and support first year students to improve retention and connectedness**
- 2.2 Promote co-curricular activities and events to maximize student education, development, and wellness**
- 2.3 Offer seamless services and single contact points for student services**
- 2.4 Promote and exhibit civic engagement**
- 2.5 Partner with students to develop an engaging and vibrant community to facilitate students' sense of belonging and campus pride**
- 2.6 Develop space for formal and informal student gathering and collaboration**

### Strategic Priority 3: Campus Climate

Recognizing that our ability to excel is a function of our ability to work together as a team, California State University San Marcos promotes a climate of camaraderie, mutual respect, and trust for all members of the university through support, effective communication, and sustained professional development.

#### Objectives:

- 3.1 Enable a sense of ownership and pride through active engagement and collegiality**
- 3.2 Deliver service-oriented and efficient administrative processes**
- 3.3 Demonstrate commitment to environmental stewardship and sustainability**
- 3.4 Support professional development and celebrate achievement**
- 3.5 Ensure a welcoming and accessible campus to visitors**
- 3.6 Promote work and life balance**
- 3.7 Provide opportunities and mechanisms for informal gathering and interaction**

### Strategic Priority 4: Community Partnerships

California State University San Marcos desires to strengthen and further expand our local, national, and international partnerships in ways that allow us to better serve our community as a leader in regional development and enhancement.

#### Objectives:

- 4.1 Strengthen K-16 and other educational partnerships**
- 4.2 Leverage opportunities for self-support life-long learning programs**
- 4.3 Provide strategic leadership and foster opportunities for regional growth and development**
- 4.4 Establish mechanisms for mutual engagement of university and community**
- 4.5 Strengthen university visibility and image**

### Strategic Priority 5: Educational Equity

As a community of students, faculty, and staff, we at California State University San Marcos are committed to respecting and modeling the diversity of our region within a context of social justice. Together, we strive for educational equity and promote a fair and open environment for the exchange of ideas.

#### Objectives:

- 5.1 Build an ethnically, racially and culturally diverse population of students, faculty and staff that demographically reflects the region**
- 5.2 Provide welcoming environments for all communities of difference and serve to promote informal exchange of ideas, social interaction and collaboration within and among all groups**
- 5.3 Articulate messages that advocate social justice and educational equity through open communication and dialogue about efforts to integrate difference (race, ethnicity, gender, culture, sexual orientation and differential abilities) in curriculum, campus programming and community discussions**
- 5.4 Strengthen programming for students, faculty, and staff that promotes a culture open to diversity and equity issues and attainment**
- 5.5 Provide equal access to technology and information**