Dear CSM Community,

Spring is here. And in the spirit of spring, I encourage everyone to take time to focus on your own wellness and share in looking after each other’s well-being, interpersonally and professionally. Some of us may not be feeling the sense of optimism spring brings with all that is happening locally, nationally, and internationally. While acknowledging this, I would remind us that spring is a time of growth and birth. Seedlings sprout, hibernation ends, plants bloom, and baseball begins, welcoming a season of hope for new beginnings. In our humanity, we are our sisters’ and brothers’ keepers. As a campus, we will continue to focus on wellness and health. I welcome your ideas and suggestions. When people ask how I am doing, I often take a moment to pause to really assess where I am, as I navigate my own personal feelings and emotions on any given day.

I hope you take time over spring recess to reflect and recharge as we plan to finish out the semester and celebrate student achievement at commencement. I’m thrilled that this year will mark the return of a live, in-person ceremony in a new outdoor location, our football stadium. Please mark Friday, May 27, at 4 pm on your calendar; I look forward to seeing you there.

When I started in this role last year, I promised that I would spend my first 100 days listening and learning. My goal was to gain insight on current campus values, culture, and opportunities—a task made even more important as we returned from the pandemic. Below you will find a summary of the listening tour, an update on our strategic direction, Coastside plan, and an announcement of CSM’s Classified Employee of the Year.

Observations and Reflections from the First 100 Days
Some of you attended the Institutional Planning Committee (IPC) meeting where I shared my observations. Here are some highlights broken out by themes:

Prominent Characteristics
- The campus focuses on “doing good”
- Teaching and scholarship are a priority
- The 100-year legacy shapes our future
- Collaboration is central to our work
- Mental and financial health are important to us

Opportunities
- Ensure all populations are being served equitably
- Provide adequate resources to operational areas to create stability
- Create comprehensive economic development infrastructure
- Build CSM brand in the community from early education to college
- Interrogate programs, services, and curriculum that have not led to equitable outcomes or student achievement
- Invest in antiracism as our Solidarity Statement claims
Participatory, Shared Governance
- Shared governance requires shared responsibility
- Create space to reflect, discuss, and connect
- Communicate to build understanding and to avoid confusion
- Establish a process to facilitate the feedback cycle for committee representatives
- Reflect on and assess institutional governance committee effectiveness

Values
- Create a culture in which BIPOC faculty, students, and staff feel authentic care
- Enhance campus engagement, participation, and voice
- Review and revise practices, policies, processes, and procedures that create barriers to student achievement
- Budget allocation should reflect our priorities
- Inspire innovation and creativity
- Be accountable, be thoughtful, and lead with urgency
- Celebrate each other and the diversity of our students

Our Shared Vision, Strategic Direction, EMP
The college is in the process of refreshing and revitalizing the Educational Master Plan. It includes internal and external scans, integrated college plans, and aligned college priorities. Our collective process will ultimately give voice and name to our college’s “packaged,” communicated work going forward in fall 2022.

The six college priorities for the 2023-2028 EMP are Antiracism/Equity, Community Partnerships, Effective Communication, Strategic Planning, Student-Focused Support, Teaching and Learning. These priorities shape the foundation of CSM’s work.

Under the Strategic Planning priority, the college will develop and implement an Enrollment Management Plan to be formalized in Fall 2022. An Enrollment Management Task Force will develop an integrated enrollment plan that includes goals, metrics, accountability, and self-assessment. Key
components of the plan are scheduling and program pathways, support and services, marketing and communications, outreach and economic equity, success and completion, fiscal sustainability, and retention and persistence.

Here is a preview of the strategic direction we are heading in our collaborative work in revising the 2023-2028 Educational Master Plan.

- Moving away from “initiatives” to recenter core processes to serve the college mission
- Comprehensive approach to serving students as we move away from siloed efforts
- Reaffirmation of our role as the community’s college
- Intentional focus on continuous improvement and measured outcomes/metrics
- Practical activities “To-Do’s”
- Planning that articulates budget to values

The draft EMP will be shared campus-wide in August for review and input. A final draft will go to the Board of Trustees for their consideration in October.

Coast to College Education Plan
Thank you to everyone who has been involved in the Coastside work. I have presented two Coastside presentations at the Institutional Planning Committee. Please take time to review the presentations. I went on a listening tour to better understand the needs of the community. The college hosted two town halls with Coastside community members (including resident employees).

Here is some of what we have learned.

Challenges:
- Transportation
- Lack of Coastside advocates
- No academic or support programming
- No educational alignment to small businesses and local entrepreneurs
- No internship programs
- Lack of partnership between high school, industry, non-profits, and trades
- Childcare needs
- Internet bandwidth
- Lack of CSM presence

Opportunities:
- Higher education is now integrated into City Hall’s Coastside Economic Recovery Plan
- Expand instruction and services
- Utilize dual enrollment, promise scholars program, career education, and ESL
- As the community’s college, we will take the college to the community
- Establish sustainable and varied partnerships with community organizations
- Prioritize pathways from early education to college
- Enhance workforce development, local business partnerships, apprenticeships, and curriculum innovation

The college’s Coast to College Education Plan includes the following: Programs and Services, Transportation, Education Offsite Center, Marketing and Outreach, Economic Development and
Sustainability, Data and Accountability, and Impact and Outcomes. This plan will be presented to the Board of Trustees at the April board meeting.

**2021-2022 Hiring**
We have been busy this year. I appreciate the time and commitment it takes to serve on screening committees. Thank you to our classified staff, faculty, administrators, and students for ensuring that we are selecting the best candidates to join our CSM family. Go Bulldogs!

**Shoutout to Classified Staff**
Our classified staff are essential to every aspect of our college operations and ultimately student achievement. Your hard work and dedication inspire me, especially when I hear regular stories about staff going above and beyond to serve our students. In this vein, I’m excited to announce that at last night’s Board of Trustees meeting College Recruiter Estela Garcia was put forward as CSM’s selection for the Classified Employee of the Year Award through the State Chancellor’s Office. She was recognized by the Board for her hard work and dedication. Thank you to Estela, and to all of our amazing classified staff.

Coming up, the President’s Office in partnership with Classified Senate will host a spring social to celebrate Classified Employee Week (CEW), May 15-21. Please mark your calendars.

Again, I hope you enjoy a restful break.

Take care, be well, and stay strong,
Jennifer