

# CHABSS 2023-28 Strategic Plan

*Advancing  
The Power of CSUSM*

*Together we will ...*



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# CSUSM VISION

California State University San Marcos will be a national leader of social mobility, transforming lives, families and communities. As the first-choice university for first-generation students and future generations, we will drive intellectual engagement, innovation and sustainability for a diverse, global society. Our exemplary academic programs will respond to societal needs and prepare students to be tomorrow's socially just leaders and change makers.

April 28, 2023

Dear members and friends of the College of Humanities, Arts, Behavioral and Social Sciences,

I began my first year as dean of CHABSS with an invitation. You accepted, and we've spent this academic year in an inclusive process identifying the shared objectives that will align our collective efforts over the next several years with *The Power of CSUSM*, the university strategic plan launched in June 2022.

We commenced with an affirmation of the university mission and then delved into conversations anchored to our commitments to academic excellence; student success; diversity, equity, and inclusive excellence; and a culture of care. This was a heavy lift during my first semester, and our success is due in large part to Associate Dean Carmen Nava and College Administrative Coordinator Amanda Altamirano, both of whom dedicated much time and energy to creating the materials for these discussions and tracking the responses.

The result was a series of rich conversations. I am profoundly grateful to the students, community supporters, and alumni whose perspectives inform this plan as well as the faculty, staff and administrators who brought their expertise to the conversations and will be responsible for strategic plan implementation.

During the winter faculty break, the strategic planning task force took the wide-ranging input from those discussions through an intensive process of collation, discussion, and analysis. The result was 13 possible areas of focus for our collective energies. We spent the month of February in further conversation followed by voting to identify those objectives we each deemed most significant for CHABSS to embody the university mission of student success.

In March and April, the task force analyzed the results of that prioritization process to finalize the five objectives presented here. The elegance of these final objectives is the result of many drafts, spirited discussions, more drafts, and more spirited discussion! I want to thank task force members Nancy diBenedetto, Lindsay Gomez, Domenique Maj, Carmen Nava (co-chair), Kimber Quinney, Andrew Spieldenner (co-chair), Mary Stewart, Renée Tourville Werthmann, and Gabriel Valle for their collective effort to authentically bring forward the aspirations and ambitions of all stakeholders who participated in the process.

I am delighted to share with you the five areas that will comprise our collective foci for 2023-2028. These express our shared aspirations and our contribution to realizing the CSUSM Vision, especially as the holders of academic programs committed to preparing students to be "socially just leaders and change makers."

We are carriers of a bold university mission and vision. As the largest college that reaches almost every student, our collective efforts are critical to the realization of these aspirations. We are truly the Power of CSUSM!

Sincerely,

*Liora Gubkin*

Liora Gubkin

Dean, College of Humanities, Arts, Behavioral and Social Sciences

## Dean's Message



# CSUSM MISSION

At California State University San Marcos, our mission is student success. As an engine of transformative knowledge, our community of dedicated teacher-scholars, and staff holistically advance the academic, social, professional and personal development of students across the student life cycle, through education, innovation and community partnerships.

**OBJECTIVES** We, the faculty, staff, and administration of CHABSS, affirm to:



## **Academic excellence**

Promote academic excellence through department and program review of curriculum utilizing best practices related to diversity, equity and inclusion. (University strategic objectives 1.1 and 3.8)

**01**

## **Diverse faculty and staff**

Recruit and retain a diverse community of teacher-scholars, staff, and administrators who will serve as role models for our diverse student body and have a commitment to student academic success. (University strategic objectives 1.7 & 3.1)

**02**

## **Supportive community**

Support a human-centered and inclusive community by cultivating a collaborative, innovative, and respectful working and learning environment. (University strategic objectives 3.5 and 4.1)

**03**

## **Career readiness**

Increase community partnerships for high-impact, experiential learning that strengthen student academic success and career readiness. (University strategic objectives 2.4 and 5.4)

**04**

## **Philanthropic culture**

Create opportunities throughout the college to promote a culture of philanthropy in support of student academic success. (University strategic objectives 5.5 and 6.2)

**05**



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# NEXT STEPS

## S.M.A.R.T. OBJECTIVES

CHABSS will develop a dynamic and inclusive process to implement our college strategic objectives. Planning work will begin in summer 2023, and multiple stakeholder groups will be invited by the dean to identify college-level actions in fall 2023 that are specific, measurable, attainable, result-oriented and time-framed (i.e. SMART).



## CSUSM VALUES

- Intellectual Engagement
- Student Success
- Inclusive Excellence
- Culture of Care
- Innovation
- Community Engagement
- Stewardship of Resources
- Sustainability and Climate Justice