

### Appendix 3

Colleagues,

The new academic year is upon us and I was honored to see so many faces last week at [Convocation](#). Much of my remarks were focused on the first-year accomplishments of our five-year [Strategic Plan](#), thanks to your extraordinary efforts in support of our faculty, staff and students.

CSUSB made a commitment to a strategic plan that was more than an exercise, but a living document that would guide our decision-making process. Each of you advance this commitment in a unique way, so it is important that your voices are heard as we address past, present and future goals.

We have posted a [draft progress report](#) that reflects our first-year outcomes, something we will do every year throughout the active use of the plan. I invite each of you to take the opportunity to review and provide any thoughts or edits you might have. So many of you are actively engaged in these initiatives, so your feedback is incredibly important. A [link to supply your views](#) is available on the Progress Report page.

Thank you for continued support and best wishes,

Tomás D. Morales  
President