

# Strategic Planning Process

Town Hall Phase Two



**The California  
State University**



# Steering Committee Members

## **Elizabeth "Betsy" Boyd**

Chair, Academic Senate of the California State University

## **Marla Carrette**

Business Support & Planning Administrator, Capital Planning, Design and Construction

## **Jack Clarke**

Chair, Board of Trustees

## **Kristin Crellin**

Chair, CSU Foundation Board of Governors

## **Nathan Dietrich**

Assistant Vice Chancellor, Advocacy and State Relations

## **Iese Esera**

President, California State Student Association

## **Danielle García**

Associate Vice Chancellor & Chief of Staff to the Chancellor, Executive Office

## **Saúl Jiménez Sandoval**

President, Fresno State University

## **Julia Lopez**

Trustee, Board of Trustees

## **Lynn Mahoney**

President, San Francisco State University

## **Dilcie Perez**

Deputy Vice Chancellor & Chief Student Affairs Officer, Academic and Student Affairs

## **John Poli**

President, CSU Alumni Council

## **Greg Saks**

Vice Chancellor, External Relations and Communications

# Agenda

- Welcome and Introductions
- Purpose of the Strategic Plan and Town Hall
- Strategic Plan Process Overview
- Feedback Exercises
- Ongoing Engagement
- Closing & Questions

Email: [strategicplan@calstate.edu](mailto:strategicplan@calstate.edu)

Website: [https://www.calstate.edu/  
Strategic-Planning-for-the-CSU](https://www.calstate.edu/Strategic-Planning-for-the-CSU)

# Purpose of the Town Hall

## WHAT THIS IS

- ✓ Opportunity to respond to strategies and themes being considered for the strategic plan that surfaced from our first phase of stakeholder engagement
- ✓ Data collection and information gathering

## WHAT THIS IS NOT

- ✗ Formal draft of the strategic plan
- ✗ Campus-specific planning
- ✗ Answers or responses to all questions raised/feedback shared
- ✗ Your only opportunity to engage and share

# About Sova

## *Building Capacity for Large-scale Change In Higher Education*

Accelerating the pace and improving the quality of complex problem solving in higher education and workforce development;

Helping higher education leaders move from strategy to action, from solution to implementation, and from pilot to scaled intervention;

Specifically, helping higher education leaders with business planning, change leadership, process improvement, and project management.

# About Sova

## *Our Approach*

High-quality innovation that is evidence-based, sustainable, and scalable;

Attention to both the technical and human dimensions of change;

Clear-eyed attention to resource allocation and business modeling;

Rigorous focus on process design;

Planning for meaningful engagement of critical stakeholders;

Improving collaboration between groups to build a base of support for change and to drive progress on key initiatives.

# Slido Poll: Who's Here?



Join at  
**slido.com**  
**#6126 798**

☰ What is your primary affiliation to the CSU System?

0 👤

Student

Faculty

Staff

Administration

Alumni

Community member

Business partner

Philanthropic partner

Public official or government representative

Other

## Purpose of the Strategic Plan

- Offer a ***guiding framework for alignment*** across campus-level plans while allowing universities to address their unique needs and serve their communities.
- Define the CSU's ***overarching vision***
- Providing ***clarity*** across all stakeholders and constituents regarding the CSU's identity, values and strategic priorities
- Outline a ***three-year roadmap*** for how the CSU intends to advance its priorities



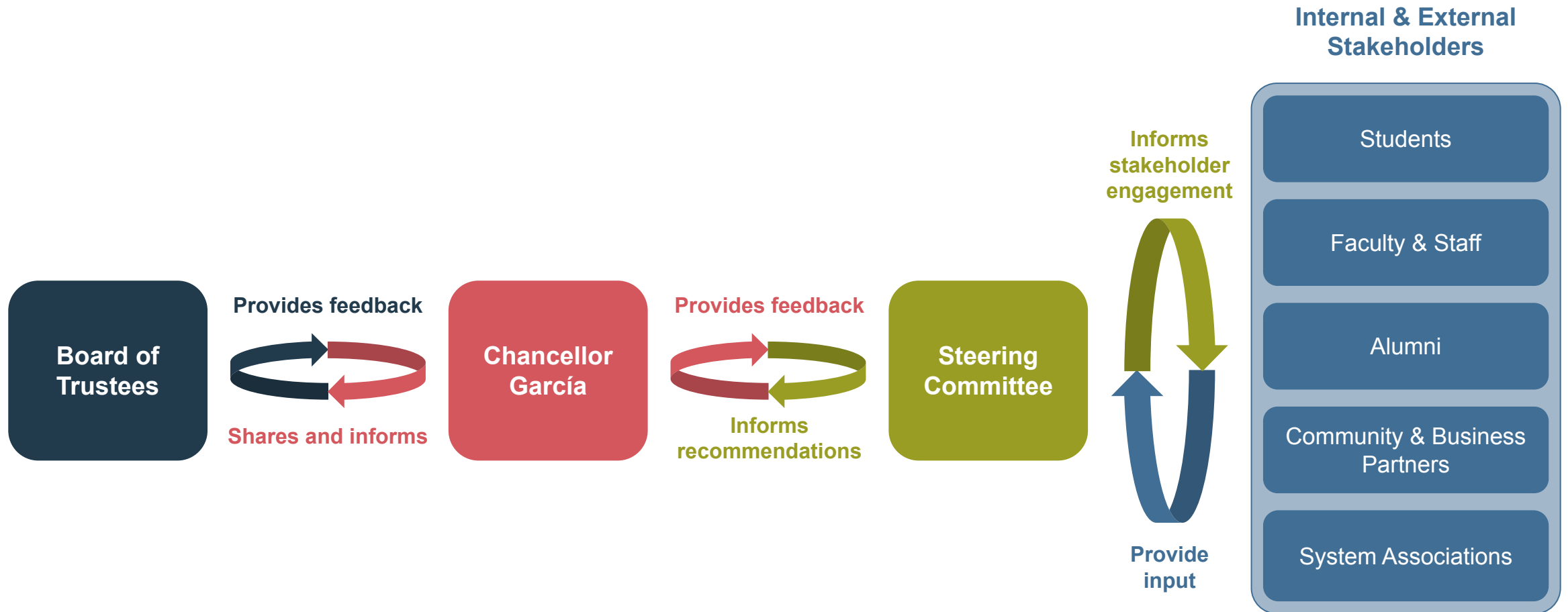
**The strategic plan  
will create the  
roadmap to reach an  
inspired vision for  
the system's future**

- 1.** THE national leader in proving the value of higher education
- 2.** An engine for the future of work in the knowledge economy
- 3.** A creator of career and socioeconomic mobility
- 4.** A supplier of talent to the state for workforce needs and community vitality
- 5.** A sought-after provider of agile learning opportunities that span across students' lifetimes
- 6.** Outcomes-driven and data-informed
- 7.** A mission-driven employer

# Strategic Plan Timeline



# The plan will be developed through an inclusive, iterative process



Guide and facilitate

# Phase I Stakeholder Engagement



## Virtual Town Halls

Facilitates open access and interactive engagement

- **8 Town Halls**
- **1,757** total attendees



## Virtual Listening Sessions with Key Stakeholder Groups

Facilitates customized, focused and, therefore, limited engagement

- **13 Listening Sessions** (to date) across multiple key stakeholder groups



## Asynchronous

Facilitates structured and unstructured anytime feedback

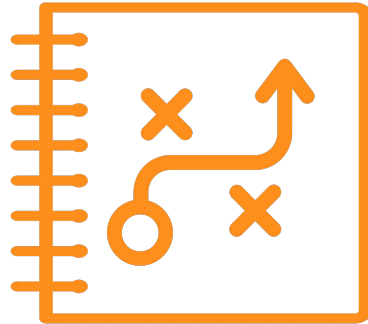
- **192 submissions** to the web form
- Engagement Platform:
  - **3,206** visitors
  - **195** contributions
  - **6,403** views

## Recurring Categories of Feedback (to Date) from Town Halls and Web Form

Improving/supporting student outcomes	Career readiness, employability, & job placement	Supporting students' basic needs	Social mobility
Affordability	Support & accommodations for disabilities	Classroom/campus infrastructure	Shared planning/resourcing across universities
Institutional reputation	Employment conditions	Climate change & environmental sustainability	Leveraging artificial intelligence

# Strategy vs. Planning

Positioning the CSU System for future stability, viability, resilience, and growth.

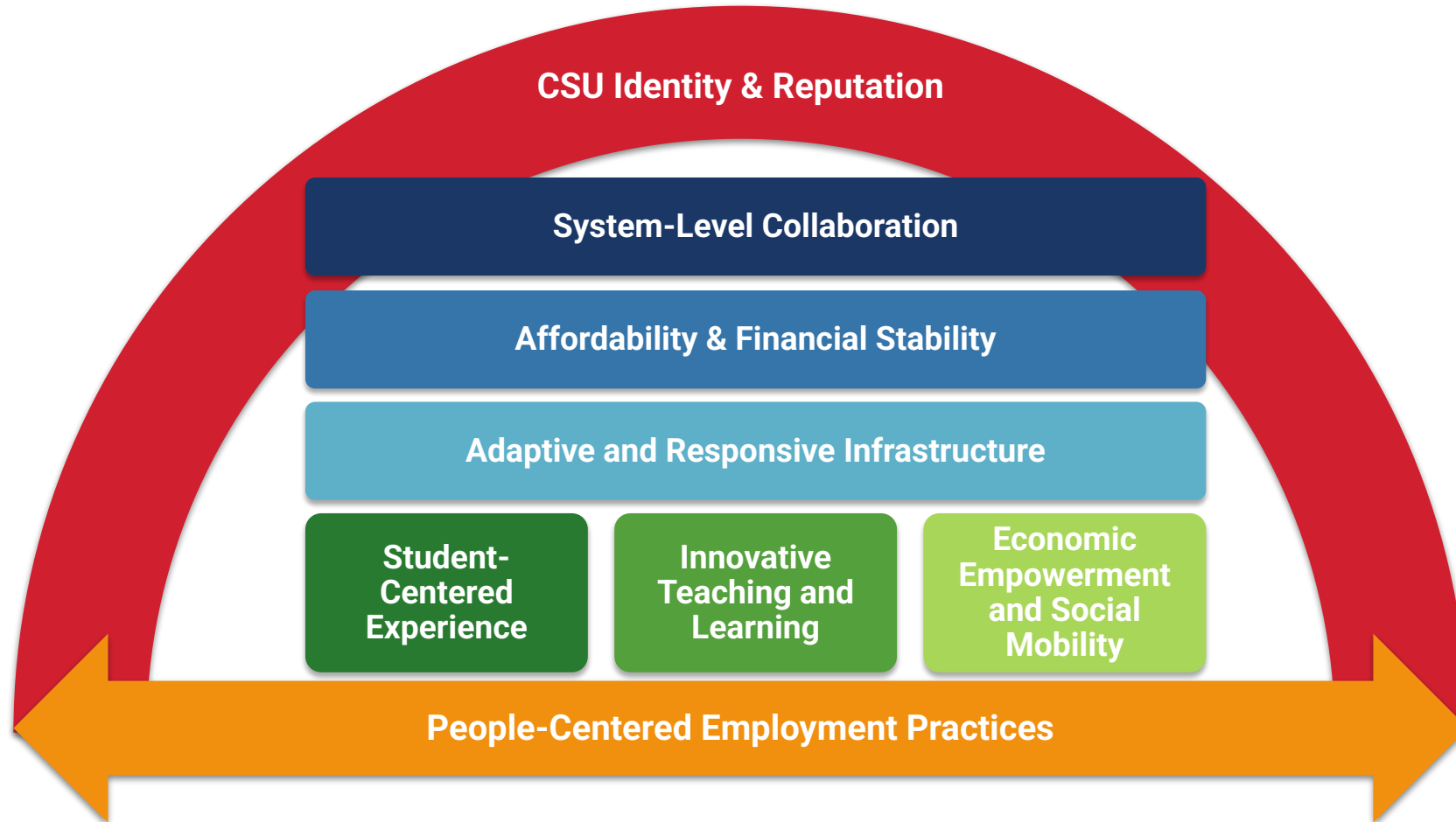


**Strategy** is a master game plan designed to achieve the objectives of an organization



**Planning** is a forethought of what needs to be done in the future

# Proposed Strategies for Stability, Viability, Resilience, and Growth



# CSU Identity & Reputation

Solidify CSU's **identity and reputation** as a leader in public higher education by defining its unique value for internal and external audiences:

- Elevate the unique qualities that make CSU excellent
- Establish a foundational value proposition for the CSU
- Define the CSU's distinct identity, core purpose, and values
- Highlight the CSU's commitment to social mobility and regional economic development



# System-Level Collaboration

Prioritize **system-level collaboration** to create a more agile and responsive CSU system that supports the evolving needs of students, employers, and communities

- Strengthen shared services, operational efficiencies, and technological innovations
- Streamline administrative functions and consolidates instructional and support services across the 22 CSU campuses
- Foster greater collaboration and resource-sharing among CSU campuses and external partners to improve program quality and maximize impact

# Affordability & Financial Stability

Establish CSU's position as an **affordable and financially viable** educational system

- Develop new revenue streams and diversify funding sources to enhance the educational and student experience
- Implement cost-saving measures and operational efficiencies to minimize students' financial burden
- Enhance financial aid program and scholarships
- Proactively address budget challenges and seize strategic investment opportunities

# Adaptive and Responsive Infrastructure

Create policies, routines, and systems that allow for real-time adaptability and responsiveness to changing internal and external conditions:

- Establish an infrastructure that facilitates continuous improvement and reproduces excellence
- Build capacity among system leaders to proactively lead and manage organizational change

# Student-Centered Experience

Cultivate a **student-centered experience** that provides personalized, high-impact learning experiences and responsive instruction and support systems

- Shift CSU's primary focus to the student's experience and journey
- Broaden the traditional concept of students to encompass a diverse, lifelong learning community
- Provide tailored, on-demand support services
- Foster a sense of belonging and well-being
- Leverage data and technology to provide customized learning experiences

# Innovative Teaching & Learning

Champion **innovative teaching and learning** to meet the evolving needs of modern learners

- Design flexible learning pathways
- Provide on-demand access to content and support services
- Invest in state-of-the-art digital infrastructure and technologies to enhance personalized learning, student engagement and practical hands-on experiences
- Empower faculty to innovate and test new instructional methods, technologies and experiential learning approaches

# Economic Empowerment & Social Mobility

Ensure **economic empowerment and social mobility** for students by providing skills in high demand.

- Enhance graduate employability and resilience through curricula that offer agile, transferable skills needed in adaptive, knowledge-intensive careers
- Leverage CSU's talent production to drive regional economic development and support knowledge-based industries in California
- Fosters strong industry partnerships to continuously adapt programs to the dynamic needs of the economy.

# People-Centered Employment Practices

Recruit and retain a highly skilled, adaptable, and dedicated workforce supported to achieve collective impact and drive institutional transformation:

- Ensure the system has the organizational capacity, talent, and workplace culture to achieve its strategic goals
- Invest in comprehensive professional development and personalized learning pathways for faculty and staff
- Foster a culture of adaptation and continuous improvement
- Enhance talent attraction and retention through competitive compensation and inclusive work environments

# Slido Poll



Join at  
**slido.com**  
**#6126 798**

☁ What strategy, word(s), or phrase(s) resonated most with you?

0 👤

Enter a word



# Slido Poll



Join at  
**slido.com**  
**#6126 798**

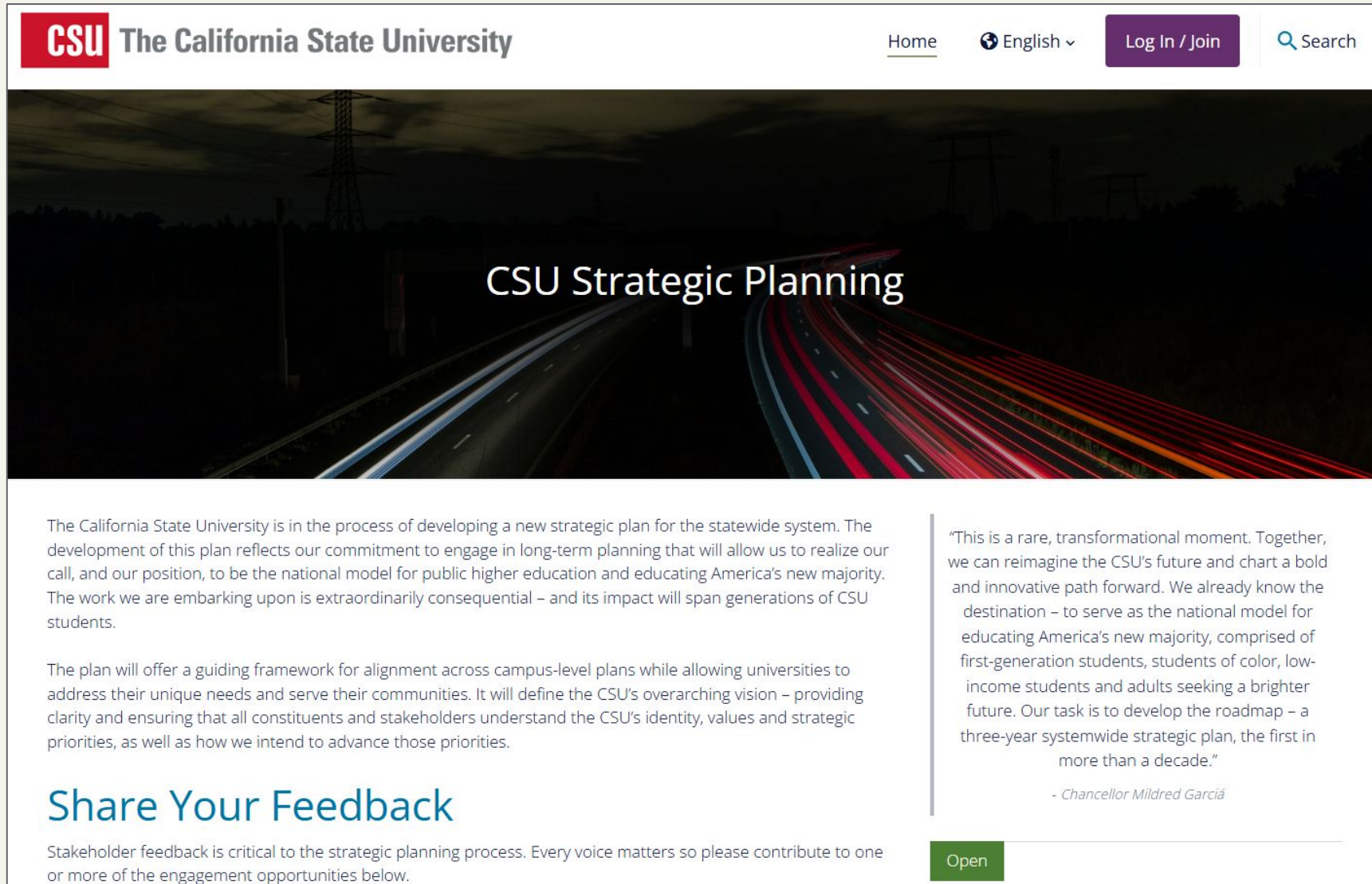
What is confusing or unclear regarding the proposed strategies?

0 

Type your answer ...

# Engagement Platform:

<https://csustrategicplan.mysocialpinpoint.com/>



The screenshot shows the top navigation bar of the CSU Strategic Planning website. On the left is the CSU logo and the text "The California State University". On the right are links for "Home", "English" with a dropdown arrow, a purple "Log In / Join" button, and a search icon with the text "Search". Below the navigation bar is a large banner image of a highway at night with light trails from cars. The text "CSU Strategic Planning" is centered over the image. Below the banner is a main content area with two columns of text. The left column contains two paragraphs of introductory text. The right column contains a quote from Chancellor Mildred García. At the bottom left of the main content area is a section titled "Share Your Feedback" with a sub-paragraph. At the bottom right is a green "Open" button.

**CSU** The California State University

[Home](#) [English](#) [Log In / Join](#) [Search](#)

## CSU Strategic Planning

The California State University is in the process of developing a new strategic plan for the statewide system. The development of this plan reflects our commitment to engage in long-term planning that will allow us to realize our call, and our position, to be the national model for public higher education and educating America's new majority. The work we are embarking upon is extraordinarily consequential – and its impact will span generations of CSU students.

The plan will offer a guiding framework for alignment across campus-level plans while allowing universities to address their unique needs and serve their communities. It will define the CSU's overarching vision – providing clarity and ensuring that all constituents and stakeholders understand the CSU's identity, values and strategic priorities, as well as how we intend to advance those priorities.

### Share Your Feedback

Stakeholder feedback is critical to the strategic planning process. Every voice matters so please contribute to one or more of the engagement opportunities below.

"This is a rare, transformational moment. Together, we can reimagine the CSU's future and chart a bold and innovative path forward. We already know the destination – to serve as the national model for educating America's new majority, comprised of first-generation students, students of color, low-income students and adults seeking a brighter future. Our task is to develop the roadmap – a three-year systemwide strategic plan, the first in more than a decade."

- Chancellor Mildred García

[Open](#)

# Engagement Platform Features

<b>Feature</b>	<b>Benefits</b>
Modern, interactive feedback	<ul style="list-style-type: none"><li>● Encourages open, transparent dialogue in a user-friendly, familiar format</li><li>● Allows for tracking and analytics</li></ul>
Two forms of moderation (human and AI)	<ul style="list-style-type: none"><li>● Protects against profanity and spam</li><li>● Ensures civility and respect among community members</li></ul>
Available 24/7	<ul style="list-style-type: none"><li>● Allows stakeholders unlimited opportunities to engage at their convenience</li></ul>
Translations available in fifteen languages	<ul style="list-style-type: none"><li>● Maximizes inclusivity by allowing engagement in several languages</li></ul>

# Upcoming Opportunities to Engage: Excellence @ CSU

Excellence @ CSU	Proposed Strategies: Reactions	Proposed Strategies: If, Then	Additional Strategies	Regional Specialties
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Community feedback is critical to the strategic planning process. Every voice matters so please contribute to one or more of the engagement opportunities below. Please keep in mind that feedback should be specific to the **systemwide** strategic plan; comments/feedback may be moderated to ensure relevancy.

## How can the CSU redefine excellence for higher education?

Help define the CSU's identity as a system by sharing examples of what makes the CSU stand out among other higher education systems and institutions.

Post your story

0 contributions so far

# Upcoming Opportunities to Engage: Proposed Strategies - Reactions

Excellence @ CSU

Proposed Strategies: Reactions

Proposed Strategies: If, Then

Additional Strategies

Regional Specialties

How would you rate the CSU system's current level of performance in each strategy?

CSU Identity and Reputation



System-Level Collaboration



Affordability and Financial Stability



Adaptive and Responsive Infrastructure



Student-Centered Experience



Innovative Teaching & Learning



Economic Empowerment & Social Mobility



People-Centered Employment Practices



## Strategy Rankings

Rank the strategies in order of how important you believe they will be to the CSU's future stability, viability, resilience, and growth. Required

Innovative Teaching & Learning



Adaptive & Responsive Infrastructure



Student-Centered Experience



Economic Empowerment & Social Mobility



CSU Identity & Reputation



People-Centered Employment Practices



Affordability & Financial Stability



Multi-University Collaboration



How much do you anticipate each strategy will impact you personally?

CSU Identity & Reputation



Multi-University Collaboration



Affordability & Financial Stability



Adaptive & Responsive Infrastructure



Student-Centered Experience



Innovative Teaching & Learning



Economic Empowerment & Social Mobility



People-Centered Employment Practices



Optional: Explain your rationale.

# Upcoming Opportunities to Engage: Proposed Strategies - If, Then

Excellence @ CSU

Proposed Strategies: Reactions

Proposed Strategies: If, Then

Additional Strategies

Regional Specialties

Share a key accomplishment/milestone you envision the system achieving in the next three years as a result of each strategy.

## CSU Identity and Reputation

IF the CSU system prioritizes and invests (e.g., time, effort, focus, resources) in its Identity and Reputation, THEN what outcomes would you expect to see?

 0  
COMMENTS

 0  
PARTICIPANTS

 0  
VIEWS

Read and Contribute

## System-Level Collaboration

IF the CSU system prioritizes and invests (e.g., time, effort, focus, resources) in System-Level Collaboration, THEN what outcomes would you expect to see?

 0  
COMMENTS

 0  
PARTICIPANTS

 0  
VIEWS

Read and Contribute

## Affordability and Financial Stability

IF the CSU system prioritizes and invests (e.g., time, effort, focus, resources) in Affordability and Financial Stability, THEN what outcomes would you expect to see?

 0  
COMMENTS

 0  
PARTICIPANTS

 0  
VIEWS

Read and Contribute

# Upcoming Opportunities to Engage: Additional Strategies

Excellence @ CSU	Proposed Strategies: Reactions	Proposed Strategies: If, Then	<b>Additional Strategies</b>	Regional Specialties
------------------	--------------------------------	-------------------------------	------------------------------	----------------------

Are there other strategies that would contribute to the CSU's future stability, viability, and growth?

Share your suggestions and react to others' submissions. (max 140 characters).

Tell us your idea

You have **140** characters left

[Moderation Policy](#)

I'm not a robot

  
reCAPTCHA  
Privacy - Terms

Submit

# Upcoming Opportunities to Engage: Regional Specialities

The image shows a screenshot of a web-based map application. At the top left, there is a search bar with the placeholder text "Enter an address". Below the search bar is a list of three categories with corresponding icons: "High Achievement" (star icon), "Innovation" (lightbulb icon), and "Partnership" (two people icon). Each category has a brief description. A large, semi-transparent grey box is overlaid on the right side of the map, containing the text "What makes your campus stand out?" and "Part of what makes CSU so special is the uniqueness and diversity of its twenty-three universities across the state of California. Tell us what stands out to you about your campus or region." Below this text is a dark button that says "0 contributions so far". At the bottom right of the map, there is a black button with a location pin icon and the text "Add Marker". At the bottom left of the map, there is a yellow box with the text "For help using this map, please see the [instructions](#)." The map itself shows a region in California with various cities and parks labeled, including Kings Canyon National Park, Sequoia National Park, and Death Valley National Park. The map also shows major roads like Highway 395 and Highway 198.

Open

## What makes your campus stand out?

Part of what makes CSU so special is the uniqueness and diversity of its twenty-three universities across the state of California. Tell us what stands out to you about your campus or region.

0 contributions so far

High Achievement  
Notable success or progress towards the CSU mission and vision

Innovation  
Pilot initiatives or learning agendas in the region

Partnership  
Notable partnerships or collaborations

For help using this map, please see the [instructions](#).

Add Marker



# Translations available in fifteen languages

**CSU** The California State University

Inicio 🌐 Español Mi perfil 🔍 Buscar

## Planificación estratégica

La Universidad Estatal de California está desarrollando un nuevo plan estratégico para el sistema estatal. El desarrollo de este plan refleja nuestro compromiso de participar en una planificación a largo plazo que permita hacer realidad nuestro llamado y nuestra posición de ser el modelo nacional de educación superior pública y educar a la nueva mayoría de los Estados Unidos. El trabajo que estamos emprendiendo es extraordinariamente trascendental y su impacto se extenderá a generaciones de estudiantes de la CSU.

El plan ofrecerá un marco de orientación para la alineación de los planes a nivel de campus, al tiempo que permitirá a las universidades abordar sus necesidades específicas y servir a sus comunidades. Definirá la visión general de la CSU, brindando claridad y garantizando que todos los constituyentes y las partes interesadas comprendan la identidad, los valores y las prioridades estratégicas de la CSU, así como la forma en que pretendemos promover esas prioridades.

### Comparte tus comentarios

Los comentarios de las partes interesadas son fundamentales para el proceso de planificación estratégica. Todas las opiniones son importantes, por lo que le recomendamos que participe en una o más de las oportunidades de

Descarga de responsabilidad de traducción

Abierto

# Registration is required to contribute

universities to address their unique needs and serve their communities. It will define the CSU's overarching vision – providing clarity and ensuring the CSU's identity, values and strategic priorities, as well as

## Share Your Feedback

Stakeholder feedback is critical to the strategic planning process. You can contribute to one or more of the engagement opportunities below.

**CSU of the Future** Discussion Forum CSU of the Future

### What's one major accomplishment CSU achieve in the future?

Write the headline of a news article from the future (100 characters).

Join the conversation today. [Create an account](#)

**Recent** Popular

14 November, 2024  
gleanners says:  
"CSU boosts democracy and civic engagement, enhancing student participation and"

14 November  
lwburru  
"The CSU system is a model for how higher education can empower diverse students and"

civic engagement, enhancing student participation

### Join our online community to participate in shaping our future

Creating an account helps us better understand your needs and the needs of the community.

Sign up with email


Username

Email Address

Password

Your password must have a minimum length of 5 characters.

I agree to the [privacy statement](#) Required

I'm not a robot  [Privacy](#) - [Terms](#)

By creating an account you agree to our [Privacy Policy](#) and [Terms of Use](#)

[Create Account](#)

Already have an account? [Log in now](#)

students, students of color, low-income students and adults seeking a brighter future. Our task is to develop the roadmap – a three-year systemwide strategic plan, the first in more than a decade.”


- Chancellor Mildred García

[Open](#)

## Suggest content

Are there existing resources or content that you think should inform the strategic plan? Please share them here.

[Submit a file or document.](#)

 [Choose file...](#)

Allowed file types:  
pdf, doc, docx, txt, xls,lsx, rtf, png, gif, jpg, jpeg Size limit:  
1.00 MB

[Share a link to a website or resource.](#)

[Submit](#)

# Contact Information and Resources

Email: [strategicplan@calstate.edu](mailto:strategicplan@calstate.edu)

Website: <https://www.calstate.edu/Strategic-Planning-for-the-CSU>

Engagement Platform: <https://csustrategicplan.mysocialpinpoint.com/>

Thank you.



[sova.org](http://sova.org)