



# Strategic Planning for the CSU

CSU Board of Trustees  
January 28, 2025

# Strategic Plan Timeline



# Phase 2 Stakeholder Engagement Plan



## LISTEN & LEARN

- Virtual Town Hall Meetings
- Virtual Listening Sessions
- Engagement Platform

## ALIGN & DESIGN

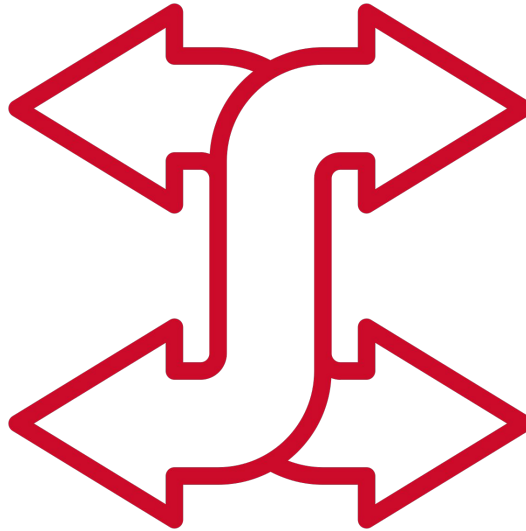
- Virtual Town Halls Round 2: Sharing and Testing Themes
- Listening Sessions Round 2: Sharing and Testing Themes
- Engagement Platform: New Opportunities to Engage
- Joint Webinars: Integration Across Initiatives
  - Year of Engagement
  - Enrollment Management
  - Graduation Initiative 2025
  - Multi University collaboration

# American higher education is at a crossroads



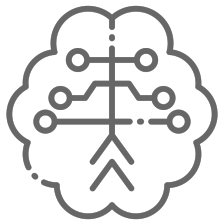
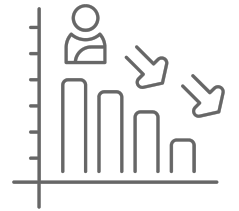
## Rising Costs of a Degree

- Average tuition rising faster than inflation
- Increasing concerns about Return on Investment



## Declining Traditional College-Going Population

- Birth rate declines mean fewer students through traditional high school pipelines



## Technological Disruption

- Rapid changes in learning and workplace tools
- New demands for lifelong learning pathways

## Erosion of Public Trust

- Skepticism about higher ed's value and impact
- Polarization affecting institutional reputation



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

# Stakeholder Engagement Formats



## 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

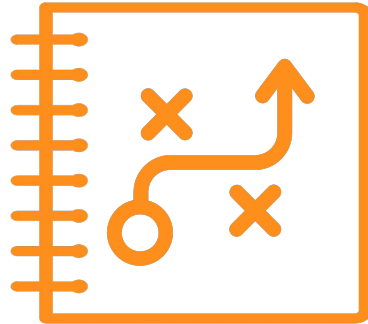
- **192 submissions** to the web form
- Engagement Platform:
  - **3,206** visitors
  - **195** contributions
  - **6,403** views

## 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.



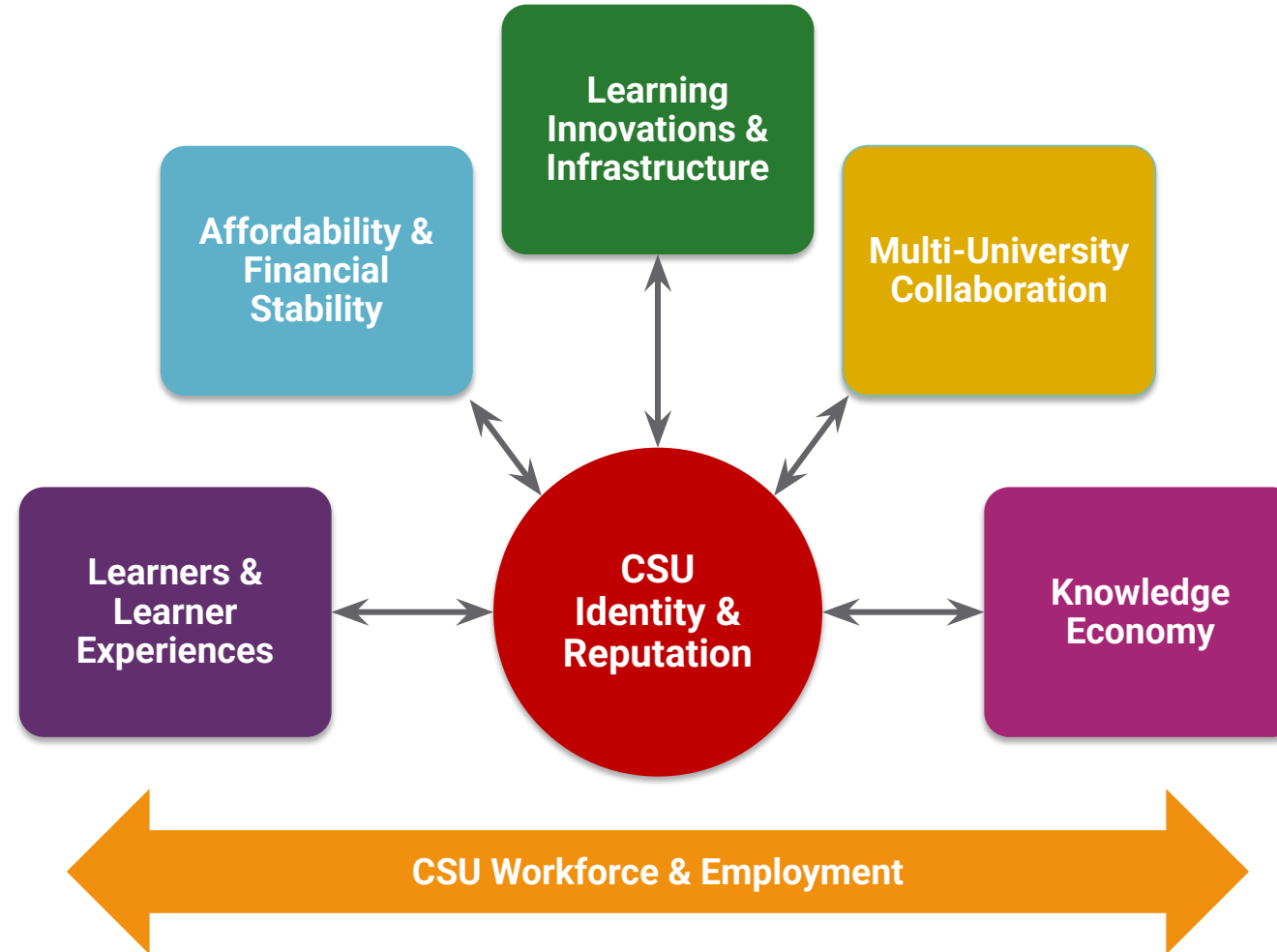
**Strategy** is a master game plan designed to achieve the objectives of an organization



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



# Preliminary Strategy Themes Prototype



# Deep Dive: CSU Identity & Reputation



## Iese Esera

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Strategic Plan Steering Committee Member

Thank you.



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