

TRUSTEES OF THE CALIFORNIA STATE UNIVERSITY

**California State University
Office of the Chancellor
Glenn S. Dumke Conference Center
401 Golden Shore
Long Beach, CA 90802**

Tuesday, January 28, 2025

Presiding: Jack B. Clarke, Jr., Chair

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| 9:20 a.m.* | <u>Board of Trustees</u> | Dumke |
| | Call to Order | |
| | Roll Call | |
| | Public Comment | |
| 11:00 a.m. | Chair's Report | |
| | Academic Senate CSU Report: <i>Chair—Elizabeth Boyd</i> | |
| | California State Student Association Report: <i>President—Iese Esera</i> | |
| | California State University Alumni Council Report: <i>President—John Poli</i> | |
| | Chancellor's Report | |
| | Special Presentation: <i>Sova—Alison Kadlec</i> | |

*The Board of Trustees is a public body, and members of the public have a right to attend and participate in its meetings. This schedule of meetings is established as a best approximation of how long each scheduled meeting will take to complete its business. Each meeting will be taken in sequence, except in unusual circumstances. Depending on the length of the discussions, which are not possible to predict with precision in advance, the scheduled meeting times indicated may vary widely. For two-day meetings, items scheduled for one day may be heard either the day before or the day after depending upon the time spent on each matter. The public is advised to take this uncertainty into account in planning to attend any meeting listed on this schedule.

Agendas, notices, and information on addressing the Board of Trustees may be found on Board of Trustees website:
<https://www.calstate.edu/csu-system/board-of-trustees/Pages/default.aspx> .

BOARD OF TRUSTEES

CSU Strategic Plan: January Update Executive Summary

Presentation By

Alison Kadlec
Co-Founder and Senior Partner
Sova

Summary

As part of the Chancellor's annual priorities, a strategic planning process was introduced at the September Board meeting. The intent of the year-long strategic planning process is to position the system for long-term success. Facilitated by Sova, a team of national higher education experts, this process reflects CSU's commitment to access, affordability, and diversity while ensuring a data-informed and stakeholder-driven approach. By balancing strategic vision with actionable planning, this initiative aims to create a three-year roadmap that meets the needs of students, communities, and the workforce.

More details about the yearlong strategic planning process can be found on the [Strategic Planning for the CSU](#) webpage, including answers to [Frequently Asked Questions](#). Trustees and other constituents can see and share real time feedback on the [Strategic Planning Engagement Platform](#).

Past Presentations

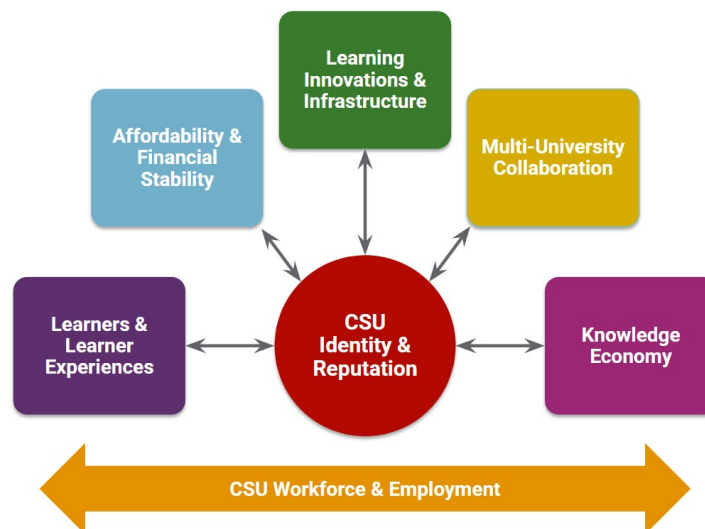
- September 2024
 - [Video](#)
 - [Slides](#)
- November 2024
 - [Video](#)
 - [Slides](#)

Key Updates

1. **Where We Are in the Process:**
 - Launched in September 2024, the strategic planning process is progressing through two major phases of stakeholder engagement:
 - *Phase 1: Listen & Learn:* Nearing completion, this phase has involved extensive outreach to stakeholders across the CSU system through virtual town halls, listening sessions, and asynchronous feedback platforms. It has focused on gathering broad input to identify critical priorities and challenges.

- As of January 2025, the process has engaged more than 2,000 stakeholders through 8 town halls, 12 listening sessions, and hundreds of contributions to the ongoing engagement platform and online submission form. This engagement ensures the process is inclusive and reflective of diverse perspectives.
 - *Phase 2: Align & Design:* Just beginning, this phase will use insights from Phase 1 to share and test preliminary strategic themes with stakeholders. The goal is to refine these themes and align them with CSU's long-term vision.
 - Central to the process is the distinction between *strategy* and *planning*:
 - *Strategy* defines the overarching vision and objectives, positioning CSU for future stability and growth in a rapidly changing environment.
 - *Planning* outlines the specific actions required to implement that strategy, informed by stakeholder needs and systemic priorities.
2. **Strategic Context:**
- Higher education is undergoing significant shifts:
 - Rising costs and questions about return on investment.
 - A declining traditional college-going population.
 - Technological advancements reshaping learning and workforce demands.
 - Erosion of public trust in higher education.
 - CSU's history of access and affordability makes it uniquely positioned to lead in addressing these challenges and proving the value of higher education.
3. **Emerging Strategic Themes:** Preliminary strategic themes have been identified through stakeholder engagement and Steering Committee deliberations:

Preliminary Strategy Themes Prototype



Notes:

- *CSU Identity & Reputation* is central to the strategy, emphasizing the need for a unified system-wide narrative that highlights CSU's strengths in diversity, inclusivity, and equity.
- *CSU Workforce & Employment* reflects the importance of supporting faculty and staff, whose contributions underpin the system's success.

4. Next Steps:

- Complete analysis of Phase 1 data, including Trustee interviews, to inform refinements to strategic themes.
- Sova to facilitate a session during the Board of Trustees retreat in February for further Trustee engagement
- Phase 2 stakeholder engagement activities, continuing through March 2025, will focus on:
 - Sharing and testing the emerging strategic themes through virtual town halls and listening sessions.
 - Collecting ongoing input via CSU's engagement platform.
- A progress update, including refined themes and stakeholder feedback, will be presented at the March 2025 Board of Trustees meeting.

References

As the Steering Committee shifts its focus to the design and priorities of the system's three-year strategic plan, we asked them to review and respond to the following strategic planning content to establish a shared foundation for their discussions.

- Watch: [A Plan Is Not a Strategy](#)
- Read: [The Strategic Plan is Dead. Long Live Strategy](#)
- Read: [The Trouble with Strategy](#)
- Listen: [The Future Is Learning with Heather McGowan](#)