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SOVA

Strategic Planning for the CSU

CSU Board of Trustees
Chancellor's Report:
Special Presentation
July 21-23, 2025

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Total Stakeholder Engagement

Virtual Town Halls

Facilitates open access and interactive engagement

- **16 Town Halls**
- **2,909** total attendees

Virtual Listening Sessions with Key Stakeholder Groups

Facilitates customized, focused and, therefore, limited engagement

- **27 Listening Sessions** engaging 2,000+ individuals across multiple key stakeholder groups
- **Board Retreat**
- **Three** Working Sessions with campus Presidents

Asynchronous

Facilitates structured and unstructured anytime feedback

- Engagement Platform:
  - **6,720** visitors
  - **346** contributions
  - **13,275** views

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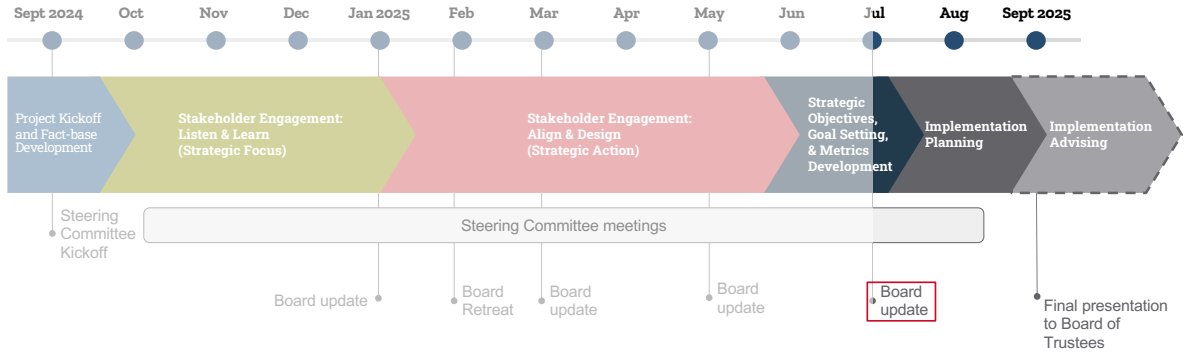
Strategic Plan Timeline



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Strategic Objectives

Strengthen the CSU as the Premier Engine for Economic Mobility and Workforce Resilience

Prove Higher Education's Value Through Financial Resilience and Operational Effectiveness

Establish the CSU as the Employer of Choice

Build the CSU's Unified Statewide Impact and Community Connection

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Strategic Objective 1: Strengthen the CSU as the Premier Engine for Economic Mobility and Workforce Resilience Through Flexible and Technology-Enhanced Learning Experiences to Dramatically Improve Student Success

3-Year Impact Targets:

- **Increase flexibility:** Better meet the needs of today's students, an increasing share of whom are working while pursuing a degree, by serving XXX,XXX+ learners annually through new subscription-based and modular programs designed for students who need or want flexible, career-integrated education options
- **Economic mobility outcomes:** Commit to tracking labor market outcomes of students, partner with Cradle-to-Career, and use data to achieve XX% average salary increases within 3 years while establishing new XX+ industry partnerships that provide applied research and experiential learning opportunities
- **Educational technology R&D leadership:** Launch XX+ educational technology solutions that advance technology integrated teaching and innovative pedagogies and empower faculty to effectively integrate these technologies for the benefit of students
- **Maximize credit mobility & applicability:** Leverage unified technology and data analytics platforms to enable seamless credit mobility across all campuses and with community college partners, increasing transfer student enrollment by XX% and reducing time to degree completion by XX semesters

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Strategic Objective 2: Prove Higher Education Value Through Financial Resilience and Operational Effectiveness Grounded in a Commitment to Student Success

3-Year Impact Targets:

- **Proven affordability model:** Ensure XX% of students from families earning under $XX,XXX graduate debt-free while securing increases in per-student state funding, demonstrating that public higher education can deliver accessible excellence without compromising quality
- **Demonstrated operational efficiency:** Redirect operational savings for direct student impact and technology infrastructure, proving that strategic resource management enhances rather than diminishes educational quality
- **Measurable student outcomes:** Achieve XX% four-year and XX% six-year graduation rates with XX% employment within 12 months while providing XX% of graduates with verified career outcome data, establishing the CSU as the accountability leader in higher education
- **Revenue diversification success:** Prioritize advocacy aimed at reforming the state funding formula while also generating new mission-aligned revenue streams such as philanthropic investments, federal and state grant funding, fundraising and corporate giving, and entrepreneurial ventures
- **Cross-campus student mobility:** Enable XX% of students to access courses and programs across campuses through seamless technology integration, demonstrating how system scale creates educational opportunities rather than bureaucratic barriers

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Strategic Objective 3: Establish the CSU as the Employer of Choice Through Professional Excellence That Advances System Transformation in Service of Student Success

3-Year Impact Targets:

- **Strategic workforce investment:** Invest in building new capabilities for XX% of faculty and staff to advance system transformation including innovative teaching and learning, technology integration, adult learner success, and operational excellence
- **Innovation leadership capacity:** Invest in developing cross-campus collaboration expertise and technology integrated teaching proficiencies to drive educational excellence and systemwide innovation
- **Employer of choice positioning:** Achieve XX% employee satisfaction systemwide through enhanced workplace excellence and strategic talent management that positions the CSU as a top employer in higher education

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Strategic Objective 4: Build the CSU's Unified Statewide Impact and Community Connection Through Strategic System Integration Focused on Long-Term Student Success

3-Year Impact Targets:

- **System brand strength:** Achieve XX% brand recognition of CSU excellence while building collective market power that enables individual campuses to compete effectively against private providers through high-quality educational experiences and enhanced employment prospects for all students
- **Unified advocacy impact:** Secure increased legislative support and strengthen positive public perception through coordinated system messaging that amplifies each campus' achievements into statewide political and economic influence no individual campus could achieve alone
- **Integrated alumni network:** Connect XXX,XXX+ alumni through cross-campus professional platforms that provide career advancement opportunities and mentorship access exceeding what any individual institution could offer its graduates

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Deep Dives: Employer of Choice & Systemwide Accountability

Marla Carrette
Business Support & Planning Administrator,
Capital Planning, Design and Construction,
Office of the Chancellor

Lynn Mahoney
President, San Francisco State University

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Key Components of the Strategic Plan

1. **Guiding Principles** aligned to the CSU mission, oriented to the future, and grounded in a focus on student success
2. **Strategic Framework (Broad Strategic Priorities)** grounded in the guiding principles
3. **Measurable Strategic Objectives** that drill down from the broad strategic priorities to anchor in the near-term (3 yrs) while looking ahead to the longer term (5+ years)
4. **Three-year Impact Targets** aligned to the objectives
5. **Implementation Roadmap** that outlines what will be entailed in successfully operationalizing the strategic plan

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Thank You

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