CSU Strategic Plan Outcome Clusters

Teaching and Learning Innovation

The Teaching and Learning Innovation outcomes focus on transforming educational approaches to enhance student success while preparing graduates for evolving workforce demands. These outcomes prioritize pedagogical advancement, curriculum flexibility, and faculty development to create more engaging and effective learning experiences. By systematically prototyping new instructional approaches, enhancing faculty capacity, and scaling evidence-based practices, these initiatives will improve learning outcomes while positioning the CSU as a leader in educational innovation.

Refined Outcomes:

1. **Launch Teaching Innovation Initiative** - Implement a comprehensive prototype program focused on transforming the teaching and learning environment, with clear milestones and evaluation metrics to guide system-wide scaling.
2. **Develop Flexible Learning Models** - Prototype and evaluate diverse instructional modalities including competency-based education, subscription models, and dual enrollment programs that enhance accessibility and personalization.
3. **Implement Faculty Development Program** - Create mandatory professional development opportunities for faculty focused on culturally relevant curriculum design and inclusive teaching practices.
4. **Expand Experiential Learning** - Scale applied research and experiential learning programming across disciplines to enhance career readiness and real-world application of academic concepts.
5. **Implement System-Wide Course Sharing** - Establish a fully operational cross-campus enrollment system allowing students to seamlessly register for and complete courses at any CSU campus while maintaining home campus status.

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Workforce Pathways and Community Partnerships

The Workforce Pathways and Community Partnerships outcomes focus on strengthening connections between educational programs and employment opportunities while creating more seamless pathways into and through the CSU system. These outcomes prioritize relationships with employers, community colleges, and state agencies to ensure that CSU programs directly address workforce needs. By designing innovative pathways for adult learners, expanding high-demand degree programs, and creating stronger institutional partnerships, these initiatives will enhance the CSU's contributions to California's economic vitality while increasing educational access for diverse populations.

Refined Outcomes:

1. **Improve Transfer Pathways to Promote Student Success** - Commit to owning our responsibility to support transfer student success by ensuring existing community college pathways are honored and by refining/expanding transfer pathways to make them more transparent and efficient for students.
2. **Develop Industry Partnership Framework** - Build concrete linkages with industry partners and alumni to create career pathways and ensure curriculum relevance to workforce needs.
3. **Secure Workforce Development Funding** - Work with state agencies to leverage apprenticeship and workforce funding and other state investments related to labor and workforce development.
4. **Prototype an Adult Education Alternative to Degree Program** - Design and implement a cutting-edge credential framework that seamlessly merges the skills-first hiring movement with traditional academic recognition to better serve working adults and bolster economic resiliency.
5. **Expand Executive Education Offerings** - Develop targeted executive and professional education programs serving mid-career professionals and organizational leaders throughout California.
6. **Increase Critical Workforce Degrees** - Systematically expand capacity in high-demand fields to reach the goal of producing 135,000 graduates annually in areas vital to California's economic growth.
7. **Redesign PACE Programs System-wide** - Scale the Professional and Continuing Education model across all CSU campuses, creating a comprehensive suite of programs designed specifically for working adults seeking career advancement.

Funding and Financial Model

Your recommendations consistently emphasize the need for innovative approaches to financial sustainability that go beyond traditional state funding models. This theme reflects a shared understanding that the CSU must develop more diverse, stable, and strategically aligned funding mechanisms to support its educational mission. Your suggestions highlight the importance of creating financial incentives that promote student success, reducing financial barriers for continuing students, and developing a more adaptable funding structure that responds to changing educational delivery models. These recommendations recognize that financial sustainability is foundational to everything the CSU seeks to accomplish and that new approaches must balance accessibility with long-term viability.

Refined Outcomes:

1. **Implement Success-Incentivized Funding** - Develop and adopt a redesigned funding model that incorporates clear incentives for improving student success metrics across all campuses.
2. **Establish Upper-Division Tuition Program** - Create and implement a "free tuition" program for students in their 3rd and 4th years to incentivize degree completion and reduce financial barriers for transfer students.
3. **Secure New State Funding Approach** - Negotiate a revised state funding framework that provides greater stability, flexibility, and alignment with CSU strategic priorities.
4. **Achieve Administrative Efficiencies** - Implement system-wide administrative efficiencies that generate significant cost savings while maintaining or improving service quality.
5. **Develop Alternative Revenue Streams** - Establish new revenue-generating programs and partnerships that reduce dependence on traditional funding sources.
6. **Proactively Build on Emerging Models of Regional Partnerships** between CSU campuses to enhance the student experience, improve outcomes, and build for sustainability.

System Identity and Alumni Engagement

The System Identity and Alumni Engagement related outcomes focus on strengthening the CSU's collective brand identity and building stronger connections with its vast alumni network. These outcomes aim to create a more cohesive public perception of the CSU system while leveraging the power of graduates as advocates, mentors, and supporters. By developing unified branding, enhancing reputation through strategic communications, and creating robust alumni engagement mechanisms, these initiatives will establish a stronger ecosystem of support for current and future students while elevating the perceived value of a CSU degree in the public consciousness.

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Refined Outcomes:

1. **Establish Unified System Identity** - Create and implement a cohesive CSU visual identity system, including a unified logo/seal that reinforces system cohesion while respecting campus distinctions.
2. **Launch Integrated Alumni Network** - Develop a comprehensive "One CSU" alumni platform connecting graduates across all campuses for networking, mentorship, and professional development opportunities.
3. **Implement Alumni Engagement Program** - Create a system-wide alumni engagement program in partnership with industry or technology platforms that builds professional networks, facilitates lifelong learning, and maintains ongoing connections to the CSU.
4. **Execute Reputation Enhancement Strategy** - Develop and implement a coordinated communications approach that increases public understanding of the CSU's educational impact and essential role in California.
5. **Launch Economic Impact Campaign** - Design and implement a high-visibility campaign highlighting the CSU's direct contributions to California's economy, workforce, and social mobility.
6. **Launch "Made in the CSU" Campaign** - Develop and implement an expanded statewide media campaign highlighting the economic and social impact of CSU graduates across California.

Infrastructure and Technology Advancement

The Technology and Infrastructure Advancement outcomes focus on building the technical foundation necessary to support innovation across the CSU system. These outcomes prioritize creating the robust digital infrastructure, research capacity, and technical capabilities that will enable transformation in educational delivery and administrative operations. By investing strategically in technology platforms, developing custom solutions through research & development, and implementing systems that enhance cross-campus connectivity, these initiatives will position the CSU to adapt more readily to changing educational needs while improving operational efficiency.

Refined Outcomes:

1. **Modernize System Technology Infrastructure** - Upgrade the CSU's technology and data systems to create a unified digital ecosystem prepared for future technological advancements and integration.

2. **Establish Technology R&D Program** - Create a dedicated research and development program focused on designing and implementing innovative technology solutions tailored to the CSU's unique needs.
3. **Implement Cross-Campus Digital Collaboration** - Develop integrated platforms enabling seamless online, hybrid, and in-person learning experiences across multiple CSU institutions.
4. **Integrate Emerging Technologies** - Implement a systematic approach to incorporating AI and other emerging technologies into teaching, research, and administrative functions.
5. **Standardize Financial Aid Processes** - Implement a uniform financial aid packaging and notification system ensuring consistent timing, formatting, and processes across all campuses.
6. **Deploy Credit Recognition System** - Create a system-wide digital platform for assessing, awarding, and tracking credit for prior learning that integrates with community college transfer processes.
7. **Create Post-Graduation Success Metrics** - Establish system-wide metrics and accountability measures for post-graduation outcomes that demonstrate the value of a CSU degree.

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