

**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, March 25, 2025**

***Presiding: Jack B. Clarke, Jr., Chair***

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

\*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> .

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## BOARD OF TRUSTEES

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### CSU Strategic Plan: March 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](#)
- January 2025
  - [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:* From November 2024 to February 2025 represented extensive outreach to stakeholders across the CSU system through virtual town halls, listening sessions, and asynchronous feedback platforms. The process focused on gathering broad input to identify critical priorities and challenges.
    - The process has engaged more than 2,000 stakeholders through 8 town halls, 13 listening sessions, and hundreds of contributions to the ongoing engagement platform and online submission form. This engagement ensures the strategic planning process is inclusive and reflective of diverse perspectives.
  - *Phase 2: Align & Design:* The second phase of engagement began in February and uses insights from Phase 1 to share and test preliminary strategic themes with stakeholders. Feedback from this phase of engagement will be used to refine the strategies and align them with CSU's long-term vision.

### 2. Phase 1 Findings and Emerging Strategies

- Phase 1 stakeholder engagement pursued several critical lines of inquiry addressing systemwide challenges and aspirations, as well as specific actions that would improve the student experience and position the CSU for success.
- Stakeholders identified six overarching priorities that must be central to the plan:
  - Academic program innovation
  - Career integration and workforce readiness
  - Student support and affordability
  - Equity and inclusion
  - System identity and reputation
  - Operational excellence
- Over the course of the last two months, the CSU Strategic Plan Steering Committee processed the stakeholder feedback and has been refining the strategies into an actionable framework:

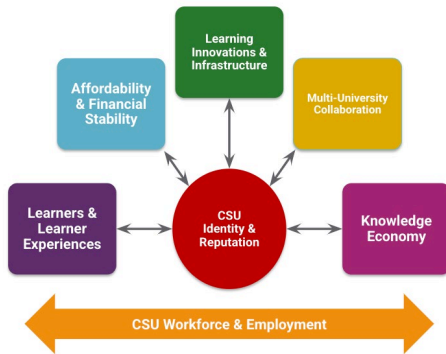


Figure 1: January 2025

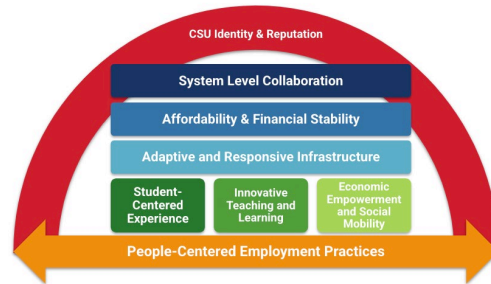


Figure 2: February 2025

- This month, the Steering Committee will further refine the strategic framework, and consider organizing the focus into five strategic priorities:

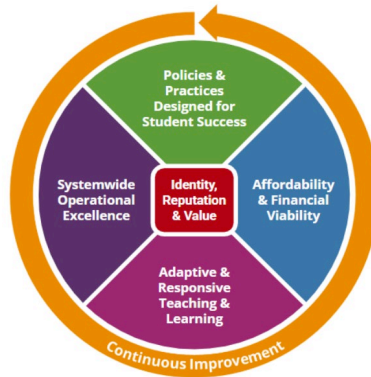


Figure 3: March 2025

### 3. Next Steps:

- Continue to collect feedback through the phase 2 stakeholder engagement process through the end of March. Continue to refine the strategies based on feedback and consultation with the Steering Committee.
- Begin developing measurable goals and implementation roadmaps for the strategic plan.
- A progress update, including refined themes and stakeholder feedback, will be presented at the May 2025 Board of Trustees meeting.