

**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, May 20, 2025**

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

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|-------------------|--|--------------|
| <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: May 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 year-long strategic planning process can be found on the [Strategic Planning for the CSU](#) webpage, including answers to [Frequently Asked Questions](#) and previous [presentations to the Board](#). Trustees and other constituents can see and share real time feedback on the [Strategic Planning Engagement Platform](#).

#### Key Updates:

1. Where We Are in the Process
  - a. **Phase 2 Stakeholder Engagement:** The second phase of engagement began in February and uses insights from Phase 1 to share and test preliminary strategic themes with stakeholders. The Sova team and members of the Steering Committee have hosted eight Phase 2 virtual public town hall sessions and six listening sessions with various stakeholder groups to date. Feedback from this phase of engagement will be used to refine the strategies and align them with CSU's long-term vision.
  - b. **Emerging Strategic Outcomes:** In April, the CSU Strategic Plan Steering Committee began developing a list of outcomes that would occur as a result of the strategic plan. Members proposed and discussed a range of outcomes aligned to the strategies such as a systemwide course-sharing, standardized financial aid processes, and alternative funding models and revenue streams. The Steering Committee is committed to designing strategies and outcomes that prepare the system to navigate uncertainties and challenges that may arise in the future.

- c. **Timeline and Trajectory to September:** The year-long strategic planning process will end in September 2025. The Steering Committee is currently working to finalize the goals and outcomes for the plan. In summer, the team will lay the groundwork for implementation. The final strategic plan will be presented to the Board of Trustees at its September meeting.
2. Phase 2 Town Halls Preliminary Findings
  - a. Over 1,100 individuals participated in the February Phase 2 public town hall sessions, 56% of them staff members.
  - b. During the town halls, participants raised questions about specific actions that CSU will take to achieve the goals inherent in the draft strategies.
  - c. Town hall participants expressed concerns about increasing student enrollment and retention, securing appropriate levels of systemwide funding, and managing AI and technology improvements.
3. Next Steps
  - a. Finalize the Phase 2 stakeholder engagement process, including listening sessions with faculty and students; analyze data from listening sessions and the engagement platform.
  - b. Finalize the goals and outcomes for the strategic plan, and identify metrics for success.
  - c. In July, provide an outline of the strategic plan to the Board of Trustees.