The California State University

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, November 17, 2026

Presiding: Diego Arambula, Chair

10:45 a.m.*	**Board of Trustees**	**Dumke**
	Call to Order	
	Roll Call	
	Public Comment	
1:00 p.m.	**Board of Trustees (cont.)**	
	SPECIAL REPORT: The Future of Higher Education in an Era of Artificial Intelligence	
	Chair's Report	
	Academic Senate CSU Report: *Chair—Adam Swenson*	
	California State Student Association Report: *President—Artur Gafurov*	
	California State University Alumni Council Report: *President—Adrian Harrell*	
	Chancellor's Report	

*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 cannot be predicted 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 the Board of Trustees website: https://www.calstate.edu/csu-system/board-of-trustees/Pages/default.aspx .

BOARD OF TRUSTEES

SPECIAL REPORT: The Future of Higher Education in an Era of Artificial Intelligence

Presentation By

Matt Sigelman
President, Burning Glass Institute

Summary

Higher education is at a pivotal moment, facing fundamental questions about how it must evolve to prepare students for a rapidly changing world. Advances in artificial intelligence are reshaping the nature of work, the skills graduates will need to succeed and traditional pathways to economic mobility, challenging longstanding assumptions about the purpose and delivery of higher education.

As AI transforms occupations and automates traditional tasks, human capabilities such as critical thinking, judgment, discernment and creativity are becoming increasingly valuable. These shifts reinforce the importance of a broad education while raising questions about how universities can better prepare students through experiential learning, technological fluency and new approaches to credentials and lifelong learning.

This special report will explore the implications of these changes for the future of higher education and the CSU's role in preparing students for meaningful careers and engaged citizenship.

The discussion will help inform the CSU Strategic Futures Work Group's central inquiry: **What must the CSU become to prepare a changing population of Californians to thrive in what comes next?** It will invite trustees to consider what higher education must preserve, what must change and how the CSU can continue advancing opportunity and economic mobility.