

## **CFR 4.8 Stakeholder Engagement in Sacramento State's Strategic Plan**

Sacramento State's 2023-2028 Strategic Plan was developed through a broad planning process that engaged campus and community stakeholders in reflection on the university's current position, priorities, and future direction. The plan was formed from the perspectives, experiences, and feedback of stakeholder groups across the campus community and was intended to guide Sacramento State over a five-year period as a regional institution and anchor in the Sacramento region. The plan focused on six campus imperatives:

1. Learning and Student Success
2. Teaching, Scholarship, and Creative Activity
3. Justice, Diversity, Equity, Inclusion, and Belonging
4. Resource Development and Sustainability
5. Dedicated Community Involvement
6. Wellness and Safety

Stakeholder engagement was built into both the development and implementation of the plan. A Strategic Planning Steering Committee, made up of campus and the broader Sacramento community, worked with MGT Consulting to facilitate the planning process. Members of the campus community were invited to participate and share their voices and perspectives. This approach helped ensure that the strategic plan was not developed only by senior leadership, but reflected input from students, faculty, staff, administrators, alumni, community partners, and other stakeholders.

Following the launch of the 2023-2028 Strategic Plan, Sacramento State continued to engage stakeholders through the President Wood's 100 Days of Listening initiative. This effort included more than 80 listening sessions, averaging 75 minutes each, with nearly 1,500 faculty, staff, students, administrators, alumni, and community leaders participating. The listening sessions asked stakeholders to reflect on what makes Sacramento State distinctive, where the university should be in five years, what actions are needed to move in that direction, and how the work should be done while embracing the university's values. The university also gathered feedback through a stakeholder survey conducted by the American Association of State Colleges and Universities, with more than 1,500 students, faculty, staff, and community members participating.

Stakeholder input has also informed the plan's implementation. Feedback from the listening sessions and survey was used to draft strategic activities connected to the six imperatives, and campus constituents were invited to review and provide input on those draft activities. The final 100 Days of Listening report identified nine themes from the sessions and included action items tied to the 2023-2028 Strategic Plan. In addition, faculty and staff volunteered to participate in strategic activity work groups, further connecting implementation to campus expertise and shared responsibility.

Sacramento State also uses ongoing governance and planning structures to connect strategic priorities with evidence, resources, and decision-making. For example, the Academic Affairs Strategic Planning and Budget Advisory Committee is charged with evaluating progress on strategic plan strategies and metrics, making recommendations, supporting budget transparency and longer-term fiscal planning, and helping connect the Academic Affairs budget to the university and division strategic plans. Its membership includes faculty, staff, administrators, college and program representatives, and student representation through Associated Students, Inc.