

# Presidential & Strategic Imperatives

Sacramento State

## 2023: A NEW PRESIDENT & A NEW STRATEGIC PLAN

Sacramento State's 2023-2028 Strategic Plan launched in spring 2023, just a few months before Dr. Luke Wood became our ninth President. The Strategic Plan outlined six strategic priorities — called "imperatives" — and associated goals. To translate that framework into action, the plan needed defined implementation structures, concrete action items, and methods for assessing progress.

To build those elements through inclusive campus engagement, President Wood launched a 100 Days of Listening tour in fall 2023. Over 92 sessions averaging 75 minutes each, President Wood heard directly from more than 1,500 students, faculty, staff, administrators, alumni, and community members. Participants spoke candidly about Sacramento State's strengths and areas for growth, and their insights became the foundation for 23 strategic action items designed to advance the imperatives of the 2023-2028 Strategic Plan. The listening tour also surfaced something central to Sacramento State's identity: a deep, sustained commitment to serving students who have historically faced systemic barriers to higher education success.

In 2025, following a year of implementation and progress assessment, the university reframed its strategic priorities around four Presidential Imperatives aligned with the updated CSU Strategic Plan. These imperatives focus on learning with academic and community return on investment; financial sustainability and independence; positioning Sacramento State as a national brand that reflects its values and identity; and cultivating a campus environment of dignity and hope. All four imperatives are grounded in an overarching commitment to justice, equity, diversity, and inclusion, and together with the strategic action items, form the university's current roadmap.

## PRESIDENTIAL IMPERATIVES

### **Learning with an ROI**

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Ensuring students receive a meaningful return on their educational investment through career-ready degrees and high graduation rates.

### **Financial Independence**

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Building financial sustainability and diversifying revenue streams to reduce dependence on state funding.

### **National Brand Recognition**

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Elevating Sacramento State's profile and reputation as a premier regional university with national distinction.

### **Dignity & Hope**

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Cultivating a campus culture of belonging, respect, and possibility for all students, faculty, and staff.

## STRATEGIC PLAN IMPERATIVES

### **Learning & Student Success**

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Supporting student achievement, retention, and graduation through career-ready programs and targeted resources.

### **Teaching, Research, Scholarly & Creative Activity**

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Advancing excellence in teaching, research, and scholarly and creative activity across all disciplines.

### **Justice, Diversity, Equity & Inclusive Excellence**

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Advancing justice, diversity, equity, and inclusive excellence across all aspects of university life.

### **Resource Development & Sustainability**

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Diversifying and growing financial resources while advancing environmental and institutional sustainability.

### **Wellness & Safety**

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Fostering a campus environment that prioritizes the health, wellbeing, and safety of all community members.

## FOUNDATION

### **JDEIB — Justice, Diversity, Equity, Inclusion & Belonging**

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The foundation of everything we do — Justice, Diversity, Equity, Inclusion & Belonging — guides all four Presidential Imperatives and all five Strategic Plan Imperatives.