

2009-2014



ASSOCIATED
STUDENTS,
INC.

2009-2014 STRATEGIC PLAN

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Executive Summary

The purpose of this strategic plan is to outline and specify the goals and objectives aimed at fulfilling the mission and purpose of Associated Students, Inc. (ASI). This strategic plan includes initiatives in the areas of student and organization participation, support and empowerment; programs and services; networking; communication development; student financial assistance; a shared investment and shared governance plan for University collaboration; academic and co-curricular programs; ASI education; policies and procedures; fiscal policies and procedures for university students.

Fundamental to this strategic plan and the goals that have been identified are three guiding principles. Associated Students, Inc. (ASI) at California State University, Fresno is committed to:

- Protecting the rights and interests of students through promoting the shared governance of the Fresno State campus by expanding the role students play in the decision making process while respecting the University's statutory and traditional authority over academic affairs and internal governance.
- Providing and investing in services and programs that meet the needs of the student and campus communities as well as stimulate the educational, social, physical and cultural well-being of the university community.
- Maintaining operational accuracy and effectiveness in, among other functions, office administration, human resources, strategic planning, and financial management.

Adopting this strategic plan and all of its components, the executive officers and senators are given the duty, responsibility and authority to carry out the initiatives in this strategic plan. Any changes in policy or procedure shall be carried out by the executive officers and/or the respective committees or commissions of Associated Students, Inc. (ASI). Where appropriate, Associated Students, Inc. (ASI) officers and representatives will work cooperatively with other constituencies to carry out goals and objectives.

Mission Statement

As the recognized student body government organization at California State University, Fresno, Associated Students, Inc. (ASI) provides a means for effective student participation in the governance of the university, fosters awareness of student opinions on campus issues, assists in the protection of student rights, and provides programs and services to meet the needs of the student and campus community.

Purpose

The purpose of the Associated Students, Inc. (ASI) at California State University, Fresno is to provide a means for responsible and effective participation in the governance of the campus and quality of the educational experience by:

Providing an official voice through which student opinions are expressed through the shared governance of the University.

Assisting in the protection of the rights and interests of the student body.

Stimulating the educational, social, physical and cultural wellbeing of University community.

Investing in services and programs to meet the needs of students and the campus.

Guiding Principles

Participation:

ASI is committed to protecting the rights and interests of students through responsible, effective participation in the shared governance of the campus and other forums through which student opinions may be expressed.

Programs and Services:

ASI is committed to providing and investing in services and programs that meet the needs of the student and campus communities as well as stimulate the educational, social, physical and cultural well-being of the university community.

Operations:

ASI is committed to maintaining operational accuracy and effectiveness in, among other functions, office administration, human resources, strategic planning and financial management.

Associated Students, Inc. Today

Associated Students, Inc. (ASI) is the student government for California State University, Fresno funded almost entirely by student fees. ASI promotes advocacy through several avenues including staffing committees and interactions with CSU administration and faculty. ASI has a goal to uphold the rights of students. ASI does so by lobbying for student issues at the California State University system and state legislature level.

ASI is a current member of the California State Student Association (CSSA). By working collaboratively with the other 22 CSU campuses ASI at Fresno State will be able to leverage more weight for statewide issues.

ASI financially contributes directly to student successes in the following three ways:

1. **ASI Sponsored Activity Grants:** Recognized campus clubs and organizations are eligible to apply for up to \$2,000 a semester from ASI for on campus events and activities that are open and free to all Fresno State students. During the 2009-2010 academic year ASI allocated \$85,000 (nearly 13%) of its budget towards sponsoring club events on campus.
2. **rGrants (Educational Research Grants):** Students seeking funding for research, projects and other scholarly undertakings can turn to the rGrant Program for financial support. The program allows students from all academic disciplines and under faculty supervision to apply for funds that allow them to conduct laboratory experiments, senior projects, field studies, the printing of a thesis, subscription to related journals and material to create artwork. The program is available for both undergraduate and graduate students. In 2009-2010 ASI allocated \$20,000 of its budget to rGrants.
3. **Instructionally related Activities (IRA):** The Instructionally Related Activities (IRA) grant funds activities that are partially sponsored by academic programs, disciplines, or departments as a way to augment classroom learning. These activities are those which are considered essential to providing a quality and unique education here at Fresno State.

Each fee paying Fresno State student contributes \$30 to the IRA fund every semester, and all students are welcome to apply as long as their project meets the following criteria: It must be partially sponsored by an academic program, discipline, or department; integral to course offerings; intensive and structured; and requires active rather than passive student participation. Total amount available for distribution: approximately \$1,300,000 per year.

ASI also invests in programs and services thought to be essential in enhancing the quality of the educational experience for students. During the 2009-2010 academic year, ASI fully funded the:

- ASI Readership Program: A program that delivered free copies of The Fresno Bee and The New York Times each day for the campus community.
- Library Laptop Loan Program: A program that allowed students to check out one of the 130+ laptops available for students to use.
- T-Shirt Exchange Program: A program to boost school pride by allowing students to exchange t-shirts with other college logos for a free ASI Fresno State t-shirt.

ASI is a partial sponsor and proud supporter of the following programs:

Bulldog Blog*

Dog Days Bark Book

CSU Health Link

Bulldog Pantry*

Club Sports*

Intramurals*

Center for Women and Culture

Scholarships*

University Student Union Computer Lab*

OrgSync*

Leadership Development*

*ASI has identified the above areas as valued areas of interest and long term investment.

Situational Analysis

Strengths

- ASI's core qualities are enthusiasm, dedication, and commitment to our institution.
- ASI has the ability and momentum in place to partner with other student leader groups on campus to leverage political weight within the University administration.
- ASI possesses emerging leadership abilities due to the broad scope of programs and services offered. The increasing levels of professionalism stem from the recent addition of a Director of University Affairs to promote consistency and continuity across annual board elections as well as perform research, promote shared governance, and facilitate communication with the university, students, and the community.
- ASI is working to create an effective collaboration with campus administration.

Areas for Improvement

- Low levels of student involvement is a concern for ASI. Once the central cause is determined ASI can work to better connect with students.
- There are many negative perceptions of ASI within the Fresno State community. A few students feel ASI is an elitist organization to where others view it as just another campus club. ASI should determine how to convey their message more effectively in order for students to understand the role ASI plays within the University.
- Associated Students, Inc. recently experienced much negative press and attention brought by legal action of a former employee. In reaction to this, the ASI team deemed it necessary to review and organize all office policies, bylaws, and expectations. It is essential that this task, once started, is completed in full and has the buy-in from the ASI Executive Team, Professional Staff, ASI Senate, and the campus community. ASI will need to work hard to regain the trust and credibility of the campus community.

Opportunities

ASI has the potential to make an extraordinary difference at Fresno State. ASI's potential lies with the possibilities and opportunities presented by the ASI team, campus administration, and students. A few goals are listed below.

- Increase leadership opportunities to students, enhance its image and reputation, and provide services to reach more students. ASI can harness the momentum of all student leadership groups to become a sounding voice for all.
- ASI can take advantage of the strong student voice by acting as a medium, instrument, intermediary or pathway for them and their concerns.
- ASI can implement a variety of recruitment strategies to increase student involvement in shared governance and other campus committees.
- ASI should focus on the shared investment model of ASI by discussing the possibilities of coordinating and sustaining programs or funding other campus programs. This will help ASI to focus on specific goals and issues.
- ASI can look to implement an alternative textbook program to reduce textbook costs for students. ASI can also take a larger leadership role on parking concerns.
- ASI can look into new sources of revenue, such as from alumni, ad revenue from Campus Compass magazine, etc.
- ASI can also look into sponsoring campus clubs or a Safe-Ride campus safety program or developing a ride-share program to offset the increasing costs of transportation.

Barriers and Challenges

- Low levels of student involvement.
- Accommodating different interests, priorities, and agendas each year with a new board is a challenge as well as maintaining organizational continuity while continuing to develop the scope of ASI services and programs.
- With the newly implemented Campus Master Plan, ASI has the task of ensuring that students are kept a priority during renovation, construction, reorganization, etc.

Target Audiences

Undergraduate Students

Associated Students, Inc. (ASI) will target all students. ASI will concentrate on familiarizing incoming students with ASI, and how ASI can benefit them. ASI will work with current students to ensure their voice is heard within the campus community. ASI will also continue to advertise the organization to make certain students are aware of the benefits and services offered through their student government.

Graduate Students

ASI will target graduate students by providing information and support to connect them to the campus community and available services including starting a student organization, joining an existing student organization, and gaining on-campus work experience. When possible, ASI will recognize the need for graduate student representation within the student body government.

Faculty and Staff

ASI will target faculty and staff to make them aware of how ASI fits into the University's structure and mission. ASI wants all faculty and staff to have the opportunity to provide information to students when asked and act as opinion leaders and motivators.

Student Organizations

ASI will target all campus student organizations, including fraternities and sororities. ASI will provide information on how ASI benefits each organization, particularly through funding resources. ASI will target students involved in large student organizations (athletes, band members, cheerleaders, Smittcamp Honors students, etc.) and provide support and information from ASI.

Administration

ASI will work with campus administrators to help ensure the voice of students is not only heard but considered in decision making processes through the shared governance of the University.

External Audiences

ASI will work to create and maintain networking relationships with representatives and other campuses throughout the California State University system.

Key Messages

The key messages will originate from Associated Students Inc.'s mission and strategies. The mission statement sets the tone for Associated Students, Inc. and their goals in working towards student involvement, shared governance, and student organization interaction throughout campus.

Key messages for Associated Students, Inc. include the following:

- *Protect the rights and interests of students while enhancing and developing academic and co-curricular programs.*
- *Provide services and programs that meet the needs of the student and campus communities as well as stimulate the educational, social, physical and cultural well-being of the university community.*
- *Commit resources to improve and ensure students' participation in university governance by supporting and empowering students in pertinent campus issues.*
- *Develop a communication network with and between student organizations to highlight ASI programs, services and opportunities.*
- *Create an active and inclusive university that embodies an unparalleled educational experience and campus spirit.*
- *Implement and maintain effective fiscal policies and procedures for the benefit of students at California State University, Fresno*

These key messages will be instrumental because they will guide ASI in meeting the strategies and tactics outlined in this plan.

Strategies and Tactics

In order to achieve Associated Students Inc.'s objectives, the following strategies and tactics will be implemented.

Strategy 1: Student Leader Coalition

Associated Students, Inc. will work with identified student leader groups including, but not limited to, University Student Union Board, the Leadership Program, University Student Union Productions, and the Vintage Days Committee to build a coalition of ideas and efforts.

Tactic 1: ASI will develop and maintain a student leader communication portal to easily receive and distribute information from other student leaders and their representative groups.

Tactic 2: ASI will hold retreats during the same days as other student leader groups in order to allocate time together for introductions, exchange of ideas and other types of interaction.

Tactic 3: ASI will maintain relationships with identified student groups by holding semesterly meetings amongst the group leaders and appointing ASI representatives as liaisons where appropriate.

Tactic 4: The ASI Executives will explore, in partnership with the student leader groups, ways to further relationships and work collectively towards common goals.

Tactic 5: ASI will continue to support and invest in leadership development and future initiatives of the Student Leader Coalition.

Strategy 2: Leadership Development

Associated Students, Inc. (ASI) will continue to develop the leadership abilities of all committee members, the Senate, and executives through training and leadership development.

Tactic 1: ASI executives will meet weekly to discuss goals, projects, and upcoming events.

Tactic 2: ASI's Executive Vice President will meet individually with the at-large and school senators once a month to discuss goals, projects, and concerns.

Tactic 3: ASI will attend leadership trainings throughout the year depending on available staff and need. It is recommended that ASI members participate in at least four leadership building trainings or retreats per year: one initial retreat before the start of the fall semester, a field trip to observe another CSU campus, a winter retreat before the start of the spring semester, and an end of the year transition retreat with incoming student leaders

Tactic 4: ASI will commit to training future officers in their elected positions before taking office to ensure cohesiveness. This will occur at the transition retreat in May.

Tactic 5: Inauguration and orientation should be completed on or immediately following June 1 for newly elected senators and officers.

Strategy 3: Increase Student Involvement

Associated Students, Inc. (ASI) will continue to commit resources to improve and ensure students' participation in ASI.

Tactic 1: The executives and senators of ASI will make presentations at all Dog Days, Fresno State Welcome, University 1, and Graduate Student orientation in order to attract new students to ASI and on-campus involvement.

Tactic 2: The executives and senators of ASI will make presentations in the beginning of the academic year to Residence Life, USU Board, USU Productions, the Smittcamp Family Honors College, clubs and organizations, Greek Life, and other student groups to inform and involve students in ASI.

Strategy 4: Shared Governance of the University

Associated Students, Inc. (ASI) will continue to commit to supporting and empowering students in pertinent campus issues that affect students by recruiting, training, and appointing students to specifically, but not limited to: Student Senate and its committees and commissions, University and system-wide committees, and the Academic Senate committees.

Tactic 1: ASI will develop a Legislative Committee to serve as the students' chief advocate regarding state and government affairs, including fee structures and increases.

Tactic 2: The executives, professional staff, and senators of ASI will work collaboratively with The Collegian, The Bulldog Blog, KFSR campus radio, University Communications, Fresno Bee, and other media resources to inform students of campus issues. Priority will be given to on campus student driven media outlets.

Tactic 3: The executives and senators of ASI will work with campus political groups to organize a voter registration drive on an as needed basis.

Tactic 4: ASI will work collaboratively with University committee representatives to appoint students to committees.

Tactic 5: ASI will host town-hall meetings at least once a year with students, faculty, staff, and administrators to discuss timely issues and concerns.

Tactic 6: ASI will work to ensure ASI representation is evident and employed on all appropriate boards and committees.

Strategy 5: Support of Fresno State through the California State University System

Associated Students, Inc. (ASI) will commit to its participation in and support of organizations and programs involved, directly or indirectly, with matters concerning the California State University system.

Tactic 1: ASI will carefully consider the degree of its involvement in the California State Student Association, and will work to connect and build relationships with the leaders of the various student governments in the CSU system. The focus of these relationships will be to increase system-wide collaboration, seek and develop new ideas, and provide increased support for the students at Fresno State.

Tactic 2: ASI will send a student representative to every California State Student Association meetings, encourage students to participate in system wide committees, send students to train and lobby for campus issues and attend California State University, Board of Trustee meetings when deemed necessary.

Strategy 6: Student Awareness of ASI University Programs

Associated Students, Inc. (ASI) will partner with University programs and services available to students and educate/inform students on services available from the ASI Student Body fee.

Tactic 1: ASI will network with Student Involvement to electronically post updates highlighting services to students.

Tactic 2: All groups receiving ASI funds will be required to display the ASI logo on all promotional materials.

Tactic 3: ASI will commit to providing either electronic or print versions of an organizational update at least once a semester and be made readily available to members of the campus community.

Tactic 4: ASI will create a yearly publication highlighting ASI and University services to better educate students on available resources and opportunities.

Tactic 5: ASI will create and make available an annual report highlighting accomplishments, programs and services. If the budget allows, it is recommended that this document be published and distributed to key campus officials, student leader groups, and other California State University's student governments.

Tactic 6: On a continual basis, ASI will maintain its web site with pertinent and up-to-date information, forms, and contact information.

Strategy 7: Student Organization Services

Associated Students, Inc. (ASI) will provide financial resources, develop a communication network with and between student organizations, and produce educational resources to assist organizations in their operations.

Tactic 1: In collaboration with Student Involvement, the ASI Senator for Clubs and Organizations will help further develop the inter-club council which is made up of representatives from recognized clubs and organizations. This council will meet on a semester basis to discuss campus issues, coordinate club activities, and aid in leadership development.

Tactic 2: ASI will commit to sending a representative to all special events funded by ASI.

Tactic 3: ASI will continue to provide account services to registered clubs and organizations on campus and process documents in a timely fashion in partnership with Student Involvement and the Auxiliary Services.

Tactic 4: ASI will continue to provide resources and support for the ongoing web management of student clubs and organizations through OrgSync.

Strategy 8: Shared Investment in the University

ASI will identify programs of value to the organization and invest their funds accordingly over a set period of time to increase the level of importance and leverage ASI has as within the University.

Tactic 1: The ASI executives and Senate will identify areas of value to the organization.

Tactic 2: Each year, before drafting the annual budget, the Vice President of Finance and the Finance Committee will meet with campus organizations, departments, and other programs that serve Fresno State students to discuss funding for the following year. Funding levels will be established by an operating MOU. This meeting between ASI and campus entities, if deemed necessary, will provide opportunities for dialogue to reflect on past successes and future goals. These meetings are mandatory if it is a first time sponsorship opportunity, if the organization has requested a review with the intent for financial adjustment, or if a contract is expiring.

Tactic 2: The ASI Vice President of Finance will work with identified programs of interest to develop a financial plan outlining amount, time periods, evaluation plans and how ASI will be involved with that organization.

Tactic 3: When appropriate, ASI will designate a representative to serve on planning committees of ASI funded and / or supported events on campus.

Tactic 4: ASI will maintain a record of all set agreements and include allocated funds in annual budgets.

Tactic 5: ASI will send a reminder at the beginning of every spring semester to the campus community regarding the availability of funds for campus programs, clubs and organizations.

Strategy 9: rGrants

Associated Students, Inc. (ASI) will continue to enhance and develop academic and co-curricular programs (research activities and Instructionally Related Activities) designed to prepare students for furthering their education and/or pursuing a professional field of their choice.

Tactic 1: The ASI Academic Committee will annually research and update academic services offered to students on campus. This collected information will be delivered to students through a variety of communication channels including but not limited to Campus Compass magazine, ASI updates, flyers or informational brochures, and the ASI webpage.

Tactic 2: The ASI Academic Committee will be responsible for reviewing and allocating funds to projects which meet criteria to assist in creative research outside of the classroom.

Strategy 10: Fiscal Policies and Procedures

Associated Students, Inc. (ASI) will implement and maintain effective fiscal policies and procedures for the benefit of students at California State University, Fresno, including improvements in the allocation and disbursement process of the various components of the budget and procedures to ensure adherence to all pertinent accounting principles and practices. The purpose of such funding is to invest into identified valued programs and to position ASI as a fundamental building block within other on campus departments and programs.

Tactic 1: The Vice President of Finance will organize annual budget hearings that will involve reports from the groups that ASI has historically funded. In addition, these hearings will be open to the general student body, so that students may bring new ideas and concerns to the Finance Committee's attention. These hearings will discuss each of the major components of the budget and will allow for public comment.

Tactic 2: ASI will maintain accurate financial records and reconcile actual cost against budget projections and allocations on a monthly basis and readjust accordingly.

Tactic 3: ASI will require beneficiaries to report on how ASI funds were used on a semesterly bases. ASI will use such information to reevaluate future funding based on the accomplishments and/or challenges outline in said report.

Tactic 4: ASI will develop and maintain a system to efficiently process internal and external expenses.

Tactic 5: ASI will educate clubs and organizations on the process and guidelines for ASI Sponsored Activity grants through flyers, web-based materials and presentations. ASI will also help shepherd the fiscal process by tracking, following-up and holding ASI Sponsored Activities to a forty-five (45) day deadline for turning in necessary documents.

Strategy 11: Implement and Update Policies and Procedures

Associated Students, Inc. (ASI) will develop and implement policies and procedures, as well as legal safeguards to ensure that bylaws, policies and other governing documents are consistent with the pertinent laws and regulations, are adhered to, are maintained and recorded accurately for use and access by Associated Students personnel and the campus community.

Tactic 1: An annual review of the ASI bylaws, policies, and pertinent state and federal laws will take place at the annual summer training but no later than the start of the academic year.

Tactic 2: The maintenance of ASI's records will be directed by the ASI Office Manager. It is recommended that the review of the record system take place prior to the transition of the newly selected officers.

Strategy 12: Strategic Planning

Associated Students will implement a strategic planning and management process through which administrative and financial operations are regularly reviewed and revised when necessary.

Tactic 1: The executive officers of ASI will develop an Annual Report at the end of each fiscal year to document the progression of the goals toward achieving the Strategic Plan. It will be distributed to the Senate and appropriate University officials.

Tactic 2: The executives and Senate of ASI will annually review the mission and purpose of ASI to evaluate whether the organization is following its charge at the beginning of each academic year.

Tactic 3: The strategic-plan will be revised annually (if needed) based on findings in the Annual Report.

Tactic 4: Upon the end of this strategic plan a new plan will be adopted to continue the guiding principles and practices of ASI.

Evaluation

To evaluate Associated Students Inc.'s (ASI) progress in keeping with the strategic plan objectives, ASI will come together at the end of each fiscal year to look over strategies and objectives and discuss what has progressed and what needs to be a main target for the following year.

Several tools should be used in order to fully evaluate ASI's progress in complying with the strategic plan. To evaluate ASI's interaction and support of campus organizations, evaluation sheets will be sent out to student organizations asking for the group to evaluate ASI's help and assistance throughout the year. By doing this, ASI executives, staff, and Senate will have a better understanding of what was received positively during the year as well as what can be improved upon.

In order to sustain this plan, ASI must keep their strategies and tactics close to the outlined strategic plan. In doing this, Associated Students, Inc. will further accomplish the goal of keeping students aware of what is offered while helping to support student organizations and events and providing a means of effective student participation.