



*"...For the Students, by the Students!"*

# STRATEGIC PLAN

# 2018-2023

“Plans are nothing,  
planning is everything”

Dwight D. Eisenhower



# DEVELOPMENT OF ASI'S STRATEGIC PLAN

# THE STRATEGIC PLAN

- Guideline that charts a course for the next 5 years
- A living document – flexible and allows for change
- Based on current state of A.S.I. AND projections for the future
- Influenced by internal and external factors
- Aligned with the University's Strategic Plan

# STRATEGIC PLAN



## MISSION

Cal State LA transforms lives and fosters thriving communities across greater Los Angeles. We cultivate and amplify our students' unique talents, diverse life experiences, and intellect through engaged teaching, learning, scholarship, research, and public service that support their overall success, well-being, and the greater good.

## VISION

Cal State LA will be internationally recognized as the premier comprehensive public university in greater Los Angeles. We are dedicated to delivering cutting-edge academic programs that prepare students to be innovative leaders in both their professional and civic lives and to serving the public good through initiatives that engage local, regional, and global communities in mutually beneficial partnerships.

## VALUES

**Students First** - We put our students' academic success, career-readiness, and well-being at the center of everything we do.

**Pushing Boundaries** - We set ambitious goals to challenge and inspire us, benefitting our role as L.A.'s premiere comprehensive public university.

**Engagement, Service, and the Public Good** - We foster meaningful, collaborative relationships that contribute to the public good among the University community, alumni, and local, regional, and global communities.

**Diversity, Equity, and Inclusion** - We cultivate diversity, expect cultural competence, and actively seek perspectives and engagement from all constituents in our community, to develop just and equitable expectations.

**Student Engagement** - We encourage our students to take ownership of their own campus experiences by seeking opportunities that promote inclusion, a sense of belonging, and leadership.

**Engaged Teaching and Learning** - We cultivate and amplify our students' unique talents, diverse life experiences, and intellect through

engaged teaching, learning, scholarship, research and vibrant student life.

**Academic Distinction** - We foster and promote academic distinction through innovation, academic rigor and the pursuit of lifelong learning.

**Community of Scholars** - We foster a community of scholars among faculty and students engaged in research, scholarship, and creative accomplishments.

**A Culture of Excellence** - We encourage and expect all members of our University community to pursue academic, professional, and personal excellence.

**Transparent Collaborative Decision-Making** - We make data-informed, evidence-based decisions and are collaborative and transparent in our approach and communication.

**Mutual Respect** - We are committed to cultivating a supportive and accepting environment where each of us commits to fostering a culture of respect for all.

**Academic Freedom** - We promote academic freedom and professional ethics.



## STRATEGIC PRIORITY AREA: ENGAGEMENT, SERVICE, AND THE PUBLIC GOOD

Overall Goal: Graduate civic-minded students equipped for and committed to engagement, service, and the public good

### Key Initiatives:

- Develop cross-campus capacity to support civic learning
- Increase alumni involvement in and loyalty to Cal State LA
- Increase and strengthen community outreach partnerships
- Become L.A.'s premier educational anchor institution and contribute to the overall well-being of the region
- Expand service learning opportunities
- Foster a thriving and progressive region through meaningful collaborative partnerships among and within the University, alumni, and communities of the greater Los Angeles area
- Promote global awareness and strengthen international partnerships and opportunities

### How will we know we are making progress—example metrics:

- Increase the number of service learning opportunities
- Increase alumni participation
- Increase faculty participation and expertise in civic engagement



## STRATEGIC PRIORITY AREA: WELCOMING AND INCLUSIVE CAMPUS

Overall Goal: Nurture a welcoming and inclusive campus where students, faculty, and staff thrive and community is honored and cultivated

### Key Initiatives:

- Foster Golden Eagle Pride for all members of the University community
- Streamline and improve administrative processes and leverage cutting-edge technology
- Realize the promise of diversity and inclusive excellence across the University
- Increase effective communication, shared planning and goals, and collaborative decision-making among students, faculty, staff, and administration
- Increase the number of welcoming and healthy spaces on campus
- Ensure faculty and staff hiring that reflects and contributes to a diverse and inclusive community
- Bolster faculty and staff professional development
- Continue to invest in upgrading and improving buildings and infrastructure

### How will we know we are making progress—example metrics:

- Reduce time and complexity needed to complete key processes
- Increase number of faculty and staff professional development opportunities
- Increase educational opportunities to enhance cultural competencies
- Increase the diversity of the faculty



## STRATEGIC PRIORITY AREA: STUDENT SUCCESS

Overall Goal: Create a positive, holistic student experience with a clear and timely path to a high-quality degree

### Key Initiatives:

- Cultivate and affirm an asset-based mindset and practice in everything we do, one that honors our students' unique talents, diverse life experiences, and intellectual curiosity
- Ensure course availability
- Ensure a rigorous, challenging, and high-quality education for all students
- Provide proactive, consistent, and quality advising and academic support
- Foster a vibrant and enriching campus life, including opportunities for greater involvement in student leadership, athletics, clubs, and activities
- Promote access to and utilization of student wellness services
- Strengthen transition-to-career support services, including increasing internship and mentoring opportunities
- Expand student-alumni networking and mentoring opportunities
- Ensure effective staffing to support student success
- Promote strategic thinking and implement effective practices that engage distinct student communities

### How will we know we are making progress—example metrics:

- Increase retention and graduation rates
- Reduce disparities in graduation rates
- Reduce average numbers of units earned by graduation to more closely align with the number of units required for the degree



## STRATEGIC PRIORITY AREA: ACADEMIC DISTINCTION

Overall Goal: Provide high-quality undergraduates and graduate programs and investment in faculty who are uniquely committed to educating a diverse student body

### Key Initiatives:

- Promote inclusive pedagogical approaches that address the distinct values, beliefs, and cultures of our students
- Build academic programs that transcend disciplinary boundaries
- Promote engaged teaching and learning
- Promote the teacher-scholar model by supporting faculty research and creative projects, and engagement with the community
- Support diverse learning approaches, pioneering and innovative curricula, and faculty-student research opportunities
- Promote ample opportunities for faculty to advance effective teaching practices
- Recruit and retain more tenured and tenure track faculty
- Recognize and support faculty and staff who contribute to the academic success of our students

### How will we know we are making progress—example metrics:

- Increase the number of programs that meaningfully engage in program review to improve student learning and ensure high-quality degree programs
- Increase support for faculty research, creative accomplishments, and scholarship
- Increase the number of publications, scholarly and creative work, and grants
- Increase the tenured/tenure-track faculty to student ratio



## STRATEGIC PRIORITY AREA:

# ENGAGEMENT, SERVICE, AND THE PUBLIC GOOD

*Overall Goal: Graduate civic-minded students equipped for and committed to engagement, service, and the public good*

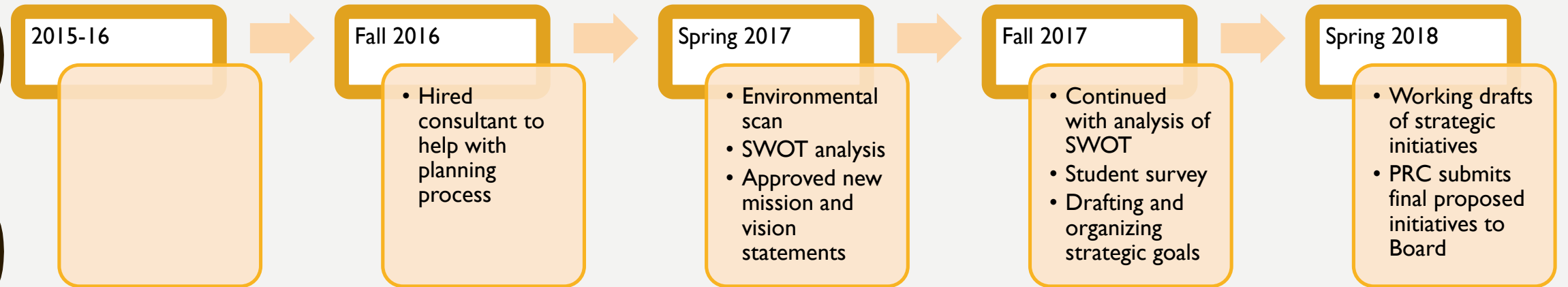
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# A LONG TIME IN DEVELOPMENT



# STRATEGIC PLANNING COMMITTEE

2016-2017

- Names for the committee members

2017-2018

- Names for the committee members



# The Planning Process

## ASI's Story

- Review and summarize ASI's history
- Document important milestones
- State of ASI today (staffing, financially, programs and services, etc.)

## Influential Factors

- Identification of stakeholders
- Environmental scan - engage stakeholders, review factors that may impact the organization and the strategic plan

## Foundation for the Future

- Strengths, weaknesses, opportunities, threats (SWOT) analysis
- Summarize key findings

## Vision and Mission

- Review and revise ASI's vision and mission
- Review organization's values and motto or other ASI statements

## Strategic Plan Development

- Gather departmental goals and feedback
- Categorize and summarize findings from environmental scan and SWOT
- Draft strategic initiatives, objectives
- Develop the strategic action plan



# INFLUENTIAL FACTORS

THE ENVIRONMENTAL SCAN

# ASI'S STORY

- Organizational milestones
- Incorporation
- Organizational charts
- Previous strategic plans
- Governing documents
- Current list of programs and services
- Challenges and accomplishments in the past 5 years



# STAKEHOLDERS

## INTERNAL

- Students - current and future
  - A.S.I. Staff (professional and student)
  - Student leaders
  - Chartered Student clubs and organizations and their members
  - Key Administrators: Dean of Students, VP of Student Life
  - Anna Bing Arnold
  - EPIC
  - Dreamers RC
  - EOP
  - Veterans RC
- Directly impacted by or have a direct impact on A.S.I.
  - Regularly involved with programs and services
  - These groups know A.S.I. the best

# STAKEHOLDERS

## EXTERNAL

- Depts. Providing services to A.S.I.- Cashier, Disbursements, HR, Financial Aid, Business Financial Services
- President's Office
- Provost
- Key faculty, staff, administrators
- CSU System, Chancellor's Office
- Partnering campus auxiliaries (USU, UAS)
- Other CSU Auxiliary Organizations (AOA)
- California State Student Association (CSSA)
- University Advisors
- Auditor/Legal Counsel
- Local Community – Center for Engagement

## EXTERNAL

- Academic Senate
- Alumni Association
- Athletics
- Career Center
- Center for Psych Services
- CFA
- Facilities
- Health Center
- Housing
- OSD
- Parent and Family Orientation

## EXTERNAL

- Parking Services
- Public Safety
- Risk Management
- Welcome Center
- College Deans
- CSI
- CCC



# FOUNDATION FOR THE FUTURE

**THE SWOT ANALYSIS**

# SWOT ANALYSIS

## Strengths, Weaknesses, Opportunities, Threats

### *SWOT Analysis*

ISSUES REPORTED	CLUSTER #	FROM WHO	PRIORITY AREA
supporting and enhancing student activism	1	4/4/2017	Advocacy
advocacy	1	4/4/2017	Advocacy
student activism	1	4/4/2017	Advocacy
ASI has the opportunity to mediate between student groups and promote a healthier campus climate	10	4/4/2017	Advocacy
tuition increase	14	4/4/2017	Advocacy
parking and transportation	15	4/4/2017	Advocacy
retention and recruitment	16	4/4/2017	Advocacy
diverse needs of the student population	16	4/4/2017	Advocacy

# SWOT ANALYSIS

Strengths, Weaknesses,  
Opportunities, Threats

## CATEGORIES IDENTIFIED:

- Advocacy
- Communication
- Financial
- Internal
- Programs
- Services



# EMERGING GOALS

## Communication & Outreach

- Develop an intentional and targeted recruitment strategy to get a more diverse student population involved in A.S.I. from various campus community clubs and organizations.
- A partnership with A.S.I. and New Student and Parent Programs-- for ASI to have a better presence (especially during orientation).
- Consistent and strategic organizational marketing through our Graphics/Web Design/App department.
- Leadership development training with professional development outcomes to improve ASI member communication skills
- Strengthen overall campus communication between A.S.I., the University, and the students.

# EMERGING GOALS

## Advocacy

- Define student activism and support in order to improve our advocacy efforts.
- Advocate for healthier food options on campus through the UAS committee, especially when food contracts will be up for renewal.
- Design and implement a campaign to inform Cal State LA student body about what CSSA is and its potential as a statewide student association.
- Host a biannually advocacy clinic to train students on different strategies on how to contact representatives and present student demands

# EMERGING GOALS

## Programs & Services

- **Overall goal:** Every program and service hosted/sponsored by Associated Students, Incorporated is in pursuit of informing and supporting student academics, wellness and leadership development.
- Increase the accessibility of A.S.I.'s programs to the student population by evaluating the time, location and cost to students.
- Increase Golden Eagle Pride through a strong marketing campaign that promotes student engagement in clubs and organizations and support of Athletics, and the creation of a new annual A.S.I. event.
- Strengthen existing partnerships and develop new ones to provide the campus with exciting and interactive events and services.
- Continue and expand the campus and community partnerships for the Life After College program in order to help prepare students for solidifying careers after graduation.

# EMERGING GOALS

## Internal & Financial

- **Overall Goal:** Strengthen A.S.I.'s organizational infrastructure to meet the needs of tomorrow's student body and provide the tools they need to be successful.
- Create an annual program for students about financial literacy that provides information on financing and other forms of support to help students pay for college.
- Analyzing the creation of a referendum in order to provide further programs and services for students organized and focused duties with clearer and specific duties in policies to create efficient student representation.
- Conduct a needs assessment to broaden the services and programs A.S.I. offers the students on campus and then hire a firm to conduct a feasibility study to determine the financial requirements needed to deliver them.
- Evaluate the long-term financial stability of A.S.I. and the existing fee structure, which may include indexing the fee to HEPI or raising the fee through a referendum.
- Evaluate the current funding allocations in A.S.I. to direct financial resources toward the highest priorities for the organization.

# EMERGING GOALS

## Internal & Financial

- Assess the current leadership and organizational structure of A.S.I to meet the current campus climate and student needs.
- Enhance A.S.I.'s operational transparency by updating policies and current practices and provide regular reports to the student body regarding the organization's financial status.”
- Evaluate A.S.I.'s brand recognition on campus with the intention to enhance the student connection to and feelings toward A.S.I.”
- Achieve 100% participation in appointed student positions in the Academic Senate and University Committees.



# MISSION AND VISION

**ESTABLISHING A HEADING**

# APPROVED VISION STATEMENT

SPRING 2017

Ignite potential and  
empower student voices

# APPROVED MISSION STATEMENT

SPRING 2017



## **Our Purpose**

Since 1959, Associated Students, Inc. has promoted the establishment of, and provided the means for, effective avenues of student input into the governance of the campus; provided an official voice through which student opinion could be expressed; provided an opportunity where students could gain experience and training in responsible political participation and civic leadership; assisted in the protection of the rights and interests of individual students; and stimulated the educational, social, physical and cultural well being of the university community.





# PROPOSED STRATEGIC INITIATIVES

**RECOMMENDED BY THE STRATEGIC  
PLANNING COMMITTEE**



## STRATEGIC PRIORITY AREA:

# ENGAGEMENT, SERVICE, AND THE PUBLIC GOOD

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### Key Initiatives:

- **Develop cross-campus capacity to support civic learning**
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- Foster a thriving and progressive region through meaningful collaborative partnerships among and within the University, alumni, and communities of the greater Los Angeles area
- Promote global awareness and strengthen international partnerships and opportunities

### How will we know we are making progress—example metrics:

- Increase the number of service learning opportunities
- Increase alumni participation
- Increase faculty participation and expertise in civic engagement

# THREE PROPOSED STRATEGIC GOALS ALIGNED WITH THE CAL STATE LA PLAN

- 1. Create a vibrant, inclusive, and welcoming campus that promotes student success and encourages active civic engagement.**
  - **CSULA Priority Area: Welcoming and inclusive campus**
- 2. Provide dynamic, effective, and interactive programs and events to help students develop life skills for their current and future success.**
  - **CSULA Priority Area: Student success**
- 3. As the official student voice, ASI will assess and align resources to meet the student needs.**
  - **CSULA Priority Area: Engagement, service and the public good**

# GOAL #1: Create a vibrant, inclusive, and welcoming campus that promotes student success and encourages active civic engagement.

## Strategic Initiatives:

- Increase Golden Eagle Pride by creating new traditions and annual events with strong marketing campaigns.
- Promote funding and leadership opportunities to clubs and organizations through student involvement and engagement.
- Build connections with club and organizations through funding, collaboration, and engagement.
- Increase the accessibility of ASI's programs to the student population.
- Secure consistent and active representation on campus and standing committees to ensure a positive campus climate for Cal State LA students.
- Design and implement programs that promote civic and democratic engagement, encourage global learning and a diverse and socially responsible campus.
- Strengthen overall campus partnerships between ASI, the University, and the student body that support academic excellence, scholastic environment, and student activism.
- Formalize and nurture partnerships with off-campus community entities to improve the student experience at Cal State LA.

**GOAL #2: Provide dynamic, effective, and interactive programs and events to help students develop life skills for their current and future success.**

### **Strategic Initiatives:**

- Aid in the development of a series of programs for student leaders on budget development, program implementation, and financial management.
- Educate ASI student leaders and student committee members on how to effectively serve on ASI and University committees.
- Empower students with tools for advocacy to voice their concerns on important issues and influence decision makers.
- Promote avenues to encourage students to voice their concerns on important issues.
- Identify and encourage potential student leaders to positively engage at Cal State LA and the surrounding community.
- Collaborate with the University to create annual programs about financial literacy to help students pay for college.

# GOAL #3: As the official student voice, ASI assesses and aligns resources to meet the student needs.

## Strategic Initiatives:

- Develop tools to consistently assess the effectiveness and impact of ASI's programs and services.
- Analyze current and predict future student needs to guide the development and prioritization of action plans to properly serve the student body.
- Review the current leadership and organizational structure of ASI to improve organizational effectiveness.
- Evaluate the long-term financial stability of ASI and the existing fee structure to better meet pressing student needs.
- Refine our marketing strategies to increase student engagement with ASI.
- Through data driven practices, identify the needs and interests of the student body on an annual basis to serve as an organizational guideline.
- Ensure the culture of advocacy is integrated throughout duties of ASI student leaders.



# NEXT STEPS

**PUTTING THE PLAN TO ACTION**

# FINISHING THE PLAN

- Spring 2018 – approve the strategic initiatives and example metrics
- Summer 2018– develop marketing materials to share the plan with the students and campus community
- Summer 2018– orient the new Board and ASI leadership to the strategic plan and start work on the final stage of placing the plan in to action
- Fall 2018 – share the approved strategic plan with the student body and the stakeholders via website, print and social media!
- Fall 2018- Finalize the action steps
- Spring 2019 – start to enact the action plan and document progress using metrics and reports over the next five years



## Strategic Initiatives and Action Items

<b>Priority Area   Welcoming and Inclusive Campus</b>		<b>Create a vibrant, inclusive, and welcoming campus that promotes student success and encourages active civic engagement.</b>	
<b>1. Increase Golden Eagle Pride by creating new traditions and annual events with strong marketing campaigns.</b>			
Supporting Action Item	Timeline	Measure of Progress	Responsible Party
Create 2 new annual athletics events	18-19 and 20-21	Increased number of events, traditions	VPA
<b>2. Promote funding and leadership opportunities to clubs and organizations through student involvement and engagement.</b>			
Supporting Action Item	Timeline	Measure of Progress	Responsible Party
Funding committee			
Collaborations with CSI			



REQUEST BOARD  
APPROVAL FOR  
THE STRATEGIC  
PLAN

**DISCUSSION & ACTION**