

ASI CAL STATE LA

STRATEGIC PLAN 2018-2023

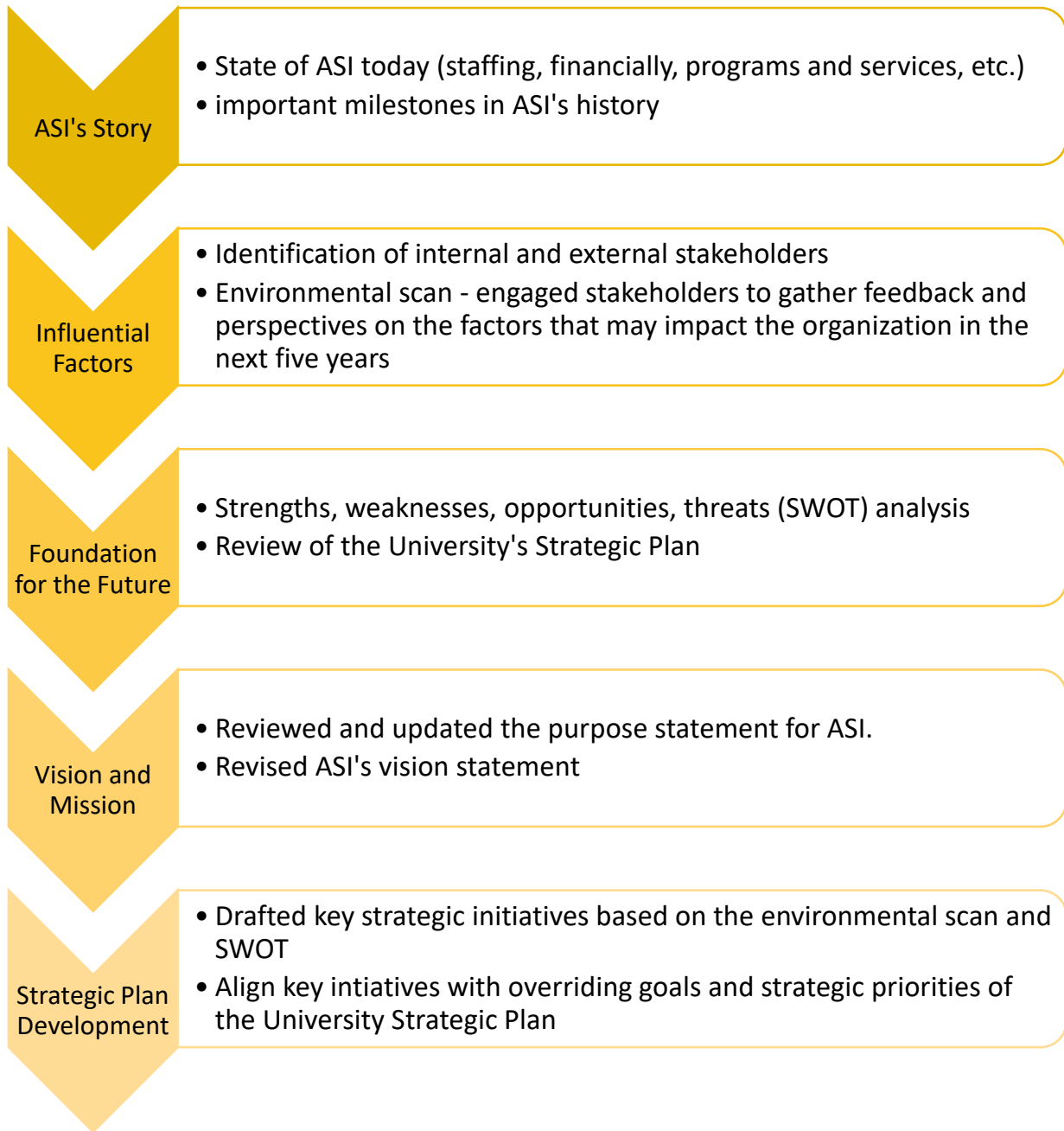
ORGANIZATIONAL OVERVIEW

Associated Students, Incorporated (ASI) at the great California State University, Los Angeles was founded on April 20, 1959 for the purpose of providing programs and services of, by, and for our students. ASI is a not-for-profit student run auxiliary, governed by a student Board of Directors who are elected each year by the student body of Cal State L.A. The original wisdom and vision of our founding members has led to what today is universally acknowledged as a vital, purposeful, and comprehensive student body organization that serves the broad variety of interests of our diverse body that consist of 27,000+ students. ASI is the officially recognized voice of the students. ASI representatives continually advocate for student issues. We strive to provide excellent and meaningful programs and services designed to create and enhance a spirited campus environment.

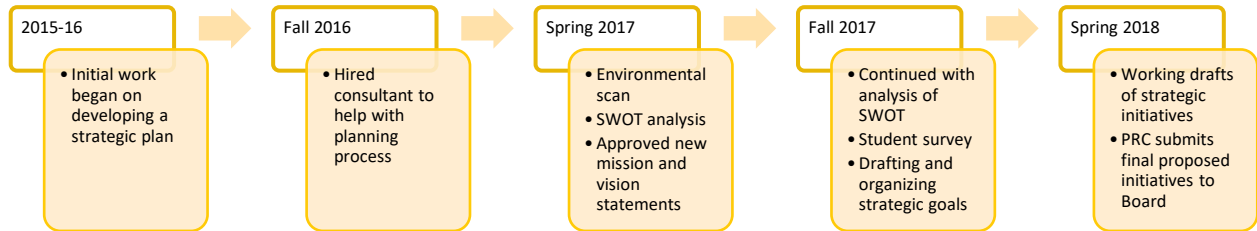
Today, ASI is much more than just a student body government. It is a recognized organization in the California State University system and is a non-profit, self-sustaining corporation that is operated by students under the advisement of professional staff. It is the function and mission of ASI “to promote the establishment of, and provide the means for effective avenues of student input into the governance of the campus, provide an official voice through which student opinion may be expressed, and assist in the protection of rights and interests of the individual student.” Furthermore, it makes available service and programs that meet the educational, social, recreational, and culture needs of the pluralistic Cal State LA community.

THE STRATEGIC PLANNING PROCESS

In fall 2016, ASI started the process to develop a five-year strategic plan. The coordination and organization of the process was given to ASI’s Strategic Planning Committee (SPC) with oversight by the Board and Executive Director. The committee identified the need for a consultant to assist with the development of the strategic plan and hired Barnaby Peake, Director of the Bronco Student Center at ASI, Cal Poly Pomona to consult in January 2017. Peake worked with the SPC to outline a clear approach and timeline for the development of the strategic plan, which is captured in the diagram below.



TIMELINE



KEY STAKEHOLDERS

INTERNAL

- Students - current and future
- ASI Staff (professional and student)
- Student leaders
- Chartered Student clubs and organizations and their members
- Key Administrators

EXTERNAL

- Cal State LA Departments (Housing, etc.)
- Alumni
- Key Faculty and Staff
- Key Administrators
- CSU System
- Partnering campus auxiliaries (USU, UAS)
- Other CSU Auxiliary Organizations (AOA)
- Service Providers – ticket service
- Programs and Services Customers
- California State Student Association (CSSA)
- University Advisors
- Auditor/Legal Counsel
- Local Community – Center for Engagement
- Accrediting Agencies
- Professional Associations

ENVIRONMENTAL SCAN

The first environmental scan discussion occurred at the Board retreat in January 2017. The student leaders considered the list of stakeholders as well as their personal understanding of the current climate nationally in higher education, in the California State University system, at Cal State LA specifically, and then internally in ASI.

The internal stakeholders, especially the current student body at Cal State LA, were consulted directly to include a depth in opinion that would create the context for the development of the strategic plan. The interests of the external stakeholders were collected through the SPC and Board conversations. Below is a list of the main points raised through the environmental scanning process.

ENVIRONMENTAL SCAN - JANUARY 2017

- Trump policy on immigration
- Expand ASI marketing on campus
- Possibility of a tuition increase
- Rising enrollment
- New student housing and parking development
- Civic engagement and service focus
- Location of campus
- Location of the campus impacts the students, engagement, etc.
- This is the first year on the semester system, still many challenges
- Graduation Initiative 2025
- Food insecurity issue
- Sleeping pod idea
- Several changes with the library- new direction and 24/7 access option
- Student health issues
- Restructuring course registration (resulting from semester conversion)
- Child Care Center possible referendum
- Nationally- talks of privatization of education
- Lack of athletics attendance on campus, pride
- ASI made more funding available to clubs for travel opportunities
- Technology on campus is lagging
- Late night operations may be needed
- Issues of finding space on campus for programs/services

SWOT ANALYSIS

PROCESS

The analysis for strengths, weaknesses, opportunities and threats (SWOT) was conducted over the spring and fall semesters in 2017. The environmental scan highlighted areas that ASI wanted to investigate and test through the SWOT analysis with the stakeholders. The SWOT occurred initially with the SPC and Board in brainstorming sessions that helped outline various initiatives and possible goals for the organization to address in the next five years. Through affinity diagramming exercises, the goals were grouped into categories to better identify the common themes.

These categories were further explored and tested through a survey that was sent to students on campus.

- Summarize the details of the survey- when, who, questions focus
- Govt and student survey results combined in a spreadsheet and categorized
- Emergence of 4 categories

EMERGNING STRATEGIC 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.

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

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.
- 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.

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.

MISSION AND VISION FOR ASI

Summary of review process

- Early indications from the start of the review process in January were that the students were happy with the mission, but wanted to change the vision

- Several conversations to brainstorm and narrow down the ideas
- Mission only changed to include the date, historical reference
- Vision, several conversations to narrow down and refine the heart of the organization resulting statement captures a view for the future of ASI with intentionality, direction and inspiration
- Mission and vision passed with Board approval in Spring 2017

MISSION STATEMENT

Since 1952, 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 community 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.

VISION STATEMENT

Ignite potential and empower student voices.

MOTTO

For the students, by the students.

VALUES

If desired, work on a set of values statements to demonstrate how A.S.I. carries out the mission and vision.

STRATEGIC INITIATIVES 2018-2023

The resulting strategic plan aligns with the current Cal State LA strategic plan and falls under the three of the four University priority areas, identifying three overriding goals for ASI to address in the next five years.

CAL STATE LA STRATEGIC PRIORITY AREA—WELCOMING AND INCLUSIVE CAMPUS

1. CREATE A VIBRANT, INCLUSIVE, AND WELCOMING CAMPUS THAT PROMOTES STUDENT SUCCESS AND ENCOURAGES ACTIVE CIVIC ENGAGEMENT.

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

CAL STATE LA STRATEGIC PRIORITY AREA—STUDENT SUCCESS

2. PROVIDE DYNAMIC, EFFECTIVE, AND INTERACTIVE PROGRAMS AND EVENTS TO HELP STUDENTS DEVELOP LIFE SKILLS FOR THEIR CURRENT AND FUTURE SUCCESS.

- i. Aid in the development of a series of programs for student leaders on budget development, program implementation, and financial management.
- ii. Educate ASI student leaders and student committee members on how to effectively serve on ASI and University committees.
- iii. Empower students with tools for advocacy to voice their concerns on important issues and influence decision makers.
- iv. Promote avenues to encourage students to voice their concerns on important issues.

- v. Identify and encourage potential student leaders to positively engage at Cal State LA and the surrounding community.
- vi. Collaborate with the University to create annual programs about financial literacy to help students pay for college.

CAL STATE LA STRATEGIC PRIORITY AREA—ENGAGEMENT, SERVICE AND THE PUBLIC GOOD

3. AS THE OFFICIAL STUDENT VOICE, ASI WILL ASSESS AND ALIGN RESOURCES TO MEET THE STUDENT NEEDS.

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

STRATEGIC PLANNING AKNOWLDGEMENTS

This process was driven by and championed by the members of the Strategic Planning Committees for two consecutive academic years. Additionally, two different Board of Directors helped shepherd the process through to approval. Throughout the process the ASI staff were essential caretakers and guides, sometimes wordsmithing and sometimes probing for student ideas about what ASI's future should be. Much appreciation goes to these individuals who dedicated many hours of thought and discussion to creating this strategic plan. These individuals are:

STRATEGIC PLANNING COMMITTEE – 2016-2017

Names

ASI BOARD OF DIRECTORS – 2016-2017

Names

STRATEGIC PLANNING COMMITTEE – 2017-2018

Names

ASI BOARD OF DIRECTORS- 2017-2018

Names

ASI STAFF

Names