



# **Strategic Plan**

## 2015



# Strategic Plan 2015

## Mission

CSSA serves California State University students, advocates for student interests, and engages students in public higher education policy making.

## Values

We value leadership, service, passion, and full participation

## How We Succeed

CSSA will (1) operate through a democratic process, (2) foster student participation on all 23 campuses, (3) empower students to take action on public higher education policy, especially those policies to improve access, affordability, quality, and completion; and (4) provide an organized, professional leadership development experience to CSU students.

# Goal I

## **Build and Nurture Strong Relationships with the 23 Associated Students Organizations**

### **Strategies**

- **Ensure the full participation and engagement of CSSA board members and campus representatives**
  - o Identify and promote opportunities for involvement from every campus
  - o Address policy revisions and meeting procedures in order to outline expectations from board members and campus representatives
  - o Increase staff outreach to and relationships with campus Associated Students professionals and university administrators
- **Provide one-on-one and group leadership development opportunities to student leaders**
  - o Develop and implement a campus visit schedule that is based on objectives and outcomes
  - o Develop programs and support services that engage students in identifying solutions to university affairs issues
- **Implement a communications plan that promotes CSSA and addresses campus relations, media relations, and marketing**
  - o Develop promotional materials on CSSA, CSSA campaigns, and CSSA accomplishments
  - o Incorporate campus specific accomplishments in annual report
  - o Implement a comprehensive rebranding effort

# Goal II

## Maintain and Improve Financial Position and Performance

### Strategies

- **Strengthen CSSA's long-term fiscal stability**
  - o Identify and achieve adequate reserves levels, equaling at least six months of operating and program expenses
  - o Revise fiscal policies to accelerate reserves allocations and improve financial processes
  - o Develop a contingency plan for financial hardships
  - o Analyze campus opt-out trends in order to improve CSSA outreach and marketing efforts where needed
- **Incorporate ongoing financial literacy into board development**
  - o Redesign and deliver a comprehensive fiscal orientation and training process for incoming board members and campus representatives during transition and as needed throughout the year
  - o Prepare the board of directors on the budget development process with an enhanced and detailed annual training
  - o Report the association's financial position to the finance committee on a monthly basis
  - o Report the monetary impacts of CSSA programs
- **Prioritize budget development**
  - o Assess areas of need for resource allocation as it relates to board priorities on programs, operations, and administration
  - o Improve the budget development process so that it includes all board members at every stage and is accountable to students and the public
  - o Align budget priorities with policy agenda goals during the annual midyear budget revision
- **Increase fiscal transparency**
  - o Report programmatic goals during the annual budget report process
  - o Assess fiscal efficiency and effectiveness of programs on a continual basis
  - o Publish an annual report linking financial data to programmatic outcomes

# Goal III

## Increase Capacity for Short and Long-Term Leadership Development Programming

### Strategies

- **Develop and maintain strong orientation and training programs**
  - o Incorporate interactive components into the annual orientation process
  - o Incorporate networking activities into the annual orientation process
  - o Identify opportunities for peer-to-peer mentorship that assists with board member/representative transition, orientation, and role execution
- **Develop and implement specific leadership development opportunities for board members and representatives**
  - o Allocate resources for student leaders to attend academic and student leadership conferences and events
  - o Include learning and personal development outcomes into assessment strategies, utilizing data to improve programs and advisory services to students
- **Prioritize staff professional development through individual plans, teamwork, and resource allocation**
- **Foster long-term connections with outgoing board members**
- **Create and maintain programs that increase student engagement with the Chancellor's Office and Trustees**
  - o Increase analysis of CSU Board of Trustees agendas in order to advise student leaders on relevant issues; identify opportunities for increased student engagement at CSU Board of Trustees meetings
  - o Explore opportunities for increased student engagement with the CSU Board of Trustees
  - o Develop and maintain relationships with Chancellor's Office administrators and share CSSA campaign information and accomplishments

# Goal IV

## Expand Presence and Influence in Sacramento and Washington, D.C.

### Strategies

- **Formalize an outreach and relationship strategy for CSSA and its state elected officials and candidates**
  - o Identify candidates for fall elections; set up meetings to introduce CSSA and discuss future opportunities for collaboration
  - o Facilitate in-district lobbying for Associated Students organizations and identify individual campus needs in order to be successful
  - o Provide in-district visit tool kits; follow-up to identify outcomes
- **Support the relationship between Associated Students organizations and their campus governmental affairs/relations liaison**
  - o Invite local legislative liaison to CSSA plenaries and other relevant events, i.e. CHeSS and CSUnity
  - o At CSSA Board Orientation, provide the Associated Students organizations with strategies to build and maintain relationships with their campus governmental affairs/relations liaison
- **Become a reliable resource on salient higher education issues for elected officials and higher education stakeholders**
  - o Conduct research on issues important to CSSA and CSU students
  - o Develop educational materials from research that will serve as information and evidence for creating policy changes
- **Develop and maintain relationships with key federal stakeholders**
  - o Proactively seek regular communication, participation in meetings and events in Washington, D.C., and seek opportunities to partner on shared interests
- **Promote CSSA to elected officials and stakeholders**
  - o Develop a leave-behind about CSSA that includes current priorities and past accomplishments
  - o Identify opportunities to regularly engage the legislature and stakeholders in CSSA campaigns, accomplishments, and current projects