The five-year strategic plan was developed and adopted by the 2020-2021 ASI Board of Directors. It outlines the top priorities the organization will focus on from Fall 2021 through Spring 2026 in efforts to provide services that support student life and promote student success.
MISSION STATEMENT

Associated Students Incorporated prioritizes student’s needs and advocates for them through lobbying. Lobbying is done through non-violent demonstrations at the federal, state system and campus level while ensuring students opinions are objectively heard in every decision affecting them.

CORE VALUES

Student Leadership
The student government division of ASI represents the student body and defends its interest when working with faculty, campus administrators and government officials.

Student Experiences
ASI engages students and supports their success by funding events and programs contributing to the cultural, educational, recreational and physical well-being of all.

Student Advocacy
ASI helps to develop connections between the University and students through outreach efforts and also provides representation at the local, state and federal levels of government.
FIVE-YEAR ORGANIZATIONAL PRIORITIES

As set forth by the 2020-2021 Associated Students, Inc. Board of Directors, the organization has established the following priorities to begin in the 2021-2022 academic year and be completed by the end of the 2025-2026 academic year. Please note, these priorities are not listed in order of importance.

1. Focus on having a more inclusive and organized budgeting process that is fully executed and managed by ASI.
2. Evaluate the structure and organization of ASI and the current practices in place to address key areas requiring improvement to increase morale, efficacy and functionality.
3. Conduct adequate research and outline key benefits to students to perform a fee increase and bylaw change referendum.
4. Develop a plan to understand the feasibility and impact of ASI acquiring and managing major student facilities on campus.
5. Improve communication between internal departments.
6. Improve on training of ASI Student Government representatives and updating existing policies and procedures.
7. Improve marketing efforts and efficiency to increase awareness of ASI and ease workflow of the team.
8. Increase collaboration between key campus departments to improve the student experience.
9. Focus on ASI Presents as the primary programming unit for ASI and maintaining expertise in planning and executing events.
10. Strengthen our position as an auxiliary entity on campus and focus on creating shared governance.
11. Streamline key internal administrative processes and procedures to increase efficiency.

At the end of the term of this strategic plan, following the 2025-2026 academic year, it is the responsibility of the ASI Executive Director and ASI Executive Committee to prioritize the development of a new strategic plan that meets the needs of the organization and the students.
PRIORITY 1

Focus on having a more inclusive and organized budgeting process that is fully executed and managed by ASI.

Goal 1
Increase inclusivity in the development of the annual budget from student members and professional staff.
- Require each professional staff member to submit a recommended budget for their area to the ASI Executive Director to be considered in the budget approval process.
- Once the board has approved the budget, require each professional staff member to review and acknowledge through signature the final approved budget for their department.

Goal 2
Revisit and update budgeting processes and procedures to increase efficiency and reduce redundancy of work.
- Ensure all members of the organization are submitting check requests with the appropriate accounting codes to use funds from their departments approved budget.
- Continue utilizing digital processes to manage the budget and check requests.
- Develop a policy outlining classification levels for various types of documents and the permission level required for staff, student assistants, and members.
- Explore opportunities to begin the budgeting process earlier in the academic year so that it does not coincide with the elections cycle.

Goal 3
Research feasibility of ASI taking full control of their accounting and financial management and eliminating the Memorandum of Understanding (MOU) which allows the University to manage these responsibilities.

PRIORITY 2

Evaluate the structure and organization of ASI and the current practices in place to address key areas requiring improvement to increase morale, efficacy and functionality.

Goal 1
Develop an ad hoc committee to conduct a space utilization study and recommendation on how to best use and disperse the ASI work space amongst the different departments.
• Ensure the committee holistically represents the organization by having 1-2 members from each area as a representative on the committee.
• Specifically look into providing an improved break room space for the professional staff and adequate space for storage.

Goal 2
Look into hiring additional staff and restructuring current job responsibilities to better support members across the organization and allow them to be more successful in completing their duties and responsibilities.
• Specifically, a professional staff member or graduate assistant for ASI Student Government to work directly with each board member or senator to assist and support them in setting key goals for their term and following up regularly on their progress.
• Specifically, a professional staff member or graduate assistant for marketing to help manage social media channels, event marketing and marketing of various programs and services offered by ASI.
• Specifically, a professional staff member or graduate assistant for programming to assist in planning and executing events.
• Look into adding key Human Resources (HR) responsibilities to the Associate Director’s job description.
• Conduct a job analysis on each of the current professional staff positions to discover and highlight where changes can be made in reporting, structure, or responsibilities.
• Bring in a temporary employee or consultant to review all existing operating agreements and MOUs and work through updating and revising each, making sure all parties are abiding by the terms outlined in standing agreements or MOUs and developing new agreements if necessary, such as with Administration and Finance.

Goal 3
Create an ad hoc committee to evaluate the current mission statement and develop vision and value statements to coincide with this 5-year strategic plan.

Goal 4
Continue implementation of an end of year event to recognize outgoing graduating members, highlight key accomplishments for the year, and build morale amongst all members of the organization. Work toward developing a more inclusive planning process from various departments and expanding the event.

Goal 5
Review the existing language in any manuals and handbooks regarding Title IX and ensure steps to address any concerns or reports are objective and clear steps outlined to handle.

Goal 6
Provide professional development opportunities for student members and professional staff to attend trainings or conferences as the budget permits.
Goal 7
Develop a plan for improved communication and collaboration between all departments.

**PRIORITY 3**

Conduct adequate research and outline key benefits to students to perform a fee increase and bylaw referendum.

**Goal 1**
Conduct research on services and programs offered to students throughout the California State University (CSU) system and gather input from students on which they would like to see implemented.
- Incorporate services and programs discovered during the research into a poll within ASI Elections to gather feedback on which items students would like to see implemented at California State University, East Bay (CSUEB).

**Goal 2**
Clearly outline how funds will be utilized to better serve students, increase support for the organization and its members, and expand on programs and services offered.

**Goal 3**
Evaluate the existing bylaws and make updates as necessary to meet the needs of the students based on how the campus and organization have shifted since its last approval.
- Review each board and senate position and their roles and responsibilities to determine whether to add or eliminate positions based on the needs of the student population and the organization.
- Consider reducing the size of the board and increasing the size of the senate or vice versa based on the positions determined to be needed.

**PRIORITY 4**

Develop a plan to understand the feasibility and impact of ASI acquiring and managing major student facilities on campus.

**Goal 1**
Develop a master plan for expansion and acquisition of major facilities in phases. Phases to potentially include but not limited to:
- Phase 1, acquisition of the Student Union
• Phase 2, acquisition of the Recreation and Wellness (RAW) Center
• Phase 3, development of a child care facility

Goal 2
Create a plan to outline how staff from these facilities would be impacted by this shift and work to develop an agreement with the University that best meets the needs of those affected by the change.

Goal 3
Conduct a study on the current utilization of the space, facility, or organization in question to best understand its current operating standards and provide a plan how it will be improved through being managed by ASI.

PRIORITY 5

Improve communication between internal departments.

Goal 1
Increase communication opportunities and messages between professional staff and their departments.
• Provide opportunities for professional staff to communicate with each other on behalf of their students and their department about how improvements or modifications can be made for better collaboration between departments. Managers should also encourage their students to speak up on behalf of themselves and their roles.
• Have department leads inform the ASI Business Manager and Customer Service Representatives (CSR) about all information for upcoming programs, events or other items they should be made aware of to be able to adequately communicate with inquiring students.
• Train Customer Service Representatives on how to locate all information for upcoming programs and events, and discussions and action from the Board and Senate. Allow time in their work schedule to find this information or have the lead develop a highlights report for the team to review.

Goal 2
Improve change management efforts when implementing new processes, procedures, software or technology.
• Before implementation present proposed changes to the professional staff for feedback on how it will affect their area staff and student members.
• Develop a plan as staff on how to implement the change from the top down so all members are on the same page and more likely to adopt the new practice.

Goal 3
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Develop best practices training for communication etiquette to be shared across the entire organization addressing best practices for internal and external communication.

- Specifically best practices should be developed for email etiquette, slack communication, and any other style of communication deemed necessary by the organization.

## PRIORITY 6

**Improve on training of student representatives, updating existing policies and procedures, and changing the perception of ASI Student Government**

**Goal 1**
Update the existing ASI elections code and ensure that regulations or rules outlined in the candidate packets match the language in the code.

**Goal 2**
Maintain a strong focus on addressing issues at the campus and local community level then focusing on issues at the system, state or federal level.

- Improve relationship between ASI and the local city council through the Director of Legislative Affairs.
- Coordinate a visit between the city mayor and the Board of Directors and Senators.
- Continue to strengthen the working relationship with the California State Student Association (CSSA) to align the goals of CSUEB and the advocacy efforts of CSSA.

**Goal 3**
Review structure and charge of the personnel committee to ensure that action is being taken objectively and in line with the disciplinary steps as outlined.

- The committee structure could be made up of at least 1 member of the executive committee, 1 member of the senate, 1 member of the board, 1 board advisor and 1 member of the organization that regularly works with the representatives.
- Outline disciplinary steps to be taken if duties or responsibilities are not completed ending in removal from position.

**Goal 4**
Develop a one-page summary or packet of each member of the Board of Directors, Senate, and other student representatives highlighting each other roles and responsibilities.

- This document should contain updated contact information for each position and be shared with the CSRs to be able to properly relay information or direct students.

**Goal 5**

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Improve training and transitions for all student representatives through retreats, summer trainings, professional development opportunities and transition documentation.

- Host multiple summer training sessions on campus for newly elected and appointed student representatives to train them on their roles and responsibilities, resources available for them to use and parliamentary procedure for example.
- Host annual summer and/or with retreat, budget permitting, focused on the development or review of the adopted policy agenda and team bonding.
- Ensure retreats and training sessions also address the growth of returning students and that the agenda does not focus on providing information and resources for new students.
- Develop training protocols for student representatives and student government student assistants to make training more consistent.
- Continue implementation of transition binders, physically or digitally, containing all the information new representatives will need to be successful in their position. Representatives should be working on updating this information throughout their term and not just focused on at the end. Information, for example, should include, contact information and at what capacity they were worked with, projects completed or in progress, etc.
- Professional staff should connect student representatives with their university staff counterpart to assist them in making impactful and meaningful change on campus.
- Push to ensure that future resolutions passed by the ASI Board of Directors and Senate have clear actionable steps that can be accomplished in alignment with the goal or purpose of the resolution.

**Goal 6**
Improve communication from Board of Directors and Senate to students and internally within the organization.

- Directors and Senators need to be sure to respond to incoming inquiries from students and addressing any tasks assigned by the student government assistants.
- Board representatives on the senate need to be providing updates about the work and discussions from the board meetings, and vice versa. Senate representatives should be providing updates to the board of directors what work and conversations are happening.

**Goal 7**
Ensure ASI Student Government is abiding by all Robert’s Rules of Order, parliamentary procedure and the Gloria Romero Open Meetings Act of 2000, specifically ensuring the communication of meeting dates, times and agendas are sent out on time in order to be in compliance.

**Goal 8**
Improve the relationship between ASI Student Government and the student members of the organization, and the perception of student representatives amongst the student body.
• Ensure all student members have a mutual understanding of the roles and responsibilities they play as part of their position whether that is as a student representative, a student assistant, or volunteer.

• Develop a campaign to share with students the work that ASI has done and is doing to improve the student experience at CSUEB.

PRIORITY 7

Improve marketing efforts and efficiency to increase awareness of ASI and ease workflow of the team.

Goal 1
Develop an annual or semesterly Social Media Strategy focused on organic growth and increasing engagement with students.

• Focus on determining messaging, tone and cadence of the various social media channels.

Goal 2
Improve on process for submitting, assigning and working on various design requests from internal and external departments to improve output and workflow.

• Explore the implementation of a project management tool such as ClickUp, SmartSheet, or Monday.com to manage incoming requests and tasks for the team.

• Focus on prioritizing deadlines based on date of upcoming events requiring marketing materials.

• Develop a set of best practices for submitting design requests outlining the preferred timeframe for requests to be submitted. Be sure to outline key milestones in the timeline from the first step of submitting to printing and posting of the materials.

Goal 3
Ensure all programs and services offered by ASI are incorporated and easily accessible to students through the CSUEB mobile app.

Goal 4
Develop a process and procedures for internal departments and the marketing department to communicate collaboratively on how to best market their departments services, events and programs.

PRIORITY 8
Increase collaboration between key campus departments to improve the student experience.

**Goal 1**
Explore opportunities for partnerships with campus departments to combine resources with ASI Presents to execute larger and more beneficial events for students.

**Goal 2**
Foster relationship with Pioneers for H.O.P.E
- Continue to promote the services offered by Pioneers for H.O.P.E, specifically the food pantry and emergency assistance programs, by providing financial assistance and staff resources.

**Goal 3**
Foster relationship with Alumni Engagement & University Events
- Seek opportunities to build better relationships and opportunities for networking between current ASI students and CSUEB alumni.

**Goal 4**
Foster relationship with on campus affinity centers. the Diversity and Inclusion Student Center (DISC)
- Continue to promote the services and programs offered by the Diversity and Inclusion Student Center (DISC) and provide staff resources.
- Have DISC Staff present or submit a report to the ASI Board of Directors outlining how funds provided by ASI are being utilized.
- Ensure funds provided to DISC are only being utilized for student salaries.
- Explore opportunities to provide support, whether financial or through staff resources, to existing and new affinity groups, centers, or organizations.

**PRIORITY 9**
Focus on ASI Presents as the primary programming unit for ASI and maintaining expertise in planning and executing events.

**Goal 1**
Outline proper communication channels for members of the organization and the ASI Presents staff.
- Communication from outside departments should go through the Executive Director or ASI Presents Manager to be relayed to the ASI Presents team unless exception is provided.
Goal 2
Develop a plan for improved communication and collaboration between ASI Presents and the Director for Programming and the marketing team.
- Develop best practices for collaboration and execution of events including, for example, monthly meetings and joint events.
- Include Director for Programming in ASI Presents staff trainings.
- Increase communication between ASI Presents and graphic designers to ensure all deadlines for event marketing materials are met.

Goal 3
Explore changes in incentives and allocation of work within the ASI Presents team.
- Consider providing ASI Presents student assistants with a Staff & Faculty parking pass or student parking pass reimbursement to address issues such as:
  o Safety due to staff having to stay on campus late for events, and
  o Easier access to move and transfer materials or equipment for events.
- Better incorporate all staff in planning and execution of large-scale events.

Goal 4
Develop a 5-year plan for ASI to provide capital investments or set aside funds to improve event spaces and save on future annual expenses for reoccurring or traditional events.

Goal 5
Improve on the completion of event assessments when events are executed.
- Utilize assessments when planning the same or similar event in the future.
- Ensure assessments include both information about what made the event successful or unsuccessful and what improvements or modifications can be made.
- Focus on planning and executing higher quality events as opposed to focusing on the quantity of events.

PRIORITY 10
Strengthen our position as an auxiliary entity on campus and focus on creating shared governance.

Goal 1
Conduct research on how other campus relationships are between auxiliaries and the university and utilize the data to develop an MOU outlining the dotted line relationship and its significance.
- Ensure that the President’s designee has an advisory relationship with ASI through the Executive Director.
• Ensure that in their absence responsibilities and decision-making authority over the organization of the Executive Director follow the correct line of authority, starting with the Associate Director.

• Clarify that the Executive Director is not an employee of the university nor do they directly report to any member of the Division of Student Affairs.

Goal 2
Develop a statement of shared governance outlining key steps that can be taken to better incorporate student input and advocate on behalf of the adoption of said statement.

• Work alongside the Academic Senate Chair and Senate Executive Committee to provide feedback on the statement and help with the adoption of the statement through the academic senate.

• Push for more ASI representatives to be more involved in various campus wide committees and hiring committees, specifically, the Foundation Board of Directors, Commencement Committee, or similar.

• Outline key steps the university can take to better involve students early on in conversations that will ultimately have an effect on them.

• Develop a structure for the amount of experience required within ASI or on campus to be involved as a student representative on a campus wide committee. Outline steps on how and to who representatives should submit their reports to after attending a meeting.

PRIORITY 11
Address key internal administrative policies, processes and procedures.

Goal 1
Digitize all old files where possible.

• Update the record keeping outline which documents need to be kept for certain time periods discard hard copies when not needed.

• Ensure copies of all files are digitally saved before eliminating hard copies.

Goal 2
Explore opportunities to implement improved benefits for professional staff. Specifically, 401k matching paternity leave, etc.

Goal 3
Implement changes to create better efficiency and knowledge of CSRs.

• Follow up with the Warrior Discount Program vendors to ensure they are abiding by the agreement and educating their staff on the discounts to be provided to students.
• Develop a system to manage inventory, sales, files, tasks, etc. for the CSR team. This can be accomplished for example through Google Sheets or a project management software.
• Have CSRs conduct an assessment on the current services and how they can be improved or if they need to be eliminated.