

SENATE RESOLUTION
[NUMBER - *SR-S24-007*]

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TITLE	Resolution Adopting the ASUCR Strategic Plan
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WHEREAS, the undergraduate students of the Riverside campus of the University of California, are represented by the Associated Students of the University of California at Riverside¹; and

WHEREAS, the programs and services of ASUCR exist to supplement and complement formal and informal education on this University of California campus; propagate the general well-being of undergraduates; fairly represent student interests, needs and welfare within the University community; represent and articulate our rights to a voice in campus governance by fostering recognition of the rights of students and providing a forum to articulate and represent the views and interests of students; recognize, represent, and support the diversity of needs and views of students at the University; provide for the expression of student opinion and interests to the community at large on issues affecting student life; provide services and coordinate activities for students, while advancing our common interests and concerns as students and as citizens; and, in pursuit of these ideals, through independent action and in concert with other constituencies of the university community²; and

WHEREAS, the ASUCR Senate is responsible for the supervision, direction and conduct of the affairs, policies and properties of the ASUCR and is the chief policy-making body and forum for discussion of issues of importance to the ASUCR; and

WHEREAS, student leaders have expressed the need for a multi-year guiding document that sets long-term and overarching goals and initiatives for the organization;

WHEREAS, a strategic plan is defined as the ongoing organizational process to document the organization's intended direction³;

¹ ASUCR Constitution

² ASUCR Constitution

³ <https://online.hbs.edu/blog/post/why-is-strategic-planning-important>

WHEREAS, the strategic planning process is a deliberative, disciplined approach to producing fundamental decisions and actions that shape and guide the implementation of the mission, vision, values, and goals of an organization⁴; and

WHEREAS, ASUCR engaged stakeholders to analyze the state of the organization through 4 surveys over the course of the winter and spring quarter to collect data from former student leaders, undergraduate students, campus partners and current student leaders and numerous focus groups; and

WHEREAS, the surveys focused on recommending values for the organization; ranking of student issues including academics, advocacy and philanthropy, campus improvement, financial support, and health and wellness; recommendations on improvements in communications, engagement, priorities and relationship building; and

WHEREAS, the survey data coupled with the quantitative information from focus groups and feedback conversations with student leaders highlighted three overarching goals of elevating the student experience, strengthening the ASUCR brand within the UCR community, and ensuring long-term organizational sustainability; and

WHEREAS, a mission statement is defined as “formal summary of the aims and values of a company, organization, or individual⁵”; and

WHEREAS, research shows that an organization’s mission statement can facilitate innovation; and a clear, motivating mission helps an organization to focus its attention on the innovations and creates a climate for them to succeed⁶; and

WHEREAS, a review of other strategic plans included an organizational mission statement that provided a shortened aim of the respective area; and

WHEREAS, the drafted strategic plan includes a recommended mission statement that encompasses the work of ASUCR.

Now, there, be it

Resolved, that the Associated Students of the University of California, Riverside –

- (1) Adopts the draft ASUCR Strategic Plan 2024-2029, which includes the mission statement of: To enhance the quality of undergraduate student life and complement the educational mission of UCR through meaningful advocacy, engagement, and leadership opportunities; organizational values of accountability, diversity, equity and inclusion, empowerment, advocacy and commitment; and the three overarching goals of elevating the student experience, strengthening

⁴ Bryson, J. M. (2011). Strategic planning for public and nonprofit organizations: a guide to strengthening and sustaining organizational achievement. Hoboken, NJ: Wiley

⁵ Oxford Dictionary

⁶ <https://journals.sagepub.com/doi/10.1177/0899764006295996>

the ASUCR brand within the UCR community, and ensuring long-term organizational sustainability;

- (2) Let It Be Further Resolved, that ASUCR will conduct a mid-term evaluation of the strategic plan in academic year 2026-2027 to consider adjustments to strategies and initiatives.
- (3) Let It Be Further Resolved, that the ASUCR Senate will receive annual updates on the strategic plan initiatives from the ASUCR Executive Director;
- (4) Let It Be Further Resolved, that after approval the ASUCR Senate requests that the Executive Director develop a distributable and printable document.

CC:

UCR Chancellor

Vice Chancellor Student Affairs

Highlander Newspaper

Victoria Nguyen

Executive Vice President

SUBMITTED ON - 5/23/2024

COMMITTEE APPROVED ON - 5/23/2024

VOTE COUNT - 5-0-0

SENATE APPROVED ON - 5/29/2024

VOTE COUNT - 12-0-0

ASUCR Strategic Plan 2024-2029

Associated Students of University of California (ASUCR) is an independent, student-directed, unincorporated, directly elected, three-branch student government. The programs and services of ASUCR exist to:

- supplement and complement formal and informal education on this University of California campus.
- propagate the general well-being of undergraduates.
- fairly represent student interests, needs and welfare within the University community.
- represent and articulate our rights to a voice in campus governance by fostering recognition of the rights of students and providing a forum to articulate and represent the views and interests of students.
- recognize, represent, and support the diversity of needs and views of students at the University.
- provide for the expression of student opinion and interests to the community at large on issues affecting student life.
- provide services and coordinate activities for students, while advancing our common interests and concerns as students and as citizens; and,
- in pursuit of these ideals, through independent action and in concert with other constituencies of the university community,

To accomplish this, ASUCR student leaders and staff worked collaboratively to outline the vision for the future of the organization and determine priorities to continue to meet the diverse needs of the UCR community.

The ASUCR Strategic Plan is the result of that comprehensive and collaborative work. The plan articulates measurable goals and priorities in alignment with the University and Student Affairs strategic plans. Strategically planning the organization's future is critical to creating a future of continued student success.

Our Mission

To enhance the quality of undergraduate student life and complement the educational mission of UCR through meaningful advocacy, engagement, and leadership opportunities.

Our Values

- **Accountability:** the obligation to accept responsibility for one's actions, decisions, and their impacts. Accountability promotes self-awareness and integrity and encourages ownership of choices, learning from experiences and fostering growth.
- **Diversity, Equity, and Inclusion:** accepting and respecting differing beliefs, cultures, and perspectives while pursuing fair treatment, access, opportunity, and advancement for all while striving to identify and eliminate barriers that prevent full participation.
- **Empowerment:** the development of a sense of autonomy and momentum to work together to achieve common goals.

- Advocacy: the act of pleading for, supporting or recommending to raise awareness about issues and initiatives, influence and change policies and/or represent individual on their behalf
- Commitment: the dedication and unwavering resolve to achieve goals, even in the face of challenges. Commitment requires perseverance, tenacity, and a dedication to personal and societal causes.

Strategic Goals

Strategic Plan Goal 1: Elevate the Student Experience

Goal Imperatives and Initiatives

- Develop and refine opportunities for campus wide student engagement through ASUCR programs and services.
 - Enhance programming focused on the diverse community in an effort to impact the sense of belonging for all UCR students.
 - Promote student participation through innovative and intentional outreach efforts.
 - Research and implement inclusive recruitment methods that encourage increased student participation.
- Continue to improve and refine programs and opportunities that promote civic and democratic engagement and social responsibility.
 - Empower students with tools for advocacy to voice their concerns.
- Develop and maintain collaborative partnerships focused on student success and improving programs and services aimed at supporting students' physical health, mental health, and well-being.

Strategic Plan Goal 2: Strengthen the ASUCR Brand within the UCR Community

Goal Imperatives and Initiatives

- Strengthen the role and efficacy of student government on campus.
 - Improve and progress the training and development of student government leaders in all branches to increase their institutional knowledge and proficiency in their roles.
 - Pursue and advance shared governance (a model of decision-making that incorporates the knowledge, wisdom and experience from students, faculty, and staff) in advocacy and governing opportunities.
 - Advance student government's role as advocates through direct and consistent outreach to students, campus and greater Riverside communities, UC campuses, state, and national partners.
- Collaborate and build relationships with campus partners.
 - Strengthen communications to increase transparency by providing easily accessible information including ASUCR policies and procedures for the campus community.
 - Providing regular updates to students and campus partners on ongoing and upcoming programs, events, and initiatives.
 - Identify and connect with current and potential partners for opportunities for increased collaboration and awareness.

- Communicate the ASUCR identity to build brand awareness.
 - Refresh and develop brand standards that resonate with students.
 - Update branding on all materials utilized internally and externally to connect all offices and programs with ASUCR.
 - Communicate ASUCR's story of the past, present and future to reinforce our commitment to transparency.
 - Review, refine and update the ASUCR website to maximize functionality and user experience.

Strategic Plan Goal 3: Ensure Long-Term Organizational Sustainability

Goal Imperatives and Initiatives

- Utilize innovation and technology to advance and achieve organizational objectives.
 - Identify and implement innovative solutions to simplify, automate, and/or improve operations.
 - Cultivate relationships and advance plans to collaborate with campus partners to increase efficiencies and ensure appropriate information sharing and data utilization.
- Improve internal communication.
 - Increase transparency by providing easily accessible organizational information.
 - Identify and implement procedures for communication to increase and maximize efficiency and consistency in delivery and information sharing.
 - Explore alternative communication methods and channels to increase information sharing within all offices of the organization.
- Improve training and development for student leaders, student staff and professional staff.
 - Improve onboarding content with new student leaders, student staff and professional staff to establish and increase a working knowledge of ASUCR standards, culture, and brand.
 - Identify and develop learning outcomes for student leaders.
 - Develop and support professional development plans for ASUCR professional staff.
- Create and maintain sound corporate practices that lead to short-term and long-term stability.
 - Determine a financial planning process that consider current and future political, economic, social, technological, legal, environmental, and other potential impacts.
 - Expand opportunities to leverage alternative revenue sources to supplement student fees.

Measures of Progress

Progress on plan and goal achievement will utilize key performance indicators to ensure we remain focused and resolute in realizing our organizational mission. Advancement towards achieving goals will be reported through regular periodic updates to the ASUCR Senate, students and UCR community.

Our strategic plan will be reviewed on an annual basis to affirm ASUCR's efforts proceed in alignment with both the Student Affairs and University's strategic plans. Most importantly, we will work collaboratively with all of our campus partners to contribute to the continued growth of student success and make the UCR experience one which sets the standard of excellence.