



Student Senate for California Community Colleges

Strategic Plan

2012-2017

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Introduction

The Student Senate for California Community Colleges is now reaching its fifth year in existence, and now it is time to review how far we have come and where we are going. In Spring of 2010 a resolution was adopted by the General Assembly which mandated the production of a strategic plan addressing the future of the organization. To carry out this task, a committee formed under the SSCCC Council. At the Fall 2010 General Assembly an amendment was adopted which gave greater clarity to the plan and the process.

In the process of developing this plan, the Strategic Planning Committee held a public hearing at the Fall 2011 General Assembly to solicit input from students and community college system partners. The committee held numerous in-person and teleconference meetings to craft the content of the plan. As the process developed, the committee took broad goals which were adopted and broke them down into strategies which were further filled in with tasks, each layer providing more detail into the direction of the organization.

The plan was presented to the delegates at the Spring 2012 General Assembly. However, the delegates desired more time to review the plan and opted to return it to the committee to have the plan presented at the Fall 2012 General Assembly. In the interim, the committee has presented the plan directly to the regions of the SSCCC both to gather input and feedback and to encourage discussion of the plan at the local and regional levels. Furthermore, the Student Senate Council has been proactive and has already overseen the implementation of portions of the plan beginning in April, 2012.

This plan is the completed product fulfilling the resolution and setting a direction for the SSCCC to move forward in the coming years. By design, the plan aims to make the organization more accessible, to give greater tools to student leaders and subsequently strengthen the student voice in the system, the legislative process and in public discourse. Ultimately, the direction we have set forth will give the SSCCC effective means to improve the California Community College system through better policies and increased resources.

Previous Membership

A special thank you to the members of the Strategic Planning Ad Hoc Committee who have served in the past: Daniel Shedd and Rich Copenhagen as Chair, Jeffrey Fang and Emily Kinner as Student Trustee, Ben Andersen as Region Chair, Christopher Walsh as ASO President, and Katie Su Sidebottom-Contreras as a Public Member. Recognition is also due to members who have served on the committee in varying capacities for two terms: Nehasi Lee as Senator and Public Member, Charles Stevens as Public Member and Senator, Ryan Billings as Public Member, and James Varble as Senator and Chair.

23.02 S10 Strategic Planning

Alex Pader, American River College

Whereas, The Student Senate for California Community Colleges has a limited institutional memory;

Whereas, The mission of the Student Senate for California Community Colleges is to pursue policies that will improve student access, promote student success, engage and empower local student leaders, and enrich the collegiate experience for all California community college students; and

Whereas, The guiding vision of the Student Senate for California Community Colleges is to communicate a unified student perspective to relevant constituent groups and elected officials in all matters directly affecting California community college students;

Resolved, That the Student Senate for California Community Colleges form an ad-hoc strategic plan committee composed of six members: one Regional Senator from Regions I-V, one Regional Senator from Regions VI-X, one At-Large Senator, one Local Senate President, one Student Trustee, and one Region chair; of the Local senate president or student trustee, one must serve within Regions I-V while the other must serve in Regions VI-X;

Resolved, That the Student Senate for California Community Colleges' ad-hoc strategic plan committee shall be appointed by the SSSCC president with a simple-majority confirmation from the SSSCC Council, and the SSSCC president shall appoint either a Regional Senator or the At-Large Senator to serve as the chair with a simple-majority confirmation from the SSSCC council;

Resolved, That the Student Senate for California Community College's strategic plan will develop a one-year plan for 2011-2012, a three-year plan for 2011-2014 and a five-year plan for 2011-2016; that will determine and tentatively set objectives for the long term goals and needs of the SSSCC: as set forth in the SSSCC Mission Statement; and better integrate local senates, districts, regional and SSSCC relations; and

Resolved, That the Student Senate for California Community Colleges ad-hoc strategic plan committee shall present its final draft at the Spring 2011 General Assembly to be voted on by the assembly.

MSC Disposition: Local Senates

Assigned: President

F10 23.02 Amendment to Strategic Planning
Eric Chisler, Butte College

Whereas, The Student Senate for California Community Colleges (SSCCC) ad-hoc Strategic Planning committee was created by Resolution 23.02 in Spring 2010 to determine and tentatively set objectives for the long term goals and needs of the SSCCC;

Whereas, The SSCCC has recognized the need for an inclusive and structured discussion of its future;

Whereas, The current composition of the committee consists of: One (1) At-large Senator, two (2) Regional Senators, one (1) Regional Chair, (1) Student-Trustee, and one (1) local AS President;

Resolved, That the Student Senate for California Community Colleges allow for up to an additional four committee members which shall be appointed by the Student Senate President and confirmed by the Student Senate Council;

Resolved, That the Student Senate for California Community Colleges' Strategic Planning Committee's charge include recommending long-term solutions to the SSCCC Mission, operations, structure, and funding.

MSP Disposition: Postponed until the Spring 2011 General Assembly due to time certain adjournment.

Guiding Framework

These documents formed the framework by which the Strategic Planning Committee developed this strategic plan.

The Mission of the Student Senate for California Community Colleges

The mission of the Student Senate for California Community Colleges is to pursue policies that will improve student access, promote student success, engage and empower local student leaders, and enrich the collegiate experience for all California community college students.

The Vision of the Student Senate for California Community Colleges

The guiding vision of the Student Senate for California Community Colleges is to communicate a unified student perspective to relevant constituent groups and elected officials in all matters directly affecting California community college students.

Guiding Values of the Student Senate for California Community Colleges

Honesty
Transparency
Respect
Accountability
Integrity
Responsibility
Commitment
Equality
Compassion
Selflessness
Fairness

Strategic Framework

This plan will provide the organization with an integrated framework, so that the Student Senate Council can work towards coordinated goals over the long term for future generations.

This plan facilitates an effective pursuit of the core values, vision and mission of the SSSCC.

This plan will suggest and promote efficient funding resources for the continuing sustainability of the organization.

This plan will also help the SSSCC anticipate challenges ahead and allow the organization to take advantage of new opportunities to grow internally.

This plan will identify and show the organization how to implement alternative funding strategies and identify key assistive measures which have the greatest impact on student success to ensure a fully funded Student Senate to allow for full representation.

This plan will help improve regional understanding of the connection between the SSSCC, the regions and the local ASOs, building a collaborative relationship between the SSSCC and its valued system partners.

This plan will help build a professional image for the Student Senate by improving public relations and organizational accountability.

This plan shall be the guiding vision to the on-going improvement and continued success of the SSSCC.

Detailed Implementation

***1* Improve mechanisms for member schools and students to direct and provide input on organizational decisions.**

1.1

Streamline and reinforce the flow of information, input and accountability feedback between the ASOs, the Regions and Student Senate Council.

The SSSCC will create a more flexible and transparent system by which constituents can give input and be involved in the decision-making process. Components of this system involve establishing an Annual Focus for the greater SSSCC each year, utilizing technology to make the resolutions process and other directive processes more transparent and effective, and the creation of a more streamlined set of requirements for instituting and modifying different governing and guiding documents.

- 1 yr.** Establish an Annual Focus for the SSSCC at the Fall General Assembly each year based on recommendations by the Advocacy Strategy Committee.
- 1 yr.** Institute resolutions display methods utilizing technology during the resolutions process at General Assemblies.
 - In order to better facilitate the ease of the resolutions process, the Student Senate Council, during General Assemblies, will institute mechanisms to display resolution content and identifiers on a screen or otherwise for the public viewing.
- 3 yr.** Develop technological framework for presenting and disseminating submitted resolutions prior to the resolution submission deadline.
- 3 yr.** Develop procedures outside of the Annual Focus and resolutions process for directing recommendations to the Student Senate Council.
 - Policy would be determined through the resolutions process, governing document changes through a separate voting process at general assemblies, broad advocacy goals input through the Advocacy Strategy Committee, and administrative ideas and suggestions would go through the region for endorsement and subsequently to the appropriate SSSCC Council operating committee.
- 3 yr.** Utilize resolutions web-technology to update resolutions adoption and failure during resolutions sessions at General Assembly.
- 3 yr.** Develop a Region and Local ASO login portal to the SSSCC website.
- 3 yr.** Establish a resolutions submission deadline one month prior to each General Assembly, and an amendment deadline one week prior to each General Assembly.
- 5 yr.** Create dialog functionality on resolutions website module including endorsement/support signing for Regions and local ASOs.

1.2

Use diverse, effective methods and resources to gather measurable feedback from constituents about General Assembly.

- 1 yr.** Breakout facilitators will distribute surveys on applicability of skills learned to breakout attendees two weeks subsequent to each General Assembly.
- 3 yr.** Develop a survey to gather feedback on non-breakout elements of General Assembly.
- 3 yr.** Utilize technological tools to virtualize surveying at General Assembly.
 - Include the development of touch-screen survey stations, text/mobile phone survey technology with real-time results display, and Internet surveys.

1.3

Apply the use of, and adapt existing and newly developing technological resources in order to create faster and more encompassing input gathering and information dissemination.

- 1 yr.** Make live video stream or other live video of Student Senate Council meetings available to the public.
- 3 yr.** Develop and regularly update guidelines and processes for information dissemination and constituent feedback through social media outlets.
 - The Council will update guidelines and procedures every year by the December Council meeting.
- 3 yr.** Build the capacity to utilize CCConfer Meet & Confer service for Student Senate Council meetings and committee meetings, and host meetings using Meet & Confer.
 - Using Meet & Confer will allow the Council meetings and committee meetings to be available to members of the public who may only be capable of attending via the internet. It will furthermore allow the display of materials and presentations at Council and committee meetings to a greater audience.
- 3 yr.** Make live video stream or other live video available to the public of SSSCC General Assembly Annual Focus and resolutions sessions.
- 3 yr.** Build individual web pages for each Senator to contain biographical content and activity updates as well as contact methods.
- 5 yr.** Develop an SMS list-serv for important updates with filter functionality.

2 Enhance resources available to support the work of student leaders.

2.1

Improve existing training opportunities and develop new programs and events for state, regional, and local student leaders.

The training aspects of General Assemblies will be reviewed and improved upon, with a focus on ensuring that a greater amount of time at each General Assembly is spent on leadership and skills training. Further, the SSCCC will expand training opportunities through regional and local conferences and other training events. In addition, technology will be utilized to create remote access training available to student leaders, including recordings and live workshops.

- 1 yr.** Establish additional breakout sessions to be held on Saturday and/or Sunday of the General Assembly.
- 3 yr.** Review and revise leadership and skills training aspect of SSCCC Council orientation.
- 3 yr.** Review General Assembly structure and reorganize with a focus on training.
- 3 yr.** Analyze training area needs in breakout and training opportunity tracks at General Assembly and other events.
- 3 yr.** Host one northern and one southern Regional leaders training conference at the beginning of each term.
- 3 yr.** Record and post workshops to the website from General Assembly.
- 5 yr.** Sponsor single day localized training events.
- 5 yr.** Host training/orientation conference at the start of each term for SSCCC Council and Regional Officers.
- 5 yr.** Develop specific webinar training opportunities/web specific training modules.

2.2

Identify and utilize mechanisms and organizations to gather information and build knowledge libraries.

1 yr. Index technology resources that can be utilized through CCCCCO and other organizations.

3 yr. Put in place and regularly update a searchable, indexed database of historical resolutions.

3 yr. Create a comprehensive archival system for organizational documents.

Work with the CCCCCO to build or adapt a technological system to digitally archive and make easily searchable and accessible organizational documents.

5 yr. Develop searchable indexed database of research groups and organizations, in order to build long-term, collaborative relationships.

5 yr. More effectively utilize research from CCCCCO, district and college Institutional Research capabilities.

2.3

Secure full-time professional staff to support student leaders at the state, regional, and local levels.

Fill the following positions in order: Executive Director, Assistant Executive Director, Legislative Director, Field Representative (North and South).

3 yr. Develop an internship program for students to serve the SSCCC in an official capacity.

5 yr. Discuss a process for securing full-time professional staff and the needs they would satisfy with the CCCCCO & Board of Governors Student Affairs Committee.

2.4

Obtain facilities, including meeting and office space, for student leaders and professional staff.

- 1 yr.** Discuss with CCCCCO and the Council to determine if a cost savings would be realized from meeting at the CCCCCO on Friday and eliminating the Sunday meeting day. Action will be taken accordingly.
- 5 yr.** Discuss long term office space needs for student leaders and professional staff with CCCCCO & Board of Governors Student Affairs Committee. Action will be taken accordingly.

3 Build new, and improve upon existing, communication and collaboration tools and techniques to work better with system partners and external organizations.

3.1

Create systems to efficiently broaden the news and media reach of the SSCCC.

3 yr. Develop a multi-layered media contact database.

Work with the CCCCCO to find technological solutions to create a media contact database with at minimum the following layers or compartments: Campus Newspapers & Newsletters, Local News, Regional News, Broad-reaching and National News and Social Media.

3.2

Better define, understand and improve upon the Council-liaison and ally relationship.

1 yr. Index and define existing roles and relationships of liaisons and allies.

1 yr. Develop and publish a concept map of the relationship between the Student Senate Council and its liaisons and allies as well as their roles and functions.

3 yr. Resolve the Student Senate Council advisor position.

3.3

Ensure consistent and thorough information flow to and from participatory governance groups and advisory committees, as well as that appropriate and effective engagement requests be brought to those groups.

1 yr. Index and define all participatory governance groups and their relationship with the SSSCC; include qualifications on how they are chosen as participatory governance groups with which the Student Senate Council is involved.

Clearly delineate the difference between participatory governance groups and other entities with which the SSSCC is involved.

3 yr. Build collaborative orientations and mentorships with the leadership of participatory governance groups the Student Senate Council is involved with to facilitate more effective involvement by students.

Once professional staff are secured, training and guidance duties will be assigned to staff to support student representatives.

4 Align the structure and operations of the SS-CCC to best accomplish the mission of the organization.

4.1

Reorganize the composition of the Council to better perform necessary functions.

The SSCCC Council will transition to an executive officer system using the Vice President nomenclature. By reformatting the executives in this way, many responsibilities which now fall on an ad-hoc basis to various Senators or committee chairs would be specifically assigned to executive officers, more clearly delineating duties and further increasing the transparency and accessibility of the organization.

- 1 yr.** Establish the Vice President of External Affairs position.
- 1 yr.** Establish the Vice President of Governance and Policy position.
- 1 yr.** Eliminate the Vice President position.
- 1 yr.** Reform and rewrite the roles and responsibilities of the Communications Officer.
- 3 yr.** Establish the Executive Vice President Position.
- 3 yr.** Replace the Secretary position with the Vice President of Administration position.
- 3 yr.** Replace the Treasurer position with the Vice President of Finance position.
- 3 yr.** Replace the Communications Officer position with the Vice President of Communications position.

4.2

Integrate the SSCCC regions with the Council both in operations and in structure.

Regions will be constituted through the SSCCC Constitution, Regional accounts will be integrated with the Council's accounts with the funds held in specific accounts for each Region, and furthermore the Regions will have funding provided by the SSCCC when funding is available. In order to facilitate this integration and future collaboration, a Council of Region Chairs would be formally established.

- 3 yr.** Establish the Regions in the SSCCC Constitution and other governing documents as applicable with Regional sovereignty over Regional bylaws and other policies.

Suggested minimum officers: Chair, Secretary, Treasurer and Advocacy Coordinator

- 3 yr.** Formally create a Council of Region Chairs.

Chaired by the Executive Vice President.

- 3 yr.** Integrate Regional accounts with SSCCC Council accounts with specific accounts for each Region.

- 5 yr.** Regional funding provided by the SSCCC.

- 5 yr.** Provide professional staff support to the Regions.

4.3

Clearly delineate committee charges and duties, and eliminate redundancies and inefficiencies.

1 yr. Eliminate the Elections Committee.

1 yr. Establish the Advocacy Strategy Committee.

Co-chaired by the Vice President of External Affairs and the Vice President of Governance and Policy.

1 yr. Establish the External Affairs Committee.

1 yr. Eliminate the Governmental Relations Committee and the March in March Committee with all responsibilities being delegated to the External Affairs Committee and the Advocacy Strategy Committee as applicable.

3 yr. Merge Relations with Local Senates Committee and Public Relations Committee to form the Communications Committee, to be chaired by the Vice President of Communications.

3 yr. Merge Early Education Awareness and Effectiveness Committee, Sustainability Committee and Education Policy Committee to form the Policy and System Governance Committee, to be chaired by the Vice President of Governance and Policy.

3 yr. Re-name the Budget Advisory Committee to Finance Committee.

4.4

Regular holistic review and renewal of governing documents.

The Council will regularly take a holistic review of the SSCCC's governing documents in order to maintain a cohesive and effective set of documents.

4.5

Review and explore changing legal status when necessary.

When the SSCCC goes through major changes, an exploration of the official legal status of the organization will be undertaken by the organization.

5 Expand the efforts of the SSCCC to better advocate for student needs at the state level and to empower local student organizations and Regions to advocate on behalf of their student bodies.

5.1

Develop systems, policies and procedures which promote efficient identification of external contacts for advocacy purposes.

The council will maintain a focus on building and maintaining relationships

3 yr. Establish an easily adaptive, searchable database of contacts for advocacy work.

5.2

Build external advocacy capacity within the Student Senate council structure and operations.

1 yr. Realign the duties of one Senator from each Region to focus work on external affairs, and delineate the two remaining Senators as focusing on governance and policy.

1 yr. Evaluate bylaws and other operational documents and resolve any deficits regarding external advocacy capacity.

1 yr. Regularly update the Legislative and Advocacy Handbook.

3 yr. Develop a Policy Manual and digital matrix of SSSCC positions.

5.3

Establish guiding principles for the organization which will provide flexibility and expedience in advocacy efforts.

1 yr. The SSSCC will review its principles at the August meeting and January meeting each year and revise as necessary.

6 Secure stable funding to enable the organization to fully carry out its mission.

6.1

Seek funding from the California state budget.

Given that California's budget allocated to community colleges is augmented by student enrollment fees, funds will be sought from the California state budget relative to the student enrollment in the system.

- 5 yr.** Work with the CCCCO to pursue funding based on the headcount number of students in the system.

It is recommended that \$.05 per headcount is realized.

6.2

Secure steady funds through voluntary fees from campus student bodies.

Explore and pursue voluntary fee-based funding through Student Representation Fees which are established by individual campus student bodies.

- 5 yr.** Raise Student Representation Fee to \$2 with the revenues from the additional dollar (\$) being allocated directly to the state student organization recognized by the Board of Governors.

Budget Advisory Sub-committee on Fundraising and Revenue will develop a strategy to raise the student representation fee to be presented at Spring 2013 General Assembly.

6.3

Seek donations from local student body governments.

Donations will be solicited from local student body governments, especially those with Student Representation Fees.

- 1 yr.** Survey and document student representation fee spending at colleges.

- 3 yr.** Establish a systematic process for soliciting donations from local ASOs.

6.4

Research grant opportunities and pursue when applicable and feasible.

As a means of seeking greater fiscal resources for the organization, grants will be sought out and applied for as applicable.

- 1 yr.** Seek out and apply for grant opportunities to fund the General Assemblies and other student training events.
- 5 yr.** Research further grant opportunities.

6.5

Explore partnership fundraising with businesses, non-profit organizations and other sponsors.

The SSCCC will work with businesses, non-profit organizations, and others which have a vested interest in the students of California and who share the mission, values, and goals of this organization to form partnerships for fundraising purposes and sponsorship programs. Heading up much of this work will be the resolution-established Budget Advisory Sub-committee on Fundraising and Revenue which will execute fundraising projects and develop partnerships and sponsorships with other organizations.

- 1 yr.** Develop and document a clear definition of the SSCCC's relationship with the Foundation for California Community Colleges.
- 3 yr.** The Budget Advisory Sub-committee on Fundraising and Revenue commits to and executes one fundraising project per year.
- 3 yr.** Develop a sponsorship program for cash and in-kind donations.
- 5 yr.** Continual research on new monetary resource options through various organizations and businesses.
- 5 yr.** As needed the Budget Advisory Sub-committee on Fundraising and Revenue will seek partnerships in resource development.