

VISION·AS UCSB

A Longer-Term
Planning Guide
for the
Associated Students of
the University of
California, Santa Barbara

May 2021

VISION·AS UCSB A Student Strategic Plan

Implementation: 2021-2024

May 2021

with Appendices

prepared by Watauga Consulting

Associated Students UCSB

ASUCSB is a non-profit organization funded by undergraduate student fees. Dozens of boards, committees, and services are organized and funded through AS to enrich student life and provide students with services and opportunities not offered by the University of California.

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Introduction

Every year, Associated Students at UCSB works hard to support the student body through events, workshops, supplies, services, and much more. The hard-working teams behind these efforts are not permanent; when we say goodbye to outgoing seniors, we often also lose their knowledge, plans, and momentum. AS has seen that the high turnover of leadership makes accomplishing long-term goals difficult. To overcome this adversity, AS has created a strategic vision plan. AS' first longer-term plan, VISION 2020, was created in 2014/15 and recently expired. It contained many great goals, activities, and initiatives. Much of the old plan was accomplished. It is time to revisit our longer-term ideas and update our goals to reflect AS today.

We want this new plan to reflect what the general student body wants from our Associated Students. We created a survey to identify what students need, want, and care about most, as well as the strengths of AS and weaknesses we need to work on. Almost 2000 undergrads responded. We took the results of the undergrad survey and refined the points of discussion with AS participants through a survey and Google Sheet. Then to increase participation and hear directly from the entities doing the groundwork, we held a number of focus group meetings to discuss the findings and get more input on long-term goals. From all of this discussion, the AS Strategic Vision Committee drafted this new plan.

It is our intention that this strategic plan give Associated Students a road map for the future and outline issues from the student body that they would like to be addressed. The new plan will be reaffirmed each year to ensure that it is still relevant to the students it is meant to serve, and we will undergo another large effort when this plan expires--when this year's freshmen are seniors. The results of over a year of efforts are found here, within this ASVISION 2024 Strategic Plan.

Austin Foreman, Emma Swanson, Sofia Carmona, Yuval Cohen, and Yehuda Jian—AS Strategic Vision Committee, 2020-21



AS is looking ahead. Thinking now about where we want to be in three-to-five years will allow us to accomplish goals that take longer than one academic year to plan, fund, and complete.

A Strategic Plan helps us:

- 1) **Think ahead:** Define an achievable and desirable set of goals we want to accomplish over the next few years;
- 2) **Be responsible:** Identify the resources we have and need to accomplish those;
- 3) **Remember our purpose:** Make sure we are all on the same page regarding the mission, vision, and values that guide us;
- 4) **Be accountable:** Measure our progress and report to ourselves and to you.

About Associated Students

Associated Students (AS) is a student-run and student-funded non-profit organization. We are over 1,000 elected, appointed, volunteer, and employed undergrad students; we provide services for all undergrad students, and voice student needs and views to UCSB administration, the UC system, and our community, state, and national governments. We work with collaborators on campus and beyond to build healthy communities. We also serve and support thousands of students through boards, units, committees, and commissions that give, serve, enrich, and/or entertain. AS students initiate, plan, and develop these with the support of dedicated student employees and career staff.

Undergrad student fees fund AS' events, services, and other student activities. With student fees providing over \$10 million for AS to distribute each year, it is incumbent on AS to plan responsibly for longer-term efforts.

AS Today

AS has grown over the years to accommodate student interests and needs. Today, AS has over 50 separate entities: offices, boards, commissions, committees, and units. Since 2015, AS entities have changed significantly: six entities are gone, 16 new entities have been added, and nine entities changed name, reflecting changes in organization or purpose.

Our long-term plan must consider our dynamic organization:

AS Resources

- Funded through student fees and income from several AS run businesses.
- 73% of student fees received by AS are in the form of lock-ins: fees earmarked for specific programs.
- The 27% that is discretionary is allocated as follows: 1) A lock-in earmarked to fund other student group events, programs, and initiatives, which is allocated at Finance Board's discretion; and 2) the base lock-in fee which funds student employment, AS career staff supporting AS programs, and unfunded AS groups which don't have lock-ins.
- About 40% of AS' 10.6 million-dollar budget transfers immediately to the University; it is earmarked for lock-ins such as CLAS, the REC CEN, and programs that are 100% operated and staffed by University staff outside of AS.
- AS employs between 290-320 students a year in our businesses and services.

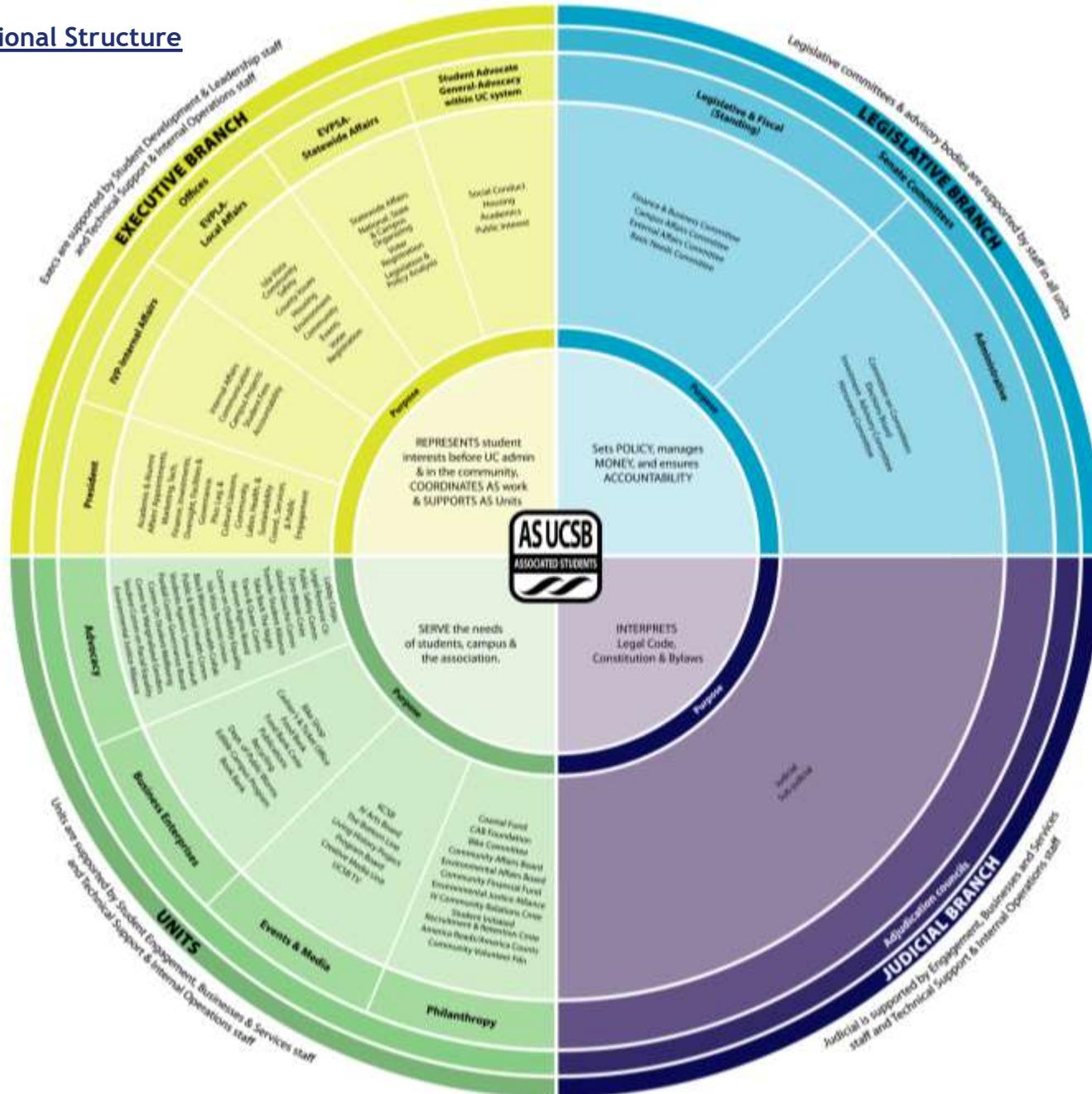
**University and AS Designated Funding from Student Fees
Five Year Summary**

Year	Total	University Entity Distribution	AS Distribution
2020-2021	\$14,889,585	\$5,034,162	\$9,855,423
2019-2020	\$15,001,552	\$5,034,162	\$9,967,390
2018-2019	\$13,848,786	\$4,899,780	\$8,949,006
2017-2018	\$13,164,829	\$4,753,020	\$8,411,809
2016-2017	\$11,721,439	\$4,235,982	\$7,485,457

Dynamic AS: Organizational Changes 2015 to 2021

	AS Entities 2015 (6 no longer operating)	AS Entities Today (additional 16)
Leadership: Represent student interests and reflect student values	Judicial Council Office of the External VP, Local Affairs Office of the External VP, Statewide Affairs Office of the Internal VP Office of the President Office of the Student Advocate Senate	Judicial Council Office of the External VP, Local Affairs Office of the External VP, Statewide Affairs Office of the Internal VP Office of the President Office of the Student Advocate General Senate
Philanthropy: Give time and money	America Reads Community Affairs Board (CAB) Student Initiated Recruitment & Retention (SIRRC)	America Reads/ <u>America Counts</u> Community Affairs Board (CAB) <u>Community Financial Fund (CFF)</u> <u>Community Volunteer Foundation (CoVo)</u> Student Initiated Recruitment & Retention (SIRRC)
Enrichment: Offer events and media that serve the campus community & beyond	KCSB Radio Program Board Rally Committee The Bottom Line	<u>Creative Media Unit</u> <u>IV Arts Board</u> KCSB Radio Program Board The Bottom Line UCSB TV
Enterprise: Provide goods and services to campus & the community	AS Bike Shop AS Foodbank AS Publications AS Recycling Center AS Ticket Office/Cashiers Business Services Committee Department of Public Worms (WORMS)	AS Bike Shop AS Foodbank AS Publications AS Recycling Center AS Ticket Office/Cashiers Department of Public Worms (WORMS) <u>Edible campus program</u>
Student Advocacy & Education: Academic services & support	Academic Affairs Board (AAB)	<u>AS Book Bank</u> <u>Transfer Student Alliance</u>
Student Advocacy & Education: Voices, information, & support for students	Bicycle Improvements Keep Everyone Safe (BIKES) Commission on Disability Equality (CODE) Commission on Public Safety (COPS) Commission on Student Well-Being (COSWB) Greek Liaison Isla Vista Community Relations Committee (IVCRC)	Isla Vista Tenants Union (IVTU) Legal Resource Center (LRC) Queer Commission (QComm) Resident Assistant Liaison Student Commission on Racial Equality (SCORE) Take Back The Night (TBTN) Womyn's Commission
Environmental Advocacy & Education: Voices, information, & support for land, air, water	Coastal Fund Environmental Affairs Board (EAB) Recycling Committee	Coastal Fund Environmental Affairs Board (EAB) <u>Environmental Justice Alliance (EJA)</u> Recycling Committee Zero Waste Committee
Advocacy & Organizing Beyond UC: Voices, information, & support	Humyn Rights Board Student Lobby	<u>Global Gaucho Commission</u> Human Rights Board Lobby Corp
Financial Support Services & Employment	Finance Board	Finance and Business Committee
AS Internal Operations: Model, and be accountable to each other and all undergrads	Committee on Committees Constitution and Bylaws Committee Elections Committee Investment Advisory Committee (ASIAC) Media Relations Committee Technology Services Committee	Committee on Committees Elections Board Investment Advisory Committee (ASIAC) <u>Living History Project</u> Media Relations Committee

AS Organizational Structure



Setting: UCSB, Isla Vista, and COVID-19 Pandemic

UCSB is one of 10 UC campuses; it is located along the South Coast of Santa Barbara County. In 2020-21, UCSB served over 23,000 undergraduate students and almost 3000 graduate students. It sits beside the unincorporated residential community of Isla Vista (IV), the most densely populated area in Santa Barbara County. About 40 percent of IV residents are UCSB students in a normal year.

Pandemic Year

This academic year, 2020-21, is different. Due to the COVID-19 global pandemic, UCSB has been teaching students remotely since Spring 2020. Campus is closed to all but a few students who returned in 2020-21. Where in 2015 27% of respondents to AS' undergraduate survey lived on campus and 60% in IV, in February-March 2021, 5% of respondents lived on campus and 38% in IV.

Despite more than a year of remote learning, Associated Students of the University of California, Santa Barbara (AS) remains very active, providing students with needed services and continuing support in IV.

Facts about UCSB and AS Survey Respondents

UCSB		UCSB	AS Survey Respondents
		2020/21	
Undergrad Population		23,196	1850 (8%)
Gender Identification	Female	55%	73%
	Male	45%	24%
	Other/Decline to State		2%
Race Identification	White/Caucasian	31%	43%
	Chicano/Mexican American	25%	16%
	Latino/Other Spanish American		13%
	Chinese/Chinese American		15%
	Other Asian	26%	11%
	Pilipino/Filipino		5%
	Japanese/Japanese American		4%
	Korean/Korean American		4%
	Vietnamese		1%
	Black/African American	4%	4%
	East Indian/Pakistani	--	3%
	Middle Eastern/Arab	--	2%
	Pacific Islander/Micronesian/Polynesian	--	1%
	International (UCSB category)	12%	--
	American Indian/Alaska Native	1%	1%
	Other	2%	1%
Decline to State	3%		
		AS Survey Respondents	
		2015	2021
Where Students Live	On campus	27%	5%
	In Isla Vista	60%	38%
	In SB County (not IV)	12%	7%
	Another CA location or US State or territory	1	48%
	Other Nation		1%

Sources: UCSB Registrar; AS UCSB Surveys of Undergrads 2015, 2021

AS in IV

Facts about UCSB & Isla Vista

Isla Vista	2015	2020	
AS Contribution to Isla Vista	Over \$500,000	Over \$1,000,000	
% of UCSB students residing in IV	82	not available	
	2012	2019	
Population	24,502 ¹ Ave. Age: 20.7 (CA median-32.4)	27,700 ² Ave. Age: 20.6 (CA median-36.7)	
Size	1.85 square miles ³		
Elevation	~40 feet ⁴		
Population Density	~ 13,244 people/sq. mi. ⁵	~ 14,972 people/sq. mi. ⁵	
Median Gross Rent	\$1,364 ⁶	\$1,518 ⁷ (City of Goleta: \$1,999)	
Poverty Rate	57% ⁸	66% ⁹	
	2010 ¹⁰	2019 ¹¹	
Race Identification	White, not Hispanic or Latino	57%	47%
	Black/African American, alone	2%	3%
	American Indian/Alaska Native alone	0.2%	0.4%
	Asian alone	15%	21%
	Native Hawaiian and Pacific Islander alone	0.4%	0.0%
	Two or more races	--	7%
	Hispanic or Latino	23%	24%
	Other	0.4%	--

1 <https://www.census.gov/2010-2015>
 2 <https://datausa.io/profile/geo/isla-vista-ca/#housing>
 3 <https://www.census.gov/quickfacts/fact/table/islavistacdpcalifornia/SBO001212#SBO001212>
 4 Topographical map: <https://www.topozone.com/california/santa-barbara-ca/city/isla-vista/>
 5 Population/1.85 square miles
 6 https://labor.history.ucsb.edu/sites/secure.isit.ucsb.edu/hist.d7_labor/files/sitefiles/Isla%20Vista%20complete%20report.pdf
 7 <http://www.city-data.com/city/Isla-Vista-California.html>
 8 https://www.countyofsb.org/uploadedFiles/dss/Content/Data_and_Reports/Poverty%20Initiative%20Presentation.pdf
 9 <https://www.census.gov/quickfacts/fact/table/islavistacdpcalifornia/IPE120219#IPE120219>
 10 <https://www.census.gov/2010>
 11 2019 American Community Survey (ACS) five year estimates, US Census Bureau

AS is very involved in IV. Currently, AS invests more than \$1,000,000 in IV each year and contributes much more in volunteer hours, sharing knowledge, skills, experience, and compassion. AS runs a tenant's union, volunteer services, a Legal Resource Center, and sponsors community events. AS manages the Pardall Center, and most of AS' participants are IV residents.

The community of IV has an impact on UCSB student well-being and the student experience, and since UCSB students make up the majority of IV's population, students have an enormous and lasting impact on the community as well. Isla Vista is included in AS' long-term planning to help guide how best to:

- Apply student resources, both time and money, in IV, and
- Make a positive impact on both the students AS serves and the community most students live in.

Why A Strategic Plan

Every year, UCSB students elect a new group of leaders for Associated Students and choose new leadership for the many student-led boards, commissions, committees, and units that make up AS. These leaders then have one academic year (minus breaks) to accomplish something. But many things that are worth accomplishing take more than a year. Deciding what to do takes time; then there is planning, funding, and implementing to be successful. Many worthwhile projects are not undertaken because students know they cannot get them done in the time available. The solution is to take a comprehensive look at what students need and want from AS for the next several years and create a set of achievable goals for that time period.

Potential Value of Longer-Term Planning

Question to AS entity chairs & co-chairs, & elected leaders, Fall Survey, 2020:

Knowing what you know now, what would you tell yourself and/or what would you have liked to have learned in your first weeks at AS?

Answer from a current AS leader:

How to prepare for an emergency like COVID and effectively reallocate money for vital financial and educational resources.

Vision2020 Strategic Plan Goal:

Plan for and determine when special, unforeseen campus, community, state, national or global issues are important enough to trigger re-prioritization, reallocation, or addition of resources.

Thinking now about where we want to be in three-to-six years will allow us to accomplish goals that take longer than one academic year to plan, fund, and complete.

AS does a lot of things. Not everything we do is addressed in this plan. This plan is to ensure things that will take more than a year to accomplish and require collaboration and coordination across different parts of AS are planned and can get done. In it we also articulate our mission and values to help guide our future decisions. While our many programs which do great work every day, month, and/or year, such as the Coastal Fund and the Community Affairs Board, and which do not have longer-term goals at this time, are not listed in the long-term goals, their operations are critical and are supported by our Internal Operations goals regarding day-to-day operations.

Accountability

From the beginning, we insisted that one of the key outcomes of this plan must be increased accountability; not only accountability for the Strategic Plan itself (measuring and reporting on the goals we set out to accomplish), but measuring and reporting on all that AS does.

Building Our Strategic Plan

AS' current Strategic Plan effort, our second, began in Spring 2020. Our undertaking included the following efforts:

- Apr. 2020: Then AS President Alison Sir calls for volunteers to guide a strategic plan process and review of VISION2020
- Spring 2020 and Fall 2020: [AS participant and alumni surveys](#) look at successes and failures of recent long-term planning, and ask for insights from experience and ideas for longer-term goals
- Nov. 2020 and Feb. 2021: [AS professional staff survey and meetings](#)
- Jan. 2021: Draft report on Vision2020 Strategic Plan ([final included as Appendix J of this plan](#))
- Feb.-Mar. 2021: [All-undergrad survey](#); what do undergrads need and want
- Apr. 2021: [AS entities survey & google sheets](#): answer questions about long-term projects, internal operations, and space needs
- Apr. 2021: [AS student employee survey](#)
- Apr.-May 2021: Prepare the Strategic Plan and implementation tools
- May 2021: AS Senate review & adoption
- May 2021: [Implementation plan](#) adopted

Detailed results of the [various survey efforts](#) and the [VISION2020 assessment](#) are in the appendices following this plan.

About the VISION·AS Strategic Vision Committee

In Spring 2020, 2019-20 AS President Alison Sir asked AS participants and staff to serve on a guiding committee and charged them with two big tasks: review the effectiveness of the AS' previous strategic plan, and create a new Strategic Plan, if the review of the last one indicated that it is a useful tool for AS. The committee's purpose:

- Review and report on the VISION 2020 Strategic Plan adopted by the Senate in 2014.
- Guide a new strategic planning process.
- Support the various elements of the effort to ensure they are successful (planning, outreach, publicity, information gathering, and publication).
- Reach out to all undergrads to hear what those to whom AS is accountable want from AS.
- Ensure collaboration among as many AS participants as possible.

2020-21 AS President, Lea Toubian, continued the effort begun in 2020. She and Dr. Marisela Marquez, AS Executive Director, would like to thank the following people who answered the call and worked very hard to make this Strategic Plan a reality:

Members:

- Emma Swanson, Co-Chair, Chief of Staff, Internal Vice President
- Austin Foreman, Co-Chair, AS Parliamentarian, Elections Board
- Sofia Carmona, Continuing Projects Coordinator, Office of the President, 2020/21
- Yuval Cohen, Off-Campus Senator
- Yehuda Jian, Continuing Projects Coordinator, Office of the President, 2021/22
- Diana Collins-Puente, Director of Community Affairs, Student Development and Leadership

Special Thanks to Student Staff:

- Maggie Boyle

AS Participant and Alumni, and Staff Survey Findings

The Strategic Vision Committee surveyed current and former AS participants as well as AS professional staff in Spring and Fall quarters 2020 looking for information regarding VISION2020 implementation, insight for planned undergrad surveys participant forums planned for 2021, and ideas for building a better plan. Below are key insights and ideas.

VISION2020 included many things AS participants still want to do:

- 9/21 non-internal *Would Have Taken on Given More Time* responses were addressed in the VISION2020 plan
- 8/15 *Start but Did Not Complete* responses were addressed in the VISION2020 plan

AS Internal Operations remains a predominant theme:

Vision 2020 contained seven Internal Operations goals. Of those, six were mentioned among things current AS participants and recent AS alumni still want addressed. Internal operations issues outnumber other issues by almost 3:1.

- *Looking Ahead* responses: 17/28 *If You Had 3-4 More Years* responses regarding Internal Operations were addressed in the VISION2020 plan.
- 12/18 *How to Improve AS Internal Operations* responses were addressed in the VISION2020 plan.
- 7/9 *How to Improve AS Communications and/or AS Experience* student responses are addressed in VISION2020.
- 7/8 staff responses focus on communication tools.
- Issues not in the previous plan focus on tech interface improvements and space needs.

AS Mission, Values, Stakeholders

Our Mission and our Values, adopted as part of the VISION2020 strategic planning effort, guide all that we do:

AS Mission

To help students uphold high academic standards and provide leadership, employment, cultural, and growth opportunities that serve the campus community and beyond.

AS Values

- Supporting students' academic and personal well-being.
- Accountable (transparent, fiscally responsible, efficient) to ourselves and the students for the money and resources with which they entrust us.
- Enabling student voices (advocate, express, lead).
- Helping students accomplish important objectives (impact, empower, initiate, make possible).
- Collaborating on campus, with other UCs, in the community, but especially with one another.

AS Core Stakeholders

Our core stakeholders benefit from our successes and feel our failures; they are affected by our goals and operations. We consider them in all decision-making:

- All UCSB undergrad students
- AS student participants
- AS student employees
- AS professional staff

AS' Extended Stakeholders

- All other UCSB students, staff, and faculty
- Isla Vista community members
- Our county, UC, state, national, and global partners
- Our planet

Undergrad Survey Findings, 2021

Below is the ranking of issues on which undergrad students want AS to focus, with the top concerns listed below each issue area:

1. Student Health & Well-Being services & support
 - a. Mental health & fitness access & activities
 - b. Food/healthy food access
 - c. Physical health & fitness activities
 - d. Other life skills activities/enrichment (yoga, nutrition classes, community building)
 - e. Basic needs access
2. Academic services & support
 - a. Tuition & fees
 - b. Class availability
 - c. Professor & TA quality
 - d. Academic advising
3. Financial support
 - a. Student employment
 - b. Financial education
 - c. Emergency grants
4. Campus & IV improvements
 - a. Reducing climate impact
 - b. Affordable housing
 - c. Study spaces
 - d. Public safety
5. Businesses & services for students
 - a. 24 hour café
 - b. Thrift shop/repair shop (reduce, reuse)
 - c. Expand sustainability services (recycling, composting)
6. Events & enrichment
 - a. Love them—want more, and more choices, and more info so people know about all the choices!
7. Advocacy & philanthropy
 - a. Climate & environmental issues
 - b. Affordable housing
 - c. Racial justice/equality
 - d. Food security

Learning from VISION2020

Elements of a Successful Plan	VISION2020
<p><u>Create a Diverse, Invested Guiding Group</u></p> <p>The right group of people, representative of the organization, with a clear commitment to the mission, ownership of and champions for the process, empowered to make decisions.</p>	<p>VISION2020 succeeded in this element.</p>
<p><u>Collaboration, Engagement</u></p> <p>An inclusive and collaborative process that engages key stakeholders will:</p> <ul style="list-style-type: none"> • More accurately reflect your organization, and will reveal issues, challenges, concerns, and opportunities which may not have been known or fully understood. • Ensure “buy-in” to help implement the plan elements 	<p>The VISION2020 Guiding Group represented a cross section of the organization, made significant efforts at outreach, and secured significant participation across the organization, yet:</p> <ul style="list-style-type: none"> • Some refused to participate as they did not care for the AS President at the time and viewed the effort as “his.” • Some who did not participate later indicated less commitment to the plan.
<p><u>Collect Data to Create Measurable Goals</u></p> <p>People make assumptions and hold beliefs about their organization which must be tested with data. Gather data as part of the plan process.</p>	<p>The VISION2020 plan team made an effort to use and/or collect data from which to create measurable goals.</p>
<p><u>Communication</u></p> <p>During Plan Creation: Transparency builds trust. If stakeholders are going to buy into the plan, they need to trust the process</p> <p>Once the Plan is Adopted: Responsible parties must share the strategic plan with stakeholders, and communicate to all stakeholders their role in implementing the plan’s goals and priorities.</p>	<p>The VISION2020 Guiding Group made every effort at transparency during the process, reporting regularly and including every detail of the process and every bit of gathered data in the final plan.</p> <p>Once the plan was adopted, communication was initially successful to AS Entities, but this did not continue through all the years of the plan. Further, not all staff understood their role in successful implementation.</p>
<p><u>Implementation Planning</u></p> <p>The cliché is of a strategic plan that sits on the shelf and gathers dust. To avoid this, implementation planning must include:</p> <ul style="list-style-type: none"> • Determining resources and organizational capacity • Anticipate steps needed to achieve goals • Prioritize goals/projects to ensure success. 	<p>VISION2020 included resource and capacity components; however, it failed to identify key goals/projects without which the plan might not succeed. Among those were several AS Internal Operations goals.</p>
<p><u>Commit to Change in Process and Culture</u></p> <p>An organization’s culture is the commonly held attitudes, values, beliefs, and behaviors of its stakeholders. In some organizations:</p> <ul style="list-style-type: none"> • Change is something to be feared and avoided; this can result in change only occurring in reaction to crises • Change is always implemented (often forcefully) ‘from above’, which means change is seldom supported • Change is viewed as worthwhile and everyone’s responsibility, which results in change occurring with relative ease and often in anticipation of need, rather than reaction to it <p>Stakeholders in every part of the organization need to understand that in order to succeed, it may be necessary to let go of some processes, structures, strategies, and norms, and that those changes will be worthwhile.</p>	<p>There was a goal in VISION2020 that addressed the organizational culture, but not with regard to change. This is an area to explore.</p>

Making Decisions

After analyzing the results of the AS participant, AS alumni, AS staff, and undergraduate surveys, the Strategic Vision Committee created a survey for AS entities to work on together and a Google Sheet for them to tell us about projects they were working on that supported the issues which surveys told us we should focus on. Information from all of those efforts informed eleven AS Focus Group meetings held over three days in April, 2021. The Strategic Vision Committee, along with participating AS entities, pared down the huge list of ideas and selected goals that reflected the voices of undergrads and AS participants.

AS chose ideas that:

- Are 100% under AS control OR *some* AS control with collaboration from a likely supporter(s)
- Require all or multiple AS entities to achieve (those for single AS entities are identified for them to consider)
- Support students through their academic experience at UCSB
- Meaningfully improve students’ personal safety and otherwise support student health and well-being
- Improve students’ experience: personal growth, enrichment, and enjoyment of their time at UCSB
- Help students accomplish important, meaningful things
- Amplify student voice, do the right thing, and engage with the community in a really positive way
- Build and strengthen collaboration or cohesiveness
- Create an AS infrastructure that supports all students, is efficient and accountable
- Can become measurable and transparent goals

Full results of the [surveys](#) and [AS Focus Group meetings](#) are available in the appendices.

Our Guide

AS Strategic Plan Goals are:	Single AS Entity Goals are:	Not Strategic Plan Goals, but important:
Multi-year 100% AS control, or Some AS control & requires collaboration from a likely supporter	One year or one time and done 100% AS control, or Some AS control & requires collaboration from a likely supporter	Ongoing programs Outside AS control, or Some AS control & requires collaboration from unlikely supporter
All AS, or Multiple AS entity effort	One AS entity	
	Belong in AS Entity project planning and/or Entity 3-year plans	May be important, but do not belong in the AS Strategic Plan Goals

Our Plan

- 28 goals over eight Focus Areas chosen from our surveys, interactions at our forums, and our organizational structure
- An implementation plan
- A shorter time frame for our longer-term plan: we recommend revisiting the plan in 2023/24 when this year’s freshmen will be seniors
- Background and details to help our successors make decisions

FOCUS AREA	DESCRIPTION	GOALS
Student Advocacy & Education: Physical & Emotional Well-Being	Physical, mental, emotional, spiritual well-being & safety for all students regardless of race, gender, sexuality, disability, economic backgrounds, etc.	Pages 17—19
Student Advocacy & Education: Environment	Voices, information, & support for land, air, water.	Pages 20—23
Student Advocacy & Education: Campus & IV	Places to live, study, and gather; safe streets; working transportation.	Pages 24—29
Student Advocacy & Education: Beyond Campus & Community	Voice, advocate, organize; support positive change.	Page 30
Philanthropy and Financial Support	Give time and money.	Pages 31—32
Enterprise	Provide goods and services to campus & the community.	Pages 33—35
Enrichment	Events, media, enrichment, fun & connection for the campus community & beyond.	Pages 36—38
AS Internal Operations/Leadership	The way AS works: uphold values, be transparent, model, and be accountable to each other and all undergrads	Pages 38—45

Implementation

Most or all of the goals listed in this plan require collaboration across many interests and entities within AS. This collaboration may be accomplished by the creation of a new formal group, task force, or committee, likely staffed by members of existing interested entities. It may also take place through a more informal partnership across existing entities. The Chief of Operations Officer and their Office, as outlined in the Legal Code of the Associated Students (Legal Code), is tasked with the implementation and record keeping of past and future plans.

Instructions for Assessment and Renewal

This Strategic Plan will be in effect for a total of three calendar years and will expire at the end of Spring 2024. The Strategic Vision Committee, as outlined in Legal Code, may begin assembly in Fall 2023 and must be fully assembled by the beginning of Winter 2024. The assessment of this plan will be routinely tracked and ultimately compiled beginning at the start of Winter 2024. An all-undergraduate survey must be sent out in Spring 2024 to accurately understand the needs of students who have attended UCSB for at least one year. In addition, survey needs of incoming freshmen at the start of Winter 2025, to include in the final draft of the new Strategic Plan. The complete assessment of this plan and introduction of a new long-term Strategic Plan must be completed and submitted for adoption by Winter 2025 at the latest. To ensure timely completion of duties, work over summer is highly advised. It is also recommended that members of the Strategic Vision Committee can commit to remain on the committee for the entirety of the process, which may take up to five regular academic quarters and one summer quarter. For more information on the renewal process and the composition of the Strategic Vision Committee, please refer to the Chief of Operations Officer and Office Legal Code.



AS Professional Staff Role

AS' professional staff play a critical role in the success of students' long-term goals. Staff's long-view, historical knowledge, daily interactions with students, and, critically, advisory staff's responsibility to help AS entities prepare [Project Planning Forms](#) and think through entity three-year plans (AS' tools for short and longer-term resource planning) make them essential messengers and sometimes means by which plans begun in one year are carried out in the future.

AS Vision Strategic Plan Goals, 2021-2024

FOCUS AREA	GOAL TOPICS & LINKS
Student Advocacy & Education: Physical & Emotional Well-Being	<ol style="list-style-type: none"> 1. Create Coalition of Marginalized People 2. Create diverse peer mentor program for academic and emotional support 3. Student-to-student content for Gaucho FYI and/or AS Workshops
Student Advocacy & Education: Environment	<ol style="list-style-type: none"> 1. Create Sustainability and Environmental Resource Center 2. Assess and expand composting options 3. Create online forms to reduce paper waste and streamline processes 4. Complete sustainability and/or environmental advocacy projects
Student Advocacy & Education: Campus & IV	<ol style="list-style-type: none"> 1. Address academic services and support issues 2. Create Rate My IV Rental 3. Address student and community safety and accountability concerns 4. Create UCSB and IV Community Safety website 5. Create an AS Transportation Planning Committee 6. Create outdoor study areas
Student Advocacy & Education: Beyond Campus & Community	<ol style="list-style-type: none"> 1. Focus advocacy lobbying efforts
Philanthropy and Financial Support	<ol style="list-style-type: none"> 1. Assess and possibly expand grant programs 2. Consolidate financial information
Enterprise	<ol style="list-style-type: none"> 1. Create a Basic Needs Bank 2. Provide AS Food Bank services on a monthly basis in IV 3. Assess opportunities to expand AS Enterprise
Enrichment	<ol style="list-style-type: none"> 1. Consolidate AS Events & Media social media presence 2. Support campus & IV mural project 3. Collaborative Leadership Development program
AS Internal Operations/Leadership	<ol style="list-style-type: none"> 1. Establish General Assembly meetings and other communication 2. Create a guide for year-to-year transitions 3. Clarify internal AS processes 4. Track, summarize, and report on all AS financial decisions and financial investments in IV 5. Examine the party system for elections 6. Examine honoraria system 7. Assess space allocation and needs

Each goal page contains:

Focus Area

Description

GOAL 1: Text

BACKGROUND: Text

And space at right for those who take these goals on to record key information about the implementation process:

Implementation (these represent key aspects of our internal goals):

- **Resources:** *(Money, people, sustainability: ensure we have necessary resources to achieve these objectives and ensure a financially secure and environmentally sustainable long-term future for AS.)*
- **Collaboration:** *Within AS, outside AS: understand the roles of the many entities within and outside AS; build relationships based on mutual respect and understanding; work with those whose help we need to achieve short and long-term objectives.*
- **Measure & Report (be accountable):** *Measure and report: Track and measure what each AS entity does and what resources it uses to do it in a manner that is useful for determining efficiency and effectiveness; report those findings at least annually.*
- **Communicate:**
 - *Within AS: (How we keep one another informed & engaged in our broad purpose.)*
 - *To all undergrads: (Publicity, recruitment, diversity: increase the number of students aware of and participating in AS activities; the number actively involved in AS, and the diversity of those involved.)*

Currently in Project Planning:

The committee used the Google Sheets prepared by the AS entities for this information. [See Appendix F.](#)

Included in the following AS Entity Three-Year-Plan(s):

Some AS entities have prepared these plans, but most have not. The committee looked at updating the form used for three-year plans; this will be completed as part of implementation.

Student Advocacy & Education: Physical & Emotional Well-Being

Physical, mental, emotional, spiritual well-being & safety for all students regardless of race, gender, sexuality, disability, economic backgrounds, etc.

GOAL 1: By Spring 2022, AS will create a Coalition of Marginalized People welcoming all campus entities who represent marginalized peoples and would like to participate in the discussions and programming. The Coalition shall meet in full membership at least once per quarter to discuss collaboration and/or plan for a collective event.

BACKGROUND: Focus Groups meeting to discuss a number of issues regarding campus and identity found that the meeting itself was very constructive and valuable. They proposed that they form a coalition of marginalized peoples, consisting of all AS groups that address the issues of these communities on and off campus. The ideas proposed for this coalition include:

- Working on issues of intersectionality across these groups (not a single issue concern)
- Addressing issues for the communities, on campus and in IV
- Stronger frontal force and voice to tackle the broad issues, ground work
- A space in the media, not just being tokenized at the university but having a true place
- Exploring how our individual identities and circumstances play a role in susceptibility
- Disability Justice as a framework for keeping the disabled students in mind
- Creating diverse community spaces to bring people together for support
- Addressing the issue of access for marginalized peoples; not having access to a resource creates fear and distrust toward the resource, additional access to doctors/diagnoses is an issue and a diagnosis is needed for many accommodations
- Working with DSP to make services more accessible
- Collaborating with DSP and others to build a framework for professors to learn about mental health identity, learning disabilities and accommodations, and physically disabled people; faculty sometimes participate in mental health discrimination
- Stimulus workshops to allow able-bodied people to physically experience a disability
- Advocating for faculty to record lectures (and include captioning), and other support for CODE/DSP students
- Students with disabilities program expansion/consolidation
 - Awareness month of different conditions, improved access in IV, collaboration

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Implementation:

- Resources:
- Collaboration: AS entities that work on issues of identity will participate in the Coalition, at a minimum by sending a representative to each quarterly meeting. Other campus SEALs such as the BSU will be invited and encouraged to participate as well.
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

No

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Advocacy & Education: Physical & Emotional Well-Being

Physical, mental, emotional, spiritual well-being & safety for all students regardless of race, gender, sexuality, disability, economic backgrounds, etc.

GOAL 2: By the 2023/24 school year, create a diverse peer mentor program for academic and emotional support available to any undergrad. The program will work with existing services to identify and address gaps in services provided.

BACKGROUND: Focus Groups meeting to discuss a number of issues regarding campus, physical and mental health, and identity discussed how to support students' academic experience (strongly desired in undergrad surveying). Creating a peer advising program was a (mostly unrealized) goal in the first AS Strategic Plan. The Focus Groups independently conceived of an idea for a peer mentorship and academic support program. Following are notes from the discussion:

- People want a person to talk to that they can relate to, someone in the same age group and similar identity/background: LBGTQI+, racial minorities, transfer students, first-gen college students, disabled students, neurodiversity groups
- Support international students when they experience discrimination or bias

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration: Coalition of Marginalized People, Enterprise
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Some aspects, yes (CODE, PMHC, TSA, GGC)

Included in the following AS Entity

Three-Year-Plan(s):

Not sure

Student Advocacy & Education: Physical & Emotional Well-Being

Physical, mental, emotional, spiritual well-being & safety for all students regardless of race, gender, sexuality, disability, economic backgrounds, etc.

GOAL 3: By Fall 2022, AS will communicate to UCSB Administration the need for student-created and student-delivered content in Gaucho FYI. By Spring 2023, AS will work with UCSB administration to make content for Gaucho FYI and/or AS Workshops including engaging student-to-student communication ranging from informal to formal, on important issues. By Fall 2023, begin a test-run for the delivery of the new student-produced Gaucho FYI content and/or AS Workshops.

BACKGROUND: Focus Groups meeting to discuss a number of issues regarding campus, physical and mental health, and identity discussed the need to have student voices represented in Gaucho FYI, the first exposure most students get to campus culture. Having a strong AS voice represented in Gaucho FYI was also a (mostly unrealized) goal in the first AS Strategic Plan. Thoughts include:

- Orientation: Smaller conversation activity vs presentations for big resources
- Too much talking *at us* not *with us*; prefer focus on a peer led approach, vs watching a set of training videos
- Space to speak about your concerns at orientation; different rooms for people who identify differently; facilitate conversations
- Workshops in IV and more collaboration may increase participation
- Pardall Center involvement to make it more accessible; have incentives (tax workshops)
- Recordings of workshops for better reach; creating a resource bank of past workshops
- AS workshops that are more open, relatable

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

No, but see related Gaucho Talks (SCORE)

Included in the following AS Entity Three-Year-Plan(s):

Not sure

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Student Advocacy & Education: Environment

Voices, information, & support for land, air, water

GOAL 1: Assist AS environmental/sustainability entities, campus environmental/climate/sustainability groups, and other collaborators in securing a collective space to increase their effectiveness and efficiency on campus and in the community. This collective space will function as a Sustainability and Environmental Resource Center, a place for collaborative meetings, and it will be used as a work space to complete projects.

BACKGROUND: For several years, AS' environmental groups, together with other campus groups, organized around support for the environment and/or issues of climate change, have wanted a space for all of their entities, not all of whom have allocated space (Zero Waste Committee does not) and, ideally, shared space where they can collaborate. Focus Group discussion included space either on campus or in IV. Benefits include:

- Space for meetings, drop-in resources, storage, or other activities and enterprises these entities may decide to operate: a home base
- Would help environmental orgs communicate and collaborate

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Advocacy & Education: Environment

Voices, information, & support for land, air, water

GOAL 2: By Fall 2022, AS will assess the extent of composting within AS, on campus, and in Isla Vista, as well as identify possible areas to implement new composting options and reduce waste. By Spring 2024, AS will act on the identified areas of improvement by working across entities and with local and county services when applicable, to provide compost options in AS spaces, on campus, and in Isla Vista, where composting was not previously available.

BACKGROUND: AS has made great strides in improving composting availability in AS spaces and beyond. However, difficulty working in areas outside AS jurisdiction has made expanding these options difficult. By compiling a thorough report that identifies where our community does and does not have access to composting, we can work to expand composting services. When AS is not able to directly implement composting opportunities, AS can form a working group to collaborate with local and county services, resources, governments, and businesses to accomplish this.

- Food services and dining halls: already likely use compostable or reusable paper products only; continued/increased composting from other sources
- On campus:
 - Plan for collecting compostable products on campus: making green composting bins on campus more accessible
 - Reducing campus waste streams in other ways that take advantage of all available emerging sustainable technologies and options
 - Some services currently taking pre-consumer waste, but gets too contaminated w/post-consumer waste; could expand this with more access to industrial composting
- In Isla Vista:
 - Collaborate with existing IV composting services and organizations
 - To combat jurisdictional issues in IV, work with local governments, businesses, and industrial garbage/compost collection companies to expand composting services, including collection of compostable single-use products
 - Making green composting bins in IV more accessible and expanding composting beyond AS spaces in IV, such as in front of the Pardall Center and Embarcadero Hall

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Several aspects, yes (ZWC, AS Recycling, DPW)

Included in the following AS Entity

Three-Year-Plan(s):

Not sure

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Student Advocacy & Education: Environment

Voices, information, & support for land, air, water

GOAL 3: By 2023/24, AS will transition most or all AS documentation processes to exclusively online forms to reduce paper waste and streamline processes.

BACKGROUND: AS still uses paper forms to complete many internal processes, including but not limited to requisition forms and contracts. By transitioning to virtual processes, AS can save paper resources, reduce paper waste, and make it easier on students to submit forms. In addition, virtual processes could allow for automatic updates on processes like financial procedures, and streamlining communication across AS.

- Technology supports which reduce paper use
- Some paper processes like requisition forms could be done online
- Reducing AS waste streams in other ways that take advantage of all available emerging sustainable technologies and options

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Advocacy & Education: Environment

Voices, information, & support for land, air, water

GOAL 4: By 2023/24, AS will complete at least two major projects that advance sustainability and/or environmental advocacy in AS spaces, on campus, or beyond. These projects must include cross-entity collaboration and could include, but are not limited to, the ideas listed in the background notes of this section.

BACKGROUND: AS environmental groups have many goals for AS, on campus and in IV, but they are longer-term goals that require sustained attention and outside collaborations. AS entities identified many projects that are currently being worked on or could be a new area of expansion. Attention to some of these projects over a longer period of time will prioritize environmental advocacy and sustainability, as well as act as a model for the wider community.

- Install solar-paneled charging tables throughout IV
- Focus on reusability over compostable single use items
- Reduce water waste from irrigation, increase native landscape by working with property owners (possible partnership with SBCC landscape program)
- Expand recycling from 80 to 100 percent of student-rented properties
- Bathrooms accessible to the public: replace paper towels with dryers
- Reusable menstrual products:
 - Options available in IV retail
 - Options available at health center and in bathroom dispensers
- Advancing towards a zero waste campus
- Net Zero Waste, limit environmental impact, and be carbon neutral on campus and in IV
- Plant life:
 - Expanding native or edible plants on campus
 - Make edible campus options more accessible to the wider campus
 - Green walls or living walls for natural cooling of indoor spaces
- Renewable energy projects:
 - Possible use of Renewable Energy Initiative Board fee - 3 yrs, funds for solar projects on campus, funded construction of lot 22 solar panels; funds unspent but group has not met in several years
 - Student fee, but not an AS student fee (similar to CLAS, etc.)
 - Could use funds to put solar panels on bike shop, in parking areas, or on [outdoor study spaces \(see goal below\)](#)
- Energy conservation:
 - Lights-off in buildings not in use on campus
 - Most of campus is not upgraded that often, still needs to be done
 - LEDs across campus with motion sensor lighting
- ZWC/COPS/AS Recycling: standardization of how recycling should work, water distribution, protocols, regulations = standard for events, etc.

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Several aspects, yes (ZWC, AS Recycling, DPW)

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Advocacy & Education: Campus & IV

Places to live, study, and gather; safe streets; working transportation

GOAL 1: Amplify student voices on academic services and support issues such as those listed below, and work with administration to seek solutions to undergrad issues of concern. By 2023/24, compile a written, recorded, or live guide and provide training to teach students how to get in contact with administration, as well as which administrators to reach out to for which issues.

BACKGROUND: Academic services & support were the second highest concern of surveyed undergrads, with the list below their top issues of concern. Survey respondents listed a number of solutions that would make their academic experience less stressful. AS cannot directly resolve these areas of student concern, however, elected leaders acknowledge their role and obligation to amplify student concerns and help reach solutions on these issues critical to the undergraduate experience. In addition, many students within AS and the larger student body do not know how to go about contacting University administrators when dealing with issues, academic or otherwise. By compiling training materials to assist students with this, AS is empowering more students to work on these issues which are partially outside of AS control.

- Tuition & fees
- Class availability
- Professor & TA quality (many resolvable issues)
- Academic support and advising (see related [AS peer mentoring goal](#))

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

No

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Advocacy & Education: Campus & IV

Places to live, study, and gather; safe streets; working transportation

GOAL 2: To improve housing quality and affordability for students and other IV residents, create, launch, and maintain the [Rate My IV Rental website/app](#) to enable renters to report rental rates and experiences, with a completion goal of Fall 2023.

BACKGROUND: Housing affordability is the top IV issue for undergraduates by a wide margin. AS identified Rate My IV Rental as a method for communicating information from students leaving IV to those arriving, and a method for keeping landlords in IV accountable. Other ideas include:

- Annual survey distribution (EVPLA for outreach)
- IV students: increased lease when renewed, stabilizing rent for multiple years, restriction/cutoff for price increases

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Advocacy & Education: Campus & IV

Places to live, study, and gather; safe streets; working transportation

GOAL 3: Increase AS' participation and input on UCSB's Police Advisory Board, and expand work with the Isla Vista Community Services District (IVCSD) and the county so AS can better address student and community safety and accountability concerns both on campus and in IV. Address concerns of safety infrastructure such as lighting, and safety policy such as education regarding issues of race, identity, and disability.

BACKGROUND: Safety issues are always present in large, concentrated populations. Campus communities have unique, well-documented concerns, and IV is the most densely populated area of the county with its own safety needs and concerns.

- General safety in IV
 - Lighting, blue lights
- Bridge between CSOs, police, IVFP
 - Middle ground of communication
 - Police advisory board: EVPLA, designated position in office with direct line of communication, work with Public Safety Comm.
 - Police advisory board needs more student direction
- Collaborate with public safety commission; restart and collaboration
- Collect data about where students live and take classes, related to safety

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Some aspects, yes (COPS), and related Health and Well-Being website (COSWB)

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Advocacy & Education: Campus & IV

Places to live, study, and gather; safe streets; working transportation

GOAL 4: By Fall 2022, AS will communicate to UCSB administration the need for and detailed ideas for a UCSB and IV Community Safety Website which contains resources for all campus and community safety concerns in one place. By Spring 2023, AS will work with UCSB administration to create a UCSB and IV Community Safety Website. And by Fall 2023, the UCSB and IV Community Safety Website will be fully operational.

BACKGROUND: Undergrads and AS participants recognize that safety information is dispersed over many resources; the campus and IV communities would both benefit from aggregating safety-related resources in one location. Focus Group discussion included:

- UCSB resources, IV resources, county resources → public safety commission wants to bridge all these gaps
- UCSB website with all resources, leadership taking care of websites, updating websites regularly, linktree for all AS social media
- Public safety: UCSB health, but create one space for different resources from other groups
- General body meeting to inform others of projects, efforts, task force
- Groups/entities that fall into the same category to update and collaborate

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Advocacy & Education: Campus & IV

Places to live, study, and gather; safe streets; working transportation

GOAL 5: By Fall 2022, create a collaborative AS Transportation Planning Committee with a significant role on the UCSB Master Circulation Planning Committee and/or collaboration with campus administration to address transportation and circulation issues of students both on campus and in IV.

BACKGROUND: AS has a Bike Committee that is focused on bike paths and parking on campus. Undergrads have concerns about these, but also about safe skateboard and scooter paths, ingress and egress between campus and IV (the underpasses), safety in IV, secure parking on campus and in IV, and transportation for students with permanent and temporary disabilities. Issues raised by undergrads and in Focus Group discussions include:

Ideas/concerns or ongoing long-term bike path improvements

- Concerns about cutting off the bike path near the library
- Lighting on the bike paths
- The path to Sands in IV is used by pedestrians and bikers; work to create a separate path
- The driving roads by Manzi/Lot 22/ IV and by the dorms are jagged and rugged with potholes
- Making paths wider

Other transportation issues in IV and on campus

- Incorporate safe ways for skates, skateboards, and scooters to use paths or have their own paths in/to high traffic areas
- Pardall Center entrance and secondary entrances like the East-West streets in IV
 - How to improve the cross walks that intersect the rugged street, the bike path, and civilians trying to walk onto campus
- More or fewer speed bumps (to regulate car speeds)
 - To reduce the possibility of accidents between cars and skaters/scooters/bikers/pedestrians
 - Brainstorm ways to slow down drivers in IV

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure, related street safety plan (COPS)

Included in the following AS Entity Three-Year-Plan(s):

Not sure

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Student Advocacy & Education: Campus & IV

Places to live, study, and gather; safe streets; working transportation

GOAL 6: Work with campus facilities to create outdoor study areas (covered, solar powered with lights and outlets) in the following locations: near the UCEN, Girvetz, North Hall, the Arbor, Phelps, Broida, and/or Life Sciences, with a goal of completion during the 2022/23 academic school year. Additionally, identify locations and partners to expand outdoor study space to some locations in IV by Fall 2023.

BACKGROUND: The lack of adequate study space is a significant issue for undergrad survey respondents. It was an issue in 2014/15, and the previous AS Strategic Plan had a similar goal, with study space added to the Pardall Center. However, this remains an issue. The new goal envisions making use of unused spaces and generally good weather to create sustainably-powered study spots on campus, and eventually in IV.

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

No

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Advocacy & Education: Beyond Campus & IV

Voice, advocate, organize; support positive change

GOAL 1: By week 4 of Fall Quarter each year, survey all undergrad students regarding topics on which to focus advocacy lobbying efforts. This should be done in collaboration with rights-based AS entities.

BACKGROUND: AS represents undergraduate student voices beyond campus and wants to reflect those voices accurately and well. Surveying undergraduates will help AS determine where best to spend our limited time each year. In 2020/21, the following were the top issues undergrad students wanted AS to focus lobbying efforts on beyond campus and IV:

1. Climate & environmental issues
2. Housing security (affordability, availability)
3. Racial justice/equity
4. Food access/security; anti-hunger
5. Human rights
6. LGBTQ+ rights
7. Women's issues
8. Tenant's rights

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration: Rights-Based AS Entities
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

No

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Philanthropy & Financial Support

Give time and money

GOAL 1: By Fall 2022, assess the effectiveness of existing student grant programs, including but not limited to student emergency grants, travel grants, and basic needs grants. By 2023/24, collaborate with existing grant agencies to expand these services to include students currently not eligible for such grants but who would greatly benefit from them.

BACKGROUND: During the COVID-19 pandemic, grants for students have expanded under AS supervision. These programs could be extended into the long-term: expanding consistent personal student grants, as well as creating an emergency fund that could be saved for future widespread emergencies including but not limited to wildfire and pandemic relief for students.

- Travel grants and emergency grants → once we return back to in-person, if there is a family emergency, students could apply to book transportation home
- Continue a process similar to COVID grants into the future maybe through COVID emergency grant committee
- Eligibility for aid through existing processes: there is sometimes conflict in who needs it vs who is eligible to receive it
 - Issues with receiving grants due to financial aid packages
 - Existing grant programs with strict criteria could potentially make a system of exemptions for students
- Assessing basic needs of general students who are or are not eligible to receive grants
 - Making programming that is inclusive so AS is open to as many students as possible
 - Support for paid job opportunities within AS, especially for underserved communities
 - Making sure we are assessing students' financial need and increasing inclusivity
 - Potential \$1 lock-in fee to support these projects

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Philanthropy & Financial Support

Give time and money

GOAL 2: By Fall 2022, consolidate and widely publicize a list of financial resources accessible to organizations and individual students, with an emphasis on AS funding sources, but also including wider University or community funding. By 2023/24, reassess the dispersed nature of AS funders and implement tools or procedures that ease the burden of securing funding for student organizations.

BACKGROUND: AS funds student organizations in a very dispersed way; this often creates a burden on students and their organizations to secure funding from many different sources, sometimes without even knowing how much their organization has already been funded. While dispersed funding allows many different AS funders the power to support organizations based on their unique interest, the process for funding as it currently exists can be unnecessarily confusing for students, especially those unfamiliar with AS. By creating a list of funding sources that is routinely updated by a designated person, as well as reassessing the system as a whole to see where we can ease the burden on students, we can continue to fund groups from many different sources and interests while simultaneously reducing the burden of finding funding for students.

- Streamlining communication: who has funding available and outreach surrounding this
 - It is a lot of work for an org (SEAL, etc.) to submit many so requests to many different groups
- Potentially improving graphics or online information about various funding sources
- Streamlining processes, notifications, and making update statuses more available
- A lot of back and forth on funding processes can be time consuming; standardizing notification, structure surrounding securing funding, and the requisition process, etc.

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

No

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Enterprise

Provide goods and services to campus & the community

GOAL 1: By 2023/24, create a Basic Needs Bank similar to the AS Food Bank to provide basic needs including school supplies, toiletries, household goods and more. Follow a system similar to the Food Bank: only take what you need. Put limits on the number of items people can take per week/month/quarter. If possible, co-house with/near Food Bank services.

BACKGROUND: AS students have identified this need for several years, but the long-term nature of the project was a deterrent. The Focus Groups recognize that this Strategic Plan offers the opportunity to bring this project to fruition. Products to be offered include items such as:

- School supplies
- Toiletries (shampoo, soap, toothpaste, toothbrushes, razors, toilet paper, tissue, menstrual products, etc.)
- Household goods (laundry, dish soap, sponges, etc.)
- First aid (cold relief, pain relief, bandages, etc.)
- Prevention (masks, condoms, sun screen, etc.)
- All products to be environmentally friendly (compostable, reusable, recyclable, chemically) where possible in coordination with environment and sustainability goals (above)

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Some aspects, yes (Senate Basic Needs Comm, SIRRC)

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Enterprise

Provide goods and services to campus & the community

GOAL 2: By Spring 2022, provide AS Food Bank services on a monthly basis in IV. By Fall 2022, provide AS Food Bank services on a bi-weekly basis in IV. By the end of Fall 2023, provide AS Food Bank services on a weekly basis in IV. Depending on demand, by Spring 2024, have a permanent location for the AS Food Bank with multiple days of operation in IV.

BACKGROUND: AS Food Bank is a very popular AS service, but many students who reside in IV have difficulty using the service on campus during the offered hours. AS would like to expand this service; however, logistics make this a long-term project (storing items, moving fresh items, staffing, store-front space). These logistical issues are amplified if service is to be provided more often. Discussion notes around this and other food security issues include:

- Collaborate across entities to accomplish this
- Consider combining this effort with the [Basic Needs goal](#)
- Possible Farmer's Market in IV
- Community Fridge
- Meal vending machine(s) collaboration
- More snacks, free vending machines for students
- Dining commons throw away a lot of edible food, making it available
- Smaller Food Bank pop-ups on campus or in IV
- Funding other local food entities

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Some aspects, yes (Food Bank, Pardall Center, DWP, ASOP, IVTU)

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Enterprise

Provide goods and services to campus & the community

GOAL 3: Annually review opportunities to expand AS Enterprise to meet student needs and/or demands. Students have noted they would like a Makerspace, a 24-hour café, a thrift/exchange shop, and a sustainable technology repair station/shop. By 2023/24, create at least one new AS Enterprise that meets student needs, either from the above list or to fulfill another need that has documented evidence of student support.

BACKGROUND: AS Enterprise strives to meet the needs of UCSB students and provide a space for AS-involved students to cultivate entrepreneurial interests. Enterprises also provide the potential for income to supplement student fees and further provide resources for AS activities. The undergrad survey, AS entities and Focus Group discussions included:

- Makerspace: A central space for any student to create art, engineering projects, or other creative activities, not limited by major
- 24-Hour Cafe:
 - Work with the University for this (dining services, etc.)
 - Pardall having 24hr functionality
- Thrift/Exchange Shop/Rental:
 - iClicker and Calculator rentals - Ticket Office
 - Wifi hotspots rental program expansion
 - Exchange bank and equipment storage space shared between entities or with the wider student body:
 - Trash pick-up supplies that entities regularly use could be rented - save money, less waste
 - School supplies, clothes, speakers, pop-up tents, projectors, laptops, furniture, other tech, cooking supplies: rent or keep
 - Pop-up sales with other vendors in IV; collaborate with relevant leadership
 - Bicycles:
 - Selling abandoned bicycles
 - Tool lending on site
 - Bike shop vending machine collaboration for after-hours repairs
 - Expand professional clothing rack pantry services
 - Gift card giveaway to local thrift shops
 - Basic needs kitchen/cooking kits, awareness
 - Possibly coordinate/operate through AS marketplace; potential fundraising mechanism
 - Sustainable Technology Repair Station/Shop—some programs are already underway
 - Sustainable Tech Repair Initiative: help students repair devices for a fee and teach them how to repair their own device

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Related, yes (EAB: Pop-Up Thrift Shop)

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Enrichment

Events, media, enrichment, fun & connection for the campus community & beyond

GOAL 1: By Fall 2023, create an AS Events & Media consolidated social media presence for communicating upcoming events and explore other ways to expand and improve effectiveness of outreach. Events and Media entities shall meet at least once per quarter to discuss and coordinate collective outreach efforts.

BACKGROUND: The most common survey choice and comment among undergraduate respondents in both the 2014/15 and the 2020/21 surveys was that people had not heard of events and/or media that AS offered, followed closely by responses expressing interest in those events and media. The Focus Group decided to pursue a goal of combining social media to reduce the number of social media feeds to which undergrads would need to subscribe to be fully informed. The group also discussed existing successful programs that might be expanded:

- Program Board ice cream sandwiches when you follow them on social media
 - Do similar incentives (giveaways, etc.) for all media entities
- The survey analysis says lots of methods work, so keep using many methods including posters (when campus is in session)
- Utilize other orgs to co-promote
- Outreach issue will still be prevalent post-COVID
- Getting first years/second years informed early on ASPB

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Enrichment

Events, media, enrichment, fun & connection for the campus community & beyond

GOAL 2: By 2023/24, complete a multi-location campus and IV mural project.

BACKGROUND: AS is committed to student-created art projects. Ideas raised by undergrads and AS participants for Community Arts for Campus included expanding murals to campus and to several areas of the community such as gathering areas (centers, parks) and, where feasible, partnering with others in IV such as IV Elementary School and Friendship Manor, as well as other campus and community partners. Ideas for IV and campus include:

- New bike shop mural
- IV murals: Bagel Cafe mural, gather ideas from IV community
- Joint effort, not exclusively UCSB
- Campus mural: all BCUs work together
- Art/theater area and pool area
- EVPLA office: partnering with UCSB students, artists from different campus identity communities
- Collaborate with other interested entities

See the full notes in [surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the [appendices](#).

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

No

Included in the following AS Entity Three-Year-Plan(s):

Not sure

Student Enrichment

Events, media, enrichment, fun & connection for the campus community & beyond

GOAL 3: Develop a collaborative leadership development program to facilitate holistic experiential learning, the development of a sense of self in a democracy, and collaborative leadership of diverse undergraduate students, staff, and community at UCSB, in IV, and in the broader community. Develop a pilot program during Summer 2021 and Fall 2021. By Winter 2022, implement the pilot program. By Fall 2022, have the fully developed program ready and implemented for all UCSB undergraduates who would like to participate. Continue the program annually beginning each Fall Quarter. At the end of each Spring Quarter evaluate the content of the program using input from the participants as well as taking into consideration changes in leadership models, theory and best practices.

BACKGROUND: AS leadership hopes to optimize the impact of AS in the broader community by developing a multi-tiered, year-round leadership development program course that instills a sense of self in a democracy and collaborative leadership in participants. The AS leadership development course will be ascribed by a concept of praxis, and will encompass both the study and critique of successful leadership models. By emphasizing the critical reflection and evaluation of leadership models, as well as experiential learning, participants will gain a stronger understanding of the intersecting levels of leadership.

- Develop year-round leadership development curriculum for all interested students involved with AS or seeking to be involved with AS. The program should also include opportunities for staff and community engagement.
- Three-tier (possibly four) leadership program
- Service opportunities

Identified Resources

- Students, staff, community as co-creators
- Consultants/experts in the field - on campus and off
- Use the Social Change Model of Leadership Development
- Use the Five Practices of Exemplary Leadership - the Leadership Challenge

See the full notes in [Appendix I](#).

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

AS Internal Operations

The way AS works: uphold values, be transparent, model, and be accountable to each other and all undergrads

GOAL 1: Establish General Assembly meetings and other communication to improve coordination, collaboration, and communication for short- and long-term goal attainment. Include processes and other documentation to avoid re-creating or duplicating efforts.

BACKGROUND: AS participants and staff recognize the value of consistent and effective communication, and the value of getting together to share ideas. Many participants in Focus Groups noted that they enjoyed the opportunity to meet in those groups and would like to do so regularly. Other notes:

- AS Assembly meetings (in Legal Code)
 - Need for every entity to participate
 - Find better ways to facilitate AS-wide meetings
 - Different topics/groups collaborating/networking
- Chairs Meetings (once per quarter)
 - Should be reorganized
 - Organized based on subgroups that tend to work together
- Use meetings to collaborate

See the full notes in [participant and staff surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

AS Internal Operations

The way AS works: uphold values, be transparent, model, and be accountable to each other and all undergrads

GOAL 2: Create a set of supportive documents, tools, and procedures for year-to-year transitions for the access of entities that are interested in standardizing their transition skills.

BACKGROUND: Some entities within AS face extremely high turnover along with short terms and understaffed positions. These circumstances can lead to loss of continuity and information for year-to-year transitions. Therefore, creating support systems for such entities can help standardize transition plans and provide assistance in maintaining continuity. Because some entities within AS do not face such staffing and turnover issues and are self-sufficient in their transition plans, these supporting tools will be optional and implemented for groups that want to improve transition processes or face major continuity issues.

- Year-to-year transitioning
 - Transition reports
 - Template
 - Unfinished projects, everyday tasks, responsibilities, important contacts
 - Helping new offices/boards get into their positions
- Difficult to learn from the ground up
- Some groups have sufficient processes already and do not want imposed standardized transitional processes
- Increase overlap of previous and incoming position holders
- Maintain a database of transition reports

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

See the full notes in [participant and staff surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

AS Internal Operations

The way AS works: uphold values, be transparent, model, and be accountable to each other and all undergrads

GOAL 3: Improve basic understanding of internal AS processes. By Spring 2022, compile a complete list of processes that may be confusing to students with little to no previous involvement with AS. By 2023/24, create standardized trainings, explanatory videos, or other instructional materials for these processes, and update inherently difficult processes to streamline efficiency, effectiveness, and transparency.

BACKGROUND: Students new to AS sometimes do not know where to start, and even long-time participants can find some internal processes confusing. In addition, students often advocate for more transparency within AS. By improving informational resources and simplifying internal processes, AS can tackle both of these problems. Overall, this will make AS more accessible and less intimidating to new students, as well as highlight the variety of work that AS undertakes. Some internal processes and projects that may be of interest are listed below.

- Requisition forms, access button forms, etc.
- How to fill out a funding request
- Trainings to address the difficult to understand the processes in AS
- Seminars/presentations for the general student body to help them understand what AS does, as many of them have a hard time figuring it out-- **resource bank of Youtube videos about AS**

See the full notes in [participant and staff surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Some aspects, yes (Senate Internal Affairs Comm)

Included in the following AS Entity Three-Year-Plan(s):

Not sure

AS Internal Operations

The way AS works: uphold values, be transparent, model, and be accountable to each other and all undergrads

GOAL 4: Track, summarize, and report on all AS financial decisions, including business services, programs, and lock-ins, in a manner that is useful for determining efficiency and effectiveness, such as program budgeting. Separately track, summarize, and report on all financial investments in IV (AS-wide and individual AS entity contributions). By Spring 2023, begin reporting these findings annually, to AS leadership and the wider student body.

BACKGROUND: While AS already undergoes extensive financial tracking and analysis, this information is not always presented in a way that is easily understood or accessible by the student body. By working closely with existing financial organizations, AS leadership, and AS staff, a collaborative group can integrate all AS financial decisions seamlessly into an easily digestible annual report. This process will increase transparency and accountability, as well as help guide future financial planning. It will be important to implement necessary long-lasting infrastructure to continually produce annual reports on a long-term basis.

- Financial transparency
- Hard to understand how AS uses student fees
- Track investment in IV
- Difficult as a BCU to see how much is being spent and how much is coming in
- Manual financing is difficult for admin

See the full notes in [participant and staff surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Some aspects, yes (Internal Affairs Comm)

Included in the following AS Entity Three-Year-Plan(s):

Not sure

AS Internal Operations

The way AS works: uphold values, be transparent, model, and be accountable to each other and all undergrads

GOALS: Examine the party system for elections, through methods such as student surveys, focus groups, and more. By 2023-24, the Elections Board will compile a representative and comprehensive report on the results of an endeavor into understanding AS' and the Student Body's thoughts on the party system, along with a judgement on whether to keep, abolish, or modify the current system. The report from the Elections Board and any decisions by the Elections Board should be shared widely for transparency.

BACKGROUND: According to surveys and focus groups, there is frustration among both AS-involved students and the wider undergraduate student body surrounding the party system, particularly surrounding issues of accountability, continuity, funding, and polarization. The Elections Board is the ultimate authority on all elections activities, and as such is asked to examine the party system, including its pros and cons. By undertaking extensive research, this group could make a judgement that could improve elections as a whole within AS.

- Party system - revisit pros/cons
- Party accountability and continuity
- Reassessing how funding works within parties
- How do students feel about parties and how much time/resources are spent on parties as a whole
- Information availability surrounding parties in general
- The party system as a point of contention; polarization within senate
- Could reform or remove party system

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

See the full notes in [participant and staff surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

AS Internal Operations

The way AS works: uphold values, be transparent, model, and be accountable to each other and all undergrads

GOAL 6: Examine the honoraria system through surveys, focus groups, and more. By 2023/24, compile a report on these results, along with a judgement on whether to keep, abolish, or modify the current system. Present this report to the Senate and Internal Vice President.

BACKGROUND: According to our surveys and focus groups, there is frustration among AS-involved students surrounding the honoraria system, particularly surrounding issues of education, regulation, amounts, and tracking. There are many honoraria earners within AS, and a group should be formed to more accurately examine honoraria in comparison to other compensation systems. With research and conversation across the association, this group could make a judgement on possible improvements to the distribution of honoraria as a whole within AS.

- Teach chairs how to go about distributing honoraria based on accomplishment of member duties
- Some AS participants find honoraria amounts to be too little or too much
- Consistent reassessment of honoraria, taking into account student need, workload, and the larger AS budget
- Keep record of the amount of money that goes toward honoraria quarter-to-quarter, year to year

See the full notes in [participant and staff surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) in the appendices.

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

AS Internal Operations

The way AS works: uphold values, be transparent, model, and be accountable to each other and all undergrads

GOAL 7: Assess space allocation and needs across AS entities through surveys, focus groups, working with AS staff, and more. By 2022/23, compile a report on these results, along with a judgement on whether to keep, abolish, or modify the current system of space allocation and use. Present this report to the Entity Chairs, the Senate, the Internal Vice President, and AS staff. Work within the association to meet space needs as dictated in the report.

To begin this effort, the Strategic Vision Committee surveyed AS entities in April 2021. A current space report of aggregated AS entity space needs can be found [here in Appendix H](#) (with individual entity responses available). Space needs within this report should be reviewed and discussed with Entity Chairs, the Senate, the Internal Vice President, and AS Staff by Spring 2022.

BACKGROUND: According to our surveys and focus groups, there is frustration among AS-involved students surrounding the allocation of space, particularly among groups that have no space. There are many entities within AS, and new groups are constantly being formed, so a priority should be made to continually and accurately examine the system of space allocation to find ways to best accommodate the space needs of AS.

See the full notes in [participant and staff surveys](#), [Google Sheets](#), and [Focus Group discussion notes](#) and [space survey results](#) in the appendices.

Implementation:

- Resources:
- Collaboration:
- Measure & Report (be accountable):
- Communicate:
 - Within AS:
 - To all undergrads:

Currently in Project Planning:

Not sure

Included in the following AS Entity Three-Year-Plan(s):

Not sure

—End of Main Section