

# NATIONAL ASSOCIATION OF STATE TREASURERS COLLEGE SAVINGS PLANS NETWORK EXECUTIVE BOARD STRATEGIC PLAN

## PURPOSE/MISSION

**To provide a forum within NAST for our members to exchange information and ideas, and to foster initiatives and mobilize resources to promote and enhance college savings plans.**

## VISION

**To be the leading national advocate for college savings plans to ensure that higher education is an affordable reality for all.**

## VALUES

- **Integrity:** CSPN members act in a manner that earns and justifies the trust of those we serve.
- **Aspiration:** CSPN members passionately believe in the importance of saving for higher education.
- **Professionalism:** CSPN members are competent and ethical in the fulfillment of our duties and responsibilities.
- **Innovation:** CSPN members strive to enhance opportunities to save for higher education.

## CLIENTS/CUSTOMERS (Expectations)

*[based on: degree to which the customers depend upon CSPN's services and support]*

- Network membership (States; public sector)
- NAST
- Corporate Affiliates

## Expectations

- Provide information and advice on CSP & programs
- Act as the leading national advocate for strengthening and enhancing CSP & programs
- Every customer will have a voice in decision making
- Provide an open forum in which issues & policies can be addressed & debated
- Develop consensus among customers for positions, policies, & initiatives

- Provide training and professional development
- Provide access to NAST & CSPN memberships
- Respect individual State's programs & autonomy

## STAKEHOLDERS (Expectations)

*[based on: degree to which the stakeholders are impacted by CSPN's success or failure]*

- Federal decision makers, including Congress and regulators
- General Public
- Business Partners
- Nonmember States (with CSP and programs)

## Expectations

- Provide information and advice on CSP & programs
- Act as a national advocate for strengthening and enhancing CSP & programs, especially 529

## STRENGTHS (amount)

- Passionate commitment of members to the importance of saving for higher education
- Broad participation of State college savings programs within the Network
- Active participation of State Treasurers in the Network's initiatives
- Network leadership
- Depth of experience and knowledge among members and NAST/CSPN staff
- Opportunities for State members to help each other

## WEAKNESSES

- Inadequate participation by and cooperation among members
- Insufficient communication within the Network and between members
- Insufficient State and Corporate Affiliate membership within the Network

- Perception by Corporate Affiliates that they are not valued members of the Network
- Limitations on funding for future initiatives

## OPPORTUNITIES (impact)

- Increased interest by families in the importance of saving for higher education
- Increased awareness of college savings initiatives by the public and Congress
- Increased opportunities to work with other governmental agencies, financial groups, and businesses to increase awareness of college affordability
- Declining availability of student loans

## THREATS

- Increased competition as the leading advocate for college savings plans and programs
- Uneven State oversight and control of college savings plans
- Adverse legislative, regulatory, and judicial decisions impacting college savings plans and programs
- Inadequate public awareness of college savings plans and programs
- Changes in State leadership and involvement

## PRIORITIZATION CRITERIA

- Impact on the Network and its future
- Impact on college savings plans and programs
- Feasibility

## STRATEGIC PRIORITIES

- Strengthen the Network's role as the leading source to frame national policy affecting college savings plans and programs.
- Establish the Network as the authoritative and objective source for the national media on college savings plans and programs.

# NATIONAL ASSOCIATION OF STATE TREASURERS COLLEGE SAVINGS PLANS NETWORK EXECUTIVE BOARD STRATEGIC PLAN

- Promote public awareness of the value of saving for higher education.
- Increase membership in CSPN.
- Increase Network participation by members.

## STRATEGIC GOALS (1-3)/ OBJECTIVES/ CRITICAL ISSUES/STRATEGIES

**G1:** Develop and implement a 5-year plan for achieving identified federal college savings initiatives by the end of Dec 2014.

**(G1)OBJ 1:** Develop a 5-year federal policy plan on college savings by 30 Nov 2008.

**S1:** Draft 5-year plan identifying college savings initiatives, preliminary resource requirements, and supporting strategies.

**S2:** Establish a rapid response capability to adjust plan due to adverse legislative, regulatory, and judicial actions

**S3:** Develop methods for assessing the plan's overall impact on college savings plans.

**(G1)OBJ 2:** Gain appropriate approval for the drafted 5-year plan by 30 Apr 2009.

**S1:** Gain appropriate CSPN membership support and approval for the plan.

**S2:** Gain appropriate NAST support and approval for the plan.

**(G1)OBJ 3:** Finalize and begin implementing plan by 30 Jun 2009.

**S1:** Refine and finalize plan.

**S2:** Begin plan implementation.

**S3:** Periodically assess outcomes and execution in order to adjust plan as required.

**(G1)OBJ 4:** Complete and assess the overall outcomes and impact of the plan by 31 Dec 2014.

**S1:** Assess the plan's outcomes and report results to membership and NAST.

**G2:** Develop and implement a 2-year national communications strategy by the end of Jan 2011.

**(G2)OBJ 1:** Develop a national communication strategy by 30 Nov 2008.

**S1:** Identify key stakeholders, key messages, messengers, and targeted media for implementing a national communications strategy.

**S2:** Identify resource requirements for implementing a national communications strategy, including establishing a rapid response capability to address significant developments or changes in the environment.

**S3:** Develop methods and timing for assessing the communications strategy's effectiveness and impact.

**S4:** Gain input, feedback, and initial support from Network members and NAST in developing a communications strategy.

**S5:** Draft a national communications strategy for consideration by Network membership.

**(G2)OBJ 2:** Gain approval for and begin implementing the Network's national communications strategy by 31 Jan 2009.

**S1:** Gain approval for the Network's national communications strategy.

**S2:** Begin implementing the Network's national communications strategy, including completing periodic assessments of messages, progress and outcomes.

**(G2)OBJ 3:** Complete and assess the overall outcomes and impact of the communications strategy by 31 Jan 2011.

**S1:** Assess the communications strategy's outcomes and report results to membership and NAST.

**G3:** Attain 100% membership of States sponsoring 529 plans, 100% of program and investment managers, and increase other Corporate Affiliate membership in CSPN to 20 by 30 Jun 2011.

**(G3)OBJ1:** Attain 100% membership of States sponsoring 529 plans and their program and investment managers by 30 Jun 2011.

**S1:** Develop and implement a plan that identifies and enhances the benefits of membership, including specifying how members can become involved in the Networks' activities.

**(G3)OBJ2:** Increase number of Corporate Affiliates, other than program and investment managers, to 20 by 30 Jun 2011.

**S1:** Develop and implement a plan that identifies and enhances the benefits of membership, including specifying how members can become involved in the Networks' activities.

## ASSUMPTIONS

- Goals can be achieved without increasing member dues
- Each Executive Board member will actively participate in accomplishing at least one of the identified strategic goals of this plan
- There will be ongoing communication with the Network membership reviewing the progress toward each of the identified strategic goals