

2021 - 2024



COLLEGE SAVINGS  
PLANS NETWORK

A Network of the National Association of State Treasurers

STRATEGIC PLAN

# MISSION

Empower Members to improve and expand utilization of 529 plans by providing an inclusive environment to network, train, and offer leadership opportunities; be the leading resource to advocate for and enhance 529 plans to become the primary saving mechanism for education, training, and skill development.

# VISION

529 savings plans are the premiere choice for families to invest in a child's future success.

## VALUES

**Leadership:** CSPN acts in a professional, ethical, and collaborative manner that earns and justifies trust in their actions and decisions.

**Commitment:** CSPN passionately advocates for and empowers families to save for education, training, and skill development.

**Respect:** CSPN respects and considers each other's opinions perspectives.

**Diversity and Inclusion:** CSPN strives to increase diversity and inclusion among its membership and leadership.

**Innovation:** CSPN strives to identify, create, and enhance opportunities for families to save for a child's future.

# THE FUTURE:

Ensure long-term sustainability and success of CSPN's work

**GOAL 1: Broaden representation** among CSPN board members, committee chairs, conference presenters, and other positions of leadership or influence within the Network to reflect our plan users.

## OBJECTIVE 1

Establish a **Diversity and Inclusion standing committee** to address diversity issues and institutionalize inclusion across the organization and its programs.

**GOAL 2:** Strengthen the organization's **operational ability to achieve goals.**

## OBJECTIVE 1

Revive dormant **Operations Committee** to address unrealized opportunities:

- Technology
- Data collection
- Information accessibility

**GOAL 3:** Strengthen the organization's ability to **remain focused on strategic priorities** and achieve greater consensus to improve advocacy success.

## OBJECTIVE 1

Expand role of a formal **Governance Committee** with responsibilities for accelerating key internal initiatives (along with providing new leadership opportunities):

- Executive Board eligibility
- CSPN officer rules and practices
- Committee leadership structure, roles and charters
- Nominations
- Diversity/inclusion
- Leadership and committee succession planning
- Communications
- Implementation and monitoring of strategic plan progress
- Consensus process

**OBJECTIVE 2**

**Systemize implementation** of strategic plan.

**OBJECTIVE 3**

Improve and institutionalize process to **achieve member consensus** on key issues.

---

**GOAL 4:** Proactively **anticipate accelerated changes in higher education**, including those from COVID-19, that impact the future appeal and use of 529 plans.

**OBJECTIVE 1**

Gain **expert opinions** to enable organization to address savings impact in long-term planning  
Subjects to include:

- Changing perceptions on value of higher education
- View of higher education in 18 years
- Enrollment trends
- Move to online learning
- Financial pressures

---

**GOAL 5:** Ensure **adequate resources** to pursue organization's mission and vision.

**OBJECTIVE 1**

Establish process for biennial review of financial structure.

# ENGAGEMENT:

Raise the voices, engagement, and development of members to ensure the continued work and success of CSPN

## GOAL 1: Ensure **sustainability** of committee leadership.

### OBJECTIVE 1

Implement **leadership development and succession planning** for CSPN committee chairs.

## GOAL 2: Provide opportunities for members to **develop skills, knowledge, and relationships**.

### OBJECTIVE 1

Continue to enact strategies for enhancing CSPN **member recruitment and engagement** through 2022.

## GOAL 3: Improve **communications** to members.

### OBJECTIVE 1

Keep members better informed of organization and committee activities and progress.

### OBJECTIVE 2

Explore adding **part-time administration position** to CSPN staff with focus on communications and reporting to members.

## GOAL 4: Leverage **senior leadership support** to further encourage CSPN membership and involvement.

### OBJECTIVE 1

Proactively gain and market endorsement of CSPN membership from State Treasurers and Executive Directors.

# AWARENESS:

Lead the 529 industry in driving new 529 plan participation through increased national awareness on the value of saving for education, training, and skill development.

**GOAL 1:** Secure and maintain CSPN as **“the” authoritative and objective source of info** on 529 plans.

## OBJECTIVE 1

Position and affirm CSPN as **the authoritative and objective source** for the national media on 529 savings plans and program.

**GOAL 2:** Create **awareness tactics** for prospective and current account holders.

## OBJECTIVE 1

Gain membership support for a **collective awareness effort** for generating understanding of 529 savings plans and leads generation.

**GOAL 3:** Establish CSPN as **the go to source for members** for communications, information, and data.

## OBJECTIVE 1

Enable and encourage state plans to proactively **convey a consistent and collective message**.



# ADVOCACY:

Protect and expand the appeal and use of 529 plans through advocacy at all levels of government and with all stakeholders.

**GOAL 1:** Maintain and improve access and appeal of 529 plans by **advocating for favorable regulatory requirements** during 2021-2024.

## OBJECTIVE 1

Identify, develop, and prioritize new 529 plan savings opportunities in the federal tax code during 2021-2024.

**GOAL 2:** Enable state plans to understand and explore **expansion opportunities**.

## OBJECTIVE 1

Identify, prioritize and communicate to members the new opportunities for expanding appeal and use of 529 plans, such as CSA, underserved populations, low-income matching scholarships, in-state tuition rewards.

**GOAL 3:** Achieve strong **member engagement** to improve outcomes in federal advocacy.

## OBJECTIVE 1

Proactively enable State members to tell local **stories on the need and benefits of 529 savings** plans.

**GOAL 4:** Secure passage of **federal student financial aid calculations** treatment during 117th Congress.

**OBJECTIVE 1**

Improve possibility of legislation on treatment of 529 plan assets in federal student financial aid calculations during 117th Congress.

**GOAL 5:** Achieve new federal legislation enabling **employer tax incentives** for 529 savings plans.

**OBJECTIVE 1**

Develop position and proactive plan to **advance CSPN perspective** to add employer tax incentive legislation.

