

**Associated Students, California State University, Northridge, Inc.
Strategic Plan Final Report -- 2015-16
May 2016**

Mission

The Associated Students is the primary advocate for students at California State University, Northridge and provides excellent and meaningful programs and services designed to create and enhance a spirited, learning-focused campus environment.

Priority 1 – Business, Operational Practices, and Facilities: Grounded in the philosophy of continuous quality improvement and guided by assessment data Student Affairs units will offer programs, services, and facilities that are student/client centered, effective, efficient, sustainable, collaborative in nature, and responsive to organizational and legal constraints.

Goal 1.1: Increase amount of material reduced, reused, recycled and recycled-content purchased.

Strategy 1.1.1 Expand program for recycling in academic/classroom buildings.

- Methodology 1.1.1 Expand program from Sierra Hall, Education and Oviatt Library to include Chaparral, and Juniper Halls, and determine yield.
- Assessment 1.1.1 Number of containers added to Oviatt, Chaparral, and Juniper Halls.
- Outcome 1.1.1 Funding obtained; 258 containers have been ordered.

Strategy 1.1.2 Publish and Promote “Green Event” guidelines

- Methodology 1.1.2 Distribute this information to student organizations on line and at the recognition conference.
- Assessment 1.1.2 Information will be presented at the recognition conference and will be made available online.
- Outcome 1.1.2 Accomplished. Information was presented at the conference and is now available on line.

Strategy 1.1.3 Expand Sustainable Office Program (SOP)

- Methodology 1.1.3 Make process paperless; establish “recognition” levels, and assess fifty new offices this year and re-visit twenty more.
- Assessment 1.1.3 Number of offices visited and reports written.
- Outcome 1.1.3 In Sixty-seven offices visited and 32 reports completed.

Strategy 1.1.4 Update current AS Sustainability Policy (Resolution from 2009).

- Methodology 1.1.4 Submit legislative referral to this end.
- Assessment 1.1.4 Legislative referrals will be submitted to update both the Sustainability Committee Code and the AS Sustainability Policy

Outcome 1.1.4 Legislative referrals were submitted for both actions. Committee code was approved. Sustainability Policy will be reviewed in Fall semester 2016.

Strategy 1.1.5 Secure approval for design and construction of Sustainability Center from Campus Planning group.

- Methodology 1.1.5 Submit program statement, operations financial plan, and excel sheet to President's Cabinet; as appropriate, seek Chancellor's Office approval; solicit architectural services to complete the program document, establish site and layout, and estimate costs and detailed financial plan.
- Assessment 1.1.5 Will secure Cabinet and Chancellor's Office approval; the design will be completed and costs will be determined.
- Outcome 1.1.5 Accomplished. All documents submitted to President's Cabinet and to Chancellor's Office, and program documents have all been approved. Next phases will be in 2016-17 Plan.

Goal 1.2: Educate students about Associated Students programs and services.

Strategy 1.2.1 Establish 100 Classrooms in 100 Days Initiative

- Methodology 1.2.1.1 Student Leadership will create an interactive presentation that encompasses everything that A.S does for the student body and how to get involved within the organization.
- Assessment 1.2.1.1.1 Student Leadership will create a video, as well as a training handout, and train the members of Senate and Cabinet in how to use both to conduct classroom visits.
Outcome 1.2.1.1.1 Accomplished. The interactive presentation was created during the summer
- Methodology 1.2.1.2 Student Leadership will reach out to faculty throughout the different colleges on campus and request time to present the presentation.
- Outcome 1.2.1.2 Accomplished. Presentations were made in 122 classrooms

Strategy 1.2.2 Expand "In a Minute" Series to give students quick and easy information about Associated Students and Campus Services.

- Methodology 1.2.2 Offer brief online video reports of Senate Meetings and financial processes. (Also see 3.2.1.)
- Assessment 1.2.2 Will expand "... In a Minute" series to other topics
- Outcome 1.2.2 Ongoing. Fall 2015 Judicial Court in a Minute was added in the Senate in a Minute series. Fall 2016 will add AS Department in a Minute for AS programs and services.

Strategy 1.2.3 In February, organize a tabling event each week; organize outdoor office hours for Senators, and organize an AS mini fair at the end of the month in honor of AS Awareness Month.

- Methodology 1.2.3 In the month of February, AS will organize at least one tabling event per week, organize outdoor office hours for Senators, and organize an AS mini fair at the end of the month.
- Assessment 1.2.3.1 The AS Chief of Staff will provide a calendar of events for AS Awareness month, to include at least one tabling event per week, outdoor office hours for Senators, and a mini-AS fair.
- Assessment 1.2.3.2 The AS Chief of Staff will provide an overview of the AS Awareness Month events at the first meeting of the Senate in January, where the progress towards meeting these goals will be announced.
- Outcome 1.2.3 Student Leadership held AS Awareness Month during February, 2016. The event included four (4) “AS On Wheels” outreach events, as well as a “meet your senators” event, Elections tabling at a Farmer’s Market, AS President’s Day reunion with former AS Presidents, and the first annual “High School Student Leadership Conference.”

Strategy 1.2.4 Promote traditional Open Forum opportunities during Senate Meetings and Open Forum online.

- Methodology 1.2.4 Send follow-up emails to campus organizations and entities requesting funding from AS to utilize Open Forum.
- Assessment 1.2.4 Follow-up emails will be sent to those requesting funding to encourage speaking at open forum
- Outcome 1.2.4 Follow-up emails have been sent by the Finance Committee, informing requestors of the opportunity to speak at Open Forum.

Strategy 1.2.5 Create an online event calendar

- Methodology 1.2.5.1 Distribute to staff, student leadership and place it on line.
- Assessment 1.2.5.1. Will continue updating event listings to the WebOne calendar on the AS website, and the Graduate Assistant for Training and Development will provide a master list of scheduled events for 2015-16 to AS Marketing no later than November 20, 2015.
- Outcome 1.2.5.1 The calendar was completed in early November and placed on the AS website. Events are shared with the Red Hot News

- Methodology 1.2.5.2 Promote this event calendar to the student body via AS social media, MIND screen usage, and inclusion in the AS Newsletter.
- Assessment 1.2.5.2 - AS WebOne calendar will be promoted via AS social media and the AS Bulletin.
- Outcome 1.2.5.2 Ongoing. AS Marketing continues to promote the AS website and the WebOne calendar on AS social media as well as in the AS Newsletter. Complete and ongoing.

Priority 2 - Enrollment Management, Retention, and Advocacy: Affirming our belief that each student admitted to Cal State Northridge has the potential and the full opportunity to succeed and guided by assessment data Student Affairs units will offer programs, services, and facilities that build a relationship between the student and the university, enhance student capacity for academic and personal achievement, and assert student needs and expectations to others who contribute to student persistence to graduation.

Goal 2.1: Establish five-year plan for a Matador Bike Shop and secure a “facility” for it.

Strategy 2.1.1 Obtain a previously owned vehicle and refurbish it.

- Methodology 2.1.1.1 Secure, if possible, the donation of a vehicle.
- Assessment 2.1.1.1 Vehicle will be acquired
- Outcome 2.1.1.1 Not yet accomplished.

- Methodology 2.1.1.2 Convert the vehicle into a mobile bike shop
- Assessment 2.1.1.2 Vehicle will be converted
- Outcome 2.1.1.2 Not yet accomplished.

- Methodology 2.1.1.3 Establish a schedule and procedures and policies.
- Assessment 2.1.1.3 Policies, procedures and schedule will be developed and approved where appropriate.
- Outcome 2.1.1.3 Not yet accomplished.

Goal 2.2: Complete Program Review for AS.

Strategy 2.2.1 Complete AS-wide Program Review.

- Methodology 2.2.1 Recruit external and internal teams; create self-study questionnaire, and establish precise timeline for self-study; compilation, visits and report.
- Assessment 2.2.1 Teams will be identified; visit will occur; report will be written and shared with AS, and recommendations will be included in mid-year Strategic Planning process.
- Outcome 2.2.1 Nearly all accomplished. The late submission of the report will defer integration of its findings into the Strategic Plan until 2016-17.

Goal 2.3: AS will promote, facilitate and foster growth in CSUN Matador Pride.

Strategy 2.3.1 Conduct assessment internally and with Institutional Research on satisfaction and on student success for Matador Campers

- Methodology 2.3.1 Camp experience will be assessed by participants and persistence in enrollment and academic success will be assessed by Institutional Research.
- Assessment 2.3.1 2015 participants will assess their Camp experience; Institutional Research will report persistence and success of 2013 and 2014 participants.
- Outcome 2.3.1 Opinions were collected and analyzed. Awaiting Institutional Research's analysis of prior years' Campers' "success".

Strategy 2.3.2 Expand on engagement with Intercollegiate Athletics

- Methodology 2.3.2.1 Provide ticketing support; sports club/NCAA integration; cheer and dance team support; access to AS media for NCAA events; IRA support; post-season ticket purchases; resolutions supporting successful NCAA teams, and athletic training resource sharing.
- Outcome 2.3.2.1 Post-season ticket and transportation funding was offered to athletics; ticketing services continue to be offered to athletics; AS Sport Clubs and Athletics are working to coordinate mutual fan support; AS continues to support the cheer and dance teams in both their campus and competition efforts, and the respective athletic training resources have been shared.

- Assessment 2.3.2.2 The Chair of Athletics will work with the University Affairs committee to draft resolutions in support of winning athletic teams; resolutions will be written and passed by the Senate.
- Outcome 2.3.2.2 In 2015-16 there was no post-season play

- Methodology 2.3.2.3 Have AS -- as an organization -- attend one athletics or Sport Club events in the Fall semester and one in the Spring Semester.
- Assessment 2.3.2.2 The Chair of Athletics will organize an evening where AS -- as an organization will attend one athletics or Sports Club event. A similar event will be scheduled for the Spring 2016 semester to occur no later than April 15, 2016.
- Outcome 2.3.2.2 Chair of Athletics organized a Student Leadership Sports Night for the home opener of the Men's Basketball team.

- Methodology 2.3.2.3 AS will support visibility efforts to increase school spirit through the Bring Out the Red campaign by a resolution.
- Assessment 2.3.2.3 The University Affairs Committee will pass a resolution on the Bring Out the Red campaign.
- Outcome 2.3.2.3 Accomplished. A legislative referral for Bring Out the Red was considered and approved in Fall 2015.

Strategy 2.3.3 Develop a means of honoring deceased or “Fallen” Matadors through the Tradition of the Rose.

- Methodology 2.3.3 File legislative referral toward this end.
- Assessment 2.3.3 Legislation updating the tradition of the Rose will be introduced into the university affairs committee and passed by the senate.
- Outcome 2.3.3 Accomplished. Legislative referral was submitted and resolution was considered and approved in Fall 2015.

Goal 2.4: Improve the health, safety, wellness and recreational and community life of CSUN students through the Sport Clubs program.

Strategy 2.4.1 Expand athletic training program to provide competition and clinic hours, as well as coordination with other campus providers.

- Methodology 2.4.1 Assess best way to expand coverage.
- Assessment 2.4.1 An assessment will be completed detailing the current coverage of sport club events and a plan will be devised for increasing or reallocating coverage as needed.
- Outcome 2.4.1 In progress.

Strategy 2.4.2 Expand the programming offered by the athletic training program.

- Methodology 2.4.2 Create a strength and conditioning program for high risk sport clubs.
- Assessment 2.4.2 A strength and conditioning program will be created and utilized by sports clubs deemed high risk.
- Outcome 2.4.2 Program has been created and used by several teams. Decline in injuries has been reported, especially for soccer.

Goal 2.5: Improve the health, safety, wellness and recreational life of the CSUN community through Outdoor Adventures.

Strategy 2.5.1 Expand the number of outdoor adventure participants and trips served by AS.

- Methodology 2.5.1 Offer an accessible hiking trip.
- Assessment 2.5.1 Number of accessible trips and workshops offered.
- Outcome 2.5.1 Two new trips were offered in fall;

Goal 2.6: Improve the health, wellness and recreational life of the CSUN community through Student Leadership programming.

Strategy 2.6.1 Extend the Farmer’s Market.

- Methodology 2.6.1 Work with Raw Inspirations and university partners, to fully execute an AS sponsored Farmer’s Market.

- Assessment 2.6.1 AS will hold a meeting during the Fall 2015 semester with Raw Inspirations and the TUC to assess the market and make recommendations for the Spring semester.
- Outcome 2.6.1 Meeting with TUC and Raw Inspirations was held. Various incentives for promoting healthy food choices were put in place.

Strategy 2.6.2 Healthier Food Options on Campus.

- Methodology 2.6.2 Help promote the Real Food Challenge.
- Assessment 2.6.2 The issue will be referred into the Sustainability Committee during the Fall 2015 semester.
- Outcome 2.6.2 No action taken yet

Goal 2.7: Advocate for and support initiatives designed to make students' experience more affordable and sustainable.

Strategy 2.7.1 Promote pedestrian, bicycle, ride-sharing and mass transit options.

- Methodology 2.7.1 Promote use of carpooling by engaging the ZimRide program for students.
- Assessment 2.7.1 Zimride online carpooling program will become available to students
- Outcome 2.7.1 Accomplished. Zimride is available for student access in January 2016.

Strategy 2.7.2 Expand ZipCar Program.

- Methodology 2.7.2 Increase the number of ZipCars.
- Assessment 2.7.2 Number of Zipcars will be increased from the existing six cars.
- Outcome 2.7.2 Number of regular ZipCars has not increased; however ZipCar has offered CSUN AS the opportunity to participate in the ZipCar One Way program.

Strategy 2.7.3 Offer free Outdoor Adventure trips and workshops.

- Methodology 2.7.3 Offer free Outdoor Adventure trips and workshops.
- Assessment 2.7.3 Number of free trips and workshops
- Outcome 2.7.3 Two free trips and eight free workshops were offered in Fall 2015. And eight workshops were offered in spring.

Strategy 2.7.4 Encourage students to utilize Matador Exchange to sell and trade items.

- Methodology 2.7.4 Advertise Matador Exchange on MIND screens, in The Daily Sundial, on AS social media sites and AS website, and emails to students in Housing.
- Assessment 2.7.4 Total number of user accounts will be increased compared to the number at the start of 2015-16 academic year

- Outcome 2.7.4 Assessment of the success marketing efforts to increase Matador Exchange user accounts occurred May 2016
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Goal 2.8: Provide and advocate for more jobs, internships, and networking experiences for students on campus.

Strategy 2.8.1 Publicize all AS student employment opportunities and internship-type experiences on AS website on a consistent basis.

- Methodology 2.8.1.1 Post all CSUN AS student employment, volunteer, internship and student leader opportunities on link from AS home page and MIND screens.
- Assessment 2.8.1.1 The consistency of posting of AS student opportunities will increase.
- Outcome 2.8.1.1 Marketing lists student employment/internship/volunteer opportunities on the AS website and AS social media.
- Methodology 2.8.1.2 Promote awareness of the Matador Network.
- Assessment 2.8.1.2 Matador Sports Network will continue to be promoted on AS social media and YouTube channel.
- Outcome 2.8.1.2 Matadors Sports Network has completed weekly segments throughout the academic year, with highlights on YouTube and Facebook. Class credit was given to students working with Matador Sports Network through CTVA.

Goal 2.9: Strengthen the Legislative Affairs Presence and Governmental Advocacy of Student Government on campus and in the community.

Strategy 2.9.1 Maintain close contact with the California State Student Association (CSSA), the Auxiliary Organizations Association (AOA) and the CSUN Director of Government and Community Relations to advocate for student needs and concerns.

- Methodology 2.9.1 Participate vigorously in AOA, CSUnity conference, monthly CSSA meetings, CSSA committees, and CHESS (California Higher Education Student Summit).
- Assessment 2.9.1.1 the AS Student Government will attend monthly CSSA meetings.
- Outcome 2.9.1 The AS President, Vice President and Chair of Legislative Affairs attended all 2015-16 CSSA meetings.
- Assessment 2.9.1.2 AS will send a minimum of four delegates to the CSU Unity conference in August 2015.
- Outcome 2.9.1.2. Accomplished. Seven students attended the CSUnity conference.

- Assessment 2.9.1.3 The AS Chair of Legislative Affairs will meet monthly throughout the regular semester with the CSUN Director of Government and Community Relations to advocate for student needs and concerns.
- Outcome 2.9.1.3 The AS Chair of Legislative Affairs met with the CSUN Director of Government and Community Relations twice during the Spring 2016 semester.

Strategy 2.9.2 Advocate for CSUN students to serve on statewide committees.

- Methodology 2.9.2 Student leaders attending CSSA will be encouraged to apply for statewide committee positions.
- Assessment 2.9.2 AS will distribute materials advertising CSSA opportunities to serve through all AS offices, and at approved posting/distribution points on campus.
- Outcome 2.9.2 Materials were distributed; however, no one applied. Will be continued for next year.

Strategy 2.9.3 Designate a CSUN student to serve as a Liaison to the CSU Board of Trustees.

- Methodology 2.9.3 The AS President will serve as the CSUN student liaison to the CSU Board of Trustees, and will attend every monthly meeting in the gallery to represent CSUN and bring information from the Trustees meeting back to the Senate.
- Assessment 2.9.3 The AS President will attend monthly meetings and provide a report to the Senate following each one.
- Outcome 2.9.3. The AS President and Vice President attended monthly meetings of the CSU Board of Trustees.

Strategy 2.9.4 Create an annual Big Politics or politically focused event.

- Methodology 2.9.4 A fall event to this end will be planned and executed.
- Assessment 2.9.4 AS Productions will be assigned the task of programming a Big Politics-focused event no later than December 7, 2015. If an event is not feasible for the Fall 2015 semester, Productions will report that to the AS President and make recommendations for an alternative event no later than December 7, 2015.
- Outcome 2.9.4 Outcome 2.9.4 AS Productions collaborated with the USU to produce the speakers lecture featuring noted political journalist Soledad O'Brien on March 10, 2016.

Strategy 2.9.5 Work with the local government and other community organizations surrounding CSUN in order to increase internship opportunities and our presence in the community.

- Methodology 2.9.5 Reach out to organizations across the San Fernando Valley and establish formal partnerships.

- Assessment 2.9.5 AS will assign a Senator during the Fall 2015 semester to work through the External Affairs Committee on creating internship opportunities and heightening our presence in the community.
- Outcome 2.9.5 The A.S. Senate passed SB 2015-16-016: Associated Students Student Led Initiative on Community Partnerships on May 9, 2016., as well as supported and participated in the planning of the Valley Transportation Summit at CSUN on March 7, 2016.
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Goal 2.10: Support expansion of CSUN Dream Center.

Strategy 2.10.1 Take stance in support of Dream Center and AB 540 students

- Methodology 2.10.1.1 Present a resolution in favor of a Dream Center on campus and the importance of it.
- Assessment 2.10.1.1 AS will present a resolution in favor of a Dream Center on campus to the Senate for approval during the Fall 2015 semester.
- Outcome 2.10.1.1 Accomplished. A resolution in support of the Dream Center was considered and approved in Fall.

- Methodology 2.10.1.2 Educate the AS Board of Directors on what an AB540 Student / Dreamer student is.
- Assessment 2.10.1.2 AS will invite a speaker to do a special presentation on what an AB540 Student/Dreamer student is during the Fall 2015 semester.
- Outcome 2.10.1.2 Accomplished. A speaker educated Senate on this issue in Fall 2015.

- Methodology 2.10.1.3 Present AS as an AB540 Safe Zone to the student body.
- Assessment 2.10.1.3 AS will be designated as an AB540 Safe Zone beginning with the Spring 2016 semester.
- Outcome 2.10.1.3 Nothing yet accomplished.

- Methodology 2.10.1.4 Promote the existing resources and opportunities available to undocumented students.
- Assessment 2.10.1.4 AS will work with marketing to promote the existing resources and opportunities available to undocumented students on the MIND screens and through other means on campus during the Spring 2015 semester.
- Outcome 2.10.1.4 AS has committed to providing financial resources to pay for elements of this program and to use AS media to help promote the Center and educate students about AB 540 students.

Goal 2.11: Team up campus partner LA Clean Tech with the student body.

Strategy 2.11.1 Support student involvement in working with LA Clean Tech

- Methodology 2.11.1.1 Aid in the creation of an Entrepreneurship club on campus. Have the directors from LACI serve as mentors within the club.
- Assessment 2.11.1.1 AS will approve the constitution for an Entrepreneurship club on campus during the Fall 2015 semester.
- Outcome 2.11.1.1 Accomplished. AS helped form the CSUN Entrepreneur Club and linked them to LA Clean Tech Incubator (LACI) staff.

- Methodology 2.11.1.2 Have LACI speak at an AS Senate Special Presentation.
- Assessment 2.11.1.2 AS will invite an LACI representative speak at an AS Senate Presentation during the Fall 2015 semester.
- Outcome 2.11.1.2 Accomplished. LACI staff presented to Senate in Fall 2015.

Goal 2.12: Create a more inclusive AS.

Strategy 2.12.1 Improve the AS practices around inclusive language.

- Methodology 2.12.1.1 Have AS Senate Special Presentations on inclusive language, diversity and oppression.
- Assessment 2.12.1.1 AS will schedule and hold a special presentation on inclusive language, diversity and oppression.
- Outcome 2.12.1.1 A Special Presentation on this topic was held following the March 15 Senate meeting.

- Methodology 2.12.1.2 Support and cross-promote University Student Union's Inclusive Language Campaign week.
- Assessment 2.12.1.2 AS will ask the Graduate Assistant for Training and Development to work with the USU's Inclusive Language Campaign to facilitate having AS partner with one event before the end of the Spring 2016 semester.
- Outcome 2.12.1.2. AS promoted the spring semester USU Inclusive Language Campaign.

- Methodology 2.12.1.3 Have the AS Constitution and other official documents be gender neutral.
- Assessment 2.12.1.3 AS will write a legislative referral asking that the constitution be made gender neutral, and will place those language changes onto the Spring.
- Outcome 2.12.1.3 Senate considered and approved changes to codes in Fall 2015 and has a referendum on the ballot in Spring to amend the Bylaws.

Goal 2.13: Support the Creation of a CSUN Food Pantry.

Strategy 2.13.1 Take a stance in support of the creation of a food pantry on campus.

- Methodology 2.13.1.1 Present a resolution in favor of a food pantry on campus and the importance of it.

- Assessment 2.13.1.1 AS will write a legislative referral regarding the creation of a resolution supporting a food pantry on campus before the end of the Spring 2016 semester.
- Outcome 2.13.1.1 Accomplished. A resolution supporting a food bank on or near campus was considered and approved in Fall 2015.
- Methodology 2.13.1.2 Educate the AS Board of Directors on the need of food security within CSUN.
- Assessment 2.13.1.2 AS will host a special presentation during the Fall 2015 semester on the need of food security within CSUN.
- Outcome 2.13.1.2 Accomplished. A Special Presentation on food insecurity was made to Senate in Fall 2015.

Goal 2.14: AS will address sexual violence on campus.

Strategy 2.14.1 AS will collaborate with administration to hold a town hall meeting with President Harrison, Vice President Dr. William Watkins, and Chief of Police Anne P. Glavin.

- Methodology 2.14.1 Allow students to express concerns over personal or broader issues related to sexual violence on campus.
- Assessment 2.14.1.1 The AS President will participate in a town-hall meeting in Housing during the Fall 2015 semester that includes the Chief of Police, Dr. Watkins and possibly Dr. Harrison.
- Outcome 2.14.1.1 President and Vice President participated in housing town hall.
- Assessment 2.14.1.2 The AS President will explore the need for an additional town hall, and check with the President and Dr. Watkin's calendars to see when such a town hall could be scheduled if needed.
- Outcome 2.14.1.2 It was determined that an additional town hall would not be productive.

Strategy 2.14.2 AS will work to educate students with workshops and signs that address rape culture.

- Methodology 2.14.2.1 Students will be educated about rape, how to prevent it, and how to report it.
- Assessment 2.14.2.1 A legislative referral will be send to University Affairs Committee asking them to work with the SHC, Counseling Center and other on-campus stake-holders on what workshops are available and how best to help publicize these. The University Affairs Committee will present a report to the senate with recommendations.
- Outcome 2.14.2.1 This issue was not referred to University Affairs during the 2015-16 semester

- Assessment 2.14.2.2 The marketing department will be consulted about the best way for AS to reach students with the targeted information, and the Senate will work with marketing on any budget request that may be forthcoming to support it.
- Outcome 2.14.2.2 Not yet accomplished

Priority 3 - Maximizing Financial Resources: Student Affairs units will strive to supplement their general fund budgets through participation in division-based fundraising activity, solicitation of program sponsorships, implementation of fee for service options, grants and contracts, foundations, and other means as may become available.

Goal 3.1: Stabilize and increase diversified external funding for appropriate programs.

Strategy 3.1.1 Develop online point of sale for sport club merchandise.

- Methodology 3.1.1 Explore current working systems with other campus entities for a natural partnership (TUC, Athletics, Bookstore).
- Assessment 3.1.1.1 Clubs will have an online point of sale for sport club merchandise.
- Outcome 3.1.1.1 Clubs have not been able to sell products online this semester, due to issues with Sports Chalet. Alternative vendors are being explored for the 2016-17 year.

Strategy 3.1.2 Develop methods for collecting fees from Sport Clubs to offset student wages.

- Methodology 3.1.2 Explore NIRSA campus practices for fee collection with Sport Clubs, with the intent of implementing in Fall 2015.
- Assessment 3.1.2 Sport Clubs will collect fees from clubs to offset student wages.
- Outcome 3.1.2 A per-participant fee has been assessed to sport clubs, balancing the budget for facility staffing.

Strategy 3.1.3 Secure external funding for Outdoor Adventures, including Camp Matador.

- Methodology 3.1.3 Apply for grants through various on-campus and off-campus entities
- Assessment 3.1.3 Value of donated goods, services and cash
- Outcome 3.1.3 Outdoor Adventures has – to date – secured \$7,400 in value in donations, for Camp Matador

Goal 3.2: Make access to, allocation of and use of the AS fee more equitable, accountable and economical.

Strategy 3.2.1 Teach AS funding process to requestors with contemporary media. (See also 1.2.1)

- Methodology 3.2.1 Make brief video and power point presentations, explaining discrete segments of the AS allocations and spending policies, practices and procedures to be available online.
- Assessment 3.2.1 AS Funding process will be explained in video presentations and made available online.
- Outcome 3.2.1 Completed Fall 2015. Instructional video produced for 2016-17 budget request cycle.

Strategy 3.2.2 Promote access to OpenGov.com software to share budget information and increase transparency with students.

- Methodology 3.2.2 Put OpenGov.com on AS website and populate it with AS financial information.
- Assessment 3.2.2 OpenGov.com will be placed on the AS website and used to share budget information with students.
- Outcome 3.2.2 Delayed. OpenGov.com is ready to launch on the AS website, pending on finalization by AS Accounting.

Priority 4 - Staff Development and Well-being: Student Affairs is committed to creating a work environment based upon clear and reasonable expectations, in which performance evaluation is constructive and developmental, that provides opportunity for continuing development of skills and abilities, that recognizes and expresses appreciation for the contributions of individuals and groups, and encourages and facilitates physical, emotional, interpersonal, career, and spiritual well-being.

Goal 4.1: Enhance staff effectiveness and satisfaction through media, programming, training, team building, leadership development, and other topics of interest.

Strategy 4.1.1 Complete and publish a student employee handbook.

- Methodology 4.1.1 Complete editing of handbook and secure Personnel Board and Senate approval of it.
- Assessment 4.1.1 Student employee handbook will be distributed by start of Fall 2015 semester.
- Outcome 4.1.1. Human Resources created and Senate approved a student employee handbook in Summer 2015.

Goal 4.2: Improve retention of senators, cabinet, and student employees

Strategy 4.2.1 Foster leadership and professional development for senators, cabinet, and student employees.

- Methodology 4.2.1.1 Student Leadership will host a “Re-Boot” camp training in January for returning Senators, cabinet members and student employees from all departments of AS.

- Assessment 4.2.1.1 Student Leadership will host a “Re-Boot” camp in January 2016. The camp will include returning Senators, cabinet members, and student employees from all departments of AS and Student Life.
- Outlook 4.2.1.1 Accomplished. Future efforts will focus on increasing audience size.

- Methodology 4.2.1.2 Establish organization-wide staff and student development program for summer.
- Assessment 4.2.1.2 AS will hold the first organization-wide staff and student development program in July 2015.
- Outlook 4.2.1.2 Accomplished. Strong program and turnout. Continued for 2016.

Strategy 4.2.2 Create an exit interview form for students leaving their leadership positions.

- Methodology 4.2.2 The AS Executive Cabinet will develop an exit interview form to give to students who leave Senate, cabinet or other leadership positions.
- Assessment 4.2.2 The AS Cabinet will develop an exit interview form to give to students no later than the end of the Fall, 2015 semester.
- Outcome 4.2.2. Form was created in December 2015 and is available for use. The Cabinet did not accomplish this Strategy by the end of the Spring 2016 semester.

Goal 4.3: Establish plan for evolving organizational structure in light of recommendations from Program Review results. *(The strategies in this section are subject to recommendations from External Review Team.)*

Strategy 4.3.1 Create AS Sustainability Manager position description.

- Methodology 4.3.1 Propose position description for AS Sustainability Manager to Personnel Board.
- Assessment 4.3.1 Sustainability Manager position will be presented to the Personnel Board.
- Outcome 4.3.1 Position description has been drafted but consideration of it will be deferred indefinitely.

Strategy 4.3.2 Establish succession planning, especially in Accounting, Administration and Children’s Center.

- Methodology 4.3.2.1 Review observations and recommendations of Program Review Team.
- Assessment 4.3.2.1 External Review team report will be reviewed.
- Report has been reviewed by all AS staff and student employees and student leadership

- Methodology 4.3.2.2 As appropriate, integrate recommendations into AS Strategic Planning, position descriptions and organization chart.
- Assessment 4.3.2.2 Recommendations will be integrated into the Plan.
- Outcome 4.3.2.2 Completed for Children’s Center; others accomplished over the next two years.

Priority 5 – Student Learning and Development: Student Affairs departments will establish learning outcomes for their programs and services. These outcomes will, when appropriate, complement the outcomes established for General Education and contribute to student achievement of the University outcomes desired for CSUN graduates. Assessment of learning outcomes will occur and the results used to guide program and service planning and budget decisions.

Goal 5.1: Common Learning Outcome 4 – The student will work effectively in teams.

Strategy 5.1.1 AS will begin a two-year assessment effort to gauge how well student leaders/staff work effectively in teams in Student Leadership, Productions, Outdoor Adventures, Sport Clubs, Children’s Center and the Recycling Center.

- Methodology 5.1.1 The first phase of the assessment included assessing the training offered to student leaders/employees throughout AS
- Assessment 5.1.1 The first phase of the assessment was sent to selected groups by November 1, 2015 and results tabulated and distributed to supervisors by the end of the Fall 2015 semester. The results collected from 61 student leaders showed that:
 - 44 reported their communication skills as 4.0 on a scale where 0 represented no skill and 5 represented a rating of “outstanding.” 47 reported their conflict management skills as a 3.0 on the same skills, with 12 reporting their skills as a 2.0 or below.
- Outcome 5.1.1 The information gained from the Fall 2015 assessment was used as the basis for designing the Winter 2016 Reboot Camp. The information gained from the Fall 2015 assessment was used as the basis for designing the Winter 2016 Reboot Camp. The focus of Reboot Camp was to build the ability to work well within a variety of team settings using positive communication and conflict resolution skills, with an emphasis on showing how to use positive communication skills to help resolve conflict.
- Outcome 5.1.2 The students who attended Reboot Camp were asked to self-assess their ability to work in teams at two different points:
 - Prior to Reboot Camp, 73 of 122 positive RSVP’s said they rated their Communication skills as a 4 on a scale where 0 represented no skill and 5 represented a rating of “outstanding.”
 - 61 percent of the same group rated their Conflict Management skills as average.

- Following reboot Camp, all 89 attendees were asked to respond to an on-line survey. 21 of the attendees filled out the survey. Of those 21 attendees, 18 said Reboot Camp added to their skills.
- Of those same 21 students, 20 said their Conflict Resolution skills would be rated as a 5 or “outstanding” as a result of the workshops. None said their skills had not improved at all.
- Outcome 5.1.3 The same assessment tool used in Fall 2015 was given to the same groups of AS student leaders. The assessment was not adjusted to take that factor into account. The results of both the Fall and Spring assessment showed the following:
 - Student Leaders assessed themselves very high (4.0 and above) when it came to their own ability to work in teams. The assessments conducted at the beginning, middle and end of the semester showed very similar results across the board from student leaders. They assessed their communication skills as much higher than the advisors working with them reported observing their skills.
 - There is strong belief from both students and advisors that working in committees builds both communication and conflict resolution skills – but the student leaders assess themselves as higher in their skill levels than advisors do, particularly in the beginning of the work cycle.

Priority 6 - Technology Advancement: Student Affairs will utilize technology to improve access to information, facilitate access to business processes from anywhere at any time, create opportunities for program and service delivery, and to engage students in learning opportunities.

Goal 6.1: Provide increased and enhanced web-based services to student clients and others.

Strategy 6.1 Utilize/implement web-based applications for all AS information and services for ease of accessibility and participation.

- Methodology 6.1.1 Continue to add transactional business to AS website
- Assessment 6.1.1 Transactional business will continue to be added to the AS website.
- Outcome 6.1.1 Ongoing process of adding transactional business to the AS website, as exemplified by budget requests, volunteer opportunity opportunities, student employment applications, Matador Discounts vendor form.
- Methodology 6.1.2 Work with Universal Design Center to ensure accessibility of all AS web pages.
- Assessment 6.1.2 Will continue to work to ensure accessibility of all AS web pages.
- Outcome 6.1.2 Ongoing monitoring of the AS web pages will continue.