UNIVERSITY STUDENT UNION 2015–2016 STRATEGIC PRIORITIES

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- SA 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 and efficient, sustainable, collaborative in nature, and responsive to organizational and legal constraints.
 - Goal 1.1: Develop a comprehensive campus recreation program that assists in student satisfaction and contributes to student persistence to graduation.
 - Strategy 1.1.1: Plan, prepare and successfully open The Oasis Wellness Center
 - Outcome 1.1.1: The Oasis Wellness Center will open as planned at the start of the 2015 Fall Term.
 - Assessment 1.1.1: Review the progress towards opening The Oasis Wellness Center by comparing actual milestone dates against the project timeline, as well as completion by August 24, 2015.
- SA 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 and efficient, sustainable, collaborative in nature, and responsive to organizational and legal constraints.
 - Goal 1.2: Promote recreation and programming through the Games Room to enhance student life on campus.
 - Strategy 1.2.1: Collaborate with the University Corporation (TUC), Facility Planning Design and Construction, and LPA Architects to assess the feasibility of renovating the Games Room area to include a TUC foodservice concept, additional programing space, additional lounge space, expanded services, and an aesthetic that appeals to students.
 - Outcome 1.2.1: Preliminary report with recommendations regarding scope, implications, project timeline and potential costs to be completed by October 31, 2015 for management team review.
 - Assessment 1.2.1: Actual timeline for completion of the data analysis will be compared to projected timeline.

- SA 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 and efficient, sustainable, collaborative in nature, and responsive to organizational and legal constraints.
 - Goal 1.3: Maximize and effectively maintain and utilize USU facilities and spaces to better support student success and engagement.
 - Strategy 1.3.1: Develop a written draft of a USU Facilities Master Plan in conjunction with architects and Business Services to secure a comprehensive study and potential cost implications.
 - Outcome 1.3.1: Formalized draft of USU Master Plan will be completed by June 30, 2016 for review and comment by USU Management Team and Board of Directors.
 - Assessment 1.3.1: Actual timeline for completion of draft Master Plan and potential costs will be compared to projected timeline and a report will generated with recommendations for management team review on a monthly basis.
- SA 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 and efficient, sustainable, collaborative in nature, and responsive to organizational and legal constraints.
 - Goal 1.4: To continually improve and enhance USU facilities in order to provide the CSUN community and guests with quality facilities, equipment and technology in support of student success efforts and to increase revenue generating opportunities.
 - **Strategy 1.4.1**: Develop a funding plan, construction documents and timeline for the renovation of the Northridge Center complex.
 - Outcome 1.4.1: Approval of a funding plan by USU BOD (TBD) and completion of construction documents and project timeline for the NRC by (TBD).
 - Assessment 1.4.1: Actual timeline for completion of funding plan, completion documents and project timeline will be compared to projected timelines.
- SA 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 and efficient, sustainable, collaborative in nature, and responsive to organizational and legal constraints.

- Goal 1.5: To continuously review and refine USU facilities, equipment, services, programs and technology in support of enhanced efficiencies and effectiveness and student success and engagement.
 - Strategy 1.5.1: Develop a short and a long-range plan and prioritization of program review recommendations:
 - Outcome 1.5.1: Completion of USU Program Review Analysis will be completed by December 22, 2015.
 - Assessment 1.5.1: Actual dates of completion will be compared to projected timeline and analysis of percentage completed by due date will be completed by June 30, 2016.
- SA 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: Develop a comprehensive campus recreation program that assists in student satisfaction and contributes to student persistence to graduation.
 - **Strategy 2.1.1:** Study the relationship and possible impact between SRC participation and GPA to determine if there is a correlation between the two.
 - Outcome 2.1.1: An executive summary will be created by December 31, 2015 from the report that Institutional Research (IR) creates that analyzes SRC student participation and GPA/persistence.
 - Assessment 2.1.1: Student SRC users will be generated from the SRC Fusion membership database. The frequency of SRC use by this sample will be collected for the fall 2012 through spring 2014 terms and compared to GPAs and persistence. The correlation between frequency of use and GPAs/persistence will then be compared.
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- Goal 2.2: To implement an Inclusive Language Campaign on campus to encourage dialogue and challenge behaviors around the language people choose to use which may be offensive, hurtful or ignorant.
 - Strategy 2.2.1: Create passive and active programs that challenge students and CSUN community members to think critically about the language they choose
 - Outcome 2.2.1: Students and CSUN community members will have an increased awareness of how the words they choose can impact other people, regardless of intent.
 - **Assessment 2.2.1:** Representative focus groups will be conducted to determine the impact of the campaign on awareness as well as the future direction of the campaign.
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 - Goal 2.3: Provide easy-access documentation for stakeholders regarding USU's impact on student's capacity for personal achievement, persistence and/or specific learning outcomes, and relationship with the university.
 - Strategy 2.3.1: Launch a USU Assessment Web site on which to publish key corporate assessment results
 - Outcome 2.3.1: Assessment results from various USU Departments will introduce stakeholders to degrees in which the USU is enhancing student capacity for personal achievement.
 - Assessment 2.3.1: USU Web site to contain documented evidence of student satisfaction with programs and facilities, as well as student learning impacts from programming, employment and leadership experiences.
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 - **Goal 2.4**: Provide opportunities and programs assisting students to remain at CSUN, enrich their institution affiliation and graduate from the university.

- **Strategy 2.4.1:** Assess USU student employment for possible impacts on persistence, student retention and deepening student connections to CSUN.
 - Outcome 2.4.1: A comprehensive report on findings from two assessments will be presented to the Management Team by June 30, 2016. (1) The USU pre/post-employment instrument, (2) Interviews and/or focus groups with selected engaged USU student employees.
 - **Assessment 2.4.1:** Establish a 12-month planning schedule and compare actual achievement to set milestones.
- SA 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:** Expand the current external use of USU Meeting Rooms to increase revenue streams and defray potential student fee increases.
 - Strategy 3.1.1: Examine current utilization patterns to determine available
 dates for external use and revise existing marketing plan to generate revenue
 during these underutilized periods.
 - Outcome 3.1.1: Revision of existing "Events that Shine" marketing plan and develop a written marketing sales strategy and plan to promote when USU Meeting Rooms and other facilities are available by January 1, 2016.
 - Assessment 3.1.1: Track sales and marketing leads to determine effectiveness of sales and marketing plan, adjust as needed to maximize sales.
- SA Priority 4 Staff Development and Well-being: The capacity of the Division of Student Affairs to contribute to student and University success is directly linked to the capacity of the staff to perform at a high standard. Therefore, 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 that encourages and facilitates physical, emotional, interpersonal, career, and spiritual well-being.
 - Goal 4.1: To implement an ongoing training and development program for USU staff and student assistant employees that enhances knowledge, understanding and awareness of diversity-related issues.
 - **Strategy 4.1.1**: Create diversity training opportunities for staff and student assistant employees.
 - Outcome 4.1.1: Staff and student employees will have enhanced awareness of diversity-related issues and a baseline of self-reported knowledge will be established.

- **Assessment 4.1.1:** Post-training assessments will be administered to participants following each training.
- SA Priority 4 Staff Development and Well-being: The capacity of the Division of Student Affairs to contribute to student and University success is directly linked to the capacity of the staff to perform at a high standard. Therefore, 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 that encourages and facilitates physical, emotional, interpersonal, career, and spiritual well-being.
 - Goal 4.2: To implement an ongoing employee training and development program for supervisors that enhances skills and increases positive performance.
 - **Strategy 4.2.1**: Develop a formal training program for student assistant employees on how to utilize Timeforce and Ultipro.
 - Outcome 4.2.1: Student employees will learn how to utilize Ultipro to view accrued sick leave hours. Student assistant employees will learn how to utilize Timeforce to request paid time off for sick leave.
 - Assessment 4.2.1: Students will complete a post assessment instrument to determine if knowledge and understanding of the appropriate process has been obtained.
- SA Priority 4 Staff Development and Well-being: The capacity of the Division of Student Affairs to contribute to student and University success is directly linked to the capacity of the staff to perform at a high standard. Therefore, 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 that encourages and facilitates physical, emotional, interpersonal, career, and spiritual well-being.
 - Goal 4.3: To examine, plan and publish a corporate-wide assessment of staffing levels, organizational structure, compensation and Fair Labor Standards Act (FLSA) status of staff to continually improve USU operations, services, programs and staff morale.
 - Strategy 4.3.1: Hire an external consultant(s) to conduct by July, an
 assessment of current USU staffing levels and organizational structure by
 October and complete a report with recommendations by December 20, 2015.
 - Outcome 4.3.1: A report will be prepared by December 20, 2015 which details recommendations for staffing levels and organization structure for the future of the USU.

- **Assessment 4.3.1:** Actual completion dates for the analysis project will be compared to the projected completion dates.
- SA 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: To establish learning outcomes and offer interventions that support student readiness for post-college employment.
 - Strategy 5.1: Develop a three-to-five year plan for organizational learning outcomes
 - Outcome 5.1.1: A Learning Outcome plan that recommends rollout goals, objectives, strategies and resources for each year will be presented to the Management Team by June 30, 2016.
 - **Assessment 5.1.1:** Establish a 12-month planning schedule and compare actual achievement to set milestones.