

University Student Union Strategic Priorities 2009-2010

- **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, collaborative in nature, and responsive to organizational and legal constraints.
 - **Dept. Goal 1.1:** - Support the design, development and construction of the Student Recreation Center project that will promote wellness and enhance student life on campus.
 - **Strategy 1.1.1:** - Refine/update the Student Recreation Center financial plan to meet the minimum Debt Service Coverage Ratio (DSCR) and include a minimum operational fee increase that meets the approval of the campus, the Chancellor's Office, and the Board of Trustees.
 - **Outcome 1.1.1:** - The USU will submit a revised financial plan that will be approved by the Board of Trustees in the fall of 2009.
 - **Assessment 1.1.1:** - Compare actual submission and approval dates of the recreation center financial plan and USU operational fee increase by the campus president and the Student Fee Advisory Board (September), the Chancellor's Office's Department of Financing and Treasury (October) and the Board of Trustees (November 2009) against the projected timelines.
 - **Strategy 1.1.2:** - Oversee the construction of the Student Recreation Center and keep project on schedule.
 - **Outcome 1.1.2:** - Construction of the Student Recreation Center will be 35% to 45% complete by June 30, 2010.
 - **Assessment 1.1.2:** - Review the construction project schedule on a monthly basis and analyze the critical path dates against the projected schedule provided by the contractor.
 - **Strategy 1.1.3:** - Oversee construction of the Student Recreation Center and manage expenses and change orders in order to operate within projected costs.
 - **Outcome 1.1.3:** - The Student Recreation Center project will operate within the approved projected budget.
 - **Assessment 1.1.3:** - Review of construction expenses (including contingency) on a monthly basis against the projected cash flow and overall project budget.
 - **Strategy 1.1.4:** - Hold meetings, identify areas of responsibility and/or mutual interest and develop memorandums of understanding (MOUs) with the Associated Students (AS) and the College of Health and Human Development (HHD) related to some aspects of the management and operation of the Student Recreation Center.

- **Outcome 1.1.4:** - The USU will complete MOUs with AS and the College of HHD by June 30, 2010.
 - **Assessment 1.1.4:** - Review the identified areas of responsibility/mutual interest and ensure inclusion in fully-executed and approved MOUs by June 30, 2010.
 - **Dept. Goal 1.2:** - Provide and continually review student union programs, services and retail offerings in order to meet the needs of the student campus community and identify potential changes and enhancements.
 - **Strategy 1.2.1:** - Conduct student union site visits, analyze results of Educational Benchmarking Institute (EBI) and retail surveys, develop recommendations for action, implement appropriate recommendations, and re-conduct programs and services assessments.
 - **Outcome 1.2.1.:** - USU will continue to provide and enhance programs, services and facilities that are desired by students and positively impact student satisfaction by 3% over the previous year.
 - **Assessment 1.2.1.:** - Conduct program evaluations during 2009-10 and retail satisfaction survey of CSUN students in the Spring of 2010 and compare with the results of the EB I survey and retail survey of 2008-09. Compare the completed facility, program and service enhancements with recommendations for action.
- **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.
 - **Dept. Goal 2.1:** - Provide and enhance opportunities for students to develop leadership development skills that contribute to their success.
 - **Strategy 2.1.1:** - Initiate leadership development opportunities for students utilizing a podcast format.
 - **Outcome 2.1.1:** - Students will have access to leadership development materials that can be downloaded and utilized whenever convenient in order to enhance students' capacity for achievement. The USU also will increase participation rates in USU leadership programs by 10%.
 - **Assessment 2.1.1:** - Compare downloading figures for podcasting versus in-person participation rates from the Life Skills Institute from 2008-09 by June 30, 2010.
 - **Strategy 2.1.2:** - Initiate a for-credit general education-eligible leadership course through the department of Recreation and Tourism Management (RTM) that will be offered to students in Student Life Departments (USU/AS/Housing/SDIP) that will focus on emotional intelligence leadership.

- **Outcome 2.1.2:** - Class participants will understand the concepts of emotional intelligence leadership in support of their on-campus leadership and/or employment activities.
 - **Assessment 2.1.2:** - A review of course grades will be conducted by the end of the fall semester and 90% of students should achieve a B or better.
 - **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.
 - **Dept. Goal 3.1:** - Reduce anticipated operating expenses for the USU and the Student Recreation Center in order to develop an appropriate USU operational fee increase and an operating budget that is consistent with enrollment reductions.
 - **Strategy 3.1.1.:** - Review the USU Operating budget and develop a plan to increase revenue and decrease expenses.
 - **Outcome 3.1.1.:** - USU will develop a projected operating budget for 2011-12 that reduces operating expenses and/or increases revenue ensures that a minimum USU operational fee increase is approved by the Campus President and Student Fee Advisory Committee in the fall of 2009 and is responsive to the projected enrollment reductions.
 - **Assessment 3.1.1:** - Compare the 2009-10 operating budget with the 2010-11 operating budget so that a decrease in expenses/ or increase in revenue is achieved, the president approves the operational fee increase for implementation and the operating budget is consistent with the reductions in enrollment.
- **SA 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.
 - **Dept. Goal 4.1:** - Implement an ongoing staff development program for regular staff and graduate assistants that enhances skills, increases performance and sustains camaraderie and team support.
 - **Strategy 4.1.1:** - Develop a quarterly staff development program.
 - **Outcome 4.1.1:** - USU staff will understand key concepts and will enhance skills in the areas of working effectively with others (emotional intelligence), the hiring process, performance management, and effective e-mail communication.
 - **Assessment 4.1.1:** - Staff will evaluate the skills gained at the conclusion of each program.
- **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.

- **Common Learning Theme 2:** - Achieving Capacity for Mutually Supportive Relationships
 - **Common Learning Outcome 3:** - The student will appropriately use e-technology in communicating with others.
 - **Department Strategy 5.2.3:** - USU student employees, committee members and volunteers will participate in the online Workplace Answers' "E-mail in the Workplace" course. E-mail etiquette and assessment articles will be developed and placed on the intranet for student use. Staff will develop a test that will be administered to student employees and volunteers in April to test their knowledge of appropriate e-mail communication methods.
 - **Department Learning Outcome 5.2.3:** - USU students will know how to appropriately use e-technology in communicating with others and 90% of participants will score at least 80% on the spring knowledge assessment.
 - **Assessment Plan 5.2.3.1:** - Results of the spring assessment will be analyzed to assess the percentage of students who have an understanding of appropriate e-mail communication concepts.
- **Common Learning Theme 5:** - Applying Knowledge and Practical Competence
 - **Common Learning Outcome 1:** - The student will work effectively in teams.
 - **Department Strategy 5.5.1:** - Workshops will be offered in the areas of goal development, goal achievement, decision making, and team building. Committee chairs and board/committee members will be mentored by executive secretaries and advisors. Committees will develop, implement, and evaluate annual goals.
 - **Department Learning Outcome 5.5.1:** - Ninety percent of USU BOD committee members (Finance, Facilities, Personnel, and the Union Programs Council) will learn the principles of working effectively in teams.
 - **Assessment Plan 5.5.1.1:** - (Contributing to team functioning) A rubric will be employed which committee executive secretaries and program coordinators will utilize in April or May of the spring semester to evaluate committee members' contributions towards team functioning. Students also will complete a Student Voice online survey at year end to self report their achievement in team functioning.
 - *Projects*

- "Chair A Meeting with Confidence" (2009-10) E-Book
 - **Methodology**
This e-book was given to all Board of Directors committee chairs as a tool to use when running meetings. It was part of an intervention/training plan as related to team functioning.
 - **Assessment Plan 5.5.1.2:** - (Task accomplishment)
A rubric will be employed which committee executive secretaries and program coordinators will utilize at the end of the spring semester to evaluate committee members' completion of assigned tasks. Students also will complete a Student Voice online survey at year end to self report their achievement in task accomplishment. Committees will complete an analysis of annual goals by May 2010.
- **SA 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.
 - **Dept. Goal 6.1:** - Relocate, expand and upgrade the USU Computer Lab to assist students in achieving their educational goals.
 - **Strategy 6.1.1:** - Relocate and expand the USU computer lab to open in spring 2010.
 - **Outcome 6.1.1:** - USU will relocate and expand from 70 workstations to 121 workstations by the end of spring 2010 and project will be completed within the approved budget.
 - **Assessment 6.1.1:** - Compare the computer lab project completion date and actual expenses against projected completion dates and approved project budget.
 - **Dept. Goal 6.2:** - Continue to enhance the use of technology and online communities to increase student knowledge of USU programs, services and facilities.
 - **Strategy 6.2.1:** - Continue to market opportunities for students to join the USU mobile club, an e-mail notification system, and the USU Facebook community.
 - **Outcome 6.2.1:** - The USU will increase participation rates in the USU mobile club, e-mail notification system, and USU Facebook community by 55% at the end of the spring 2010 semester.
 - **Assessment 6.2.1:** - Using online tracking systems, the USU will compare the participation and membership rates of 2009-10 with those from 2008-09.