

UNIVERSITY STUDENT UNION 2013–2014 STRATEGIC PRIORITIES

- **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.

1.1.1 In Progress, On Schedule: LPA has completed schematic design and the project team is now in the design development phase. Hathaway Dinwiddie has been selected as the general contractor and the project is on schedule to start construction in the fall of 2014.

- **Dept. Goal 1.1:** - Support the design, development and remodel of the USU facilities to develop a Wellness Center that uses an integrated holistic approach to developing students' commitment to well-being and that positively impacts impediments to academic success. Project that will promote wellness and enhance student life on campus.
 - **Strategy 1.1.1:** - Oversee the design and development of the Wellness Center and keep project on schedule. **(Jack/Jimmy)**
 - **Outcome 1.1.1:** - The Wellness Center construction documents will be complete by January 30, 2014 and construction will begin in fall, 2014.
 - **Assessment 1.1.1:** - Review the design development project schedule on a monthly basis and compare the critical path dates against the architect's project schedule dates.
- **Dept. Goal 1.2:** - Support and develop additional usable spaces for program and services in the USU that assist students in enhancing their connection to the campus community.

1.2.1 No Progress to Date: Project will be addressed in the future based on the development of a long range financial, repair and replacement, and construction plans. New date will need to be determined.

- **Strategy 1.2.1:** - Develop a timeline and funding plan for the Plaza del Sol and USU courtyard revitalization project. **(Jack/Debra)**
 - **Outcome 1.2.1:** - The Plaza del Sol timeline and funding plan will be approved by the USU Board of Directors (BOD) by May 2013.
 - **Assessment 1.2.1:** - Review the Plaza del Sol revitalization timeline and funding plan schedule against the actual BOD approval date and projected budget.
- **Strategy 1.2.2:** - Oversee the design and construction of the East Conference Center Renovation (ECCR) **(Jack/Debra)**
 - **Outcome 1.2.2:** - The East Conference Center Renovation will be complete by June 1, 2014 and will include meeting space, space for the Sunny Days Summer Camp program, student lounge,

1.2.2 In Progress, On Schedule: Punch list walk through has occurred. It is expected that the project will be completed on time.

location space and a prayer/meditation/reflection area and foot washing station.

- **Assessment 1.2.2:** - Review the design development and construction schedule on a monthly basis and compare the critical path dates against project construction completion dates.
- **Dept. Goal 1.3:** - Examine the feasibility of and need to renovate the interior of Building C to add meeting space, offices, more effective storage and to maximize available usable space. Adding meeting rooms will effectively increase the total inventory of programmable rooms allowing the USU to increase revenues needed to offset future fee increases, and to be able to create a sustainable, state-of-the-art conference and meeting center.
 - **Strategy 1.3.1:** - Conduct existing space walk-through assessment to discuss feasibility of the project with Campus Architects to determine possible implications, scope and viability of a renovation of existing spaces. **(Jack)**
 - **Outcome 1.3.1:** - Walk-through and feasibility discussion with campus architect to be completed by March 31, 2013, with inclusion of potential implications, possible scope and viability of the project.
 - **Assessment 1.3.1:** - Actual timeline for completion of the data analysis will be compared to projected timeline and a report will be generated with recommendations for management team review including meeting room occupancy and usage statistics.
 - **Strategy 1.3.2:** - Develop a written projected scope of renovation in conjunction with campus architects to secure a comprehensive feasibility study and construction cost estimate. **(Jack)**
 - **Outcome 1.3.2:** - Campus architect construction feasibility and cost estimate will be completed by July 1, 2013.
 - **Assessment 1.3.2:** - Actual timeline for completion of feasibility study and potential costs will be compared to projected timeline and a report will generated with recommendations for management team review regarding the degree to which facility can be modified and potential costs.

1.3.1, 1.3.2, 1.3.3 On Hold: This project will be postponed until at least 2014-15 or beyond pending updating of long financial plan. Budget estimates for SSU Housing have been received. Other projects will be determined and price estimates will be obtained and incorporated into the plan. Date will be revised for the future.

1.3.3 Complete: A needs assessment was conducted with campus students regarding the use of the Quiet Study Room (2nd Floor, Sol Center). The result was to continue the room's use as a quiet study area. No further action is needed.

- **Strategy 1.3.3:** - Develop needs assessment based on current usage, market trends and projected growth for expansion of meeting operations, including startup and ongoing costs projections. **(Jack/Sharon)**
 - **Outcome 1.3.3:** - Needs assessment analysis and budget (to include one-time and ongoing costs, as well as any related plans, i.e. hours of operation, additions to existing staffing plan) will be completed by December 1, 2013.
 - **Assessment 1.3.3:** - Actual timeline completion of needs assessment analysis and budget (including startup and ongoing costs) will be compared to projected timeline and a report will be generated with recommendations for management team review and recommendations to the Board regarding cost benefit analysis and return on investment.

- **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.

2.1.1 Complete: Assessment assistant was hired in August of 2013 has passed knowledge exams and is assisting with departmental assessments.

- **Dept. Goal 2.1:** - Examine, plan and publish corporate-wide assessments as part of the creation of a culture of evidence that strategically plans assessments, establishes transparency for stakeholders, and produces evidence that specific USU programs, services, and/or facilities enhance students' capacity for personal achievement.

- **Strategy 2.1.1:** - Hire an assessment assistant to support assessment management. **(Sharon)**

- **Outcome 2.1.1:** - Assessment assistant will learn assessment fundamentals (i.e. mindset, instrumentation) and begin working with staff to design and edit instruments by June 1, 2014.

- **Assessment 2.1.1:** - Assistant will score 60% or higher on a knowledge exam based on training materials and would have assisted with five (5) instruments.

- **Strategy 2.1.2:** - Build an assessment master calendar that systematically schedules corporate assessments. **(Sharon)**

- **Outcome 2.1.2:** - A master calendar of assessments will be created by Oct. 1, 2013.

2.1.2 On Schedule: Spring 2014 assessments have launched according to calendar dates. Project continues to be on schedule through June 30, 2014.

- **Assessment 2.1.2:** - Fifty percent (50%) of USU departments will launch survey instruments according to calendar parameters.

2.1.3 In Progress, Project Completion Postponed: Identification of the Web site has occurred. Site creation and content load will take place in 2014-2015.

- **Strategy 2.1.3:** - Identify a USU Web site location on which to publish key corporate assessment results. **(Sharon)**
 - **Outcome 2.1.3:** - Student Learning Outcome data from 2010-2011 and 2011-2012 will be published on the USU Web site by June 30, 2014 to introduce stakeholders to the degree to which the USU's Learning Outcomes programs enhance student capacity for personal achievement.
 - **Assessment 2.1.3:** - USU Web site will contain documented evidence of Student Learning programming impacts.

2.2.1 In Progress, Project Completion Postponed: Staff is in the process of compiling documentary evidence on a shared network drive. The internal assessment core team has been named and individual leads for each of the 12 CAS areas have identified team members for preliminary internal assessments and to assist with document compilation. Project postponed until June 30, 2015.

- **Dept. Goal 2.2:** - To conduct the Student Affairs Program review process for the USU in order to assess compliance with the Council for the Advancement of Standards (CAS) and continually improve USU operations, services and programs.
 - **Strategy 2.2.1:** - Gather documentary evidence that supports the 12 College Union CAS standards; organize internal review teams and complete preliminary internal assessment for each CAS category by June 30, 2015. **(Debra/Sharon)**
 - **Outcome 2.2.1:** - Evidence will be gathered and electronically organized by March 2014; preliminary internal assessment for each of the 12 CAS standards will be complete by June 30, 2014.
 - **Assessment 2.2.1:** - Compare actual documentary evidence submissions for all categories against projected evidence areas. Compare actual completion dates for preliminary assessment against projected completion dates check list.

2.3.1 On Schedule: A white paper has been completed that outlines both the immediate and long term goals of the SRC Research and Assessment plan. The Office of Institutional Research has agreed to assist with analyzing participation data

- **Dept. Goal 2.3:** - Develop a comprehensive campus recreation program that contributes to the increase of fitness levels, health, and overall wellness of the campus community and contributes to student persistence to graduation.
 - **Strategy 2.3.1:** - Develop a research and assessment plan that will identify research projects and assessments that will evaluate the SRC's programs and services and their ability to increase the fitness levels, health, and overall wellness of the campus community and student persistence to graduation. **(Jimmy/Sharon)**
 - **Outcome 2.3.1:** - A research and assessment plan for the SRC will be created by June 30, 2014.

2.3.1 On Schedule

(cont.): collected at the SRC. A report with their initial findings will be available by the end of the summer 2014 term.

- **Assessment 2.3.1:** - Review the progress towards completion of the research plan by comparing actual dates against projected dates on the project timeline as well as completion at year end.
- **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:** - Review the long-term financial plan to determine whether there are sufficient net assets to provide funding for current operations & future initiatives.

3.1.1 (1) Completed: The financial plan was revised in November 2013. The DSCR is greater than 1.25 for fiscal years 2013/14 to 2023/24.

3.1.1 (2) Completed – Due to the anticipated transfer of \$6.5 million from the USU operating fund to the USU revenue fund in 2013-14, ending net assets are greater than \$6 million every year in the financial plan with the exception of fiscal year 2014-15.

3.1.2 Completed: The financial plan was revised in November 2013 decreasing the BAB's interest subsidies by 7.2%, the same percentage provided by the CSU Office of Federal Relations and the Chancellor's Office.

3.1.3 Completed: The financial plan was revised in November 2013 and it was determined that it was not feasible to delay the implementation of the \$2.00 operational fee and inflation factor because the ending net assets would be less than \$10 million as of June 30, 2019.

- **Strategy 3.1.1:** - Revise the financial plan to ensure to the following:
 - (1) The minimum Debt Service Coverage Ratio (DSCR) required by the Chancellor's Office is met. **(Joe)**
 - (2) There are sufficient ending net assets each fiscal year in the revenue fund to cover the annual debt service payment for the subsequent fiscal year. **(Joe)**
- **Outcome 3.1.1:** - A revised financial plan by December 31, 2013 with the following outcomes:
 - (1) A minimum projected DSCR of 1.25 from fiscal year 2013/14 through 2018/19.
 - (2) Projected minimum ending net assets in the revenue fund of \$6 million from fiscal year 2013/14 through 2018/19.
- **Assessment 3.1.1:** - Compare the following in the revised financial plan:
 - (1) Projected DSCR's from fiscal year 2013/14 through 2018/19 to the minimum DSCR of 1.25.
 - (2) Projected ending net assets in the revenue fund from 2013/14 through 2018/19 are \$6 million.
- **Strategy 3.1.2:** - Update the financial plan incorporating the potential reduction in the Build America Bonds (BABs) interest subsidy. **(Joe)**
 - **Outcome 3.1.2:** - A revised financial plan by December 31, 2013 decreasing the BAB's interest subsidies by the percentage reduction rate (if any) provided by the CSU Office of Federal Relations.
 - **Assessment 3.1.2:** - Compare the percentage reduction rate in the BAB's interest subsidy in the revised financial plan

3.1.3 (Continued) The plan was updated again in May 2014. Total ending net assets were still less than \$10 million as of June 30, 2019 despite the anticipated transfer of \$6.5 from the operating fund to the revenue fund in 2013-14.

with the percentage reduction rate provided by the CSU Office of Federal Relations.

- **Strategy 3.1.3:** - Update the financial plan to determine if the operational fee and inflation adjustment can be delayed for one more fiscal year. **(Joe)**
 - **Outcome 3.1.3:** - Revised financial plan by December 31, 2013 with a projected minimum of \$10 million (which is the minimum amount needed in order to delay the fees) in consolidated Ending Net Assets after Reserves as of June 30, 2019.
 - **Assessment 3.1.3:** - Assessment 3.3.1: Compare the projected Ending Net Assets after Reserves in the revised financial at June 30, 2019 to \$10 million.

3.2.1 On Schedule:

Negotiations have been completed with Housing regarding transfer of the SSU. Architects have developed an estimate for this project. Final review of transfer pending Housing financial plan and approval by University Administration; tentative transfer date set for June 30, 2014. USU has financial plan in place and ready to be enacted pending administrative Chancellor's Office approval.

- **Dept. Goal 3.2:** - To determine the best uses of the Satellite Student Union in order to maximize use of organizational financial resources.
 - **Strategy 3.2.1:** - To examine alternate possible uses/partnerships regarding the SSU with The University Corporation (TUC) and Housing & Conference Services (H&CS). **(Jack/Debra)**
 - **Outcome 3.2.1:** - To develop a plan of action and financial impact analysis regarding the future of the SSU and its operation by June 30, 2014.
 - **Assessment 3.2.1:** - Review actual completion dates of the SSU alternate use and financial impact analysis against the projected completion date checklist.

- **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.

- **Dept. Goal 4.1:** - To implement an ongoing employee training and development program for supervisors that enhances skills and increases positive performance.
 - **Strategy 4.1.1:** - Develop and present two (2) workshops or on-line trainings for supervisors related to developing performance expectations and conducting performance reviews. **(Kristen)**

4.1.1 In Progress, On

Schedule: The trainings have been merged into one comprehensive and blended online and in-person workshop. The workshop will be presented in early July to answer questions/concerns regarding the evaluation process and to roll-out standardized expectations in preparation for the new academic year.

- **Outcome 4.1.1:**

1. Supervisors will understand how to effectively develop employee performance expectations.
2. Supervisors will understand how to appropriately prepare for and conduct a performance review.

- **Assessment 4.1.1:** - Supervisors will complete an evaluation designed to assess their subject matter knowledge both prior to and following each workshop to determine whether knowledge has increased.

- **SA Priority 5 – Learning Outcomes:** 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.

- **Dept. Goal 5.1:** Support the Board of Directors student representatives and USU student employees in discovering, strengthening, and using their natural talents via the StrengthsQuest® program in order to help them achieve their educational goals.

- **Strategy 5.1.1:** - Incorporate a StrengthsQuest module into the fall 2013 and spring 2014 Student Summits for Student Assistant Employees (SAEs). **(Shannon/Sharon)**

- **Outcome 5.1.1:** - Fifty percent of the students who are employed by the USU will be able to identify their top 5 talent themes by May 31, 2014. At least 10 percent of student employees will be able to recount (in writing) one (1) instance of putting one of their talent themes into practice as part of the spring 2014 StrengthsQuest year-end survey.

- **Assessment 5.1.1:** - Students who are employed by the USU will take two (2) StrengthsQuest®-based surveys following the fall and spring Student Summits. Scores will be compared to 2012-2013 results. As part of a spring 2014 StrengthsQuest survey, students also will be asked to write one (1) recollection about their practice of using a talent theme during the academic year. Findings will be compared to the spring 2013 StrengthsQuest year-end survey results.

5.1.1 In Progress, On

Schedule: SQ was incorporated into fall 2013 and spring 2014 student summits. Analysis of the results of both assessments is on schedule for being completed by June 30, 2014.

5.2.1 In Progress, On

Schedule: SQ was incorporated into BOD summer retreat and BOD GA held 1:1 meetings with BOD members throughout the year. Assessments were launched in May. Results are expected by June 30, 2014.

- **Strategy 5.2.1:** - Include StrengthsQuest training at the Board of Directors summer retreat; mentor BOD Student Representatives in StrengthsQuest throughout the year via individual coaching sessions with the BOD Graduate Assistant. **(Shannon/Sharon)**
 - **Outcome 5.2.1:** - Fifty percent of the USU Board of Directors student representatives will be able to identify their top 5 talent themes by May 31, 2014. At least 10 percent of them will be able to recount (in writing) one (1) instance of putting one of their talent themes into practice as part of the spring 2014 StrengthsQuest year-end survey.
 - **Assessment 5.2.1:** - As part of a spring 2014 StrengthsQuest survey, BOD Student Representatives will be asked to identify their top 5 talent themes and asked to write one (1) recollection about their practice of using a talent theme during the academic year. Findings will be compared to the spring 2013 StrengthsQuest year-end survey results.

5.3.1 In Progress, On

Schedule: Several testimonials from SAE's and new content were added to the SQ intranet page. Survey is currently in progress and expected to be completed by June 30th.

- **Strategy 5.3.1:** - Advertise and promote StrengthsQuest intranet presence/tab with success testimonials. **(Shannon/Sharon)**
 - **Outcome 5.3.1:** - The StrengthsQuest intranet page will become a centralized avenue from which students will seek resources by May 31, 2014.
 - **Assessment 5.3.1:** A sample of students and staff will be surveyed about the usefulness of the content and design of the SQ intranet page in spring 2014.

5.4.1 In Progress, On

Schedule: SQ videos featuring USU student and staff employees talking about each of the 34 themes were taped on January 7 and were posted on the intranet throughout the spring, 2014. Data pertaining to the number of views of 15 videos, video satisfaction, and learning are on schedule to be presented to Management Team by year end.

- **Strategy 5.4.1:** Seek best practices for innovative StrengthsQuest strategies from education and other industries. **(Shannon/Sharon)**
 - **Outcome 5.4.1:** One (1) new idea for engaging students in developing talent themes will be presented to the USU Management Team for consideration by May 31, 2014.
 - **Assessment 5.4.1:** USU Management Team will review the StrengthsQuest recommendation by June 30, 2014.

- **SA Priority 6: Technology Advancement:** 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.

- **Dept. Goal 6.1:** Examine the need for an Innovative Technology Lounge in the former Computer Lab space to assist students in achieving their educational goals by providing the appropriate environment and technology.

6.1.1, 6.1.2

Complete: Facilities and Commercial Services Committee conducted assessment and presented to the BOD; determination was to have the area remain as a quiet lounge.

- **Strategy 6.1.1:** Review data gathered from Oviatt staff regarding the usage and satisfaction with the Oviatt renovation and new furnishings/technology (scheduled to open fall 2013). **(Jack/Debra)**

- **Outcome 6.1.1:** A written analysis of the data from the Oviatt renovation will be created for Management Team and BOD review by January 31, 2014.

- **Assessment 6.1.1:** Data from the Oviatt renovation will be analyzed to determine the degree to which the furnishings/technology is being used and the degrees of satisfaction students have with the furnishings/technology.

- **Strategy 6.1.2:** Develop and administer an assessment to determine student needs for the space. **(Jack/Debra)**

- **Outcome 6.1.2:** An assessment will be administered to students by December 10, 2013. The assessment will have a written analysis and recommendations for review by Management Team and BOD by January 31, 2014.

- **Assessment 6.1.2:** Data will be gathered from students (via focus groups, online or paper surveys) regarding their needs for an Innovative Technology Lounge.

- **Strategy 6.1.3:** Determine the startup and ongoing costs for the Innovative Technology Lounge. **(Jack/Debra)**

- **Outcome 6.1.3:** A recommended budget (to include one-time costs and ongoing costs), operational plans (to include hours of operation and staffing plan) will be created and presented to Management Team and BOD by March 15, 2014.

- **Assessment 6.1.3:** Review development schedule of the Innovative Technology Lounge recommended budget and operational plans against the timelines for departmental budget proposals.

- **Dept. Goal 6.2:** Create an efficient recruitment and application tracking system that will streamline the manual-based recruitment process to an electronic-based recruitment process.

6.1.3 Not

Completed:

Strategy no longer required because the room will be used as a quiet lounge and no additional operational costs are needed.

6.2.1 In Progress, Project Completion Postponed:

Working with Newbury Consulting, Taleo was customized to USU specs in fall 2013. TSS is working with Marketing and GNSA to integrate systems, after which HR will test. Intent is to roll Taleo out in fall 2014. Timeline completion was changed.

- **Strategy 6.2.1:** Test, implement, and integrate the Taleo recruitment software with the Ultipro system in coordination with GNSA and Taleo. **(Joe/Kristen)**
 - **Outcome 6.2.1:** Taleo will be integrated with Ultipro by April 30, 2014 and implemented by September 30, 2014.
 - **Assessment 6.2.1:** Review the Taleo project timeline against the project's implementation and completion schedule.