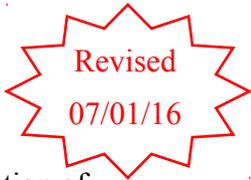


**UNIVERSITY STUDENT UNION
2016-17 STRATEGIC PRIORITIES**

- **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, sustainable, collaborative in nature, and responsive to organizational and legal constraints.
 - **Goal 1.1:** - 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 1.1.1:** - Conduct a needs assessment and analysis of the USU facilities, spaces, and services in conjunction with Brailsford & Dunlavy.
 - **Outcome 1.1.1:** - Formalized draft of facility and programs needs assessment, recommendations, and USU Master Plan will be completed by the end of fall semester 2016 for review and comment by the USU Management Team and Board of Directors.
 - **Assessment 1.1.1:** Actual timeline for completion of assessment, draft USU Master Plan, and potential costs will be compared to projected timeline and a report will be generated with recommendations for management team review.
- **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:** - To promote the understanding of diversity and inclusion.
 - **Strategy 2.1.1:** - Create a three-year structural framework for the Inclusive Language Campaign (ILC) that is based on theoretical concepts and other high-impact practices that will establish the intentionality and sustainability of the ILC.
 - **Outcome 2.1.1:** - Three-year structural framework for the ILC will be completed by the end of Fall semester 2016 for review and comment by the USU Management Team.



- **Assessment 2.1.1:** - Actual timeline for completion of framework will be compared to projected timeline.

- **Goal 2.2:** To provide opportunities and programs that assist students with remaining at CSUN, enriching their institution affiliation and graduating from the university.
 - **Strategy 2.2.1:** - Assess USU student employment for possible impacts on persistence, student retention and deepening connections to CSUN.
 - **Outcome 2.2.1:** - Present findings from the USU pre/post-employment instrument to the Management Team by June 30, 2017.
 - **Assessment 2.2.1:** - Probe assessment results for evidence of impacts on perseverance, retention and deepening university connections based on the USU student work experience.

- **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:** - To ensure there are sufficient financial resources to fund anticipated increases in expenses and future renovation and construction projects.
 - **Strategy 3.1.1:** - Examine the feasibility of and determine by what amount the student union fee could increase in order to fund anticipated increases in expenses and future renovation and construction projects.
 - **Outcome 3.1.1:** - Revised long-term financial plan by June 30, 2017 with a recommended student union fee increase, Debt Service Coverage Ratio (DSCR), and ending net asset level as of June 30, 2030.
 - **Assessment 3.1.1:** - Actual timeline for completion of the financial plan will be compared to the projected timeline for the completion of the financial plan.

- **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 enhance the knowledge, awareness and skills of USU Staff and Student Assistant Employees as it relates to the understanding of cultural differences.
 - **Strategy 4.1.1:** - Create a three-year plan for the implementation and assessment of an intersectional and culturally competent and inclusive development training program for USU staff and student assistant employees.
 - **Outcome 4.1.1:** - Three-year plan for training program will be completed by the end of Fall semester 2016 for review and comment by the USU Management Team.
 - **Assessment 4.1.1:** Actual timeline for completion of framework will be compared to projected timeline.

- **Goal 4.2:** - To continually assess and improve employee engagement in order to enhance employee morale, well-being, and satisfaction.
 - **Strategy 4.2.1:** - Examine the results of the Climate Survey/Employee Opinion Survey (EOS) and develop a plan for corrective action of major themes.
 - **Outcome 4.2.1:** A report for management team review will be prepared by August 1, 2016 which details recommendations for corrective action.
 - **Assessment 4.2.1:** Employee focus groups and/or other tools will be utilized to evaluate employee satisfaction and engagement.

- **Goal 4.2:** - To continually assess and improve employee engagement in order to enhance employee morale, well-being, and satisfaction.
 - **Strategy 4.2.2:** - Work with a consulting firm to conduct an assessment of the organization's compensation plan, classification schedules and capacity to manage job functions with a high degree of staff involvement.
 - **Outcome 4.2.2:** A report for management team review will be prepared by November, 2016 which details recommendation for possible action and implementation.
 - **Assessment 4.2.2:** Actual timeline for the completion of the project will be compared to the projected timeline.

- **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 provide learning-based student work experiences that offer interventions, interactions and tasks that support student readiness for post-college employment.
 - **Strategy 5.1.1:** - Examine findings from the USU’s new pre/post-employment instrument for evidence of impact on post-college employment readiness.
 - **Outcome 5.1.1:** - Present results from the pre/post-employment assessment to the Management Team by June 30, 2017.
 - **Assessment 5.1.1:** - Probe assessment results for evidence of post-college employment readiness based on the USU student work experience. Measure results against milestones established in nationally normed assessments.

- **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.
 - **Goal 6.1:** - To operate the organization efficiently by identifying and developing cost-saving measures.
 - **Strategy 6.1.1:** - Examine the organization’s practices as it relates to technological, operational, fiscal, and human resources in order to identify manual processes that could be automated.
 - **Outcome 6.1.1:** - The Business Efficiencies Work Team will identify at least two current manual practices that can be automated by January 31, 2017.
 - **Assessment 6.1.1:** - Actual timeline for identification of the two manual practices will be compared to the projected timeline.