



**California State University, San Bernardino
Santos Manuel Student Union Board of Directors
Strategic Planning Committee Meeting
Wednesday, December 17, 2025**

Minutes

Members Present: Anjali, Jasmine Bustillos, Benjamin Fejzic, Edgar Lopez, Jocelyn Paz, Michael Rister

Members Absent: Sophia Garcia, Robinpreet Waraich

Staff Present: Monica Baeza, Vilayat Del Rossi, Elizabeth Junker

Guests Present: None

Call to Order: The meeting was called to order at 4:08p.m.

Roll Call: A verbal roll call of attendees was conducted. Quorum was confirmed.

Approval of Minutes:

M/S Lopez/Anjali; motion to approve October 28, 2025 meeting minutes.
Motion passed

Open Forum: No comments.

Adoption of Agenda:

M/S Anjali/Lopez; motion to approve agenda as presented. The agenda was approved by consensus.

Old Business

SP 04/26 Review Model-Strategic Plans from Industry Leaders (Informational, Bustillos)

M/S Lopez/Anjali; motion to open SP 04/26 Review Model-Strategic Plans from Industry Leaders.

During discussion of model strategic plans, committee members shared input on formatting and content preferences for the SMSU strategic plan and accompanying mission, vision, and values. Jocelyn Paz emphasized the importance of clearly defined and distinct sections, citing Cal Poly's use of "objective" and "measure of success" statements as effective and easy to follow. She particularly appreciated the structure built around three pillars—purpose, people, and performance—describing them as "short and sweet" and helpful in providing clarity. Jocelyn also highlighted Cal State Fullerton's plan, expressing appreciation for its time-bound goals and a layout that included mission, vision, culture, and values. She remarked that having only a mission and vision is not encompassing enough to reflect the breadth of work SMSU performs—especially for employees and students engaging with its centers. Edgar Lopez agreed and noted the strength of Cal Poly's formatting, specifically how it pairs highly specific goals such as "implement a talent management program" and "update HR systems" with measurable outcomes. He suggested that SMSU might consider similarly focused, implementation-driven language in its plan. Adding to this, Vilayat commented that as the committee moves forward in the planning process, it will be important to identify which items require explicit definition for execution, while allowing other goals to remain general enough to provide flexibility for staff development and evolving priorities.

4:25pm Jocelyn Paz passed the gavel to Anjali.

New Business

SP 06/26 Mission/Vision rework (Discussion, Paz)

M/S Lopez/Paz; motion to open SP 06/26 Mission/Vision rework.

Jocelyn Paz introduced a discussion on the need to rework the SMSU mission and vision statement as part of the organization's 10-year strategic plan. She explained that student representatives have been focusing on foundational elements of the organization and, based on feedback from the NASPA review, identified a lack of a clear "North Star." She noted that the current mission statement is visually buried on the website and lacks references to student-centeredness, collaborative culture, or inclusion of the Rancho Mirage Student Center at Palm Desert. Jocelyn suggested more descriptive language, such as "student-centered," "student-driven," and "collaboratively providing safe and inclusive spaces," and proposed replacing "enriching" with "impactful." She emphasized the importance of highlighting SMSU's empowering role in providing employment opportunities and autonomy for students.

Mike added that the mission should reflect not only a student-centered approach but also the student-initiated and student-driven origins of SMSU and RecWell facilities. Jocelyn agreed and further emphasized SMSU's unique niche on campus as an empowering, student-operated space that builds belonging and leadership through student employment.

Edgar Lopez supported the initiative, agreeing that the mission and vision should better articulate SMSU's scope and partnerships, especially its role with Palm Desert and other university functions. He noted this conversation aligns with the committee's broader strategic planning

work. Jasmine and Vilayat acknowledged the significance of the feedback and affirmed it would help guide the drafting process, with all feedback being synthesized into future drafts of mission, vision, and values for committee review.

SP 07/26 Creating a solution-based culture (Discussion, Paz)

M/S Paz/Bustillos; motion to open SP 07/26 Creating a solution-based culture.

The committee engaged in a discussion led by Jocelyn Paz on the importance of developing a solution-based organizational culture that does not rely solely on the leadership style of any one individual. She emphasized the need for clear systems to identify, prioritize, and resolve issues, especially during times of leadership transition. Citing recent examples of unresolved concerns. She asked how the organization can ensure accountability and long-term follow-through beyond individual roles. Jocelyn and other members agreed that values like “accountability” should be reflected not only in operations but also in the strategic planning framework.

In response, Vilayat outlined current efforts to build internal controls, clarify decision-making roles, and reduce the need for reactive “firefighting” by addressing root causes. He provided examples of process improvements, including the use of cover sheets for board action items and efforts to make budget reports more accessible. Edgar Lopez added that fostering a more thorough and less rushed decision-making environment would help prevent recurring issues and promote stronger governance. The committee agreed that this conversation will inform future strategic plan development, especially around building a sustainable culture and structure of accountability.

4:45pm Anjali passed the gavel back to Jocelyn Paz.

SP 08/26 Discuss NASPA Review Executive Summary (Informational, Bustillos)

M/S Bustillos/Anjali; motion to open SP 08/26 Discuss NASPA Review Executive Summary.

Jasmine Bustillos presented a condensed overview of the NASPA external review findings, highlighting key themes to support strategic planning. The review found that SMSU and Recreation & Wellness (RecWell) currently lack a unified mission or "North Star" to guide strategic alignment, with outdated mission statements and limited integration between departments. While student employment programs are a major strength—with 96% of student staff reporting skill development—there is a need to more clearly connect students’ work to the organization’s broader purpose. Additionally, few assessments currently exist for non-employee student participants.

Programming efforts were found to be strong but siloed, with limited coordination across units and challenges adapting to emerging student needs. The review also noted untapped opportunities to expand evening and weekend programming in collaboration with other campus partners, and a need for greater professionalization in conference and event services. Due to time

constraints, the committee agreed to defer discussion of the remaining themes—particularly on equity, inclusion, and access—until the next meeting, allowing members more time to review the summarized materials and engage in a more meaningful conversation.

M/S Lopez/Anjali; motion to table SP 08/26 & SP 09/26 to the next meeting.
Motion passed unanimously.

Announcements:

No announcements from committee members.

Adjournment: The meeting was adjourned at 5:03p.m.

Minutes approved by:

Jocelyn Paz, Chair, Strategic Planning Committee

Date