



Strategic Planning Committee
Thursday, October 29, 2026 | 12:00 p.m.
SMSU North Chambers (SUN-3305)
Zoom: <https://csusb.zoom.us/j/86369690025>

Agenda

1. Call to Order
2. Roll Call
3. Approval of Minutes
 - a. September 24, 2026
4. Open Forum
5. Adoption of Agenda

New Business

- | | |
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| SP 04/27 | Election of New Strategic Planning Committee Chair (Action, Del Rossi) |
| SP 05/27 | SMSU & RecWell Strategic Plan Goal Statement Review and Next Steps (Discussion, Bustillos) |

Announcements

Adjournment



**California State University, San Bernardino
Santos Manuel Student Union Board of Directors
Strategic Planning Committee
September 24, 2026**

Minutes

Members Present: Monica Beaza, Anjali Bawa, , Sasha Baltazar, Jasmine Bustillos, Mathew Jenkins, Robinpreet Waraich

Members Absent: Kade Ferguson, Joselyn Gutierrez-Alfaro, David Nguyen, Amira Shalabi

Staff Present : Vilayat Del Rossi, Elizabeth Junker

Call to Order: The meeting was called to order at 12:13pm

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

Approval of Minutes: M/S Beaza/Waraich; motion to approve April 10, 2026 meeting minutes.
Motion passed.

Open Forum: There were no members of the community present.

Adoption of Agenda

M/S Beaza/Waraich; motion to adopt September 24, 2026 agenda as presented.
Motion passed.

NEW BUSINESS:

SP 01/27 Election of Strategic Planning Committee Chair (Action, Del Rossi)

Interim Executive Director Del Rossi provided an overview of the Strategic Planning Committee Chair's responsibilities, including coordinating with staff and committee advisors to support the Committee's work in reviewing, refining, and advancing SMSU's strategic planning efforts. Monica Baeza nominated Robin Waraich, and Robin Waraich nominated Anjali to serve as Committee Chair; both accepted their nominations. Following an initial roll call vote, the vote resulted in a tie. Anjali subsequently withdrew her nomination, and the Committee proceeded

with Robin Waraich as the remaining nominee. Robin Waraich was unanimously elected Chair of the Strategic Planning Committee.

M/S Waraich/Bustillos; motion to approve SP 01-27 Election of Strategic Planning Committee Chair.

1st Round Roll Call Vote:

Anjali Bawa – 2 votes

Robinpreet Waraich – 2 votes

2nd Round Voice Vote to elect Robinpreet Waraich:

5 – Ayes 0 – Opposed 1 – Abstention

Motion passed

SP 02/27 26 - 27 Strategic Planning Committee Charge (Informational, Del Rossi)

Interim Executive Director Del Rossi reviewed the Strategic Planning Committee's charge and responsibilities, including annually reviewing the organization's Strategic Plan and providing recommendations to the Board of Directors for updates as appropriate. The Committee will support the continued development and implementation of SMSU's strategic direction by reviewing progress, providing feedback on strategic priorities and outcome measures, and ensuring continued alignment with the organization's mission, vision, and values. The Committee also reviewed upcoming strategic planning milestones and discussed how its role may evolve as the Strategic Plan transitions from development to implementation, with future work potentially focusing on assessment, program and facility review, and recommendations to support organizational priorities.

SP 03/27 Strategic Planning Milestones and Review (Discussion, Bustillos)

The Committee reviewed the developing Strategic Plan and feedback received through a recent staff validation exercise. The four strategic priorities—Holistic Well-Being, Belonging and Community, Organizational Sustainability and Alignment, and Assessment and Impact—were generally affirmed as reflective of the organization's direction. The Committee discussed the need to further refine the goals and measures associated with each priority, including clearly defining desired outcomes, establishing baseline data, identifying appropriate measures of progress, and determining responsibility for data collection and reporting.

The Committee also discussed making the Strategic Plan's language more accessible and clearly connecting strategic priorities to the everyday experiences of students and staff. Members emphasized the importance of expanding student participation during the next phase of development and distinguishing, where appropriate, between outcomes related to the broader student population and those related specifically to student employees. Potential methods for establishing baseline data and gathering additional student feedback were discussed, including student employee and campus-wide surveys. The Committee further discussed presenting the finalized Strategic Plan in a clear, accessible format that identifies multi-year milestones and allows progress to be communicated through periodic updates.

Announcements

- Mr. Del Rossi highlighted SMSU's partnership with Yuhaaviatam of San Manuel Nation on the PowWow and California Native American Day programming and encouraged members to attend the upcoming closing celebration.
- On October 8, 2026, the SMSU/RecWell team is headed to the Palm Desert Campus to support the RMSC Fall Fest event. On this day, we will also host the first ever SMSU Board of Director's meeting at the Palm Desert Campus. It will provide an opportunity for Board members to engage with students and experience campus programming at PDC.

Adjournment

M/S Bustillos/Jenkins; motion to adjourn the meeting at 12:54pm.

Reviewed and respectfully submitted by:

Committee Chair

Date

COMMITTEE DISCUSSION ITEM: SMSU & RecWell Strategic Plan Goal Statement Review and Update

Date: October 29, 2026

Body: Strategic Planning Committee, Santos Manuel Student Union Board of Directors

Presented By: Jasmine Bustillos, Assessment and Training Specialist

Purpose: Orient the Strategic Planning Committee to the work completed and validated to date, provide space for clarifying feedback, and focus discussion on the next phase: developing learning outcomes, selecting a focused set of key performance indicators (KPIs), confirming data sources, and establishing practical assessment and reporting practices. No motion or approval is requested.

Background: SMSU and RecWell began this planning process in Summer 2025 through external review and broad organizational input. The mission, vision, values, strategic direction, and priority framework have been developed through staff, student, committee, and Board engagement. This item is intended to bring the Committee up to speed on that completed work rather than reopen it, and to transition the planning process into outcomes, measurement, and implementation.

Key Information / Considerations: The goal statements provide an agreed upon, established strategic foundation and a starting measurement framework for the next phase:

- The four strategic priorities are Holistic Wellbeing; Belonging & Community; Organizational Sustainability & Alignment; and Assessment & Impact.
- The results of our full-time staff validation exercise indicate the priorities and goal statement should be retained
- Year 1 implementation is intended to stay focused by selecting a small number of meaningful measures, confirming existing and needed data sources, creating shared survey items, and establishing a regular reporting rhythm.
- Committee feedback should concentrate on learning outcomes, Year 1 KPI selection, measurement feasibility, ownership, and how results will be used for continuous improvement and reporting.

Questions for Committee Discussion:

- Which dimensions of each goal – wellbeing, belonging, sustainability, and alignment can SMSU and RecWell most directly influence?
- What organizational commitments move students from attendance to connection, belonging, and deeper engagement?
- Are there any issues of scope, alignment, or ambition that should be considered in the revision?

Potential Options / Direction: Committee discussion may identify refinements to proposed learning outcomes, Year 1 KPI concepts, data sources, measurement ownership, or reporting cadence. The established strategic foundation and priority framework are not being reopened through this discussion.

Budget / Resource Impact: No known direct fiscal impact at this stage. Development of learning outcomes, KPIs, survey items, data sources, and initial reporting practices is expected to use existing staff and committee resources.

Anticipated Next Step: Staff will use Committee feedback to refine learning outcomes and Year 1 KPIs for each strategic priority, confirm data sources and ownership, and develop an initial assessment and reporting framework for future Committee review.

Attachments: Attachment A: SMSU RecWell Draft Strategic Plan

Staff Validation Exercise Key Findings

This report summarizes the staff validation exercise conducted to determine whether the draft SMSU and Recreation and Wellness strategic plan reflects the organization's year-long planning work. Staff affirmed the four strategic priorities and their goal statements. Their feedback calls for a focused revision of the detailed commitments, terminology, measures, and implementation boundaries before the plan is finalized.

Validation Results

ASSESSMENT	RESPONSES	PERCENT
Ready Direction is sound and only minor editing is needed	1	5.9%
Ready with Targeted Changes Direction is sound with several substantive revisions	11	64.7%
Needs Further Development Significant issues should be resolved before moving forward	5	29.4%

Twelve of 17 respondents, or 70.6 percent, indicated that the overall direction was sound. At the same time, 16 of 17 respondents identified a need for revision. The results support a targeted but substantive revision cycle rather than a restart of the planning process.

What Staff Confirmed

- The approved mission, vision, and values remain an appropriate foundation for the plan.
- The four-priority structure accurately represents the organization's strategic direction.
- The goal statements reflect the work and input developed during the previous year and should remain largely unchanged.
- The plan should continue to center student success, belonging, holistic development, staff sustainability, and evidence-informed improvement.

Overall Interpretation

Staff validated the direction but asked for clearer content beneath the goals. The next draft should make commitments concrete, define measures and populations, and move unit-level or personnel-specific actions into annual implementation planning.

Cross Cutting Findings

1 Clearer strategic commitments

Staff could identify the intended direction but not always the specific organization-wide commitment. The strongest example was the question, "What are our deliverables?" The detailed content should describe a small number of concrete commitments without becoming an operational work plan.

2 Defined measures and terminology

Several proposed indicators were not sufficiently defined for consistent use. Questions centered on terms such as priority program, evidence-informed decision, data source maturity, repeat engagement, barrier reduction, belonging score, and wellbeing learning outcomes.

3 Clear populations and scope

Staff asked whether specific outcomes apply to all students, student employees, professional staff, individual departments, or the campus community. Each commitment and measure should identify the population or organizational level it addresses.

4 Collaboration and organizational boundaries

Feedback emphasized intentional collaboration, clearer departmental boundaries, warm handoffs, reduced program overlap, and stronger coordination across units. The plan should explain the shared expectation while preserving clear responsibility.

5 Staff investment and capacity

Professional development, role clarity, documented processes, workload sustainability, staffing support, and the conditions needed to sustain student-facing work require more explicit treatment.

6 Human impact

Staff supported measurement and accountability but wanted the plan to retain the human meaning of the work. The detailed content should connect measures to what students and staff should experience, including belonging, growth, support, wellbeing, and readiness for life beyond college. It should also be easily recognizable as uniquely CSUSB and not generic.

Strategic Implication

The draft should preserve its approved foundation and goal statements while revising the sections currently titled What We Will Focus On and How We Will Know. The revision should clarify strategic commitments and measures without adding detailed staffing decisions, unit tasks, or workplace practices that belong in annual implementation plans.

Findings by Strategic Priority

Each station affirmed the central goal for its assigned priority. The table below summarizes the areas staff asked the planning team to strengthen.

PRIORITY	WHAT STAFF VALIDATED	WHAT REQUIRES REVISION
Holistic Wellbeing	The goal statement is strong and should remain.	Clarify intentional cross-unit collaboration, departmental boundaries, program overlap, the meaning of sustainability, and expected wellbeing learning outcomes. Keep workplace practices such as teleworking in implementation planning.
Belonging and Community	The goal statement accurately reflects the intended direction.	Define organization-wide deliverables, clarify whether measures apply to all students or student employees, connect belonging to student development, and define indicators such as repeat engagement and barrier reduction. Retain a stronger human-impact narrative.
Organizational Sustainability and Alignment	The emphasis on staff support and sustainable organizational systems should remain.	Define staff investment more specifically, strengthen process and procedure documentation, address workload and staffing capacity, and explain how the organization serves students while contributing to the broader campus community.
Assessment and Impact	The content was largely accepted; no major missing element or subtraction was identified.	Define technical terms and proposed measures, including priority program, evidence-informed improvement, program assessment completion, and data source maturity.

Relationship to Student Employee Development

The draft identifies Student Employee Development as a signature organizational contribution. Staff feedback indicates that this work should remain visible while its relationship to the four priorities is clarified. General student outcomes,

student employee outcomes, staff outcomes, and organizational measures should be identified separately so that the plan does not imply that one population represents all students.

Recommended Revision Actions

- 1. Preserve the strategic foundation.** Retain the approved mission, vision, values, four priorities, and the central intent of the four goal statements.
- 2. Rewrite the detailed content as strategic commitments.** Develop three to four clear organization-wide commitments under each priority. Use action-oriented language while keeping annual tasks and unit activities out of the strategic plan.
- 3. Clarify scope and responsibility.** Identify the population addressed by each commitment and measure. Add clear expectations for cross-unit collaboration, service boundaries, referral responsibilities, and organizational ownership.
- 4. Create a measurement dictionary.** Define each proposed indicator, including the population, calculation or rating method, data source, collection frequency, responsible owner, and baseline or target-setting approach.
- 5. Select a focused set of Year 1 measures.** Choose two to three useful and feasible indicators under each priority. Retain other proposed measures as future options rather than immediate commitments.
- 6. Strengthen staff capacity language.** Make staff investment, onboarding, supervision, professional development, role clarity, process documentation, workload sustainability, and organizational capacity more explicit.
- 7. Preserve the human impact.** Add a brief explanation of why each priority matters so the plan connects its measures to the intended student and staff experience.
- 8. Separate strategy from implementation.** Move personnel practices, specific staffing requests, individual programs, and unit-level activities into Year 1 work plans or implementation documents.
- 9. Conduct a focused second review.** Return the revised detailed commitments and measures for a shorter review that tests clarity, feasibility, and readiness without reopening the approved foundation.

Next Phase

The next phase should combine the staff findings with Strategic Planning Committee feedback to refine learning outcomes, select Year 1 key performance indicators, confirm data sources and ownership, and establish a practical assessment and reporting rhythm. The revised strategic content and initial measurement framework should then return for focused review.

Conclusion

The validation exercise confirmed that the draft reflects the organization's intended strategic direction. The work now is to make the detailed commitments and measures clear enough to guide decisions, support implementation, and communicate what changes for students and staff because of SMSU and Recreation and Wellness programs, services, spaces, and employment experiences.

Our Four Strategic Priorities

PRIORITY 1: HOLISTIC WELLBEING

Goal: Advance a culture of holistic wellbeing by intentionally designing programs, spaces, and experiences that support students physical, emotional, social, financial, and personal development so they can thrive in college and life.

What We Will Focus On	How We Will Know	CSU Forward Alignment
• Make wellbeing resources easier to find and use. • Design programs and spaces around demonstrated student needs. • Support staff and student employees in sustainable ways. • Connect students to campus support through warm handoffs and partnerships.	• Student wellbeing and resource connection rate. • Wellbeing learning outcomes in relevant programs. • Resource utilization and access patterns. • Staff sustainability and support index. • Student employee wellbeing and support measure.	• Affordability & Access • Value of the CSU Degree • Premier Workplace

PRIORITY 2: BELONGING & COMMUNITY

Goal: Strengthen belonging and community by creating inclusive spaces and experiences where students feel seen, connected, supported, and empowered.

What We Will Focus On	How We Will Know	CSU Forward Alignment
• Create pathways from participation to connection and belonging. • Strengthen inclusive, identity-affirming, and community-building spaces. • Increase collaboration across units, student organizations, and campus partners. • Reduce barriers that limit access, belonging, or continued engagement.	• Student sense of belonging score. • Repeat engagement rate. • Community partnership and collaboration count. • Pathway movement from participant to leader, employee, or volunteer. • Barrier reduction measure.	• Value of the CSU Degree • Affordability & Access • California's Competitive Advantage

PRIORITY 3: ORGANIZATIONAL SUSTAINABILITY & ALIGNMENT

Goal: Build a sustainable and aligned organization by ensuring people, systems, resources, and spaces are positioned to serve students effectively now and into the future.

What We Will Focus On	How We Will Know	CSU Forward Alignment
• Simplify systems, handoffs, and processes. • Clarify roles, responsibilities, and expectations. • Use facilities and resources intentionally and equitably. • Invest in professional development and staff sustainability. • Remove, revise, or reenvision outdated processes.	• Operational process completion and reliability rate. • Preventative maintenance and facility stewardship completion rate. • Facility utilization and space optimization measure. • Role clarity and workload sustainability measure. • Professional development participation and application. • Process improvement implementation count.	• Maximizing California's Investment • Premier Workplace • Affordability & Access

PRIORITY 4: ASSESSMENT & IMPACT

Goal: Advance a culture of evidence-informed decision-making by assessing programs, services, operations, and student outcomes to illustrate impact, improve effectiveness, and guide strategic resource allocation.

What We Will Focus On	How We Will Know	CSU Forward Alignment
• Define learning and development outcomes for priority programs and trainings. • Assess priority programs, services, spaces, and employment experiences consistently. • Use evidence to revise programs, improve processes, and guide resources. • Tell the story of impact through dashboards, Board updates, and student stories.	• Program learning outcome coverage. • Program assessment completion rate. • Student development outcome achievement. • Evidence-informed decision count. • Impact storytelling and reporting completion. • Data source maturity measure.	• Maximizing California's Investment • Value of the CSU Degree • California's Competitive Advantage