



Strategic Planning Committee
Thursday, September 24, 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. April 10, 2026
4. Open Forum
5. Adoption of Agenda

New Business

- SP 01/27 Election of Strategic Planning Committee Chair (Action, Del Rossi)
- SP 02/27 26 – 27 Strategic Planning Committee Charge (Informational, Del Rossi)
- SP 03/27 Strategic Planning Milestones and Review (Discussion, Bustillos)

Announcements

Adjournment



**California State University, San Bernardino
Santos Manuel Student Union Board of Directors
Strategic Planning Committee Meeting
Friday, April 10, 2026 | 3:00 p.m.
Student Chambers (SUN-3305)**

Minutes

Members Present: Anjali, Jasmine Bustillos, Benjamin Fejzic, Edgar Lopez, Jocelyn Paz, Robinpreet Waraich, Monica Baeza

Members Absent: Sophia Garcia, Michael Rister

Staff Present: Vilayat Del Rossi, Elizabeth Junker

Call to Order: The meeting was called to order at 3:07 p.m.

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

Approval of Minutes:

M/S Baeza/Waraich; motion to open approval of March 5, 2026 meeting minutes.

M/S Baeza/Lopez; motion to amend minutes to note that Monica Baeza was present at March 5, 2026 meeting.
Motion passed.

M/S Baeza/Waraich; motion to approve amended March 5, 2026 minutes.
Motion passed.

Open Forum: No guest present for open forum.

Adoption of Agenda:

M/S Bustillos/Waraich; motion to approve April 10, 2026 agenda as presented.
Motion passed unanimously.

Old Business

SP 11/26 Approval of Organizational Values (Action, Bustillos)

M/S Bustillos/Baeza; motion to open SP 11/26 Approval of Organizational Values.

The Committee reviewed the proposed organizational values developed through the strategic planning process, which began in Fall 2025 and incorporated input from student and full-time staff, external review findings, and established leadership and student development frameworks. The initial recommendation identified Integrity, Respect, Growth, and Balance as four core values intended to provide a clear cultural foundation for organizational decision-making, leadership development, and future strategic planning.

Discussion focused on whether Connection or Service should be added as a fifth core value. Members considered the organization's student-facing programs, facilities, services, leadership responsibilities, and the feedback received during the values-development process. The Committee reached consensus to recommend Option 2, identifying Integrity, Respect, Growth, Balance, and Service as the five organizational values to advance to the Board of Directors for consideration. With no further discussion or questions the committee moved forward to a roll call vote.

ROLL CALL VOTE: 6 – In-Favor 0- Opposed 0-Abstentions
Motion passed.

SP 12/26 Approval of Revised Mission Statement (Action, Bustillos)

M/S Bustillos/Waraich; motion to open SP 12/26 Approval of Revised Mission Statement.

Ms. Bustillos presented three proposed mission statement options developed through the external review and internal engagement process, incorporating feedback from students, staff, and student leaders. She explained that the recommended option combined themes of student success, connection, belonging, holistic development, well-being, leadership, resilience, and growth, while reflecting SMSU's role in providing inclusive spaces, programs, and co-curricular experiences. Vice Chair Paz provided additional context regarding the development of the recommended language, including the decision to use "embody student success" and language focused on thriving in college and life. Committee members expressed support for the proposed language and noted its alignment with SMSU's organizational learning outcomes and a strengths-based approach emphasizing belonging, wellness, resilience, and life readiness. The Committee selected Option 1, "Belonging and Growth: We embody student success through connection, belonging, and holistic development. By creating inclusive spaces, programs, and experiences, we cultivate wellbeing, leadership, resilience, and the growth students need to thrive in college and life." as the recommended mission statement. Following the discussion, the committee moved forward with a roll call vote.

ROLL CALL VOTE: 6 – In-Favor 0- Opposed 0-Abstentions
Motion passed.

New Business

SP 13/26 Approval of Organizational Vision (Action, Bustillos)

M/S Bustillos/Waraich; motion to open SP 13/26 Approval of Organizational Vision.

Ms. Bustillos presented the proposed organizational vision statement, explaining that it was developed from themes identified through student and staff engagement, including transformative student experiences, holistic well-being, belonging and connection, equity, staff support, and preparing students for life beyond college. The recommended statement sought to balance student outcomes with organizational capacity by recognizing the importance of engaged and empowered staff in supporting student success. Del Rossi emphasized that supporting and empowering staff is an important component of achieving positive student outcomes and sustaining the organization. Committee members discussed the wording “life-ready leaders,” considering whether alternative language such as “community leaders,” “thriving leaders,” or “life-responsive leaders” might better reflect the diverse experiences of SMSU students. The Committee acknowledged that the language could be revisited as the vision and strategic planning process evolves and agreed to move forward with the proposed wording. The Committee selected Option 1, “Student Outcomes Forward: We envision a community where students are transformed through holistic, equity-centered experiences that prepare them to graduate as confident, life-ready leaders, supported by engaged and empowered staff,” as the recommended vision statement.

ROLL CALL VOTE: 6 – In-Favor 0- Opposed 0-Abstentions
Motion passed.

M/S Bustillos/Garcia; motion to table SP 11/26 & SP 12/26 to next meeting.
Motion passed.

Announcements:

- Strategic Planning Appreciation - Committee members and staff expressed appreciation for the significant work and input contributed by student leaders, staff, and the Committee throughout the strategic planning process and in developing recommendations for the organization’s future direction.
- Coyote Fest - Members were reminded that Coyote Fest will take place April 30. Additional Board member support is requested for evening event shifts, and interested members were asked to coordinate with Liz regarding volunteer assignments.

Adjournment: M/S Baeza/Anjali; motion to adjourn meeting at 4:10 p.m.

Minutes approved by:

Chair, Strategic Planning Committee

Date



CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO
Santos Manuel Student Union Board of Directors
Strategic Planning Committee
2026-2027 Committee Charge and Meeting Schedule

Committee Charge

SMSU Bylaws, Article IX, Standing Committees, Section 3: This committee will review annually and provide recommendations to the Board of Directors to update the Strategic Plan, as appropriate.

2026-2027 Committee Overview

Building on the strategic planning work completed in 2025-2026, the Committee will support the continued development and implementation of SMSU & RecWell's strategic direction. The Committee will review progress, provide feedback on strategic priorities and measures, and help ensure the Strategic Plan remains aligned with the organization's mission, vision, values, and evolving needs. Recommendations will be forwarded to the Board of Directors as appropriate.

General Responsibilities

- Review strategic planning progress and implementation throughout the academic year.
- Provide feedback on strategic priorities, outcomes, measures, and related planning efforts as they are brought forward for Committee review.
- Identify updates or recommendations that should be advanced to the Board of Directors, as appropriate.

2026-2027 Committee Approach

September 24, 2026 - First Meeting

- Elect the Committee Chair.
- Review the 2026-2027 Strategic Planning Committee Charge.
- Review Strategic Planning Milestones and discuss the next phase of the strategic planning process.

Remaining Meetings

Committee work will be guided by strategic planning progress, organizational needs, and matters ready for Committee review. The Committee may receive updates, provide feedback, and make recommendations to the Board of Directors as appropriate.

2026-2027 Meeting Schedule

Fall 2026	Spring 2027
September 24 October 29	January 28 February 25

COMMITTEE DISCUSSION ITEM: SMSU & RecWell Draft Strategic Planning Progress Review & Measurement Next Steps

Date: September 24, 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 current draft provides an established strategic foundation and a starting measurement framework for the next phase:

- Grounded in our core values: Integrity, Respect, Growth, Balance, Service
- The four strategic priorities are Holistic Wellbeing; Belonging & Community; Organizational Sustainability & Alignment; and Assessment & Impact.
- The draft already identifies candidate “How We Will Know” measures under each priority and a signature Student Employee Development Index; these provide starting points for KPI development, not final measures.
- 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:

- What learning outcomes should be established first for priority programs, trainings, and student employee development so SMSU & RecWell can demonstrate meaningful student learning and development?
- Of the draft “How We Will Know” measures, which two to three under each strategic priority should be developed as Year 1 KPIs based on usefulness, feasibility, and available data?
- What data sources, shared survey items, ownership, and reporting cadence are needed so the selected outcomes and KPIs can be measured consistently and used for improvement?

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

SMSU RecWell Draft Strategic Plan

Our Strategic Foundation

Mission

We embody student success through connection, belonging, and holistic development. By creating inclusive spaces, programs, and experiences, we cultivate wellbeing, leadership, resilience and the growth students need to thrive in college and life.

Vision

We envision a community where students are transformed through holistic, equity-centered experiences that prepare them to graduate as confident, life-ready leaders, supported by engaged and empowered staff.

Our Values in Action

- Integrity - We act honestly, reliably, and with accountability.
- Respect - We honor people, roles, time, boundaries, and lived experiences.
- Growth - We learn, adapt, and help ourselves and others develop.
- Balance - We sustain people, resources, and workload while serving students well.
- Service - We stay connected to purpose and support the student experience.

What Success Means

Success is not measured only by activity, attendance, or utilization. Success means students experience belonging, personal growth, leadership development, wellbeing, and readiness for life beyond college - and staff have the clarity, support, and systems needed to sustain that work.

Milestones and Historic Timeline

Summer 2025	External review and organizational input gathering identified strengths, opportunities, and the need for a clearer shared direction.
Fall 2025	Full-time staff engaged in values, visioning, and core tension conversations to identify what should guide SMSU & RecWell moving forward.
Winter 2026	Student staff training and validation helped confirm emerging values and student experience priorities.
January 2026	Student staff prioritized vision themes, elevating life-ready graduates, belonging, holistic wellbeing, joy, pride, and transformational engagement.
Spring 2026	The Strategic Planning Committee synthesized input and recommended mission, vision, and values language.
Spring 2026	SMSU and RecWell finalized its mission, vision, and values as the foundation for the strategic plan with Board of Director Approval
Summer 2026	Full-time staff translated the foundation into four strategic priorities: Holistic Wellbeing, Belonging & Community, Organizational Sustainability & Alignment, and Assessment & Impact.
Summer 2026	Staff developed Values in Action behaviors and began shaping a strategic measurement framework.
Summer 2026	The measurement framework was aligned with CSU Forward while keeping SMSU & RecWell's priorities at the center.

August 2026	Student employees engaged with the values and goals during Student Staff Training.
August 2026	Board representatives and student leads provided input on Board-level focus areas, student needs, sustainability, and impact.
Fall 2026	The draft strategic plan was drafted into a simple, organization-facing roadmap for stakeholders.

Strategic Plan at a Glance

Priority Area	Primary Goal	What Success Looks Like	CSU Forward Connection
Holistic Wellbeing	Design programs, spaces, and experiences that support students physical, emotional, social, financial, and personal development.	Students know where to find support; wellbeing resources are visible and used; staff and student employees feel supported.	Affordability & Access; Value of the CSU Degree; Premier Workplace
Belonging & Community	Create inclusive spaces and experiences where students feel seen, connected, supported, and empowered.	Students move from participation to connection, belonging, and deeper engagement.	Value of the CSU Degree; Affordability & Access; California's Competitive Advantage
Organizational Sustainability & Alignment	Ensure people, systems, resources, and spaces are positioned to serve students effectively now and into the future.	Systems are clearer, roles are better understood, resources are aligned, and work is sustainable.	Maximizing California's Investment; Premier Workplace; Affordability & Access
Assessment & Impact	Assess programs, services, operations, and student outcomes to show impact and guide improvement.	We can show what changed for students and staff, not only what happened.	Maximizing California's Investment; Value of the CSU Degree; California's Competitive Advantage

How We Align with CSU Forward

CSU Forward provides systemwide language for measuring student success, access, operational effectiveness, workplace excellence, and public value. SMSU & RecWell will keep its four local priority areas at the center while using CSU Forward alignment to explain how our work contributes to broader university and system goals.

- **Value of the CSU Degree:** Student belonging, personal development, leadership growth, and readiness for life beyond college.
- **Affordability & Access:** Student access to supportive spaces, programs, resources, and wellness experiences that reduce barriers to engagement.
- **Maximizing California's Investment:** Efficient systems, facility stewardship, evidence-informed resource allocation, and coordinated services.
- **Premier Workplace:** Staff sustainability, engagement, professional development, role clarity, and conditions that support student-facing work.
- **California's Competitive Advantage:** Impact storytelling, partnerships, student leadership pathways, and evidence of contribution to student success and community connection.

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

Signature Measure: Student Employee Development

Why this matters

Student employment is one of SMSU & RecWell's clearest vehicles for leadership development, career readiness, professional skill-building, and life readiness. It should be measured as a standalone signature contribution of the organization.

Recommended Signature KPI: Student Employee Development Index - percentage of student employees who report increased leadership capacity, professional skills, confidence, sense of belonging, and readiness for life beyond college as a result of employment with SMSU & RecWell.

What We Will Measure	What It Demonstrates	Likely Data Sources	CSU Forward Alignment
Student Employee Development Index	Growth in communication, teamwork, leadership, problem-solving, accountability, and career readiness.	Pre/post student employee survey; annual experience survey; training assessments; reflections.	Value of the CSU Degree
Student Employee Support & Supervision	Students feel supported, connected to supervisors, clear on expectations, and able to ask for help.	Student employee climate survey; supervisor check-ins; evaluation feedback.	Premier Workplace
Training Learning Outcome Achievement	Trainings build operational confidence, values application, communication, accountability, and role clarity.	Training surveys; scenario confidence ratings; values-in-action commitments.	Value of the CSU Degree
Student Employment Pathway Measure	Students move into lead roles, peer educator roles, internships, Board/program leadership, or post-graduation pathways.	Employment records; promotions; exit survey; alumni follow-up where feasible.	California's Competitive Advantage

Implementation and Accountability

Year 1 Implementation Approach

Start focused. Select a small number of meaningful measures, confirm data sources, build shared survey items, and establish a reporting rhythm before expanding the framework.

Year 1 Actions

- Select 2-3 priority measures under each strategic priority area for Year 1 implementation.
- Confirm which data already exists and which measures require new survey items, dashboards, or reporting processes.
- Create common survey items for belonging, wellbeing, student development, staff sustainability, and values-in-action training outcomes.
- Build an annual reporting cycle that includes semester pulse checks, quarterly assessment reviews, and one annual impact report.
- Use the Student Employee Development Index as a signature measure across the organization.
- Use CSU Forward language in Board and divisional reporting while keeping SMSU & RecWell priorities as the organizing frame.

Simple Reporting Rhythm

When	What We Review	Why It Matters	Audience
Each training	Training outcomes and values-in-action confidence	Shows whether training builds readiness and shared standards.	Training leads, supervisors
Monthly/Quarterly	Operational process and facility measures	Keeps systems, spaces, and services reliable.	Operations, leadership
Semester	Program outcomes, belonging, wellbeing, and engagement	Shows what students experience and what needs adjustment.	Program leads, assessment, leadership
Annual	Strategic dashboard and impact narrative	Shows progress toward mission, vision, CSU Forward alignment, and organizational priorities.	Board, division, staff, stakeholders

Closing Direction

Strategic Direction

SMSU & RecWell will focus on creating transformational student experiences through wellbeing, belonging, sustainable systems, and evidence-informed improvement. We will measure what matters: whether students feel connected, supported, developed, and prepared for life beyond college - and whether our people, systems, and resources can sustain that work over time.