



**California State University, San Bernardino
Santos Manuel Student Union Board of Directors
Strategic Planning Committee Meeting
Friday, Tuesday, October 28, 2025
Minutes**

Members Present: Jasmine Bustillos, Benjamin Fejzic, Sophia Garcia, Edgar Lopez, Jocelyn Paz, Robinpreet Waraich

Members Absent: Anjali, Cintiantl Rangel-Canseco

Staff Present: Vilayat Del Rossi, Elizabeth Junker

Guests Present: None

Call to Order: The meeting was called to order at 12:03p.m.

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

Approval of Minutes:

M/S Lopez/Garcia; motion to approve March 16, 2018 meeting minutes.
Motion passed

Open Forum: No guest present for open forum.

Adoption of Agenda:

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

SP 01/26 Election of Committee Chair (Action, Del Rossi)

M/S Paz/Garcia; motion to open SP 01/26 Election of Committee Chair.

Mr. Del Rossi provided an overview of the responsibilities of the Strategic Planning Committee and the role of its chair, noting that the committee will meet regularly throughout the strategic planning cycle and support program evaluation and long-term organizational planning. He

invited nominations for a student chair, emphasizing consistency with other SMSU committees. After questions regarding meeting frequency and committee expectations, Jocelyn Paz was nominated and accepted the nomination, with discussion affirming the value of her prior leadership experience. Members also expressed interest in exploring a future transition of the chair role to newer student leaders later in the academic year. A vote was then taken to appoint Ms. Paz as chair.

VOTE: 4 - In-Favor 0 – Oppose 1- Abstention
Motion passed.

Jasmine passed the gavel to Ms. Paz at 12:15pm.

SP 02/26 Review history and context for past Strategic Plan (Information, Bustillos)

M/S Lopez/Waraich; motion to open SP 02/26 Review history and context for past Strategic Plan.

Jasmine Bustillos presented background on the organization's strategic planning efforts, noting that the most recent board-approved strategic plan dates back to 2014. Key organizational changes—such as the full integration of SMSU and Recreation & Wellness and evolving divisional priorities—delayed efforts to adopt a new plan. While a revised mission and goals were developed in 2018, measurable outcomes and a formal strategic plan were not implemented due to division leadership transitions and the pandemic. The organization has since adopted the "Achieve, Connect, Thrive" framework for program-level assessment. With university and CSU system-wide strategic plans now complete, the committee will begin its strategic planning process in earnest, aligning with broader institutional goals while addressing local priorities, including the Palm Desert Campus. Members emphasized the need for a guiding document to support long-term decision-making, shared historical context, and expressed a desire to review the university's plan in a future meeting.

SP 03/26 Review Strategic Planning input documents (Informational, Del Rossi)

M/S Waraich/Garcia; motion to open SP 03/26 Review Strategic Planning input documents.

Mr. Del Rossi provided an overview of the source documents that will guide the committee's strategic planning work, referencing materials included in pages 11–35 of the packet. These documents include synthesized themes from the summer full-time staff retreat, preliminary findings from the NASPA external review, a strengths-weaknesses-gaps analysis aligned with industry standards (CAS, ACUI, NIRSA), priority recommendations, board-established goal themes, SMSU's assessment framework (Achieve–Connect–Thrive), and results from the ongoing staff culture assessment series. He explained that the finalized NASPA report and executive summary will be brought to the Board in December. Committee members discussed the utility of having these materials early to inform evidence-based decision-making and requested future review of the University's strategic plan. Additional context was provided regarding the timing of the NASPA review and the importance of aligning future SMSU strategic planning with university, divisional, and CSU system-wide priorities.

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

M/S Waraich/Garcia; motion to open SP 04/26 Review Model Strategic Plans for Industry Leaders.

Jasmine Bustillos presented sample strategic plans from peer auxiliary and student union organizations, including Cal Poly Partners, CSU Fullerton Auxiliary Services Corporation, and ASI at Cal Poly San Luis Obispo. Each plan demonstrated effective practices, such as clear pillars linked to operations, time-bound goals with reporting cadences, and accessible formats supporting transparency and alignment. The committee briefly reviewed highlights and discussed using these examples as reference points in drafting SMSU's strategic plan. Members were encouraged to review the linked plans independently and revisit any items of interest in future meetings.

SP 05/26 Review Strategic Plan Implementation timeline (Informational, Bustillos)

M/S Waraich/Garcia; motion to open SP 05/26 Review Strategic Plan Implementation timeline.

Jasmine Bustillos presented a proposed timeline for the development and implementation of a new five-year strategic plan for SMSU and Recreation & Wellness, aimed at aligning with institutional priorities and ensuring sustainable impact. The timeline includes four phases: (1) Discovery and Foundation (in progress, to conclude with a summary report, SOAR analysis, and revised mission/vision/values by end of Fall 2025); (2) Drafting the Strategic Framework (Fall 2025–Spring 2026); (3) Validation and Board Approval (Fall 2026); and (4) Implementation and Monitoring (2026–2031). Committee members raised concerns about the accelerated timeline given the volume of assessment data, institutional changes, and student engagement needs. It was clarified that foundational work is already underway, and the timeline can be adjusted as needed. The committee expressed enthusiasm for the initiative and its potential to shape student-centered outcomes.

Announcements:

No announcements from committee members.

Adjournment: The meeting was adjourned at 1:05 p.m.

Minutes approved by:

Jocelyn Paz, Chair, Strategic Planning Committee

Date