



### Student Affairs Departmental Strategic Plans & Divisional Strategy Alignment 2019-2020

#### Divisional Priorities & Strategies 2018–2021

##### 1. Promote Holistic Student Development

- 1.1 | Enhance student life
- 1.2 | Foster holistic wellness
- 1.3 | Engage students and build community

##### 3. Pursue Educational Equity

- 3.1 | Facilitate access to reflect demographics in our region
- 3.2 | Develop multicultural competency among students and personnel
- 3.3 | Nurture environments that are respectful to all
- 3.4 | Ensure inclusive and supportive programs and services
- 3.5 | Lead campus initiatives in support of Title IX

##### 2. Facilitate Graduation and Readiness for Lifelong Success

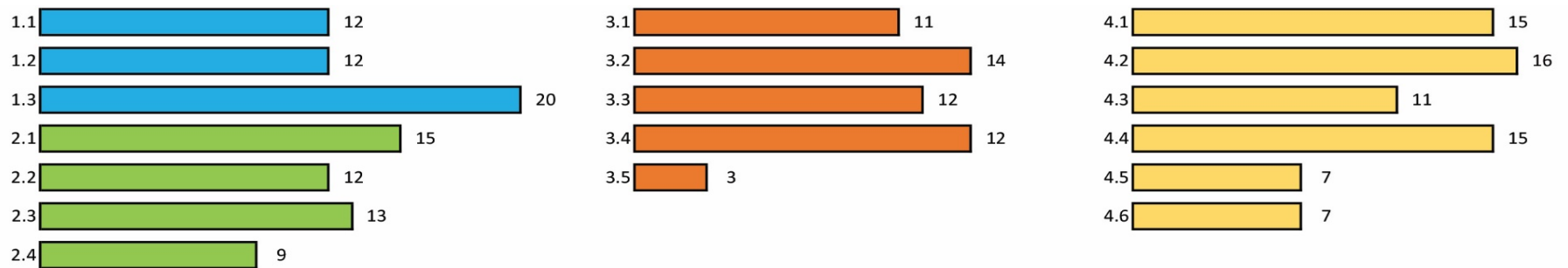
- 2.1 | Provide student services that support student success, retention, and graduation
- 2.2 | Support underserved students
- 2.3 | Integrate the co-curricular model into programs and services
- 2.4 | Intervene to support students with academic and personal challenges

##### 4. Exemplify Principles of a Learning Organization

- 4.1 | Engage in data-informed decision-making
- 4.2 | Align organizational structure and resources to optimize impact
- 4.3 | Invest in individual and team learning and recognition
- 4.4 | Continuously improve programs and services
- 4.5 | Strategically communicate divisional impact on student success
- 4.6 | Attend to divisional workplace climate

#### Divisional Strategy & Departmental Goal Alignment Chart

(departmental goals as they align to divisional strategies)



## Departmental Strategic Plans

Department	Goal	Objectives
VPSA Office		
Planning, Assessment & Professional Development (PAPD)	<ul style="list-style-type: none"> <li>Enhance and maintain a divisional strategic planning process, informed by a comprehensive program review process, which guides departmental efforts toward achieving desired mission-based outcomes.</li> </ul> <p><i>SA Strategy Alignment: 4.1, 4.2, 4.4</i></p>	<ul style="list-style-type: none"> <li>Align the strategic planning and program review process to support the integration of outcomes, timelines, and reporting to enhance the effectiveness and efficiency of the process.</li> <li>Develop metrics to evaluate the implementation of the aligned processes to identify opportunities for continued improvement.</li> </ul>
	<ul style="list-style-type: none"> <li>Lead a cyclical, standards-driven divisional program review process that promotes continuous improvement of programs and services that are reflective of a learning organization.</li> </ul> <p><i>SA Strategy Alignment: 2.3, 3.4, 4.1, 4.3, 4.4</i></p>	<ul style="list-style-type: none"> <li>Implement a comprehensive review process that provides a mechanism for departments to engage in reflective self-inquiry that supports data-informed decision-making.</li> <li>Evaluate the implementation and effectiveness of the review process in achieving intended outcomes.</li> </ul>
	<ul style="list-style-type: none"> <li>Lead a comprehensive professional development program to provide career and personal growth opportunities for professional staff and students.</li> </ul> <p><i>SA Strategy Alignment: 1.2, 2.3, 3.2, 4.3, 4.4, 4.6</i></p>	<ul style="list-style-type: none"> <li>Expand professional development opportunities that support career growth, professional skill enhancement, divisional awareness, and holistic personal development.</li> <li>Promote a culture of recognition to improve morale and highlight outstanding contributions to the mission of the Division.</li> <li>Develop and implement a divisional staff mentorship program.</li> </ul>
	<ul style="list-style-type: none"> <li>Demonstrate divisional commitment to continuous improvement and its impact on student success.</li> </ul> <p><i>SA Strategy Alignment: 4.5</i></p>	<ul style="list-style-type: none"> <li>Publish an article on one of our departmental innovations in a national journal.</li> <li>Present on one of our departmental innovations at a regional conference.</li> <li>Develop a reporting process to highlight annual divisional accomplishments around planning, assessment, and development.</li> </ul>

## Athletics

### Athletics

- Promote academic success and develop scholar-athletes.

*SA Strategy Alignment: 1.3, 2.1, 2.4, 4.1, 4.3*

- Achieve success at the NCAA level.

*SA Strategy Alignment: 1.1, 4.1, 4.2, 4.4*

- Enhance student-athlete health, wellbeing, and experience.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 3.2, 3.4, 4.1, 4.2, 4.3*

- Build and upgrade athletic facilities.

*SA Strategy Alignment: 4.4*

- Expect that CSUSM student-athletes enroll at CSUSM with the intention of degree completion, academic growth, and development.

- Improve the academic success rate and graduation rates of CSUSM student-athletes.

- Increase scholarship finding for CSUSM athletic teams.

- Increase resource for coaching staff

- Increase resources to improve Sports Medicine Program

- Continue to assess the student-athlete experience.

- Continue to cultivate an environment that promotes leadership, equity, civility, and cultural diversity.

- Pursue donor opportunities for facilities improvement.

- Get electricity to run to The Cage soccer field and baseball field.

- Get specific costs for lights on both fields.

## Enrollment Management Services

### Admissions

PENDING

### Commencement

- Enhance the emotional and visual impact of the Commencement Ceremonies.

*SA Strategy Alignment: 1.1, 1.3, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, 4.5, 4.6*

- Improve the commencement staff and faculty experience to boost retention.

*SA Strategy Alignment: 1.1, 1.3, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6*

- Elevate the look and feel of the stage.

- Have students' names and majors shown on screen as they walk across the stage.

- Gain more volunteers.

- Enhance the volunteer experience.

- Adjust the ceremony schedule to gain more volunteers and so that they are not burned out.

## Financial Aid

- Enhance customer service.

*SA Strategy Alignment: 2.1, 2.2, 3.1, 3.2, 3.3, 4.1*

- Ensure CSUSM has the best document intake process to support student success, reduce processing time, has text/email options, and creates transparency with the student.

*SA Strategy Alignment: 2.1, 2.2, 3.1, 3.2, 3.3, 4.1*

- Enhance regulatory compliance.

*SA Strategy Alignment: 2.1, 2.2, 3.1, 3.2, 3.3, 4.1*

- Evaluate PeopleSoft processes for compliance and efficiencies.

*SA Strategy Alignment: 2.1, 2.2, 3.1, 3.2, 3.3, 4.1*

- Determine if we are staffed to manage the needs of CSUSM's student population.
- Collaborate with IT to deploy a web-based chat bot that is able to respond to basic inquiries.
- Continue refresher trainings and daily huddles for all staff to ensure our team is providing consistent information.
- Research trends in providing safe, confidential advising areas and determine what adjustments need to be made to create physical environments that facilitate student support.
- Continue to assess our service via secret shopper calls, email response times, and PS comments to track volume by day. Pilot the FA Concierge.

- We need to ensure we have the least intrusive document intake software to provide sustainable support to students and parents.

- A key function of the Financial Aid and Scholarships office is review, verify, and determine eligibility for financial aid programs.

- CSUSM uses PeopleSoft for the administration of federal, state, scholarships and institutional funding. We need to ensure our processes have kept pace with the changing needs in financial aid and our campus.

## Recruitment

- Expand procedures, adapt policies, create new initiatives and activities designed to outreach to, recruit, and enroll a diverse student body.

*SA Strategy Alignment: 2.2*

- Pursue educational equity.

*SA Strategy Alignment: 3.1*

- Increase the retention of first-time undeclared freshman population.

*SA Strategy Alignment: 1.3*

- Exemplify principles of a learning organization.

*SA Strategy Alignment: 4.3*

- Develop new policies and procedures for communicating and collaborating with CSUSM departments focusing on outreach and recruitment of underserved and underrepresented prospective students, including but not limited to, students who are of African American/Black, Indigenous/Native American, and Samoan American ethnic groups for example.

- Ensuring that all school partners understand the GI 2025 from the Chancellor's Office is a system-wide mandate. Identify, evaluate, and restructure school partnership outreach activities.

- Develop a standard internal recruitment and outreach calendar of committed activities for the campus to access.

- Optimize diversity of applicants to achieve a balance of local, non-local, resident and non-resident enrolled students.

- Expand outreach efforts in our four county service areas.

Implement transfer impact requirements that prioritize eligibility of applicants with 1) associate degrees for transfers and 2) CSU Cert/IGETC and major preparation.

- Develop a first contact onboarding program that is designed to offer personalized support for first-time freshmen who are undeclared.

- Increase the contact and engagement with participants in the onboarding program.

- Develop a peer student success mentoring program.

- Partner with campus colleagues to develop a cultural competency training program for staff.

- Create innovative learning opportunities for staff to gain awareness, knowledge, and competencies regarding the student life cycle, social mobility, and student success in higher education, as it relates to the office of recruitment and outreach.

- Work with staff to develop individual department plans (IDP's) for professional staff.

## Registrar

PENDING

## Student Academic Support Services

### ACE Scholar Services

- Increase the opportunity for admission to CSUSM for ACE students impacted by foster care.

*SA Strategy Alignment: 3.1, 3.3, 3.4*

- Reduce barriers that may inhibit ACE Scholars from achieving academic success.

*SA Strategy Alignment: 1.2, 1.3, 2.1, 2.2, 2.4, 4.4*

- Prepare ACE Scholars for post-graduation education and career readiness.

*SA Strategy Alignment: 1.1, 1.3, 2.1, 2.3*

- Increase freshman enrollment into ACE Scholar program by 20%.

- Increase transfer student enrollment into ACE Scholar program by 20%.

- Increase ACE Scholars engagement and connection to campus life and usage of academic-related skills by 20%.

- Maintain a participation rate of 20% of ACE Scholars in the Working Scholarship Program during the fall/spring terms each academic year.

- Increase participation in career readiness programs and community-based service learning by 15%.

College Assistance  
Migrant Program  
(CAMP)

- Student Services: Provide CAMP Scholars with an array of holistic student support services during their first year at CSUSM.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.1, 2.2, 3.1, 3.2, 3.3, 3.4*

- Community Building: Engage CAMP Scholars into the large CSUSM community to strengthen their social capital that will aid their lifelong success.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.1, 2.3, 3.2, 4.2*

- Empowering Cultural Identity: Provide CAMP Scholars cultural affirmation opportunities that nurture environments that are respectful to all.

*SA Strategy Alignment: 1.1, 1.2, 2.1, 2.2, 2.4*

- Persistence Towards Graduation: Have CAMP Scholars continue with their education beyond their first year at CSUSM.

*SA Strategy Alignment: 1.1, 1.2, 2.1, 2.2, 2.3, 2.4*

- Have 86% of CAMP Scholars complete their first year having earned at least 24 units at CSUSM and be in an academic standing to be able to re-enroll at CSUSM in subsequent term.
- Have 100% of CAMP Scholars complete their FAFSA along with any verification documentation required to ensure a timely Financial Aid award and reduce financial burden and stress on CAMP scholars.

- Refer CAMP students to campus partners to provide services the CAMP Office does not hold expertise in.

- Provide peer support to CAMP Scholars.

- Have CAMP Scholars participate in CAMPers Connect initiative that introduces students to a broad range of spaces/offices/centers on campus that will aid their lifelong success.

- Have CAMP Scholars participate in CAMP Summer Experience prior to the fall semester of their first year at CSUSM that exposes them to a GEL curriculum design with cultural validation pedagogies speaking to CAMP Scholars identity formation and honoring their cultural background/upbringing.

- Have CAMP Scholars attend a total of four workshops/cultural relevant activities during the academic year that expose them to different cultural topics, perspectives or makes them feel cultural pride.

- Participate in on campus events that celebrate CAMP Scholars' identity, history, & cultural heritage.

- Have 90% of CAMP Scholars that, complete their first year with 24 units or more at CSUSM and are in good academic standing, re-enroll at CSUSM in subsequent academic term.

- Identify CAMP Scholars that graduate on a yearly basis

## Career Center

- The Career Center will improve delivery of career development services to engage more students, alumni, employers, and campus partners to meet demands of

*SA Strategy Alignment: 4.2, 4.4*

- The Career Center will deliver targeted programming to facilitate career readiness and improve social mobility of underserved and specialized populations.

*SA Strategy Alignment: 2.2, 2.3*

- Increase opportunities for students to improve career success competencies and connect with alumni and employers through networking.

*SA Strategy Alignment: 1.3, 2.1*

- Increase employment opportunities related to students' aspirations and career goals, by restructuring, formalizing and institutionalizing the employer relations program.

*SA Strategy Alignment: 2.1*

## DREAMer Resource Office

- Institutionalize practices established under the Catalyst Grant to support the well-being, academic success, and careers of undocumented students and students from mixed-status families at CSUSM.

*SA Strategy Alignment: 1.2, 1.3, 2.1, 2.2, 2.4, 3.2, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6*

- Create opportunities for sustainable livelihood after graduation for undocumented students and students from mixed-status families.

*SA Strategy Alignment: 1.1, 1.3, 2.1, 2.2, 2.3, 2.4, 3.1, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4, 4.5*

- Identify resources and tools within Handshake career management system to ensure data-informed decision-making and operational efficiency.
- Develop and implement user-friendly online delivery system for career resources.
- Access software usage and, if needed, determine strategies to increase utilization.
- Maintain a high-quality marketing program to ensure continuous growth of student engagement.
- Increase student usage of Cougar Career Closet.

- Research and review information regarding strategies to promote social mobility as it relates to employment, career opportunities, and the world of work for students.
- In collaboration with SASS programs such as EOP and Trio SSS, develop intentional programming and/or resources in support of students' career goals.

- Expand opportunities for CSUSM students to connect with alumni through mentoring program.
- Increase opportunities for students to network with alumni and local professionals.

- Expand employment opportunities for CSUSM students through alumni relations.
- Explore and increase employment opportunities for working professionals who are also CSUSM students, as well as alumni with several years of work experience, to expand employment opportunities and/or professional advancement.
- Develop a process for measuring and reporting outcomes of the employer engagement program.

- Collect data to illustrate effectiveness of DRO programming funded by the Catalyst Grant.
- Report data to AVP of SASS

- Identify diverse circumstances faced by undocumented students.
- Inventory opportunities to engage undocumented students in valuable experiences that will position them to be competitive and in high demand professionally after graduation.

Educational Opportunity Program (EOP)

- Introduce to new EOP Transfer student basic information and knowledge that will support graduate school consideration (applying and attending).

*SA Strategy Alignment: 2.1, 2.2, 2.4, 3.4, 4.4*

- Research a Summer Bridge 2021 model that serves all EOP first-year students.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.1, 2.2, 2.3, 2.4, 3.2, 4.1, 4.4*

- Facilitate an annual one-day conference that provides a college experience to prospective transfer students from local Community Colleges to Cal State San Marcos.

*SA Strategy Alignment: 1.1, 1.3, 2.1, 2.2, 2.4, 3.1, 3.2, 3.3, 3.4, 4.2, 4.4*

- Collaborate with campus Faculty and Staff Associations APIFSA, BFSA and LAFS to enlist their partnership to increase campus ownership and for funding sources within the next five years.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.1, 2.2, 2.4, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6*

- Increase Transfer Bridge (TB) graduate school component programming to promote early student consideration/engagement in graduate degrees to support social mobility.
- Link additional academic year phase of TB component to provide follow up Grad School workshops series for student in summer fall or first year.

- Assess student need.

- Identify and contact the Community Colleges Partnerships (MCCC, PCC, MSJCC). Year one was successful in hosting the Region X conference. However, for the upcoming year the workgroup will focus on discussing the BBP conference concept in how it differs or supports the annual CC region X conference.

- Deliver a Program that allows first-generation college students the opportunity to understand and directly experience a four-year University; by offering workshops, presentations, and a transfer students panel.

- Identify a funding and budget that supports EOP to facilitate the BBP event.

- Within this year, have the APIFSA, BFSA and LAFS Partner with EOP to administration and support Brothers/Sisters Gonna Work It Out and Freshman For A Day Conferences, EOP Association and Internal & External EOP Outreach
- Continue to cultivate the relationship with the EOP Student Association to ensure participation, support and engagement at the student level.
- In the coming year, in an effort to increase funding sources for the conferences, explore outside funding sources in consultation with high school counselors funding sources and offset costs to ensure continuance of the conference.



Pathways to Academic Success & Opportunities (PASO)

- Provide at least two new “Culturally Validating “support services.  
*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.1, 2.2, 3.1, 3.2, 3.3, 3.4*

- PASO will support PASO Scholars academically by collaborating in efforts that retain and graduate PASO Scholars.  
*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.1, 2.3, 3.2, 4.2*

- Provide culturally relevant initiatives to increase financial aid information and awards.  
*SA Strategy Alignment: 1.2, 1.2, 1.3, 2.1, 2.2, 2.4, 3.1*

- Provide Professional Development training opportunities to PASO Staff.  
*SA Strategy Alignment: 1.1, 1.2, 3.1, 4.1*

- Train 100% of PASO staff and faculty in cultural validating efforts.
- 100% of Cougar Care referrals to PASO will be contacted.
- Refer PASO students to campus partners to provide services the PASO Office does not hold expertise in.

- PASO will participate in specialized programs Mid Semester Evaluation (MSE) efforts for fall and spring semesters. If the PASO Scholar fall below a "C", these are "early intervention" efforts.

- Increase the number of Latinx students that are receiving financial aid awards through culturally validating initiatives.

- The professional development of PASO faculty and staff enhances their knowledge to become more effective support service providers. All of the PASO staff are bilingual and bicultural.

Project Rebound

PENDING

Readiness & Success Services

PENDING

TRIO/Student Support Services (SSS)

- TRIO SSS will strengthen community among its students in order to support persistence and graduation by establishing a cohort system from entry to graduation.

*SA Strategy Alignment: 1.3*

- TRIO SSS will create systems of support that empower students to develop professional skills critical for their success through college and beyond.

*SA Strategy Alignment: 2.4*

- TRIO SSS will offer services that will guide students in their lifelong journey toward personal skills and growth by institutionalizing holistic personal development programming.

*SA Strategy Alignment: 2.1*

- TRIO SSS professional staff will become state employees in order to free up grant funds for program activities, student stipends, and services that will serve the purpose of increasing and empowering student success.

*SA Strategy Alignment: 4.2*

Veterans Services

PENDING

- TRIO SSS will strengthen its program to help first-year SSS students (cohort 2019-2020) establish a stronger foundation within the TRIO SSS program and as a cohort.

- TRIO SSS will continue to move forward in efforts to help second-year SSS Students (cohort 2018-2019) establish a stronger foundation with the TRIO SSS program and as a cohort.

- TRIO SSS will write and submit proposal for next grant competition to renew TRIO grant and will specifically address the cohort model in Plan of Operation.

- TRIO SSS will continue efforts to strengthen the TRIO pipeline with UB, T and McNair to help establish informal mentorships and ongoing community among the programs which will, in turn, support growth of skills leading to success.

- TRIO SSS will address development of professional skills in preparation for post-graduation life.

- Provide continued resources to TRIO SSS students to improve their financial literacy awareness
- Develop activities to help students with activities to be a pro-active adult and responsible citizen.

- TRIO SSS conducts a thorough examination and comparison of the use of grant funds for serving students.

## Student Development Services

### Dean of Students

- DOS will explore and cultivate resources to support students and campus partners.

*SA Strategy Alignment: 1.3*

- Explore the addition of family engagement and support initiatives.

*SA Strategy Alignment: 2.1*

- In partnership with the Cross Cultural Center and the Civility Committee, the Civility campaign will offer opportunities to expand students' multicultural competency.

*SA Strategy Alignment: 3.2*

- DOS will use data to inform resource allocation, program development, and management.

*SA Strategy Alignment: 4.1, 4.2, 4.3*

- Build and establish relationships with community partners to address students' basic needs.
- Create online training and resources for faculty and staff.

- DOS will develop a family program based on data, best practices, and the needs of the CSUSM community.

- Continue to support the GEL Multicultural Competency program through training and facilitation.
- With the Cross-Cultural Center, the Civility Campaign should undergo a strategic planning process for 19-21.

- DOS will develop assessment tools to be used by each functional area (Student Conduct, Civility, Cougar Care Network, Orientation & Family Programs).
- Conduct program review of SOAR/CCN.
- Engage in intentional professional development opportunities within DOS and with identified cross divisional partners.

### Disability Support Services (DSS)

- Enhance the overall accessibility to our Disability Support Services by providing students with access to a centralized management system.

*SA Strategy Alignment: 2.1, 3.4, 4.4*

- Administer all special testing accommodations through a centralized Testing Center.

*SA Strategy Alignment: 2.1*

- Work in collaboration to identify the best centralized management system that will meet the needs of our Disability Support Services program.
- Initiate the purchasing and implementation of the identified centralized management system by April of 2020.
- Implement the new centralized management system for all DSS students starting in Fall 2020.

- Develop an implementation plan for the moving of special testing accommodations to the Testing Center.

### New Student & Family Programs (NSFP)

Submitted with Dean of Students

## Residential Education

- To seamlessly integrate the Housing and Residential Education program into the Co-Curricular Model.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.3, 4.1, 4.4, 4.5*

- Residential Education will support the Graduation Initiative 2025 by leveraging the benefits of living on-campus to improve academic success for residential students.

*SA Strategy Alignment: 1.2, 1.2, 2.1, 2.3, 4.1*

- Residential Education will create a sense of community that is open and inclusive to all students.

*SA Strategy Alignment: 1.3, 2.2, 3.2, 3.3, 3.4, 3.5, 4.3, 4.5*

## Student Health & Counseling Services (SHCS)

- Continuously improve programs and services through continued maintenance of accreditations.

*SA Strategy Alignment: 4.4*

- Promote holistic wellness.

*SA Strategy Alignment: 1.2*

- Engage in data-driven decision making

*SA Strategy Alignment: 4.1*

- Residential Education will ensure that all programmatic initiatives are aligned with the co-curricular model.

- Residential Education will utilize new tools to support residential programmatic initiatives.
- Residential Education will work with campus partners to promote and educate students and other campus partners on the co-curricular model.

- Residential Education will continue to develop and support the Residential Peer Mentor Program.
- Residential Education will implement an assessment plan to determine the impact of academic initiatives on the academic success of residential students.

- Housing and Residential Education will continue to improve the residential experience.
- Residential Education will continue to implement and support our LGBT and gender inclusive housing communities and will begin developing plans for residential communities for other affinity groups or learning communities.
- Residential Education will enhance the equity, diversity and inclusion training of Resident Assistant and Residential Peer Mentor staff.

- Ensure employees have updated accreditation standard information, pertaining to their specific job duties as we prepare for re-accreditation visit May 2020.

- Expand counseling appointment offering types in support of student needs and wellness.

- Utilize appropriate assessment tools to review service provision

Title IX/DHR

- Develop a marketing and communications plan to educate the campus community about the mission and function of the Title IX/DHR Office.

*SA Strategy Alignment: 3.3, 3.4, 3.5*

- Ensure the Department of Title IX/DHR maintains a proper allocation of resources and appropriate staffing to meet community needs.

*SA Strategy Alignment: 3.1, 3.3, 3.4, 3., 4.1, 4.2, 4.3, 4.4*

- Develop and present educational programming to students, staff, faculty, and community members regarding Title IX and DHR that is aligned with CSU system-wide, federal, and state requirements and community needs.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 3.2, 3.3, 3.4, 3.5, 4.1, 4.2*

- Conduct prompt, thorough and impartial investigations of Title IX and DHR complaints involving employees, students, and third parties.

*SA Strategy Alignment: 2.2, 2.4, 3.3, 3.4, 3.5*

- Create a centralized location for the campus community to access information and Title IX and DHR.
- Increase visibility of Title IX and DHR as a department and resource available to the entire campus community.

- Train internal Title IX/DHR staff to increase staff capacity to meet community needs.
- Ensure resource allocation aligns with community and department needs, as reflected in the trend data.

- Assess and track current programming to ensure compliance with 1) CSU system-wide, federal and state requirements and 2) community needs.
- Educate the campus community on topics that align with current needs of the community, as reflected in trend data.

- Ensure best practice standards are met in the investigation and adjudication of Title IX and DHR complaints.

Develop procedures and protocols for Executive Order 1097's "Live Hearing" requirements

Associated Students, Inc. (ASI)

- SERVE – ASI will conduct needs-based assessment efforts and align the results with the students', Division's, and University's priorities to produce an ASI action plan for the next 3–5 years in order to best utilize fiscal resources.

*SA Strategy Alignment: 3.1, 4.1, 4.2*

- ENGAGE – ASI will engage in comprehensive leadership training and professional development in order to strengthen the ASI brand and culture, both externally and internally, to increase visibility and have a more prominent name across campus.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.3, 4.2, 4.4, 4.5*

- EMPOWER: ASI will create standard operating procedures that empower students and staff to work efficiently and effectively in order to maximize service to CSUSM students and align with University practices.

*SA Strategy Alignment: 3.1, 4.1, 4.2*

- Utilize assessment tools and data to create an ASI action plan that will reflect CSUSM student needs.
- Develop a plan for a holistic wellness facility that houses the permanent location for the ASI Cougar Pantry, includes spaces for sleeping solutions, recreational spaces, and small classroom spaces for trainings.

- Develop and/or increase awareness and access of training opportunities for all ASI students and professional staff.
- Develop and carry out a comprehensive an ASI branding strategic plan and training.

- Review, assess, refine, and document operational processes to reflect current practices.
- Increase use of sustainability practices across ASI functional areas.

Campus Recreation  
(REC)

- Continue development and implementation of a targeted and intentional Campus Recreation marketing and outreach campaign to inform the CSUSM community about Campus Recreation opportunities.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.1, 2.3, 3.2, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4, 4.5*

- Establish the Eight Dimensions of Wellness as Campus Recreation's guiding principles and incorporate these dimensions in an intentional marketing campaign as well program strategies.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.1, 2.3, 3.2, 3.3, 3.4, 4.2, 4.3*

- Develop targeted strategies to evaluate and track participation and success of Campus Recreation Programs.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4*

- Continue Campus Recreations Involvement in the process to establish a stand alone Wellness and Recreation Facility.

*SA Strategy Alignment: 1.1, 1.2, 1.3, 2.1, 2.2, 2.3, 2.4, 3.1, 3.2, 3.3, 3.4, 4.1, 4.2, 4.3, 4.4, 4.6*

Black Student Center  
(BSC)

PENDING

Cross Cultural Center  
(CCC)

- CCC will lead and promote opportunities to develop the multicultural competency of CSUSM students through identity exploration and expression.

*SA Strategy Alignment: 3.2*

- CCC will foster a critical space for students to reflect on social justice issues, appreciate difference and build community.

*SA Strategy Alignment: 1.3, 4.2*

- Inform the CSUSM community of Campus Recreation programs, events, activities, and employment opportunities

- Educate the CSUSM community on the Eight Dimensions of Wellness that serve as the guiding principles for all of Campus Recreations programs.

- Track and assess student participation and expectations of Campus Recreation programs.

- Explore potential resources to develop additional facilities and services.

- CCC will create standardized presentations that address the topics of leadership, cultural appropriation and personal identity.
- CCC will assess the curriculum used with the GEL classes to determine the impact on first-year students.

- CCC will work with the Student Life Centers to continue to clarify relationships between spaces and develop a joint program review.
- CCC will expand the program series — Defining Diaspora: Asian, Pacific Islander, and Desi Identities — to better support those communities within CSUSM.

Gender Equity Center (GEC)

- The Gender Equity Center will assess the mission of the Center and develop strategies to work towards the meeting and exceeding our mission statement.

*SA Strategy Alignment: 1.3*

- The Gender Equity Center will develop innovative opportunities to develop knowledge and skills to support gender equity and social justice.

*SA Strategy Alignment: 3.2, 3.4*

- The GEC will be a leader in developing initiatives support for parenting students.

*SA Strategy Alignment: 3.4, 3.5, 4.4*

- The Gender Equity Center will employ a variety of assessment strategies to gather feedback regarding mission statement and services provided to students.

- The GEC will evaluate and improve volunteer recruitment, onboarding, and sustainability efforts.
- The GEC will design a variety of professional development opportunities to increase multicultural competence around topics of gender equity and social justice.

- Advocate for initiatives that will allow parenting students to participate in co-curricular learning and engage more fully in student life.

Latin@/x Center

- The Latin@ Center will assess and evaluate the Center's tri-level mission focus: Cultural Sensitivity Programming, Campus Latin@ Education, and Resource Space, to determine strategies to narrow focus and needs of department.

*SA Strategy Alignment: 4.1*

- The Latin@ Center will build on current campus community relations, foster new partnerships with campus stakeholders, and develop an identity and values that best represent the student and community needs.

*SA Strategy Alignment: 1.3*

- Latin@ Center will review, assess, and evaluate previous programmatic events, educational activities, and office usage ensuring that the Center's strategies and interventions align with current mission (2018-2020).

- The Latin@ Center will develop a culture of evaluation and assessment which will focus on: 1) Establishing data measurement instruments, 2) Measuring success and efficiency of department strategies, and 3) Developing impactful student development outcomes.

- The Latin@ Center will connect with campus stakeholders to determine meaningful and historical context related to the Center and identify ways to collaborate on upcoming educational projects.

LGBTQA Pride Center

PENDING

Student Life & Leadership (SLL)

- Student Life & Leadership will investigate ways to streamline policies and procedures that impact student organization management.

*SA Strategy Alignment: 4.2, 4.4*

- Establish a student-focused Women's Leadership Symposium

*SA Strategy Alignment: 1.3, 2.3, 3.3, 3.4*

- Conduct a comprehensive review of off-campus events and student organization travel.
- Review risk assessment, liability, participation waiver, and indemnification forms.

- Design program curriculum.
- Identify internal and external funding sources.
- Assess program.



University Student Union (USU)

- The USU will provide welcoming and innovative spaces in order to foster campus pride and holistic wellness.

*SA Strategy Alignment: 1.1, 1.2, 3.3, 4.1, 4.4*

- The USU will engage in collaborative partnerships that will maximize the co-curricular student experience.

*SA Strategy Alignment: 1.1, 1.2, 3.3, 4.1, 4.4*

- The USU will offer holistic and intentional employment opportunities for professional growth and development for all employees.

*SA Strategy Alignment: 1.2, 2.3, 4.3, 4.6*

- The USU will continue to focus on assessing the needs of the students and the campus community with regard to USU facilities and services.

- The USU will continue to seek out ways to display campus pride throughout its facilities.

- The USU will strategically partner with departments in student life that influence the student experience.

- The USU will identify and promote opportunities for student employees to experience personal and professional growth.

- The USU will identify and promote professional staff development opportunities.