



**Strategic Planning Committee**  
**Friday, March 10, 2026 | 3:00 p.m.**  
**SMSU North Chambers (SUN-3305)**  
**Zoom: <https://csusb.zoom.us/j/82332255031>**

### **Agenda**

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

#### **Old Business**

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

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

#### **New Business**

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

#### **Announcements**

#### **Adjournment**



**California State University, San Bernardino  
Santos Manuel Student Union Board of Directors  
Strategic Planning Committee Meeting  
Thursday, March 5, 2026  
Student Chambers (SUN-3305)**

**Minutes**

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

**Members Absent:** Anjali

**Staff Present:** Vilayat Del Rossi, Elizabeth Junker

**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 Waraich/ Rister; motion to approve January 13, 2026 meeting minutes.  
*Motion passed.*

**Open Forum:** No guest present for open forum.

**Adoption of Agenda:**

M/S Lopez/Waraich; motion to approve March 5<sup>th</sup> agenda as presented.  
*Motion passed unanimously.*

**New Business**

SP 10/26 Approval of Vision Themes (Action, Bustillos)

M/S Rister/Baeza; motion to open SP 10/26 Approval of Vision Themes.

The committee reviewed a summary of feedback gathered from full-time staff and student staff regarding proposed vision, values, and mission themes for the organization's strategic planning process. The presentation outlined how input was collected through structured exercises,

discussions, and surveys, and then synthesized into key themes. Members noted strong areas of alignment between staff and student perspectives, including integrity, respect, holistic well-being, transformative student experiences, and preparing life-ready graduates, while also recognizing differences in prioritization that reflect the distinct roles and experiences of each group.

Committee discussion focused on understanding how the data reflects both staff and student voices and how these perspectives can be integrated into a cohesive set of organizational priorities. Members affirmed the value of the inclusive engagement process and emphasized the committee's role in interpreting the findings to develop unified recommendations for the Board. A motion was made to amend the item.

M/S Rister/Lopez; motion to amend SP 10/26 to read Approval of data distribution and collection for vision themes.

*Motion passed.*

M/S Rister/Bustillos; motion to move to a vote for SP 10/26 to approve item as amended.

*Motion passed.*

**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:**

No announcements from committee members.

**Adjournment:**            M/S Lopez/Waraich; motion to adjourn meeting at 1:01 p.m.

**Minutes approved by:**

\_\_\_\_\_  
Jocelyn Paz, Chair, Strategic Planning Committee

\_\_\_\_\_  
Date

## **Adoption of Organizational Values Proposal**

**To:** Santos Manuel Student Union Strategic Planning Committee **Date:** 4/10/2026

**Proposed by:** Vilayat Del Rossi, Interim Executive Director and Jasmine Bustillos, Assessment, Research, and Training Specialist

**At the Request of:** Strategic Planning Committee

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**Background:** Since Fall 2025, SMSU & Recreation & Wellness have engaged in a comprehensive strategic planning process grounded in both external assessment and internal stakeholder input. This included a Program Review Collaborative External Review, full-time staff values, visioning and core tension exercises, and student staff engagement through training and facilitated prioritization activities. Across all inputs, there was strong and consistent alignment on a shared set of core values - Integrity, Respect, Growth, and Balance - with minor differences reflecting perspective (student experience vs. staff sustainability) rather than competing value systems. These findings were synthesized to inform a focused and unified set of proposed organizational values.

**Proposal:** We propose Committee approval of a core set of 4–5 organizational values to serve as the cultural foundation for the SMSU & Recreation & Wellness strategic plan.

### **Option 1 (4 Core Values - Recommended):**

Integrity, Respect, Growth, Balance

### **Option 2 (5 Core Values):**

Integrity, Respect, Growth, Balance, and either Connection or Service

This action establishes a clear and shared values framework that will guide strategic planning, decision-making, and organizational culture moving forward. Staff will finalize definitions and behavioral examples for operational use and implementation consistent with the approved framework.

### **Rationale:**

The proposed values:

- Reflect strong alignment across student staff and full-time staff input;
- Establish a clear and focused cultural foundation for the strategic plan;
- Balance student priorities (growth, connection) with staff priorities (balance, sustainability);

Approving the proposed values:

- Positions values as actionable and operational, not aspirational and unattainable;
- Supports consistency in decision-making, leadership development, and organizational expectations;
- Advances the strategic planning process from input gathering to directional alignment.

### **Fiscal Impact:**

- This proposal has no financial impact on the organization.

**Implementation Timeline:** Approval of the organizational values establishes the cultural foundation for the strategic plan and enables immediate integration into staff expectations, student employment, and organizational practices. In Summer 2026, values will be embedded into training materials, onboarding processes, recognition practices, and team norms across units. In Fall 2026, values will be formally introduced as part of the strategic plan rollout and used as a consistent lens for decision-making, leadership expectations, and organizational culture. Staff will report on implementation progress to the Board during the 2026–27 year through strategic plan updates and assessment reporting.

### **Attachments:**

- Value Definitions
- Value Rankings and Synthesis

# Synthesized Core Values

## Integrity

**Key Ideas:** honesty, reliability, follow-through, responsibility, moral principles

**Pulls From Posters:** trust, honesty, justice, respect, professionalism, accountability

**Sample Statement:** *We act with honesty and responsibility, ensuring our decisions and actions align with our moral principles. We follow through on commitments and build trust through consistency and accountability.*

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## Respect

**Key Ideas:** honoring others, boundaries, dignity, fairness, moral grounding

**Pulls From Posters:** respect, freedom, honoring others, valuing differences, rights & morals

**Sample Statement:** *We honor the dignity, boundaries, and perspectives of every person. We approach one another with fairness and openness, recognizing the inherent worth of all individuals.*

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## Growth

**Key Ideas:** learning, self-improvement, curiosity, knowledge, emotional maturity

**Pulls From Posters:** self-growth, knowledge, emotional maturity, wisdom, independence

**Sample Statement:** *We strive for ongoing personal and professional development. By embracing learning, curiosity, and reflection, we strengthen both ourselves and our community.*

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## Balance

**Key Ideas:** wellbeing, sustainability, healthy rhythms, adventure, groundedness

**Pulls From Posters:** wellbeing, adventure, maintaining balance, self-growth, holistic perspective

**Sample Statement:** *We prioritize wellbeing and sustainability in how we work and live. By cultivating healthy rhythms and nurturing holistic health, we support long-term success and wholeness.*

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## Connection

**Key Ideas:** relationships, community, belonging, gratitude, collaboration

**Pulls From Posters:** family, community, connection, gratitude, humor, celebration, collaboration

**Sample Statement:** *We build community through authentic relationships, collaboration, and gratitude. We celebrate one another and foster a culture where all can belong and contribute.*

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## Service

**Key Ideas:** purpose, contribution, work ethic, helping others, mission-driven action

**Pulls From Posters:** service, work, responsibility, leadership, achievement, wisdom

**Sample Statement:** *We find purpose in contributing to the greater good. Through dedication, leadership, and a commitment to helping others, we bring our mission to life in meaningful ways.*

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## Compassion

**Key Ideas:** empathy, care, kindness, emotional maturity, advocacy

**Pulls From Posters:** empathy, kindness, compassion, faith, advocacy, "seek to understand"

**Sample Statement:** *We lead with empathy, kindness, and understanding. By caring for others and advocating when needed, we create a supportive environment where people feel valued and seen.*

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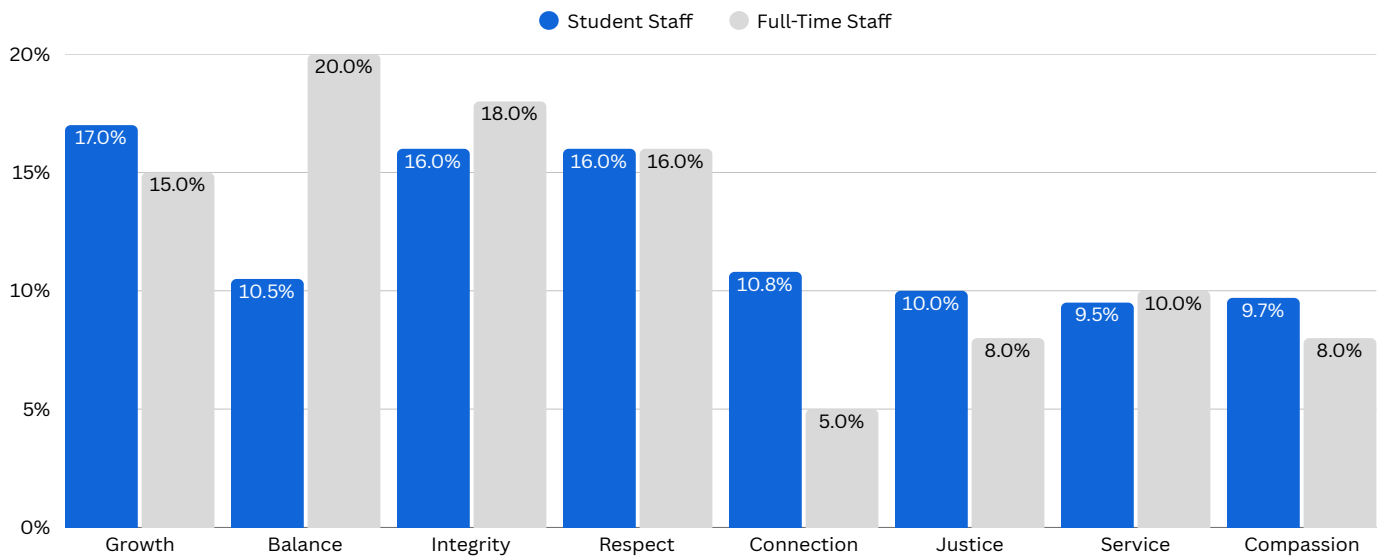
## Justice

**Key Ideas:** equity, fairness, advocacy, rights, moral responsibility

**Pulls From Posters:** rights & morals, equity, advocacy, justice, DEI principles

**Sample Statement:** *We stand for fairness, equity, and what is right. Through advocacy and principled action, we work to ensure dignity and opportunity for all.*

# Values



Student Staff Value Rankings	Full-Time staff Value Rankings:
Growth -17%	Balance -20%
Integrity   Respect -16%	Integrity - 18%
Connection - 10.8%	Respect - 16%
Balance 10.5%	Growth - 15%
Justice -10%	Service 10%
Compassion - 9.7%	Justice   Compassion - 8%
Service - 9.5%	Connection - 5%

### Recommendations:

Integrity, Respect, Growth, and Balance were consistently prioritized across both groups and represent a clear, shared foundation for how we operate and support students.

Integrity, Respect, Growth, Balance, AND Growth or Service adds a relational or mission-facing value to reflect the Student Union’s role in building community (Connection) or serving students and campus (Service).

## **Adoption of Vision Statement Proposal**

**To:** Santos Manuel Student Union Strategic Planning Committee **Date:** 4/10/2026

**Proposed by:** Vilayat Del Rossi, Interim Executive Director and Jasmine Bustillos, Assessment, Research, and Training Specialist

**At the Request of:** Strategic Planning Committee

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**Background:** As part of the strategic planning process, SMSU & Recreation & Wellness engaged both full-time staff and student staff in visioning and prioritization activities. Across all engagement methods, there was strong alignment on core outcomes, including preparing life-ready graduates, delivering transformative student experiences, and supporting holistic wellbeing. Student staff emphasized belonging and connection, while full-time staff emphasized staff sustainability and equity. These inputs were synthesized into a focused set of vision themes, which informed the development of concise draft vision statements that integrate both student experience and organizational capacity.

**Proposal:** We propose Committee selection of a draft organizational vision statement to guide the strategic plan and be brought forward for Board review and refinement.

### **Option 1 (Student Outcomes Forward - Recommended):**

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.

### **Option 2 (Experience & Belonging Forward):**

We envision a thriving community where every student feels they belong, grows through meaningful experiences, and leaves prepared to lead a life of purpose, powered by staff who are valued, supported, and inspired.

This action recommends an organizational vision statement for Board approval as part of the strategic planning framework. Staff may make non-substantive refinements for consistency, formatting, and implementation alignment following approval.

### **Rationale:**

The proposed vision statements:

- Reflect strong alignment across student and staff priorities;
- Integrate key themes: life-ready graduates, wellbeing, transformation, equity, and staff support;
- Balance student experience (belonging, growth) with organizational capacity (staff sustainability);
- Provide clear directional language to guide strategic priorities and decision-making;
- Advance the process from theme identification to a cohesive vision statement.

### **Fiscal Impact:**

- This proposal has no financial impact on the organization.

**Implementation Timeline:** Once approved, the established north star will serve as the directional anchor for strategic priorities, goals, and investment decisions for the duration of the approved strategic plan to be brought to the Board in Fall 2026. Staff will incorporate the approved vision into strategic goal development and will provide a progress update to the Board during the 2026–27 year.

### **Attachments:**

- Vision Theme Definitions
- Vision Outcome Rankings
- Vision Statements and Emphasis

# Vision Themes

## Life-Ready Graduates

Students leave our programs prepared to thrive — equipped with practical skills, leadership capacity, and confidence for career and life beyond graduation.

**Pulls From Posters:** *leaving with skills to succeed post-grad; high post-grad employment success; career readiness; internships; leadership opportunities; life & interpersonal skills*

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## Transformative Student Experience

Students are changed by their involvement — experiencing growth that is meaningful, memorable, and identity-shaping.

**Pulls From Posters:** *transformed student experience; meaningful engagement; leadership development; participation; personal growth opportunities*

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## Deep Belonging

Every student sees themselves reflected, valued, and connected within our spaces, programs, and communities.

**Pulls From Posters:** *sense of belonging; students see themselves in programs & centers; connection to professional staff; culture of connection & collaboration; community-oriented environment*

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## Holistic Wellbeing

We cultivate environments that prioritize mental, physical, emotional, and social health as essential to student success.

**Pulls From Posters:** *safe and supportive environment; support of health & wellness; RecWell expansion; developing outdoor spaces; holistic wellbeing of students*

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## Engaged & Empowered Staff

Professional staff feel heard, appreciated, and supported, with clear pathways for growth and advancement.

**Pulls From Posters:** *staff feel heard & taken care of; culture of appreciation; professional development opportunities; upward mobility with title & pay; less reactive/more proactive; drama-free workplace*

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## Culture of Joy & Pride

Our organization shapes campus culture through energy, spirit, creativity, and shared pride.

**Pulls From Posters:** *culture shifters; fun/joyful/successful/play; school spirit; Coyote pride; high participation; vibrant campus experience*

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## Transformative Leadership

We are recognized as innovative leaders who influence campus direction and inspire meaningful change.

**Pulls From Posters:** *transformative leaders; culture shifters; campus recognition; creative engagement; shaping institutional direction*

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## Strategic Partnerships & Institutional Impact

Our work drives measurable outcomes through strong campus, community, alumni, and civic partnerships.

**Pulls From Posters:** *lasting impact; intentional partnerships; campus & community connection; alumni engagement; philanthropy; city officials engagement & recognition*

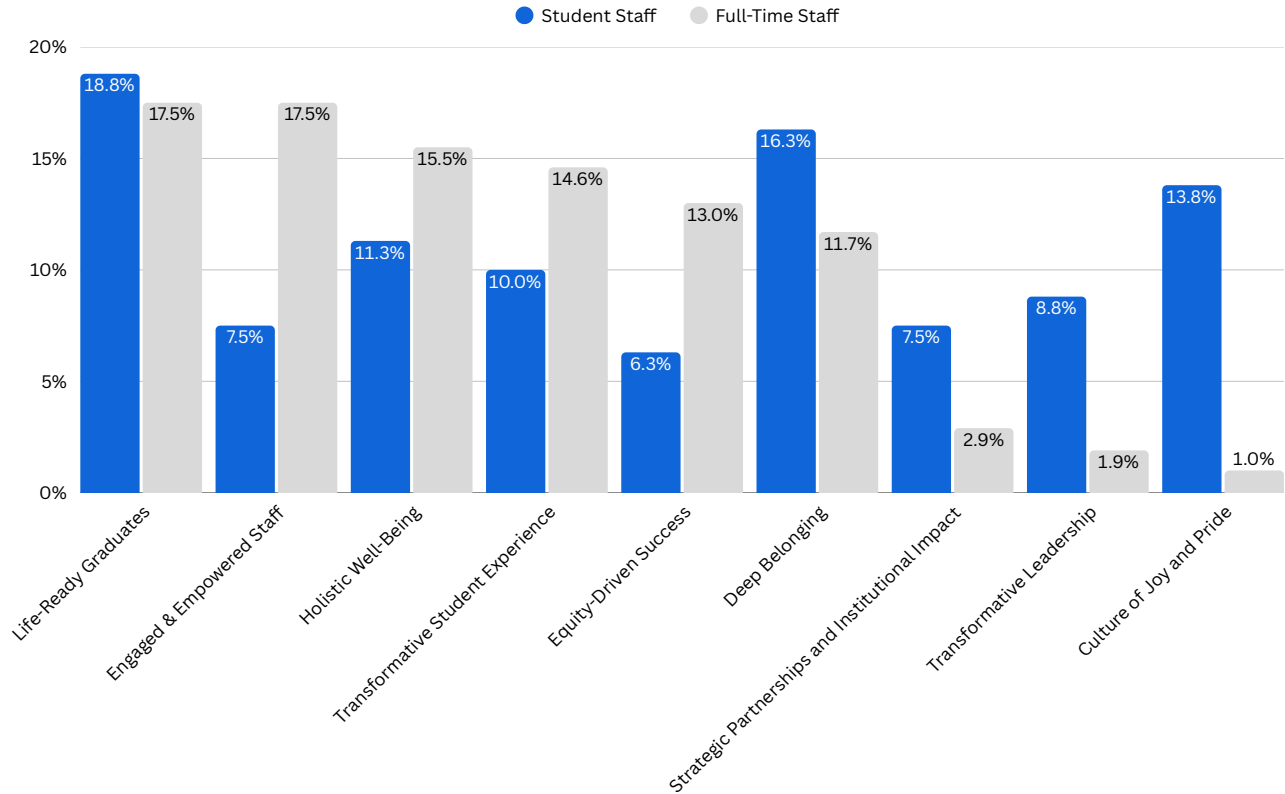
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## Equity-Driven Success

We intentionally advance retention, graduation, and opportunity — especially for historically marginalized students.

**Pulls From Posters:** *increased retention & graduation rates (especially for students of color); access & opportunity; inclusive engagement; institutional equity impact*

# Santos Manuel Student Union Vision Themes



## Student Staff Vision Theme Rankings

Life-Ready Graduates - 18.8%  
 Deep Belonging - 16.3%  
 Culture of Joy and Pride - 13.8%  
 Holistic Well-Being - 11.3%  
 Transformative Student Experience - 10.0%  
 Transformative Leadership - 8.8%  
 Engaged & Empowered Staff - 7.5%  
 Strategic Partnerships and Institutional Impact - 7.5%  
 Equity-Driven Success - 6.3%

## Full-Time staff Vision Theme Rankings:

Life-Ready Graduates - 17.5%  
 Engaged & Empowered Staff - 17.5%  
 Holistic Well-Being - 15.5%  
 Transformative Student Experience - 14.6%  
 Equity-Driven Success - 13.0%  
 Deep Belonging - 11.7%  
 Strategic Partnerships and Institutional Impact - 2.9%  
 Transformative Leadership - 1.9%  
 Culture of Joy and Pride - 0.9%

Santos Manuel Student Union

# Vision Statements

Vision exercises were synthesized into a focused set of vision themes, which informed the development of concise draft vision statements that integrate both student experience and organizational capacity.

**Option 1: Student Outcomes Forward (Recommended):** 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.

- **Emphasis:** Outcomes (life-ready graduates) | Transformation, wellbeing, and equity | Staff as the enabling condition

**Option 2: Experience & Belonging Forward:** We envision a thriving community where every student feels they belong, grows through meaningful experiences, and leaves prepared to lead a life of purpose – powered by staff who are valued, supported, and inspired to make lasting impact.

- **Emphasis:** Belonging and experience | Personal Growth and purpose | Staff culture and inspiration

## **Adoption of Mission Statement Proposal**

**To:** Santos Manuel Student Union Strategic Planning Committee **Date:** 4/10/2026

**Proposed by:** Vilayat Del Rossi, Interim Executive Director and Jasmine Bustillos, Assessment, Research, and Training Specialist

**At the Request of:** Strategic Planning Committee

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**Background:** Building on the external review and internal engagement process, SMSU & Recreation & Wellness developed multiple draft mission statements reflecting different emphases within the organization's purpose. Student staff input emphasized transformational engagement and belonging, while full-time staff emphasized wellbeing, connection, and holistic development. These perspectives informed three mission draft options, each aligned to the organization's core function of advancing student success through co-curricular experiences, programs, and spaces.

**Proposal:** We propose Committee selection of one mission draft to refine and bring forward for further review.

### **Option 1: Belonging and Growth (Recommended)**

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.

### **Option 2: Education Beyond Academics**

We advance student success by creating spaces and experiences that foster connection, wellbeing, and the personal and professional growth students need to thrive in college and life.

### **Option 3: Belonging as Foundational to Success**

We embody student success through connection, belonging, and holistic development. By creating inclusive spaces, programs, and experiences, we cultivate wellbeing, leadership, and growth beyond the classroom.

This action recommends an organizational mission statement for Board approval as part of the strategic planning framework. Staff may make non-substantive refinements for consistency and implementation alignment following approval.

### **Rationale:**

The proposed mission statements:

- Reflect both student and staff input on purpose and impact;
- Aligns with external review findings emphasizing student success, belonging, and engagement;
- Captures the organization's role as a hub for co-curricular learning and development;
- Advance the process toward a clear and unified mission statement for strategic alignment

### **Fiscal Impact:**

- This proposal has no financial impact on the organization.

**Implementation Timeline:** If approved in April, Values begin shaping culture immediately, Vision guides the strategic framework by early summer, and Mission ensures alignment across programs and services, positioning the organization for a strategic plan launch in Fall 2026. Staff will incorporate the approved mission into program alignment, onboarding, staff development, and annual assessment, with a progress update presented to the Board during the 2026–27 year.

### **Attachment:**

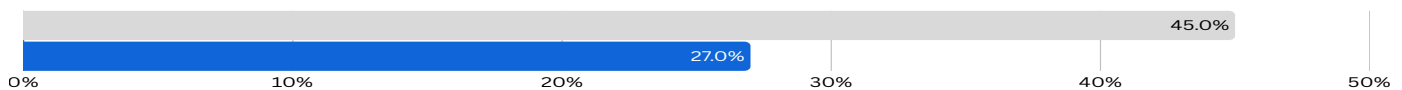
- Mission Ranking

# Santos Manuel Student Union

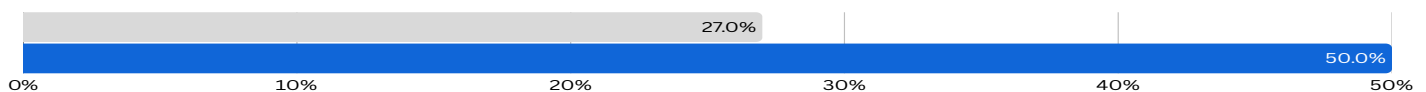
## Mission Statements

**Option 1: Belonging and Growth (Recommended):** 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 needed to thrive in college and life.

**Option 2: Education Beyond Academics:** We advance student success by creating spaces and experiences that foster connection, wellbeing, and the personal and professional growth students need to thrive in college and life.



**Option 3: Belonging as Foundational to Success:** We embody student success through connection, belonging, and holistic development. By creating inclusive spaces, programs, and experiences, we cultivate wellbeing, leadership, and growth beyond the classroom.



- Student Staff
- Full-Time Staff