

**CALIFORNIA STATE UNIVERSITY, NORTHRIDGE
UNIVERSITY STUDENT UNION
BOARD OF DIRECTIONS
VISIBILITY AD HOC COMMITTEE
MINUTES**

DECEMBER 15 2025

I. CALL TO ORDER

The meeting was called to order at 9:04 a.m.

II. ROLL CALL

PRESENT	ABSENT
Audrey Martinez (Back-Up Secretary)	Cesar Rosales
Cameron Gonzalez	Steven Wein
Karim Kouatly	
Kevin Conn	
Kevin Lizarraga	
Nawshin Sabah (Chair)	
Sharon Kinard (Executive Secretary)	

III. APPROVAL OF AGENDA

M/S/P (Gonzalez/Kouatly)

Motion passes 5-0-0.

IV. CHAIR'S WELCOME & INTRODUCTIONS

Sabah introduced herself as Chair of the USU Board of Directors and the Visibility Ad Hoc Committee, welcomed members and invited each member to share briefly about themselves and why they said yes to the committee opportunity.

I. DISCUSSION ITEMS

A. COMMITTEE PURPOSE REVIEW

Sabah said the ad hoc committee was formed following discussions among Board members who question what it is about the USU that drives students to the facility, to spend time there and to find their place at the USU. Do students know about USU resources that have been established to support their academic and club success (e.g. meeting rooms, study spaces)?

Sabah reviewed the committee's three goals for 2025-2026: 1) Assess student and campus awareness of USU spaces, services and programs to understand what is working well and where gaps exist. 2) Research best practices from peer institutions and identify effective visibility, marketing and engagement strategies that promote inclusion and connection. 3) Provide a preliminary framework, outline and recommendations that inform a long-term USU visibility and engagement framework to be presented to the Board of Directors at the end of the spring semester.

B. THE CURRENT USU STATE - VISIBILITY

Kinard shared comments from a former CSUN student that contained generalized observations and recommendations to improve visibility. She noted that there may still exist confusion among students between the USU and Associate Students and posed the question of whether it is important for students to distinguish them. The former student said the distinction is an important part of students knowing how their fees are used to provide the services they desire. Member Martinez said it also matters because of the interconnection between what Matadors know and experience. When students know who is providing them with the service, there is a connection.

Unlike single brick-and-mortar student unions, the USU is unique in its plaza concept that can make identifying it with its programs a challenge, as it is with the USU's lessees (Matador Involvement Center, International Student Exchange, etc.). While excitement surrounds The Valera NEST, the plaza can feel empty compared to the courtyard of years past.

Director Kouatly noted seeing greater plaza activity during the early fall and towards the end of semesters during finals week. The time of day that programs are offered also should be explored, he said, offering programs held until 4 p.m.

Director Sabah offered that when programs are held, students do attend but to ask them whether they know they are USU programs and they might not be aware of that.

Member Conn noted that visibility and attendance, in general, from students is lower than in 2022 but is getting better. It is not only a USU experience. The question remains of how to get their attention to utilize offerings provided by both Residential Life and the USU.

Member Lizarraga noted that throughout his years at CSUN, the farther away students get from the USU, the less students tend to know about the USU. Placing signage in high traffic areas throughout the campus is vital to grabbing students' attention.

Members reviewed current USU website and social media statistics.

C. THE USU VISIBILITY SURVEY DRAFT REVIEW

Members reviewed the draft survey, agreeing to add content, questions, and suggestions into the shared document by Dec. 19. The Assessment Team will design the instrument in Qualtrics.

D. COMMITTEE MEETING SCHEDULE

Meetings were established as virtual. The one-hour meetings will begin at 9 a.m. on the following dates:

- Jan 12
- Feb. 9
- March 23
- April 13
- May 4
- June 1

Member Conn left at 9:59 a.m.

E. ANNOUNCEMENTS

There were no announcements.

F. ADJOURNMENT

Chair Sabah adjourned the meeting at 10:03 a.m.

Respectfully submitted,

Sharon S. Kinard

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Executive Secretary