













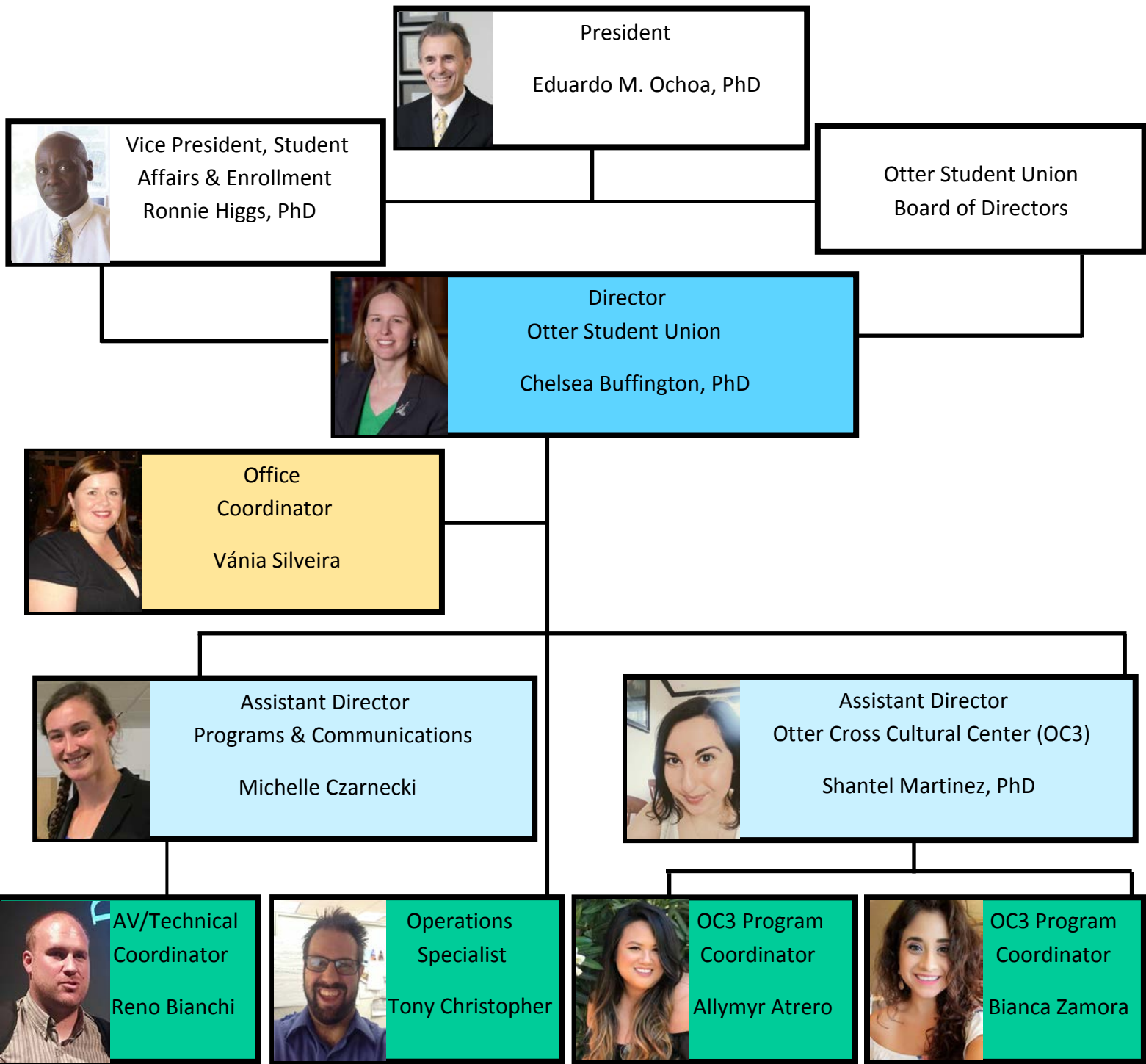
2018-2019 Annual Report



**OTTER STUDENT
UNION**
CSU MONTEREY BAY

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Otter Student Union Board of Directors 2018-2019

Chair, Ashley Smith	Chelsea Buffington, PhD	Rebecca Harbison
Vice Chair, Selene Yabes	Konnor Calihan	Jared Hernandez
Treasurer, Beth Johnson	Zoë Carter	Emily Tate
	Chi-Chun Chou, PhD	Noah Wuollet
	Ashley Genasci	Christy Underwood

Executive Summary

In 2018-2019, the Otter Student Union (OSU) and began its first full year of operation as a fully incorporated 501(c)(3) non-profit auxiliary organization and began construction of a new, 70,000 square-foot facility. In January 2019, a stand-alone business unit was established with financial services provided by the University Corporation at Monterey Bay. Another significant change occurred with the OSU Board of Directors with amended bylaws approved by the Board and by California State University, Monterey Bay President Eduardo Ochoa in September 2018. The amended bylaws changed the composition of the Board, which are in place for 2019-2020.

Fiscal year 2018-2019 began with a staff retreat focused on redefining OSU with a new Mission, Vision, and Values that align with the organization's focus on connecting students, faculty, staff, alumni, and surrounding communities. Staff also created a Student Employment and Supervision Ethos devoted to the values of OSU and to its all-important role as a professional development opportunity for professional and student staff.



Throughout the year, the Otter Cross Cultural Center (OC3) and Union Programming Board increased internal and external collaborations, while AV/Technical Services expanded capacity, adding new equipment that allowed for enhancements to events and a new foray into video production. The Union Programming Board hosted 31 events (up from 27 in 2018-2019) while the OC3 hosted 89 programs, in addition to numerous trainings and presentations. Through these events, trainings, and presentations, OSU endeavored to achieve a greater reach on campus and beyond. Increases in engagement were especially noticeable at Otterlands—the spring concert, which sold out of tickets, and for the eight Affinity Graduation Celebrations, which saw nearly double the number of participants and guests for a total of 515 engaged graduates (nearly 450 in attendance) and 2,566 guests.

As OSU prepares to open a new facility by fall 2020, focus areas for 2019-2020 will be on assessing current campus use of spaces to help in budgeting and personnel planning along with developing internal and external relationships for OSU facilities and services. In preparation for the new facility, as well as in response to increases in services provided and engagement amongst students, faculty, staff, alumni, and community, OSU also expects to hire a minimum of two new professional staff over the next year.

Otter Student Union Mission, Vision, and Values

Mission

The Otter Student Union is the heartbeat of campus and a bridge to surrounding communities, providing spaces, opportunities, and advocacy that cultivates belonging reflective of CSUMB's founding vision.

Vision

The Otter Student Union creates thriving student-centered spaces that support empowerment, authenticity, and Otter pride to cultivate socially conscious agents of change with sustainable connections between student, faculty, staff, alumni, and surrounding communities.

Values



Highlights



Otter Student Union Highlights

A number of key accomplishments and events were highlights of 2018-2019. The three most visible included the beginning of construction of the new Otter Student Union facility, the largest engagement of CSUMB graduates and attendance of guests at CSUMB's eight Affinity Graduation Celebrations, and a new signature event—Werk Witch Drag Show.

Otter Student Union Facility Construction

Construction of the 70,000 square-foot Otter Student Union began in August 2018, with an expected completion of summer 2020. The new Union will include a 6,000 square-foot ballroom, 10 meeting rooms, multiple flexible seating areas, dining venues, Starbuck's, the CSUMB Bookstore, a convenience store, the Rookery Lounge and Game Room, Associated Students, First Year Experience & Orientation, Student Engagement & Leadership Development, and Otter Student Union offices. The new facility will also include an outdoor terrace with views of Monterey Bay and plazas on the Quad-and at the corner of Inter-Garrison and 5th Avenue that will accommodate a variety of events, including outdoor movie screenings.



Affinity Graduation Celebrations

Affinity Graduation Celebrations honor the accomplishments and experiences of CSUMB graduates who come from historically underrepresented communities. The eight Affinity Graduation Celebrations (Asian & Pacific Islander, Black, Students with Disabilities, Rainbow-LGBTQ+, Native American, Latinx, Undocumented, and Veteran) are created with the help of campus-wide committees who develop themes, identify keynote speakers, design stoles, and incorporate cultural performances as a tool for telling the stories of their respective communities. During 2019, the [Affinity Graduation Celebrations served 515](#)



[graduates and 2,566 guests including CSUMB students, faculty, staff, community, and supporters. Eighty percent of graduates involved in the Affinity Graduation Celebrations identified as first-generation—the first in their families to graduate from college.](#) By continuing to serve the CSUMB campus with these free-of-cost, identity-based graduation celebrations, the Otter Cross Cultural Center/Otter Student Union enlivens the mission of CSUMB and affirms the Otter Student Union’s values of fostering communities, valuing voices, cultivating social justice, and providing programs, spaces, and services rooted in care.

As a result of the debrief of the 2018 Celebrations, as well as 2018-2019 Annual Report recommendations, strengths and improvements included:

- **Celebrations continued to be free and available to all graduates and attendees**
- **Planning committees with a mix of staff, faculty, and students beginning in fall**
- **Continued utilization of University Tickets**
- **Stoles now available at the Student Center Front Desk**
- **Keynotes identified earlier, by the end of December**
- **Information about Affinity Graduation Celebrations sent with Commencement**
- **OSU managed and designed programs and marketing materials**
- **Daily itineraries and minute-to-minute schedules created for each Celebration**
- **All Celebrations added cultural and/or related performances**
- **Utilized Salinas City Center for Undocu-Grad Celebration**
- **Single sign up form used for all graduates**
- **Continued tabling at GradFest**

Key qualitative quotes:

“Rainbow Grad was something special. Thank you so much to all the people who came from near and far to support me. It really meant the world to me.”

“I wore the Latinx stole to a car show after the ceremony. Everyone was coming up to me and asking where I got the stole. When I told them about the Latinx ceremony, they were super proud of my accomplishments. I walked around the rest of the day feeling so proud.”

“Thank you so much! We are a Mexican family. All of us who have graduated from CSU’s always have done the Chicax/Latinx commencement it’s our family tradition. It means more to us than the regular graduation since my mother and her siblings walked out of the fields for equal rights. I am really looking forward to hearing ‘de colors.’”

Affinity Graduation Celebration Budget and Engagement

	Budget Allocation	Expenses	Engaged Graduates	Guests	Total Engagement
General	\$5,652.00	\$1,758.58	12		12
API	\$4,033.00	\$4,820.75	41	162	203
Black	\$6,225.00	\$6,646.39	53	454	507
Chicanx/Latinx	\$6,547.00	\$16,173.18*	315	1588	1,903
Native	\$5,176.00	\$4,202.99	8	80	88
Rainbow	\$4,244.00	\$5,349.10	49	129	178
Students w/ Disabilities	\$2,864.00	\$1,883.44	22	56	78
Undocu-Otters	\$4,433.00	\$4,814.46**	9	55	64
Veteran	\$2,326.00	\$1,065.59	6	42	48
Total	\$41,500.00	\$46,714.48* **	515	2,566	3,081

*The Chicano/Latino Graduation Association provided \$5086.82 for Chicax/Latinx Graduation Celebration. Additional funds were necessary due to an increase in engaged graduates that prompted a site change to Freeman Stadium.

With the larger venue, the Celebration was able to increase the number of attendees fivefold.

**The Dream Student Summit Fund supplied \$500 for the keynote speaker.

Affinity Graduation Celebrations in 2019 included minimal budgetary increase from \$41,698.10 spent in 2018 to \$46,714.48 spent in 2019. With roughly the same budget, Affinity Graduation Celebrations served significantly more graduates and guests, rising from 233 graduate attendees and 1,510 guests in 2018

(472 graduates were engaged but many were unable to participate) to 515 engaged graduates (nearly 450 in attendance) and 2,566 guests in 2019.

Chicanx/Latinx Grad saw the largest increase in graduates and guests attending, prompting a venue change to Freeman Stadium.



Werk Witch Drag Show

The inaugural Werk Witch Drag Show added a new signature program not only to the Otter Student Union, but to the CSUMB campus. Through a partnership with CSUMB Pride Club, Salinas Valley Pride, the Otter Cross Cultural Center, and the Union Programming Board, [the first-ever, on-campus drag show kicked-off RAFT weekend, CSUMB's homecoming, October 2018.](#) With proximity to Halloween, "Werk Witch" included professional drag queens/king along with



students and staff who mixed Halloween themes into drag show performances for a packed venue with an audience of [nearly 600 students, staff, faculty, alumni, and prospective students.](#) The students and staff performers competed for three place finishers, with the winner designated to serve as a judge for the upcoming 2019 Werk Witch Drag Show. The judges included CSUMB staff and alumni along with representatives from community

organizations. Prior to the performances, an information fair brought in local organizations including the Epicenter, Planned Parenthood, Monterey Department of Health, Salinas Valley Pride, and Monterey Peninsula Pride.

[Werk Witch was one of the most popular events during RAFT weekend, surprisingly connecting with the recruitment process by drawing in more than a dozen prospective students and their parents and supporters.](#) As such,

Werk Witch 2019 will be a cornerstone event following the newly initiated "Discover CSUMB," which will be a highlight of the 25th Anniversary Celebratory year, seeking to draw in current and future CSUMB students, faculty, staff, and alumni, along with the surrounding communities, in a celebration of the growing campus and offerings at CSUMB.



Werk Witch Promo (video)

**Otter Student Union**⋮
Published by Sprout Social [?] · October 3, 2018 · 🌐

WERK WITCH! CSUMB's first ever drag show is coming next week! Open to the public. Free to CSUMB students with valid ID; \$5 for CSUMB staff/faculty with valid ID; \$10 for general public. Come watch professional drag queens @ayumiwinehouse @bettyfresas @pettiepage perform while also seeing performances by students/faculty/staff. October 12th @ the UC Ballroom, doors open at 7:30pm and the show will begin at 8! #WerkWitch



220
People Reached

17
Engagements

Boost Post

  You, Claudia Velazquez, Michelle Czarnecki and 1 other 1 Share 73 Views

 Love  Comment  Share 

 Write a comment...    

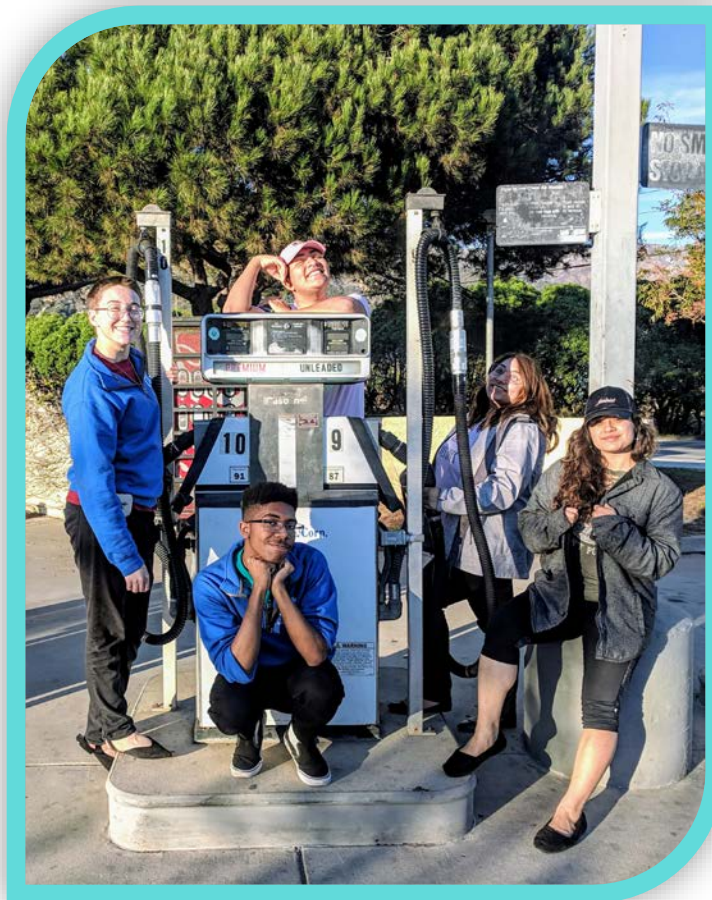
Otter Cross Cultural Center



OC3 2018-2019 Summary

This is the eighth operational year for the Otter Cross Cultural Center (OC3). With the addition of Program Coordinator Allymyr Atrero, and a mostly new student staff team, the internal foci were team building, growth, and collaboration. In addition to creating and implementing opportunities for staff teambuilding, the OC3 also increased curricular resources for the students who visit the center, including new additions to the OC3 library, an 8 percent increase in conference attendance spending, building bridges with First Year Seminars, and collaborating with more faculty. The OC3 staff also continued Social Justice Dialogues and implemented an overhaul of the Ignite! Social Justice Retreat, expansion of Affinity Graduation Celebrations, completion of the Brother to Brother Program and Grant, and a partnership with the California Faculty Association to bring Dr. Safiya Noble to campus for CSUMB President Eduardo Ochoa's Speaker Series. A particular highlight was the establishment of a new signature program, the Werk Witch Drag Show, held during Raft Weekend in October.

With continued political and social unrest, the Center also consistently engaged in difficult conversations and events through cultivating compassion, care, and community. The OC3 also helped host a new periodic series on Campus Community Dialogues. The first was focused on the Supreme Court of the United States.



Overview of Events, Programs, and Partnerships

Putting into action the goals and recommendations from the 2017-2018 Annual Report, OC3 staff collaborated with Academic Affairs, Salinas City Center, and other regional campuses through intentional partnerships and programs. This was successfully accomplished through signature programs such as Social Justice Dialogues and All Black Gala as well as through individual events including *Día de los Muertos* and the CSU East Bay Queer Conference. Additionally, the OC3 built relationships with Mills College by partnering on a writing retreat and increased presence in the Salinas Valley through collaborations in the community.

Campus partnerships included Associated Students; First Year Seminars; California Faculty Association; Teaching, Learning, and Assessment; Salinas City Center; Sustainability; the Personal Growth and Counseling Center; the Office of Inclusive Excellence; Undocu-Coalition; Early Outreach & Support Programs; the Department of Humanities and Communication; the Undergraduate Research Opportunities Center; Recreation; Multicultural Greek Council; International Programs; Clery, First Year Experience; Student Housing & Residential Life; Ethnic Studies Working Group; Student Life; various student clubs and organizations; and University Affairs & Special Events.

Signature Programs and Events

Welcome Back BBQ + Otter Feel Welcome + Open House (Otter Days)

The 2018-2019 academic year kicked off with a collaboration with faculty from HCOM and the Union Programming Board to bring Los Rakas to perform at the Welcome Back BBQ. This was the first time for a band performance at this Otter Days signature event and it was a huge success, with upwards of 1,000 in attendance. Next, at Otter Feel Welcome, the OC3 hosted cultural performances, affinity student organization tabling, and food for incoming and returning students. This 250-person event provided information on resources and how to get involved on campus as well as encouraged students to become connected to cultural- and identity-based organizations. At the OC3 Open House, a full house of students had the opportunity to meet and become acquainted with the professional and student staff of the OC3 and OSU. It was informal and lighthearted, cultivating an opportunity for the development of meaningful and intentional relationships for the year ahead.



Social Justice Dialogues

Partnering with Teaching, Learning, and Assessment, as well as with individual faculty members, the Otter Cross Cultural Center engaged in a series of topics relevant to the campus community. This year's Social Justice Dialogues series focused on the theme of labor and its many iterations and forms. [The safe atmosphere cultivated by the notion of "leaving titles at the door" allowed for students, staff, and faculty to feel comfortable sharing their own experiences and feedback.](#) Topics included: "Emotional Labor: It's Not Just You"; "Bodies, Burnout, and Battle Fatigue"; "Education, Guilt, and Bringing it Home"; "What's Love Got to Do With It?: The Exploitative Language of Love"; and "Staking a Place: Housing and Homelessness." [This series was very successful with participation ranging from 15-175 for each event and representation from students, faculty, and staff at each dialogue.](#)

All Black Gala

All Black Gala highlights the immense diversity of black culture and brilliance through hosting key speakers and community organizers. [The third annual event's theme, "Lessons from Ferguson," focused on the events leading up to the riots in Ferguson, Missouri in 2014.](#) Keynote Michael Brown Sr. provided insight on the healing process after the loss of his son, Michael Brown Jr. and others affected by police brutality. Meanwhile, Keynote Dr. David Ragland emphasized restorative justice as a means to transform communities. All Black Gala had [300 people in attendance](#), which included students, staff, faculty, and community members. This event was a collaboration between OC3, the Union Programming Board, Associated Students, the Office of Inclusive Excellence, and Multicultural Greek Council. Two new elements to the Gala in 2018 included the screening of *Stranger Fruit*, a documentary dissecting the 2014 shooting of Michael Brown, and the All Black Gala Clothes Drive, which provided formal wear for students donated by CSUMB students, faculty, and staff. Both additions were successful in increasing campus inclusion.



International Womxn's Day Celebration

The second annual International Womxn's Day Celebration brought together students, staff, and faculty. [FreeQuency, winner of the 2018 Women of the World Poetry Slam Championship, served as the guest speaker and artist.](#) FreeQuency's poetry highlights history, womxn of color feminism, Black Lives Matter, and reproductive justice. The event include a one-hour poetry

workshop and a one-hour keynote with free dinner provided. **Over 80 people attended** the event. International Womxn's Day is a collaboration between Oc3, the Union Programming Board, and Associated Students.

Ignite! Social Justice Retreat

Going into its fourth year, Ignite! Social Justice Retreat is a three-day, off-campus training that engages students to instill a sense of critical reflection of systems of oppression and cultivate their passions in their activism. Set in the Santa Cruz Mountains, four professional staff, along with four student coordinators co-created a re-envisioned Ignite! curriculum in order to further amplify possibilities for change through creative, reflective, and engaging workshops to build a strong sense of community and understanding of the interconnectedness of social justice among participants and the larger society. This year encouraged strong partnership between the four student facilitators and six staff facilitators (representing OC3, Recreation, Student Housing & Residential Life, and Early Outreach & Support Programs) and the 37 student participants.



At the conclusion of the program, students were asked, "What did you find most valuable?" Responses from the participants included:

"The connections, the time to think/unpack/reflect throughout, and the accepting-ness."

"Having small groups that we all get to have an open dialogue and share. Enjoy groups being lead by peers shows the power, knowledge we can have. Showing appreciation for other being appreciated."

"Being able to be a part of a retreat as powerful as this one has power in its own. I think the most valuable was being able to hear from everyone."

To "what will you tell people about Ignite! Social Justice Retreat?," students responded:

"I feel empowered, loved, and like I have a fire ignited in me to be a better person."

"I feel empowered and ready to conquer issues bigger than myself. I will tell people that its an amazing opportunity and holds valuable life lessons beyond social justice that I'll carry with my throughout my life."

"This is an awesome trip where you learn about yourself and others. It helps you connect with the people at our school and connect with real world issues. 10/10"

New to Ignite! Social Justice Retreat in 2018-2019:

- **Overhaul of curriculum; inclusion of environmental justice and sustainability, more arts-based trainings, different team building activities, increased time for self/community care, different ending**
- **New marketing and outreach materials**
- **Revision of Ignite! application for students**
- **New review process for applicants**
- **Revised departure workshops prior to event**
- **Invitation to facilitators in Student Housing, Recreation, and Undocu-Support Services; two year agreement for facilitators to serve**

Brother to Brother Forum

Through the support of the CSU Graduation Initiative 2025 Grant awarded to OC3 in 2017-2018,



the OC3 hosted the first ever [Brother to Brother Forum](#). This forum provided participants an opportunity to learn from leaders in the field, such as Dr. Terrell Strayhorn, as well as community members, regarding issues surrounding men of color, healthy masculinities, educational persistence, community engagement, and activism. The event was free and open to all (students of all levels, faculty, staff, administrators, and community members) as well as provided lunch. [Over 100 people attended, including administrators from UC Santa Cruz, San Francisco State University, and California Polytechnic State University \(Cal Poly San Luis Obispo\).](#)

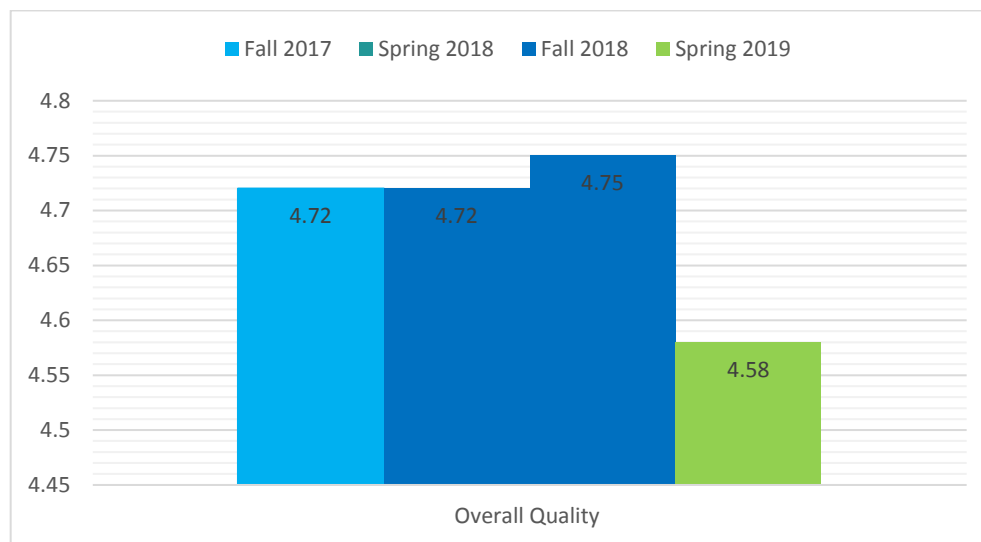
Safe Zone: Faculty and Staff

Safe Zone training in 2018-2019 included the implementation of a redesigned curriculum and additional [notoriety for this program, which is evidenced in the continued participation and observance of the training by outside organizations such as Interim as well other regional campuses \(Hartnell and Skyline Community Colleges\).](#)

While Safe Zone has been on campus since 2013, in the last two years, Safe Zone's curriculum has been restructured to include critical perspectives and current topics to address intersectional systems of oppression. Moreover, the 2018-2019 Safe Zone curriculum utilized arts-based approaches that elevated participants' understanding of intersectional systems of oppression, empathetic approaches to allyship, and applicable systems of support. This is the first year Safe Zone was joined by Skyline Community College participants and the second year

participants joined from Interim, the only agency in Monterey County that provides services and affordable housing to supports members of the community with mental illness. Safe Zone at CSUMB serves as a model program that supports faculty, staff, and community partners to apply their allyship and advocate for inclusive practices, pedagogies, and policies. Safe Zone served over 100 people this year, including through a partnership with the Office of Inclusive Excellence as an elective of its Diversity Learning Series (DLS). Assessment of the fall reflected previous numbers (overall quality ranked as a 4.72), however, for the Spring there was a small dip with the overall quality being a 4.58. The two semesters utilized the same curriculum but a different location, with the fall in the UC Living Room and the spring in the UC 114-115. The facilitators are discussing why there was a drop.

Safe Zone Assessment



Key qualitative quotes:

“I participated in Safe Zone training about 5 years ago at another university, this [CSUMB] experience had a much greater emphasis on intersectionality, which I appreciate. At the time, I had the idea that I was maybe not straight/cis, but I didn't feel "queer enough." I am still not really sure what terminology feels right for me but maybe I am queer enough? As you can tell, I've been thinking a lot and the experience has helped.”

“Excellent job guys. Thanks for offering this training in our campus. I feel like I enjoyed it and learned a lot and will continue learning more on the subjects. Thank you!”

“Very well thought out program- thank you. Having a range of facilitators was helpful - gave multiple perspectives.”

This program supports the Otter Cross Cultural Centers' learning outcomes of Cross-Campus Collaborations and Courageous Living.

Select Student Staff Programming

For this year, [students were encouraged to put intersectionality into action](#) by collaborating with various campus departments and student organizations

Selected Events:

- First Year Seminar Presentations (partnership with FYS)
- Student Safe Zone
- The Write Way to Wellness
- Deconstructing Machismo (*partnership with faculty*)
- Beyond Surviving, Thriving With Mental Illness @ CSUMB (*partnership with PGCC*)
- Weirdo's Radio Show (*partnership with Associated Students*)
- Arte de Resistance (*partnership with Hijos del Sol*)
- My Culture is Not a Costume (*partnership with UPB*)
- Food for Thought (*partnership with Basic Needs and A'viands*)
- POC & LGBT: Racism in the Queer Community
- International Education Week (*partnership with International Programs*)
- Cookie Cutter Gender
- Sustainability for Dummies
- Twitter Mob Mentality

Select On-Campus Collaborations

Curly Velasquez

Curly Velasquez is one of the lead contributors of "Pero Like," BuzzFeed's only Latinx channel. His content focuses on portraying the realities of Latinx culture and affirming the vast diversity of the Latinx community. During this event, he dissected his work and reflected on the influence of his upbringing showcased in some of the stories told

in "Pero Like." Velasquez emphasized his passion to dismantle stereotypes associated with the Latinx community. [This event was in collaboration with the Union Programming Board and was sold out, with over 150 students, staff, faculty, and alumni in attendance.](#)



First-Generation Awareness Day

In collaboration with Early Outreach & Support Programs' TRiO program, as well as other campus departments, the OC3 offered workshops with the intent to empower and validate the experiences of first generation college students. [This year was the first iteration of the event to be structured similar to a conference and served 116 students from first-generation and low-income backgrounds.](#) Throughout the day, stories of first generation students, staff, and faculty were showcased through art and research. Examples of workshops included: "Embracing Your Cultura," "Demystifying Research," and "Where I'm From: The Art of Storytelling." First-Generation Celebration Day ended with a collective art piece created by participants to demonstrate what it means to be a first generation college student.

More Than A Word Screening

In partnership with Associated Students and the Native American Student Union (NASU), and just before Halloween, the OC3 hosted a screening of the documentary, *More than a Word*, to further bolster that cultures are not themes or costumes. The documentary's focus is on the Washington Redskin's imagery and mascot and how various Native activists and tribes have fought these stereotypical tropes of their culture. [Over 50 students, staff, faculty, and community members attended the event, which also included a very productive conversation about the dangers of appropriating cultures and identities as costumes, mascots, and stereotypes.](#)

QT Peer Mentoring Program



In partnership with CSUMB Pride Club, the Queer and Trans Peer Mentoring Program was the product of Erika Perez, a CSUMB student and graduate as of 2019, who noticed the lack of community and mentorship for queer and trans students on campus. Perez contacted the Otter Cross Cultural Center and Pride Club to build a mentoring program that would link current staff and faculty who identify as LGBTQ+ with students from the same demographic. This inaugural year included a collaboratively built training program, marketing, and outreach efforts, as well as an application. [Participants included 13 mentors and 13 mentees.](#)

Select Community Events

In response to last year's annual report, the Otter Cross Cultural Center continued to develop a strong relationship with Salinas City Center. Through this partnership, OC3 has begun to build a

stronger presence and connection to the Salinas community. The OC3 also further connected to other CSU campuses and regional universities through intentional partnerships and collaborations.

Dia de los Muertos

The OC3 collaborated with Hijos del Sol, Baktun 12, Steinbeck Rotary, the Steinbeck Center, the Epicenter, Salinas Public Library, and Salinas City Center to host several arts-based workshops leading up to the *Dia de los Muertos* First Friday at the CSUMB @ Salinas City Center. Workshop topics included “Celebrating Death” and “Documentary Theater: Rescuing the Memories of Our Deceased.” During the Dia de los Muertos event, the OC3 helped capture the experience of culture, dance, and music through a polaroid picture project. [This celebration broke records with over 5,000 in attendance from across the Monterey Peninsula.](#)



Spoken Word and Poetry with Paul Tran

In recognition of Poetry Awareness Month and Asian American History Month, renowned poet, Paul Tran was invited to facilitate a poetry writing workshop on campus and a public performance during a First Friday at Salinas City Center. [Paul Tran is the first Asian American since 1993 to win the Nuyorican Poets Cafe Grand Slam and was awarded a Ruth Lilly and Dorothy Sargent Rosenberg Poetry Fellowship from the Poetry Foundation.](#) Paul Tran provided a space for students to explore and affirm Asian queer identities and further cultivate a sense of belonging on campus. This event was held in collaboration with the Office of Inclusive Excellence, Salinas City Center, CSUMB Pride Club, and the Asian Pacific Islanders Association. [Over 40 students, faculty, and community members were in attendance.](#)



La Mesa: Writing Retreat at Mills College

In collaboration with Dr. Oli Munoz from Mills College, the OC3 professional staff built a writing retreat focused on testimonio. Hosted at Mills College, [this writing retreat brought students and staff from CSUMB, Mills College, San Francisco State University, and the University of San Francisco](#). Through this regional partnership, students not only had the opportunity to work on papers with experts in the field but also to build connections with other students from other campuses. The event is expected to return next academic year due to positive feedback.

Student Conference Attendance

A core part of the OC3's values is to [provide opportunities for students to put into practice what they are learning in the classroom](#). As such, the OC3 continually seeks funds to co-sponsor student travel as [a high-impact practice for student progression, retention, and graduation](#). The OC3 supported students to attend the following conferences in 2018-2019:

- **United We Dream (10 students)**
- **Circle of Change (8 students)**
- **Latinas in Leadership (10 students)**
- **CSU EB Queer Conference (8 students)**
- **UCSC Trans Camp (2 students)**
- **Asian Pacific Americans in Higher Education (1 student)**
- **NCORE (8 students)**



Committee Representations

The OC3 has representation on the following campus committees:

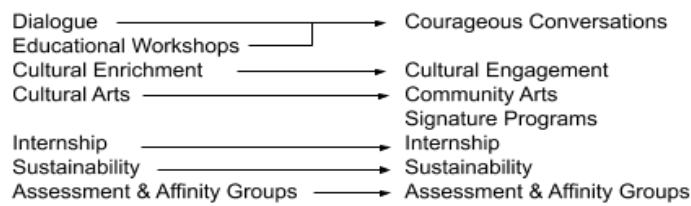
- **President's Committee on Diversity and Equity**
- **President's Committee on Sustainability**
 - **Subcommittee on Sustainability and Social Justice**
- **Admitted Otter Student Committee**
- **Basic Needs Committee**
- **CAMP Advisory Board**
- **Campus Traditions**
- **Critical Ethnic Studies Committee**
- **Commencement Committee**
- **Otter Student Involvement Collective**
- **OSU Board of Directors**
- **Student Affairs Advisory Board**
- **Salinas City Center *Día de los Muertos* Planning Committee**
- **Transportation and Parking Committee**
- **Undocu-Coalition**

Recommendations for 2019-2020

While 2018-2019 was a successful year, it is important to continue working toward improving the meaningful work and to develop and maintain healthy and strong campus partnerships. For 2019-2020, focus areas will include student employment, strategic partnerships, and targeted populations.

Restructuring of Student Roles:

As the Otter Cross Cultural Center continues to grow, there is an increased need to be reflective about the leadership and developmental roles of student positions. In the past, the student staff and internship had functioned to support the programmatic needs of a cross cultural center with limited professional staff. However, with the growth of the Center, the students expressed a need to further consider whether the titles of their roles still related to the nature of their work and the current, as well as future, needs of the Center. As a result of collaborative discussion, there was an opportunity to modify the internship role to include more professional development and social justice reflection through a new training curriculum, rather than focusing on program development and implementation, as well as to add a new position. Therefore, the OC3 will implement the following changes for 2019-2020:



Strategic Partnerships

Relationship building is the key to success for work related to diversity, equity, and inclusion. The OC3 is, therefore, working toward strengthening relationships with the departments of Humanities and Communication, Collaborative Health & Human Services, Visual & Public Art, and Cinematic Arts & Recording Technology; First Year Seminars; Salinas City Center, and other academic affairs offices, while ensuring the continued close partnerships with the Office of Inclusive Excellence; Teaching, Learning, & Assessment; and Associated Students. Additionally, the OC3 hopes to continue partnerships with local and regional universities.

Targeted Populations

Based upon the data highlighted in the Otter Promise, campus climate survey, CSU Graduation Initiative 2025, as well as our own observations on campus and within the Center, the following populations we are projecting to target to better serve and promote retention, progression, and graduation:

- **Student Parents**
- **Students with Disabilities**
- **Queer Communities**
- **Commuter Students**

Union Programming Board

Union Programming Board Executive Summary

In its second year of programming, the Union Programming Board increased its total events by five, ending the year with 31 events. In addition, collaborations expanded beyond the previous

year with new co-sponsored events with Recreation, International Programs, Family Friendly CSUMB, and the Asian Pacific Islander Association, along with continued collaborations with Music & Performing Arts, Associated Students, First Year Experience & Orientation, Pride Club, and the Otter Cross Cultural Center.



Highlights of the year included the Werk Witch Drag Show and Otterlands, featuring E-40, which sold out its 800 tickets a month and a half before the show—marking a first for CSUMB. In addition to large events, UPB

chairs made a concerted effort to program to appeal to different audiences through a variety of events from “Geocaching Around Campus” to the “My Culture is Not Your Costume” poster series. Additionally, UPB chairs utilized attendance data to help determine target demographics, which helped in program development. An example was Tag on Main Quad, which drew an entirely different audience.

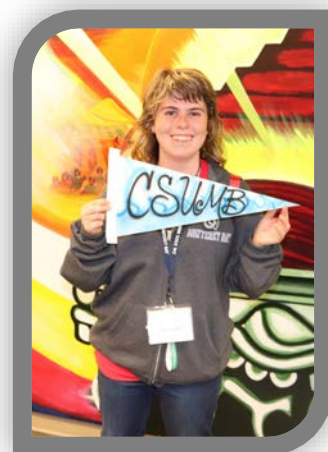


Fall 2018 Events

Program	Activity/Activities	Attendance	Notes/Location
Ben Seidman,	Comedian/Magician Performance for Otter Days	512	UC Ballroom
Los Rakas @ the Welcome Back BBQ	R&B/Hip-Hop/Reggaeton Band	1500	Main Quad; Collaboration with MPA
Lemonade Stand Giveaway	Lemonade with Event Handout	305	Main Quad
Late Night @ the Student Center	DJ, Food, Airbrush Artists	157	Student Center
Black Panther Movie Night	Candy & Popcorn Bar, Movie Screening	110	Student Center; Collaboration with FYE
Curly Velasquez @ the BBC	Buzzfeed Star Presentation on Hollywood/Internet	150	BBC; Huge Turnout for Space

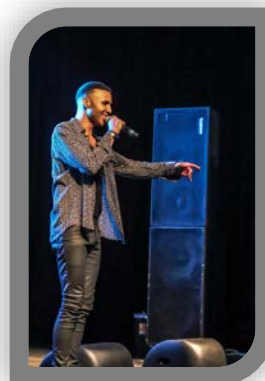
<i>Avengers: Infinity War</i> Movie Night	Popcorn, Movie Screening	3	BBC
Geocaching Around Campus	Scavenger hunt with coordinates	1	Around Campus
My Culture is Not Your Costume	Photo Essay Series about Cultural Appropriation	35	Library
<i>Paris is Burning</i> Movie Screening	Movie screening about the history of drag culture and popcorn	5	BBC; collaboration with Pride Club
Werk Witch Drag Show	Drag Show Competition with Professional, Student, & Staff Performers	575	UC Ballroom; Collaboration with Pride Club, Salinas Valley Pride
Root Beer Float Giveaway	Giveaway with Event Handout and Spring Concert Survey	150	Main Quad
Battle of the Bands: Vamplified	Student Solo Act and Band Competition	63	BBC; partnered with MPA
Murder Mystery Night	Murder Mystery Student Event	80	UC Ballroom
You've Goat to be Kidding Me Petting Zoo	Petting Zoo	197	Main Quad; extended hours from 2017
<i>The Incredibles 2</i> Movie Night	Popcorn, Candy, and Movie Screening	93	BBC; Collaboration with Family Friendly CSUMB
Hot Cocoa to Go Go	Mug Giveaway with Event Handout	154	OC3

Fall 2018 highlights included the collaboration with Music & Performing Arts and the OC3 to bring Los Rakas to the Welcome Back BBQ; the “My Culture is Not Your Costume” poster series with OC3; Werk Witch Drag Show; and the return of “You’ve Goat to be Kidding Me Petting Zoo.” UPB tried some new events as well, such as “Geocaching Around Campus” and “Murder Mystery Night.” Challenges for the semester included getting students to audition for Battle of the Bands and communication regarding events, especially the geocache event.



Spring 2019 Events

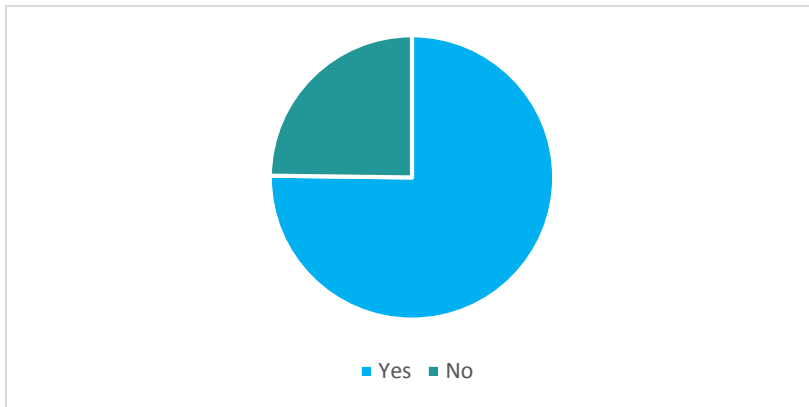
Program	Activity/Activities	Attendance	Notes/Location
Jordan Rock	Comedy Show	15	BBC
Tag on the Quad	Students Played Rounds of the Game of Tag to win prizes	17	Main Quad; Collaboration with Recreation; advertised for Tag Movie Night
Winterlands	EDM Music Festival featuring Student Artists	160	BBC; Collaboration with Otter Media and Associated Students
Tag Movie Night	Popcorn, and Movie Screening	32	BBC
All Black Gala	“Lessons from Ferguson” featuring Michael Brown, Sr. and Dr. David Ragland	300	UC Ballroom; Collaboration with OC3 and Associated Students
Spread the Love	Opportunity for Students to Make Cards for Valentine’s Day	225	Student Center Starbucks
Light the Lanterns with Alex Luu	Students Decorated Lanterns later Used to Decorate for Alex Luu, Spoken Word Poet	10	BBC; very dynamic performer; great feedback from attendees
MIA Documentary Screening	Documentary Screening of Rapper MIA	0	BBC
International Womxn’s Day featuring Freequency	Freequency, a Spoken Word Poet, Held a Creative Writing Workshop then Performed	42	BBC; Associated Students Provided Dinner
Irene Tu	Comedy Show	10	BBC; Collaboration with MPA & OC3
Crazy Rich Asians Movie Night	Popcorn, Candy, and Movie Screening	56	BBC; Great Turnout; and Engaged Audience
Holi	Festival of Colors	23	Main Quad; Collaboration with APIA, International Programs
Otterlands featuring E-40	Spring Concert Featuring, Stonefish, Rayvon Owen, and E-40	576	UC Ballroom; RO said One of Top College Shows he’s ever Played
Spiderman: Into the Spiderverse Movie Night	Popcorn, Candy, and Movie Screening	34	BBC; collaboration with Comic Book Collective



The total number of events from fall semester to spring semester dropped by three, which was primarily due to uncertainty in budget as confirmation of funding for Otterlands on Associated Students' end was not clear until later in the semester. The highlight was Otterlands, which sold out of guest tickets within the first 5 weeks of sales, and then sold out of all tickets entirely by April—a first for CSUMB. Movie nights continued to be strong outside of a two documentaries. Students did not appear interested in comedians or spoken word artists.

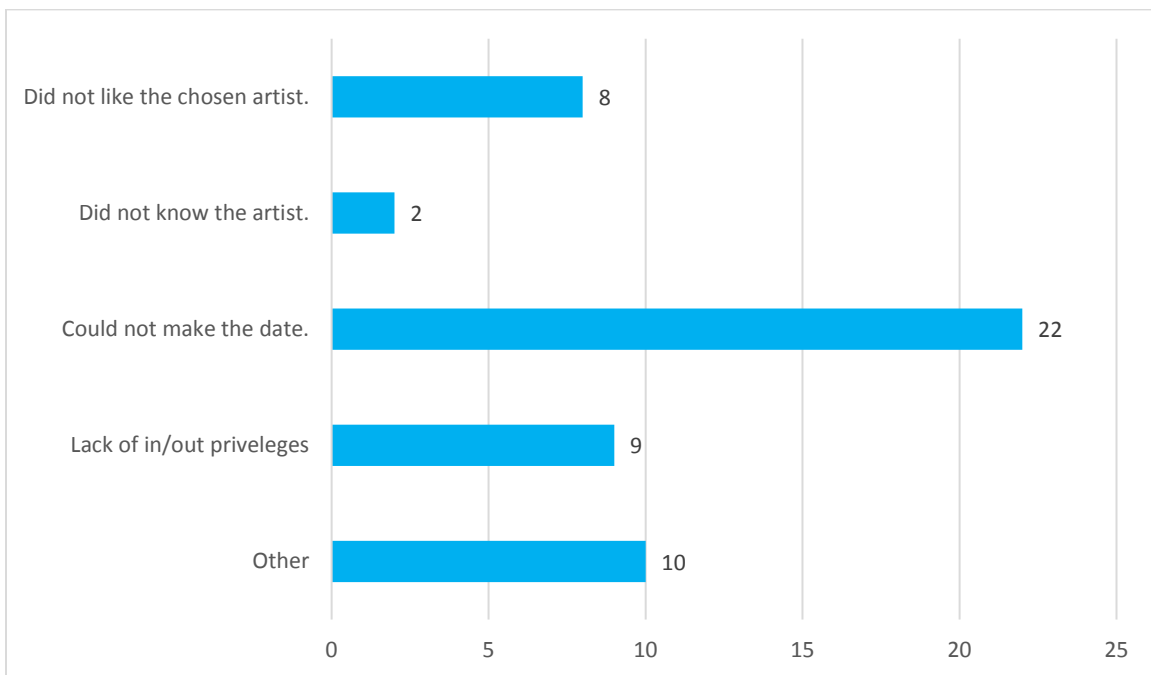
Survey Results

Did you attend Otterlands, the spring concert?

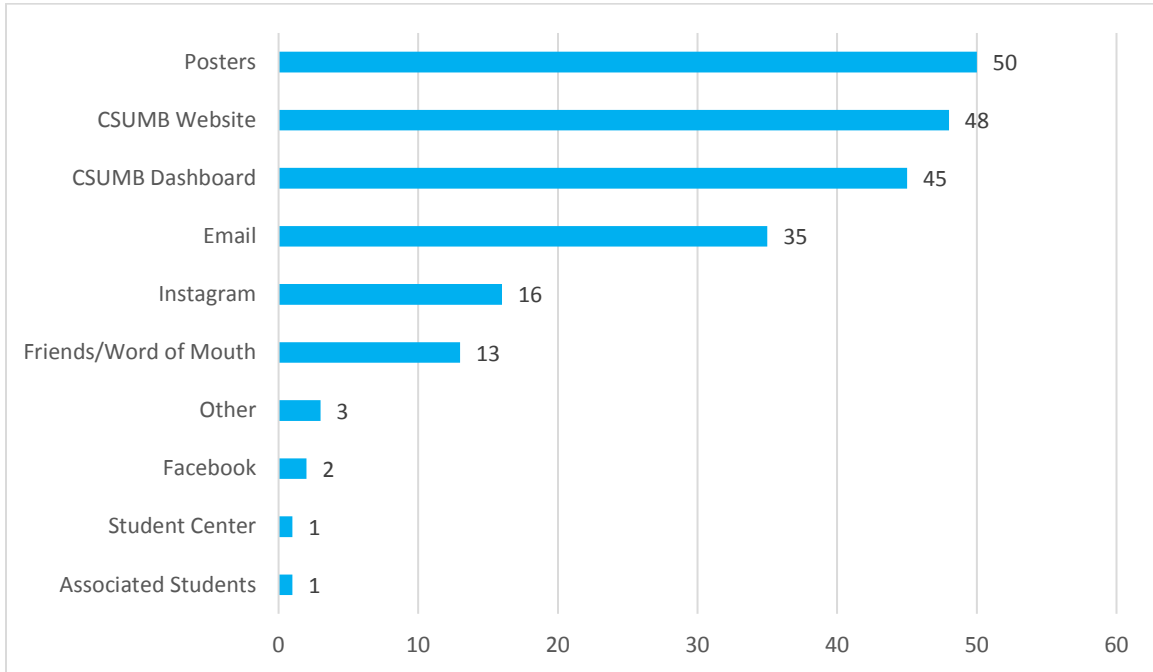


If No:

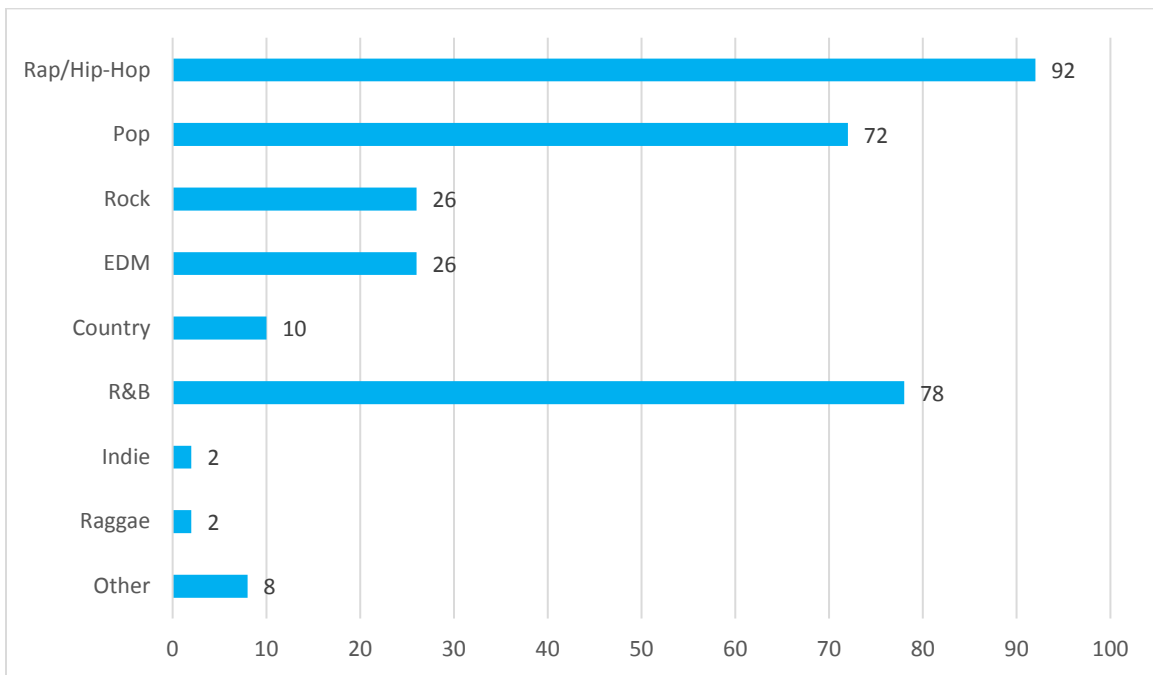
Why didn't you attend Otterlands, the spring concert? (37 respondents)



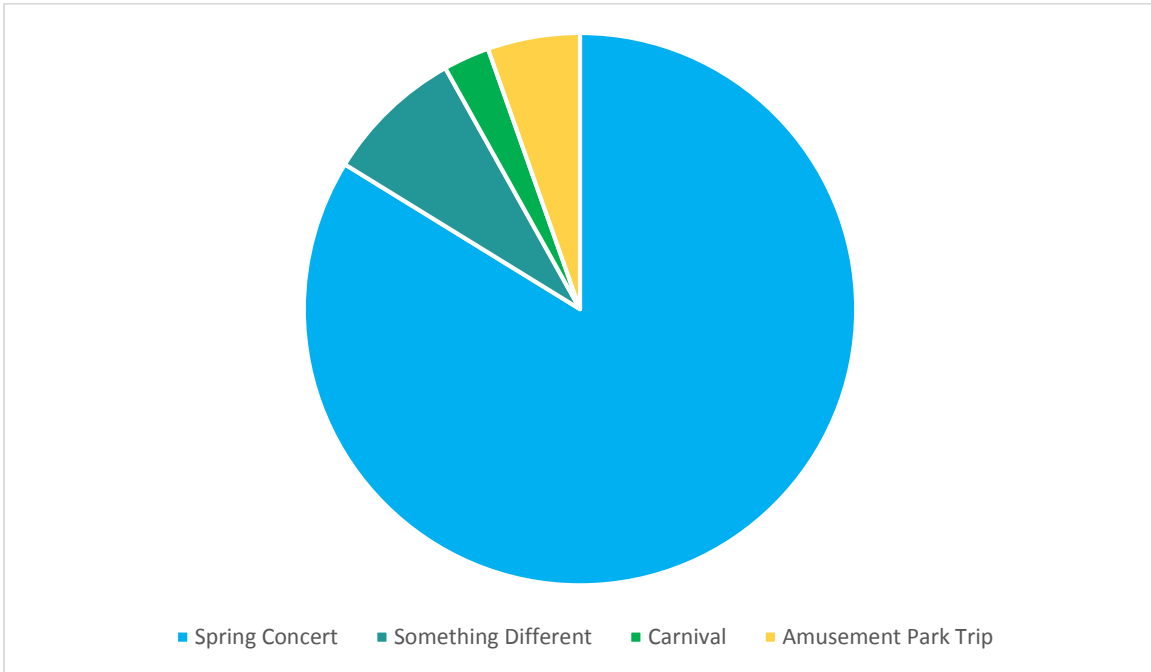
Where did you find out about Otterlands, the spring concert? (112 respondents)



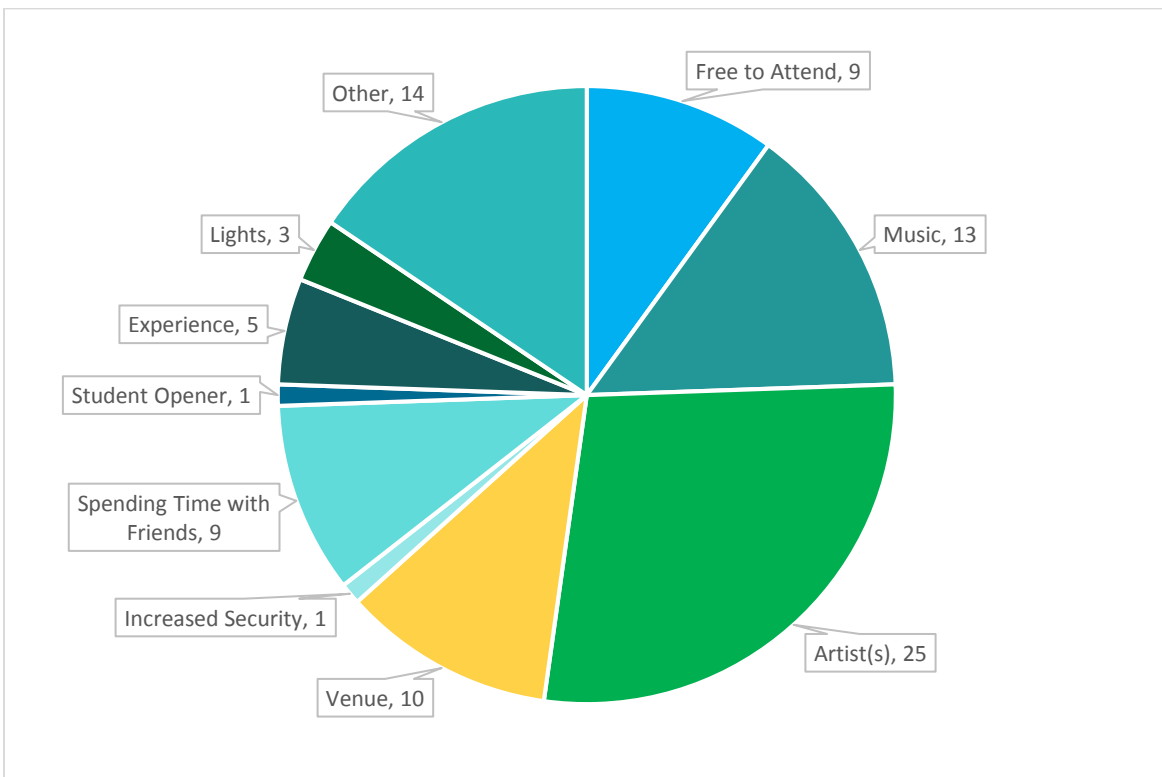
What are your preferred music genres?



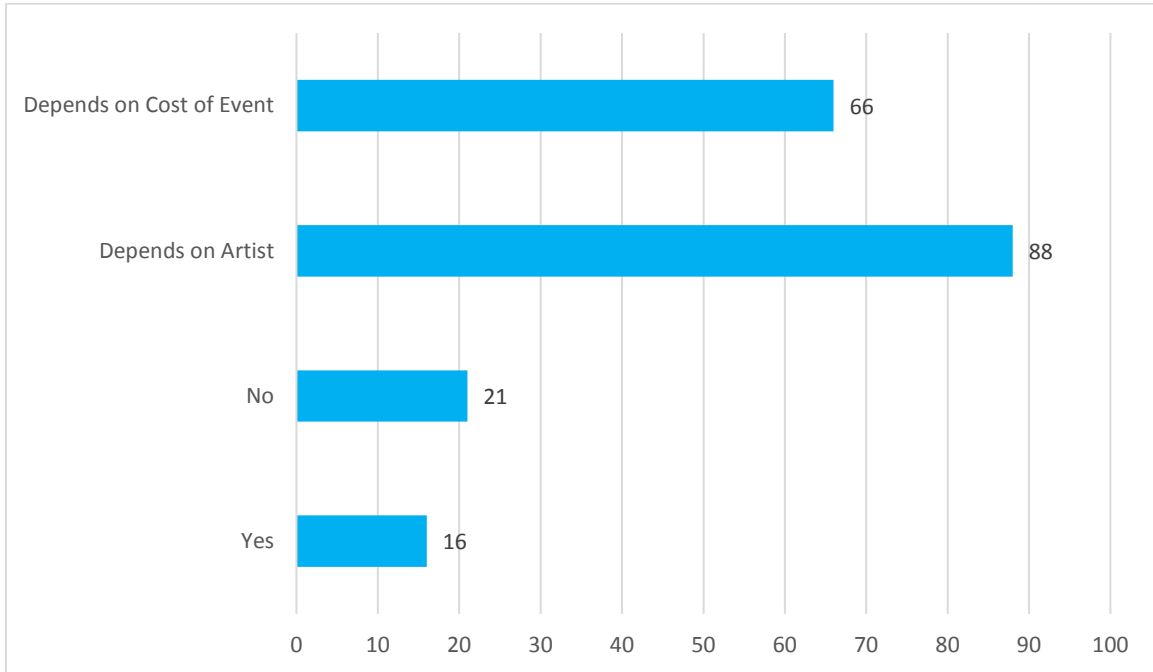
Would you rather have spring concert or a different event?



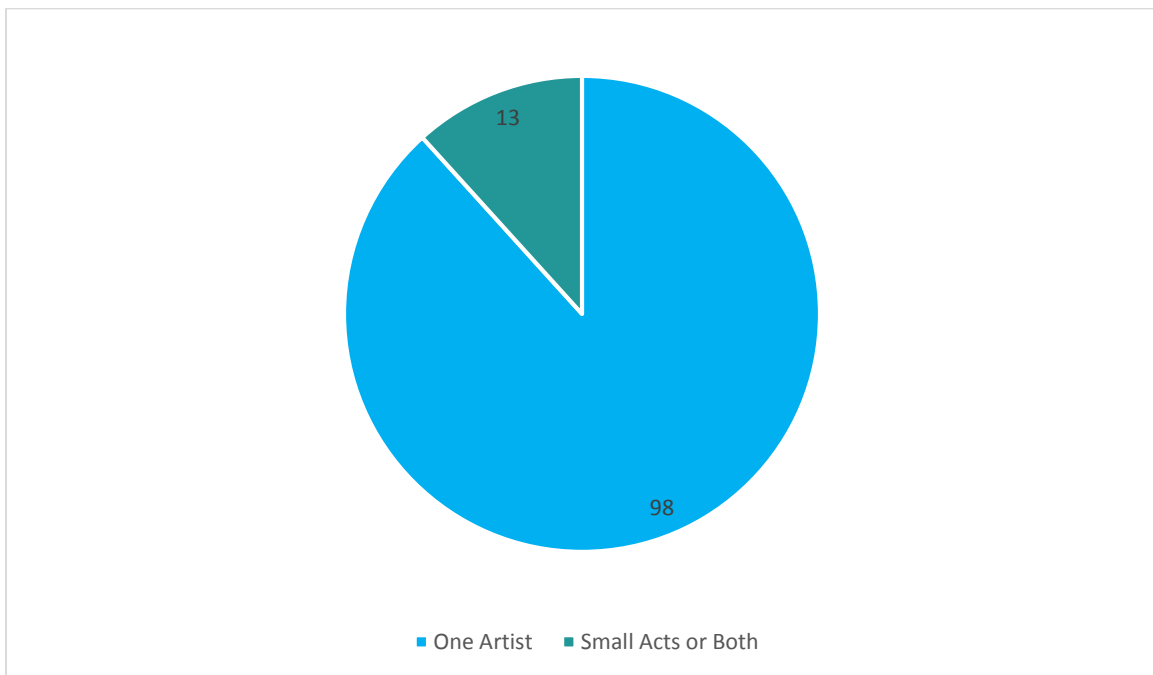
What did you like best about your Otterlands experience?



Would you still attend Otterlands if you had to pay? (111 respondents)



Would you rather see one big name artist of several small acts?



Achievement of 2018-2019 Goals

- Assess information gathered to inform Fall 2019 planning
 - Created an Assessment/Research Chair and utilized attendance data to inform fall 2019 planning
- Engage campus in spring 2019/fall 2019 event planning process
 - Conducted social media campaigns asking for feedback on proposed ideas and received useful responses
- Conduct surveys or polls through tabling, on campus text, email, etc. on proposed event ideas
 - Received particularly good engagement with the Concert Survey
- Created student buy-in for Spring Concert utilizing social media campaigns asking for feedback on concert options or alternatives
- Assess impact of UPB events on Campus Traditions Weeks and adjust budget accordingly
 - Attendance, for the most part, was high, and a large portion of the budget was committed accordingly
 - Participated in re-envisioning Campus Traditions for CSUMB

Recommendations for 2019-2020

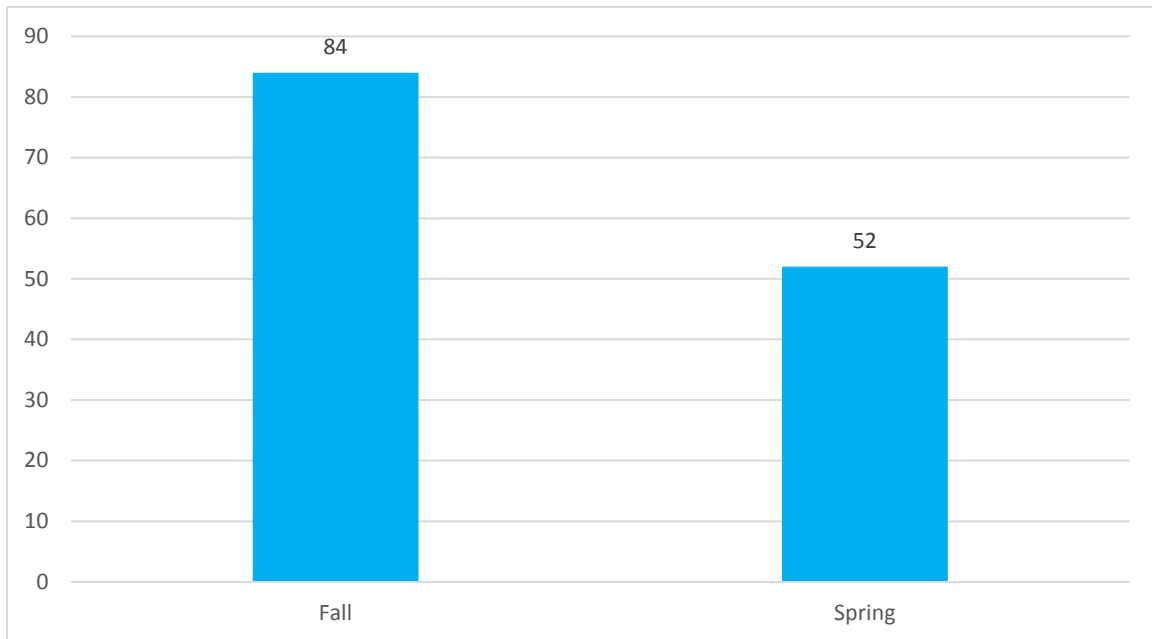
- Update position descriptions for chairs and identify points of performance for these positions.
- Refresh UPB chair training to include common points of struggle for students.
- Communicate impact of UPB events on campus life.
- Continue to strive for variety in artists/performers and events.

Marketing

Marketing Summary

For 2018-2019, the Marketing Team included one graphic designer assigned to the Union Programming Board, one graphic designer who served as a generalist, and a social media/video intern. This diversified team contributed towards creating a new photo and video content library for the Otter Student Union.

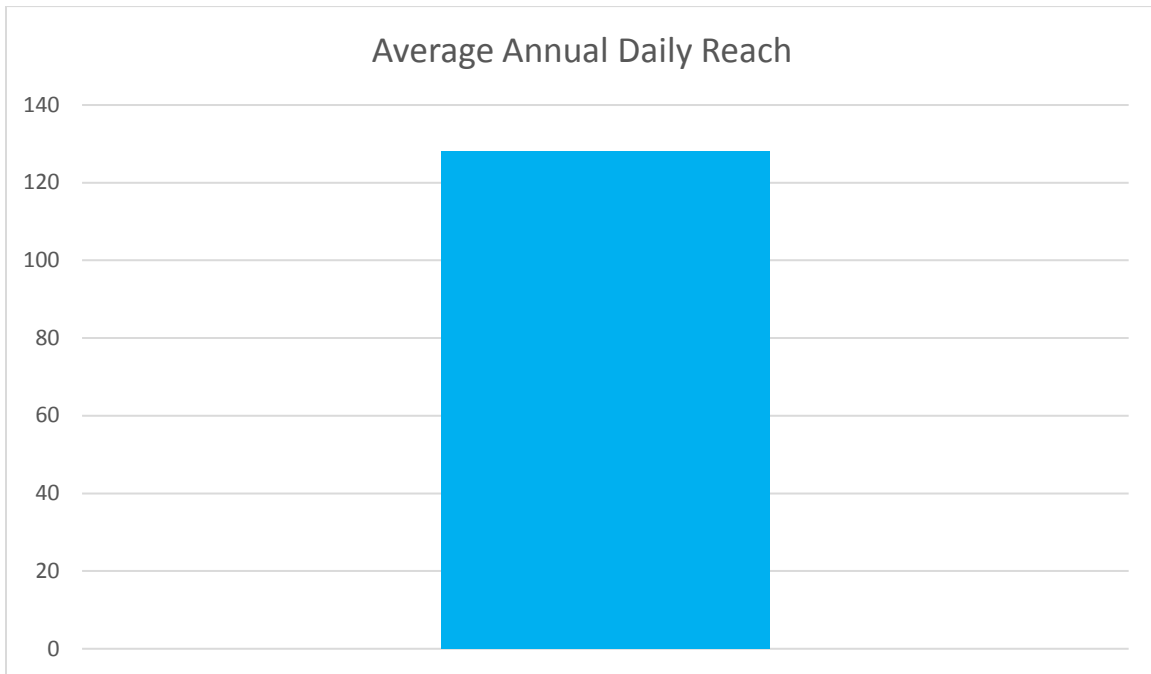
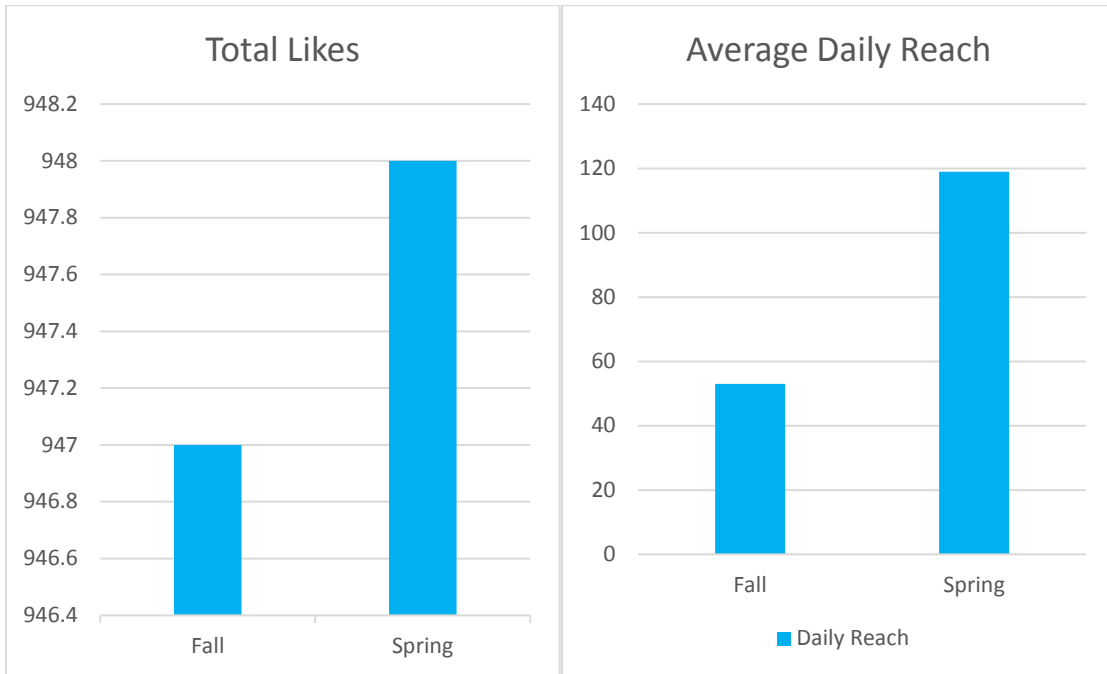
2018-2019 Projects



Sample Projects



Social Media Analysis: Otter Student Union Facebook



Top Performing Posts: July – December



Otter Student Union
 Published by Michelle Czarnecki [?]
 Page Liked · August 13, 2018 ·

Are you interested in planning events, but not sure where to start? Or looking for a way to get involved on campus? Apply to serve on Otter Productions! Otter Productions is the joint event team that helps Associated Students and OSU's Union Programming Board put on their large-scale events, such as spring concert. Apply today! tinyurl.com/otterproductions

Tag Photo Add Location Edit

1,231 People Reached 13 Engagements **Boost Post**

You, Kierra Lucy and Adri Rodriguez

Like Comment Share

Write a comment...



Otter Student Union
 Published by Sprout Social [?]
 Page Liked · October 16, 2018 ·

It's time again to meet your OSU Students/Staff. This is Juan Pacheco Marcial. He is a 5th year graduating senior. He is majoring in psychology and minoring in social work. A fun fact about him is that he plays bass guitar and he is vegetarian. His favorite part about CSUMB are the connections and friendships that he has made in the past year. #StudentStaff-Highlights #CSUMB

Tag Photo Add Location Edit

233 People Reached 27 Engagements **Boost Post**

7 1 Comment 1 Share

Like Comment Share

Most Relevant

Michelle Czarnecki Juan Pacheco Marcial
 Like Reply Message · 33w

Write a comment...

Top Performing Posts: January – June



Otter Student Union

Published by osu_csumb [?] · January 25 · 🌐

⋮

The Union Programming Board & Associated Students proudly present the 2019 Otterlands headlining artist E-40 !!! CSUMB students get in FREE! Get your tickets at CSUMB.edu/Otterlands **Artists Subject to Change ** 📢: BlueHawk.Media Otter Student Union @upb_csumb Associated Students of CSUMB @babcoent





ASSOCIATED STUDENTS // UNION PROGRAMMING BOARD // OTTER STUDENT UNION

OTTER LANDS

• 2019 •

Click for more

⏸-0:23
⚙
📄
↗
🔊

429
People Reached

68
Engagements

[Boost Post](#)




Michelle Czarniecki, Calvin Valientes and 10 others

1 Share



Otter Student Union
 Published by Sprout Social (X)
 Page Liked · April 2

Hey Otters! April's #OtterArtists is Shadows of Society! CSUMB alum Christopher Siders is Director of Operations for this Los Angeles based Hip Hop group. All members are past CSUMB alumni. Jay Stevens graduated with a BA in Human Communications in 2015, Chris Siders graduated with a BA in Human Communications as well in 2016. They recently released a new single called, Far Too Young with a Music Video, link in the bio. Follow them at @shadowsofsociety #CSUMB

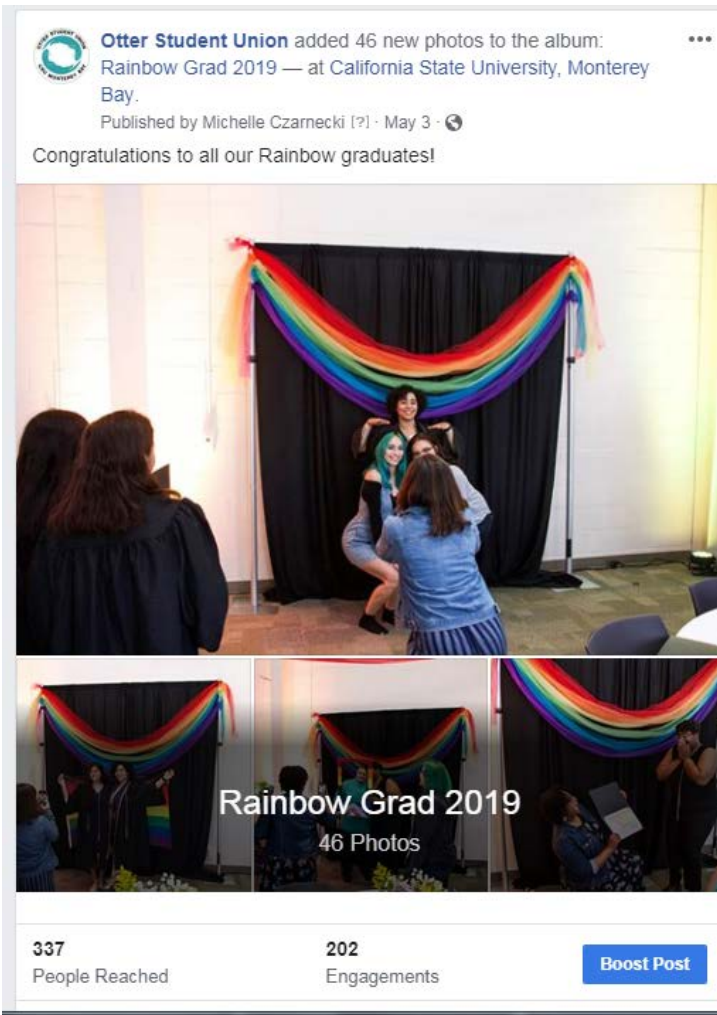
Tag Photo · Add Location · Edit

479 People Reached · 84 Engagements · Boost Post

12 Comments · 1 Share

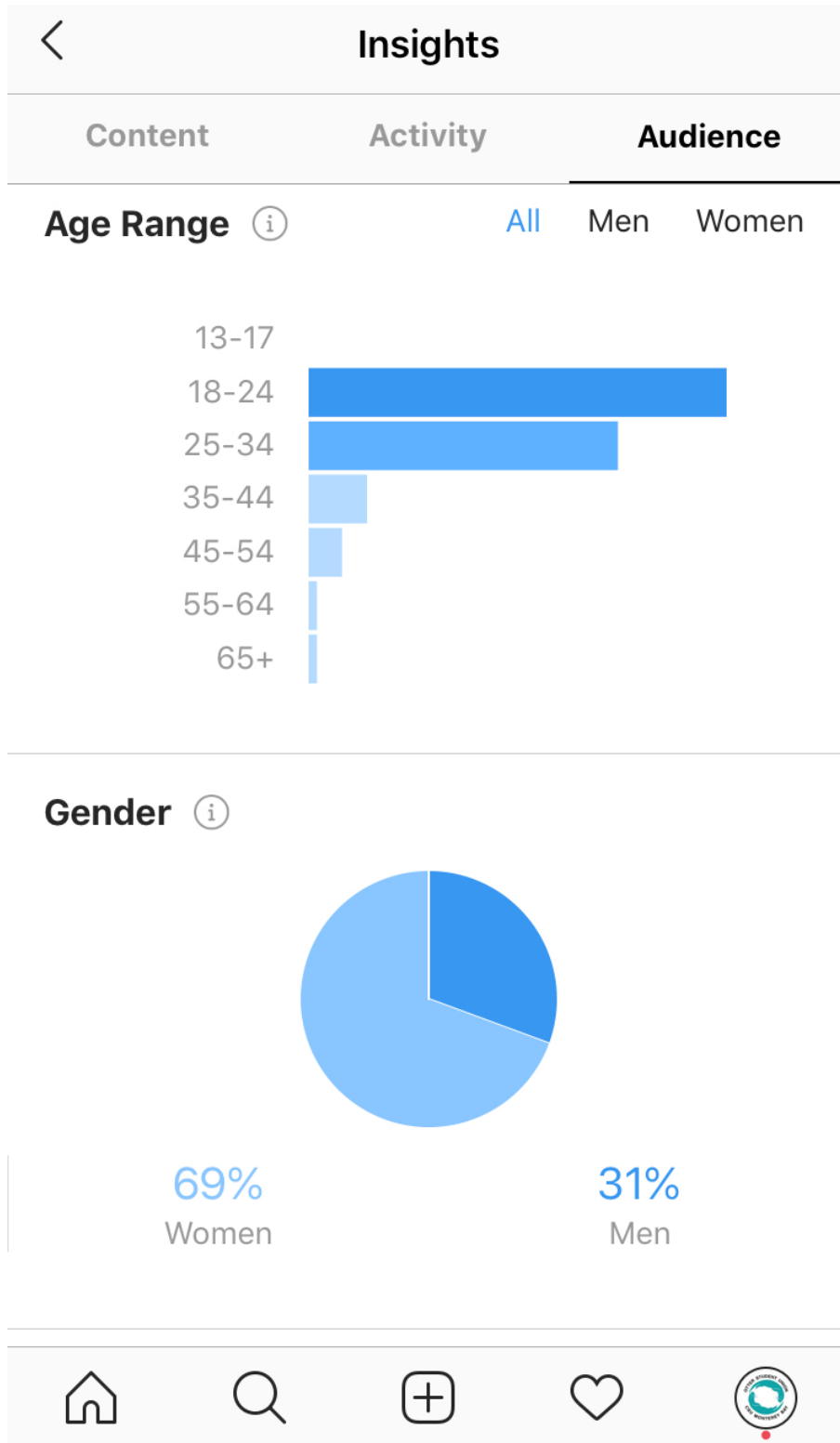
Like · Comment · Share

Write a comment...



Social Media Analysis: Instagram

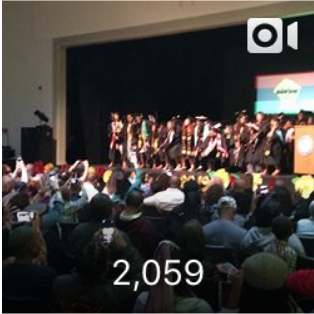

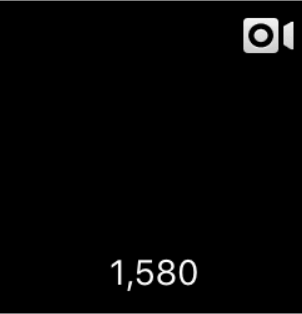
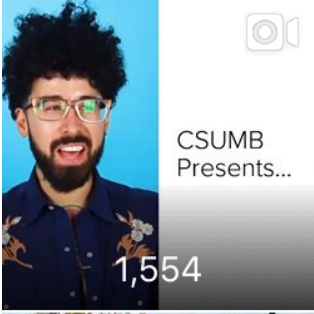
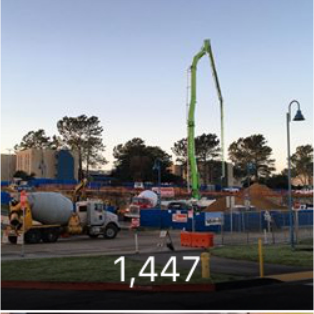
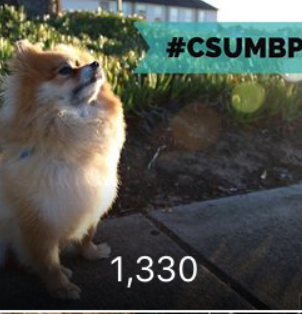


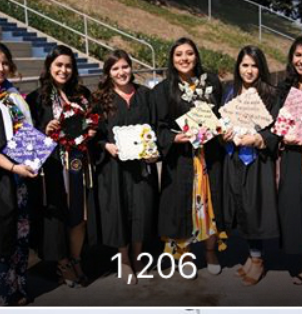
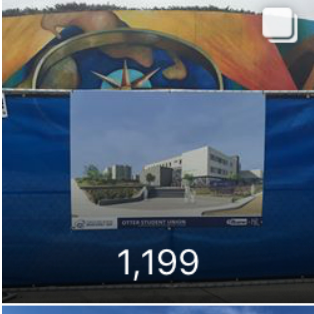
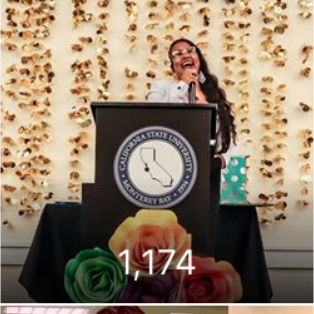




Otter Student Union





Feed Posts

Showing **All** posted in the past **1 year** sorted by **Impressions**

 <p>2,059</p>	 <p>1,751</p>	 <p>1,580</p>
 <p>1,554</p>	 <p>1,447</p>	 <p>1,330</p>
 <p>1,316</p>	 <p>1,234</p>	 <p>1,206</p>
 <p>1,199</p>	 <p>1,174</p>	 <p>1,154</p>
		

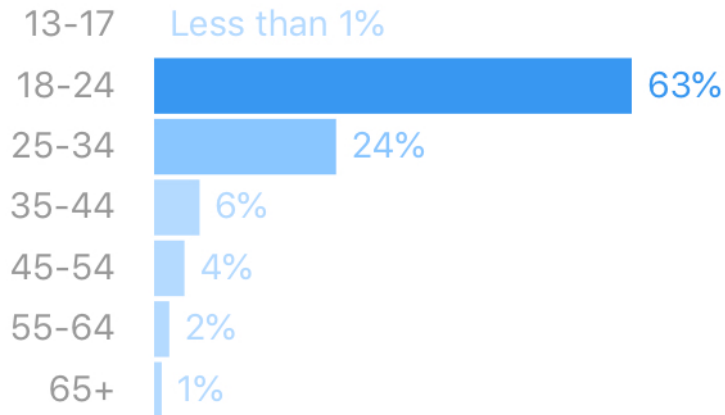
Union Programming Board

Insights

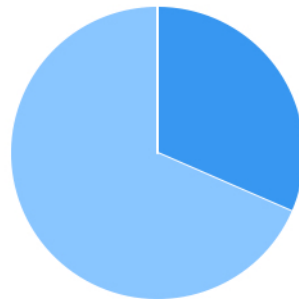
- Activity
- Content
- Audience**

Age Range ⓘ

All Men Women



Gender ⓘ



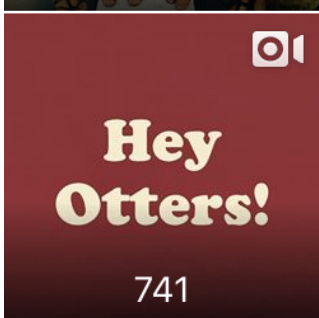
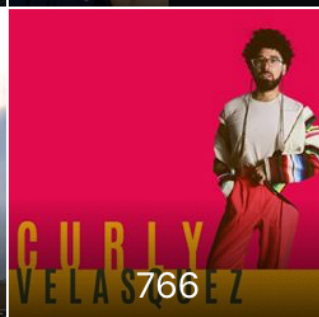
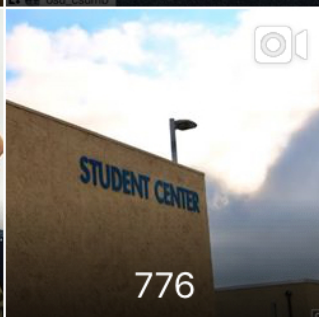
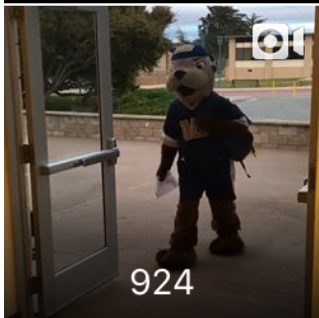
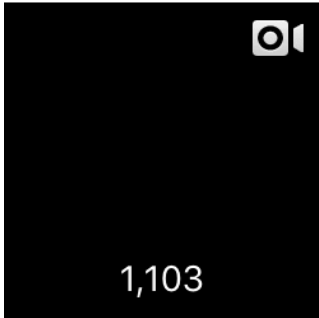
68%
Women

32%
Men



Feed Posts

Showing **All** posted in the past **1 year** sorted by **Impressions**



Achievement of 2018-2019 Goals

- Extend social media presence: Increase Instagram followers from 1127→ 1177
 - Increased to 1241! Utilized Instagram stories on an almost daily basis.
- Develop and implement a plan to tell the OSU story to students, faculty, staff and begin to lay the groundwork for its story to be told to alumni and the larger Monterey Bay/global community.
 - Developed a marketing plan template
 - Increased photo coverage of events
 - Created Affinity Graduation Celebration collages.

Items not covered under goals that were implemented:

1. OSU Values Logo Creation
2. Videography Services for Campus
3. OSU Weekly Newsletter for Student Employees
4. Successful Pilot of New Marketing Department Structure
5. Coordination of Affinity Graduation Celebration Brochure Development
6. Photography/Videography Services at Affinity Graduations
7. Development of Video Ads for Key Events
8. Created Recap Videos of Key Events
9. "You Belong Here" Logo Development
10. Successful Launch of #CSUMBPets and #OtterArtists campaigns on social media



Recommendations for 2019-2020

1. Implement OSU strategic communications strategy:
 - a. OSU newsletter creation;
 - b. OSU social media focused strategy (including OC3 & UPB);
 - c. OSU website reorganization;
 - d. OSU visual representation in the Student Center
2. Completion of OSU style guide;
3. Recruitment and selection of new staff position
4. Enhancement of photography/videography services offered to campus.

Facility Use

Facility Use Summary

The Otter Student Union currently manages two facility spaces, the Student Center and the Black Box Cabaret (BBC), and assists with events in other campus spaces. OSU processes all requests for space for student organizations in addition to requests for use by campus departments and community members in OSU-managed spaces. These requests were up significantly in 2018-2019 from 1,200 in fall 2017 to 1,868 in fall 2018 and up from 1,300 in spring 2018 to 1,977 in spring 2019. The continued increases in demand for space are encouraging as the Otter Student Union plans for the opening of a new facility by fall 2020, which will increase available on-campus spaces.

OSU reserves many of the requests for the Student Center, which includes versatile lounge spaces; two meeting rooms; and a game room with 3 pool tables, 1 foosball table, 2 video game consoles, and a Dance Fever machine. There are also 2 ping-pong tables frequently set up in the East Lounge. All game use is free to students, staff, faculty, and community.

To assist the professional staff with management of the existing facilities and with OSU-related events, in 2018-2019, OSU employed 15 student assistants to run the Student Center Front Desk and Student Center set-up, one Graduate Student Assistant who primarily works on campus-wide reservations for student organizations, and five student assistants for the BBC. Student assistants have a wide variety of duties including opening and closing the facilities, customer service, event and equipment set-up, providing campus information, assisting with projects for the Otter Student Union, and often includes event security and parking/traffic assistance. The Student Center also provides fax and copy services.

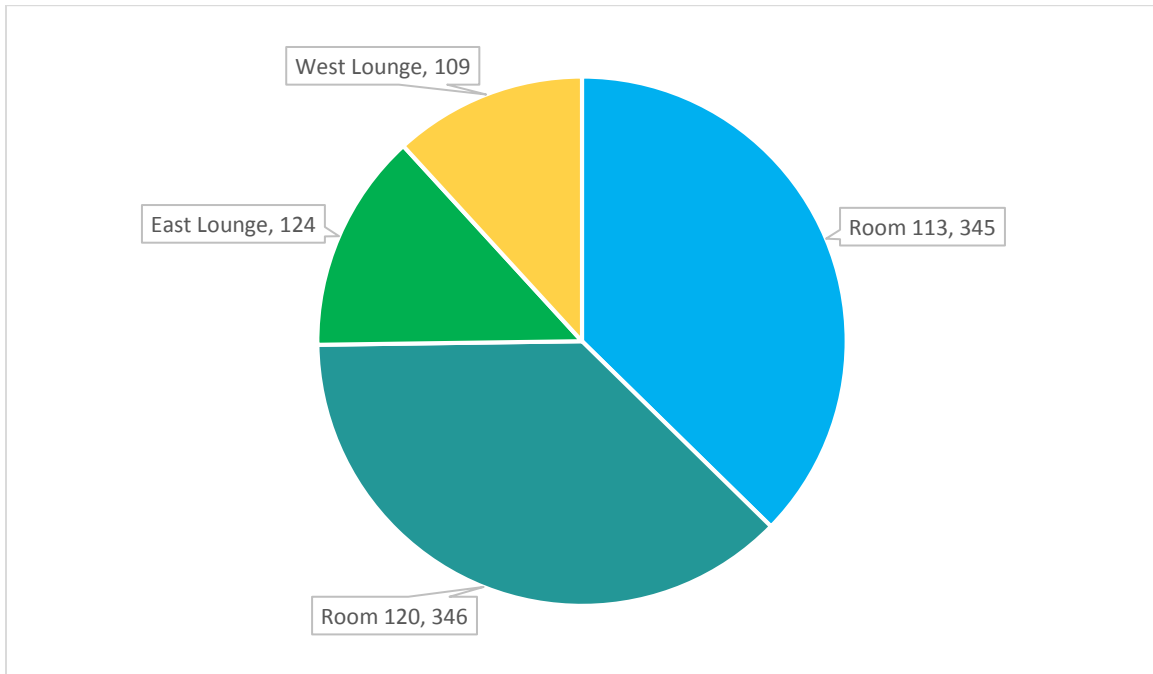
During the academic semesters, the Student Center is open Monday through Thursday 17 hours per day, Friday 15 hours per day, and 12 hours per day on weekends, combining for a total of **107 hours** of weekly service. During the summer, the Student Center is open 7 a.m.-5 p.m. Monday through Friday plus for reservations and special events.

Student Center Hours

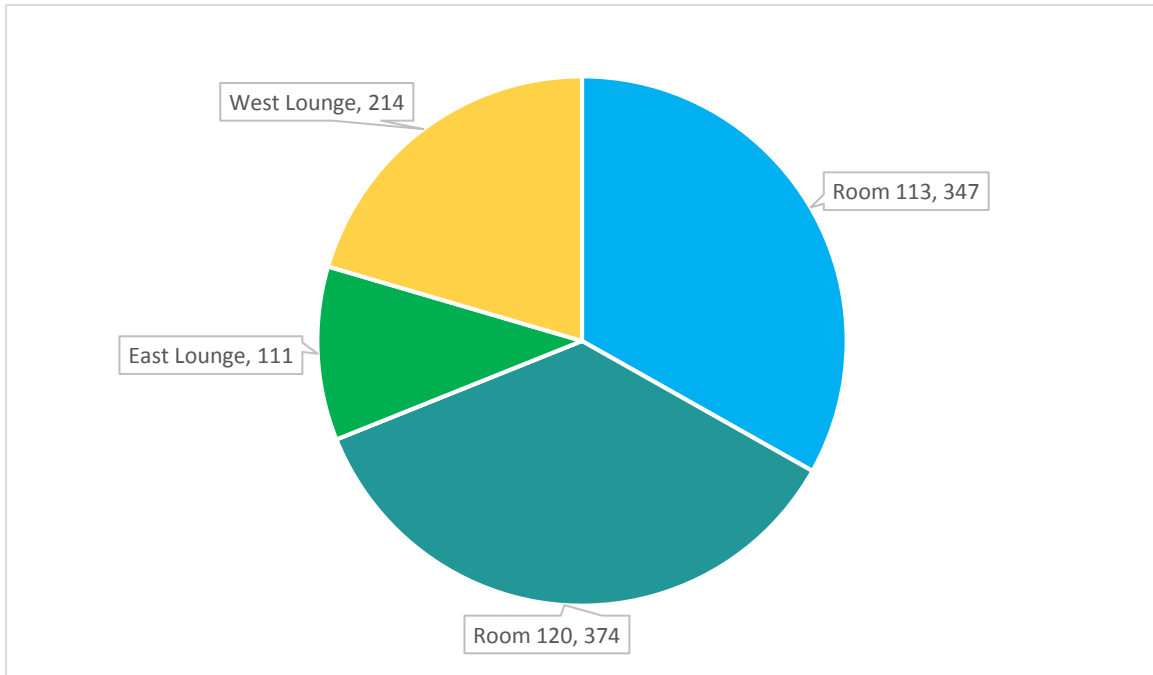
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Building Hours	7am-12am	7am-12am	7am-12am	7am-12am	7 am-10 pm	10 am-10pm	10am-10 pm
Shift Hours	6:45 am-12 am	6:45 am-12 am	6:45 am-12 am	6:45 am-12 am	6:45 am-10:15pm	6:45 am-10:15pm	6:45 am-10:15pm

In contrast to the Student Center, the BBC is open on an as-reserved basis, which varies significantly from week to week.

Student Center Fall 2018 Reservations

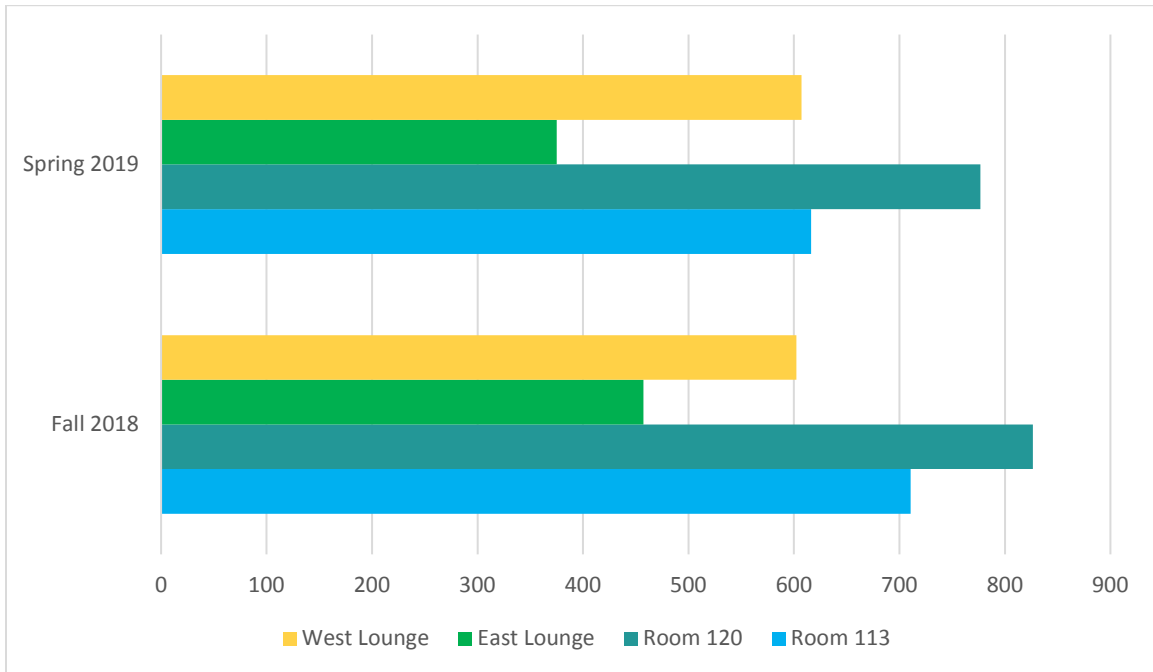


Student Center Spring 2019 Reservations



The amount of time for each reservation varies, with most reservations averaging one hour. Reservations range, though, from 50 minutes to an entire day in each of the Student Center spaces.

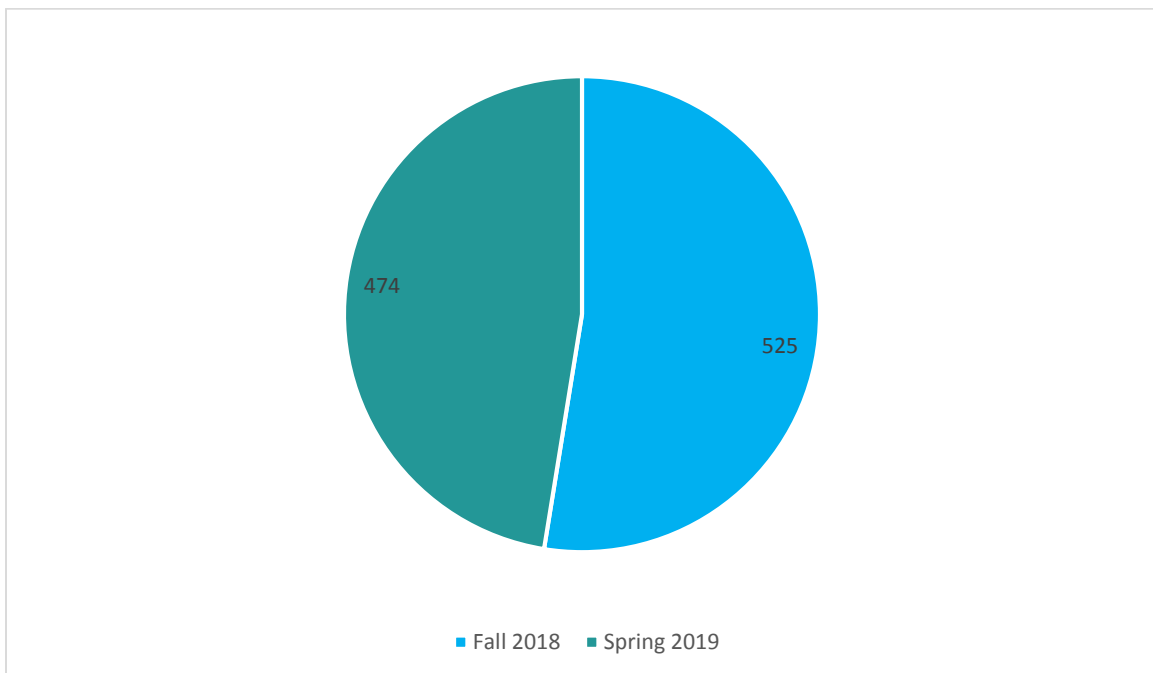
Student Center Use Hours



The date ranges are August 21- Dec 21, 2018 and January 21- May 18 2019.

Most of the reservations in the Student Center are student club and organization meetings and events.

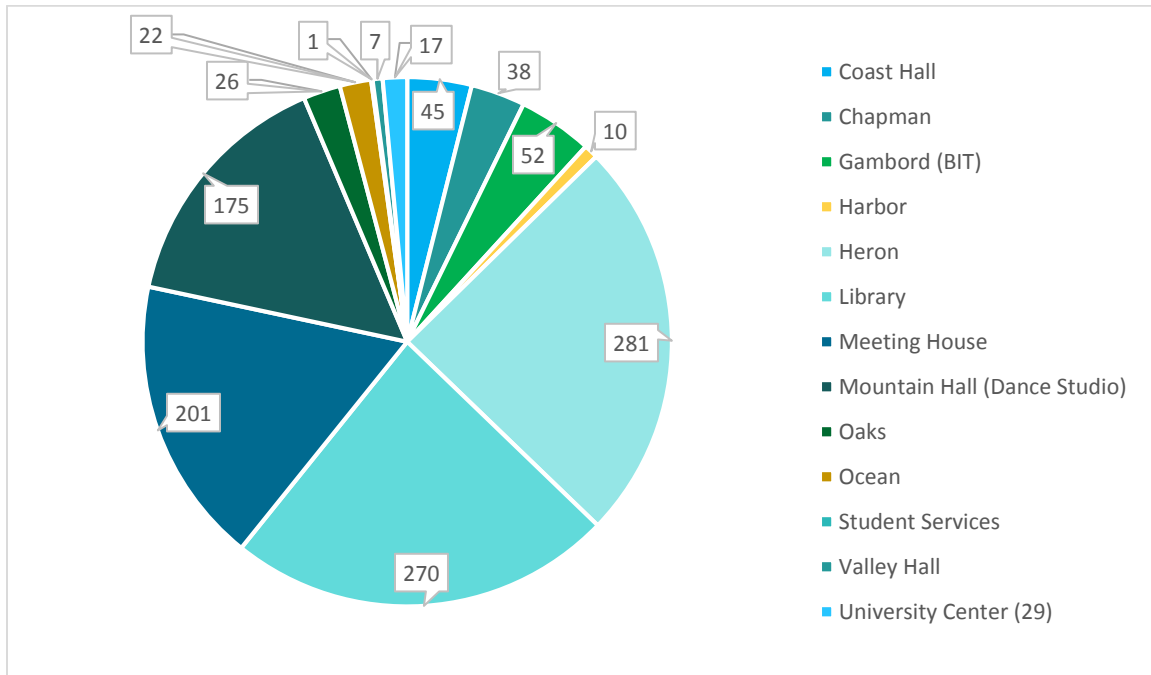
Student Center Student Club Meetings/Events



“Club” refers to any group recognized by the Inter-Club Council (ICC), Sports Club Council (SCC), and Multicultural Geek Council (MGC).

Although requests were up significantly in 2018-2019, reservations in the Student Center stayed roughly the same as 2017-2018, since there are only four spaces that can be reserved. In order to meet current demand, therefore, many student organizations meet in academic spaces on campus, which do not generally become available until the second week of each semester once classes have reserved most of the space.

Other Spaces Reserved for Student Organizations



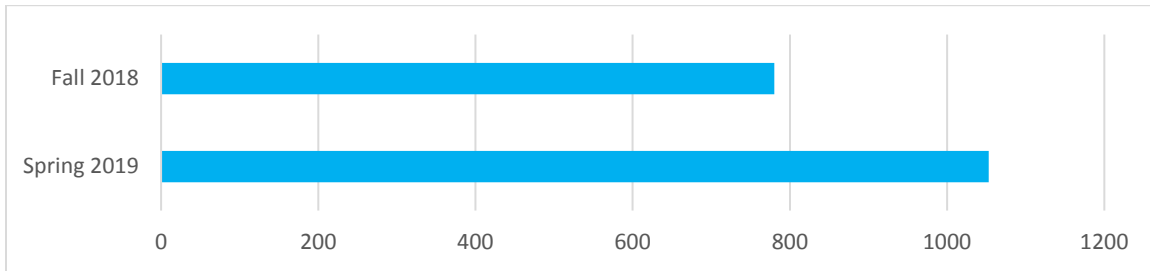
The above spaces generally have operating hours Monday through Friday between 7 am and 9:50 pm. The date range is August 21, 2018 to May 18, 2019.

Confirmed reservations for student clubs and organizations approved for fall 18 and spring 19 totaled 3,273 with a total of 63,815 attendees. Reservations confirmed in the Student Center for student organizations and clubs, departments, and others totaled 2,532 events. Reservations across campus for all types confirmed by OSU staff totaled 4,102 events.

In addition to event reservations, the Student Center assesses daily use of the Student Center’s spaces, which ranges from students, faculty, staff, community, and visitors frequenting the Starbucks and Game Room to studying and taking advantage of the computers in the East Lounge.



Average Daily Weekday Use of Student Center



From September 2018 to June 2019, a total of **122,008** people were counted as utilizing Student Center spaces for general, rather than for event, use. That averages approximately 12,000 per month with January and May being low level outliers due to the Holiday closures and short hours of operation in January and after Commencement exercises in May.

Black Box Cabaret

A unique space on campus, the Black Box Cabaret (BBC) can host a variety of events from dances and capstone project implementations to film screenings, lectures, classes, and department trainings, as well as year-end banquets and ceremonies. The BBC is a fee based facility.

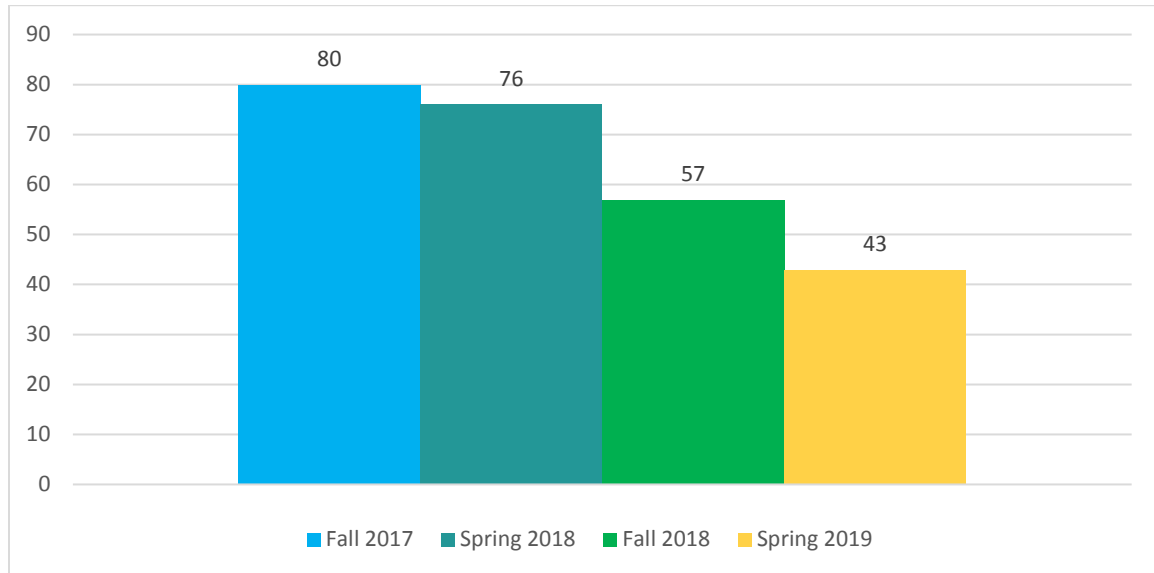
Recognized clubs from the Inter-Club Council (ICC), Sports Club Council (SCC), and Multicultural Greek Council (MGC) are eligible for a one-time credit toward events of \$200, which can be used at the BBC or for Otter Student Union services in other venues. The BBC is staffed by professional staff and student assistants.



As the CSUMB campus has grown, the BBC, which is able to accommodate a maximum of 263 attendees standing or roughly 90 seated, has become too small for many campus events. The number of events hosted in the BBC, therefore, has consistently decreased over the last few years. The Otter Student Union has sought to draw new uses for the venue, including as a space for the production of capstone projects and trainings.

For fall 2018 and spring 2019, the BBC hosted a total 100 events for a total of 625 hours use. Of that use, 13 were meetings by student clubs and organizations; 69 were smaller events by the Otter Cross Cultural Center, Union Programming Board, and Associated Students; 3 capstone projects; and the final 15 were a variety of activities for campus departments.

Black Box Cabaret Use



Recommendations for 2019-2020

The Otter Student Union has continued to increase the collection of a variety of data, quantitative and qualitative, to utilize in preparation for the opening of the new OSU facility by fall 2020. In the new facility, the OSU anticipates being able to more fully accommodate student clubs and organizations, campus departments, as well as external customers in ways that are not possible given the current limitations of the Student Center and BBC. Over the course of 2019-2020, OSU professional staff will analyze data and prepare plans for operation of the new 70,000 square-foot facility. In the new facility, OSU will grow from having 4 spaces available for reservation to more than 12 interior and 3 exterior spaces available for reservation. These new spaces will require adjustments to student assistant positions and will require additional professional staff. OSU will utilize data from recent years and forecast future use in preparation.

Technical Production

Audio Video/Technical Production Summary

Audio, Video, and Technical (AV/Tech) Services in the Otter Student Union experienced significant growth in 2018-2019, with increases in equipment and in services, including a new foray into video production. AV/Tech Services produced its first two video film shoots for the College of Business Startup Challenge in the Institute for Innovation & Economic Development and footage for the College's archives. AV/Tech Services also increased its per-day capacity for events, providing services to four events in a single day, as well as increased its ability to provide services without requiring additional equipment or services from external production company support. In 2018-2019, AV/Tech Services produced 113 events.

Equipment Additions

Sound

- 3 new professional Shure GLXD4R wireless microphones
- 4 JBL VRX932LA-1 line array speakers
- 1 Crown XTI4002 power amplifier

Lighting

- 6 ADJ Inno pocket Z4 moving intelligent lights
- 2 ten foot sections of ITT Corp sixteen inch square heavy duty truss
- 3 LED video lighting panel lights with tripod stands



The new equipment allowed OSU AV/Tech Services to produce a wider variety of projects and events including Honors Convocation at Freeman Stadium, film production at the Embassy Suites in Seaside, and events at Salinas City Center. The lights, in particular, enhanced the eight

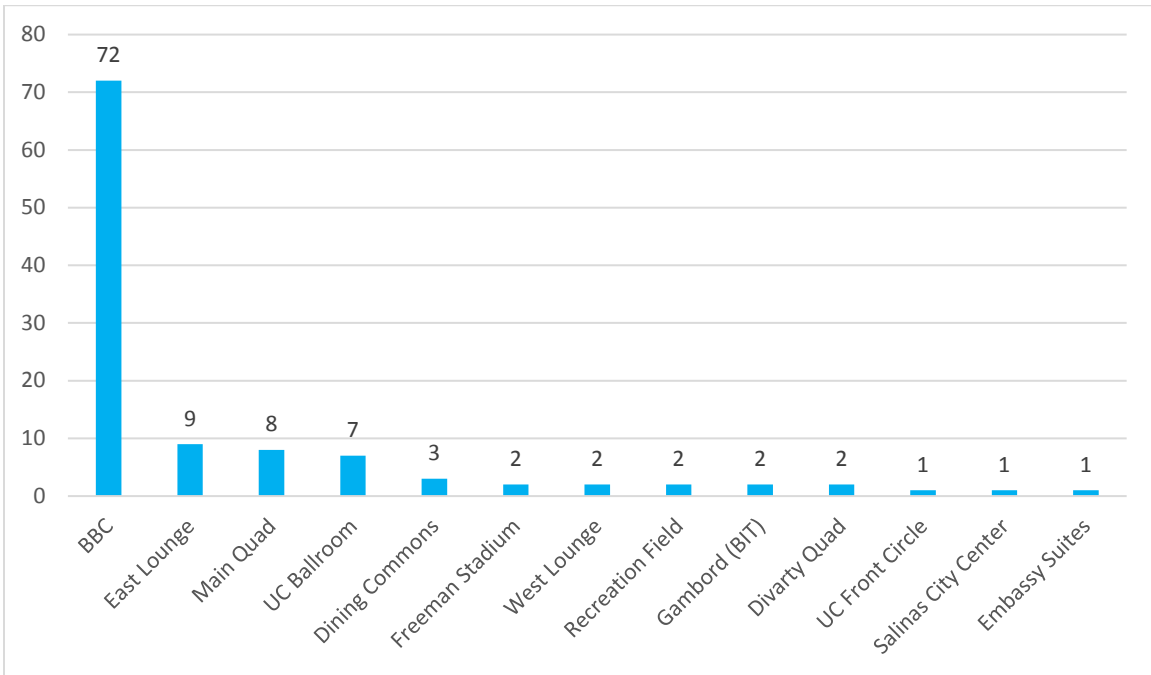
Affinity Graduation Celebrations with up-lighting and photo booth lighting. The talented AV/Tech staff designed lighting to embrace the themes for each of the Affinity Graduation Celebrations, enhancing each event and making each unique. As an example, Veteran Grad was enhanced with red, white, and blue lights along with stars projected onto the ceiling.



AV/ Tech Services also supported three capstone projects for the department of Cinematic Arts & Technology in the OSU-managed Black Box Cabaret (BBC).

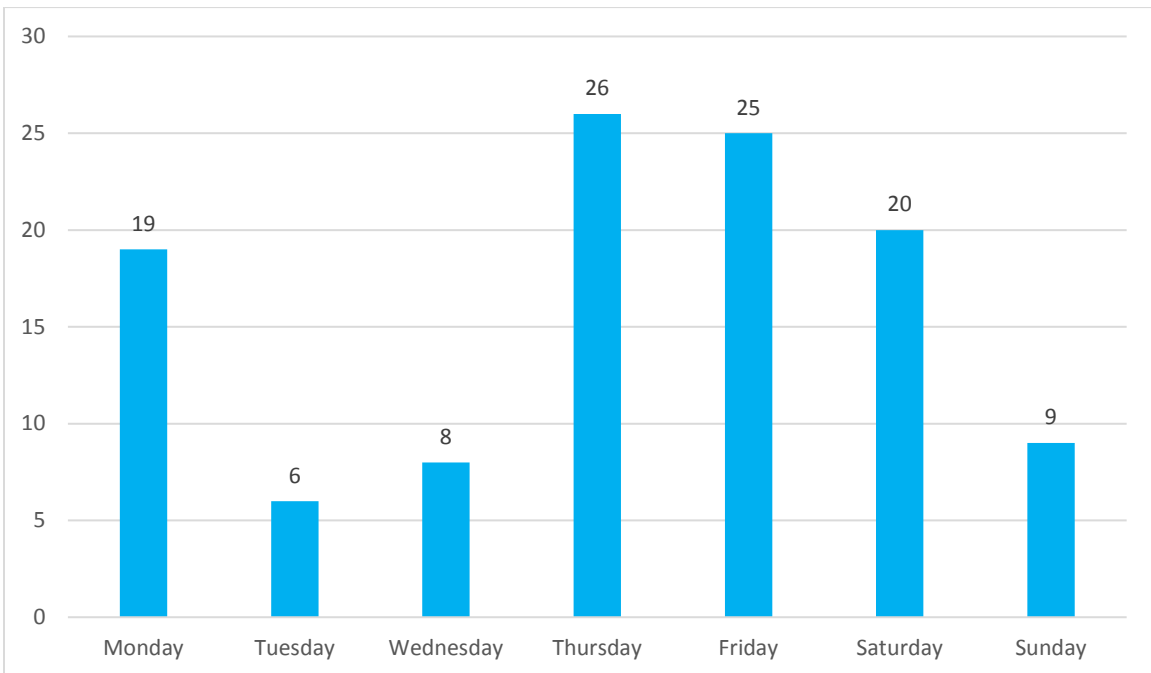
One of the capstones was in production for three, continuous days and consisted of complex lighting designs and lighting cues.

AV/Tech Events



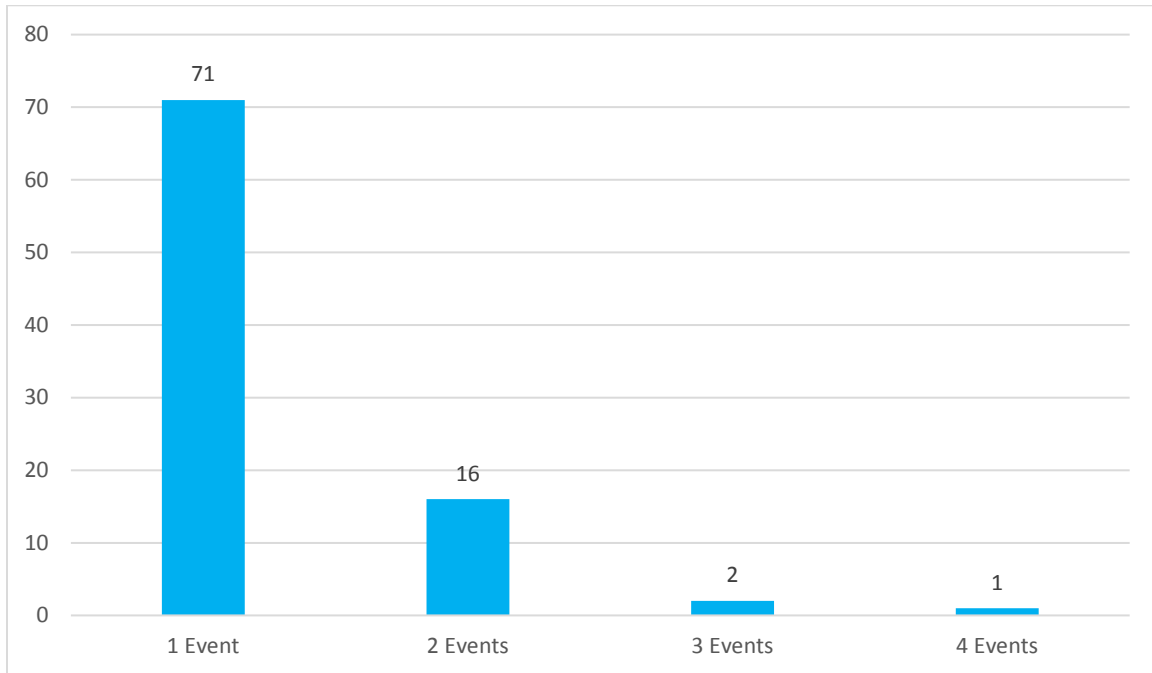
One surprising data point was which days of the week had the most events. For 2018 -2019, most events were held on Thursdays.

Events by Day of Week

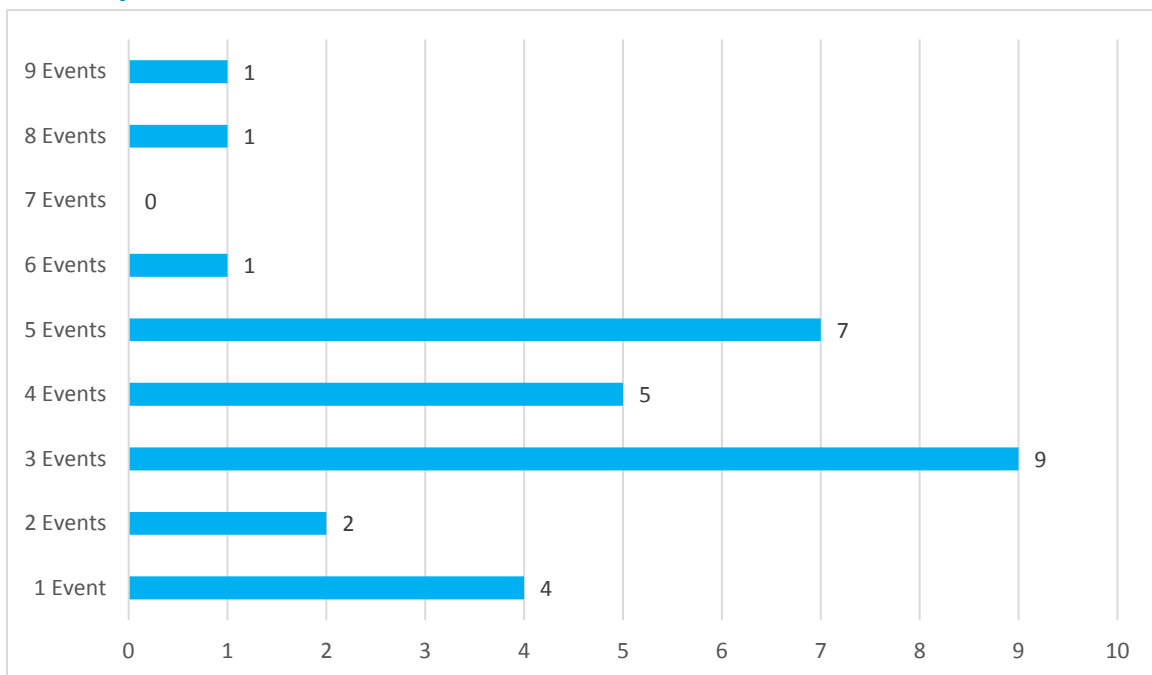


One of the goals of AV/Tech Services is to increase the number events the team can produce in a single day. In 2018-2019, AV/Tech Services increased this ability to four events produced in one day. On May 15, 2019, AV/Tech Services had one on-campus video shoot, a banquet at the BBC, a banquet in East Lounge, and a concert in West Lounge. AV/Tech Services also produced as many as 9 events in a single week.

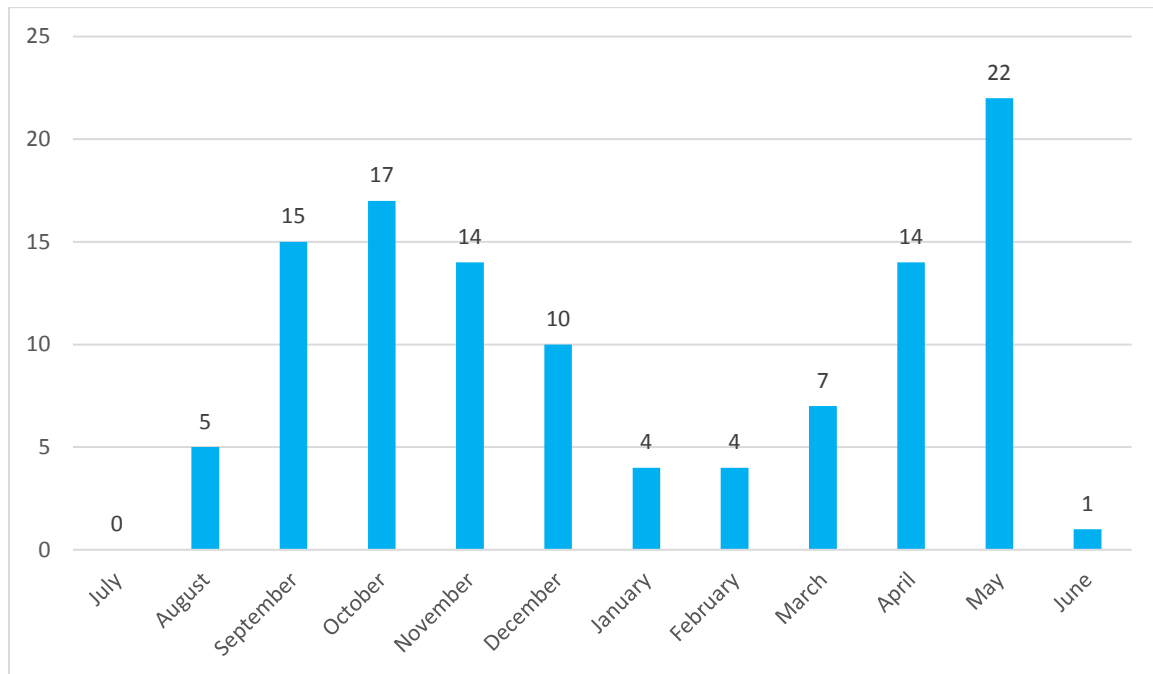
Events in a Single Day



Events per Week



Events per Month



The busiest month, therefore, is May, during which AV/Tech Services produced Affinity Graduation Celebrations, Honors Convocation, end-of-year banquets, and more.

Recommendations for 2019-2020

As the Otter Student Union prepares to move into a new facility in 2020, there will be a focus on increasing events during academic breaks in the summer and winter. In addition, the expansion into video production will provide increased opportunities for year-round AV/Tech Services. In 2019-2020, therefore, AV/Tech Services will expand training and look toward increasing production in preparation for more robust services.

Finances

Finance Summary

The Otter Student Union made an important transition to a stand-alone business unit with financial services provided through an agreement with the University Corporation at Monterey Bay. This transition took place in January 2019, requiring a balancing of two units for 2018-2019 and numerous process changes mid-year.

For 2018-2019, OSU had another successful year, generating more revenue than projected, allowing for additional funds for construction of the new Otter Student Union facility along with fund equity for 2019-2020. These additional funds were made possible through continuous adjustments despite fewer anticipated student fee revenues due to an unexpected reduction in enrolled students in spring 2019.

Revenue/Expense Recovery

Fiscal year 2018-2019 began with a scheduled Student Union Fee increase from \$600 to \$700. Student fees account for the majority of funding for the Otter Student Union (OSU). OSU also generated expense recovery through departmental services including staffing, equipment, and AV/Technical Services for events throughout campus; services at the Black Box Cabaret; and staffing for unscheduled-hours of use of the Student Center. In addition, funds were collected through ticket sales for large campus events such as Otterlands—the spring concert.

Revenue	Budgeted	Actuals (June 30, 2019)
Student Union Fee (based on 6824 FTE)	\$ 4,776,800.00	\$ 4,717,009.00
Less Fee Waivers	\$ (15,000.00)	\$ (14,416.50)
Income Recovery/Revenues	\$ 6,000.00	\$ 33,639.15
Fund Equity	\$ 305,760.27	\$ 631,101.16
Total:	\$ 5,073,760.27	\$ 5,367,332.81

Despite a shortfall on student fees due to lower enrollment in spring 2019, rollover from 2018-2019 of \$631,101.16 and nearly six times budgeted expense recovery/revenue resulted in available funds of \$293,572.54 over budgeted expectations. The increased expense recovery/revenue was generated through increased programming, an updated fee structure and services confirmation process that clarified charges, and added services, especially in the area of AV/Technical Services.

Fundraising

Working with Greg Bistline (gbistline@csumb.edu), Director of Development, the Otter Student Union embarked on fundraising efforts. To date, these efforts have garnered \$100,000 for the Otter Cross Cultural Center and \$2,500 for OSU general operation. Of the funds for the OC3, \$60,000 has been placed in an endowment fund.

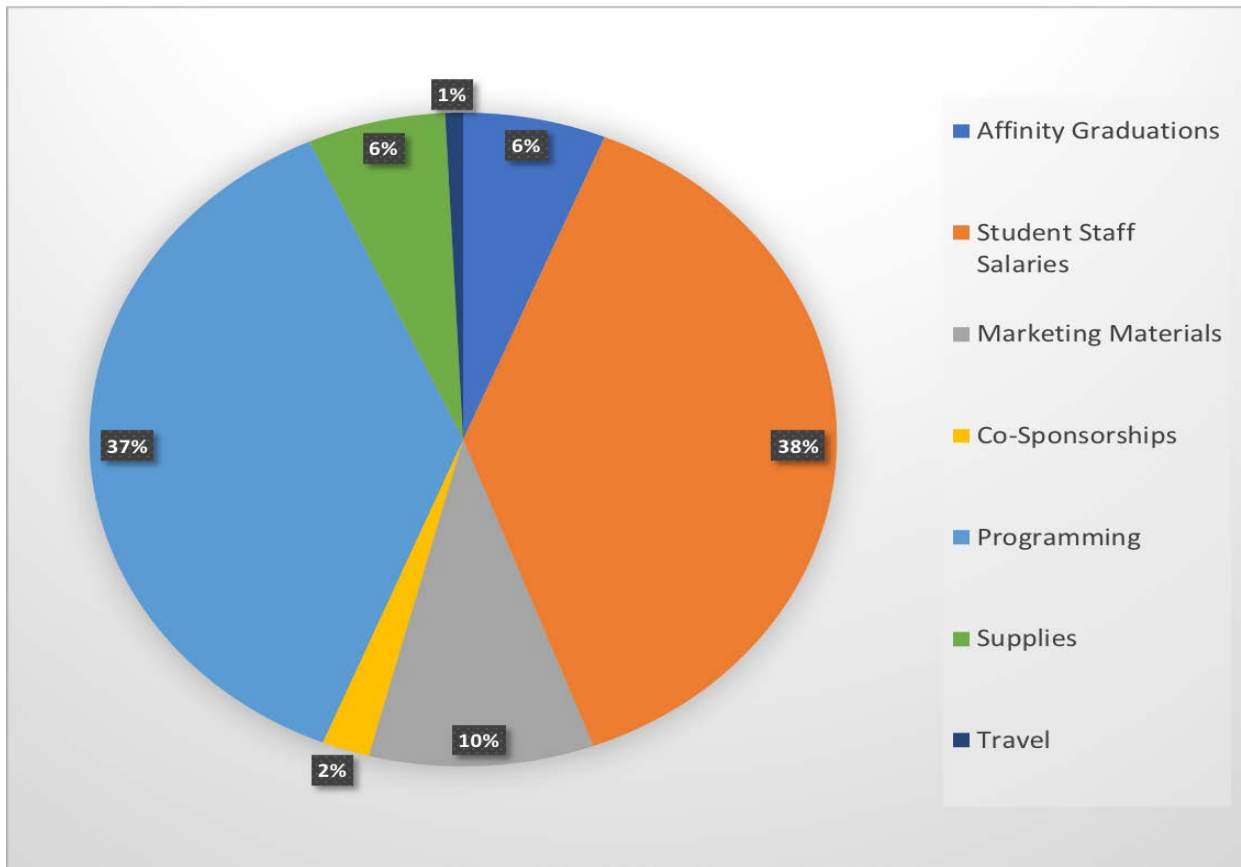
Expenses

Overall, expenses were less than budgeted. The only two areas with added expense were an unanticipated increase in benefits charges along with additional funds pushed to the Otter Student Union Facility construction project to reinstate the 6,000 square-foot ballroom. These added expenses were offset through expense reduction, especially in travel and programming.

Expenses	Budgeted	Actuals (June 30,2019)
Personnel & Benefits	\$ 731,500.00	\$ 763,080.59
Programming	\$ 115,000.00	\$ 77,636.23
Travel & Professional Development	\$ 44,500.00	\$ 23,883.87
Equipment	\$ 8,000.00	\$ 7,496.36
Other Operating Expenses	\$ 79,000.00	\$ 57,638.47
Admin Fees	\$ 153,969.00	\$ 123,746.72
Reserves (1 month operating expenses)	\$ 84,176.93	\$ 80,371.96
Student Union Construction Project	\$ 3,650,000.00	\$ 4,000,000.00
Total:	\$ 4,866,145.93	\$ 5,133,854.20

Otter Cross Cultural Center (OC3)

For 2018-2019, the Otter Cross Cultural Center assisted in the implementation of use of Materials Services Facility Fee funds.



Additional Funding Secured

One-time Materials and Services Fee:

- **\$9,180** to take 6 students to the National Conference on Race and Ethnicity in Higher Education in Portland, Oregon.

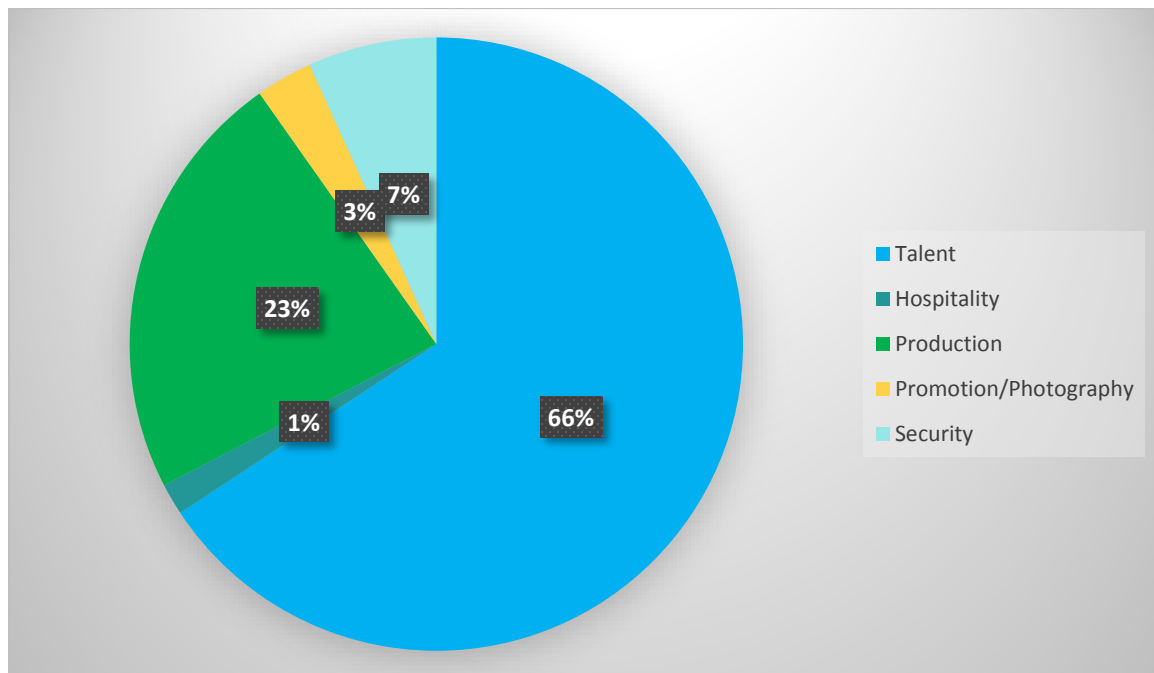
Total additional funding: \$9,180

Union Programming Board Budget

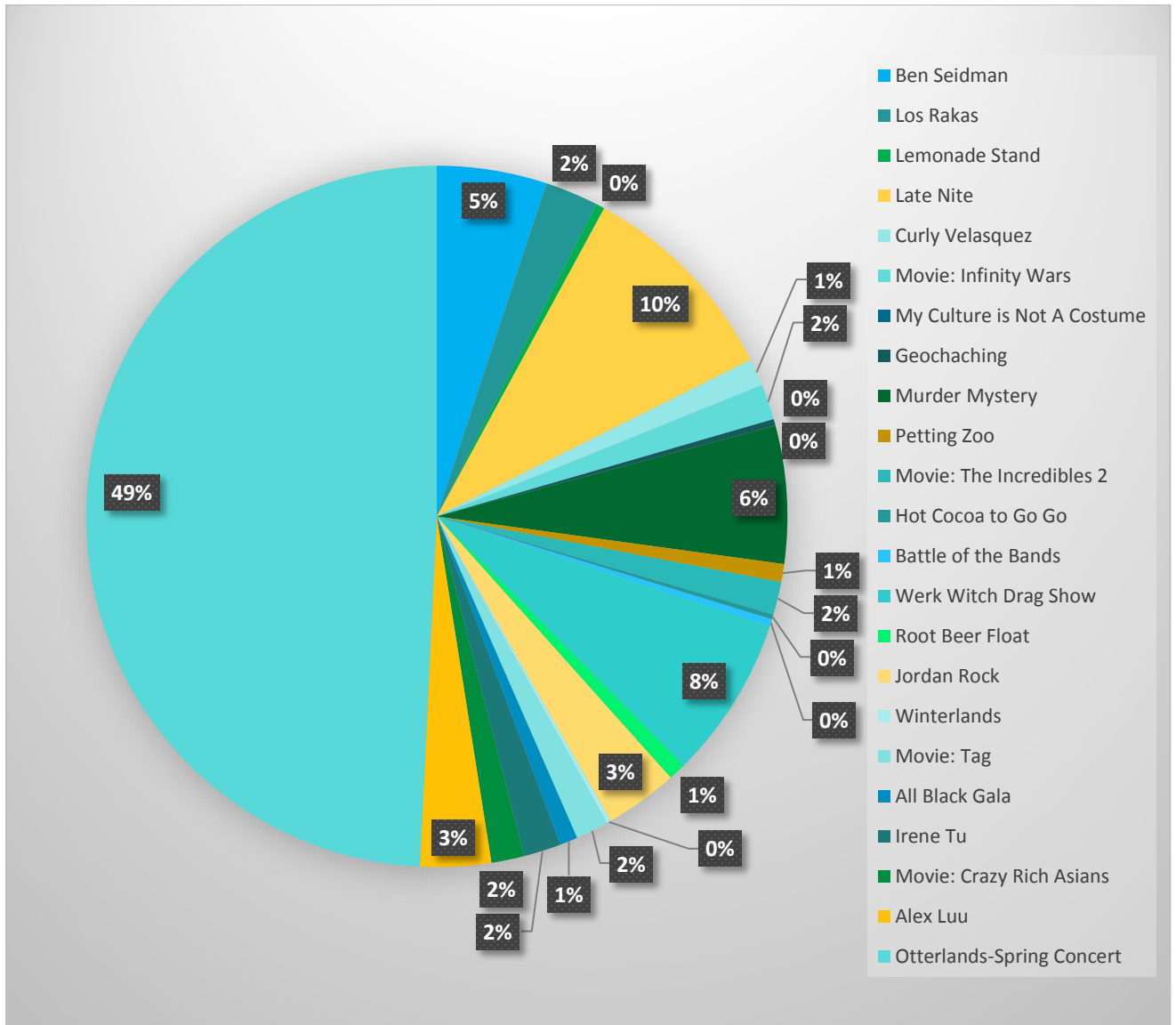
The biggest areas of spending came from Otterlands—the spring concert, RAFT weekend, and Otter Days. These areas accounted for 73 percent of the budget, 1 percent more than in 2017-2018. Of these three events, Otterlands accounts for the largest percentage of budget at 49 percent; it also accounts for the largest attendance at a single programming event other than the Welcome Back BBQ, which draws a larger student, faculty, staff community audience due to the nature of the event.

The total funds for Otterlands are provided from two departments: the Otter Student Union's Union Programming Board and Associated Students. The Union Programming Board assumed 62 percent of the costs for Otterlands 2019.

Total Concert Costs by Type



Event Costs



Recommendations for 2019-2020

As OSU prepares for its first full year with a stand-alone business unit, focus will be on streamlining processes. OSU will also prepare for the new facility through forecasting, budgeting, and fundraising efforts, including increases in applications for grants.

Board of Directors

Board of Directors Summary

Fall 2018 saw intensive discussions about bylaw revisions proposed by the Executive Officers of the Otter Student Union Board of Directors. There were some inconsistencies that had to be addressed, but, the primary driver was a desire to more accurately reflect the CSUMB student population and to align with OSU's Mission, Vision, and Values. The lack of a community voice on the Board was highlighted as a particular area of focus. Bylaw revisions were adopted by the Board and approved by CSUMB President Eduardo Ochoa in September 2018. In addition to the bylaw revision process, the Executive Officers were prolific in working on policies, resolutions, and procedures that are critical to the functioning of OSU as a 501(c)3 organization.

Otter Student Union Bylaws/Policies/Procedures

Type	Title	Date Adopted	Date Amended
Bylaws	Otter Student Union Bylaw	5/2017	9/17/2018
Policy	Document Retention and Destruction	9/26/2018	
Policy	Operating hours, posting, use of space	2/27/2019	
Policy	Procurement	4/24/2019	
Policy	Reserves	9/26/2018	
Policy	Technical Amendments	4/24/2019	
Policy	Travel	10/24/2018	
Policy	Wireless Devices for Business Use	4/24/2019	
Policy	Whistleblower	9/26/2018	
Procedure	Contracts	3/27/2019	
Procedure	Demonstrations	4/24/2019	
Procedure	Individuals Under the Influence	9/26/2018	
Procedure	Officer Nomination & Election	8/2017	11/28/2018

In addition to creating and adopting necessary governing documents, the Board also maintained an important presence on campus through the New Student Union Showcase in the fall, a Welcome Back Week coffee/donut station in collaboration with the OSU facility contractor Gilbane in the spring, and made presentations to numerous classes and to Faculty Senate. Additionally, several officers participated in the beam signing ceremony for the new building in spring 2019 and took part in tabling events at Admitted Otter Day and Orientation Days.

In the spring, recruitment for new Directors of the Board and Executive Officers commenced, implementing the changes made through the bylaw revision process. The new Board for 2019-2020 will have wider representation of the CSUMB student body, including athletes, transfer students, and an international student. There will also be a new community board director. The new Executive Officers for 2019-2020 are returning Chair Ashley Smith, Vice Chair Trevor Peterson, Treasurer Ian Kyle Contreas, and Secretary Giovanni Gonzalez.

Recommendations for 2019-2020

For 2019-2020, the Board of Directors will continue to convey information to campus and the larger Monterey Bay community about the work of the Otter Student Union along with the new facility, which will open by fall 2020.

Staff Achievements

Publications

Martinez, Shantel. "Whispers in the dark: A collection of poems," in *This Bridge We Call Communication Anzaldúan Approaches to Theory, Method, and Praxis*. Rowman & Littlefield Press, 2019.

National Conference Presentations

Atrero, Allymyr. "Empowering APIDA Change Agents Without Mainstream Examples of Social Activists: A Dissection of Crazy Rich Asians." *Asian Pacific Americans in Higher Education National Conference (APAHE)*, Oakland, CA, April 2019.

Atrero, A. "Unapologetically Loud and Asian: Creating a Community for APIDA Womxn Leaders." (APAHE), Oakland, CA, April 2019.

Buffington, Chelsea, Michelle Czarnecki, and Shantel Martinez. "You Belong Here: Transformative Possibilities of Spaces." *NASPA (Student Affairs Professionals in Higher Education) Annual Conference*, Los Angeles, CA, March 2019.

Martinez, Shantel and Bianca Zamora. "Black-Tie/Black Skin: Re-imagining." *National Communications Association (NCA)*, Salt Lake City, UT, November 2018.

Martinez, S. "Laboring Latina Bodies: Unpacking Work, Policy and Play in Academia," NCA.

Martinez, S. "Mentorship as a Civic Calling: A Formal Initiative for Latinx Communication Studies Scholars," NCA.

Martinez, S. and B. Zamora. "Braiding Borders: The Politics of Body Hair and the Roots of Resistance." *National Association of Chicana/Chicano Studies, NACCS*, Albuquerque, NM, April 2019.

Martinez, S. "Hola, me llamo ____: Resistance, Self-Determination, and the Politics of Naming.," NACCS.

Martinez, S. "A Seat at the Table: Cultivating a Women of Color Directors Network." *National Conference on Race and Ethnicity in Higher Education*, NCORE, Portland, OR, June 2019.

Martinez, S. "Speaking Back to Oppression: A Testimonialista's Tale of Survival." NCORE.

Selections

Buffington, Chelsea. AOA Leadership Academy, 2019.

Czarnecki, Michelle. NACA (National Association for Campus Activities) West Showcase, 2019.