ASSOCIATED STUDENTS, INC.
CAL STATE SAN MARCOS

Personnel Committee Minutes

Friday, February 20, 2026 at 12:30pm
ASI Conference Room (USU 3700) and Zoom

ASI Personnel Committee 25/26
Voting Members

Illeana Carmona Chavez
Chair and Chief of Staff

Elaine Pollard
President & CEO
Vice Chair

Anahi Martinez Perez
Vice President of Finance & Operations

Cameron Munn
Vice President of Student & University Affairs

Advisors
Michelle Hinojosa
Associate Executive Director of Human Resources & Payroll
CSUSM Corporation

Erik Ramirez
Director of Divisional Initiatives & Partnerships
Student Affairs

ITEM	SUBJECT	PRESENTER
01	**Call to Order** Meeting called to order at 12:37pm	Illeana Carmona Chavez Chair and Chief of Staff
02	**Roll Call** Present: In-Person: Illeana, Elaine, Anahi, Cameron; Via Zoom: Michelle and Erik Absent: None	Illeana Carmona Chavez Chair and Chief of Staff
03	**Recognition of Guests** None	Illeana Carmona Chavez Chair and Chief of Staff
04 **Action**	**Approval of Agenda** Chair motioned for approval of agenda as presented; All in favor with no one opposed; By will of Chair – consent vote, no opposition, Agenda approved.	Illeana Carmona Chavez Chair and Chief of Staff
05 **Action**	**Approval of Minutes** Chair motioned for approval of Minutes from January 21, 2026 meeting; Pg 2 needs corrections of Voting Members' names; All in favor with no one opposed; By will of Chair – consent vote, no opposition, Minutes approved.	Illeana Carmona Chavez Chair and Chief of Staff
06 **Information**	**Open Forum*** None	Illeana Carmona Chavez Chair and Chief of Staff
07 **Approval**	**Approval of Survey Questions** **Description:** Review the survey questions after receiving feedback from ASI Professional Staff. Reviewed survey format and questions (both student and pro-staff); discussed attendance at pro-staff meetings; promoting anonymity when attending student meetings **Fiscal Impact:** None Erik – 2 different summaries and 2 different reports? What about if they only have 2 people reviewing them? 2 separate reports was decided Approve the student survey questions; Approve the peer questions with edits – Motion to approve by Anahi Martinez Perez; Second by Elaine Pollard; All in favor with no one opposed; Questions approved.	Michelle Hinojosa Associate Executive Director of Human Resources, CSUSM Corporation Erik Ramirez Director of Divisional Initiatives & Partnerships Student Affairs
08 **Discussion**	**Updates on Next Steps for Personnel Committee** **Description:** Review plan that the committee will take to prepare to survey to launch. Student survey will launch on Mon, 2/23/26; Erik will update Peer Survey by Monday for Personnel Committee to review and will launch by Thu or Fri next week; Erik will provide status on survey during survey period on how many surveys have been completed; all remaining Personnel Committee meetings have been scheduled by Ashley. **Fiscal Impact:** None	Michelle Hinojosa Associate Executive Director of Human Resources, CSUSM Corporation Erik Ramirez Director of Divisional Initiatives & Partnerships Student Affairs

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09 Information	**Announcements** Decided to provide Chick Fillet lunch if survey participation rate reaches 80% or higher	Illeana Carmona Chavez Chair and Chief of Staff
10 Action	**Adjournment** Meeting adjourned at 1:30pm	Illeana Carmona Chavez Chair and Chief of Staff

Public comment will be limited to a maximum of 5 minutes per guest. Chair will determine allocated amount per meeting.

ASSOCIATED STUDENTS, INC. OF CALIFORNIA STATE UNIVERSITY SAN MARCOS
333 S. Twin Oaks Valley Road, USU 3700, San Marcos, CA, 92096 asi@csusm.edu | www.csusm.edu/asi | Phone: 760.750.4990 | Fax: 760.750.3149

I, Illeana Carmona Chavez, 25/26 ASI Chair & Chief of Staff, hereby certify that the above minutes were approved by Personnel Committee of Associated Students, Inc., at a regularly scheduled meeting held on March 20th, 2026.

Illeana Carmona Chavez 4/22/2026

Intro Questions

1. Which ASI Professional Staff member are you providing feedback on?
    a. Alondra Lopez
    b. Annie Macias
    c. Ashley Fennell
    d. Daphne Joie Smith
    e. Giulia Martelli
    f. Jordan Lanter
    g. Shannon Gallacher
    h. Talisha St. John
    i. Trent Borger

2. What ASI entity are you a part of?
    a. Board of Directors
    b. Campus Activities Board
    c. Cougar Pantry
    d. Front Desk
    e. Media & Communications Team
    f. Other

3. Is this individual your direct supervisor?
    a. Yes
    b. No

4. Approximately how often do you interact with this individual?
    a. Daily
    b. 2 to 3 times a week
    c. Once a week
    d. Once or twice per month
    e. Other

Please base your responses on your own experiences working with this individual. If you do not have enough interaction to assess a specific area, please select N/A.

Rating Scale:

1 — Needs Significant Improvement (Struggles in this area; requires substantial support)

2 — Needs Improvement (Shows limited consistency; improvement is needed)

3 — Developing (Shows some ability but still developing consistency)

4 — Doing Well (Performs effectively in this area most of the time)

5 — Strong Performance (Consistently performs well in this area)

6 — Excelling (Consistently strong and exceeds expectations)

7 — Outstanding (Exceptionally strong and sets a positive example for others)

N/A — Unable to Assess (Have not observed this area or do not have enough context to provide a rating)

I. Operational Planning and Effectiveness

Please rate this staff member's ability to plan, organize, and manage work in ways that create clear expectations, support effective operations, and help students successfully carry out ASI programs and responsibilities.

- **Planning and Prioritization**
  Sets clear goals and priorities that help students understand expectations and move work forward effectively.

- **Organization and Coordination**
  Organizes projects, responsibilities, timelines, and tools in ways that support smooth operations and reduce confusion or barriers for students.

- **Execution and Follow-Through**
  Follows through on commitments and helps ensure tasks and projects are completed in a timely and effective manner.

- **Operational Clarity**
  Provides clear guidance, expectations, and processes that help students understand their responsibilities and complete their work successfully.

What are some ways this individual could improve or further strengthen their work in Operational Planning and Effectiveness? Please provide specific examples if possible.

Based on your experience, what does this individual do well in Operational Planning and Effectiveness? Please provide specific examples if possible.

II. Supervision, Training, and Support

Please rate this staff member's ability to supervise and support students in ASI roles by providing clear guidance, training, feedback, and support that help them succeed in their responsibilities.

Onboarding and Role Clarity
Provides clear guidance, training, and expectations that help students in ASI roles get started and continue to understand their responsibilities.

Availability and Ongoing Support
Is accessible and responsive when students have questions or need support. Helps them work through challenges and identify solutions.

Feedback and Communication
Communicates clearly and shares information in a timely manner. Provides constructive feedback that helps students improve and succeed in their roles.

Supportive Environment
Creates an environment where students feel supported and able to succeed in their responsibilities.

What are some ways this individual could improve or further strengthen their work in Supervision, Training, and Support? Please provide specific examples if possible.

Based on your experience, what does this individual do well in Supervision, Training, and Support? Please provide specific examples if possible.

III. Professional Development and Growth

Please rate this staff member's ability to support the learning, growth, and development of students in ASI roles by encouraging skill development, leadership growth, and meaningful engagement beyond day-to-day responsibilities.

Skill Development
Provides opportunities for students to develop skills that support their personal, professional, or leadership growth beyond their immediate responsibilities.

Mentorship and Growth
Encourages students to reflect on their experiences, take on new challenges, and continue developing their skills and leadership abilities.

Engagement and Ownership
Encourages students to take initiative, contribute ideas, and develop a sense of responsibility and ownership in their work.

Connection to ASI's Mission and Experience
Helps students understand how their work contributes to ASI's mission and broader goals.

What are some ways this individual could improve or further strengthen their work in Professional Development and Growth? Please provide specific examples if possible.

Based on your experience, what does this individual do well in Professional Development & Growth? Please provide specific examples if possible.

IV. Interpersonal Effectiveness & Leadership

Please rate this staff member's ability to build positive working relationships, collaborate effectively, and demonstrate leadership through communication, professionalism, and inclusive engagement within ASI.

Engagement with ASI Students
Interacts respectfully and effectively with students in ASI roles outside of direct supervision. Uses inclusive and respectful communication, is approachable and responsive, and contributes to an inclusive and welcoming environment.

Collaboration with ASI Professional Staff
Works respectfully and collaboratively with ASI professional staff. Promotes open communication and teamwork across areas to support ASI's work.

Leadership Presence and Professionalism
Demonstrates leadership through integrity, consistency, and accountability. Leads by example, recognizes the contributions of others, and contributes positively to the overall work environment.

What are some ways this individual could improve or further strengthen their work in Interpersonal Effectiveness & Leadership? Please provide specific examples if possible.

Based on your experience, what does this individual do well in Interpersonal Effectiveness & Leadership? Please provide specific examples if possible.

V. Student Empowerment, Student Voice, and Innovation

Please rate this staff member's ability to encourage student voice, support student-led ideas, and foster an environment where students are empowered to contribute to ASI initiatives, decision-making, and shared governance.

Encouraging Student Input and Voice
Encourages open dialogue and actively seeks student input. Incorporates student perspectives into discussions, decisions, and processes when appropriate.

Supporting Student Initiatives
Provides guidance and support that helps students move ideas forward and implement student-driven initiatives within ASI.

Fostering Innovation and Creativity
Encourages creative thinking and supports new ideas that enhance ASI programs, services, or initiatives. Supports students in taking ownership of their work and contributions.

What are some ways this individual could improve or further strengthen their work in Student Empowerment, Student Voice, and Innovation? Please provide specific examples if possible.

Based on your experience, what does this individual do well in Student Empowerment, Student Voice, and Innovation? Please provide specific examples if possible.

VI. Overall Question

I took the functional categories we identified and organized them into broader domains based on how students actually experience and observe staff work. This allowed us to keep the concepts we discussed while reducing overlap and making the survey clearer for student respondents.

Domains & Respective Focus Area

Operational Planning and Effectiveness
Are things organized and clear so work can happen effectively?

Supervision, Training, and Support
Does this person help me succeed in my ASI role?

Professional Development and Growth
Does this person help me grow beyond my role?

Interpersonal Effectiveness & Leadership
How does this person work with and relate to others?

Student Empowerment, Student Voice, and Innovation
Does this person create space for student influence and initiative?

Peer-to-Peer Evaluation: ASI Personnel Survey

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    b. Annie Macias
    c. Ashley Fennell
    d. Daphne Joie Smith
    e. Giulia Martelli
    f. Jordan Lanter
    g. Shannon Gallacher
    h. Talisha St. John
    i. Trent Borger

2. Is this individual your direct supervisor?
    a. Yes
    b. No

3. Approximately how often do you interact with this individual?
    a. Daily
    b. 2 to 3 times a week
    c. Once a week
    d. Once or twice per month
    e. Other

Please use this same rating scale for all rating questions throughout the survey. Please base your responses on your own experiences working with this individual. If you do not have enough interaction to assess a specific area, please select N/A.

Rating Scale:

1 — Needs Significant Improvement (Struggles in this area; requires substantial support)

2 — Needs Improvement (Shows limited consistency; improvement is needed)

3 — Developing (Shows some ability but still developing consistency)

4 — Doing Well (Performs effectively in this area most of the time)

5 — Strong Performance (Consistently performs well in this area)

6 — Excelling (Consistently strong and exceeds expectations)

7 — Outstanding (Exceptionally strong and sets a positive example for others)

N/A — Unable to Assess (Have not observed this area or do not have enough context to provide a rating)

I. Operational Planning and Effectiveness

Please rate this staff member's ability to plan, organize, and manage their work in ways that create clarity, support effective operations, and contribute to shared work across ASI.

- **Planning and Prioritization**
  Sets clear goals and priorities for their work, manages projects effectively, and adapts plans as needed to support coordinated efforts across ASI.

- **Organization and Coordination**
  Organizes projects, responsibilities, timelines, events, and tools in ways that support smooth operations, effective collaboration, and reduce confusion or barriers for colleagues and collaborators.

- **Execution and Follow-Through**
  Follows through on commitments, meets deadlines, and reliably completes tasks and projects in a timely manner, while identifying opportunities to improve processes or approaches.

- **Operational Knowledge and Tools**
  Demonstrates appropriate working knowledge of systems, tools, and processes (e.g., Basecamp, Outlook, Adobe, purchasing systems) needed to collaborate effectively and move shared work forward.
- **Operational Clarity**
  Communicates clearly about processes, timelines, and expectations related to their work, helping others understand how work moves forward and how responsibilities connect.

What are some ways this individual could improve or strengthen their work in Operational Planning and Effectiveness? Please provide specific examples if possible.

Based on your experience, what does this individual do well in Operational Planning and Effectiveness? Please provide specific examples if possible.

II. Communication, Coordination, and Support

Please rate this staff member's communication and coordination with colleagues, including how they share information, respond to requests, and support shared work.

Clarity and Information Sharing
Communicates clearly and shares information in a timely manner so others understand expectations, next steps, and how work is moving forward.

Responsiveness and Availability
Is accessible, responsive, and willing to help when colleagues have questions, need clarification, or encounter challenges related to shared work.

Collaborative Problem-Solving
Works collaboratively with others to address issues, adjust plans, and identify solutions when challenges arise.

Supportive Work Practices
Contributes to a respectful, supportive, and collaborative work environment where colleagues can ask questions and work together effectively.

What are some ways this individual could improve or strengthen their work in Communication, Coordination, and Support? Please provide specific examples if possible.

Based on your experience, what does this individual do well in Communication, Coordination, and Support? Please provide specific examples if possible.

III. Interpersonal Effectiveness and Leadership

Please rate this staff member's ability to build positive working relationships, demonstrate professionalism, and contribute to a respectful and collaborative ASI culture.

Engagement with ASI Staff and Students
Interacts respectfully and professionally with colleagues and students. Uses inclusive language, is approachable, and contributes to a welcoming and respectful environment.

Openness to Ideas and Input
Listens to others, is receptive to feedback, and engages in dialogue that supports collaboration and thoughtful decision-making.

Collaboration with ASI Professional Staff
Works constructively with colleagues, contributes positively to team dynamics, and supports shared goals across areas.

Leadership Presence and Professionalism
Demonstrates leadership through integrity, consistency, and accountability. Leads by example, recognizes the contributions of others, and contributes positively to the overall work environment.

Connection to ASI's Mission and Student-Centered Values
Demonstrates an understanding of ASI's mission and student-centered values and reflects that understanding in how they approach their work, collaborate with others, and make decisions.

What are some ways this individual could improve or strengthen their work in Interpersonal Effectiveness & Leadership? Please provide specific examples if possible.

Based on your experience, what does this individual do well in Interpersonal Effectiveness & Leadership? Please provide specific examples if possible.