

STRATEGIC PLAN

2009/10



The University Union
The Well

DESTINATION 2010

The University Union and The Well is dedicated to being a leader in Destination 2010 and all that it encompasses. As part of a premier metropolitan university, which is the campus of choice for students, faculty, staff, and the community, we will:

- ▶ Foster excellent academic and student programs
- ▶ Build a welcoming campus
- ▶ Create a dynamic physical environment
- ▶ Develop community support

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SAC STATE STRATEGIC PLAN



Implement a strategically focused, campus-wide effort to improve recruitment, retention, and graduation rates.

Create and sustain an organizational structure and culture that facilitates evidence-based decision-making and purposeful planning in all important endeavors.

Enhance campus-wide engagement in and responsibility for the resolution of complex issues and in the planning and implementation of campus policies.

Build a creative and vibrant learning community derived from the strength and vitality of our diverse campus.

Identify and develop interdisciplinary and cross-divisional initiatives with the greatest potential to strengthen our role as an engaged partner in the region.

SHARED VISION

▶ The University Union will continue to be the centerpiece and the campus home for students, faculty, staff and alumni of California State University, Sacramento. The Union will be the center of campus life and will actively promote school spirit and pride. As an integral part of the educational process, we will enhance student development through involvement and interaction with the campus and surrounding community by providing superior programs, services and facilities. We will be sensitive to the needs and exceed the expectations of our diverse community. We will be recognized as leaders in the field of unions and programs on the regional and national level.



BELIEFS AND VALUES

Integrity

We believe that honesty and principled action is the foundation of our professional and personal lives.

Respect

We are committed to actions of inclusiveness, appreciating and celebrating our diversity and differences, which leads to a unified Sac State community.

Teamwork

We believe in collaboration, with each person cooperating and contributing to the highest level of his/her capabilities.

Safety

We are committed to providing a safe, clean and welcoming environment at the University Union. Being a place where people can try new things, engage in new activities, exchange ideas without feeling threatened or uncomfortable.

Excellence

We are committed to the pursuit of excellence at everything we do while enhancing the learning process through experience.

Innovation

We encourage and promote creativity, risk taking and innovative problem solving. We are open to change and view challenges as opportunities for growth.

UNIV. UNION MISSION STATEMENT

The University Union exists for the benefit of students, offering a welcoming environment where students, faculty, staff, alumni and the greater community participate in campus life. The programs, services and facilities of the Union foster personal growth, encourage social interaction and develop leadership skills. This involvement leads to memorable experiences and builds a community that cultivates enduring commitment, pride and loyalty to the University.

A graphic consisting of two overlapping horizontal bars. The top bar is dark blue and the bottom bar is a lighter blue. The text 'UNIVERSITY UNION GOALS' is written in white, uppercase letters on the lighter blue bar.

UNIVERSITY UNION GOALS

Strive to provide superior service to our diverse campus community through continual assessment and improvement of our services and technological resources.

Train, develop and encourage a highly committed and conscientious University Union staff to provide exceptional, professional, customer oriented service, which is sensitive and responsive to the needs of our multicultural community.

Enhance students' interpersonal, leadership and critical thinking skills; develop nurturing and supportive networks; and help prepare them for active citizenship beyond the collegiate experience.

Maximize the use of the University Union programs, services and facilities through superior customer service and creative marketing in order to advance the mission of the Union, Student Affairs and the University.

Exercise financial controls and sound management using acceptable business practices, maximizing generated revenue production, while prudently monitoring all expenditures of the University Union.

Adhere to University, Trustee, and State policy.

UWC OPERATION OF CSUS INC.

UWC Long Range Plan —Long Range Strategies

Facilities/Operations

- Advance the commitment to campus life by expanding availability to, and the number of open-use spaces within, the UWC.
- Develop and operate facilities to meet the campus demand for health, fitness and recreational services.
- Create programs, operations, and facilities that are environmentally friendly.
- Optimize the cleanliness and appearance of the Union.

Services (non-food)

- Collaborate with the Student Health Center to provide essential services in order to meet student needs.
- Develop ongoing assessment programs to determine trends, needs, and customer satisfaction at the UWC.
- Expand the services available at the Information Desk and coordinate with similar campus initiatives.
- Expand the in-house production capabilities of the UWC Graphics Department in order to maximize campus target marketing initiatives.
- Redesign the Games Room to expand services.

Food Services

- Redesign and renovate the first floor dining components for the purpose of updating décor and maximizing seating capacities.
- Evaluate customer satisfaction and needs for food service, and implement improvements as indicated.
- Review options relating to the contractual relationships regarding food service operations located in the UWC.

Technology

- Continue being a leader in the provision of state of the art technological services in the Union.
- Maximize the use of technology while providing personal attention to the campus community.

Events/Programs (Self Operated)

- Expand the quality and/or quantity of programs offered to the campus community.
- Continue to promote diversity in programming commensurate with the needs of the campus and surrounding community.
- Update the UWC Facilities to maximize accessibility and customer comfort.

Customer Service

- Deliver dynamic and interactive customer service to the campus community.
- Build on our reputation for exceeding the customer's expectations for superior customer service.

Event Services

- Educate the campus community regarding the policies and procedures of the UWC.
- Focus the Arrangements Office toward increasing personal service to customers.
- Streamline the process and reduce the time lag on various steps of the reservation process through technology and personal contact.
- Increase campus awareness of the facilities and services available at the UWC.
- Collaborate with campus service providers to enhance and streamline the processes for reservations held outside of the UWC.

Personnel Services

- Review organizational structure for maximizing staff utilization in the presentation of services to the campus community.
- Continually upgrade staff professional development in order to provide superior service to UWC customers.

Budget and Finance

- Review options for addressing the business functions of the UWC.

UWC CORPORATE ADMINISTRATION



Unit Mission

The University Union and The Well Corporation, (hereinafter known as the UWC) will be operated in a fiscally responsible manner, utilizing resources to achieve the goals of the Union and The Well to maximize the organization's ability to regularly exceed customer expectations.

Unit Goals

- 1.0** To optimize and maximize the appropriate use of resources of the Corporation.
- 2.0** Assess the progress of the Corporation on a quarterly basis in order to identify effectiveness of the budget process and the Corporation's performance associated with the budget.
- 3.0** Review all reserve accounts for compliance to policies.
- 4.0** Create an effective plan to address the UWC Growth.
- 5.0** Exercise financial controls and sound management using acceptable business practices, while prudently monitoring all expenditures of the University Union.

Foundations

- Maximize the utilization of UWC resources.
- Utilize community input, develop a strategic plan and budget plan, advancing the mission of the UWC and Sacramento State.
- Plan for the future of the UWC Corporation including the Union and The Well, associated programs and services and all future expansions of, or changes in, the facilities or operations.
- Maintain appropriate reserve levels to protect the UWC.
- Ensure appropriate use and protection of student fee dollars.

Strategies and Action Plans

I.0

GOAL: To optimize and maximize the appropriate use of resources of the Union demonstrating good stewardship of student fees.

- I.1** STRATEGY: Develop a strategic plan and budget process that is representative of the needs of the campus community.
 - I. Set budget timeline (L. Davis: Fall 08)
 - II. Develop budget with input from all committees (L. Davis: Spring 08)
 - III. Budget approved by committees and submitted to B&F Committee (L. Davis: Spring 09)
 - IV. Budget approved by Board of Directors (L. Davis: Spring 09)
- I.2** STRATEGY: Budget is tied to the Strategic Plan and representative of the corporate priorities and the Sac State budget priorities.

- I. Assess current year Strategic Plan (L. Davis: Spring 10)
- II. Develop coming year strategic plan, Advisory Groups and Committees
- III. submit their respective plans (L. Davis: Spring 10)
- IV. Final Strategic Plan and Budget approved by the Board of Directors (L. Davis: Spring 10)

I.3 STRATEGY: Review and update any financial policies that have not been updated within the last three years.

- I. Repair and Replacement Policy (Davis/B&F Committee: Fall 2009)
- II. Property Management Policy (Davis/B&F Committee: Fall 2009)
- III. Purchase Order Handling Policy (Davis/B&F Committee: Fall 2009)
- IV. Repair and Replacement Reserve Policy (Davis/B&F Committee: Fall 2009)
- V. Risk Management (Davis/B&F Committee: Fall 2009)

I.4 STRATEGY: Create a timeline for review of all policies on a regular basis.

- I. Create timeline for current policies (Davis/B&F Committee: Fall 2009)
- II. Create timeline for NEW policies needed for the UWC (Davis/ UWC Director/ B&F Committee: Fall 2009)

I.5 STRATEGY: Continue to study the Human Resources program of the UWC, taking into consideration the anticipated growth that comes with the addition of The Well, to determine costs and benefits of the change.

- I. Create the Committee (Davis: Summer 09)
- II. Hire a consultant to do the study (Summer 09)
- III. Implement research plan (Davis and Committee: Fall 09)
- IV. Report findings and give recommendation to Board of Directors and President Gonzalez. (Davis and Committee: Spring 10)

I.6 STRATEGY: Continue to study methods of conducting business in the UU/UWC to determine costs and benefits of the change.

- I. Begin dialogue to study current process with ASI (Davis/DFA: Summer/Fall 09)
- II. Determine best practices and efficiencies in services for both organizations (Davis/DFA :Fall 09)
- III. Report findings and recommendations to the Board of Directors and to Steve Garcia (Davis/DFA: Fall 09)

I.7 STRATEGY: Conduct referendum Spring 2010 for next expansion of the UWC, including remaining components of The Well to meet the needs of a growing campus.

- I. Remaining issues from last referendum, bowling alley, movie theatre, additional ballroom, UU food service, intramural fields, and parking
- II. Begin planning immediately to get the players on board.
- III. Hire a planning architect to create an image piece that can be utilized for the referendum and the Trustees.
- IV. Identify student champions (UU/The Well/ASI/Rec Sports) who will lead the campaign - students selling to students.

2.0

GOAL: Assess the progress of the Corporation on a quarterly basis in order to identify effectiveness of the budget process and the Union's performance associated with the budget.

- 2.1** STRATEGY: Monitor all plant fund and capital expenditures for appropriateness, alignment with the UWC Mission, and impact on campus community.
 - I. Develop timelines and implementation plans for each project.
(L. Davis: Ongoing)
 - II. Report completion to B&F Committee (L. Davis: Ongoing)
 - III. Implement adjustments as required (L. Davis: Ongoing)
- 2.2** STRATEGY: Develop a long range financial plan to address additional charges coming from the University as mandated by EO 1000 and future expansion.
 - I. Identify all charge backs (L. Davis: Spring 09)
 - II. Develop a plan to best utilize the available resources (L. Davis: Fall 09)
 - III. Plan for a referendum to increase fees to support operations (L. Davis: Fall 09)
 - IV. Conduct referendum Spring 2010, for next expansion of the UWC, including remaining components of The Well (bowling alley, movie theater, additional ballroom, UU Food Service, intramural fields, and parking)

3.0

GOAL: Review all reserve accounts for compliance to policies, maximization of return, and opportunity for growth, to enhance revenue generation as much as possible in this economy.

- 3.1** STRATEGY: Local Reserves
 - I. Ensure reserves are at the appropriate levels, through the audit and budget processes (L. Davis: Fall 09 and Spring 10)
 - II. Report as appropriate to the Board, as a part of the audit committee reports (L. Davis: Fall 09)

- 3.I** STRATEGY: Track all UWC funds in one accounting process, operationally through local fund management, and also through the Revenue Fund (Above the line).
- I. Create new chart of accounts for 2009-2010 (Davis: Spring 2009)
 - II. Assess efficiencies of fiscal processes and make adjustments at end of first full year of operation (L. Davis: Summer 09)
 - III. Improve and implement a process to request appropriate transfers to be completed (L. Davis, S. Green: Summer 09)

4.0

GOAL: Create a new long range plan for the UWC that aligns with the new Campus Strategic Plan, and that sets the UWC direction and guides decision making for the next decade.

- 4.I** STRATEGY: Review Vision 2020 Plan for effectiveness and alignment with campus priorities.
- I. Assess the plan for accuracy (L. Davis: Fall 09)
 - II. Create a timeline for expanding the current plan (L. Davis: Fall 09 and Spring 10)
 - III. Implement steps for plan revision with end result being a new plan outlining the future direction of the UWC.
 - IV. Work with staff and begin planning for the future (L. Davis: Fall 09 and Spring 10)
 - V. Work with the Board of Directors and the Advisory Groups to review and create a new plan (L. Davis: Fall 09)
 - VI. Test the plan with other colleagues and the campus president (L. Davis: Spring 10)

5.0

GOAL: Exercise financial controls and sound management using acceptable business practices, while prudently monitoring all expenditures of the University Union.

- 5.I** STRATEGY: Fully transition to the MIP accounting program for maintaining and tracking all University Union departmental budgets as well as generating purchase orders.
- I. Receive complete system training on the applicable functions of the MIP software (Union and ASI staff: Spring/Summer 09)
 - II. Create a series of tutorials or quick reference sheets for staff, as needed (Olmsted, Staff: Summer 09)
 - III. Discontinue use of Quickbooks software for internal accounting and budgeting (Olmsted, Davis, Sorensen: Summer 09)

UNION ADMINISTRATION



Unit Mission

The University Union is a welcoming environment where people, programs, services and facilities unite to provide involvement opportunities that lead to exceptional customer service and a dynamic campus life.

Unit Goals

- 1.0** Provide superior service to the Sacramento State community through continual assessment, maintenance, and improvement of our services and facilities.
- 2.0** Train, develop and encourage a highly committed and conscientious University Union staff to provide exceptional, professional, customer-oriented service, which is sensitive and responsive to the needs of the Sacramento State campus and surrounding community.
- 3.0** Enhance students' interpersonal, leadership and critical thinking skills; develop nurturing and supportive networks; and help prepare them for active citizenship beyond the collegiate experience.
- 4.0** Maximize the use of University Union programs, services and facilities through superior customer service and creative marketing which serve to advance the mission of the Union, Student Affairs and the University.
- 5.0** Exercise financial controls and sound management using acceptable business practices, while prudently monitoring all expenditures of the University Union

Foundations

- Provide exceptional customer service, exceeding expectations daily.
- Advise the University Union Advisory Group in all policy matters of the University Union.
- Work collaboratively with the Programs, Design and I.T. Unit, and Recreation and Wellness Center to present the best Union in the state.
- Meet and interact with Sacramento State departments to maintain communication and ensure proper Union operations and event planning.
- Fully staff the University Union by hiring the highest quality staff possible.
- Conduct comprehensive student assistant training which features the following core areas: *Customer service, building operations, safety and risk management, crisis management, diversity, programming and communication.*
- Ensure that vendors provide safe, quality and reasonably priced services.
- Operate the University Union (UU) in a fiscally responsible manner according to the UU, University, CSU System, state and federal guidelines/regulations.
- Assess practices and services with a focus on customer satisfaction and effectiveness.

- Provide computer hardware and software to support all departmental staff.
- Develop, implement and enforce financial policies and procedures and audit areas to measure compliance.
- Work with the Student Management Team in the enhancement of the operations, programs and services of the University Union.
- Operate the UU facilities and equipment to ensure safety, cleanliness and functionality.
- Provide quality meeting and event space for use by the University Community.
- Embrace and incorporate a commitment to diverse programming.
- Inform and educate the entire campus community about UU programs and services
- Seek and encourage collaboration with faculty, staff, students and alumni to enhance program development

Strategies and Action Plans

I.0

GOAL: Provide superior service to the Sacramento State community through continual assessment, maintenance, and improvement of our services and facilities.

- I.1** STRATEGY: Modify existing database for all Union facility keys to allow greater control of inventory and checkout procedures.
 - I. Fully assess the state of the current system, develop a scope of work for the update. (Olmsted: Spring 09)
 - II. Work with I.T. and Administrative support staff to develop appropriate database and data entry protocols (Olmsted, Singletary: Spring/Summer 09)
 - III. Test and troubleshoot all aspects of new system (Olmsted, Staff: Spring 09)
 - IV. Determine necessary access controls and train applicable staff members on final procedures (Olmsted, Staff: Spring 09)
- I.2** STRATEGY: Upgrade exterior electronic door locks to allow for more consistent and reliable programming through a secure network connection.
 - I. Research available upgrades to existing system or availability of comparable systems (Olmsted, Ybarra, Singletary: Spring/Summer 09)
 - II. Consult with in-house I.T., campus IRT, and Facilities locksmiths on the most appropriate course of action based on required functionality, availability and price (Olmsted, Ybarra, Singletary: Summer 09)

- III. Purchase and schedule installation with involved parties (Ybarra: Summer 09)
- IV. Train applicable staff on operating procedures of new software and hardware (Olmsted, Ybarra: Summer/Fall 09)

1.3 STRATEGY: Continue to develop and promote the mixed recycling program in the University Union, making it accessible and convenient for all Union customers.

- I. Implement revised recycling logo on all containers (Forseth, Olmsted: Spring/Summer 09)
- II. Research new (or additional) container options, if necessary (Forseth: Summer 09)
- III. Evaluate the program and solicit feedback midyear (Forseth: Summer 09)
- IV. Implement recommended changes (if any) (Forseth: Summer/Fall 09)

2.0

GOAL: Train, develop and encourage a highly committed and conscientious University Union staff to provide exceptional, professional, customer-oriented service, which is sensitive and responsive to the needs of the Sacramento State campus and surrounding community.

2.1 STRATEGY: Provide staff development opportunities, where appropriate, to further professional knowledge, foster personal growth, and keep Union departments current with available procedures and resources.

- I. Identify specific development needs of staff (Olmsted, Davis, Sorensen: Summer 09)
- II. Research available options within budgeted parameters (Olmsted: Summer 09)
- III. Identify desired outcomes from staff participation (Olmsted, Davis, Sorensen: Summer 09)
- IV. Make necessary arrangements (Olmsted: Summer/Fall 09)

2.2 STRATEGY: Update all emergency procedures and contacts and upload to a secure server with is remotely accessible.

- I. Determine what information to be included (Olmsted, Davis, Forseth: Summer 09)
- II. Edit and format all materials (Olmsted, Forseth, Staff: Summer 09)
- III. Create networked storage area (Singletary, Staff: Summer/Fall 09)
- IV. Upload and format all data (Olmsted, Singletary: Summer/Fall 09)
- V. Brief appropriate staff members regarding inventory of content and access procedures (Olmsted: Summer/Fall 09)

- 2.3** STRATEGY: Study the feasibility of creating a swing shift position in the UU Maintenance area to create a broader range of building coverage into the evening.
- I. Determine practicality of moving current staff to different schedules, or sharing coverage with The Well (Olmsted, Davis, Ybarra: Summer/Fall 09)
 - II. Explore option of bringing on an additional staff member, either full or part time (Olmsted, Davis, Ybarra: Summer/Fall 09)
 - III. Determine most practical course of action and prepare recommendation to the Board of Directors (Olmsted: Fall 09, Spring 10)
- 2.4** STRATEGY: Assist in the creation and implementation of a collaborative training program for select new members of The Well staff.
- I. Outline all procedures and guidelines to be covered, based on the position (Olmsted, Davis, Gavric: Spring/Summer 09)
 - II. Identify staff mentor(s) to administer daily training activities (Olmsted, Gavric: Spring/Summer 09)
 - III. Modify, as necessary, throughout the year based on the needs of both facilities and the development rate of the individuals (Olmsted: Fall 09, Spring 10)

3.0

GOAL: Enhance students' interpersonal, leadership and critical thinking skills; develop nurturing and supportive networks; and help prepare them for active citizenship beyond the collegiate experience.

- 3.1** STRATEGY: Continue to develop and train the Union's Student Management Team (SMT) to be an integral component of Union administration and Liaison with student employees.
- I. Meet regularly with Graduate Assistants to plan and follow up on SMT agendas and suggestions (Olmsted: Summer/Fall 09, Spring 10)
 - II. Assist Graduate Assistants with SMT meetings, providing process facilitation, feedback and guidance (Olmsted: Summer/Fall 09, Spring 10)
 - III. Assess effectiveness of SMT through surveys administered to its members (Olmsted, Staff: Fall 09, Spring 10)
- 3.2** STRATEGY: Develop a cohesive staff development program to be implemented prior to the Fall and Spring semesters and involving all full time and student staff members of the University Union.

- I. Solicit ideas and feedback from Student Management Team (Olmsted: Spring/Summer 09)
- II. Work with Graduate Assistant to develop an appropriate theme, program elements, and materials (Olmsted: Spring/Summer 09)
- III. Schedule and conduct program (Olmsted, Staff: Summer/Fall 09, Spring 10)
- IV. Assess effectiveness through participant feedback (Olmsted, Staff: Fall 09, Spring 10)

4.0

GOAL: Fully utilize customer and staff feedback in the process of maximizing the success and strength of all University Union programs, services and facilities.

- 4.1** STRATEGY: Improve the appearance and overall presence of the University Union's customer suggestion board and create an online component which allows for remote submittal/viewing of suggestions and comments.
 - I. Identify aspects of existing system which need to be updated, enhanced, or completely changed (Olmsted: Summer 09)
 - II. Create a design criteria for new materials (Olmsted, Staff: Summer 09)
 - III. Purchase/produce and install (Olmsted, Ybarra: Summer 09)
- 4.2** STRATEGY: Revise dining services assessment program, with the goal of attaining a more effective reporting system for vendors and customers.
 - I. Gather input from Union vendors and Dining Services representatives regarding data collection methods and overall goals of the comment card program (Olmsted, Staff: Summer/Fall 09)
 - II. Make adjustment to process based on the consensus of the group (Olmsted: Fall 09)
 - III. Determine appropriate reporting method which incorporates opportunity for vendor response (Olmsted, Staff: Fall 09)
 - IV. Implement new process (Olmsted, Staff: Fall 09)
- 4.3** STRATEGY: Through a series of individual and Union departmental meetings, work with staff members and University Union Advisory Group (UUAG) in developing goals and action plans for the coming year.
 - I. Create schedule for review of each part of the strategic planning process (Olmsted: Fall 09)
 - II. Review and provide constructive feedback toward developing applicable goals which best serve the mission of the University Union (Olmsted: Fall 09, Spring 10)

5.0

GOAL: Exercise financial controls and sound management using acceptable business practices, while prudently monitoring all expenditures of the University Union.

- 5.1** STRATEGY: Fully transition to the MIP accounting program for maintaining and tracking all University Union departmental budgets as well as generating purchase orders.
 - I. Receive complete system training on the applicable functions of the MIP software (Union and ASI staff: Spring/Summer 09)
 - II. Create a series of tutorials or quick reference sheets for staff, as needed (Olmsted, Staff: Summer 09)
 - III. Discontinue use of Quickbooks software for internal accounting and budgeting (Olmsted, Davis, Sorensen: Summer 09)

- 5.2** STRATEGY: Monitor capital and plant fund expenditures for the Union.
 - I. Develop timelines and implementations plans for each project (Olmsted: Summer 09)
 - II. Report to Executive Director and University Union Advisory Group completion of projects (Olmsted: ongoing)
 - III. Implement adjustments where necessary (Olmsted: ongoing)

- 5.3** STRATEGY: Develop quarterly reports and action recommendations for the University Union Board of Directors on behalf of the University Union Advisory Group.
 - I. Work with UUAG Chair to summarize pertinent information from each meeting (Olmsted: ongoing)
 - II. Identify most appropriate presentation form or reporting method (Olmsted: ongoing)
 - III. Create items and incorporate into BOD agenda (Olmsted: ongoing)

CUSTODIAL SERVICES

Unit Mission

To provide superior, safe and clean facilities while improving the services provided to all building users.

Unit Goals

- 1.0** Enhance appearance and utilization of the Union with updated furnishings and facilities
- 2.0** Enhance appearance and utilization of meeting room spaces
- 3.0** Improve performance of staff, increased responsiveness, and provide superior customer service

Foundations

- Recruit, hire, train, and inspect the work of student assistants in Custodial Services and inspect work on a frequent, regular basis
- Maintain appropriate work assignments for full time staff and inspect work on a frequent, regular basis
- Maintain the cleanest, safest floors possible in the Union
- Provide the cleanest, fully stocked and most inviting restrooms possible
- Collect and properly route all trash recyclables
- Clean all glass on a project basis and on a daily basis
- Maintain proper inventory levels of consumables
- Seek lowest pricing on all items while maintaining quality
- Provide support to Event Services when needed

Strategies and Action Plans

1.0 GOAL: Enhance appearance and utilization of the Union with updated furnishings and facilities.

- 1.1** STRATEGY: Replace urinal manual flush valves with auto flush valves.
 - I. Determine model through custodial suppliers (Forseth: Summer 09)
 - II. Call for RFP and select supplier (Forseth: Summer 09)
 - III. Order units (Forseth: Summer 09)
 - IV. Maintenance to install (Forseth: Summer/Fall 09)
- 1.2** STRATEGY: Replace lounge/corridor table side chairs in 3rd floor corridor.
 - I. Research available chairs for best design and utilization (Forseth, Olmsted: Spring, Summer 09)
 - II. Develop specifications and RFP for vendors (Forseth, Olmsted: Spring, Summer 09)
 - III. Select vendor and order (Forseth: Summer 09)
 - IV. Replace existing chairs with new units (Forseth: Summer 09)

- 1.3** STRATEGY: Replace 3rd floor south corridor carpet.
- I. Research carpet options; seek input for color, pattern, manufacturer (Forseth: Spring, Summer 09)
 - II. Develop specifications and RFP for vendors (Forseth: Spring, Summer 09)
 - III. Select vendor (Forseth: Summer 09)
 - IV. Order carpet and schedule installation (Forseth: Summer 09)
- 1.4** STRATEGY: Replace select worn 2nd floor lounge furniture.
- I. Call for presentations of design of lounge furniture (Forseth: Spring/Summer 09)
 - II. Seek input for best style and design (Summer 09)
 - III. Develop specifications and RFP for vendors (Forseth: Summer 09)
 - IV. Select vendor and order, setup lounge (Forseth: Summer, Fall 09)
- 1.5** STRATEGY: Install new flooring in Union Gallery.
- I. Identify all appropriate floor treatment options (Forseth, Olmsted, Dreier: Spring, Summer 09)
 - II. Develop specifications and RFP for vendors (Forseth: Summer 09)
 - III. Select vendor, order, and install (Forseth: Summer 09)

2.0

GOAL: Enhance appearance and utilization of meeting room spaces.

- 2.1** STRATEGY: Replace aluminum mini blinds with faux wood blinds in older 3rd floor meeting rooms and 3rd floor corridor outside of the Camellia Room.
- I. Research available blinds (Forseth: Summer 09)
 - II. Develop specifications and RFP for vendors (Forseth: Summer 09)
 - III. Select vendor and order blinds (Forseth: Summer 09)
 - IV. Vendor to install blinds (Summer 09)
- 2.2** STRATEGY: Replace carpet in Hinde Auditorium.
- I. Research carpet options; seek input for color, pattern, manufacturer (Forseth, Olmsted: Spring, Summer 09)
 - II. Develop specifications and RFP for vendors (Forseth, Olmsted: Spring, Summer 09)
 - III. Select vendor (Forseth, Olmsted: Summer 09)
 - IV. Order carpet and schedule installation (Forseth: Summer 09)
- 2.3** STRATEGY: Replace Foothill Suite carpet.
- I. Research carpet options; seek input for color, pattern, manufacturer (Forseth, Olmsted: Fall 09)

- II. Develop specifications and RFP for vendors (Forseth: Fall 09)
- III. Select vendor (Forseth, Olmsted: Fall 09)
- IV. Order carpet and schedule installation (Forseth: Fall 09)

2.4 STRATEGY: Resurface wooden flooring in Lobby Suite to improve overall appearance and prolong lifespan.

- I. Develop scope of work and solicit bids from qualified contractors (Forseth: Summer 09)
- II. Select contractor and schedule work (Forseth: Summer/Fall 09)

3.0

GOAL: Improve performance of staff, increased responsiveness, and provide superior customer service.

3.1 STRATEGY: Implement task check off sheet for each shift, creating increased accountability and greater results.

- I. Identify specific categories and layout of document (Forseth, Olmsted: Spring, Summer 09)
- II. Review proposed form with all custodial staff to solicit feedback (Forseth, Olmsted: Summer 09)
- III. Implement program (Forseth, Lead Custodians: Summer, Fall 09)
- IV. Evaluate effectiveness midyear (Forseth, Olmsted: Fall 09, Spring 10)

3.2 STRATEGY: Create a review procedure to be used by Lead Custodians in regular evaluations of student employees.

- I. Create a list of performance expectations and learning outcomes for all student custodial employees
- II. Forseth, Olmsted, Lead Custodian: Spring, Summer 09)
- III. Establish timeline and procedure for regular evaluations (Forseth, Olmsted: Summer 09)
- IV. Create form to be used in evaluation process (Forseth, Dreyer: Summer 09)
- V. Implement new procedures and assess effectiveness (Forseth Olmsted, Lead Custodian: Fall 09)

3.3 STRATEGY: Work with staff in developing goals and action plans 2010–11 strategic plan.

- I. Meet with full time staff midyear to discuss progress and effectiveness of current strategic plan (Forseth: Fall 09)
- II. Establish goals, strategies, and action plans for the coming year (Forseth, Custodial staff: Fall 09)
- III. Revise and submit for approval (Forseth: Spring 10)

EVENT SERVICES

Unit mission

To provide the best possible event and meeting space for the students, faculty, staff and guests of the University.

Unit goals

- 1.0** To further develop a customer-service oriented environment with an emphasis on streamlining or simplifying the reservation process.
- 2.0** To seek customer feedback, ensuring a results-driven events operation.
- 3.0** To improve our services to event customers by continually seeking current and improved event equipment options and technology.
- 4.0** To enhance student development and leadership opportunities by creating positions that will enable growth.

Foundations

- Facilitate customer use of Union meeting and event rooms for all sponsors in a timely manner without space, time or equipment conflicts
- Strive to provide excellent customer service during the entire event process, from room reservation to event clean up
- Interact and collaborate with other campus service providers to enhance the sponsor's event
- Set up all room furniture and amenities according to the sponsor's pre-determined plans
- Provide and maintain up-to-date meeting room equipment such as projectors, sound systems and furniture
- Maintain proper inventories of consumable event supplies
- Generate regular reports to employees and customers of the Union
- Maintain statistical tracking of event trends Offer operational support during events, such as AV tech support and room set-up support
- Maintain event files on all sponsors, including catering records to facilitate duplication of successful orders and the efficient review of problems
- Maintain reservation and office software support and data backup standards to support efficient reservation processes
- Provide scale room diagrams for major events
- Work with the Student Activities Office to ensure proper guidance and planning for student events
- Hire, train, schedule supervise and inspect the work of the room set-up crew
- Clean and maintain event spaces and storage rooms
- Seek ways to improve our Event Services operation in order to stay ahead of the market demand

Strategies and Action Plans

I.0

GOAL: To optimize and maximize the appropriate use of the Union through an effective and thorough event scheduling process.

- I.1** STRATEGY: Research option of adding ability for users to add furniture equipment and request changes online to OPUS (Online Personal Union Scheduler).
 - I. Research how adding these changes would affect the scheduling process. (Dietzler, Event staff, Singletary: Summer 09)
 - II. Determine if controls can be put in place to safeguard our ability to provide superior service while allowing customer greater flexibility with online requests. (Dietzler, Event staff, Singletary: Summer 09)
 - III. Determine how these changes would affect the efficiency and flow of work in the Event Services Office. (Dietzler, Event staff, Singletary : Summer 09)
 - IV. If appropriate, implement changes in conjunction with I.T. department. (Dietzler, Singletary: Fall 09)
 - V. Market any changes made to customers to ensure that customers are aware of new capabilities. (Dietzler, Dryer, Event staff: Spring 10)
- I.2** STRATEGY: In conjunction with staff of The Well, assist in developing procedures and configuring EMS to work with another building.
 - I. Research steps needed to add another building to EMS reservation software, purchase licenses as needed. (Dietzler, Singletary, Gavric: Summer 09)
 - II. Configure EMS for new building, rooms, staff, hours, furniture and equipment (Dietzler, Singletary, Gavric: Fall 09)
 - III. In Conjunction with The Well staff, develop booking timelines, procedures, and processes for The Well. (Dietzler, Event staff, Gavric, The Well staff: Spring 10)
- I.3** STRATEGY: Research, develop specifications, and purchase Employee Scheduling Software to transition student staff scheduling from paper based to web based system.
 - I. Research available software options. (Dietzler, Singletary: Summer 09)
 - II. Develop Software specifications based on research. (Dietzler, Singletary, Forseth: Summer 09)
 - III. Write RFP's and Purchase Order. (Dietzler, Singletary: Fall 09)
 - IV. Install software on server and workstations. (Singletary: Fall 09)
 - V. Train staff on new software program. (Dietzler, Singletary, Forseth: Fall 09)

2.0

GOAL: To further develop a customer service-oriented environment with an emphasis on streamlining or simplifying the reservation process.

- 2.1** STRATEGY: Add Overhead bin or shelving to workstation currently used by Kizzy Whitfield.
 - I. Research choices to match existing furniture system. (Dietzler, Whitfield, Olmsted: Summer 09)
 - II. Select and purchase appropriate storage component. (Dietzler, Olmsted: Summer 09)
 - III. Install storage above workstation. (Dietzler, Whitfield, Ybarra: Summer 09)
- 2.2** STRATEGY: In conjunction with staff of The Well determine staffing needs and determine the best way to meet those needs efficiently.
 - I. Meet with The Well staff and determine outline of office and operations staffing needs. (Dietzler, Event staff, Gavric, The Well staff: Fall 09)
 - II. Meet with The Well staff to determine how those staff members should be organized and scheduled to best serve the needs of The Well. (Dietzler, Event staff, Gavric, The Well staff: Fall 09)
 - III. Assist with staffing needs as required. (Dietzler, Event staff, Gavric, The Well staff: Spring 10)
- 2.3** STRATEGY: Purchase new table skirting that is distinct from all others used in building to re-establish prior level of service.
 - I. Research options for table skirting and develop Specifications. (Dietzler, Tovar: Fall 09)
 - II. Write RFP's and Purchase Order. (Dietzler, Tovar: Spring 10)
 - III. Purchase Table Skirting and prepare it for use. (Dietzler, Tovar: Spring 10)
 - IV. Implement use of new skirting. (Dietzler, Tovar : Spring 10)
 - V. Determine disposition of old table skirts. (Dietzler, Olmsted: Spring 10)
- 2.4** STRATEGY: Purchase new water pitchers and serving trays that are distinct from all others used in building to re-establish prior level of service.
 - I. Research Options for Water Pitchers and serving trays. (Dietzler, Tovar: Fall 09)
 - II. Write Purchase Order and Purchase Pitchers and trays. (Dietzler, Tovar: Spring 10)
 - III. Label pitchers for identification purposes. (Dietzler, Tovar, Ybarra: Spring 10)
 - IV. Implement use of new pitchers and trays. (Dietzler, Tovar: Spring 10)

3.0

GOAL:To seek customer feedback, ensuring a results-driven events operation.

- 3.1** STRATEGY: Continue to use web-based feedback survey through Student Voice.
- I. Analyze responses and adjust questions as needed to receive useful feedback. (Dietzler, Event staff, Singletary: Fall 09 & Spring 10)
 - II. Continue to implement changes in procedures based on customer feedback as necessary. (Dietzler, Event staff: Fall 09 & Spring 10)

4.0

GOAL:To improve our services to event customers by continually seeking current and improved event equipment options and technology.

- 4.1** STRATEGY: Purchase new portable LCD Projectors to increase inventory in response to changes in Campus equipment loan procedures.
- I. Develop Equipment Specs. (Dietzler, Tovar: Fall 09)
 - II. Write RFP's and Purchase Orders. (Dietzler, Tovar: Fall 09)
 - III. Purchase new Equipment. (Dietzler, Tovar: Fall 09)
 - IV. Train staff on use of new equipment. (Dietzler, Tovar: Fall 09)
 - V. Dispose of old Equipment as needed. (Dietzler, Olmsted: Spring 10)
- 4.2** STRATEGY: Purchase new Whiteboards, Easels, and Projection Screens to increase inventory in response to changes in Campus equipment loan procedures.
- I. Develop Equipment Specs. (Dietzler, Tovar: Fall 09)
 - II. Write Purchase Orders. (Dietzler, Tovar: Fall 09)
 - III. Purchase new Equipment. (Dietzler, Tovar : Fall 09)
 - IV. Train staff on use of new equipment. (Dietzler, Tovar: Fall 09)
 - V. Dispose of old Equipment as needed. (Dietzler, Olmsted: Spring 10)
- 4.3** STRATEGY: Research and Purchase Lock Box Systems to secure all needed cords for LCD projectors in meeting rooms.
- I. Research available options and determine which one is best suited for this use. (Dietzler, Tovar, Singletary: Fall 09)
 - II. Write RFP's and Purchase Order. (Dietzler, Tovar: Fall 09)
 - III. Purchase Lock Boxes. (Dietzler, Tovar: Fall 09)
 - IV. Purchase RGB, Video, and Audio Cords for each box. (Dietzler, Tovar: Fall 09)
 - V. Install Boxes in meeting rooms. (Dietzler, Tovar, Ybarra: Winter 10)
 - VI. Install cords in Boxes and secure them to prevent theft. (Dietzler, Tovar: Winter 10)

- 4.4** STRATEGY: Upgrade outdated components for sound systems in Forest, Orchard, Foothill, and Redwood room as needed.
- I. Monitor Sound Systems in these rooms and select components to be upgraded based on performance. (Dietzler, Tovar: Fall 09: Spring 10)
 - II. Purchase components to match existing systems as needed.
 - III. Have components installed. (Dietzler, Tovar: Fall 09: Spring 10)
- 4.5** STRATEGY: Replace all rolling room dividers.
- I. Research options for rolling room dividers and develop specifications. (Dietzler, Tovar: Fall 09)
 - II. Write RFP's and Purchase Order. (Dietzler, Tovar: Fall 09)
 - III. Purchase dividers and prepare them for use. (Dietzler, Tovar: Fall 09)
 - IV. Implement use of new room dividers. (Dietzler, Tovar: Fall 09)
 - V. Dispose of old room dividers. (Dietzler, Olmsted: Fall 09)

5.0

GOAL: To enhance student development and leadership opportunities by creating positions that will enable growth.

- 5.1** STRATEGY: Continue to develop and use formal training and learning assessment program for student Scheduling Assistants.
- I. Continue to refine areas of knowledge and skill to be assessed. (Dietzler, Event staff: Fall 09: Spring 10)
 - II. Reassess and refine training method(s) to address each area. (Dietzler, Event staff: Fall 09: Spring 10)
 - III. Use Assessment tool to measure effectiveness of training. (Dietzler, Event staff: Fall 09: Spring 10)
 - IV. Continue using program with Student Scheduling Assistants. (Dietzler, Event staff: Fall 09: Spring 10)

MAINTENANCE SERVICES

Unit mission

To maintain and enhance the appearance, quality and function of all University Union facilities and equipment.

Unit goals

- 1.0** Provide the campus community with a facility that is maintained to the highest standards of quality, safety, and comfort.
- 2.0** Modify building systems to be more energy efficient and achieve a greater level of sustainability.
- 3.0** Modernize procedures and apply applicable technology towards improving efficiency and data management.

Foundations

- Maintain the building and the equipment within it in optimal condition and appearance.
- Perform repairs on all damaged or broken equipment in a timely manner, with prime consideration for the comfort of our customers.
- Maintain the highest standards for the quality of workmanship.
- Ensure the best possible appearance for staff, by supplying proper uniforms and clean, presentable equipment such as carts and ladders.
- Perform duties in a safe manner, with proper signage and barricades when needed.
- Schedule work to minimize the disruption of ongoing events in the building
- Maintain working lamps in all light fixtures.
- Perform preventative maintenance tasks on equipment items according to their proper schedule.
- Perform emergency repairs when needed in the fastest possible time.
- Maintain an adequate inventory of consumable items such as fasteners, fan belts, lamps, paint and filters.
- Organize repair parts to ensure quick repairs and efficient re-stocking.
- Keep a clean, organized maintenance shop.
- Schedule staff to ensure optimal coverage.
- Train staff on safe and proper methods and materials.
- Schedule HVAC systems and lighting to optimize energy conservation.
- Seek ways to reduce the consumption of energy and water.
- Maintain roofs, flashing and outer walls for appearance and weather tightness.
- Maintain plants inside the building and monitor the appearance of exterior landscaping.
- Monitor and report on impending problems with the building and equipment.
- Seek input from building users on the quality and functionality of the facility.

Strategies and Action Plans

1.0

GOAL: Provide the campus community with a facility that is maintained to the highest standards of quality, safety, and comfort.

- 1.1** STRATEGY: Upgrade the exhaust fans on the roof for The Buzz.
 - I. Research available products and pricing (Ybarra: Summer 09)
 - II. Select vendor and issue purchase order (Ybarra: Summer 09)
 - III. Schedule installation (Ybarra: Summer 09)
- 1.2** STRATEGY: Purchase a telescoping camera to see down floor drains and behind walls.
 - I. Research available products (Ybarra: Summer 09)
 - II. Select model and issue purchase order (Ybarra: Summer 09)
- 1.3** STRATEGY: : Have stairs built in the second floor service corridor for accessing roof over the main kitchen.
 - I. Develop specifications and a scope of work for the project (Ybarra: Summer/Fall 09)
 - II. Send out an RFP to qualified companies (Ybarra: Summer 09)
 - III. Select vendor and issue purchase order (Ybarra: Summer/Fall 09)
 - IV. Schedule work to be done (Ybarra: Summer/Fall 09)
- 1.4** STRATEGY: Create permanent cabinets for microwaves in the Hornets' Nest and the Brown Bag area.
 - I. Develop specifications and a scope of work for the project (Ybarra: Summer/Fall 09)
 - II. Send out an RFP to qualified companies (Ybarra: Summer 09)
 - III. Select vendor and issue purchase order (Ybarra: Summer/Fall 09)
 - VI. Schedule delivery and installation of finished cabinets (Ybarra: Summer/Fall 09)

2.0

GOAL: Modify building systems to be more energy efficient and achieve a greater level of sustainability.

- 2.1** STRATEGY: Install a Variable Frequency Drive (VFD) for chiller in the University Union.
 - I. Develop specifications and a scope of work for the project (Ybarra, Olmsted: Spring, Summer 09)
 - II. Send out an RFP to qualified companies (Ybarra: Summer 09)
 - III. Select vendor and schedule installation(Ybarra: Fall 09)

- 2.2** STRATEGY: Work with University and SMUD to develop program specifications for installing solar panels on the Ballroom roof.
- I. Take part in informational meetings and planning sessions (Ybarra, Olmsted: Spring/Summer 09)
- 2.3** STRATEGY: Upgrade the Watt stopper lighting control for the UU to make it more efficient and user friendly.
- I. Develop specifications and a scope of work for the project (Ybarra, Olmsted, Singletary: Spring/Summer 09)
 - II. Send out an RFP to qualified companies (Ybarra: Summer 09)
 - III. Select vendor and issue purchase order (Ybarra: Summer/Fall 09)
 - IV. Schedule installation (Ybarra: Fall 09)
- 2.4** STRATEGY: Retrofit lighting for old part of building from T-12 to T-8 to save energy also replace old can lights.
- I. Meet with SMUD representative to establish all necessary parameters of the project (Ybarra, Olmsted: Spring 09)
 - II. Develop specifications and a scope of work for the project (Ybarra: Spring/Summer 09)
 - III. Send out an RFP to qualified companies (Ybarra: Spring/Summer 09)
 - IV. Select vendor and issue purchase order (Ybarra: Summer/Fall 09)
 - V. Schedule installation (Ybarra: Summer 09)
- 2.5** STRATEGY: Upgrade new lighting in the lobby area.
- I. Develop specifications and a scope of work for the project (Ybarra, Olmsted: Spring/Summer 09)
 - II. Send out an RFP to qualified companies (Ybarra: Spring/Summer 09)
 - III. Select vendor and issue purchase order (Ybarra: Summer/Fall 09)
 - IV. Schedule installation (Ybarra: Summer/Fall 09)
- 2.6** STRATEGY: Upgrade lighting control for Redwood Room.
- I. Develop specifications and a scope of work for the project (Ybarra, Dietzler: Spring/Summer 09)
 - II. Send out an RFP to qualified companies (Ybarra: Spring/Summer 09)
 - III. Select vendor and issue purchase order (Ybarra: Summer 09)
 - IV. Schedule installation (Ybarra: Summer/Fall 09)
- 2.7** STRATEGY: Replace exterior lights on outside patio wall of The BUZZ.
- I. Identify appropriate replacement fixtures (Ybarra, Olmsted: Spring/Summer 09)
 - II. Select vendor and issue purchase order (Ybarra: Summer 09)
 - III. Purchase and install (Ybarra: Summer 09)

3.0

GOAL: Modernize procedures and apply applicable technology towards improving efficiency and data management.

- 3.1** STRATEGY: Create an online work order and job tracking program.
 - I. Develop applicable criteria and configure software interface (Ybarra, Olmsted, Singletary: Summer 09)
 - II. Create usage policy and test system (Ybarra, Olmsted, Singletary: Summer 09)
 - III. Implement and train staff (Ybarra: Summer 09)

- 3.2** STRATEGY: Add a computer and a printer in the maintenance shop for work orders.
 - I. Identify appropriate unit (Ybarra, Singletary: Spring/Summer 09)
 - II. Select vendor and issue purchase order (Singletary: Summer 09)
 - III. Purchase and install (Singletary: Summer 09)

- 3.3** STRATEGY: Relocate all operations software and building systems servers off site to AIRC.
 - I. Make necessary arrangements with IRT for systems migration (Singletary: Summer 09)
 - II. Identify and purchase additional hardware (if necessary) (Singletary: Summer 09)
 - III. Run test of all systems prior to full implementation (Singletary: Summer 09)
 - IV. Implement full migration and go live (Singletary: Summer 09)

PROGRAMS, MARKETING AND INFORMATION SERVICES ADMINISTRATION

Unit Mission

Provide coordinated, organization-wide support services to the University Union, The Well, and the overall corporation.

Unit Goals

- 1.0** Develop new mission and vision statements for Programs, Marketing, and Information Services.
- 2.0** Support the University during a period of fiscal challenge, as appropriate to our corporate mission.
- 3.0** Update and develop Programs, Marketing, and Information Services Policies for approval and adoption by the Advisory Groups and Board of Directors.
- 4.0** Establish an effective and responsive staff organizational plan and hire additional staff to expand the scope and effectiveness of Programs, Marketing, and Information Services in anticipation of the Well's opening, to include the operations and programs of both facilities.

Foundations

- Encourage and provide full-time staff direction and opportunities for organizational input and professional development
- Encourage and provide student staff direction and opportunities for organizational input and educational growth
- Encourage and provide professional and student staff opportunities for involvement in university life beyond the organization

Strategies and Action Plans

I.0

GOAL: Develop new mission and vision statements for Programs, Marketing, and Information Services.

- I.1** Strategy: Investigate corporate-wide perspectives on our purpose and the anticipated future needs of all areas of the organization
 - I. Meet with Union Executive Director to present, solicit, and discuss ideas and process for statement development and implementation (Sorensen, Davis: Spring 09)
 - II. Meet with Union and The Well Directors to present, solicit, and discuss ideas (Sorensen, Olmsted, Gavric: Spring 09)
 - III. Meet with other campus entities to present, solicit, and discuss ideas (Sorensen: Spring 09)
 - IV. Investigate other appropriate mission and vision statements, for inspiration (Sorensen: Spring 09)

- 1.2** STRATEGY: Determine, write, and submit statements for approval.
- I. Meet with Programs, Marketing, and Information Services staff in meetings and a retreat setting to write up drafts of the statements (Sorensen: Spring, Summer 09)
 - II. Present statement drafts to other areas, for feedback (Sorensen: Summer 09)
 - III. Submit statements for approval to Advisory Boards and Board of Directors (Sorensen: Fall 09)

2.0

GOAL: Participate in a coordinated effort to support the University during a challenging budget period, as appropriate to our corporate mission.

- 2.1** STRATEGY: Determine potential areas of support and collaboration.
- I. Meet with Union Executive Director to discuss division units' needs and the scope of the assistance that we can offer (Sorensen, Davis: Spring 09)
 - II. Meet with unit directors or representatives to offer our support (Sorensen, Davis: Spring 09)
- 2.2** STRATEGY: Assist Student Affairs units that need our help.
- I. Determine which Programs, Marketing, and Information Services personnel would best assist other units (Sorensen: Spring, Summer 09)
 - II. Assign staff to assist and accommodate their schedules and workload as appropriate Sorensen: Summer/Fall 09, Spring 10)
 - III. Follow up regularly on progress (Sorensen: Summer/Fall 09, Spring 10)

3.0

GOAL: Participate in Union-wide policy review and update.

- 3.1** STRATEGY: Review, Revise and develop new Programs, Marketing, and Information Services Policies for approval by Union Board of Directors.
- I. Meet with Programs, Marketing, and Information Services leadership team to identify all Programs and Services policies, both those previously adopted by Board of Directors and ones currently in practice, but not formalized (Sorensen: Spring 09)
 - II. Evaluate policies and identify any additional ones that are needed (Sorensen: Spring, Summer 09)
 - III. Share results with Union and The Well directors and solicit feedback and additional ideas (Sorensen: Spring, Summer 09)
 - IV. Formalize a revised and expanded set of policies for submission to Executive Director, Advisory Groups, and Board of Directors for adoption (Sorensen: Summer, Fall 09)

- V. Put all adopted policies into practice (Sorensen: Fall/Winter 09, Spring 10)

3.2 STRATEGY: Assist the other units in the Union with their policies development.

- I. Meet with Union and The Well Directors to assist with their policies review and development (Sorensen: Spring, Summer 09)
- II. Review all adopted policies with Programs, Marketing, and Information Services professional staff for their knowledge and dissemination (Sorensen: Fall/Winter 09, Spring 10)

4.0

GOAL: Establish an effective and responsive staff organizational plan and hire additional staff to expand the scope and effectiveness of Programs, Marketing, and Information Services anticipation of the The Well's opening, to include the operations and programs of both facilities.

4.1 STRATEGY: Determine current and future staffing needs in concert with development of our new mission and vision statements.

- I. Meet with Union Executive Director to present, solicit, and discuss ideas and process for organizational plan parameters, development and implementation (Sorensen, Davis: Spring 09)
- II. Meet with Union and The Well directors to present, solicit, and discuss ideas (Sorensen, Olmsted, Gavric: Spring 09)
- III. Meet with Programs, Marketing, and Information Services staff in meetings and a retreat setting to present, solicit, and discuss ideas (Sorensen: Spring, Summer 09)
- IV. Draft Organizational chart, job descriptions, and timeline and submit for approval (Sorensen: Spring 09)

4.2 STRATEGY: Hire additional staff and reclassify others as appropriate.

- I. Include staff changes in 2009-2010 budget submission (Sorensen: Spring, 10)
- II. Coordinate staff hiring with UEI Human Resources (Sorensen: Spring, Summer, Fall 09, Spring 10)
- III. Recruit, hire, and reclassify staff, according to plan (Sorensen: Spring, Summer, Fall 09, Spring 10)

DESIGN AND VISUAL COMMUNICATION

Programs, Marketing and Information Services

Unit Mission

Provide high quality, innovative design and visual communication support for staff and guests of the University Union and The Well, resulting in a comprehensive strategy of information display and corporate image-building that is professional, timely, efficient, consistent, and effective in showcasing our facilities, events, and services.

Unit Goals

- 1.0** Continue a strong internship and graphic design student employee program that enables a positive learning laboratory for students to develop skills through practical work experience.
- 2.0** Expand Design and Visual Communication services, creating a dynamic plan for inclusion of The Well and the Recreational Sports program.
- 3.0** Optimize the effectiveness of the Design and Visual Communication office and its services.
- 4.0** Establish a higher profile and enhance the effectiveness of the Gallery.
- 5.0** Investigate and establish superior standards of services offered.

Foundations

- Design promotional materials, print and electronic signage, and websites for the University Union, The Well, the corporation, and affiliated programs
- Maintain adequate supplies/equipment to make promotional materials economically.
- Remain current and informed of new design technology and techniques.
- Develop operational procedures for efficiency and timely production and distribution of promotional materials
- Provide a positive and meaningful learning environment for student assistants and interns which will enhance their academic and professional growth.

Strategies and Action Plans

I.0

GOAL: Continue a strong internship and graphic design student employee program that enables a positive learning laboratory for students to develop skills through practical work experience.

- 1.1** **STRATEGY:** Establish and maintain a strong working relationship with the Department of Design as a resource for the recruitment and supervision of interns (Dreyer: Spring, Summer, and Fall 09; Spring 10)

- I. Meet with Design Department Faculty and staff regularly to discuss our internship program, including our needs, their needs, and ways to support each other's program (Dreyer: Spring, Summer, and Fall 09; Spring 10)
- II. Offer class visits by our full-time staff and current (and possibly past) student staff and interns from our unit as a way of showcasing our program (Dreyer: Spring, Summer, and Fall 09; Spring 10)
- III. Coordinate with Design Department in announcing internship openings and offering intern positions (Dreyer: Spring, Summer, and Fall 09; Spring 10)

1.2 STRATEGY: Implement a self-evaluation and portfolio process for all of our design interns, which will be used in greater assessment efforts and archived on the student resource website.

- I. Develop criteria for this process and integrate it into the internship description (Dreyer: Spring, Summer 09)
- II. Create a rubric for assessment of student learning (Dreyer: Spring, Summer 09)
- III. Provide guidance and critiques to the student(s) throughout the semester (Dreyer: Spring, Summer, and Fall 09; Spring 10)
- IV. Upload final product to internship site for use in assessment (Dreyer: Semester end, Fall 09, Spring 10)

2.0

GOAL: Expand Design and Visual Communication services, creating a dynamic plan for inclusion of The Well and the Recreational Sports program.

2.1 STRATEGY: Participate fully in all appropriate meetings, planning, design, and procurement for the Well that relate to image, signage and interior design.

- I. Meet with The WELL staff to identify all meetings appropriate to Design and Visual Communication involvement (Dreyer, Sorensen, Gavric: Spring, Summer, Fall 2009; Spring, 2010)
- II. Attend and fully participate in all meetings (Dreyer: Spring, Summer Fall 2009; Spring, 2010)
- III. Follow up with feedback, research, and appropriate action, including advisement on deadline and timeline requirements from all parties involved in the project (Dreyer: Spring, Summer Fall 2009; Spring, 2010)

- 2.2** STRATEGY: Meet regularly with management and staff of The WELL and Recreational Sports to discuss and coordinate current and ongoing projects
- I. Schedule regular meetings with staff of the WELL and Recreational Sports (Dreyer: Spring, Summer Fall 2009; Spring, 2010)
 - II. Follow up on meeting discussions and coordinate projects in consultation with appropriate staff members (Dreyer: Spring, Summer Fall 2009; Spring, 2010)
 - III. Integrate design plans into a comprehensive display and distribution schedule (Dreyer: Spring, Summer Fall 2009; Spring, 2010)

3.0

GOAL: Optimize the effectiveness of the Design and Visual Communication office and its services.

- 3.1** STRATEGY: Re-evaluate, redesign old: and launch new: websites, electronic and print signage and displays, and establish corporate webmaster position responsibilities for IT's new full-time position (Dreyer, Singletary: Spring, Summer Fall 2009; Spring, 2010)
- I. In consultation with all corporation units, determine electronic signage and website design and content needs and develop a master plan and timetable for current and future signage and website development, management (Dreyer: Spring, Summer Fall 2009; Spring, 2010)
 - II. Design websites, additional electronic signage, according to the master plan (Dreyer: Spring, Summer Fall 2009; Spring, 2010)
 - III. Participate in job description development and searches for additional IT student and professional staff, with an emphasis on webmaster and electronic signage skills (Dreyer, Singletary: Spring, Summer Fall 2009; Spring, 2010)
 - IV. Meet with the webmaster and student IT staff regularly to develop, update, and maintain all websites and signage, as appropriate (Dreyer: Spring, Fall 2009; Spring, 2010)
- 3.2** STRATEGY: Acquire and replacement equipment and software to remain on the cutting-edge of design and visual display development and distribution.
- I. Purchase additional EPSON large format printer and relocate the old printer to the Sign Shop, possibly later to The Well when it opens (Dreyer, Singletary: Summer, Fall 2009)
 - II. Purchase a more modern digital camera, Digital HD video camera, laptop, updated photo and video editing software and plugins (Dreyer, Singletary: Summer, Fall 2009)

- III. Refresh Mac workstations for Felix and Marks and reassign their workstations to student interns & employees use (Dreyer, Singletary: Summer, Fall 2009)

3.3 STRATEGY: Acquire equipment, software, and establish design standards to launch large, outdoor “monument” electronic signage for The Well and the Union.

- I. Meet with IT unit and the University’s Facilities Services for guidance, to maintain consistency with the campus “Way finding System”, and maximize resources (Dreyer, Singletary: Summer, Fall 2009)
- II. Collaborate with IT unit in selection and acquisition of the equipment and implementation of the “4 Winds” software system for the project (Dreyer, Singletary: Summer, Fall 2009)
- III. Plan and design the layout of the signage (Dreyer, Singletary: Summer, Fall 2009)
- IV. Install and launch the system (Dreyer, Singletary: Spring, 2010)

3.4 STRATEGY: Hire additional Design and Visual Communication student staff.

- I. Evaluate student staff levels needed in sign shop and design areas to meet the expanded display and distribution schedule of the Well and Recreational Sports (Dreyer: Spring, Fall 2009; Spring, 2010)
- II. Hire student staff with the needed skills, attitude, and schedules that will result in professional, efficient output, coordinated within the time, space, and equipment limitations of our facilities (Dreyer: Spring, Fall 2009; Spring, 2010)
- III. Train, schedule and supervise student staff according to plan (Dreyer: Spring, Fall 2009; Spring, 2010)

3.5 STRATEGY: Update the Union’s Design Style Guide (print and web) and establish style guides for The WELL and the corporation

- I. Review the current Union guide each semester for accuracy (Dreyer, Marketing Staff: Fall 09, Spring 10)
- II. Create style guides for The WELL and the corporation, in consultation with staff from each area
- III. Make adjustments to reflect changes in office methodology or policy (Dreyer, Marketing Staff: Fall 09, Spring 10)
- IV. Create new documents for both print and web for use (Dreyer, Marketing Staff: Fall 09, Spring 10)

4.0

GOAL: Establish a higher profile and enhance the effectiveness of the Gallery.

- 4.1** STRATEGY: Create high-visibility signage for the Union Gallery.
 - I. Develop design concepts appropriate for the Gallery (Dreyer, staff: Spring 09, Summer 09)
 - II. Consult with Union management and staff on the look and implementation of the project (Dreyer, Olmsted, staff: Spring 09)
 - III. Create and install the signage (Dreyer, staff: Summer 09)

- 4.2** STRATEGY: Expand collaborative relationships and partnerships with the faculty, staff, and community to solicit exhibition ideas, co-sponsor Gallery shows, and publicize the venue.
 - I. Meet with Design, Art, and other appropriate faculty, staff, and members of the greater arts community to discuss the history of the Gallery and its current offerings as well as those of other galleries (Dreyer Spring, Fall 09)
 - II. Solicit exhibition ideas and become familiar with the activities schedule of other galleries and related events, both on and off-campus (Dreyer: Summer/Fall, 2009, Spring, 2010)
 - III. Co-sponsor some exhibits with campus departments and other entities, as appropriate (Dreyer: Summer/Fall, 2009, Spring, 2010)

- 4.3** STRATEGY: Promote and implement new student photo exhibition space in the Union's old Exhibit Lounge space to offer additional opportunities for students to publicly showcase their work.
 - I. Work with building staff to schedule and remodel the area with acoustic ceiling, update lighting, etc. (Dreyer, Maintenance Staff: Spring 09, Summer 09)
 - II. Create criteria for exhibitions (Dreyer: Spring 09)
 - III. Work with faculty and staff from the Department of Design to distribute an initial call for entries among photography students (Dreyer, DOD: Spring, Summer 09)
 - IV. Create semester schedule, and install exhibits (Dreyer: Summer, Fall 09)

5.0

GOAL: Investigate and establish superior standards of services offered.

- 5.1** STRATEGY: Revise and develop new Design and Visual Communication policies for approval by Union Board of Directors
- I. Meet with organization management and leadership to identify all policies currently in practice (Dreyer, Sorensen: Spring 09)
 - II. Evaluate policies and identify any additional ones that are needed (Dreyer, Sorensen: Spring, Summer 09)
 - III. Formalize policies for submission to the University Union Executive Director, the Advisory Groups, and the Board of Directors for feedback, adjustment, and adoption (Dreyer, Sorensen: Summer, Fall 09)
 - IV. Put all adopted policies into practice (Dreyer: Fall 09, Spring 10)
- 5.2** STRATEGY: Expand staff and student employee group visits to hotels, educational institutions, and other appropriate venues that have made a distinguished reputation for exemplary quality and visionary approach to design and visual communication, in order to see how our unit compares
- I. Meet with student and professional staff to determine locations to visit in a coordinated approach with visits by other Programs, Marketing, and information Services areas (Dreyer: Spring/Summer/Fall 09)
 - II. Conduct visits (Dreyer: Summer/Fall/Winter 09, Spring 10)
 - III. Implement new ideas and standards, as appropriate (Dreyer: Summer/Fall, 2009, Spring, 2010)
- 5.3** STRATEGY: Assess success of all implemented changes, through employee and customer surveys.
- I. Design and administer customer assessment instruments to measure level of satisfaction with offerings and services provided and identify areas of success and needed improvement (Dreyer: Summer/Fall 09, Spring 10)
 - II. Design and administer employee assessment instruments to measure level of accomplishment in implementing changes and identify areas of success and needed improvement (Dreyer: Summer/Fall 09, Spring 10)
 - III. Adjust offerings and services based on feedback, as appropriate (Dreyer: Summer/Fall 09, Spring 10)

INFORMATION TECHNOLOGY SERVICES

Programs, Marketing and Information Services

Unit Mission

Provide high quality and innovative technologies for staff and guests of the University Union and The Well.

Unit Goals

- 1.0** Prepare for an effective launch and implementation of Information Technology Services for The Well.
- 2.0** Provide the campus community with facilities that are on the cutting edge of educational institution technologies and upgrade aging building control systems in the University Union, in a manner as consistent as possible with new systems for The Well.
- 3.0** Maintain computer equipment, servers, and databases with the highest levels of available updates and secure access for authorized individuals and initiate preventative maintenance and replacement programs and schedules wherever possible.
- 4.0** Investigate and establish superior standards of services offered.

Foundations

- Provide daily desktop computer hardware and software support
- Perform software and hardware upgrades as needed
- Install new software and hardware purchases
- Maintain all servers with latest updates, patches, and security enhancements
- Provide education and training for staff and students
- Make recommendation on procurement of new and replacement equipment
- Administer server backups and upgrades, verify through nightly e-mail reports
- Maintain high quality services, security, cleanliness for Student Computer workstations
- Replace aging data equipment on a three-year cycle
- Maintain the networked security camera system
- Verify web statistics system is working properly and provide nightly reports
- Maintain toner ordering and supply for offices
- Provide significant IT assistance and support to non-traditional areas, such as digital signage, home console games, and video streaming

Strategies and Action Plans

1.0

GOAL: Prepare for an effective launch and implementation of Information Technology Services for The Well.

- 1.1** **STRATEGY:** Implement The Well's Information System

- I. Research what information system software is available (Singletary, Gavric): Spring, 09)
- II. Evaluate several products to find out which one provides the best and affordable solution (Singletary, Gavric, Campus IRT: Spring 09)
- III. Make purchase decision (Singletary, Gavric: Spring 09)
- IV. Purchase equipment (Singletary, Gavric: Summer 09)
- V. Test equipment (Singletary: Fall 2010)
- VI. Install system (Singletary: Winter, Spring 2010)

I.2 STRATEGY: Hire an additional full-time IT staff member to assist with increasing preparations for The Well's launch and to serve as the corporation's webmaster.

- I. Identify current IT systems needs, determine qualities/skills needed in additional staff, and create a job description and hiring/recruitment plan for an additional IT position (Singletary, Sorensen, Gavric, Olmsted, Dreyer: Spring 2009)
- II. Coordinate staff hiring with UEI Human Resources (Sorensen, Singletary: Spring 09)
- III. Recruit and hire the full-time staff member according to plan (Sorensen, Singletary: Summer 09)
- IV. Train and supervise staff member and delegate duties according to job description and plan (Singletary: Fall 2009)

I.3 STRATEGY: Participate fully in all The Well planning meetings, design, and procurement that have IT implications, including elements of University's IRT strategic planning that include The Well.

- I. Meet with The Well staff to identify all meetings appropriate to IT involvement (Singletary: Spring, Summer Fall 2009; Spring, 2010)
- II. Attend and fully participate in all meetings (Singletary: Spring, Summer Fall 2009; Spring, 2010)
- III. Follow up with feedback, research, and appropriate action, including advisement on deadline and timeline requirements from all parties involved in the project (Singletary: Spring, Summer Fall 2009; Spring, 2010)
- IV. Provide the campus community with facilities that are on the cutting edge of educational institution technologies and upgrade aging building control systems in the University Union, in a manner as consistent as possible with new systems for The Well

I.4 STRATEGY: Upgrade the Union's door access control system for greater security, flexibility, ease of implementation and use, and integration with access to The Well.

- I. Research what software and hardware is available for building control access (Singletary, Ybarra, Olmsted: Spring, 09)
- II. Evaluate and (where possible) test several products to find out which one provides the best and affordable solution (Singletary, Ybarra, Olmsted: Spring 09)
- III. Purchase and install system (Singletary, Ybarra: Summer 09)

I.5 STRATEGY: Upgrade the Union's door access control system for greater security, flexibility, ease of implementation and use, and integration with access to The Well

- I. Research available software and hardware for upgrading lighting control system (Singletary, Ybarra, Olmsted: Spring, 09)
- II. Evaluate and (where possible) test several products to find out which one provides the best and affordable solution (Singletary, Ybarra, Olmsted: Spring 09)
- III. Purchase and install system (Singletary, Ybarra: Summer 09)

I.6 STRATEGY: Upgrade the Union's building music system for greater financial efficiency, flexibility in meeting customer needs, ease of implementation and use, and integration with The Well.

- I. Research available software and hardware for the buildings music systems (Singletary, Sorensen, Olmsted: Fall, 09)
- II. Survey students and staff for input into building music system (Singletary, Sorensen, Olmsted: Fall, 09)
- III. Evaluate and (where possible) test several products and determine legal parameters of music dissemination, to find out which one provides the best and affordable solution (Singletary, Sorensen, Olmsted: Fall 09)
- IV. Implement system (Singletary, Ybarra: Spring 10)

I.7 STRATEGY: Upgrade the Union's video switch system for greater financial efficiency, flexibility in meeting customer needs, ease of implementation and use, and integration with The Well.

- I. Research available software and hardware for building control access (Singletary, Ybarra, Dietzler: Spring, 09)
- II. Evaluate and (where possible) test several products to find out which one provides the best and affordable solution (Singletary, Ybarra, Dietzler: Summer 09)
- III. Purchase and install system (Singletary, Ybarra, Dietzler: Fall 09)

I.8 STRATEGY: Upgrade the Union's video switch system for greater financial efficiency, flexibility in meeting customer needs, ease of implementation and use, and integration with The Well.

- I. Research what upgrades are available and steps needed for VOIP upgrades (Singletary, Ybarra, IRT: Spring, 09)
- II. Establish a plan and timeline for upgrades (Singletary, Ybarra, IRT: Fall, 09)
- III. Purchase components and install system, including closets construction and preparation (Singletary, Ybarra, IRT: Spring, 10)
- IV. Maintain computer equipment, servers, and databases with the highest levels of consistency, available updates, and secure access for authorized individuals and initiate preventative maintenance and replacement programs and schedules, wherever possible

I.9 STRATEGY: Improve server hardware preventative maintenance for greater security, financial efficiency, flexibility in meeting customer needs, ease of implementation and use.

- I. Research what software and other support is available and in use for preventative maintenance (Singletary: Spring, 09)
- II. Establish a plan and timeline for preventative maintenance implementation (Singletary: Spring, Summer 09)
- III. Make needed purchase and initiate preventative maintenance program schedule (Singletary: Fall, 09; Spring 10)

I.10 STRATEGY: Initiate network server vulnerability scanning for greater security, financial efficiency, flexibility in meeting customer needs, ease of implementation and use.

- I. Research what software and other support is available and in use for vulnerability scanning through IRT (Singletary: Spring, 09)
- II. Establish a plan and timeline for vulnerability scanning implementation (Singletary: Spring, Summer 09)
- III. Make needed purchase and initiate vulnerability program scanning schedule (Singletary: Fall, 09; Spring 10)

I.11 STRATEGY: Initiate Windows Server 2008 solutions for Web Server for greater security, financial efficiency, flexibility in meeting customer needs, ease of implementation and use.

- I. Research what software and other support is available and in use for Windows Server 2008 solutions (Singletary: Spring, Summer 09)
- II. Establish a plan and timeline for Windows Server 2008 solutions implementation (Singletary: Summer 09)
- III. Make needed purchase and initiate Windows Server 2008 solutions (Singletary: Fall, 09; Spring 10)

I.12 STRATEGY: Collaborate with Design and Visual Communication with IT systems to offer greater consistency, financial efficiency, flexibility in meeting customer needs, ease of implementation and use,

- I. Investigate options for providing cable and video services to digital signage and implement (Singletary, Enos, Spring 09)
- II. Meet with Design and Visual Communication unit to determine and purchase needed hardware and software upgrades and more seamlessly integrate their IT needs with the rest of the corporation (Singletary, Dreyer, Spring, Summer, Fall 09; Spring 10)
- III. Investigate and establish superior standards of services offered

I.13 STRATEGY: Develop Internet Technology Services policies for approval by Union Board of Directors.

- I. Meet with organization management and leadership to identify all IT policies currently in practice (Singletary, Sorensen: Spring 09)
- II. Evaluate policies and identify any additional ones that are needed (Singletary, Sorensen: Spring, Summer 09)
- III. Formalize policies for submission to the University Union Executive Director, the Advisory Groups, and the Board of Directors for feedback, adjustment, and adoption (Singletary, Sorensen: Summer, Fall 09)
- IV. Put all adopted policies into practice (Singletary: Fall 09, Spring 10)

I.14 STRATEGY: Expand staff and student employee group visits to hotels, educational institutions, and other appropriate venues that have made a distinguished reputation for exemplary quality and visionary approach to IT Services, in order to see how our unit compares.

- I. Meet with student and professional staff to determine locations to visit in a coordinated approach with visits by other Programs, Marketing, and information Services areas (Singletary: Spring/Summer/Fall 09)
- II. Conduct visits (Singletary: Summer/Fall/Winter 09, Spring 10)
- III. Implement new ideas and standards, as appropriate (Singletary: Summer/Fall, 2009, Spring, 2010)

I.15 STRATEGY: Assess success of all implemented changes, through employee and customer surveys.

- I. Design and administer customer assessment instruments to measure level of satisfaction with offerings and service provided and identify areas of success and needed improvement (Singletary: Summer/Fall 09, Spring 10)
- II. Design and administer employee assessment instruments to measure level of accomplishment in implementing changes and identify areas of success and needed improvement (Singletary: Summer/Fall 09, Spring 10)
- III. Adjust operation and service based on feedback, as appropriate (Singletary: Summer/Fall 09, Spring 10)

PUBLIC INFORMATION AND LEISURE SERVICES

Programs, Marketing and Information Services

Unit Mission

Provide comprehensive, accurate, up-to-date expertise—along with a positive atmosphere of relaxation and comfort—through superior public information and leisure services for the Sacramento State student body, alumni, faculty, staff, and guests of the university.

Foundations

- Recruit/hire student desk attendants, ensuring a positive and diverse staff
- Provide a work environment for retention/motivation of student employees
- Provide training to attendants enabling them to offer high quality service
- Involve student employees in the development of program services and taking an active role in the leadership within each department.
- Implement events and activities and actively participate in marketing, to spotlight leisure service areas.
- Offer a welcoming environment and continually update information and services, in ways that effectively promote customer usage.
- Consistently assess information and service needs of the campus, to better serve customers.
- Reconcile expenditures and revenues with the ASI Business office.
- Utilize proper accounting procedures for Games Room cash handling.
- Maximize revenues within the Games Room operation.

INFORMATION DESK

Unit Goals

- 1.0** Develop, motivate, and maintain a cohesive work force, with an emphasis on employee retention and student development.
- 2.0** Enhance services and programs to meet continually changing student needs and provide an atmosphere that maximizes student use of the Information Desk.
- 3.0** Investigate and establish superior standards of customer care and services offered.
- 4.0** Prepare for an effective launch and implementation of Information Desk and Child Care Services for The Well.

Strategies and Action Plans

1.0

GOAL: Develop, motivate, and maintain a cohesive work force with an emphasis on employee retention and student development.

- 1.1** STRATEGY: Further develop the performance appraisal for student assistants and improve the review process for each semester.
 - I. Revise the recently developed performance review for student assistants, as appropriate (Sanchez: Summer 09)
 - II. Incorporate the review into initial training (Sanchez: Fall 09, Winter 10)
 - III. Complete the review and share with each student during the semester (Sanchez: Fall 09, Spring 10).
- 1.2** STRATEGY: Develop additional leadership opportunities for Information Desk attendants:
 - I. Identify areas of service that could be improved by delegating additional, specific responsibilities to each attendant (e.g., taking the lead on improving RT Information)
 - II. Identify individuals who would be most successful, by skills and interest, and assign them these additional responsibilities
 - III. Follow up and adjust as appropriate, based on performance and other factors.

2.0

GOAL: Enhance services and programs to meet continually changing student needs and provide an atmosphere that maximizes student use of the Information Desk.

- 2.1** STRATEGY: Complete addition of a touch screen to the Information Desk, for attendant and customer usage in accessing maps, directories, event calendars, etc.
 - I. Identify desk area that will accommodate the accessibility of the touch screen or remodel (Sanchez, Singletary: Spring 09)
 - II. Install the system (Sanchez, Singletary, Ybarra: Summer 09)
 - III. Design, download and update information to the system (Sanchez, Singletary, Enos: Spring/Summer/ Fall 09, Spring 10)
 - IV. Evaluate and adjust the Information Desk touch screen in a coordinated approach with the touch screen at Music Listening (Sanchez, Singletary, Enos, Sorensen: Spring/Summer/ Fall 09, Spring 10)

- 2.2** STRATEGY: Assess success of all implemented changes, through employee and customer surveys.
- I. Design and administer customer assessment instruments to measure level of satisfaction with offerings and service provided and identify areas of success and needed improvement (Sanchez: Summer/Fall 09, Spring 10)
 - II. Design and administer employee assessment instruments to measure level of accomplishment in implementing changes and identify areas of success and needed improvement (Sanchez: Summer/Fall 09, Spring 10)
 - III. Adjust operation and service based on feedback, as appropriate (Sanchez: Summer/Fall 09, Spring 10)

3.0

GOAL: Investigate and establish superior standards of customer care and services offered.

- 3.1** STRATEGY: Expand student employee group visits to hotels, educational institutions, and other appropriate venues that have made a distinguished reputation for themselves through the exemplary quality and variety of their guest information services, in order to see how our Information Desk compares.
- I. Meet with student staff to determine locations to visit (Sanchez: Spring/Summer/Fall 09)
 - II. Conduct visits (Sanchez: Summer/Fall/Winter 09, Spring 10)
 - III. Implement new ideas and standards, as appropriate (Sanchez: Summer/Fall, 2009, Spring, 2010)
- 3.1** STRATEGY: Develop Information Desk Policies for approval by Union Board of Directors
- I. Meet with Public Information and Leisure Services leadership team to identify all Information Desk policies currently in practice (Sanchez, Sorensen: Spring 09)
 - II. Evaluate policies and identify any additional ones that are needed (Sanchez, Sorensen: Spring, Summer 09)
 - III. Formalize policies for submission to the University Union Executive Director, the Advisory Groups, and the Board of Directors for feedback, adjustment, and adoption (Sanchez, Sorensen: Summer, Fall 09)
 - IV. Put all adopted policies into practice (Sanchez: Summer/Fall 09, Spring 10)

4.0

GOAL: Prepare for an effective launch and implementation of Information Desk and Child Care Services for The Well.

- 4.1** STRATEGY: Meet with Director and staff of the Well to identify Information Desk and Child Care Service program and staffing needs for the building.
- I. Discuss expectations for building-specific information and child care needs (Sanchez: Summer/Fall 09, Spring 10)
 - II. Attend building design, risk management, and other meetings, as appropriate, to collaborate on the launch and implementation of these areas (Sanchez: Summer/Fall 09, Spring 10)
 - III. Identify the needed qualities of full-time and student staff that will be most beneficial for hiring purposes (Sanchez: Summer/Fall 09, Spring 10)
 - IV. Begin preparations appropriate to the current fiscal year and strategize needs for 2010-2011 (Sanchez: Summer/Fall 09, Spring 10)
- 4.2** STRATEGY: Plan and implement student leads staffing of new Information Desk and Child Care Services.
- I. Identify potential new desk leads from current employee base, in consultation with student leadership (Sanchez: Spring/Summer 09)
 - II. Select and train new leads, in time for concurrent peer training (Sanchez: Spring 10)
 - III. Involve new leads in all employee training and desk preparation (Sanchez: Spring/Summer 10)
 - IV. Include new leads in the Programs, Marketing and Information Services retreat during the summer (Sanchez, Sorensen: Summer 10)
- 4.3** STRATEGY: Hire additional student staff for The Well Information Desk and Child Care Services.
- I. Add additional student staffing needs to twice-yearly recruitment cycle (Sanchez, Well Info and Child Care Manager: Spring 10)
 - II. Interview prospective student employees (Sanchez, Well Info and Child Care Manager: Spring 10)
 - III. Hire qualified candidates (Sanchez, Well Info and Child Care Manager: Spring 10)

GAMES ROOM

Unit Goals

- 1.0** Develop, motivate, and maintain a cohesive work force, with an emphasis on employee retention and student development.
- 2.0** Enhance services and programs to meet continually changing student needs and provide an atmosphere that maximizes student use of the Games Room.
- 3.0** Maintain fiscal accountability of budgets and the revenue operations of the Games Room.
- 4.0** Investigate and establish superior standards of customer care and services offered.

Strategies and Action Plans

1.0 **GOAL:** Develop, motivate, and maintain a cohesive Games Room work force with an emphasis on employee retention and student development.

- 1.1** **STRATEGY:** Further develop the performance appraisal for student assistants and improve the review process for each semester.
 - I. Revise the recently developed performance review for student assistants, as appropriate (Sanchez: Summer 09)
 - II. Incorporate the review into initial training (Sanchez: Fall 09, Spring 10)
 - III. Complete the review and share with each student during the semester (Sanchez: Fall 09, Spring 10)
- 1.2** **STRATEGY:** Develop additional leadership opportunities for Games Room attendants:
 - I. Identify areas of service that could be improved by delegating additional, specific responsibilities to each attendant (e.g., taking the lead on determining which home console games to purchase)
 - II. Identify individuals who would be most successful, by skills and interest, and assign them these additional responsibilities
 - III. Follow up and adjust as appropriate, based on performance and other factors.

2.0 **GOAL:** Enhance services and programs to meet continually changing student needs and provide an atmosphere that maximizes student use of the Games Room.

- 2.1** STRATEGY: Establish additional Games Room tournaments and special events to introduce new customers to the Games Room and build enthusiasm of current customers
- I. Investigate additional tournament options (Sanchez: Spring/Summer/Fall 09)
 - II. Survey interest in various tournaments (Sanchez: Spring/Summer/Fall 09).
 - III. Conduct tournaments, as interest and appropriateness dictate (Sanchez: Fall 09, Spring 10)
- 2.2** STRATEGY: Expand and improve physical environment of Home Console Lounge.
- I. Relocate & reconfigure “small” home console room systems to behind the counter (Sanchez, Singletary, Ybarra: Summer 09)
 - II. Purchase and install more “exercise game” options (e.g. DDR) in lounge (Sanchez: Summer 09)
- 2.3** STRATEGY: Assess success of all implemented changes, through employee and customer surveys.
- I. Design and administer customer assessment instruments to measure level of satisfaction with offerings and service provided and identify areas of success and needed improvement (Sanchez: Summer/Fall 09, Spring 10)
 - II. Design and administer employee assessment instruments to measure level of accomplishment in implementing changes and identify areas of success and needed improvement (Sanchez: Summer, Fall 09)
 - III. Adjust operation and service based on feedback, as appropriate (Sanchez: Summer/Fall 09, Spring 09, Spring 10)

3.0

GOAL: Maintain fiscal accountability of budgets and the revenue operations of the Games Room.

- 3.1** STRATEGY: Review current revenue stream of all Games Room areas for successes and areas of improvement
- I. Investigate current fiscal year revenue and expenses and compare to past fiscal years (Sanchez, Sorensen: Spring 09)
 - II. Solicit ideas for improving usage and offerings by survey of employees and regular patrons of Games Room (Sanchez: Spring, Summer, Fall 09)

- III. Initiate and implement changes, as appropriate (Sanchez, Sorensen: Spring/Summer/Fall 09, Spring 10)

3.2 STRATEGY: Explore alternative revenue streams to maximize Games Room revenue during periods of reduced room usage, such as increasing group reservations of the equipment.

- I. Meet with staff to discuss past successes and areas of needed improvement, when renting the room for organizations and groups (Sanchez, Spring/Summer/Fall 09, Spring 10)
- II. Rent the room to non-Sac State students (such as faculty, alumni, conferences) on a trial basis and with appropriate controls and assess the benefits and risks, based on the experience (Sanchez: Spring/Summer/Fall 09, Spring 10)
- III. Recruit additional group rentals, if deemed appropriate (Sanchez: Spring/Summer/Fall 09, Spring 10)

4.0

GOAL: Investigate and establish superior standards of customer care and services offered.

4.1 STRATEGY: Expand student employee group visits to billiards and gaming venues that have made a distinguished reputation for themselves through the exemplary quality and variety of their offerings and services, in order to see how our Games Room compares

- I. Meet with student staff to determine locations to visit (Sanchez: Spring/Summer/Fall 09)
- II. Conduct visits (Sanchez: Summer/Fall/Winter 09, Spring 10)
- III. Implement new ideas and standards, as appropriate (Sanchez: Summer/Fall 09, Spring 10)

4.2 STRATEGY: Revise and develop new Games Room Policies for approval by Union Board of Directors

- I. Meet with Public Information and Leisure Services leadership team to identify all Games Room policies, both those previously adopted by Board of Directors and ones currently in practice, but not formalized (Sanchez, Sorensen: Spring 09)
- II. Evaluate policies and identify any additional ones that are needed (Sanchez, Sorensen: Spring, Summer 09)
- III. Formalize policies for submission to the University Union Executive Director, the Advisory Groups, and the Board of Directors for feedback, adjustment, and adoption (Sanchez, Sorensen: Summer, Fall 09)
- IV. Put all adopted policies into practice (Sanchez: Fall 09, Spring 10)



TERMINAL LOUNGE

Unit Goals

- 1.0** Develop, motivate, and maintain a cohesive work force, with an emphasis on employee retention and student development.
- 2.0** Enhance services and programs to meet continually changing student needs and provide an atmosphere that maximizes student use of Music Listening.
- 3.0** Investigate and establish superior standards of customer care and services offered.

1.0

GOAL: Develop, motivate, and maintain a cohesive Terminal Lounge work force, with an emphasis on employee retention and student development.

- 1.1** STRATEGY: Further develop the performance appraisal for student assistants and improve the review process for each semester
 - I. Revise the recently developed performance review for student assistants, as appropriate (Sanchez: Summer 09)
 - II. Incorporate the review into initial training (Sanchez: Fall 09, Winter 10)
 - III. Complete the review and share with each student during the semester (Sanchez: Fall 09, Spring 10)
- 1.2** STRATEGY: Develop additional leadership opportunities for Terminal Lounge attendants:
 - I. Identify areas of service that could be improved by delegating additional, specific responsibilities to each attendant, e.g., taking the lead on improving offerings, by music style (Sanchez: Summer/Fall 09, Spring 10)
 - II. Identify individuals who would be most successful, by skills and interest, and assign them these additional responsibilities (Sanchez: Summer/Fall 09, Spring 10)
 - III. Follow up and adjust as appropriate, based on performance and other factors (Sanchez: Summer/Fall 09, Spring 10)

2.0

GOAL: Enhance services and programs to meet the continually changing student's needs and provide an atmosphere that maximizes student use of Terminal Lounge.

- 2.1** STRATEGY: Expand "Divix" audio and video system offerings and encourage experimentation in its use, to allow users a wider variety of options.
 - I. Encourage student staff to explore Divix system and note any offerings of interest (Sanchez, Spring 09)

- II. Encourage student patrons to explore Divix system and to share any offerings that they find interesting with the attendants (Sanchez,: Spring 09)
- III. Solicit possible new name suggestions for the area from both staff and patrons, for a possible name change that might more clearly communicate our expanded offerings (Sanchez,: Spring 09)

2.2 STRATEGY: Upgrade and streamline the ambience of Terminal Lounge, as budget allows

- I. Paint the area with a new color scheme (Sanchez, Forseth: Summer 09)
- II. Add a new, black false ceiling in the open lounge (Sanchez, Olmsted, Ybarra: Summer 09)
- III. Add student purchase artwork to the open lounge décor (Sanchez, Dreyer: Summer 09)
- IV. Remove all headphone stations wall hardware, no longer in use (Sanchez, Ybarra: Summer 09)

2.3 STRATEGY: Add a touch screen to Music Terminal Lounge, for attendant and customer usage in accessing maps, directories, event calendars, etc.

- I. Identify desk area that will accommodate the accessibility of the touch screen or remodel (Sanchez, Singletary: Spring 09)
- II. Install the system (Sanchez, Singletary, Ybarra: Summer 09)
- III. Design, download and update information to the system (Sanchez, Singletary, Enos: Spring/Summer/ Fall 09, Spring 10)
- IV. Evaluate and adjust the Terminal Lounge touch screen in a coordinated approach with the Information Desk touch screen (Sanchez, Singletary, Enos, Sorensen: Spring/ Summer/ Fall 09, Spring 10)

2.4 STRATEGY: Assess success of all implemented changes, through employee and customer surveys.

- I. Design and administer customer assessment instruments to measure level of satisfaction with offerings and service provided and identify areas of success and needed improvement (Sanchez: Summer/ Fall 09, Spring 10)
- II. Design and administer employee assessment instruments to measure level of accomplishment in implementing changes and identify areas of success and needed improvement (Sanchez: Summer/Fall 09, Spring 10)
- III. Adjust operation and service based on feedback, as appropriate (Sanchez: Summer/Fall 09, Spring 10)

3.0

GOAL: Investigate and establish superior standards of customer care and services offered.

- 3.1** STRATEGY: Expand student employee group visits to venues that have made a distinguished reputation for themselves through the exemplary quality and variety of their offerings and services, in order to see how our Terminal Lounge compares.
- I. Meet with student staff to determine locations to visit (Sanchez: Spring/Summer/Fall 08)
 - II. Conduct visits (Sanchez: Summer/Fall/Winter 08, Spring 09)
 - III. Implement new ideas and standards, as appropriate (Sanchez, Sorensen: Spring 08)
 - IV. Initiate and implement changes, as appropriate (Sanchez: Summer/Fall/Winter 08, Spring 09)
- 3.2** STRATEGY: Revise and develop new Terminal Lounge Policies for approval by Union Board of Directors
- I. Meet with Public Information and Leisure Services leadership team to identify all Music Listening policies, both those previously adopted by Board of Directors and ones currently in practice, but not formalized (Sanchez, Sorensen: Spring 09)
 - II. Evaluate policies and identify any additional ones that are needed (Sanchez, Sorensen: Spring/Summer 09)
 - III. Formalize policies for submission to the University Union Executive Director, the Advisory Groups, and the Board of Directors for feedback, adjustment, and adoption (Sanchez, Sorensen: Summer/Fall 08)
 - IV. Put all adopted policies into practice (Sanchez: Fall 09)

UNIQUE PROGRAMS

Programs, Marketing and Information Services

Unit Mission

Provide positive educational and entertainment opportunities for the Sacramento State student body, faculty, staff, and guests of the University.

Unit Goals

- 1.0** Lead and involve students in the planning, organizing, and production of a wide variety of activity programs through participation in UNIQUE Programs.
- 2.0** Maximize attendance through purposeful selection and marketing of events, along with branding of UNIQUE Programs.
- 3.0** Strive to increase the financial efficiency of UNIQUE's overall program to obtain the best quality of programming for the resources available.
- 4.0** Pursue collaboration opportunities with other campus entities for the benefit of the program and the campus community.
- 5.0** Prepare for anticipated programs expansion to meet both the needs of a larger residential population on campus in Fall 2009 and the launch of The Well in 2010

Foundations

- Recruit student volunteers to participate in UNIQUE Programs
- Increase the visibility of UNIQUE to encourage student involvement
- Provide a student leadership experience for committee members
- Assess the activity preferences of the student body and the campus
- Offer programs promoting cultural diversity, variety, and the involvement in campus life, promoting a sense of pride and loyalty to the University
- Assess and allocate financial resources to determine the most efficient/effective overall program
- Educate the campus about various services and programs through positive public relations exposure
- Maintain a ticket admission policy for events that encourages optimum participation, while not ignoring financial responsibility
- Train students in contract negotiation, production and marketing for events
- Maintain a marketing program that informs the campus community about events to maximize attendance and participation
- Collaborate with ASI to continue to offer and produce a successful “Cultural Affairs Series”
- Provide support and involvement in campus programs throughout the year

Strategies and Action Plans

I.0

GOAL: Involve students in the planning, organizing, and production of a wide variety of activity programs through participation in UNIQUE Programs.

- I.1** STRATEGY: Involve students in research of both national and local speakers and performers.
 - I. Rather than soliciting a list of ideas, have them do more of the initial research, such as average ticket sales, contact information, other comparable venue appearances, surveying other volunteers and students
 - II. Organize band research socials to explore ideas for Nooner and opening bands. This will help support efforts in changing the direction of the Nooner lineup. (Diokno: Summer/Fall/Winter 09, Spring 10)
 - III. Facilitate conversations at the weekly meetings to discuss performers recently seen (Diokno: Fall/Winter 09, Spring 10)
- I.2** STRATEGY: Get to know volunteers and their interests on a more personal basis.
 - I. Revise and continue to use the volunteer skill assessment questionnaire (Diokno: Summer/Fall/Winter 09, Spring 10)
 - II. Spend more formal time with new volunteers to explore their expectations of UNIQUE, answer questions, determine talents and interests, solicit ideas, and involve them accordingly (Diokno: Summer/Fall/Winter 09, Spring 10)
 - III. Refine the current end of semester survey or explore a better way to assess each volunteer's experience in UNIQUE for areas of improvement (Diokno: Summer/Fall/Winter 09, Spring 10)
- I.3** STRATEGY: Train new UNIQUE Program Assistant/ Student Leader to replace the student leader who has successfully served in that position for the past two years.
 - I. Develop training opportunities for mentoring by current Student Leader and Programs Advisor (Diokno: Summer/Fall/Winter 09, Spring 10)
 - II. Delegate tasks of increasing significance to the new Student Leader to help establish the new role and working relationships between that person and the current group of volunteers (Diokno: Summer/Fall/Winter 09, Spring 10)

- III. Give the new student leader the primary role in new volunteer recruitment and staff coordination at events (Diokno: Summer/Fall/Winter 09, Spring 10)
- IV. Involve new student leader in meetings with co-sponsors and marketing team meetings (Diokno: Summer/Fall/Winter 09, Spring 10)
- V. Revise job duties as necessary to match personality, interests and talents (Diokno: Summer/Fall/Winter 09, Spring 10)

1.4 STRATEGY: Create opportunities for more volunteer leadership.

- I. As task-oriented sub-committees are formed, delegate their leadership to a student (Diokno: Summer/Fall/Winter 09, Spring 10)
- II. Increasingly delegate programs coordination to volunteers, with more independence from the Program Advisor (Diokno: Summer/Fall/Winter 09, Spring 10)

2.0

GOAL: maximize attendance through purposeful selection and marketing of events, along with branding of UNIQUE Programs.

2.1 STRATEGY: Revamp Nooner series.

- I. Focus more on local bands versus regional, in an effort to maximize student attendance by personal familiarity (Diokno: Spring/Summer/Fall/Winter 09, Spring 10)
- II. Book lineup farther in advance and market to students similar to big announcements such as the Friday Night Concerts in the Park lineup (Diokno: Spring/Summer/Fall/Winter 09, Spring 10)

2.2 STRATEGY: Expand target and customer-driven marketing.

- I. Using the existing e-mail list, create a weekly or monthly newsletter offering updates on UNIQUE events (Diokno: Summer/Fall/Winter 09, Spring 10)
- II. Explore a more time efficient way to manage e-mail list, through investigation of various technological approaches (Diokno: Spring/Summer/Fall 09, Spring 10)
- III. Better Increase utilization of current trends (e.g. Facebook) in promoting UNIQUE events and UNIQUE as an organization (Diokno: Spring/Summer/Fall 09, Spring 10)

2.3 STRATEGY: Continue “street team” approach to marketing:

- I. Build relationships with retail locations that can assist in advertising events by including promotional materials in every purchase (Diokno: Spring/Summer/Fall 09, Spring 10)

- II. Get event information out to the neighborhood, including student apartments nearby (Diokno: Spring/Summer/Fall 09, Spring 10)

2.4 STRATEGY: Assess student interests and marketing effectiveness

- I. Create a new assessment survey specifically for students- what would encourage them to stay on campus, are they aware of events happening in the Union? (Diokno: Spring/Summer/Fall 09, Spring 10)
- II. Identify programming, pricing, incentives that will facilitate a stronger student ratio at events.
- III. Identify the best ways to communicate event information with students, such as signage on campus or e-mail (Diokno: Spring/Summer/Fall 09, Spring 10)
- IV. Implement changes as a result of the assessment (Diokno: Spring/Summer/Fall 09, Spring 10)

2.5 STRATEGY: Continue to build UNIQUE as a “brand” that the campus community will look towards for their event needs.

- I. Continue updating t-shirts and sweatshirts each school year, “advertising” past events we have hosted (Diokno: Spring/Summer/Fall 09, Spring 10)
- II. Continuously update and offer new ideas for the website to keep it current and fresh (Diokno: Spring/Summer/Fall 09, Spring 10)
- III. Promote new website and the new, more accessible and memorable URL (Diokno: Spring/Summer/Fall 09, Spring 10)

3.0

GOAL: Strive to increase the financial efficiency of UNIQUE's overall program to obtain the best quality of programming for the resources available.

3.1 STRATEGY: Coordinate “block bookings” of entertainment and lectures.

- I. Contact other campuses to establish close relationships with talent buyers (Diokno: Spring/Summer/Fall/Winter 09, Spring 10)
- II. Book events in conjunction other campuses, as appropriate (Diokno: Spring/Summer/Fall/Winter 09, Spring 10)
- III. Explore the possibility of collaborating with venues in other areas, for possible block booking opportunities (Diokno: Spring/Summer/Fall 09, Spring 10)

3.2 STRATEGY: Meet with other colleges to discuss programming successes

- I. Contact other campuses and meet with them to explore differences and similarities (Diokno: Spring/Summer/Fall 09, Spring 10)

- II. Explore their co-sponsor experiences with organizations within their communities (Diokno: Spring/Summer/Fall 09, Spring 10)
- III. Discuss “non-headliner” and creative events they have hosted and their effectiveness (Diokno: Spring/Summer/Fall 09, Spring 10)
- IV. Pursue collaboration opportunities with other campus entities for the benefit of the program and the campus community (Diokno: Spring/Summer/Fall 09, Spring 10)

3.3 STRATEGY: Establish new collaborations and renew past successful relationships.

- I. Identify past and potential collaborations from academic departments and meet with faculty to brainstorm possible lectures and performers that their fellow faculty members will be enthusiastic about encouraging their classes to attend (Diokno: Spring/Summer/Fall/Winter 08, Spring 09)
- II. Meet with Student Activities about possible collaboration with specific student clubs and organizations, either at the idea stage or when a planned UNIQUE event has no co-sponsor (Diokno: Spring/Summer/Fall 09, Spring 10)

3.4 STRATEGY: Maintain and expand on current collaborative efforts.

- I. Continue to build relationship with KSSU.com, exploring ideas for up and coming artists (Diokno: Spring/Summer/Fall 09, Spring 10)
- II. Continue close contact and partnership with current collaborations, soliciting ideas and updating partners on current program offerings and future plans (Diokno: Spring/Summer/Fall 09, Spring 10)

4.0

GOAL: Prepare and initiate anticipated programs expansion, to meet both the needs of a larger residential population on campus in Fall 2009 and the launch of The Well in 2010.

4.1 STRATEGY: Build on close relationship with the Residence Halls and begin working with student housing apartments off campus (Diokno: Spring/Summer/Fall 09, Spring 10)

- I. Continue administering campus residents assessment survey created in Spring2009 to determine types of programming that will encourage students to stay in town and on campus (Diokno: Spring/Summer/Fall 09, Spring 10)
- II. Meet with Residence Halls staff to discuss their perspective and ideas on future programs and interest in collaborative programming (Diokno: Spring/Summer/Fall/Winter 09, Spring 09)

- III. Begin implementing student driven/ produced events that are low-risk, low cost, and hosted late night or weekend (Diokno: Spring/ Summer/Fall 09, Spring 10)

4.2 STRATEGY: Collaborate with The Well staff in planning and producing events in support of promoting the new building

- I. Meet with Programs, Marketing, and Information services team and The Well Director and staff, to discuss programming needs appropriate to UNIQUE involvement (Diokno, Sorensen: Spring/ Summer/Fall 09, Spring 10)
- II. Research and solicit other event ideas from volunteers and other sources (Diokno: Spring/Summer/Fall 09, Spring 10)
- III. Either participate in, or develop and administer, a survey that includes event ideas that are specific to the mission of The Well (Diokno: Spring/Summer/Fall 09, Spring 10)
- IV. Coordinate or participate in events, as appropriate (Diokno: Spring/ Summer/Fall 09, Spring 10)

THE WELL ADMINISTRATION

Unit Mission

Lifetime Wellness through Collaboration, Education, Innovation.

Unit Goals

- 1.0** Exercise financial controls and sound management techniques by using acceptable business practices, maximizing generated revenue production, while prudently monitoring all expenditures of The Well.
- 2.0** Develop meaningful collaborative partnerships with the Sacramento State campus community.
- 3.0** Train, develop, and encourage a highly committed and conscientious staff to provide exceptional and professional customer oriented service, which is sensitive and responsive to the needs of our multicultural community.
- 4.0** Encourage and promote professional involvement in committees and associations in order to continue to thrive as leaders in our craft.
- 5.0** Hire management and support staff for The Well.
- 6.0** Organize and plan several celebrations for The Well.

Foundations

- Develop and advise The Well Advisory Group in all policy matters of The Well.
- Operate The Well in a fiscally responsible manner, according to the University Union and University System State and Federal guidelines and regulations.
- Develop, implement, and enforce financial policies and procedures, and audit all areas to measure compliance.
- Provide computer hardware and software to support all departmental staff.
- Provide exceptional customer service, exceeding expectations daily.
- Staff The Well by hiring the highest quality employees.
- Conduct comprehensive student assistant training in the following core areas: customer service, building operations, safety and risk management, crisis management, diversity, programming, and communication.
- Ensure that vendors provide safe, quality, and reasonably priced services.
- Assess practices and services with the focus on customer satisfaction and effectiveness.
- Work with the Student Management Team in the enhancement of the operations, programs, and services of The Well.
- Operate The Well to ensure safety, cleanliness, and functionality.
- Provide quality meeting, event, and informal space use for the University Community.
- Embrace and incorporate a commitment to diverse programming.

- Work collaboratively with the Programs Unit, the Design Team, Assessment Unit, and Facilities Unit to present the best university wellness center in the nation.
- Meet and interact with Sacramento State departments to maintain communication and ensure proper Union operations and event planning.
- Inform and educate the entire campus community about our programs and services.
- Seek and encourage collaboration with faculty, staff, students, and alumni to enhance program development.

Strategies and Action Plans

I.0

GOAL: Exercise financial controls and sound management techniques by using acceptable business practices and maximizing generated revenue production, while prudently monitoring all expenditures of The Well.

- I.1 STRATEGY:** Create a systematic practice to track expenses and income for The Well.
 - I. Review record keeping system for the University Union, Recreation Sports and ASI (Davis, Gavric, Spring/Summer 09)
 - II. Participate in MIP training through ASI (Gavric, Morton, Spring 2009)
 - III. Purchase point-of-sale system and begin planning integration into financial tracking, ASI/MIP (Mirjana, Morton-Fall/Winter 2009)
 - IV. Review with auditors to insure compliance with regulations (Gavric, Davis, Winter 09)
- I.2 STRATEGY:** Create policies and a manual for collection of revenues and expenditures.
 - I. Work with ASI and UU staff to fully understand expense tracking, purchase orders, cash deposits, and all other related transactions (Gavric, Morton, Summer 09).
 - II. Write policies regarding acceptance and tracking of membership fees, as well as any other fees collected for The Well (Gavric, staff, Fall 2009).
 - III. Write policies on appropriate expense tracking and methods of purchasing necessary equipment (Gavric, staff, Fall 2009).
 - IV. Create overall financial manual to include policies on cash handling, petty cash, PO's and invoicing for The Well (Gavric, staff, Fall 2009).

2.0

GOAL: Develop meaningful collaborative partnerships with the CSUS campus community.

- 2.1** STRATEGY: Reach out to students, faculty, and staff to educate and inform them regarding the interior design and construction of The Well (Gavric, Morton, ongoing)
- I. Management staff to meet regularly with key faculty, staff, and Boards to ensure that they are updated (Gavric, Morton, ongoing)
 - II. Give departmental and class presentations on the progress of The Well (Gavric, Morton, ongoing)
 - III. Invite Advisory Group members to share the progress of The Well with their colleagues (Gavric, ongoing)
 - IV. Invite students, faculty, and staff to participate in program development committees regarding programming for The Well (Morton, Fall 2009)
 - V. Extend invitations to appropriate students, faculty, and staff for a variety of design meetings regarding The Well (Gavric, Morton, ongoing)
 - VI. Provide appropriate refreshments and/or meals when budget permits, and when meeting is in excess of regularly scheduled meeting hours (Gavric, ongoing).

3.0

GOAL: Train, develop and encourage a highly committed and conscientious Well Staff, in order to provide exceptional, professional, customer oriented service, which is sensitive and responsive to the needs of our multicultural community.

- 3.1** STRATEGY: Study and modify current best practices in customer service, utilized by the University Union and other similar agencies.
- I. Work with assigned professional and student staff to review current training programs, customer service policies and manuals. (Gavric, Morton, Management staff, Fall 09)
 - II. Encourage staff to attend all related trainings with UEI, the UU, and Sacramento State (Gavric, ongoing through fall 2010)
 - III. Track all employee certifications and training in customer service, diversity, disabilities and any other related training, (Gavric, Morton, ongoing)
- 3.2** STRATEGY: Attend the management retreat for the University Union Inc., in order to learn and understand the overall customer service goals of the Corporation.

- I. Make all necessary arrangements for the management staff to attend the University Union Inc., management retreat (The Well management, Fall 2009).
- II. Create session to introduce overall mission, goals and expectations of the UU Corporation (Gavric, Morton, Fall 2009).
- III. Make sure all management staff has read the strategic plan, manuals, policies, and annual report for Corporation/The Well (Gavric, Morton, Fall 2009).

3.3 STRATEGY: Develop a staff-training program (during a management staff retreat) with emphasis on exceptional and professional customer service.

- I. Create goals and objectives for a customer service-training program, from review of current manuals and policies, during staff retreat. (Gavric, Morton, new staff, Spring 2010)
- II. Create a timeline for the implementation of the customer service-training program (The Well management staff, Fall 2009).
- III. Test training program on coordinators and supervisors hired in 2009/2010 (Gavric, Morton-Summer/Spring 2010)

4.0

GOAL: Encourage and promote professional involvement in committees and associations in order to continue to thrive as leaders in our craft.

4.1 STRATEGY: Encourage staff to develop professional skills by engaging in workshops, conferences, and by serving on committees.

- I. Hold positions, and/or attend local, state, and national workshops and conferences as the budget permits (Well Staff, ongoing).
- II. Continue membership in NIRSA, IRSA, Athletic Business, ACPA, NASPA, and AOA, as permitted by the budget (Well Staff, ongoing).
- III. Encourage staff to volunteer, make presentations, and attend all appropriate meetings (WELL Staff, ongoing).
- IV. Report to the Executive Director, Advisory Groups, and Board of Directors regarding professional involvement with professional associations (Well Staff, ongoing).

5.0

GOAL: Hire management and support staff for The Well.

5.1 STRATEGY: Finalize organizational chart and hiring timeline.

- I. Review and approve organizational chart with Executive Director (Gavric, Spring 2009).
- II. Create hiring timeline to be approved by Executive Director (Gavric & Morton Spring 2009).
- III. Present timeline to UEI HR Director and Staff (Gavric, Spring 2009).

- 5.2** STRATEGY: Research and write job descriptions for management and support staff positions.
- I. Research similar jobs to gather critical job criteria, in order to create comprehensive job descriptions for all management and support positions (Gavric, 2009).
 - II. Create job descriptions and submit to UEI HR in a timely manner (Gavric, Morton, 2009)
 - III. Promote jobs nationally through UEI, national and local conferences, and by internal advertising (Gavric, Morton 2009).
 - IV. Assemble interview panels for positions and begin interview process (Gavric, 2009).

6.0

GOAL: Organize and plan several celebrations for The Well.

- 6.1** STRATEGY: Design and organize Topping Out Celebration and Fun Run for The Well.
- I. Set-up meetings to begin discussions on design/marketing, logistics, safety, and creative ideas for both celebrations (Gavric, Morton, Blessinger, Spring, 2009).
 - II. Create action/implementation plan for celebrations (Gavric, Morton, Blessinger, Spring 2009).
 - III. Work with vendors, TMCS, internal staff, and campus departments to implement plan of action for both events (Morton, Gavric, Blessinger, Spring 2009).
- 6.2** STRATEGY: Develop Grand Opening celebration for The Well.
- I. Assemble a small working committee comprised of students, faculty, and staff, to begin planning discussions. (Gavric, Morton, Summer 2009).
 - II. Create regularly scheduled working committee meetings to plan grand opening (Gavric, Morton, 2009).
 - III. Design a step-by-step action plan for Grand Opening celebration (Committee 2009/2010).
 - IV. Assemble a volunteer group to provide support on the day of the event (Committee 2009/2010).

THE WELL RECREATIONAL SPORTS



Unit mission

Sacramento State Recreational Sports is committed to enhancing the classroom education by providing a fun and healthy environment in which students may develop the leadership, social, and interpersonal skills they will need throughout their years at the University and beyond. Recreational Sports strives to serve the diverse recreational needs and interests of the campus community, while efficiently utilizing the financial resources provided by the students of Sacramento State.



INTRAMURAL SPORTS

Unit goals

- 1.0** Provide quality programs for students, faculty, and staff to improve their quality of life.
- 2.0** Increase student participation by 3% in order to actively engage more students in recreation.
- 3.0** Promote good communication with participants by utilizing several different methods of outreach.
- 4.0** Develop best practices for safety measures to ensure overall safety for both participants and staff.
- 5.0** Prepare to expand programs by reviewing and researching other successful collegiate intramural and sport club offerings.

Strategies and action plans

I.0

GOAL: Provide quality programs for students, faculty, and staff to improve their quality of life.

- I.1** STRATEGY: Train and evaluate officials for all intramural sports.
 - I. Each official to complete the required training processes for each sport (Asst. Director, ongoing).
 - II. Staff will administer a pre-season, mid-season, and post-season evaluation of the officials, to assess their learning and achievements throughout the year (Asst. Director, ongoing).
- I.2** STRATEGY: Collaborate with campus entities to achieve a more timely and efficient scheduling of the existing facilities, in order to maximize the use of allocated space.
 - I. Increase communication between Recreational Sports and Space Management through timely
 - II. Submission of space requests (Mackey, ongoing).
 - III. Increase communication between Recreational Sports and Athletics by meeting once a month with the IV. Director of Athletic Facilities (Asst. Director, monthly).

- 1.3** STRATEGY: Strive to provide extra incentives and league motivators to increase level of student engagement and enjoyment.
- I. Track participant statistics in each sport (Student Supervisors, ongoing)
 - II. Select “All-Stars” in each sport (Student Supervisors, ongoing).
 - III. Continue to “Power Rank” each sport to create more excitement (Student Supervisors, ongoing).
- 1.4** STRATEGY: Survey participants regarding the quality of the programs.
- I. Conduct focus groups with randomly selected participants (McCallum, ongoing).
 - II. Use a variety of methods to conduct quick and informative surveys from participants (Student Supervisors, ongoing).

2.0

GOAL: Increase student participation by 3% in order to actively engage more students in recreation.

- 2.1** STRATEGY: Create opportunities to reach students of Sacramento State.
- I. Continue the current Recreational Sports campaigns with banners, flyers, calendar and site updates (Design team, ongoing).
 - II. Speak to classes about recreational sports opportunities (Mackay and Student Supervisors, ongoing).
 - III. Recreational Sports will participate in freshmen and transfer student orientations (Mackey, and Student Supervisors, ongoing).
 - IV. Target specific student populations by attending a variety of non-sport club meetings (Mackey and Student Supervisors, McCallum, ongoing).
- 2.2** STRATEGY: Develop new programs to provide students with a wider range of participation options and opportunities.
- I. Add three new activities: badminton, tennis and racquetball, if funds allow (McCallum, Fall 09).
 - II. Add a racquetball league if funds allow (McCallum, Fall 09).
- 2.3** STRATEGY: Maintain entry fees at the current level to promote student participation.
- I. Write grants to cover some student participation fees (Asst. Director, ongoing).
 - II. Offer a limited amount of activities for free (Asst. Director, ongoing).
 - III. Gain sponsors for specific events to cover all relevant fees incurred with the event (Asst. Director, ongoing).
 - IV. Keep costs under \$10 per person per event (i.e. league, tournament, etc.) (Asst. Director, ongoing).

- 2.4** STRATEGY: Collaborate with other departments and groups to help reach new students and increase participation.
- I. Work with Student Health Services to reach students by involving them in the Natural High Fair, the Fun Run, and The Well Preview Room (Morton, ongoing).
 - II. Work with Residential Life to encourage Hall participation in at least three activities: basketball, flag football, (Morton, Asst. Director, Fall 09).

3.0

GOAL: Promote good communication with participants by utilizing several different methods of outreach for staff.

- 3.1** STRATEGY: Collect accurate contact information for coaches, captains, and participants.
- I. Make sure entry packets are completed in full and turned in on time (McCallum, ongoing)
 - II. Ensure that any and all roster cards are filled out in their entirety, and that a contact list is created (McCallum, ongoing)
- 3.2** STRATEGY: Provide quality captains meetings so that each team has at least one person who comprehends the league structure and rules.
- I. Provide the rules to each team (McCallum, ongoing).
 - II. Answer all questions that may arise throughout the meeting (McCallum, ongoing).
 - III. Provide open office hours to answer any questions from participants (McCallum, ongoing).
- 3.3** STRATEGY: Have every sport schedule posted on time and followed-up with a phone call.
- I. Schedules should be out no later than noon on the Friday prior to the first day of the league (McCallum, ongoing).
 - II. Follow-up with each captain confirming each team's first regularly scheduled contest (Student Supervisors, ongoing).
- 3.4** STRATEGY: Plan and implement a staff retreat for student supervisors and the management team.
- I. Develop program goals and objectives for fiscal year 2009/2010 (Morton, Asst. Director, Fall 09).
 - II. Create an information exchange and implementation of the information exchange (Morton, Asst. Director, Fall 09).
 - III. Create strategies for expectations in the field of customer service (Morton, Asst. Director, Fall 09).

4.0

GOAL: Develop best practices for safety measures to ensure overall safety for both participants and staff.

- 4.1 STRATEGY:** Provide adequate supervision and control of the Intramural programs.
- I. All staff to be certified in CPR and First aid (McCallum, ongoing).
 - II. All officials and supervisors to complete proper training every season (Asst. Director, ongoing).
 - III. All staff to have knowledge and training of the emergency action plan (Asst. Director, ongoing).
 - IV. Evaluate and continue sportsmanship-rating system (Asst. Director and Morton, ongoing).



FITNESS

Unit Goals

- 1.0** Continue to provide quality fitness classes for students, faculty, staff and community participants.
- 2.0** Increase participation by offering new and innovative fitness classes for the campus community.
- 3.0** Begin the process of expanding current fitness programs, for The Well, through strategic planning.

Strategies and Action Plans

1.0

GOAL: Continue to provide quality fitness classes for students, faculty, staff, and community participants.

- 1.1 STRATEGY:** Hire and train instructors with qualifying certifications, and several years of experience to teach classes.
- I. Check all certifications and complete a reference check (Asst. Director, Morton, ongoing).
 - II. Recruit individuals with experience in working with young adults (McCallum, ongoing).
 - III. Encourage instructors' professional development by allowing for time to gain additional certifications (Asst. Director, Morton, ongoing).
- 1.2 STRATEGY:** Cultivate communication between the University Union information Public Information and Leisure Services staff, and the Student Supervisor for Fitness.

- I. Create regular meetings for information exchange between Student Supervisors, Public Information, and Leisure Services staff (McCallum, Student Staff, and Summer 09).
- II. Educate Public Information & Leisure Services Staff on Fitness programs and benefits to participants (McCallum, summer 2009).
- III. Invite Public Information & Leisure Services Staff on a tour of the current facilities and to participate in any open activities (McCallum 2009).

2.0

GOAL: Increase participation by offering new and innovative fitness classes for the campus community.

- 2.1** Strategy: Research and review the latest trends in fitness exercise.
 - I. Utilize the NIRSA fitness listproc to gather information on other schools' successful offerings (Asst Director and Student Supervisor, Summer 09).
 - II. Attend fitness conferences and workshops to gather information on the latest trends, pending funding (Asst Director, Summer 09).
 - III. Administer a survey (through a variety of methods) to discover what fitness classes that students, faculty and staff may have an interest in. (Asst Director, Summer 09).

3.0

GOAL: Begin the process of expanding current fitness classes, for The Well, through strategic planning.

- 3.1** STRATEGY: Create working plan for the implementation of ongoing, as well as, new fitness classes for The Well.
 - I. Create outline of all fitness classes to be offered (Asst. Director, Fall 2009).
 - II. Create timeline for implantation of all classes (Asst. Director, Fall 2009).
 - III. Create budget for all fitness classes (Asst. Director, Fall 2009).
- 3.2** STRATEGY: Begin the process of hiring and training staff for fitness classes in The Well.
 - I. Create organizational chart and job descriptions associated with fitness classes (Asst. Director, Spring 2010).
 - II. Work with UEI on hiring skilled and certified staff for classes and programs (Asst. Director, Spring 2010).
 - III. Create training program and assessment module for staff and student staff (Asst. Director, Spring 2010).



INFORMAL RECREATION

Unit Goals

- 1.0** To keep equipment in good working order for the safety of all participants utilizing the equipment.
- 2.0** Prepare for the growth and transition of current recreation programs to The Well by working through The WELL Preview room, for the education of students, faculty and staff.
- 3.0** Strengthen ties with the Kinesiology Department in order to lay the groundwork for potential internships and student employment.

Strategies and Action Plans

1.0

GOAL: To keep equipment in good working order for the safety of all participants utilizing the equipment.

- 1.1** STRATEGY: Keep equipment in good working order by creating a safety checklist to be administered daily.
 - I. Review industry standard requirements for daily safety inspections of equipment (McCallum, Summer 09).
 - II. Create daily checklist to match current equipment and all required safety standards (McCallum, Summer 09).
 - III. Staff to be trained on daily equipment check list (Asst Director & McCallum, Fall 2009).
 - IV. Implementation and daily check list for equipment safety to occur with all informal recreation equipment (Asst. Director & McCallum, Fall 2009).

2.0

GOAL: Prepare for the growth and transition of current recreation programs to The Well by working through The Well Preview room, for the education of students, faculty and staff.

- 2.1** STRATEGY: The Well Preview Room to be opened as an informational testing area (with multiple manufacturers represented) for students, faculty, and staff.
 - I. Preview Room to be opened, with equipment to be tested, by faculty, students, and staff, in order to gain an understanding of our customer's preference in equipment. (Morton & Asst Director, ongoing)
 - II. Student Voice survey to change with every change in equipment and/or other hardware (Asst. Director Morton, ongoing).

- III. Hire part-time students to staff demo room and administer surveys and waivers (Morton, Ongoing).
- IV. Work with “Fit Help” to educate students on exercise equipment in The Well preview room (Morton, Asst Director, Blessinger, ongoing).

3.0

GOAL: Strengthen ties with the Kinesiology Department in order to lay the groundwork for potential internships and student employment.

- 3.1** STRATEGY: Actively recruit students from the Kinesiology department for employment in Open Recreation areas relating to their major.
 - I. Make presentations in related classes about job opportunities (Morton, Asst Director, Fall 2009)
 - II. Inform Kinesiology instructors of the opportunities for student employment (Morton, & Asst Director, ongoing)
- 3.2** STRATEGY: Collaborate with Kinesiology staff to develop internship opportunities within the current Recreational Sports program and future opportunities within The Well.
 - I. Meet with Department Chair to initially discuss possibilities (Morton, Summer 2009)
 - II. Attend a Departmental meeting to discuss potential opportunities (Morton, Fall 2009)
 - III. Arrange at least one formal internship for Spring, 2010 (Morton & Asst. Director, on-going)



AQUATICS

Unit Goals

- 1.0** Promote and re-establish hours of operation for the campus swimming pool after repairs have been completed.
- 2.0** Increase open swim pool usage by 3% upon re-opening of the pool.

Strategies and Action Plans

1.0

GOAL: Promote and re-establish hours of operation for the campus swimming pool when repairs have been completed.

- 1.1** STRATEGY: When the Sac State swimming pool re-opens for student, faculty, and staff use, Recreation staff will reach out to campus departments and clubs in order to reestablish use of the swimming pool.

- I. Promote hours of open swim through flyers, posters, and bulletins (McCallum).
- II. Work with Scott Modell and Project Play to notify users (Asst. Director & McCallum).
- III. Work with ROTC to establish pool dates and training schedule for ROTC (Asst. Director & McCallum)
- IV. Work with the US Geological Society in organizing times for their dive practices. (Asst. Director & McCallum)
- V. Work with Health Fit, and the campus employee program to re-establish hours of operation. (Asst. Director & McCallum).

2.0

GOAL: Increase swimming pool usage by 3% for open swim, upon opening the pool.

- 2.1 STRATEGY:** Create a grass roots campaign to reach as many students as possible regarding open swim hours.
- I. Improve the current aquatics outreach programs by increasing visibility through banners, flyers, and class presentations (McCallum, upon reopening of the pool).
 - II. Target student groups through student activities to promote hours of operation (McCallum).
 - III. Educate freshman and transfer students by attending all orientation sessions (McCallum, Summer 09).



SPORT CLUBS

Unit Goals

- 1.0** Develop student leaders in order to maintain quality clubs.
- 2.0** Create a Sport Club Council of student officers, to advise and direct personnel, policies, and procedures.

Strategies and Action Plans

1.0

GOAL: Develop student leaders in order to maintain quality clubs.

- 1.1 STRATEGY:** Encourage officers to attend leadership workshops and trainings.
- I. Invite all officers to semi-annual officer training at the beginning of each semester. (Asst. Director & McCallum, ongoing)
 - II. Recommend that all officers attend the leadership workshops provided by Student Activities (Asst. Director & McCallum, ongoing).

- III. All officers to attend CPR and First Aid Training (McCallum, Fall 2009).

1.2 STRATEGY: Work with clubs and officers individually as needed to keep communication open.

- I. Request a weekly update via e-mail from each club president (Presidents).
- II. Staff to maintain a contact list for quick contact of all presidents and treasurers (McCallum, ongoing).
- III. Staff to attend at least one team meeting to better understand individual team organization and dynamics (McCallum, staff, ongoing)

2.0

GOAL: Create a Sport Club Council of student officers to advise and direct personnel, policies, and procedures.

2.1 STRATEGY: Mandatory participation (of one member from every sport club) in the council.

- I. Upon registration of the sports club, a council liaison must be designated. (Asst. Director & McCallum, Fall 2009)
- II. Meetings will be held once a month to review issues and to advise sport club members on future matters. (McCallum, Fall 2009)
- III. Clubs without representation on the council will be ineligible to use any Rec Sports funding (McCallum, Fall 2009)



RECREATION CLUBS

Unit Goals

1.0

GOAL: Develop student leaders in order to maintain quality clubs.

1.1 STRATEGY: Encourage officers to attend leadership workshops and trainings.

- I. Club Officers to attend “Nuts and Bolts” (McCallum, ongoing).
- II. Recommend that all officers attend leadership workshops provided by Student Activities (McCallum, ongoing).
- III. Encourage officers to have written job descriptions for each officer position (McCallum, Fall 2009).

1.2 STRATEGY: Work with clubs and officers individually as needed to keep communication open.

- I. Request a monthly update via e-mail from each club president. (Presidents).

- II. Staff to maintain a contact list for quick contact of all presidents and treasurers (Asst Director & McCallum, ongoing).
- III. Staff to attend at least one club function to better understand individual club organization and dynamics (McCallum, staff, ongoing)
- IV. Meet with all club presidents individually at least once per semester (McCallum, ongoing)



ASSESSMENT RECREATIONAL SPORTS

Unit Goals

I.0

GOAL: Provide quality assessments on a variety of Recreational Sports programs.

- I.1** STRATEGY: 95% of all teams participating in Flag Football and 5 on 5 Basketball leagues will achieve a sportsmanship rating of 3.25 on a 1-5 scale during regular season play.
 - I. Recreational Sports will implement a system to rate teams on sportsmanship after each game played. (Morton, & Asst. Director, ongoing).
 - II. Teams not achieving a sportsmanship rating of 3.25 by the end of the regular season will be ineligible for playoffs. (Morton & Asst. Director, ongoing).
 - III. Interventions will be implemented by contacting the captains of teams who score 3.7 or lower informing them of the need to improve their sportsmanship rating. (Asst. Director & McCallum, ongoing).
- I.2** STRATEGY: 95% of student officials will be able to perform their duties at a California Interscholastic Federation equivalent level of proficiency by the fourth week of the 2009 intramural basketball season in the following areas: Preparation and Appearance, Mechanics, Game Awareness, Judgment, Communication Skills.
 - I. Employees will be hired based on prior experience officiating, or a desire to learn those skills. (McCallum, ongoing).
 - II. Employees will receive approximately three hours of classroom instruction followed by a written test on knowledge of rules and mechanics. (McCallum, ongoing).
 - III. Employees will receive three hours of hands-on training in mechanics and positioning on the court. (McCallum, ongoing).

- IV. Employees will participate in three hours of live game practice where they will receive immediate corrective feedback on their skills. (McCallum, ongoing).
- V. Employees will be given weekly evaluations based on observations during the course of regularly scheduled games and receive post-game feedback. (McCallum, ongoing).
- VI. Only officials averaging a 3.0 or higher score will be eligible to work playoff games. (McCallum, ongoing).
- VII. Information gathered during weekly evaluations will be used to improve subsequent officials training sessions. (McCallum, ongoing).

- 1.3** STRATEGY: 80% of participants surveyed will rate their satisfaction with the particular Recreational Sports program as a 3 or better on a scale of 1-5.
- I. Recreational Sports will evaluate various programs throughout the year (McCallum, ongoing).
 - II. Efforts will be made to survey at least 10% of a program's participants in order for the findings to be statistically relevant. (McCallum, ongoing).
 - III. Data collected will be used to make improvements in subsequent program offerings. (McCallum, ongoing).



THE WELL FACILITY OPERATIONS

Unit Goals

- 1.0** To provide superior services through hiring trained and professional staff to open The Well.
- 2.0** To create policies and guidelines that will provide a safe, organized, and streamlined work environment, in order for individuals to thrive in optimal working conditions.
- 3.0** To begin development on inventory such as purchasing tools and supplies for The Well.
- 4.0** Work with University Union staff in developing a training/mentoring program for both The Well and University Union staff members.

Strategies and Action Plans

1.0

GOAL: To provide superior service through hiring trained and professional staff to open The Well.

- 1.1** STRATEGY: Hire Assistant Director of Facility Operations to assist in opening The Well.

- I. Have job description completed and submitted to UEI HR (Gavric, Spring 2009).
- II. Attend NIRSA National Conference to recruit for the position and post job on a variety of appropriate Web-sites (Gavric, Morton, Spring 2009).
- III. Create interview panel, and work with UEI on applications (Gavric, Morton, Spring 2009).

2.0

GOAL:To create polices and guidelines that will provide a safe, organized, and streamlined work environment, in order for individuals to thrive in optimal working conditions.

- 2.1** STRATEGY: Current policies, guidelines, and manual, to be reviewed and created for The Well.
- I. Research, review, and create new policies and manual for operations and maintenance of The Well (Well Staff, Fall 2009 and Spring 2010).
 - II. Work with University Union staff to create goals and work assignments for individual positions (Well Staff, Spring 2010).

3.0

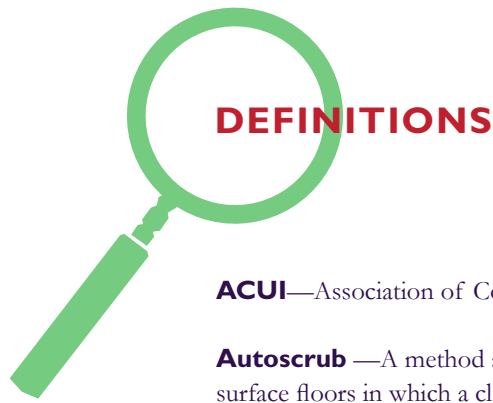
GOAL:To begin development on inventory such as purchasing tools and supplies for The Well.

- 3.1** STRATEGY: Create tool and equipment inventory, and begin working on purchasing these items for The Well.
- I. Consult with University Union maintenance staff to identify tool models, equipment, and specifications (WELL Staff, Fall 2009).
 - II. Create inventory list of purchased and/or borrowed tools and equipment (The Well Staff, Spring 2010).
 - III. Work with campus purchasing in the process of purchasing tools and equipment (The Well Staff, Spring 2010).

4.0

GOAL:Work with University Union staff in developing a training/ mentoring program for both The Well and the University Union staff.

- 4.1** STRATEGY: Optimize job descriptions and staff structure to reflect the evolving work environment.
- I. Identify job positions and responsibilities and create a mentoring plan (The Well Staff, Spring 2010).
 - II. Consult with University Union staff on work projects and scheduling (The Well Staff, Spring 2010).
 - III. Create a written training program for staff regarding sharing of work projects and mentoring (The Well Staff, Spring 2010).



ACUI—Association of College Unions International.

Autoscrub —A method and machine (Autoscrubber) for cleaning hard surface floors in which a cleaning solution is sprayed onto the floor, immediately scrubbed by a nylon pad and vacuumed up, all in one pass.

AV—All equipment necessary to provide audio or visual support to a meeting or event presentation.

Ballasts —Small transformers found in every florescent light fixture. They use a small amount of electrical current and require periodic replacement.

Bonnet cleaning—A method of cleaning carpets in which a thick cloth pad is dampened with cleaning chemicals and water and then rotated on top of the carpet surface. Good for spot or intermittent cleaning projects.

Booking—An individual room and time entered into a reservation.

Brush and squeegee—Window cleaning method that involves brushing the glass with a soft brush and detergent, and immediately removing it with a straight rubber blade.

Burnish—Using a high RPM floor machine and special floor pad to bring a hard floor finish to a higher shine.

Chiller—A large machine that produces all chilled water for the building, which is pumped throughout the facility to provide air conditioning.

College Bowl—Competition based on the 1960's TV game show. Teams of 4 members each answer academic questions. Wining campus team eligible to compete in ACUI Regional Tournament with the opportunity to qualify for the National Tournament.

Domestic Hot Water—Water that is heated in our basement and then piped to all sinks, dishwashers, showers, etc. It is used or consumed then drained away.

Drain cleaning—Chemical or mechanical cleaning of drain lines throughout the facility.

Events—One-time or limited time conferences, concerts, banquets, that recur at most once per semester. Usually 100 or more in attendance.

DEFINITIONS

Extraction—A method of cleaning carpets in which a mixture of chemicals and water are sprayed into the carpet fibers and then immediately vacuumed out. Typically performed twice per year on most carpets.

Floor finish—A chemical liquid that is applied to a hard surface floor on top of a seal coat which provides the shine and non-slip qualities of the floor surface.

Floor pads—Circular nylon pads, ranging from 13” to 22” in diameter, that are used to scrub hard surface floors. They range from soft (color = white) to very coarse (color = black)

Floor sealer—A chemical liquid that is applied to a hard floor surface to seal the pores of the flooring material prior to applying the finish.

Floor sinks—Small white porcelain and stainless steel bowls below the floor surface in food service kitchens. Used to drain away water from all sinks and equipment. They prevent a backup of drain water into the fixtures and equipment.

Floor stripping—A hard floor restoration method that includes removal of the old floor finish with a chemical stripper and re-applying a new coat(s) of sealer and finish.

Foam and squeegee—A restroom cleaning procedure that involves applying heavy cleaning foam to all surfaces with a water hose, allowing it to fall to the floor and then squeegeeing it to the floor drains.

Foundations—A core activity fundamental to the operation of the programs and services of the Union.

Graphic Design Assistant—Student employee who has considerable background in graphic design.

Graphic Design Intern—Students (usually in the Graphic Design program) who would like practical experience learning graphic design and production. They work approximately 10 hours a week and receive 3 units of academic credit.

High profile programs—Usually involving an artist/performer/lecturer with some significant name recognition. (ie, John McCain, “Politically Incorrect”, “Los Lobos”)

DEFINITIONS

Hornet Weekend—Celebration to welcome new students to CSUS. Usually the weekend before Fall semester.

HVAC—Heating, ventilating and air conditioning.

Lamp replacement—The ongoing replacement of burned-out lights and ballasts throughout the building.

Lavs—Hand sinks in restrooms. Short for lavatories.

Masseline cloths—Disposable treated dust cloths that easily remove dust from hard surfaces but leave little or no chemicals behind.

Meetings—Recurring gatherings, weekly or monthly, that typically include only a particular sponsor's members.

NACAS—National Association of College Auxiliary Services

Pest control—Contracted and in-house pest elimination including insects, birds and vermin.

Plant maintenance—Watering, fertilizing, cleaning and trimming all indoor plants.

Preventive Maintenance (PM)—Performing minor maintenance tasks on equipment and facilities to lengthen the life of the item and reduce the occurrence of breakdowns.

Priming—Preparing a surface for a paint color coat.

Reservation—A group of one or more individual room bookings tied to a single event.

Room set-up—The physical arrangement of furniture and equipment in a meeting room. Can be used as a noun or a verb

Sewage sump—A deep collection tank that partially fills and is pumped out of our building and into the Campus sewer lines. It is billed as a ratio of our water usage.

DEFINITIONS

Sponsor—The recognized student organization, University Department, or off-campus organization that takes responsibility for and plans an event or meeting.

Steam/Condensate—High-pressure steam that is produced by the Campus, piped underground, then converted into hot water, which is used to heat the building. It is billed on the amount of condensed steam we return to the Campus Central Plant.

Student Management Team—A group of Student Assistants consisting of Building Managers, and Unit Leaders that provides feedback and input on the direction of the University Union.

Student Organization—A formally recognized group of students, defined by the Student Activities Office guidelines.

Student Services Connection—Satellite outlet for many of the Student Affairs departments located in Lassen Hall. Located on the 1st floor of the Union.

UNIQUE Programs—Union Network for Innovative Quality University Entertainment. The University Union programming organization.

UU—University Union

Work orders—Our work assignment tracking system that records all work done in the maintenance department. It is important that work requests be channeled through this system to maintain accurate and thorough records.

YRO—Year Round Operations. The university wide plans to offer significant academic classes in the summer sessions.

