

# UUCI

*2011-2012* STRATEGIC PLAN





# UUOCI

*2011-2012* STRATEGIC PLAN





## *2011-2012* STRATEGIC PLAN

### **PAGE 7**

### **INTRO/UUOCI VISION**

UUOCI Shared Vision  
UUOCI Mission Statement  
Beliefs & Values  
UUOCI Goals  
UUOCI Long Range Plan  
Sac State Strategic Plan

**PAGE 14**

**UUOCI**

UUOCI Corporate Administration  
UUOCI Corporate Business Office Admin.

**PAGE 26**

**UNIVERSITY UNION**

Union Administration  
Event Services  
Custodial Services  
Maintenance Services

**PAGE 52**

**THE WELL**

The Well Administration  
Membership Services  
Fitness  
Group Fitness  
Personal Fitness  
Informal Recreation & Facilities  
Aquatics  
Climbing Wall & Facilitation  
Facility Rentals  
Informal Recreation  
Intramurals & Sport Clubs  
Facility Operations  
Maintenance

**PAGE 112**

**COLLABORATIVE SERVICES**

Collaborative Services Administration  
IT Services  
Design & Visual Communication  
Public Information & Leisure Services  
UNIQUE Programs







# UUOCI SHARED VISION

The University Union and the WELL will be the centerpiece and the campus home for students, faculty, staff & alumni of Sacramento State. The Union and the WELL 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, Recreation Wellness Centers and programs on the regional and national level.



**COLLABORATIVE**  
SERVICES

A sepia-toned photograph of a group of runners on a winding trail through a wooded area. The runners are at various distances, some in the foreground and others further back. The text is overlaid on the left side of the image.

# UUOCI MISSION STATEMENT

---

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





# BELIEFS & 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

# UUOCI 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 UUOCI 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

# UUOCI LONG RANGE PLAN

---

## **LONG RANGE STRATEGIES (2004-2010)**

### **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 UUOCI
- Expand the services available at the Information Desk and Coordinate with similar campus initiatives
- Expand the in-house production capabilities of the UUOCI 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 UUOCI

### **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

## **UUOCI LONG RANGE STRATEGIES (CONTINUED)**

### **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 customer
- 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



## **SAC STATE STRATEGIC PLAN**

- I. Implement a strategically focused, campus-wide effort to improve recruitment, retention, and graduation rates
- II. Create and sustain an organizational structure and culture that facilitates evidence-based decision-making and purposeful planning in all important endeavors
- III. Enhance campus-wide engagement in and responsibility for the resolution of complex issues and in the planning and implementation of campus policies
- IV. Build a creative and vibrant learning community derived from the strength and vitality of our diverse campus
- V. Identify and develop interdisciplinary and cross-divisional initiatives with the greatest potential to strengthen our role as an engaged partner in the region



**IN THIS SECTION**

UUOCI CORPORATE ADMINISTRATION

UUOCI CORPORATE BUSINESS OFFICE ADMINISTRATION



# UUOCI CORPORATE ADMINISTRATION

---

## UNIT MISSION

The University Union & The Well Corporation, (hereinafter known as the UUOCI) will be operated in a fiscally responsible manner, utilizing resources to achieve the goals of the Union and the (The WELL) to maximize the organizations ability to regularly exceed customer expectations

---

## UNIT GOALS

1.0

To optimize and maximize the appropriate use of resources of the UUOCI

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 UUOCI Growth



## FOUNDATIONS

- Ensure appropriate use and protection of student fee dollars
- Maximize the utilization of UUOCI resources
- Utilizing community input, develop a strategic plan and budget plan, advancing the mission of the UUOCI and Sacramento State
- Planning for the future of the UUOCI 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 UUOCI

## STRATEGIES AND ACTION PLANS

### 1.0

TO OPTIMIZE AND MAXIMIZE THE APPROPRIATE USE OF RESOURCES OF THE UNION  
DEMONSTRATING GOOD STEWARDSHIP OF STUDENT FEES

#### **1.1 Strategy: Develop a strategic plan and budget process that is representative of the needs of the campus community for 2012-13**

- I. Set budget timeline for 2012-13 planning process (Davis—Fall 2011)
- II. Develop budget with input from all committees (Davis—Spring 2012)
- III. Budget approved by committees and submitted to B&F Committee (Davis—Spring 2012)
- IV. Budget approved by Board of Directors (Davis—Spring 2012)

#### **1.2 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 (Davis—Fall 2011/Spring 2012)
- II. Develop coming year strategic plan, Advisory Groups and Committees submit their respective plans (Davis—Spring 2012)
- III. Final Strategic Plan and Budget approved by the Board of Directors (Davis—Spring 2012)

#### **1.3 Strategy: Review and update any financial policies that have not been updated within the last three years**

- I. Credit Card (Davis, B&F Committee—Fall 2011)
- II. Property Management Policy (Davis, B&F Committee—Fall 2011)
- III. Repair and Replacement Reserve Policy (Davis, B&F Committee—Fall 2011)
- IV. Risk Management (Davis, B&F Committee—Fall 2011)

## **STRATEGIES AND ACTION PLANS**

### **1.4 Create a timeline for review of all policies on a regular basis**

- I. Create timeline for current policies (Davis, B&F Committee—Fall 2011)
- II. Create timeline for NEW policies needed for the UUOCI (Davis, UUOCI Director, B&F Committee—Fall 2011)

### **1.5 Continue to study methods of conducting business in the UU/UUOCI to determine costs and benefits of the change**

- I. Begin dialogue to study current process with ASI (Davis, Farrell,DFA—Summer/Fall 2011)
- II. Determine best practices and efficiencies in services for both organizations (Davis, Farrell, DFA—Fall 2011)
- III. Report findings and recommendations to the Board of Directors and to VP for Administration (Davis, DFA—Fall 2011)

### **1.6 Study the need for further expansion of UUOCI, 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 (Davis—Fall 2011)
- II. Create a study group (Davis—Fall 2011)
- III. Hire a planning architect to create an image piece that can be utilized for the referendum and the Trustees (Davis—Fall 2011/Spring 2012)
- IV. Identify student champions (UU, WELL, ASI, Rec Sports) who will lead the campaign—students selling to students (Davis—Fall 2011)

## **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 UUOCI Mission, and impact on campus community**

- I. Develop timelines and implementation plans for each project (Davis—ongoing)
- II. Report completion to B&F Committee (Davis—ongoing)
- III. Implement adjustments as required (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. Develop a plan to best utilize the available resources (Davis—Fall 2011)
- II. Plan for a referendum to increase fees to support operations (Davis—Fall 2011)
- III. Conduct referendum Spring 2012, for next expansion of the UUOCI, 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 (Davis—Fall 2011, Spring 2012)
- II. Report as appropriate to the Board, as a part of the audit committee reports (Davis—Fall 2011)

### 3.2 Strategy: Track all UUOCI funds in one accounting process, operationally through local fund management, and also through the Revenue Fund (above the line)

- I. Assess efficiencies of fiscal processes and make adjustments at end of first full year of operation (Davis—Summer 2011)
- II. Improve and implement a process to request appropriate transfers to be completed (Davis, Heartt—Summer 2011)

## 4.0

GOAL: CREATE A NEW LONG RANGE PLAN FOR THE UUOCI THAT ALIGNS WITH THE NEW CAMPUS STRATEGIC PLAN, AND THAT SETS THE UUOCI DIRECTION AND GUIDES DECISION MAKING FOR THE NEXT DECADE

### 4.1 Strategy: Review Vision 2020 plan for effectiveness and alignment with campus priorities

- I. Assess the plan for accuracy (Davis—Fall 2011)
- II. Create a timeline for expanding the current plan (Davis—Fall 2011, Spring 2012)

### 4.2 Implement steps for plan revision with end result being a new plan outlining the future direction of UUOCI

- I. Work with staff and begin planning for the future (Davis—Fall 2011, Spring 2012)
- II. Work with the Board of Directors and the Advisory Groups to review and create a new plan (Davis—Fall 2011)
- III. Test the plan with other colleagues and the campus president (Davis—Spring 2012)

# UUOCI CORPORATE BUSINESS OFFICE ADMINISTRATION

## UNIT MISSION

**The University Union and The Well Corporation, (hereinafter known as the UUOCI) will be operated in a fiscally responsible manner, utilizing resources to achieve the goals of the Union and The Well to ensure, maintain and preserve the integrity and accuracy of its financial records**

---

## UNIT GOALS

- 1.0** Administer the business function for UUOCI in order to manage all financial activity for efficiency, accuracy and timeliness
- 2.0** Cultivate relationships with ASI, UEI and campus administration in order to gain knowledge and assistance in order to strengthen our ability to assist the Executive Director in the overall financial management of UUOCI and the completion of its financial records
- 3.0** To continue development of a functioning business office for The Well operation that will compile, process, reconcile and manage the financial activities of the operation by following generally accepted accounting principles
- 4.0** Assist in the development, setup and management of a retail business component for UUOCI that is consistent with our mission and adheres to all established policies and procedures
- 5.0** Advance professional development and knowledge base of student accounting staff in concentration of areas that would not normally be within their normal job scope with the Well, but is consistent with the field of accounting



## FOUNDATIONS

- Ensure that generally accepted accounting principles are followed at all times
- Safeguard appropriate use and protection of student fee dollars
- Confirm financial integrity in order to have an accurate financial position in order to direct sound and well-founded business decisions
- Develop, implement and manage compliance guidelines at UUOCI and monitor that they remain consistent with the policies and procedures of the campus
- Continue MIP training in order to fully utilize its function for the overall financial management of UUOCI and daily accounting processing for The Well

## STRATEGIES AND ACTION PLANS

1.0

GOAL: TO ADMINISTER THE BUSINESS FUNCTION FOR UUOCI THROUGH MANAGEMENT OF ALL CURRENT FINANCIAL ACTIVITY BEING PROCESSED BY ASI AND THE WELL BUSINESS OFFICE; ASSIST UUOCI EXECUTIVE DIRECTOR WITH FORECASTING, FINANCIAL ANALYSIS AND DUTIES AS ASSIGNED

- 1.1 Strategy: Manage the chart of accounts, financial set up and organization, policies and procedures, monthly and annual financial analysis and daily work flow being processed by ASI and the Well Business Office**
- I. Direct corrections, additions or deletions to the chart of accounts through ASI (Farrell—ongoing)
  - II. Commit to the continued assessment of how transactions are processed between both entities. Evaluate each process for efficiency, accuracy and application to generally accepted accounting principles. Strengthen or create policies and procedures as warranted (Farrell, ASI DFA—Spring/Summer/Fall 2011, Spring 2012)
  - III. Work in collaboration with ASI DFA and ASI Senior Accountant to manage the monthly and annual financial closing procedures. Work together to ensure the integrity, accuracy and application of generally accepted accounting principles to the financial records of UUOCI (Farrell, ASI—ongoing)
  - IV. Manage and modify the accounting set up in CSI as issues arise or new products or programs require function or GL setup(Farrell, Singletary—ongoing)
  - V. Supervise the reconciliation of all CSI transactions prior to the import into the MIP accounting system (Farrell, Carle—ongoing)

## STRATEGIES AND ACTION PLANS

### 1.2 Strategy: Establish procedures to ensure integrity and accuracy of financial records of UUOCI

- I. Conduct informative meetings with UUOCI Executive Director, UUOCI Directors and DFA ASI to maintain the assurance that established budgets and policies and procedures governing the relationship between UUOCI and ASI are adhered to (Farrell, Davis, Olmsted, Sorensen, Gavric, ASI DFA—Spring/Summer/Fall 2011, Spring 2012)
- II. Work in collaboration with UUOCI Executive Director and Directors in evaluating financial reporting accuracy. Conduct periodic informal expense inspections initiated by Business Manager providing expense reports to Executive Director and Directors. Conduct formal monthly evaluations with Executive Director, Directors and Business Manager for final approval before monthly financial statement completion (Farrell, Davis, Olmsted, Sorensen, Gavric—ongoing)

### 1.3 Strategy: Assist Executive Director with all financial and budgetary planning and any duties assigned to support in the governance of UUOCI towards the attainment of its mission

- I. Assist in the compilation and computation of data to formulate the UUOCI budget. Instruct on proper budgetary techniques when necessary (Farrell, Davis, Olmsted, Sorensen, Gavric—Spring 2011)
- II. Enter budget into MIP, make revisions as necessary and ensure accuracy (Farrell—Spring/Summer 2011)
- III. Acquire knowledge from Executive Director of long range budget plans and assist with preparation and planning of budget ensuring compliance to required debt coverage ratios (Farrell, Davis—Spring/Summer 2011)
- IV. Commit myself to the education of the complexities of the relationships between auxiliaries and campus administration thus availing myself to the Executive Director with educated input when issues arise (Farrell, Davis—ongoing)

## 2.0

GOAL: CULTIVATE RELATIONSHIPS WITH ASI, UEI AND CAMPUS IN ORDER TO GAIN KNOWLEDGE AND INSIGHT INTO THEIR ACCOUNTING PROCEDURES IN ORDER TO STRENGTHEN THE ABILITY TO ASSIST THE EXECUTIVE DIRECTOR IN THE OVERALL FINANCIAL MANAGEMENT OF UUOCI

### 2.1 Strategy: Develop insightful and respectful relationships with departments outside our operation that can provide knowledge and assistance that is valuable to the completion and analysis of the UUOCI financial records

- I. Collaborate with ASI in the preparation of the yearend financial documents utilized for the audited financial statements and 990 filing of UUOCI (Farrell, ASI—Summer/Fall 2011)

- II. Collaborate with UEI Human Resources in order to gain knowledge of reporting systems available in Dashboard and IFAS that can assist with payroll analysis of wage records of UUOCI workforce (Farrell, UEI—Summer/Fall 2011, Spring 2012)
- III. Collaborate with Campus Administration to create separate accounts for the Union and The Well that will segregate charges for each. Ensure that all telecom, facility and supply charges are reflected appropriately to each unit (Farrell—Summer/Fall 2011, Spring 2012)

## 3.0

GOAL: TO CONTINUE DEVELOPMENT OF A FUNCTIONING BUSINESS OFFICE FOR THE WELL OPERATION THAT WILL COMPILE, PROCESS, RECONCILE AND MANAGE THE FINANCIAL ACTIVITIES OF THE OPERATION BY FOLLOWING GENERALLY ACCEPTED ACCOUNTING PRINCIPLES

### **3.1 Strategy: Develop an action team that will help oversee and manage the complexities of the transactions processed at the Well front desk**

- I. Meet weekly to discuss and manage the Well Front Desk transactions and procedures. Each week will cover current issues and track unresolved issues from the prior periods (Farrell, Carle, Roesemann—ongoing)
- II. Utilize an issue log that is perpetual in tracking all matters until resolved to the satisfaction of the action team (Farrell, Carle, Roesemann—ongoing)
- III. Provide action items to the Member Services Manager for monthly Front Desk training sessions that need to be addressed (Farrell, Carle—ongoing)
- IV. Provide continued support to the Member Services Manager in the guidance and training of the Front Desk student staff (Farrell, Carle—ongoing)

### **3.2 Strategy: Ensure that policies and procedures that govern the methods of processing financial information and cash handling are being followed**

- I. Review all transactions conducted at the Well Front desk for accuracy, appropriate deferral of income and validity of membership contracts (Farrell, Carle—ongoing)
- II. Utilize periodic spot checks of all cash on hand to ensure that all policies and procedures are being followed with integrity (Farrell, Carle—ongoing)

### **3.3 Strategy: Ensure that the accounting staff is committed to the integrity of the financial process and superior customer service expectations to be afforded to our membership base and staff**

- I. Continue to work with each accounting staff member to guide and instruct them on the appropriate way to account for each transaction. Teaching appropriate verification techniques to ensure accuracy of each accounting transaction (Farrell, Carle—ongoing)
- II. Instill in the accounting team the need for each transaction to be diligently reviewed for application of corporate policies and procedures to ensure compliance (Farrell, Carle—ongoing)
- III. Educate the accounting staff on the various needs that staff may have to ensure a quick response time upon requests for financial information. (Farrell, Carle—ongoing)

## STRATEGIES AND ACTION PLANS

### 3.4 Strategy: Provide positive work environment to aid in the development of a well rounded, strong and competent staff

- I. Create a work environment that enables the staff to value working as a cohesive unit without impeding their ability to grow individually (Farrell—ongoing)
- II. Instill in the staff, through instruction and example, the value of a strong work ethic and adherence to policies and procedures (Farrell—ongoing)
- III. Provide staff with the knowledge of the overall financial process and how each segment affects the whole, thus instilling their commitment to the performance of their individual responsibility in the process (Farrell—ongoing)
- IV. Maximize the limited time exposure of student staff assistants to infuse as much knowledge and guidance as to aid in their personal educational growth (Farrell, Carle—ongoing)
- V. Develop a cross training schedule to ensure that all financial aspects of the organization can continue in the event of planned or unforeseen absences (Farrell, Carle—Summer, Fall 2011)

## 4.0

GOAL: COLLABORATE IN THE DEVELOPMENT, SETUP AND MANAGEMENT OF A RETAIL BUSINESS COMPONENT FOR UUOCI THAT IS CONSISTENT WITH OUR MISSION AND ADHERES TO ALL ESTABLISHED POLICIES AND PROCEDURES

### 4.1 Strategy: Assemble all pertinent government guidelines and regulations to help structure the retail component of UUOCI to be compliant and to facilitate the gathering of financial information to fulfill reporting requirements

- I. Contact Board of Equalization to acquire knowledge of guidelines of taxable and non taxable retail sale items that will be sold in the Well (Farrell, Carle—Spring/Summer 2011)
- II. Contact Board of Equalization to understand the different structures for retail sales of Design Services and the taxability of each structure. Collaborate with Design Services to decide upon structure based on gathered information (Farrell, Carle, Sorensen, Dreyer—Spring/Summer 2011)
- III. Gather information from IRS, Campus Internal Auditor and Chancellors Office in regards to the applicability of Unrelated Business Income (UBI) criteria in order to facilitate the accounting set up to capture the appropriate data to fulfill reporting requirements (Farrell, Carle—Spring/Summer, Fall 2011)

### 4.2 Strategy: Establish policies and procedures to govern the methods of inventory management, financial information and cash handling

- I. Develop strict policies and procedures to secure, manage and maintain retail inventory to ensure integrity in the management of inventory assets. Policy to be inclusive of guidelines regarding aged inventory (Farrell, Carle—Spring/Summer, Fall 2011)
- II. Manage monthly inventory counts and reconciliation of all retail merchandise (Farrell, Carle, Falkenstein, Sorensen, Dreyer—ongoing)



- III. Compose procedural guidelines on each financial processing segment with concise steps to ensure the integrity of the financial information  
(Farrell, Carle, Falkenstein, Sorensen, Dreyer, ASI—Spring/Summer, Fall 2011)
- IV. Develop strict cash handling policy and procedure to safeguard against breaches. Policy and procedure to be inclusive of all PCI training, requirements and guidelines  
(Farrell, Carle, Singletary—Spring/Summer 2011)

## 5.0

GOAL: ADVANCE PROFESSIONAL DEVELOPMENT AND KNOWLEDGE BASE OF STUDENT ACCOUNTING STAFF IN CONCENTRATION OF AREAS THAT WOULD NOT NORMALLY BE WITHIN THEIR NORMAL JOB SCOPE WITH THE WELL, BUT IS CONSISTENT WITH THE FIELD OF ACCOUNTING

### 5.1 Strategy: Guide students in the understanding of how to mitigate fraud in the workplace

- I. Utilize training materials supplied at AOA session of current trends and actual case studies on fraud & the steps to take to minimize the risk (Farrell, Carle—Summer/Fall 2011, Spring 2012)
- II. Demonstrate to students how fraud could happen in our actual business and explain how the policy and procedure we have written is designed to prevent it from occurring  
(Farrell, Carle—Summer/Fall 2011, Spring 2012)
- III. Encourage students to evaluate our business and determine if there is an area in which we should develop a stronger control in order to protect the corporation  
(Farrell, Carle—Summer/Fall 2011, Spring 2012)

### 5.2 Strategy: Teach students the process that you go through in creating, documenting, instituting and enforcing policy and procedures

- I. Instruct students how to first create a policy that would be able to address a certain area of concern. If possible create a policy and procedure for something that has been identified by the student. Follow the three C's: Complaint, Cause and Correction  
(Farrell, Carle—Summer/Fall 2011, Spring 2012)
- II. Assist or instruct in the appropriate way to document the policy and procedure in which it is very clear as to follow the three W's: Who, What and When  
(Farrell, Carle—Summer/Fall 2011, Spring 2012)
- III. Demonstrate the need to institute the policy in such a way that all staff is aware of the policy, understand the policy and then enforce the policy (Farrell, Carle—Summer/Fall 2011, Spring 2012)

### 5.3 Strategy: Instruct students in the strategic planning and budgeting process

- I. Plan a strategic planning and budget training session with the Executive Director  
(Farrell, Carle, Davis—Summer 2011)
- II. Plan training sessions to go through the steps that we took to compile the UUOCI strategic plan and budget (Farrell, Carle—Summer, Fall 2011)
- III. Have students prepare a strategic plan and budget for a hypothetical event and evaluate the out come of their efforts (Farrell, Carle—Spring 2012)

# UNIVERSITY UNION



## **IN THIS SECTION**

UNION ADMINISTRATION

EVENT SERVICES

CUSTODIAL SERVICES

MAINTENANCE SERVICES



# 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 evaluation, 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**

Develop and actively employ systems which cultivate productivity and good time management, and allow all staff to be working smarter and to the full extent of their capabilities

**4.0**

Maximize use of University Union services and facilities through superior customer service and creative marketing which serve to advance the mission of the Union, Student Affairs and the University

## FOUNDATIONS

- Provide exceptional customer service, exceeding expectations daily
- Advise the receive feedback from the University Union Advisory Group in all policy and governing matters of the University Union
- Work with the staff of Collaborative Services and The Well to present the best student Union possible
- 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

### 1.0

GOAL: PROVIDE SUPERIOR SERVICE TO THE SAC STATE COMMUNITY THROUGH CONTINUAL EVALUATION, MAINTENANCE, AND IMPROVEMENT OF OUR SERVICES AND FACILITIES

#### 1.1 Strategy: Develop a new Union website which better utilizes available technology and staff capabilities

- I. Solicit ideas through meetings with staff, students, and Advisory Group as to create desired goals and functionality of the site (Olmsted, staff—Summer/Fall 2011)
- II. Develop project timeline, editorial team, and review process (Olmsted—Summer 2011)
- III. Create design and navigational variations for review and feedback (Dreyer, Gengler, Olmsted—Fall 2011)
- IV. Solidify final concept and gather all necessary components to assemble finished site (copy, photographs, logos, links, etc.). (Dreyer, Gengler, staff—Fall 2011, Spring 2012)
- V. Upload finished site and promote to users (Dreyer, Gengler, Olmsted—Spring 2012)

#### 1.2 Strategy: Update all emergency procedures, contacts, and necessary forms and upload to a secure web page for remote access for staff, in the event of an emergency

- I. Determine necessary information for inclusion (Olmsted, Forseth, Ybarra—Summer 2011)
- II. Edit and format materials (Olmsted, Forseth, staff—Summer 2011)
- III. Designate URL and create folder on Union web server (Gengler, staff—Summer/Fall 2011)
- IV. Upload and format all data, keeping a flexible structure for later additions (IT staff—Fall 2011)
- V. Inform appropriate staff as to location and content of the page, as well necessary access procedures (Olmsted—Fall 2011)

#### 1.3 Strategy: Update emergency response manual (red book), in accordance with Public Safety recommendations

- I. Continue editing and evaluating existing and new content to be included in manual (Olmsted, Forseth—Summer/Fall 2011)
- II. Solicit feedback from staff and Public Safety representatives (Olmsted, Forseth—Fall 2011)
- III. Design format, produce, and distribute (Dreyer, Olmsted, Forseth—Fall 2011)

**1.4 Strategy: Install and test Building Supervisor assessment program (created by campus M.I.S. class) for potential mainstream usage**

- I. Transfer chosen concept (core software) to Union development server, testing all aspects of functionality and compatibility (Gengler, staff—Fall 2011)
- II. Write and incorporate Union specific data (Olmsted, Gengler—Fall 2011)
- III. Run necessary tests to validate overall functionality and usability (Olmsted, IT staff—Fall 2011, Spring 2012)
- IV. Make any revisions and ready for use (if so determined) in late Spring (IT staff—Spring 2012)

**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 professional development opportunities to full time staff when applicable opportunities arise, and as budget will allow**

- I. Identify specific development needs of individual staff through regular staff/departamental meetings (Olmsted—ongoing)
- II. Research available options within budgeted parameters (Olmsted—as instances arise/ongoing)
- III. Identify desired outcome from staff participation (Olmsted—as instances arise)
- IV. Make necessary arrangements (Olmsted, Lyons—as instances arise)

**2.2 Strategy: Identify a team of students and staff to comprise the local portion of the Conference Planning Team (CPT) for the ACUI regional conference in Sacramento in 2012**

- I. Generate initial list of participants for review with UUOCI Executive Director (Olmsted—Spring/Summer 2011)
- II. Create specific rolls, task descriptions, and participation timeline (Olmsted—Spring/Summer 2011)
- III. Approach individuals and confirm involvement (Olmsted—Spring/Summer 2011)
- IV. Generate/gather necessary materials for initial meeting (Olmsted—Spring/Summer 2011)

**2.3 Strategy: Hire and train new Building Supervisors, utilizing newly rewritten and designed Building Supervisor manual**

- I. Review job description and all components of internal search process, and advertise position (Olmsted, Dietzler, Forseth—Summer 2011)
- II. Identify search committee members and review applicant pool (Olmsted—Summer 2011)
- III. Interview, select successful candidate, and begin training process (Olmsted—Summer 2011)



## STRATEGIES AND ACTION PLANS

### 3.0

GOAL: DEVELOP AND ACTIVELY EMPLOY SYSTEMS WHICH CULTIVATE PRODUCTIVITY AND GOOD TIME MANAGEMENT, AND ALLOW ALL STAFF TO BE WORKING SMARTER AND TO THE FULL EXTENT OF THEIR CAPABILITIES

#### 3.1 Strategy: Completely revamp process, procedure, and reporting function for annual asset reconciliation

- I. Review/dissect every aspect of current procedure(s)  
(Olmsted, Farrell, Forseth—Spring/Summer 2011)
- II. Reconstruct procedural outline to reflect a more solid outline for annual execution  
(Olmsted, Farrell, Forseth—Spring/Summer 2011)
- III. Develop reporting procedures which fulfill needs within the organization as well as audit requirements (Olmsted, Farrell—Spring/Summer 2011)
- IV. Present all final determinations to UUOCI Executive Director for approval. Seek other consultation where deemed necessary (Olmsted, Farrell—Spring/Summer 2011)
- V. Implement systematic plan for asset management (Olmsted, Farrell, Forseth—Summer 2011)

#### 3.2 Strategy: Produce a student employment manual which encompasses all areas of student employment within the University Union

- I. Organize all current information and seek input from managerial staff of each area employing student assistants (Olmsted, Lyons, Forseth—Summer 2011)
- II. Create list of desired outcomes for the project (Olmsted, staff—Summer 2011)
- III. Design, produce comps, and edit (Olmsted, Dreyer, staff—Summer, Fall 2011)
- IV. Produce final product and have copies on-hand for immediate use  
(Olmsted, Dreyer, staff—Summer/Fall 2011)
- V. Develop cohesive training/use process with all applicable staff to ensure cohesive approach (Olmsted, staff—Fall 2011, Spring 2012)

## 4.0

GOAL: MAXIMIZE USE OF UNIVERSITY UNION SERVICES AND FACILITIES THROUGH SUPERIOR CUSTOMER SERVICE AND CREATIVE MARKETING WHICH SERVE TO ADVANCE THE MISSION OF THE UNION, STUDENT AFFAIRS AND THE UNIVERSITY

**4.1 Strategy: Continue creating/implementing public information messages (for display screens) to boost customer awareness of certain facility policies and providing common-sense reminders about theft and safety**

- I. Create list of desired topics based on present need(s) (Olmsted—ongoing)
- II. Provide Design office with finalized text or message, and expectation for the finished look (Olmsted—ongoing)
- III. Outline a rough schedule for message inclusion in regular screen rotation for each semester (Olmsted, Enos—Fall 2011, Spring 2012)
- IV. Evaluate any feedback received regarding messages (Olmsted—ongoing)

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

**5.1 Strategy: Provide CPR and FIRST AID certification for Building Supervisors/Event Supervisors, and other student lead positions**

- I. Seek best time (based on participant availability) for training, reserve facility, confirm details with participants (Olmsted, Dietzler—Summer 2011)
- II. Identify/schedule desired trainer (Olmsted—Summer 2011)
- III. Complete training and evaluate experience with participants (Olmsted—Summer 2011)

# EVENT SERVICES

## UNIT MISSION

To provide the best possible event and meeting space for 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

### 1.0

GOAL: TO FURTHER DEVELOP A CUSTOMER-SERVICE ORIENTED ENVIRONMENT WITH AN EMPHASIS ON STREAMLINING OR SIMPLIFYING THE RESERVATION PROCESS

**1.1 Strategy: Create a permanent re-arrangement of the Event Services Office to better accommodate work flow, staffing requirements, and storage needs of Coordinators. Project includes (but is not limited to) new entrance, paint and furniture arrangement**

- I. Arrange room (as able) to reflect to desired configuration (Dietzler, ESO staff, Ybarra—Summer 2011)
- II. Determine any necessary additional furniture or resources (Dietzler, ESO staff—Summer 2011)
- III. Schedule painting and minor construction work as to minimally effect operation of ESO (Olmsted, Dietzler, Ybarra—Summer 2011)
- IV. Ensure all maps, directories, and wayfinding reflect any physical changes to the office (Olmsted, Dietzler—Summer/Fall 2011)

**1.2 Strategy: Create an new Event Services Office web site to present a more professional, customer-friendly online presence and to house an increased offering forms, data, diagrams, and links**

- I. Evaluate current needs and desired outcomes with members of both Event Services Office and Design staff (Dietzler, Dreyer—Summer 2011)
- II. Design ideas based on staff feedback and integration with overall Union website (Dietzler, Dreyer, Gengler—Fall 2011)
- III. Finalize design, produce, deploy, promote; timing to coincide with Union site launch (Dietzler, Dreyer, Gengler—Spring 2012)
- IV. Solicit customer feedback, adjust as needed (Dietzler, Dreyer, Gengler—Fall 2011, ongoing)

**1.3 Strategy: Research and revisit the feasibility of, legal issues surrounding, and risks associated with electronic signatures for reservation contracts**

- I. Assess all data gathered to date (Dietzler, Olmsted, Singletary—Fall 2011)
- II. Apply current findings/information and develop a concept proposal for review by legal counsel and appropriate campus representative(s) (Dietzler—Fall 2011)
- III. If deemed to apply to ESO need, prepare presentation in order to make formal recommendation to UUOCI Board and Advisory Group (Dietzler, Olmsted—Fall 2011, Spring 2012)

## 2.0

GOAL: SEEK CUSTOMER FEEDBACK, ENSURING A RESULTS-DRIVEN EVENTS OPERATION

**2.1 Strategy: Launch new and improved web based survey through Student Voice, continue to use data collected to direct changes to processes and procedures**

- I. Use staff and customer feedback to re-align focus and specific information in current Event Services Office survey (Dietzler, staff—Fall 2011)
- II. Review results with both full time and student Event Services Office staff (Dietzler—Fall 2011, Spring 2012)
- III. Assess data based on its ability to influence procedure(s); adjust survey as needed (Dietzler, staff—Fall 2011, Spring 2012)

**2.2 Strategy: Evaluate how we are currently using assessment, Student Voice, etc. Examine additional ideas from the Event Services Office staff as to how we could be using it differently, better**

- I. Study overall process of seeking and using customer feedback, looking closely at results of new survey (Dietzler, Olmsted, staff—Fall 2011)
- II. Seek other examples via outside agencies, other Universities, etc. (Dietzler, staff—ongoing)
- III. Summarized findings and implement desired changes and additions to current methods, if desired (Dietzler, staff—ongoing)

**2.3 Strategy: Develop business card for Event Supervisors to give to customers detailing contact information during their event and providing a link to the web survey on the back**

- I. Mock up card based on examples/ideas used at other like organizations (Dietzler, Olmsted—Summer 2011)
- II. Design final concept and review with students and staff for effectiveness (Dietzler, Dreyer—Summer, Fall 2011)
- III. Produce card and train students on proper usage (Dietzler, Tovar—Fall 2011)
- IV. Include procedure into student handbook for Event Supervisors (Dietzler, Tovar—Fall 2011)

## STRATEGIES AND ACTION PLANS

### 3.0

GOAL: TO IMPROVE SERVICES TO EVENT CUSTOMERS BY CONTINUALLY SEEKING CURRENT AND IMPROVED EVENT EQUIPMENT OPTIONS AND TECHNOLOGY

#### 3.1 Strategy: Replace entire inventory of blue plastic chairs

- I. Develop equipment specification and produce an RFP for distribution to applicable vendors (Dietzler, Tovar—Spring/Summer 2011)
- II. Select vendor, and chair model. (Dietzler, Tovar—Fall 2011)
- III. Write purchase order. (Dietzler—Fall 2011)
- IV. Receive new equipment and train staff on proper usage and storage procedures (Dietzler, Tovar—Fall 2011)
- V. Dispose of old blue chairs (Dietzler, Tovar—Fall 2011)

#### 3.2 Strategy: Install secure locking boxes in meeting rooms containing basic materials needed for hooking up to audio/visual equipment

- I. Determine most suitable type of box, specify custom fabrication if necessary (Dietzler, Tovar—Summer 2011)
- II. Identify installation location and method in each meeting room (Dietzler, Tovar, Ybarra—Summer 2011)
- III. Purchase boxes and install (Dietzler, Tovar, Ybarra—Summer/Fall 2011)
- IV. Purchase cords and any other equipment needed for each room (Dietzler, Tovar—Summer/Fall 2011)
- V. Train event staff on expected usage procedure (Dietzler, Tovar—Fall 2011)

#### 3.3 Strategy: Repair all tables and other set-up equipment currently awaiting repair, and return them to regular inventory

- I. Identify and sort all Event equipment needing repair (Dietzler, Maintenance staff—Summer 2011)
- II. Purchase any necessary parts/supplies. (Maintenance staff—Summer 2011)
- III. Create timeline for work to be done and schedule staff hours accordingly. (Dietzler, Maintenance staff—Summer/Fall 2011, Spring 2012)
- IV. Confirm all asset ID numbers on repaired equipment and return back into regular inventory. (Dietzler, Forseth—Fall 2011, Spring 2012)



**3.4 Strategy: Install large LCD monitors in Delta and Camellia room to replace non-functional LCD projectors and to test the functionality of monitors for customer's daily audio-visual needs**

- I. Determine size and type of monitor needed based on size of room and expected usage (Dietzler, Tovar—Summer 2011)
- II. Research/price available models. Make selection and purchase (Singletary, Dietzler—Summer 2011)
- III. Schedule installation and any peripheral work needed for operation (Dietzler, Ybarra—Summer 2011)
- IV. Create procedure(s) for usage and train all staff (Dietzler, Tovar—Summer/Fall 2011)
- V. Evaluate effectiveness over previous equipment, based on customer feedback (Dietzler, Tovar, ESO staff—Fall 2011, Spring 2012)

**3.5 Strategy: Replace exterior signage outside Event Services Office to digital screen, to allow greater messaging capabilities**

- I. Based on finished size of new wall on exterior of ESO, determine size and type of monitor needed (Singletary, Dietzler—Summer 2011)
- II. Research/price available models. Make selection and purchase (Singletary, Dietzler—Summer 2011)
- III. Schedule installation and any peripheral work needed for operation (Dietzler, Ybarra—Summer 2011)
- IV. Create procedure for developing and deploying content to monitor on a regular basis (Dietzler, Dreyer—Fall 2011)
- V. Develop schedule for rotation of message, and policy for use of monitor. (Dietzler, staff—Fall 2011)

**3.6 Strategy: Create permanent storage/supply closet for Event Custodial staff on third floor to better support cleaning of meeting spaces**

- I. Build wall to close off small area on second floor where pay phones used to be located (Maintenance staff/vendor—Summer 2011)
- II. Wire necessary lighting and electrical outlets to new space (Maintenance staff/vendor—Summer 2011)
- III. Tape/texture/paint, install door, lock, and cove base (Maintenance staff/vendor—Summer 2011)
- IV. Install shelves. (Maintenance staff—Summer/Fall 2011)
- V. Train staff on use, and re-align procedures to reflect this new resource (Dietzler, Forseth—Fall 2011)

## STRATEGIES AND ACTION PLANS

### 3.7 Strategy: Implement change to using trash bags in all meeting rooms

- I. Create RFP for supplier of trash bags (Dietzler, Forseth—Summer 2011)
- II. Stock product and train staff on usage (Dietzler, Tovar—Summer 2011)
- III. Assess effectiveness based on customer feedback, odor reduction, and appearance (Dietzler—Fall 2011)

## 4.0

GOAL: TO ENHANCE STUDENT DEVELOPMENT AND LEADERSHIP OPPORTUNITIES BY CREATING POSITIONS THAT WILL ENABLE GROWTH

### 4.1 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, staff—Fall 2011, Spring 2012)
- II. Reassess and refine training method(s) to address each area (Dietzler, staff—Fall 2011, Spring 2012)
- III. Use assessment tool to measure effectiveness of training (Dietzler, staff—Fall 2011, Spring 2012)
- IV. Continue using revised training and assessment tools with student scheduling assistants (Dietzler, staff—Fall 2011, Spring 2012)

### 4.2 Strategy: Provide CPR and FIRST AID certification for Event Supervisors and full time staff of Event Services

- I. Seek best time (based on participant availability) for training, reserve facility, confirm details with participants (will likely be combined with BS training noted in Union Admin section above) (Dietzler, Olmsted—Summer 2011)
- II. Identify/schedule desired trainer (Dietzler, Olmsted—Summer 2011)
- III. Complete training and evaluate experience with participants (Dietzler, Olmsted—Summer 2011)

### 4.3 Strategy: Seek out an opportunity for Event Supervisors to attend a supervisory skills training session

- I. Research available options both on and off campus; cost and content to deciding factors (Dietzler—Summer/Fall 2011)
- II. If appropriate training opportunity is found, make necessary arrangements for students to attend (Dietzler—Summer/Fall 2011)
- III. Post training, assess what was learned and discuss how it incorporates into the daily work environment (Dietzler, Olmsted—Fall 2011)

# 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 increase utilization of the Union through thorough cleaning techniques, updated furnishings, and a well-maintained facility

**2.0**

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 INCREASE UTILIZATION OF THE UNION THROUGH THOROUGH CLEANING TECHNIQUES, UPDATED FURNISHINGS, AND A WELL-MAINTAINED FACILITY

#### 1.1 Strategy: Investigate pros and cons, as well as available options, for replacing (vs. refinishing) wooden flooring in Lobby Suite to improve overall functionality of room

- I. Through University Facilities, and vendor consultation, develop list of flooring options and costs associated with each (Olmsted, Forseth, Ybarra—Spring/Summer 2011)
- II. Evaluate based on price, aesthetic, durability, and how it fits the common functions of the space (Olmsted, Forseth, Ybarra—Spring/Summer 2011)
- III. Make selection and determine appropriate funding source (Olmsted—Summer 2011)

#### 1.2 Strategy: Replace 2nd floor carpeting in main lounge and adjacent corridors

- I. Research carpet options, and seek input for color, pattern, and manufacturer (Forseth, Olmsted—Spring/Summer 2011)
- II. Develop specifications and RFP for vendors (Forseth—Spring/Summer 2011)
- III. Select vendor and purchase (Forseth—Spring/Summer 2011)
- IV. Schedule installation (Forseth—Spring/Summer 2011)

#### 1.3 Strategy: Replace 2nd floor carpet in south corridor

- I. Research carpet options, and seek input for color, pattern, and manufacturer (Forseth, Olmsted—Spring/Summer 2011)
- II. Develop specifications and RFP for vendors (Forseth—Spring/Summer 2011)
- III. Select vendor and purchase (Forseth—Spring/Summer 2011)
- IV. Schedule installation (Forseth—Spring/Summer 2011)

#### 1.4 Strategy: Replace 3rd floor carpet in south corridor

- I. Research carpet options, and seek input for color, pattern, and manufacturer (Forseth, Olmsted—Spring/Summer 2011)
- II. Develop specifications and RFP for vendors (Forseth—Spring/Summer 2011)
- III. Select vendor and purchase (Forseth—Spring/Summer 2011)
- IV. Schedule installation (Forseth—Spring/Summer 2011)

**1.5 Strategy: Replace all interior and exterior trash and recycling receptacles in public areas to coincide with switch to trash bags**

- I. Identify all appropriate models based on size, material, appearance, and ease of maintenance (Forseth, Olmsted—Spring/Summer 2011)
- II. Develop specifications and vendor list for RFP (Forseth—Spring/Summer 2011)
- III. Select vendor and order (Forseth—Spring/Summer 2011)
- IV. Revise placement areas throughout building based on style chosen, and accessibility (Forseth, Olmsted—Summer 2011)

**1.6 Strategy: Do a new RFP for uniform/linen service**

- I. Develop specifications and vendor list for RFP (Forseth—Summer 2011)
- II. Review all submissions and evaluate based on cost, service, overall need, and quality of goods (Forseth—Summer 2011)
- III. Select vendor and contract for service (Forseth—Fall 2011)

**1.7 Strategy: Purchase updated custodial equipment for regular daily use as well as larger projects**

- I. Schedule vendor presentations of various models of vacuums, larger carpet cleaning units, and accessories (Forseth—Spring/Summer 2011)
- II. Select appropriate equipment based on upcoming needs of the facility for both day and night cleaning (Forseth, Olmsted—Spring/Summer 2011)
- III. Develop and sent out RFP to applicable vendors (Forseth—Summer 2011)
- IV. Select vendor and place order (Forseth—Summer 2011)

**1.8 Strategy: Replace permanent architectural signage where necessary within the University Union**

- I. Based on a comprehensive inventory, determine signs to be included in the order (Forseth—Summer 2011)
- II. Solicite quotes for qualified vendors. View samples and portfolios (if necessary) (Forseth—Summer 2011)
- III. Select vendor and place order (Forseth—Summer 2011)
- IV. Schedule installation (Forseth—Summer 2011)

## STRATEGIES AND ACTION PLANS

### 2.0

GOAL: IMPROVE PERFORMANCE OF STAFF, INCREASED RESPONSIVENESS, AND PROVIDE SUPERIOR CUSTOMER SERVICE

#### 2.1 Strategy: Implement revised staffing structure for increased cleaning efficiency and consistency overnight

- I. Research all aspects of using an outside custodial service for overnight cleaning (Olmsted, Davis, Forseth—Spring/Summer 2011)
- II. Solicit prices and perform a thorough cost analysis of the switch from full time employees to contracted staff (Olmsted—Spring/Summer 2011)
- III. Determine any and all potential legal or Human Resources ramifications to switch. (Olmsted, Davis, H.R. staff—Spring/Summer 2011)
- IV. Create specific implementation strategy and prepare presentation to UUOCI Board for approval (Olmsted—Spring 2011)
- V. If successful, re-align all policies and procedures to reflect this change in overnight staffing (Olmsted, Forseth—Summer 2011)

#### 2.2 Strategy: Re-implement mid day custodian structure, returning Union staff to three full time custodians during operating hours

- I. Determine staff members best suited for working in the morning, mid-day, and swing shift positions, based on seniority and service record (Olmsted, Forseth—Spring/Summer 2011)
- II. Revise 24-hour schedule to reflect overall change to the distribution of hours between Union staff and contract staff (Olmsted, Forseth—Spring/Summer 2011)
- III. Revise all duties and responsibilities lists to appropriately divide between the staff members. (Olmsted, Forseth—Spring/Summer 2011)
- IV. Determine how student shift will best support this new staffing structure. Adjust student master schedule, duties, and training accordingly (Olmsted, Forseth—Spring/Summer 2011)

#### 2.3 Strategy: Create an action plan for water intrusion incidents in the University Union

- I. Determine equipment needed as well as potential facility modification adjacent to each building entrance (Olmsted, Ybarra, Forseth—Summer 2011)
- II. Purchase and install as deemed necessary (Olmsted, Ybarra—Summer 2011)
- III. Write usage procedure and identify specific staff for each task at each area (Olmsted, Forseth—Summer/Fall 2011)
- IV. Train all staff as to their exact responsibilities, arrange testing/drills as needed. (Olmsted, Forseth, staff—Summer/Fall 2011)
- V. Include as section of Union's emergency action plan (i.e. Red Book) (Forseth—Fall 2011)

**2.4 Strategy: Conduct regular staff in-services highlighting new procedures, cleaning methods, and equipment maintenance.**

- I. Establish list of targeted topics for the year (Forseth, staff—Summer/Fall 2011)
- II. Schedule sessions and divide topics amongst lead Custodians (or appropriate staff) (Forseth, staff—Summer/Fall 2011)
- III. Assess effectiveness through participant feedback as well as direct observation of staff on the job, post training (Forseth, staff—Summer/Fall 2011)

**2.5 Strategy: Increase recycling content throughout Union; investigate implementing back of house composting to support installation of campus composter**

- I. Meet with UEI Sustainability Coordinator, campus recycling committee, and members of Facility Services, to determine procedures necessary to enact back of house food composting on Union's East Dock (Forseth, Olmsted—Fall 2011)
- II. Review pros and cons with staff, and vendors to be involved (Forseth, Olmsted—Fall 2011, Spring 2012)
- III. Distill all data into presentation for UUOCI Board and Advisory Group members (Forseth, Olmsted—Spring 2012)



# 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, 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: Replace red, vinyl roof membrane over food court area

- I. Identify funding source for project, based on numbers generated from initial quotes (Olmsted—Summer 2011)
- II. Develop project specifications to be used for RFP process or JOC contract (Ybarra, Olmsed—Summer 2011)
- III. Select vendor and schedule work to be done (Ybarra, Olmsed—Summer 2011)

#### 1.2 Strategy: Line main waste line coming from The Buzz with cured in place pipe (CPP), up to where it ties in with the 4" main in the North corridor

- I. Identify funding source for project, based on numbers generated from initial quotes (Olmsted—Summer 2011)
- II. Work with campus-approved vendor (likely TTC), to develop specific scope of work and perform initial assessment of condition of pipe (Ybarra—Spring/Summer 2011)
- III. Schedule pipe lining to take place, in consultation with Java City (Ybarra—Spring/Summer 2011)

#### 1.3 Strategy: Modify refrigerant monitor for chiller to include a hazard alert system on exterior of room

- I. Based on system installed at The Well, solocit quote from qualified vendors (RFP if necessary) to install similar detection unit in Union basement (Ybarra—Summer 2011)
- II. Identify appropriate system for Union building and select appropriate vendor (Ybarra—Summer 2011)
- III. Schedule installation (Ybarra—Summer 2011)
- IV. Test system and train all applicable staff on usage and emergency procedures. (Ybarra—Summer 2011)

#### 1.4 Strategy: Replace air compressor for pneumatic control system in the original section of the building

- I. Identify funding source for project, based on numbers generated from initial quotes. (Olmsted—Summer 2011)
- II. Develop specifications and scope of work for the project (Ybarra—Summer 2011)
- III. Send out RFP to qualified vendors (Ybarra—Summer 2011)
- IV. Select vendor, purchase, and schedule installation (Ybarra—Summer 2011)

#### 1.5 Strategy: Install an in-line booster fan to increase air flow for the Catering Sales Office

- I. Do a comprehensive air flow analysis to determine exactly what is needed (size, placement, etc.) (Ybarra, staff—Summer 2011)
- II. Purchase necessary components/parts (Ybarra, staff—Summer 2011)
- III. Install and test (Maintenance staff—Summer 2011)

## 2.0

GOAL: MODIFY BUILDING SYSTEMS TO BE MORE ENERGY EFFICIENT AND ACHIEVE A GREATER LEVEL OF SUSTAINABILITY

### **2.1 Strategy: Install motion sensors and energy efficient light fixtures in all emergency exit stairwells**

- I. Research product options, availability, and pricing. Identify appropriate unit and installation specs for each area (Ybarra, staff—Summer 2011)
- II. Select vendor/equipment, and purchase (Ybarra—Summer 2011)
- III. Establish timeline and order of importance for installation (Ybarra, Olmsted—Summer 2011)
- IV. Install (Maintenance staff—Summer 2011)
- V. Determine approximate energy savings monthly or annually (after the fact), for follow up report (Olmsted, Ybarra, staff—Summer/Fall 2011)

### **2.2 Strategy: Research fixture, layout, and cost for replacing lobby lighting on Union's first floor around Union Station, with the goal being; reducing total number of fixtures, increase overall lighting output, and significantly reduce energy costs**

- I. Work with campus to generate baseline dollar amount of monthly and/or annual energy costs for the select group of fixtures (Ybarra, staff—Summer 2011)
- II. Schedule presentations by lighting consultants to review available options, possible utility company incentives, price, and estimated payback time (Olmsted, Ybarra—Summer/Fall 2011)
- III. Review proposals and make recommendation to UUOCI Executive Director (Olmsted—Fall 2011, Spring 2012)
- IV. Determine hierarchy of project and funding source; apply information as needed (Olmsted, Davis—Spring 2012)

### **2.3 Strategy: Replace hanging light fixtures in North entrance corridor (in front of The Buzz), with an emphasis on energy efficiency as well as aesthetics**

- I. Review available options based on aesthetic, price, and energy use (Ybarra, Olmsted—Summer 2011)
- II. Select fixtures and purchase (Ybarra, staff—Summer 2011)
- III. Install (Maintenance staff—Summer 2011)

### **2.4 Strategy: Replace walk-in box compressor/condenser unit in The Buzz**

- I. Price out and purchase all necessary components for the project (Maintenance staff—Summer/Fall 2011)
- II. Coordinate with Java City, schedule installation (minimizing down time of unit) (Maintenance staff—Summer/Fall 2011)
- III. Install, thoroughly test, and monitor equipment for improved efficiency (Maintenance staff—Summer/Fall 2011)

## STRATEGIES AND ACTION PLANS

### 3.0

GOAL: MODERNIZE PROCEDURES AND APPLY APPLICABLE TECHNOLOGY TOWARDS IMPROVING BOTH EFFICIENCY AND DATA MANAGEMENT IN THE UNIVERSITY UNION'S BUILDING MANAGEMENT SYSTEMS

#### **3.1 Strategy: Upgrade existing Wattstopper lighting control system to allow greater lighting configurations, overall control, and remote web access**

- I. Determine funding qualifications for project (Olmsted—Spring 2011)
- II. Schedule presentations by lighting consultants to review available options, possible utility company incentives, price, and estimated payback time for project (Olmsted, Ybarra—Summer 2011)
- III. Review proposals and make appropriate selection (Olmsted, staff—Summer 2011)
- IV. Schedule phased installation (Ybarra—Fall 2011, Spring 2012)
- V. Train end-user staff, as well as system administrators, on all operational aspects of the system (Ybarra, staff, vendor—Spring 2012)

#### **3.2 Strategy: Continue implementation of Bigfoot (preventative maintenance tracking software) within the Union, and create student assistant position to provide data entry support on a regular basis**

- I. Continue training administrative and maintenance student assistants on the established procedures for creating and inputting data into the system (Lyons, Forseth, Ybarra—Summer, Fall 2011)
- II. Establish strict written procedures for submitting work orders, as well as logging in assignments (Lyons, staff—Summer 2011)
- III. Develop schedule for dedicated hours by Administrative Student Assistants to spend exclusively on Bigfoot support tasks (Lyons, Forseth, Ybarra—Summer, Fall 2011)
- IV. Evaluate procedures and overall progress through regular staff meetings (Lyons, Forseth, Ybarra—ongoing)

#### **3.3 Strategy: Enable all utility controls to be accessed and monitored remotely by appropriate staff members**

- I. Via monthly reviews with I.T. staff, maintain current software and operating system access to necessary facility controls through remote desktop applications (I.T. staff, Olmsted, Ybarra—ongoing)





# THE WELL



## **IN THIS SECTION**

THE WELL ADMINISTRATION

MEMBERSHIP SERVICES

FITNESS

GROUP FITNESS

PERSONAL FITNESS

INFORMAL REC & FACILITIES

AQUATICS

CLIMBING WALL &  
FACILITATION

FACILITY RENTALS

INFORMAL RECREATION

INTRAMURALS & SPORT CLUBS

FACILITY OPERATIONS

MAINTENANCE







# THE WELL ADMINISTRATION

## UNIT MISSION

**Lifetime Wellness through Collaboration, Education,  
and Innovation**

---

## UNIT GOALS

- 1.0** Develop and implement an overall leadership model and new hire orientation program for all WELL student employees
- 2.0** Exercise sound management techniques by generating revenue while prudently monitoring all expenditures of The WELL
- 3.0** Develop meaningful collaborative partnerships with the Sacramento State campus community
- 4.0** 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
- 5.0** Ensure the development of the WELL building and its members by continually improving, safety and risk management procedures

## FOUNDATIONS

- Embrace UUOCI Beliefs, Values, and Goals while living the WELL mission
- Motivate and educate UUOIC staff and the campus community on the Sac State wellness model, the Seven Dimensions of Wellness
- 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 UUOCI 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 exceptional customer service, exceeding expectations daily
- Continually enhance our partnership with Student Health Services and Peak Adventures
- 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 and quality products and services
- Continually assess the members experience with the focus on customer satisfaction and effectiveness
- Operate The WELL to ensure safety, cleanliness, and functionality
- Provide quality meeting, event, and informal space use for members of the WELL and the campus community
- Embrace and incorporate a commitment to diverse and quality programming
- Work with Collaborative Services and Maintenance to present the best WELL building in our state
- 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

### 1.0

GOAL: DEVELOP AND IMPLEMENT AN OVERALL LEADERSHIP MODEL AND NEW HIRE ORIENTATION PROGRAM FOR ALL WELL STUDENT EMPLOYEES

**1.1 Strategy: Select a leadership program in order to help develop professional skills and an orientation program for WELL student employees**

- I. Work with WELL management team to research and brainstorm a variety of models and programs (Gavric, WELL management team—Summer 2011)
- II. Create and/or choose a model that will benefit Sac State student employees to further develop their current job skills and help tie those skills to their carrier goals (Gavric, WELL management team—Summer 2011)
- III. Create and/or choose an orientation program that will be comprehensive and that will communicate consistent information regarding job expectations and responsibilities (Gavric, WELL management team—Summer 2011)

**1.2 Strategy: Create a leadership/orientation program that is user friendly, and that has been vetted by the employees**

- I. Work with IT Services and WEB-CT in order to provide both the leadership program and new hire orientation program on the WELL web page and/or online (Gavric, Singletary—Summer 2011)
- II. Create content for both programs, work with Student Supervisors to edit and refine content (Gavric—Summer 2011)
- III. Test both programs on a selected number of students working in the WELL; create a pilot for both programs (Gavric, WELL management team—Fall 2011)
- IV. Gather feedback from pilot programs and perfect both programs (Gavric, Costello—Fall 2011)
- V. Launch both programs for all WELL staff (Gavric, management team—Fall 2011)

**1.3 Strategy: Assess both programs in order to ascertain the knowledge gained in professional betterment and overall knowledge of UUOCI job expectations and responsibilities**

- I. Work with IT Services to create a pre-test that is part of the program that will help to define levels of understanding and knowledge directly after the program has been completed (Gavric, Costello, Singletary—Summer 2011)
- II. Work with IT Services to create a post test, at the end of each semester, to determine what understanding and knowledge has been gained during the semester (Gavric, Costello, Singletary—Fall 2011)
- III. Review exams in order to determine what facts and information has been gained and/or missed (Gavric—management team Spring 2012)



## 2.0

GOAL: EXERCISE SOUND MANAGEMENT TECHNIQUES BY GENERATING REVENUE WHILE PRUDENTLY MONITORING ALL EXPENDITURES OF THE WELL

### 2.1 Strategy: Track expenses and income for the WELL through a variety of procedures and reports

- I. Create a central log for each division and related financial report, in order to track both expenses and income (Gavric, Farrell—Summer 2011)
- II. Become proficient in MIP for all accounting functions through continual use and training (Gavric—Fall 2011)
- III. Create budget 2012-2013, submit to Executive Director and Advisory Group for review (Gavric, Costello—Winter 2012)
- IV. Review financial standings with managers during one on one meetings (Gavric—ongoing)

### 2.2 Strategy: Develop procedures and guidelines for scheduling staff, in order to better monitor employee expenditures

- I. Create a central management program for all staff schedules in the WELL (Gavric, Singletary, Costello—Summer 2011)
- II. Create guidelines and procedures on scheduling student staff during, high, low and intermediate facilities and program demands (Gavric—Summer 2011)
- III. Create financial tracking program that coincides with staff schedule to maximize each budget dollar (Gavric, Farrell—Fall 2011)

### 2.3 Strategy: Create an incentive program for employees who hit targeted revenue expectations

- I. Develop a two tiered system incentive program that rewards those employees who are able to effectively monitor, reach and exceed expected revenue expectations (Gavric, Costello, Falkenstein, Saluta—Fall 2011)
- II. Create a fun way to challenge staff to bring in new members/customers, through games, contests, rewards program (Gavric, Costello, Falkenstein, Saluta—Fall 2011, Spring 2012)
- III. Continually monitor the program and make changes accordingly (Gavric—ongoing)

## STRATEGIES AND ACTION PLANS

### 3.0

GOAL: DEVELOP MEANINGFUL COLLABORATIVE PARTNERSHIPS WITH THE SACRAMENTO STATE CAMPUS COMMUNITY

#### 3.1 Strategy: Reach out to students, faculty, and staff to educate and inform them on the programs and recreational opportunities in the WELL

- I. Management staff to meet regularly with key faculty, staff, and Boards to ensure that they are updated (Gavric, Costello—ongoing)
- II. Give departmental and class presentations on the programs available in the WELL (Gavric, Costello—ongoing)
- III. Invite Advisory Group members to participate in programs, in order for them to share the progress of The WELL with their colleagues (Gavric—ongoing)
- IV. Extend invitations to appropriate students, faculty, and staff to events in the WELL (Gavric, Costello—ongoing)

#### 3.2 Strategy: Work with Student Health and Counseling Services and Peak Adventures to create unified campaigns and advertising materials

- I. Set a monthly meeting with Peak and Health Services to start discussion on programs, special events and shared collateral (Gavric, Johnson, Young, Costello—Summer 2011)
- II. Design unified campaigns to reflect services in all areas of the WELL Recreation, Peak and Health services for increase use of the WELL (Gavric, Johnson, Young, Costello—Fall 2011)
- III. Schedule workshops and invite faculty, staff and students to workshops to learn about the benefits of becoming a WELL member (Gavric, Costello, Young, Johnson—Fall 2011)
- IV. Track success of workshops and collateral distribution and review outcomes in membership enrollment and assess the need of future workshops (Gavric, Roesemann—Winter 2012)

### 4.0

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

#### 4.1 Strategy: Study and modify current best practices in customer service, to incorporate values and beliefs of UUOCI

- I. Work with assigned professional and student staff to review current training programs, customer service policies and manuals (Gavric, & management team—ongoing)
- II. Encourage staff to attend all related trainings with UEI, UUOCI, and Sacramento State (Gavric, Costello—ongoing)
- III. Create spreadsheets to track all employee certifications and training in customer service, diversity, disabilities and any other related training (Gavric, Costello—ongoing)

**4.2 Strategy: Develop local management and staff retreat opportunities for WELL staff, in order to learn and understand the overall goals of the corporation**

- I. Create once a month recreational opportunities for staff to attend and learn about the UUOCI Corporation through recreational programming (WELL management team—ongoing)
- II. Create semiannual sessions with other UUOCI staff in order to exchange job info (Gavric—ongoing)
- III. Make sure all management staff has read the strategic plan, manuals, policies, and annual report for UUOCI (Gavric—ongoing)

**4.3 Strategy: Develop a staff training program (during a management staff retreat day) with emphasis on exceptional and professional customer service and incorporate the beliefs and values of UUOCI**

- I. Create goals and objectives for a customer service training program, from review of current manuals and policies, beliefs and values during staff retreat. (Gavric—Summer 2011)
- II. Create continual training sessions and opportunities (WELL management staff—Summer 2011)
- III. Create an incentive campaign for student staff when they exceed current customer standards (Gavric, management team—Fall 2011)

**5.0**

GOAL: ENSURE THE DEVELOPMENT OF THE WELL BUILDING AND ITS MEMBERS BY CONTINUALLY IMPROVING, SAFETY AND RISK MANAGEMENT PROCEDURES

**5.1 Strategy: Work with the campus community and staff to develop safety producers**

- I. Set-up ongoing meetings with campus police and risk management to discuss safety strategies for the WELL (Gavric—Summer 2011)
- II. Work daily with Building Supervisors to eliminate potential risks in the building (Gavric—ongoing)
- III. Work with all building partners and vendors on utilization of effective safety standards (Gavric—ongoing)
- IV. Create safety checklists for all program supervisors (Gavric—Spring 2011)
- V. Review safety checklists, and surveys to establish safety of programs and equipment, staff training needs, customer satisfaction, and general building demands (Gavric—ongoing)

**5.2 Strategy: Create a risk management campaign for The WELL, in order to educate staff, members and partners on how to avoid potentially hazards situations**

- I. Work with UEI and Alliant on creating a campaign that educates staff, members and partners on potentially dangerous and risky behavior and/or building hazards (Gavric—Summer 2011)
- II. Work with Student Health Services and Peak on protocols if risk and/or harm occurs (Gavric, Heskin, Johnson, Young—Summer 2011)
- III. Gather statistical data to share with staff and members on cost savings when risk is avoided (Gavric—ongoing)
- IV. Assemble a six-month report on incidents/accidents, in order to understand current patterns in The WELL (Gavric, Young, Johnson—Summer 2011)

# MEMBERSHIP SERVICES

## UNIT GOALS

**1.0**

Increase WELL membership among the student & affiliate populations

**2.0**

Provide a vibrant, informational and safe front lobby/front desk member experience

**3.0**

Utilize CSI software to its full extent to provide efficient sales of all services and programs while maintaining sound business practices

**4.0**

Formalize program to promote leadership and student development for front desk team that encompasses the UUOCI/WELL student leadership and development standards

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: INCREASE WELL MEMBERSHIP AMONG THE STUDENT & AFFILIATE POPULATIONS

**1.1 Strategy: Increase student membership to 75% (approximately 19,856 based on Spring 2011 Enrollment Database) by targeting student populations by year in school, campus residence status, and academic major**

- I. Work with new student orientation coordinators and new student course instructors to provide exposure of WELL programs and services including tabling, tours, and programming during New Student Orientation (Roesemann, Falkenstein, Saluta, Costello—Summer 2011)
- II. Provide WELL presentations in residence hall meetings (Roesemann—Fall 2011)
- III. Participate in campus fairs organized by SO&L and other campus entities (Roesemann—Fall 2011, Spring 2012)
- IV. Target 3 specific classes within specific colleges to promote The WELL (Roesemann Fall 2011).

**1.2 Strategy: Increase affiliate membership by 50%**

- I. Create content for user friendly membership guide and provide engaging and informative content for WELL website membership page (Roesemann, Collaborative Services—Fall 2011)
- II. Provide intimate Info/Q&A membership sessions targeting faculty and staff in specific departments. Hosting presentations at The WELL or visiting the department. (Roesemann—Fall 2011, Spring 2012)
- III. Develop limited-entry/access membership option for faculty & staff (Roesemann—Fall 2011)
- IV. Work with each program area to provide incentives and opportunities for faculty/staff memberships, like a birthday free pass (Roesemann, Costello, Falkenstein, Saluta—Fall 2011)



**1.3 Strategy: Increase promotion, education, and engagement among members and campus through various media**

- I. Manage social media platforms, supervise marketing and social media student assistant and organize marketing campaigns (Roesemann, Costello—ongoing)
- II. Assist in the management and publishing of WELL newsletter (Roesemann, Costello—ongoing)
- III. Establish regular promotion of WELL events, services, and programs in the State Hornet (Roesemann—Fall 2011)

**1.4 Strategy: Assess each action plan by tracking numbers and promotions on a monthly basis**

- I. Run monthly membership reports for students and affiliates (Roesemann—ongoing)
- II. Record and track number of affiliates who take advantage of new membership options (Roesemann—ongoing)
- III. Record and track number of affiliates who take advantage of promotional opportunities (Roesemann—ongoing)

**2.0**

**GOAL: PROVIDE A VIBRANT, HELPFUL & SAFE FRONT LOBBY/DESK MEMBER EXPERIENCE**

**2.1 Strategy: Re-examine customer service standards and train desk staff through interactive training which will emphasize on creating a welcoming, professional, and informational environment**

- I. Revise and add content to front desk customer service training presentation (Roesemann—ongoing)
- II. Work with IT services to convert material into an interactive online format. (Roesemann, Singletary, Gengler—Fall 2011)
- III. Execute use of interactive training (Roesemann—Spring 2012)

**2.2 Strategy: Prepare for all incidents and emergencies which immediately or indirectly involve front desk and lobby**

- I. Schedule on-going trainings which cover the Emergency Action Plan and test skills each semester (Roesemann—ongoing)
- II. Continue to work with Health Services to educate staff about how to recognize and handle patients/members who may need to utilize their services (Roesemann—ongoing)
- III. Attend all necessary campus trainings for Emergency and Disaster prevention, action, and response. (Roesemann—ongoing)

## STRATEGIES AND ACTION PLANS

### 2.3 Strategy: Maintain informative and aesthetically pleasing lobby displays

- I. Develop standards and procedures for lobby displays with assistant director of facilities and operations (Roesemann, Falkenstein—Summer 2011)
- II. Research and purchase lobby displays (Roesemann—Summer 2011)
- III. Evaluate the effectiveness of displays through the annual customer service survey (Roesemann—Fall 2011)

### 2.4 Strategy: Collaborate with campus partners to become a valuable information resource for campus community

- I. Establish point person with Athletics, SO&L, ASI, & Cultural Center to get information about campus events throughout the year (Roesemann, Sanchez—Summer 2011)
- II. Obtain the most up to date parking information and campus maps from University Transportation and Parking Services and establish routine of meetings (Roesemann—ongoing)
- III. Work with Campus Public Safety/Police on a routine basis to prevent, report, and react to any campus safety issues (Roesemann—ongoing)

## 1.0

GOAL: UTILIZE CSI SOFTWARE TO ITS FULL EXTENT TO PROVIDE EFFICIENT SALES OF ALL SERVICES AND PROGRAMS WHILE MAINTAINING SOUND BUSINESS PRACTICES

### 3.1 Strategy: Amend and maintain Front Desk Manual for CSI to improve transaction efficiency

- I. Review and evaluate current manual for organization and functionality (Roesemann—ongoing)
- II. Update information for sales of new programs and services (Roesemann—ongoing)
- III. Provide ongoing training for front desk staff (Roesemann—ongoing)

### 3.2 Strategy: Increase the use of the CSI reports feature to obtain necessary feedback to make changes and improvements to program/service/building offerings

- I. Research existing reports for value/helpfulness (Roesemann, Farrell—Fall 2011)
- II. Develop schedule of running reports and sharing with the full-time WELL team (Roesemann—Fall 2011)
- III. Provide CSI training sessions for Member Services Supervisor and/or full time staff on how to run reports and how we can use them (Roesemann—ongoing)

### **3.3 Strategy: Evaluate CSI usage of students and staff to increase efficiency of sales**

- I. Meet with Student staff one on one to evaluate their comprehension and use of CSI (Roesemann—ongoing)
- II. Meet once a semester with each Full-Time staff member to discuss reports needs (Roesemann—ongoing)
- III. Work with IT Services to coordinate all routine maintenance, updates, and software upgrades (Roesemann, Singletary, Gengler—ongoing)

## **2.0**

GOAL: FORMALIZE PROGRAM TO PROMOTE LEADERSHIP AND STUDENT DEVELOPMENT FOR FRONT DESK TEAM THAT ENCOMPASSES THE UUOCI/WELL STUDENT LEADERSHIP AND DEVELOPMENT STANDARDS

### **4.1 Strategy: Manage front desk student staff leadership program**

- I. Develop recruitment and orientation curriculum & presentations (Roesemann—Fall 2011)
- II. Incorporate job skill workshop/lessons for each monthly staff meeting (Roesemann—ongoing)
- III. Offer committee opportunities (Roesemann—ongoing)

### **4.2 Strategy: Collaborate with WELL full-time staff to develop student leadership program**

- I. Help organize and facilitate All-WELL staff trainings at the start of each semester (WELL Staff Ongoing)
- II. Promote and participate in student development workshops offered by other program areas (WELL Staff Ongoing)
- III. Work with full-time staff to debrief and evaluate all WELL staff trainings (WELL Staff—ongoing)

### **4.3 Strategy: Evaluate the leadership/student development**

- I. Provide an EXIT survey for graduating staff to report their abilities/skills learned (Roesemann—Spring 2012)
- II. Survey students after staff trainings to determine the areas of success and areas of improvement (Roesemann—ongoing)
- III. Record survey results for long-term evaluation (Roesemann—ongoing)

# FITNESS

---

## UNIT GOALS

**1.0**

Establish the WELL as a leader for campus wellness programming and educational opportunities

**2.0**

Partner with Academic programs to offer fitness certifications and academic classes that will increase student involvement and promote the WELL to the community

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: ESTABLISH THE WELL AS A LEADER FOR CAMPUS WELLNESS PROGRAMMING AND EDUCATIONAL OPPORTUNITIES

**1.1 Strategy: Work with campus entities to educate and promote our campus wellness initiative through residence hall classes, Student Health and Counseling Services programming and academic partnering**

- I. Offer free services in partnership with the Student Health and Counseling Services that provides students with health risks; a comprehensive approach to health and wellness (Costello, Densmore, Blessinger, SHCS staff—Summer 2011)
- II. Offer our current non-student WELL members an option to purchase a diet analysis package from the Student Health & Counseling Center (Costello, Densmore, Blessinger, SHCS staff—Summer 2011)
- III. Offer the residence halls free classes for the fitness and wellness learning community residents (Costello, Densmore, Blessinger—Fall 2011)
- IV. Provide internships to academic programs that offer wellness promotion as a field of study (Costello, Densmore, Blessinger—Spring 2012)
- V. Partner with other departments on campus for the Natural High Fair, Wellness Career Fair, Love Your Body Week and the Wellness Fair (Costello, Densmore, Blessinger—Fall 2011, Spring 2012)

**1.2 Strategy: Expand the 7 Dimensions of Wellness campus wide programming resulting in a presidential appointed wellness committee**

- I. Recruit more faculty, staff and students to serve on the 7 Dimensions of Wellness programming groups that will provide creative programming options to incorporate in to the Sac State community (Costello—Summer 2011)
- II. Utilize Mindbloom to promote and enhance healthy behaviors as they correspond to the 7 Dimensions of Wellness (Costello—Fall 2011)
- III. Use print and digital media to successfully market the 7 Dimensions of Wellness to all campus entities (Costello, Dreyer, Singletary—Fall 2011)
- IV. Work with the Student Health Center and WELL administration to lobby for presidential support in granting release time for the faculty and staff that serve on the wellness committee (Costello, Student Health Services Staff—Spring 2012)
- V. Speak to the 7 Dimension of Wellness programming group chairs about serving on a presidential appointed committee (Costello—Spring 2012)

**1.3 Strategy: Receive recognition from other universities and professional organizations as a leader in wellness programming**

- I. Present at NIRSA and ACUI outlining our campus wellness programming (Costello, Davis—Fall 2011, Spring 2012)
- II. Host the NIRSA Nor-Cal Workshop and highlight our campus wellness program (Costello—Summer 2011)
- III. Utilize the Horizontal Assessment data towards a longitudinal study displaying positive behavior change since the inception of the WELL (Costello—Spring 2012)

**2.0**

GOAL: PARTNER WITH ACADEMIC PROGRAMS TO OFFER FITNESS CERTIFICATIONS AND ACADEMIC CLASSES THAT WILL INCREASE STUDENT INVOLVEMENT AND PROMOTE THE WELL TO THE CAMPUS COMMUNITY

**2.1 Strategy: Host nationally recognized fitness certification classes and exams in the WELL during spring 2012**

- I. Partner with ACE and Kinesiology to promote these classes to our current staff and students (Costello, Blessinger, Densmore—Spring 2012)
- II. Develop the curriculum and registration process according to ACE guidelines (Costello, Blessinger, Densmore, Roesemann—Spring 2012)
- III. Market the class offerings to the Sacramento community (Costello, Blessinger, Densmore, Dreyer—Spring 2012)

## **STRATEGIES AND ACTION PLANS**

### **2.2 Strategy Utilize the WELL's academic use policy to offer experiential learning for Kinesiology classes**

- I. Partner with Kinesiology to offer academic classes in the WELL that correspond with our mission (Costello, Niede—Fall 2011)
- II. Create an MOU that provides a clear understanding of the time, date, space and equipment use of the Kinesiology program based on availability and usage patterns (Costello—Spring 2012)
- III. Develop an academic class that provides Kinesiology students the tools to receive their fitness certification with a nationally recognized organization (Costello—Spring 2012)
- IV. Evaluate the impact of academic use in the WELL by using participation statistics and verbal feedback from members (Costello—Fall 2011)

### **2.3 Strategy: Utilize the WELL's academic use policy to offer experiential learning for ROTC classes**

- I. Partner with ROTC to offer academic classes in the WELL that correspond with our mission (Costello, Buchanan—Fall 2011)
- II. Develop an MOU that provides a clear understanding of the time, date, space and equipment use of the ROTC program based on availability and usage patterns (Costello—Spring 2012)
- III. Evaluate the impact of academic use in WELL by using participation statistics and verbal feedback from members (Costello—Fall 2011)

# GROUP FITNESS

## UNIT GOALS

**1.0**

Increase group fitness participation by 15%

**2.0**

Continue to maintain best practices for safety measures to ensure overall safety for both participants and staff

**3.0**

Maintain, hire and train a sufficient amount of high quality instructors to ensure all classes are covered with available substitutes

**4.0**

Increase instructional class offerings and participation

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: INCREASE GROUP FITNESS PARTICIPATION 15%

### 1.1 Strategy: Obtain and analyze group fitness feedback to improve participation

- I. Survey group fitness participants in conjunction with the Fall & Spring Fitness Fridays (Densmore, Blessinger—Fall 2011, Spring 2012)
- II. Obtain and document informal feedback through conversations with instructors and members (Densmore—Fall 2011, Spring 2012)
- III. Prior to student registration, use CSI and participation reports to analyze pass sales (Densmore—Fall 2011, Spring 2012)
- IV. Offer a wide variety of classes at a variety of times to meet the needs of students, faculty and staff (Densmore—Fall 2011, Spring 2012)

### 1.2 Strategy: Successfully market the group fitness classes to WELL members and the Campus Community

- I. Release the Group Fitness semester schedule prior to student academic registration (Densmore, Dreyer, Singletary—Fall 2011, Spring 2012)
- II. Create user friendly and accessible versions of the group fitness schedule and class descriptions (Densmore, Dreyer, Singletary—ongoing)
- III. Use social media, banners, web badges, printed materials, etc. to promote all group fitness activities (Densmore, Dreyer, Singletary—ongoing)
- IV. Offer a variety of fee-based classes/programs to athletic teams and sports clubs (Densmore, Clakeley, Mattice—Fall 2011, Spring 2012)

## STRATEGIES AND ACTION PLANS

### 1.3 Strategy: Offer special events and an incentive program

- I. Offer (2) free mid-semester events (Fall Fitness Friday & Spring Fitness Friday), showcasing a variety of classes, which correlate with the half pass sale (Densmore—Fall 2011, Spring 2012)
- II. Collaborate with other WELL departments (Member Services to offer a free day, Climbing Wall to offer additional classes and open times, and Fitness to offer additional small group classes) to participate in the Fall Fitness Friday & Spring Fitness Friday (Densmore, Blessinger, Braband, Roesemann—Fall 2011, Spring 2012)
- III. During fall semester, offer a fitness-wide incentive program to all group fitness participants rewarding participation for length of the semester (Densmore, Blessinger—Fall 2011, Spring 2012)

## 2.0

GOAL: CONTINUE TO MAINTAIN BEST PRACTICES FOR SAFETY MEASURES TO ENSURE OVERALL SAFETY FOR BOTH PARTICIPANTS AND STAFF

### 2.1 Strategy: Staff must maintain a current CPR/First Aid certification

- I. Schedule yearly CPR/AED and First Aid classes for new staff hires and current staff for recertification (Densmore, Blessinger, Costello—ongoing)
- II. Maintain a certification log with expiration dates (Densmore—ongoing)
- III. Retain copies of all required certifications in an employee file (Densmore—ongoing)

### 2.2 Strategy: Train current staff and new hires on the emergency action plan

- I. Review emergency action plan manual with all new hires (Densmore—ongoing)
- II. Assist staff with scheduled emergency drills (Densmore—ongoing)
- III. Address sections of the emergency action plan manual through drills and exercises during the Fall 2011 and Spring 2012 staff trainings (Densmore—Fall 2011, Spring 2012)

### 2.3 Strategy: Maintain an adequate amount of group fitness equipment that is safe, clean, and well maintained

- I. Maintain a monthly updated inventory of all equipment, replacing unsafe equipment as needed (Densmore—ongoing)
- II. Clean all mats weekly and all blankets monthly (Densmore, Blessinger—ongoing)
- III. Work with the cleaning/maintenance crew to be sure all cleaning bottles are filled and labeled (Densmore, Newman—ongoing)
- IV. Work with all group fitness instructors to be sure they are instructing participants to clean mats and bikes after each use (Densmore—ongoing)



## 3.0

GOAL: HIRE, TRAIN AND MAINTAIN A SUFFICIENT AMOUNT OF HIGH QUALITY INSTRUCTORS TO ENSURE ALL CLASSES ARE COVERED WITH AVAILABLE SUBSTITUTES

### 3.1 Strategy: Conduct thorough interviews, auditions, and reference checks of all instructors

- I. Interview and audition prospective instructors (Densmore—ongoing)
- II. Call references for all prospective instructors (Densmore—ongoing)
- III. Prior to scheduling for the following semester, evaluate instructor availability and the need for additional instructors (Densmore—ongoing)

### 3.2 Strategy: Staff must maintain current and proper certifications

- I. Upon hiring, request current applicable certification information and copies (Densmore—ongoing)
- II. Maintain a certification log with expiration dates (Densmore—ongoing)
- III. Retain copies of all required certifications in an employee file (Densmore—ongoing)

### 3.3 Strategy: Increase instructor professional development opportunities

- I. Offer (1-3) in-house instructor trainings per year (Densmore—Fall 2011, Spring 2012)
- II. Inform instructors of upcoming local conferences/workshops. (Densmore—ongoing)
- III. Conduct regular class observations for each instructor and provide constructive feedback (Densmore—Fall 2011, Spring 2012)

## 4.0

GOAL: INCREASE INSTRUCTIONAL CLASS OFFERINGS AND PARTICIPATION

### 4.1 Strategy: Analyze our current instructional classes for effectiveness to improve participation

- I. Use CSI and participation reports to analyze sales (Densmore—Fall 2011, Spring 2012)
- II. Survey group fitness participants in conjunction with the Fall & Spring Fitness Fridays (Densmore, Blessinger—Fall 2011, Spring 2012)
- III. Obtain and document informal feedback through conversations with instructors and WELL members (Densmore—Fall 2011, Spring 2012)

### 4.2 Strategy: Successfully market the instructional classes to WELL members and the Campus Community

- I. Release the instructional class schedule prior to student academic registration (Densmore, Dreyer, Singletary—Fall 2011, Spring 2012)
- II. Use social media, banners, web badges, printed materials, etc. to promote all instructional class activities (Densmore, Dreyer, Singletary—Fall 2011, Spring 2012)
- III. Promote instructional classes at the Fall & Spring Fitness Friday Events (Densmore—Fall 2011)

## **STRATEGIES AND ACTION PLANS**

### **4.3 Strategy: Offer a variety of fee-based classes/programs to the campus community**

- I. Create a menu of a variety of instructional classes within the WELL  
(Densmore—Fall 2011, Spring 2012)
- II. Create a menu of fee-based offerings specific to athletic teams and sports clubs  
(Densmore, Mattice—Fall 2011, Spring 2012)
- III. Develop fee-based programming for outside the WELL, targeting faculty/staff by  
Spring 2012 (Densmore—Fall 2011, Spring 2012)

# PERSONAL FITNESS

## UNIT GOALS

**1.0**

Ensure adequate amount of state-of-the-art fitness equipment is available to the members of the WELL that is safe, clean, and well maintained

**2.0**

Enhance and maintain a high quality personal training and fitness assessment program that will meet the needs of all WELL members

**3.0**

Continue to maintain best practices for safety measures to ensure overall safety for both participants and staff

**4.0**

Expand and enhance special events that direct current and potential WELL members to our services and facility

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: ENSURE ADEQUATE AMOUNT OF STATE-OF-THE-ART FITNESS EQUIPMENT IS AVAILABLE TO THE MEMBERS OF THE WELL THAT IS SAFE, CLEAN, AND WELL MAINTAINED

**1.1 Strategy: Provide the appropriate amount of fitness equipment that will service the members of the WELL while staying innovative with the most updated equipment**

- I. Conduct an assessment on equipment needs and purchases that is directed to WELL members and staff via student voice (Blessinger, Costello, Densmore—Summer 2011)
- II. Continue to purchase state-of-the-art fitness equipment as needed based on assessment, trends, and usage patterns (Blessinger, Costello, Densmore—ongoing)
- III. Review and analyze equipment floor plan to maximize space (Blessinger, Costello, Densmore—Summer 2011)
- IV. Attend fitness industry tradeshow to stay knowledgeable of the most updated equipment (Blessinger, Costello, Densmore—ongoing)

**1.2 Strategy: Continue to follow and update a cleaning and preventative maintenance schedule for all fitness staff**

- I. Schedule semester training for all fitness staff on equipment maintenance and cleaning (Blessinger, Fitness Supervisor—Fall 2011)
- II. Conduct regular inspections of equipment (Blessinger, Costello, Newman, Bustamante—ongoing)
- III. Implement Bigfoot preventative maintenance schedule, reporting procedures, and maintenance log (Blessinger, Costello, Newman, Bustamante—Summer 2011)

## STRATEGIES AND ACTION PLANS

### 1.3 Strategy: Repair and replace dated and inoperative fitness equipment

- I. Review and analyze cardio equipment usage patterns and rotate equipment in the cardio suite (Blessinger, Costello, Densmore—Summer 2011)
- II. Take inventory on accessory fitness items and purchase new equipment (Blessinger, Costello, Densmore—Summer 2011)
- III. Maintain Bigfoot log on repair, replace, and usage to determine outdated equipment (Blessinger, Costello, Densmore, Student Supervisor—ongoing)

## 2.0

GOAL: ENHANCE AND MAINTAIN A HIGH QUALITY PERSONAL TRAINING AND FITNESS ASSESSMENT PROGRAM THAT WILL MEET THE NEEDS OF ALL THE WELL MEMBERS

### 2.1 Strategy: Continue to train personal training staff and hire new experienced staff

- I. Schedule monthly meetings with personal training staff that include continuing education (Blessinger—ongoing)
- II. Conduct personal trainer evaluations from both supervisor and client (Blessinger—ongoing)
- III. Analyze client and programming demand with employee restricted hours and seek additional experienced personal trainers through digital media, career center and ACSM and NIRSA listserves (Blessinger—Summer 2011)
- IV. Hire graduate assistant to help develop personal training and fitness assessment program and train staff to advance experience and understanding of the consistently evolving fitness industry (Blessinger, Costello, Densmore—Summer 2011)
- V. Design a staff training module for continuing education for fitness staff (Blessinger, Costello, Densmore—Fall 2011)

### 2.2 Strategy: Expand fitness assessment offerings

- I. Collaborate with Student Health Services to improve exceptional service to students via electronic referral system (Blessinger, Costello, SHCS staff—Summer 2011)
- II. Design fitness assessment offerings that cater towards sports teams and individual athletes (Blessinger, Costello, Densmore, Basso—Summer 2011)
- III. Collaborate with Student Health Services to establish diet analysis for non-student members of the WELL (Blessinger, Costello, Schultz—Summer 2011)

### 2.3 Strategy: Refine fitness internships at the WELL and expand internship categories

- I. Refine fitness internship offerings by utilizing the academics Kinesiology department and Sac State Career Center for recruitment (Blessinger, Theodorides—Summer 2011, Fall 2011)
- II. Work with Student Health Services to offer more programming services for WELL interns (Blessinger, Costello, SHCS staff—Fall 2011)
- III. Increase the number of interns to ten for Fall 2011 (Blessinger, Costello, Densmore—Fall 2010)

#### **2.4 Strategy: Incorporate an extensive marketing campaign for personal training and fitness assessments**

- I. Meet with the design team to brainstorm possible marketing campaign for Fall 2011 (Blessinger, Costello, Densmore, Dreyer—Summer 2011)
- II. Research other campus campaigns that were effective (Blessinger, Fitness Supervisor—Summer 2011)
- III. Develop print materials, digital media, and video for campaign (Dreyer, Blessinger—Summer 2011)

### **3.0**

GOAL: CONTINUE TO MAINTAIN BEST PRACTICES FOR SAFETY MEASURES TO ENSURE OVERALL SAFETY FOR BOTH PARTICIPANTS AND STAFF

#### **3.1 Strategy: Ensure all fitness staff members obtain and maintain current required certifications**

- I. Schedule yearly CPR/AED and First Aid training courses for new staff hires and current staff recertification (Costello, Blessinger, Densmore—ongoing)
- II. Maintain certification log with expiration dates of certifications (Blessinger, Costello, Densmore—ongoing)
- III. Retain copies of all required certifications in employee files (Blessinger, Costello, Densmore—ongoing)

#### **3.2 Strategy: Train current fitness staff and new hires on emergency action plan procedures for the building and the fitness area**

- I. Review emergency action plan manual with new hires (Blessinger, Costello, Densmore—ongoing)
- II. Address emergency action plan to staff during Fall 2011 & Spring 2012 full staff trainings through drills and exercises (Blessinger, Costello, Densmore, The WELL staff—Fall 2011, Spring 2012)
- III. Assist staff with required evacuation emergency drills each year (Blessinger, Costello, Densmore, The WELL staff—ongoing)

#### **3.3 Strategy: Partner with maintenance, facility and fitness staff to ensure best practices**

- I. Maintain scheduled monthly meetings with facilities and maintenance staff and communicate new preventative chemical usage to fitness staff to adhere to OSHA regulations (Blessinger, Costello, Densmore, Bustamante, Ybarra, Newman—ongoing)
- II. Work with Bigfoot and maintenance staff to confirm timely response on equipment failure to ensure safety (Blessinger, Costello, Densmore, Bustamante, Ybarra, Newman—ongoing)
- III. Establish training module for facility and maintenance staff to educate fitness staff on proper cleaning of equipment (Blessinger, Costello, Densmore, Ybarra, Bustamante, Newman—ongoing)

## STRATEGIES AND ACTION PLANS

### 4.0

GOAL: EXPAND AND ENHANCE SPECIAL EVENTS THAT DIRECT CURRENT AND POTENTIAL WELL MEMBERS TO THE WELL SERVICES AND FACILITY

#### 4.1 Strategy: Develop intramural combine that incorporates diversified new member involvement in WELL services

- I. Develop combine event logistics including space reservation, personnel, and equipment needs (Blessinger, Costello, Densmore, Basso, Saluta—Summer 2011)
- II. Develop budget for combine and seek community sponsorship (Blessinger, Costello, Densmore, Basso, Saluta—Summer 2011)
- III. Research current collegiate and professional combine events for innovated ideas for participation (Blessinger, Costello, Densmore, Basso, Saluta—Summer 2011)

#### 4.2 Strategy: Market combine to current and prospective intramural sports team and participants

- I. Develop marketing Strategy by meeting with collaborative services (Blessinger, Costello, Densmore, Basso, Saluta, Dreyer—Summer 2011)
- II. Submit marketing materials for digital signage, print, video, website update, and social media content to collaborative services (Blessinger, Costello, Densmore, Basso—Summer 2011)
- III. Implement marketing Strategy at the beginning of the semester in increase participation (Blessinger, Costello, Densmore, Basso, Saluta, Dreyer—Fall 2011)

#### 4.3 Strategy: Assess intramural combine event for success and progression

- I. Develop assessment survey for participants and spectators (Blessinger, Costello, Densmore, Basso, Saluta—Summer 2011)
- II. Distribute survey via student voice post event (Blessinger, Costello, Densmore, Basso, Saluta—Fall 2011)
- III. Review and analyze results to make applicable enhancements to subsequent year event (Blessinger, Costello, Densmore, Basso, Saluta—Spring 2012)

# INFORMAL RECREATION & FACILITIES

---

## UNIT GOALS

**1.0**

Promote leadership and customer service skill development, for facilities and informal recreation employees

**2.0**

Expand the student staff positions and structure for facilities & informal recreation in order to obtain optimal customer service and overall support for the WELL

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: PROMOTE LEADERSHIP AND CUSTOMER SERVICE SKILL DEVELOPMENT, FOR FACILITIES AND INFORMAL RECREATION EMPLOYEES

**1.1 Strategy: Offer students educational information on leadership, and customer service skills which relates to their career goals**

- I. At each area staff meeting, give a presentation on a customer service skills or topic that can be practiced while working at The WELL (Falkenstein, Braband, Coordinator—ongoing)
- II. Research current trends in hiring practices of employers and share those trends with The WELL Student Staff (Falkenstein, Braband, Coordinator—ongoing)
- III. Offer student employees customer service workshops including; how to communicate with angry or upset members, how to respond to member requests, and non verbal communication; how body language effects the message you send (Falkenstein, Braband, Coordinator—ongoing)

**1.2 Strategy: Develop, create and implement a mentoring program for facilities and informal recreation employees**

- I. Contact other universities that are currently offering mentoring programs for student employees and discuss their development and implementation plans (Falkenstein, Coordinator—Summer 2011)
- II. Develop mentoring program guidelines, plan of implementation and action plan for program success (Falkenstein, Braband, Coordinator—Fall 2011)
- III. Implement and launch mentoring program for all Facilities and Informal Recreation staff during Spring 2012 (Falkenstein, Braband, Coordinator—Spring 2012)
- IV. Evaluate the success and impact of the mentoring program; through participant feedback enact changes to the program for future success (Falkenstein, Braband, Coordinator—Summer 2012)

## **STRATEGIES AND ACTION PLANS**

### **1.3 Strategy: Assess the facilities and informal recreation staff to determine skill levels in leadership and customer service**

- I. Issue pre-test during Fall 2011 staff training to all facilities and informal recreation staff (Falkenstein, Braband, Coordinator—Fall 2011)
- II. Issue post-test during end of the year interviews with facilities and informal recreation staff during Spring 2012 (Falkenstein, Braband, Coordinator—Spring 2012)
- III. Evaluate staff feedback and test results from staff to determine the success of the programs (Falkenstein, Braband, Coordinator—Spring 2012)
- IV. Increase staff leadership and customer service skills by 20% (Falkenstein, Braband, Coordinator—Spring 2012)

## **2.0**

GOAL: EXPAND THE STUDENT STAFF POSITIONS AND STRUCTURE FOR FACILITIES AND INFORMAL RECREATION IN ORDER TO OBTAIN OPTIMAL CUSTOMER SERVICE AND OVERALL SUPPORT FOR THE WELL

### **2.1 Strategy: Evaluate and enhance the facilities and informal recreation staff organizational chart**

- I. Create and develop an organizational chart for the facilities and informal recreation department (Falkenstein, Braband, Coordinator—Summer 2011)
- II. Determine appropriate reporting structures and staffing number for each level of the organizational chart (Falkenstein, Braband, Coordinator—Summer 2011)
- III. Review staffing levels, reporting structures and staffing needs and make appropriate adjustments to the organizational chart at the end of Spring 2012 (Falkenstein, Braband, Coordinator—Spring 2012)

### **2.2 Strategy: Create, develop and hire a program supervisor for Events Services**

- I. Evaluate similar positions and job descriptions from The WELL (Falkenstein—Summer 2011)
- II. Develop job description, duties and responsibilities for a program supervisor for Events Services (Falkenstein—Summer 2011)
- III. Recruit from on-campus departments and campus job postings; including The WELL, UEI Jobs and the Career Center (Falkenstein—Summer 2011)



### **2.3 Strategy: Create and hire a climbing wall/group facilitation student supervisor**

- I. Develop a Job description for the student supervisor (Braband, Falkenstein—Summer 2011)
- II. Create job responsibilities, one of which focused on marketing the climbing wall/group facilitation (Braband—Summer 2011)
- III. Create a chance for evaluation and the enhancement of the student supervisors responsibilities. (Braband, Falkenstein, climbing wall and group facilitation supervisor—ongoing)

### **2.4 Strategy: Create, develop and hire a graduate assistant for facilities and informal recreation**

- I. Evaluate similar job descriptions of similar positions in The WELL, on campus and nationally (Falkenstein, Coordinator—Fall 2011)
- II. Create job description, duties and responsibilities based on the evaluation of similar job descriptions (Falkenstein, Coordinator—Fall 2011)
- III. Conduct a national search to fill open position through professional organizations including NIRSA and ACUI (Falkenstein, Coordinator—Spring 2012)

# AQUATICS

---

## UNIT GOALS

**1.0**

Offer two additional programs to increase participation in aquatic programming offered by The WELL

**2.0**

Create a marketing and promotional campaign for recreational swim program

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: OFFER TWO ADDITIONAL PROGRAMS TO INCREASE PARTICIPATION IN AQUATIC PROGRAMMING OFFERED BY THE WELL

### **1.1 Strategy: Develop and implement a lifeguard certification class for the Sacramento State community**

- I. Establish class dates, size, number of instructors, cost analysis and registration procedures (Falkenstein, Aquatic Supervisor—Fall 2011)
- II. Hire qualified instructors that have appropriate certifications to teach the class (Falkenstein, Aquatic Supervisor—Spring 2012)
- III. Secure location to hold the class: Classroom space, lap pool and deep pool (Aquatic Supervisor—Fall 2011)
- IV. Promote the lifeguard class to the Sacramento State Community through printed material, digital signage, website and flyer distribution (Falkenstein, Aquatic Supervisor—Spring 2012)

### **1.2 Strategy: Develop and implement a recreational swim meet for the Sacramento State community**

- I. Establish swim meet date, staffing requirements, cost analysis and registration procedures (Falkenstein, Aquatic Supervisor—Fall 2011)
- II. Secure equipment and staff needed to run the swim meet (Falkenstein, Aquatic Supervisor—Spring 2012)
- III. Promote the swim meet to the Sacramento State community through printed material, digital signage, website and flyer distribution (Falkenstein, Aquatic Supervisor—Spring 2012)

**1.3 Strategy: Through participant feedback determine the level of success for each program and ways to measure future learning outcomes**

- I. Create a survey instrument to pre and post test participants in the lifeguard certification class and swim meet (Falkenstein, Aquatic Supervisor—Fall 2011)
- II. Administer program survey to participants prior to the start and following the completion of programs (Aquatic Supervisor—Spring 2012)
- III. Analyze the information collected from the survey to determine the success of the program and what improvements can be made for future offerings (Falkenstein, Aquatic Supervisor—Spring 2012)

**2.0**

**GOAL: CREATE A MARKETING AND PROMOTIONAL CAMPAIGN FOR RECREATIONAL SWIM PROGRAM**

**2.1 Strategy: Develop a marketing campaign in conjunction with Collaborative Services**

- I. Schedule a meeting with collaborative services to discuss the goals of the campaign (Falkenstein, Collaborative Services—Summer 2011)
- II. Submit a marketing ticket for collateral to be designed by the design team (Falkenstein, Aquatic Supervisor—Summer 2011)
- III. Promote recreational swim times and programs through printed materials, digital signage, website, distribution and special events (Falkenstein, Aquatic Supervisor—ongoing)

**2.2 Strategy: Distribute and post marketing materials throughout campus in order to increase exposure to the swimming pool**

- I. Communicate with Collaborative Services, SO&L and Public Affairs to learn posting policies on campus (Falkenstein, Aquatic Supervisor—Fall 2011)
- II. Post flyers and distribute marketing materials around campus to promote open recreation swim times (Aquatic Supervisor—ongoing)
- III. Educate all department staff on open recreation swim hours and pool pass policies so that WELL employees can answer questions regarding the pool (Falkenstein, Aquatic Supervisor—Fall 2011)

**2.3 Strategy: Through patron feedback determine the success of the marketing campaign**

- I. Increase pool participation by 15% for 2011–2012 fiscal year by comparing participation counts from 2010–2011 to 2011–2012 (Falkenstein, Aquatic Supervisor—ongoing)
- II. Create a survey tool to be completed at the swimming pool to determine how swimmers heard about the pool (Aquatic Supervisor—Summer 2011)
- III. Analyze the results of the survey tool and make recommendations for changes to future marketing campaigns about the swimming pool (Aquatic Supervisor—ongoing)

# CLIMBING WALL & GROUP FACILITATION

## UNIT GOALS

**1.0**

To maintain a safe climbing experience and have 1% incident report

**2.0**

To offer unique and desired programming through quality route setting and the addition of two new climbing programs

**3.0**

Continue to collaborate with other campus departments and programs to increase participation

## STRATEGIES & ACTION PLANS

**1.0**

GOAL: TO MAINTAIN A SAFE CLIMBING EXPERIENCE AND HAVE 1% INCIDENT REPORT

### 1.1 Strategy: Provide routine inspections of the climbing wall

- I. Staff members complete the monthly climbing wall inspection form created by the climbing wall coordinator (Braband—ongoing)
- II. Contract a formal climbing wall inspection to be performed by an outside company (Braband, Falkenstein—Spring 2012)
- III. Train staff to be able to perform both daily, and nightly safety checks (Braband, Program Supervisor—ongoing)

### 1.2 Strategy: Perform monthly inspections of the climbing wall equipment

- I. Staff completes monthly climbing wall inspection forms (Braband, climbing wall and group facilitation supervisor—ongoing)
- II. Staff completes top rope climbing log sheet and have professional staff review the sheet daily (Braband, climbing wall staff—ongoing)
- III. Climbing wall attendants will perform a weekly overview of routes to maintain the route tape as well as climbing hold condition and placement (Braband—Fall 2011)

### 1.2 Strategy: Keep staff trained and practiced on safe techniques

- I. Provide staff in-services covering the use of the adaptive climbing equipment, going up the rope using a belay device called the Gri-Gri, lead climbing and belaying and route setting throughout the semester (Braband, climbing wall and group facilitation supervisor—Fall 2011)
- II. Have climbing wall coordinator obtain climbing wall instructor provider certification (Braband—Spring 2012)
- III. Have the climbing wall coordinator present at the climbing wall on bi weekly basis to observe, teach and reinforce appropriate techniques (Braband—ongoing)

## 2.0

GOAL: TO OFFER UNIQUE AND DESIRED PROGRAMMING THROUGH QUALITY ROUTE SETTING AND THE ADDITION OF TWO NEW CLIMBING PROGRAMS

### 2.1 Strategy: To create fresh unique and challenging routes

- I. Train and encourage staff in route setting (Braband, climbing wall and group facilitation supervisor—ongoing)
- II. Provide new routes two times per semester for the boulder and once a month for the top rope (Braband, climbing wall and group facilitation supervisor—ongoing)
- III. Provide one scheduled route setting training session semester for the staff (Braband—ongoing)
- IV. Encourage route setting during slow hours at the wall (Braband—ongoing)

### 2.2 Strategy: Create two climbing events

- I. Have a climbing film night at the WELL (Braband—Spring 2012)
- II. Create a Halloween climbing event (Braband—Fall 2011)
- III. Work with collaborative services to develop a marketing campaign for these two events (Braband, Marks—Fall 2011)

### 2.3 Strategy: Evaluate the level of satisfaction with the routes and climbing events

- I. Assess the satisfaction with the routes by personally asking the patrons of the climbing wall (Braband—ongoing)
- II. Create a survey using student voice to assess the route satisfaction (Braband—Spring 2012)
- III. Create evaluations to be dispersed at the end of climbing wall events (Braband—ongoing)

## 3.0

GOAL: CONTINUE TO COLLABORATE WITH OTHER CAMPUS DEPARTMENTS AND PROGRAMS TO INCREASE PARTICIPATION

### 3.1 Strategy: Continue building the relationship with Peak Adventures

- I. Keep open communication with Peak Administration through monthly meetings (Braband—ongoing)
- II. Continue cross departmental collaboration on semester student trainings (Braband, Regner, Pointer, Budlong—ongoing)
- III. Develop one climbing event with Peak Adventures (Braband, Pointer, Budlong—Fall 2011)

## **STRATEGIES AND ACTION PLANS**

### **3.2 Strategy: Develop a collaborative relationship with the RPTA department to enhance academic theory through practical application**

- I. Continue to meet and discuss with Dr. Rolloff about collaboration opportunities for the climbing wall and Dr. Rolloff's RPTA classes (Braband—ongoing)
- II. Continue to offer RPTA students practical experience opportunities that complement classroom education (Braband—ongoing)
- III. Develop an Internship opportunity (Braband, Falkenstein—Fall 2011)
- IV. Continue to develop relationships with other RPTA instructors (Braband, Falkenstein—ongoing)

### **3.3 Strategy: Reach out to other campus departments and organizations**

- I. Coordinate an adaptive gear demonstration for students with disabilities (Braband—Fall 2011)
- II. Work with the residence hall assistants to coordinate team building opportunities at the Well (Braband—ongoing)
- III. Reach out to athletics to offer rock climbing/team building events (Braband, Falkenstein—ongoing)

### **3.4 Strategy: Develop an intramural climbing competition**

- I. Research other universities to see if other campuses have intramural climbing competitions (Braband, Basso—Fall 2011)
- II. Work with both intramural and climbing wall student staff to create the event (Braband, Basso—Fall 2012)
- III. Utilize the intramural evaluation form to assess the climbing wall intramural climbing competition (Braband, Basso—Fall 2012)

# FACILITY RENTALS

---

## UNIT GOALS

**1.0**

To create climbing/group facilitation rental packages

**2.0**

Establish The WELL as a premier destination on and off campus for activity and meeting space

**3.0**

Streamline the reservation process and management of large and multi-day facility rentals

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: TO CREATE CLIMBING/GROUP FACILITATION RENTAL PACKAGES

### 1.1 Strategy : Design and develop climbing rental packages

- I. Research local climbing gyms and other collegiate gyms on how they run their rental request. (Braband—Fall 2011)
- II. Create two rental packages one focused on team building one on fun (Braband—ongoing)
- III. Implement our rental packages (Braband—Fall 2011)

### 1.2 Strategy: Market the climbing wall/Group Facilitation

- I. Develop marketing materials for climbing wall/and Group Facilitation rentals (Braband, Collaborative Services—Fall 2011)
- II. Attend meetings of Student Orgs and Leadership to promote climbing wall/Group Facilitation (Braband—Fall 2011)
- III. Develop a marketing method for the general public, in order to let people know that we are available for rentals (Braband—Fall 2011)

### 1.3 Strategy: Assess the satisfaction of climbing wall rentals

- I. Develop a survey to evaluate the rental packages (Braband, climbing wall group facilitation student supervisor—Fall 2011)
- II. Meet with potential participants to assess needs. (Braband, climbing wall group facilitation student supervisor—Fall 2011)
- III. Participate in programs myself to see the application of these programs. (Braband, climbing wall group facilitation student supervisor—Fall 2011)

## STRATEGIES AND ACTION PLANS

### 2.0

GOAL: ESTABLISH THE WELL AS A PREMIER DESTINATION ON AND OFF CAMPUS FOR ACTIVITY AND MEETING SPACE

#### 2.1 Strategy: Increase the number of reservation requests for the activity areas and the conference suite form on and off campus entities by 10%

- I. Expand the information available about facility rentals in The WELL on The WELL website (Falkenstein, Coordinator, Singletary, Gengler—Summer 2011)
- II. Create a marketing plan through printed materials, digital signage, website, and display in The WELL, on campus, and on The WELL website (Falkenstein, Coordinator, Dreyer—Summer 2011)
- III. Research the possibility of online facility reservation requests (Falkenstein, Coordinator, Singletary, Farrell, Roeseman—Summer 2011)

#### 2.2 Strategy: Develop a resource manual for event services staff to guide staff through setup procedures

- I. Meet with UUOCI Staff and partners to identify setup and schedule needs in activity and Conference spaces (Falkenstein, Coordinator, Saluta, Basso, Dietzler, Peak Adventures, Student Health and Counseling Services—Summer 2011)
- II. Review setup procedures for the conference suite and activity spaces and create documents with pictures and detailed instructions for each setup (Falkenstein, Coordinator—Summer 2011)
- III. Review the effectiveness of the resource manual, make appropriate changes and update on an ongoing basis (Falkenstein, Coordinator—Summer 2011)

#### 2.3 Strategy: Purchase equipment to enhance the conference suite and its rental options

- I. Research pricing and assess the needs for items including: tables, chairs, audio/video equipment, microphone stands, lapel microphone, kitchen equipment, etc. (Coordinator—Summer 2011)
- II. Conduct monthly inventory of conference suite inventory and make recommendations to purchase specific equipment needed for the conference suite (Coordinator—ongoing)
- III. Develop a prospective equipment list from the requests of customers and identify vendors that will provide affordable and quality products (Coordinator—Summer 2011)



## 3.0

### GOAL: STREAMLINE THE RESERVATION PROCESS AND MANAGEMENT OF LARGE AND MULTIDAY FACILITY RENTALS

#### 3.1 Strategy: Develop reservation guidelines for large and multiday facility rentals

- I. Create a checklist outlining all steps, procedures, documentation, timeline and requirements that need to be met for a multiday event to take place in The WELL (Falkenstein, Gavric, Coordinator—Summer 2011)
- II. Create policies to include payment procedures for events over \$2,500 (Falkenstein, Gavric—Fall 2011)
- III. Establish reservation criteria for community groups that accounts for membership facility needs (Falkenstein—Summer 2011)

#### 3.2 Strategy: Determine appropriate staffing levels and staffing criteria for large and multi day events

- I. Identify the length of the event and determine the need for staffing levels (Falkenstein—ongoing)
- II. Coordinate and assign staff 14 days in advance of each event to ensure all shifts are covered (Falkenstein, Coordinator—ongoing)
- III. Conduct pre-event planning meetings with all scheduled staff 2 days prior to the event (Falkenstein, Coordinator—ongoing)

#### 3.3 Strategy: Enhance future customer service experiences from customer and staff feedback

- I. Develop a comment card and post event evaluation tool, information on card will include three distinct sections; reservation process, facilities, equipment and staffing (Falkenstein—Fall 2011)
- II. Conduct post event meeting with reserving agency to review event, additional charges and potential future bookings within two weeks of the events conclusion (Falkenstein, Coordinator—ongoing)
- III. Conduct post event meetings with staff to discuss challenges, successes and future recommendations for events (Falkenstein, Coordinator—ongoing)
- IV. Compile information received from customers and staff to make recommended improvements and changes for future reservations (Falkenstein, Coordinator—ongoing)

# INFORMAL RECREATION

---

## UNIT GOALS

**1.0**

Increase the variety of equipment offered and keep equipment in good working order for the safety of all participants

**2.0**

Strengthen ties with campus departments and organizations in order to lay the groundwork for potential internships and student employment

**3.0**

Identify and maintain adequate space for informal recreation to meet the needs of The WELL membership

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: INCREASE THE VARIETY OF EQUIPMENT OFFERED AND KEEP EQUIPMENT IN GOOD WORKING ORDER FOR THE SAFETY OF ALL PARTICIPANTS

**1.1 Strategy: Keep equipment in good working order by creating a safety check list to be administered regularly**

- I. Review industry standard requirements for safety inspections of equipment and create checklists to inspect equipment (Falkenstein, Informal Recreation Supervisor—Summer 2011)
- II. Provide staff with training on how to properly fill out equipment check list (Falkenstein, Informal Recreation Supervisor—ongoing)
- III. Conduct monthly inspections of all equipment available for checkout at the equipment desk for safety issues (Informal Recreation Supervisor—ongoing)

**1.2 Strategy: Expand the equipment offering for informal recreation activities according to member feedback**

- I. Survey membership and take comments on their desires in Spring 2012 (Falkenstein, Informal Recreation Supervisor—ongoing)
- II. Make contact with equipment vendors to get best available price, but ensuring a quality product and reputation for WELL programming (Falkenstein—ongoing)
- III. Conduct roundtable discussions with WELL members to determine what equipment needs are not being met by the current inventory at the equipment desk

### **1.3 Strategy: Increase informal recreation participation and equipment use by 5%**

- I. Compare and analyze participation counts from 2010-2011 fiscal year to 2011-2012 fiscal year (Falkenstein—ongoing)
- II. Compare and analyze equipment usage numbers and patterns from 2010-2011 fiscal year to 2011-2012 fiscal year (Falkenstein—ongoing)
- III. Analyze the relationship between informal recreation participation and equipment use to make recommendations for future equipment replacement (Falkenstein, Informal Recreation Supervisor—ongoing)

## **2.0**

GOAL: STRENGTHEN TIES WITH CAMPUS DEPARTMENTS AND ORGANIZATIONS IN ORDER TO LAY THE GROUNDWORK FOR POTENTIAL INTERNSHIPS AND STUDENT EMPLOYMENT

### **2.1 Strategy: Actively recruit students from other departments for employment in Informal Recreation areas relating to their major**

- I. Make presentations in related classes about job opportunities (Falkenstein—Fall 2011)
- II. Inform Kinesiology instructors of the opportunities for student employment in The WELL (Falkenstein—Summer 2011)
- III. Inform Recreation, Parks, and Tourism Administration instructors of the opportunities for student employment in The WELL (Falkenstein—Summer 2011)

### **2.2 Strategy: Collaborate with other appropriate campus departments' staff to develop internship opportunities in informal recreation, equipment desk and inventory management & event services**

- I. Meet with Department Chairs to initially discuss and develop internships in The WELL (Falkenstein—ongoing)
- II. Attend department meetings to inform faculty on the internship programs in The WELL (Falkenstein, Coordinator—ongoing)
- III. Arrange at least one formal internship for Fall 2011 (Falkenstein—Summer 2011)

### **2.3 Strategy: Evaluate the impact of the internship for The WELL and the intern**

- I. Schedule meetings with the intern throughout the internship to track the progress and provide evaluations of job performance (Falkenstein—ongoing)
- II. Conduct and document an exit interview with the intern to review internship goals, skills learned and review the overall internship experience (Falkenstein—ongoing)
- III. Meet with the internship advisor to make recommendation for improvements for future internships (Falkenstein—ongoing)

## STRATEGIES AND ACTION PLANS

### 3.0

GOAL: IDENTIFY AND MAINTAIN ADEQUATE SPACE FOR INFORMAL RECREATION TO MEET THE NEEDS OF THE WELL MEMBERSHIP

#### 3.1 Strategy: Reserve space specifically for informal recreation based on membership requests

- I. Evaluate membership activity desires from Student Voice survey conducted in Fall 2010 (Falkenstein, coordinator—Summer 2011)
- II. Work with all WELL programs to coordinate a facility schedule each semester that adequately serves and benefits the majority of members (Falkenstein, coordinator—ongoing)
- III. Contact campus partners, including Student Organizations and Leadership, Athletics, RPTA and Kinesiology to identify their space needs in The WELL (Falkenstein, Coordinator, Informal Recreation Supervisor—ongoing)

#### 3.2 Strategy: Evaluate facility usage patterns from Fall 2010 and Spring 2011

- I. Analyze participation counts from each semester, identifying trends (Falkenstein, Coordinator, Informal Recreation Supervisor—ongoing)
- II. Based on trends, make sound recommendations for future programming (Coordinator, Informal Recreation Supervisor—ongoing)
- III. Market changes to WELL and campus community members via the website, campus brochure, digital signage, and posters (Falkenstein, Coordinator—ongoing)

#### 3.3 Strategy: Incorporate non-traditional games and activities into informal recreation to attached non-traditional uses to The WELL

- I. Identify activity space to non-traditional activities (Coordinator, Informal Recreation Supervisor—ongoing)
- II. Purchase equipment to provide activities including: board games, electronic gaming systems, decks of cards, etc. (Falkenstein—Fall 2011)
- III. Program specific events and schedule times these activities in The WELL (Falkenstein, Coordinator—ongoing)

# INTRAMURAL SPORTS & SPORT CLUBS

---

## UNIT GOALS

**1.0**

Solidify the transition of an Intramural Sports and Sport Clubs Resource Center into the Well

**2.0**

Move both the Intramural Sports and Sport Clubs programs toward becoming the “Best in the Country”

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: SOLIDIFY THE TRANSITION OF AN INTRAMURAL SPORTS AND SPORT CLUBS RESOURCE CENTER INTO THE WELL

**1.1 Strategy: Work with the construction team to assure all aspects of customer service provisions have been addressed**

- I. Provide all request for equipment, changes and modifications in a timely manner (Saluta, Newman, Ybarra—Summer 2011)
- II. Be available to the construction team to answer any questions in regards to the resource center and customer service needs (Saluta—Summer 2011)
- III. Successfully move equipment, staff and resources into the Center (Saluta, Basso, Singletary—Summer 2011)

**1.2 Strategy: Create an identity for the center that follows the current WELL design**

- I. Set up a meeting with The Lab to discuss possible design ideas (Saluta, Dreyer—Summer 2011)
- II. Decide on the appropriate identity theme for the resource center (Gavric, Saluta, Newman—Summer 2011)
- III. Implement action steps to produce identity design into the Resource Center (Saluta, Newman, Dreyer—Summer 2011)

**1.3 Strategy: Hire and train qualified staff to represent the customer service point of sale for the center**

- I. Work with Membership Service Manager to create job descriptions that closely match the front desk while incorporating aspects of the Resource Center (Saluta, Roesemann—Summer 2011)
- II. Conduct interviews of qualified candidates. (Saluta, Basso, Roesemann—Summer 2011)
- III. Select qualified candidates who will most positively reflect the goal of the Resource Center and the mission of the WELL (Saluta, Basso, Roesemann—Summer 2011)

## STRATEGIES AND ACTION PLANS

### 2.0

GOAL: MOVE BOTH THE INTRAMURAL SPORTS AND SPORT CLUBS PROGRAMS TOWARD BECOMING THE “BEST IN THE COUNTRY”

#### 2.1 Strategy: Research online registration program with CSI to being research on automated services for Intramurals

- I. Work with IT and CSI to determine capabilities of the module (Saluta, Singletary—Summer 2011)
- II. Contact CSI to test module (Saluta, Singletary, Basso—Summer 2011)
- III. Create a summary of pros and cons for CSI module (Saluta, Singletary—Fall 2011)

#### 2.2 Strategy: Determine the compatibility of the Sac State Intramural program providing on-line registration

- I. Assess the current method of registration to determine where and how the CSI on-line service can streamline the process (Saluta, Basso, Singletary—Fall 2011)
- II. Assess the current method of registration with Coordinators spreadsheets to determine how to keep spreadsheet program intact (Saluta, Basso, Singletary—Fall 2011)
- III. Compare CSI module, and current assessment of needs to determine which program will work best for the Sac State Intramural Sports Program (Saluta, Singletary—Fall 2011)

#### 2.3 Strategy: Streamline the Sport Club manual to be efficient and usable for all factors of the sport club program by putting it on-line

- I. Continue to update and modify Sport Club manual in order to keep policies current (Saluta—ongoing)
- II. Format entire manual into a chapter breakout PDF file and work with IT to successfully load into onto the web (Saluta, Singletary—Summer 2011)
- III. Notify all current club participants and officers of on-line access to the manual (Saluta—Fall 2011)

#### 2.4 Strategy: Assist in the implementation of a logo that is usable by the Sport Clubs program

- I. Work with Student Organization and Leadership to provide the University Marketing Office with documented areas where a logo would be beneficial to the University (Saluta, Satterland—Summer 2011)
- II. Work with the University Marketing Office to set up a time line of design approval and release (Saluta, Satterland—Summer 2011)
- III. Work with The Lab to implement the design onto all Sport Clubs related material (Saluta, Dreyer—ongoing)

# INTRAMURAL SPORTS

---

## UNIT GOALS

**1.0**

Provide a comprehensive intramural program focused on continuous improvement to excite and stimulate participation

**2.0**

Enhance the professional development and training of student and professional staff

**3.0**

Increase intramural sports participation by 7%

**4.0**

Promote good communication with participants in order to enhance the intramural experience

**5.0**

Collaborate with other WELL Programs in order to target non-traditional intramural participants

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: PROVIDE A COMPREHENSIVE INTRAMURAL PROGRAM FOCUSED ON CONTINUOUS IMPROVEMENT TO EXCITE AND STIMULATE PARTICIPATION

**1.1 Strategy: Include incentives and motivators in order to provide the best sports experience for intramural participants**

- I. Track participants' individual statistical totals and averages in each major sports league (Basso, Student Supervisor—ongoing)
- II. Expand the "Power Rank" for every team in order to create more excitement (Basso, Student Supervisor—ongoing)
- III. Promote extramural tournament opportunities within NIRSA by including tournament entry fees to the league champions (Saluta, Farrell, Basso—ongoing)
- IV. Create the Intramural Champion's Gallery to be displayed in the Well (Saluta, Newman, Dreyer, Basso—Summer 2011)

## **STRATEGIES AND ACTION PLANS**

### **1.2 Strategy: Increase the number of extended “leagues” in order to provide more variety of activities available to the participants**

- I. Offer less traditional sports such as racquetball; whiffle ball, dodge ball, Arena Football and badminton as full season leagues (Saluta, Basso—Summer 2011)
- II. Assure all space requests for additional leagues are scheduled in compliance with the campus facility procedures (Saluta, Basso, Falkenstein, Capretto—Summer 2011)
- III. Meet with the design team to develop a marketing strategy for additional leagues and to promote them as first time leagues (Saluta, Basso, Dreyer—Summer 2011)

### **1.3 Strategy: Complete the design and construction of a comprehensive Sac State Intramural Sports scheduling system that will provide league schedules, free agent teams, team statistics, and individual statistics to participants**

- I. Utilize the full functionality of Microsoft Excel to create databases and spreadsheets that will instantly schedule teams, assemble free agent teams, and allow for tabulation of team and individual statistics (Basso—Summer 2011)
- II. Set aside ample isolated time to test, assess and implement the scheduling program for the start of the Fall semester (Basso—Summer 2011)
- III. Continuously test and retest to ensure accuracy and dependability throughout first season of use (Basso—Fall 2011)

### **1.4 Strategy: Survey at least 40% of league participants regarding the quality of the leagues/tournaments and external factors that contribute to their life satisfaction**

- I. Arrange 1-on-1 meetings with participants during the current season of play to discuss league registration, quality of officiating, league structure, and future intramural expansion (Basso, Student Supervisors—ongoing)
- II. Utilize student voice survey to establish a quality program and life satisfaction twice each semester (Saluta, Basso, Singletary—ongoing)
- III. Use collected data from student voice survey to improve existing programs and implement new ones (Saluta, Basso, Singletary—ongoing)



## 2.0

GOAL: ENHANCE THE PROFESSIONAL DEVELOPMENT AND TRAINING OF STUDENT AND PROFESSIONAL STAFF

**2.1 Strategy: Expand Intramural student staff in order to support the intramural league expansion, allowing more students to gain experience and professional responsibilities**

- I. Add an additional 3 Student Supervisor positions in order to support Marketing, Head Refs and Special Events supervision (Saluta, Basso—Summer 2011)
- II. Work with current Student Supervisors to create job descriptions that will streamline the overall Intramural Sports offerings (Basso, Student Supervisors—Summer 2011)
- III. Create a comprehensive hiring process to include resume development and a student based hiring committee (Saluta, Farrell, Basso, Student Supervisors—Summer 2011)

**2.2 Strategy: Train and evaluate IM Student Officials with the intent to improve their officiating ability**

- I. Run an officials' training camp for Flag Football (late Summer 2011) and Basketball (Winter Break 2011) (Basso, Student Supervisors—Summer 2011)
- II. Investigate options for providing an officials basketball training for the northern California Region (Saluta, Falkenstein, Basso—Summer 2011)
- III. Pre-Season, Mid- Season, and Post-Season Officials' Certification Trainings for all sport leagues (Basso, Student Supervisors—ongoing)
- IV. Select qualified officials to attend extramural football and basketball tournaments through NIRSA (Saluta, Farrell, Basso, Student Supervisors—ongoing)

**2.3 Strategy: Provide opportunities for student staff to expand their knowledge of campus recreation in order to broaden their professional horizons**

- I. Research professional organizations that provide additional recreation trainings and opportunities (Saluta, Basso—ongoing)
- II. Encourage student staff to become members of different professional entities (Saluta, Basso—ongoing)
- III. Support students to register for professional conferences (Saluta, Farrell, Basso—ongoing)
- IV. Encourage student supervisors and head officials to attend other universities Intramural Sports programs to evaluate different program styles of operation (Saluta, Basso—ongoing)

## STRATEGIES AND ACTION PLANS

### 3.0

GOAL: INCREASE INTRAMURAL SPORTS PARTICIPATION BY 7%

#### 3.1 Strategy: Explore 4 opportunities to reach new students of Sacramento State

- I. Campus Recreation will participate in freshmen and transfer student orientations (Saluta, Basso—Summer 2011)
- II. Strategically market using the upper corners of classroom chalkboards in the majority of classroom buildings (Basso, Student Supervisors—ongoing)
- III. Utilize the Campus Calendar more effective and efficiently (Saluta, Basso—ongoing)
- IV. Target specific student populations by attending three or more student club meetings per semester (Saluta, Basso, Student Supervisors—ongoing)

#### 3.2 Strategy: Create a Campus Championship program to encourage more clubs and organizations to participate in Intramural Sports

- I. Create a point system for all events and activities being offered (Saluta, Basso, Student Supervisors—Fall 2011)
- II. Work with the The Lab to create a marketing program for the All-Campus Championship (Saluta, Basso, Dreyer—Summer 2011)
- III. Work with the Student Leadership and Organization Leadership Initiative to identify potential clubs and organizations that would be willing to participate in the Campus Championship program (Saluta, Basso, Satterland—Fall 2011)

#### 3.3 Strategy: Assess a baseline variation of participants at the end of each semester to measure effectiveness of publicity targeting

- I. Query students during registration how they initially heard about the program and compile into a list of strengths and weaknesses (Basso, Student Supervisors—ongoing)
- II. Use previous season for leagues currently registering in order to identify any positive changes in participation (Saluta, Basso, Student Supervisors—Fall 2011)
- III. Make adjustments for future semesters according to assessment findings (Saluta, Basso—ongoing)

## 4.0

GOAL: PROMOTE GOOD COMMUNICATION WITH PARTICIPANTS IN ORDER TO ENHANCE THEIR INTRAMURAL EXPERIENCE

### 4.1 Strategy: Collect accurate contact information for captains and participants in order to communicate more effectively

- I. Create an on-going contact sheet for all captains and participants in order to register them for upcoming notifications of Intramural Sports events (Basso, Student Supervisors—ongoing)
- II. Communicate with Captain's through the established Intramural Sports Saclink Email Account to keep participants informed and up to date of schedules and deadlines (Basso, Student Supervisors—ongoing)
- III. Explore the utilization of Org Sync to more effectively communicate with clubs and organizations on a daily basis (Saluta, Basso—Fall 2011)

### 4.2 Strategy: Utilize social media more efficiently in an attempt to utilize new aged communication tools

- I. Meet monthly with social media supervisor to assess current trends and issues as well as set up postings for upcoming events (Basso, Roesemann—ongoing)
- II. Work with Student Supervisors and participants to keep up to date on current trends in social media (Basso, Student Supervisors—ongoing)
- III. Meet monthly with UUOCI Staff to discuss and implement trends (Saluta, Basso, UUOCI Staff—ongoing)

### 4.3 Strategy: Create timely and efficient deadlines and events for all activities scheduled

- I. Conclude registration at 10pm on the designated due date and spend the last 2 hours of the day producing the schedule in order to have it out by midnight (Basso, Student Supervisors—ongoing)
- II. Streamline all Captain's Power Point Presentations to reflect efficiency and professionalism in the presentation (Basso, Student Supervisors—Summer 2011)
- III. Notify all participants immediately using all available social media outlets of when schedules are posted and games are to be played (Saluta, Basso, Singletary, Roesemann, Student Staff—ongoing)

## STRATEGIES AND ACTION PLANS

### 5.0

GOAL: COLLABORATE WITH OTHER WELL PROGRAMS IN ORDER TO TARGET NON-TRADITIONAL INTRAMURAL PARTICIPANTS

#### **5.1 Strategy: Coordinate one intramural competition with the Climbing Wall in order to serve members of The WELL who might not necessarily participate in climbing activities**

- I. Develop and design one intramural wall climbing/bouldering competition as a special event (Basso, Braband—Fall 2011)
- II. Assist climbing wall staff with promotion of event, registration of event, implementation of event and prizes for event (Basso, Braband, Climbing wall staff, Intramural Student Supervisors—Fall 2011)
- III. Utilize the activity to survey the participants regarding other special events they would be interested in participating in throughout the year that may not be scheduled (Basso, Student Supervisors—Fall 2011)
- IV. Assess overall success of the event and create an action plan for areas of improvement (Basso, Braband—Fall 2011)

#### **5.2 Strategy: Collaborate with the Fitness Program to provide nontraditional participants an enjoyable competition**

- I. Develop and design a “Combine” style fitness competition as a special event (Basso, Blessinger—Fall 2011)
- II. Work with fitness staff with promotion of event, registration of event, implementation of event and prizes for event (Basso, Blessinger, Fitness staff, Intramural Student Supervisors)
- III. Conduct a survey of the participants regarding other special events they would be interested in participating in throughout the year that may not be scheduled (Basso, Student Supervisors—Fall 2011)
- IV. Assess overall success of the event and create an action plan for areas of improvement (Basso, Blessinger—Fall 2011)

#### **5.3 Strategy: Collaborate with Member Services in order to bring a smooth transition to the Intramural and Sport Club Resource Center into the Well**

- I. Attend regular front desk meetings to update all customer service staff on resources available in the Center, upcoming leagues and events (Basso, Roesemann—ongoing)
- II. Participate in a formal training of the front desk staff to provide in depth explanation of leagues in order to allow for better explanation to potential participants (Basso, Roesemann—Fall 2011)
- III. Create a binder and keep it updated with information on intramural leagues, deadlines, event description and other questions that participants might have (Basso, Student Supervisors—ongoing)

# SPORT CLUBS

## UNIT GOALS

- 1.0** Increase Sport Club membership by 25%
- 2.0** Create a leadership initiative to provide for the development of student leaders in order to maintain sustainable, quality Sport Clubs
- 3.0** Attain 100% compliancy with CSU Chancellors sport club model
- 4.0** Continue development of student and professional staff
- 5.0** Collaborate with other WELL programs and University Departments to develop beneficial Sport Clubs services for sport club participants
- 6.0** Research two compatible solutions to outdoor facility needs

## STRATEGIES AND ACTION PLANS

### 1.0

GOAL: INCREASE SPORT CLUB MEMBERSHIP BY 25%

- 1.1 Strategy: Expand the size and scope of the Fall Sport Clubs fair so as to attract more interested students**
  - I. Collaborate with WELL and Student Organizations & Leadership staff to move the Fall Sport Clubs Fair to the South Lawn (Satterlund, Saluta, Falkenstein—Fall 2011)
  - II. Increase participation at the Fair to 75% of Sport Clubs by creating motivational enticements (Sport Clubs Staff—Fall 2011)
  - III. Add five demonstrations of actual sport club activities to attract Fair attendees (Sport Clubs Staff—Fall 2011)
  - IV. Seek new sources and/or creative ways to fund new components to the Fair such as the demonstration element (Farrell, Saluta—Fall 2011)

## **STRATEGIES AND ACTION PLANS**

### **1.2 Strategy: Develop an effective Sports Information Communications plan to promote and educate the campus community on the competitions and activities of Sport Clubs and thereby attract additional participants**

- I. Develop a Sports Information Communications Plan to guide promotion of Sport Clubs Program and the activities of individual Sport Clubs (Saluta, Sport Clubs Staff—Fall 2011)
- II. Hire at least three part time student staff to supervise, manage and implement the Sports Information Communications Plan (Saluta—Fall 2011)
- III. Develop working relationships with Public Affairs, State Hornet and other media (Saluta, Sport Clubs Staff—ongoing)
- IV. Collaborate with Public Affairs, UUOCI, IT and The Lab staff to take advantage of all communication channels on campus, e.g. University Union and WELL electronic boards, Union Event Video Screens. Campus electronic boards; Hwy 50 Electronic Board; campus web news-letter; departmental newsletters, etc. (Saluta, Singletary, Dreyer, Sport Clubs Staff—ongoing)
- V. Collaborate with Collateral Services to develop sports information packets for at least two Sport Clubs during the Fall Semester to serve as templates for remaining club packets to be developed during the Spring semester (Saluta, Dreyer, Sport Clubs Staff—Spring 2012)

### **1.3 Strategy: Assist clubs in developing well defined officer positions which enable them to strengthen and increase membership counts**

- I. Develop a Club culture of maximum participation versus a team culture of limited numbers within the Sport Clubs Program (Sport Clubs Staff—ongoing)
- II. Assist Clubs in developing tools to build membership such as quality web sites, informational cards, enlightened club programming, etc. (Dreyer, Sport Clubs Staff—ongoing)
- III. Identify and develop at least one new opportunity for Clubs to promote membership (Sport Clubs Staff—Fall 2011)
- IV. Provide an opportunity for Clubs to participate in Freshmen/Transfer student Orientation and thereby gain appreciable numbers of interested students. (Shepard, Saluta, Sport Clubs Staff—Summer 2011)

## 2.0

GOAL: CREATE A LEADERSHIP INITIATIVE TO PROVIDE FOR THE DEVELOPMENT OF STUDENT LEADERS IN ORDER TO MAINTAIN SUSTAINABLE, QUALITY SPORT CLUBS

### **2.1 Strategy: Gain participation of at least 20% of Club officers in the seminars and workshops which comprise the leadership initiative program**

- I. Collaborate with Student Organizations & Leadership to continue a Sport Clubs “track” at the semi-annual leadership conference. (Satterlund, Saluta—Fall 2011)
- II. Identify existing on-campus leadership skills development seminars that Sport Clubs can participate in (Sport Clubs Staff—Fall 2011)
- III. Provide at least twelve opportunities for Sport Club officers to attend leadership development seminars and workshops. (Satterlund, Saluta, Sport Clubs Staff—Spring 2012)
- IV. Collaborate with Peak Adventures to develop a ropes course training session highlighting skills in decision making or leadership (Saluta, Peak Adventures, Sport Clubs Staff—Fall 2011)
- V. Produce and promulgate to Sport Clubs a seminar calendar which presents at least six seminars each semester (Dreyer, Sport Clubs Staff—Spring 2012)
- VI. Develop an administrative compliance program which awards individual clubs for participation in leadership development programs (Sport Clubs Staff—Fall 2011)

### **2.2 Strategy: Develop and conduct surveys to measure current leadership skills of Sport Clubs Officers and identify desired skills and needed areas of growth**

- I. Conduct self assessment surveys at the beginning and end of each semester (Satterlund, Sport Clubs Staff—Spring 2012)
- II. Obtain 50% response rate from Sport Clubs Officers during the Fall Semester self assessment survey (Sport Clubs Staff—Fall 2011)
- III. Obtain 75% response rate from Sport Clubs Officers during the Spring Semester self assessment survey (Sport Clubs Staff—Spring 2012)

### **2.4 Strategy: Implement a “7 Habits of Highly Effective People” within the leadership initiative program for Sport Club officers**

- I. Become certified to teach the program (Sport Club Staff—Fall 2011)
- II. Seek funding for classroom materials and supplies (Saluta, Farrell—Fall 2011)
- III. Plan a 12 week seminar series to be offered each semester (Sport Club staff—Fall 2011)
- IV. Involve at least 30 sport club officers representing at least 50% of current Sport Clubs (Sport Clubs Staff—Spring 2012)

## STRATEGIES AND ACTION PLANS

### 3.0

GOAL: ATTAIN 100% COMPLIANCE WITH CSU CHANCELLOR'S SPORT CLUBS MODEL

#### 3.1 Strategy: Review model to insure interpretation with CSU Chancellor's Sport Clubs Model

- I. Identify gaps in compliance and develop plans to close them (Satterland, Saluta, Sport Clubs Staff—Fall 2011)
- II. Conduct an informal audit of each club in December 2011 to check compliance (Sport Clubs Staff—Fall 2011)
- III. Conduct a formal audit of each club in April 2012 to check compliance (Sport Clubs Staff—Spring 2012)

#### 3.2 Strategy: Assist Clubs in strengthening organizational structure and administration to closely resemble Sport Club Model management

- I. Ensure Sport Clubs Coordinator meets with each Club President monthly (Sport Club Staff—Spring 2012)
- II. Ensure other Club officers, including Treasurers, Travel Coordinators, Safety Officers, meet with assigned Sport Club Staff on a regular basis (Sport Clubs Staff—Spring 2012)
- III. Ensure Sport Club Staff attend at least one practice and meeting per semester for each club (Sport Clubs Staff—Spring 2012)

### 4.0

GOAL: CONTINUE PROFESSIONAL DEVELOPMENT OF STUDENT AND PROFESSIONAL STAFF

#### 4.1 Strategy: Provide professional development opportunities for Sport Clubs Program student staff

- I. Identify at least two training opportunities for student staff each semester (Sport Clubs Staff—Fall 2011)
- II. Create opportunities for drive-in conferences/meetings with other Northern California Sport Club programs (Saluta, Sport Clubs Staff—ongoing)
- III. Research funding opportunities to support attendance by student staff at regional and national NIRSA conferences (Saluta—Spring 2012)

#### 4.2 Strategy: Continue membership and involvement with NIRSA

- I. Maintain membership on NIRSA Sport Clubs Committee (Sport Club Staff—Spring 2012)
- II. Collaborate with student staff to research and develop at least three presentation proposals to co-present at Region VI conference (Sport Clubs Staff—Fall 2011)
- III. Submit presentation proposal for 2012 Annual Conference (Sport Club Staff— Fall 2011)



#### **4.3 Strategy: Develop and maintain professional relationships with other Sport Clubs Coordinators**

- I. Identify Sport Clubs Coordinators at equivalent size NIRSA Region VI universities (Sport Clubs Staff—Fall 2011)
- II. Collect a library of at least 20 manuals from equivalent size and larger Sport Clubs Programs throughout the country (Sport Clubs Staff—Spring 2012)
- III. Identify a list of at least ten program features or benefits most common among equivalent size and larger Sport Clubs Programs in order to compare and contrast those offered by our program (Sport Clubs Staff—Spring 2012)
- IV. Schedule at least one per semester “drive-in” mini conferences with other Northern California Sport Clubs Programs (Saluta—Spring 2012)
- V. Schedule at least one transition team check-in per semester (Saluta—Spring 2012)

## **5.0**

GOAL: COLLABORATE WITH OTHER WELL PROGRAMS AND UNIVERSITY DEPARTMENTS TO DEVELOP BENEFICIAL SPORT CLUBS SERVICES FOR SPORT CLUB PARTICIPANTS

#### **5.1 Strategy: Develop a template for a fitness enhancement program targeting Sport Clubs teams and individual members**

- I. Interview Exercise Physiologist (Fitness Program) as to the types of services that might be available (Blessinger—Fall 2011)
- II. Survey Sport Clubs Program participants as to the kind of services desired (Sport Clubs Staff—Fall 2011)
- III. Create a test program to include at least three competitive Sport Clubs and 10 individuals to participate in the fitness enhancement program (Sport Clubs Staff—Spring 2012)

#### **5.2 Strategy: Work with the Student Health Services program to determine how an Athletic Trainer will support Sport Club needs**

- I. Identify and collect program information from other Sport Clubs Programs which offer this benefit/feature (Sport Clubs Staff—Fall 2011)
- II. Identify Clubs that need athletic trainers and number of times (Sport Clubs Staff—Fall 2011)
- III. Work with the Associate Director of Fitness to determine the best way to implement the program (Costello, Saluta—Fall 2011)

## STRATEGIES AND ACTION PLANS

### 5.3 Strategy: Collaborate with Intramurals to create a Resource Center for both the Sport Clubs and Intramurals Program to better serve participants

- I. Collaborate with The WELL staff to identify and secure appropriate space to house a Resource Center (Gavric, Falkenstein, Costello, Saluta, Basso—Fall 2011)
- II. Collaborate with Intramurals to develop a layout and design for the space (Saluta, Basso—Fall 2011)
- III. Provide for build-out of space (Saluta, Ybarro—Fall 2011)
- IV. Collaborate with Intramurals to schedule staffing of space (Saluta, Basso—Fall 2011)

## 6.0

### GOAL: RESEARCH TWO COMPATIBLE SOLUTIONS TO OUTDOOR FACILITY MAINTENANCE NEEDS

#### 6.1 Strategy: Collaborate with Intramural Program, Facilities, Athletics and Kinesiology Department to identify all documented outdoor facility safety concerns

- I. Facilitate meetings with above departments and programs to gather documentation and understand concerns regarding outdoor facility safety (Falkenstein, Saluta, Basso—Fall 2011)
- II. Insure Club Safety Officers/Coaches/Instructors understand and follow through on responsibilities regarding facility safety (Sport Clubs Staff—ongoing)
- III. Ensure 100% compliance of all Sport Clubs using outdoor facilities to conduct a pre-season assessment of facility safety concerns (Sport Clubs Staff—ongoing)
- IV. Insure Club Safety Officers understand and use the Incident/Accident report to document all safety Concerns.(Sport Clubs Staff—ongoing)

**6.2 Strategy: Keep accurate counts of spectators at all on-campus Sport Club contests utilizing outdoor facilities**

- I. Utilize Sport Clubs Staff and Club Officers to facilitate spectator counts so as to establish baseline statistics (Sport Clubs Staff—ongoing)
- II. Identify required and desired services or components necessary to provide for spectators at on campus outdoor facilities e.g. available space, seating, rest rooms, signage, game management etc. (Sport Clubs Staff—Fall 2011)

**6.3 Strategy: Assess the compiled information from strategies 6.1 and 6.2 in order to create and present a viable proposal that supports Sac State Facility maintenance needs**

- I. Write a report of findings for all documented incidents and accidents involving the outdoor facilities reported by Kinesiology, Athletics, Intramurals and Sport Clubs (Saluta—Spring 2012)
- II. Research possible areas for temporary solutions to immediate risk management concerns (Saluta, Falkenstein, Sport Club Staff—Spring 2012)
- III. Research long range plans for facility improvement (Saluta, Falkenstein, Sac State Facilities, Sport Club Staff—Fall 2010)

# FACILITY OPERATIONS

---

## UNIT GOALS

**1.0**

Provide exemplary customer service by training custodial student staff to better serve members of the WELL

**2.0**

Utilize Bigfoot software to maintain all assets within the WELL

**3.0**

Improve maintenance response times, safety standards, and overall building cleanliness

**4.0**

Develop a student leadership program for custodial student supervisors

**5.0**

Maximize the capabilities of all Operations related software

**6.0**

Work with CSG and student staff to further enhance the custodial department

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: PROVIDE EXEMPLARY CUSTOMER SERVICE BY TRAINING CUSTODIAL STUDENT STAFF TO BETTER SERVE MEMBERS OF THE WELL

**1.1 Strategy: Focus on developing a comprehensive training program for custodial student staff**

- I. Review and research all training material and create a comprehensive reference binder for students (Newman—Summer 2011)
- II. Continually add material to the binder to keep up with current cleaning trends (Newman—ongoing)
- III. Collaborate with CSG management to add information specific to the tools and techniques used by CSG (Newman, Reyes—Summer 2011)

### **1.2 Strategy: Create a training program designed to build custodial skills for student staff**

- I. Train student custodial staff on various cleaning procedures as detailed by the 3M S.M.A.R.T Training Program (Newman, staff—Spring 2011)
- II. Work with CSG staff to train students on the proper use of each piece of equipment (Newman, Reyes—Summer 2011)
- III. Utilize 3M testing features to measure student knowledge of cleaning methods and provide certification when a sufficient level of understanding is demonstrated (Newman, Reyes—Fall 2011)

### **1.3 Strategy: Utilize custodial student supervisors to monitor the overall success of the training program**

- I. Create assessment material for student custodial supervisors to use when evaluating the job preparedness of student staff (Newman—Spring 2011)
- II. Review assessments generated by student custodial supervisors and adjust training content in response to findings (Newman, staff—Spring 2011)
- III. Further utilize student custodial assessments by incorporating the information into the department's employee evaluations (Newman, staff—Spring 2011)

## **2.0**

### **GOAL: UTILIZE BIGFOOT SOFTWARE TO MAINTAIN ALL ASSETS WITHIN THE WELL**

#### **2.1 Strategy: Compile a detailed summary of all assets currently within the WELL**

- I. In addition to the current list, add the remaining 30% of assets until the list is complete (Newman, staff—Spring 2011)
- II. Use the barcode system to label each asset belonging to the master list (Newman, staff—Spring 2011)
- III. Take multiple photographs of all assets and add to each equipment file (Newman, staff—Spring 2011)

#### **2.2 Strategy: Enter all necessary data into Bigfoot**

- I. For each piece of equipment, enter warranty information, photos, barcodes, service records, preventative maintenance schedules, and any other relevant information into Bigfoot (Newman, staff—Spring 2011)
- II. Use scanners to test for proper identification of every asset on the list (Newman, staff—Summer 2011)
- III. Monitor equipment changes and identify new pieces using the two previous steps (Newman—ongoing)

## STRATEGIES AND ACTION PLANS

### 2.3 Strategy: Begin testing Bigfoot in order to manage all future requests

- I. Use the software program to schedule the service of exercise equipment (Newman, Bustamante—Spring 2011)
- II. Modify the software program by making adjustments to specific features to better suit the WELL (Newman, Bustamante—Spring 2011)
- III. Initiate management of all building related requests through Bigfoot by fall 2011 (Ybarra, Newman—Fall 2011)

## 3.0

### 3.0 GOAL: IMPROVE MAINTENANCE RESPONSE TIMES, SAFETY STANDARDS, AND OVERALL BUILDING CLEANLINESS

#### 3.1 Strategy: Improve response times by evaluating the work order process, from inception to completion

- I. Measure current response times by researching Bigfoot's time management features to establish an average resolution period for all maintenance requests (Ybarra, Newman—Spring 2011)
- II. Create a uniform method for communicating all building related requests by requiring all requests begin as Bigfoot entries (Newman, staff—Summer 2011)
- III. Hold monthly meetings to improve communication about service requests between staff, members, and tenants (Newman—Summer 2011)

#### 3.2 Strategy: Refine safety procedures related to typical workplace scenarios for both custodial and maintenance personnel

- I. Add to MSDS binders as new chemicals are introduced to the WELL (Newman—ongoing)
- II. Create a response manual specific to each piece of equipment. (Newman—Summer 2011)
- III. Attach laminated safety signs to both lifts, and any large piece of cleaning equipment (Newman—Spring 2011)

#### 3.3 Strategy: Evaluate current standards for determining and maintaining building cleanliness

- I. Use the 3M Clean Trace system (Device used in healthcare facilities to measure organic matter) to monitor cleanliness (Newman, Harold—Spring 2011)
- II. Expand usage of color coded mop, rag, and bucket systems to ensure proper service for all areas of the building (Newman, Harold, Reyes—Spring 2011)
- III. Employ student supervisors to inspect the entire building weekly, and record their findings for further review (Newman, Harold, Jenna—Spring 2011)

## 4.0

GOAL: DEVELOP A STUDENT LEADERSHIP PROGRAM FOR CUSTODIAL STUDENT SUPERVISORS

### 4.1 Strategy: Create a student training program which focuses primarily on developing managerial skills

- I. Select a training curriculum that emphasizes interpersonal and management skills (Newman—Spring 2011)
- II. Meet with the student supervisors weekly to discuss the content of the material and how it relates to working at the WELL (Newman—Spring 2011)
- III. Allow student supervisors to aid in the selection of additional training materials for future custodial employees (Newman—Spring 2011)

### 4.2 Strategy: Develop student supervisors by providing opportunities for growth

- I. Utilize student supervisors to train other student employees in areas such as, workplace safety (Newman—Spring 2011)
- II. Involve student supervisors in all aspects of managing and improving the Operations department (Newman—ongoing)
- III. Include student supervisors in management meetings (Newman—ongoing)

## 5.0

GOAL: MAXIMIZE THE CAPABILITIES OF ALL OPERATIONS RELATED SOFTWARE

### 5.1 Strategy: Research and explore the capabilities and limitations of each program

- I. Become familiar with all of the capabilities of Bigfoot and train selected full-time staff on its use (Newman—Spring 2011)
- II. Learn to use Velocity and begin operating the FOB station (Newman—Summer 2011)
- III. Use the HVAC program to operate the WELL's heating and cooling systems (Newman, Ybarra—Spring 2011)
- IV. Master the lighting and Hirsche security control programs (Newman, Ybarra—Spring 2011)

### 5.2 Strategy: Customize each program to make operating the WELL as energy efficient as possible

- I. Alter customizable features of Bigfoot, Bactalk, Velocity, and lighting control programs to streamline the operation of each corresponding area or system (Newman—Summer 2011)
- II. Collect utilities data to establish typical energy usage amounts for the WELL (Newman—Summer 2011)
- III. Work with Sacramento State University's Energy Resource Manager to develop a comprehensive energy savings Strategy (Newman, staff—Summer 2011)

## STRATEGIES AND ACTION PLANS

### 5.3 Strategy: Train program supervisors on the use of pertinent software to ensure the seamless operation of mechanical systems

- I. Complete a basic instruction manual for each software program used to manage mechanical systems at the WELL (Ybarra, Newman—Spring 2011)
- II. Offer continuous training to student supervisors and staff to expand their understanding of each operating system (Ybarra, Newman, staff—Summer 2011)
- III. Monitor equipment software data to ensure the proper operation of key mechanical systems (Ybarra, Newman—Summer 2011)

## 6.0

### GOAL: WORK WITH CSG AND STUDENT STAFF TO FURTHER ENHANCE THE CUSTODIAL DEPARTMENT

#### 6.1 Strategy: Review current Contract Services cleaning procedures and recommend changes to improve performance

- I. Continually evaluate Contract Services practices by touring the facility weekly with their account manager, and bi-annually with the vice president of the company (Newman—ongoing)
- II. Review equipment and chemical usage patterns with the account manager (Newman—ongoing)
- III. Discuss concerns regarding suppliers and manufacturers with the account manager and make changes as needed (Newman, Reyes—ongoing)

#### 6.2 Strategy: Review student employee cleaning performance and make changes to their duties as needed

- I. Review student schedules from the past semester and make adjustments in response to the changing needs of the WELL (i.e. amended hours of operation) (Newman—Summer 2011)
- II. Review current member surveys in order to focus student and contracted help on improving member satisfaction (Newman—Summer 2011)
- III. Assign specific areas of the building to students who have demonstrated an aptitude for certain cleaning procedures (Newman—Summer 2011)

#### 6.3 Strategy: Build a stronger department by strengthening the relationship between CSG, student custodial staff, and other staff members

- I. Invite CSG employees to participate in our building supervisors meetings (Newman, Reyes, Jenna, Harold—Spring 2011)
- II. Plan events designed to allow CSG employees to become better acquainted with the student custodial staff (Newman, Reyes, Jenna, Harold—Summer 2011)
- III. Schedule CSG and student staff to work together on specific cleaning projects (Newman, Reyes—Summer 2011)



# MAINTENANCE

## UNIT GOALS

**1.0**

Provide the campus community with a facility that is maintained to the highest standard of quality, safety and comfort

**2.0**

Create an inventory and log of all certificates, inspections and service agreements in order to organize all required responsibilities

**3.0**

Establish an operations and maintenance manual to create a comprehensive preventative maintenance schedule for the WELL

## STRATEGIES AND ACTION PLANS

**1.0**

GOAL: PROVIDE THE CAMPUS COMMUNITY WITH A FACILITY THAT IS MAINTAINED TO THE HIGHEST STANDARD OF QUALITY, SAFETY AND COMFORT

### 1.1 Strategy: Create a benchmark for safety producers that enhances current standards

- I. Meet with WELL management staff to review maintenance hazards and find solutions on how to resolve each hazard (WELL management team, Ybarra—ongoing)
- II. Review current safety guidelines and refine the standards for optimal safety practices in the WELL (Ybarra, Newman—Summer 2011)
- III. Review refined safety standards with staff by creating several workshops for staff to attend (Ybarra, Newman—ongoing)

### 1.2 Strategy: Work with IT Services to create an on line safety manual and test for all WELL staff

- I. Meet with IT Services to discuss the possibility of creating an on line safety course for all WELL staff (Newman, Ybarra, Singletary—Summer 2011)
- II. Research similar on line course and/or safety needs for all of UUOC (Ybarra, Newman—Summer 2011)
- III. Create content and timeline for safety course and exam to go live for staff use (Ybarra, Newman, Singletary—Summer 2011)

### 1.3 Strategy: Create comfort assessment for WELL members and staff

- I. Work with WELL management to create a WELL survey to include questions that will help to assess the temperature, sound, lighting and general comfort of staff and members of the WELL (Ybarra, WELL management team—Fall 2011)
- II. Work with IT Services to get the survey on student voice and work with WELL staff to collect all staff and member e-mails (Singletary, Ybarra, WELL management—Fall 2011)
- III. E-mail voice survey, collect data and make necessary changes to better comfort all members and staff (Ybarra—Fall 2011)

## STRATEGIES AND ACTION PLANS

### 2.0

GOAL: CREATE AN INVENTORY AND LOG OF ALL CERTIFICATES, INSPECTIONS AND SERVICE AGREEMENTS IN ORDER TO ORGANIZE ALL REQUIRED RESPONSIBILITIES OF WELL STAFF

#### 2.1 Strategy: Create several methods of tracking, that will help prepare staff for all building inspections

- I. Collect and research all inspection dates and deadlines (Ybarra, Newman—Summer 2011)
- II. Create spreadsheet on the S drive and work with IT services to find out if we can link all dates with an outlook reminder (Singletary, Newman, Gavric—Summer 2011)
- III. Notify and educate staff on all building inspections, deadlines and dates (Gavric—Summer 2011)

#### 2.2 Strategy: Create an organized program that will help staff keep track of certificates and service agreements

- I. Research and collect all certificate and service agreement information (Newman—Summer 2011)
- II. Create log of all certificates, service agreements, extension dates, cancelation dates and renewal dates (Newman, Gavric, Farrell—Summer 2011)
- III. Educate WELL management team on all certificates and service agreements for the WELL (Gavric, Newman—Fall 2011)

#### 2.3 Strategy: Asses tracking methods for certifications, inspections and service agreements in order to determine gaps as well as employee expectations

- I. Debrief, each semester all missed appointments, inspection penalties and/or employee confusion on service agreements and or responsibilities each semester (Gavric, Management team—Fall 2011)
- II. Create procedures and protocols for handling all problems regarding employee responsibilities and expectations (Gavric, Management team—Fall 2011)
- III. Meet with vendors and inspection agencies regarding building maintenance and operations (Gavric, Ybarra, Newman—ongoing)

### 3.0

GOAL: ESTABLISH AN OPERATIONS AND MAINTENANCE MANUAL TO CREATE A COMPREHENSIVE PREVENTATIVE MAINTENANCE SCHEDULE FOR THE WELL

#### 3.1 Strategy: Gather all building preventative maintenance schedules

- I. Work with maintenance staff to collect, and research all building maintenance schedules for all building systems, HVAC, lighting, plumbing, mechanical, electrical, fire systems (Newman, Ybarra—Summer 2011)
- II. Enter all information into Bigfoot; Bigfoot system will remind staff by sending e-mail notification of all maintenance due (Newman, Ybarra—Fall 2011)



# COLLABORATIVE SERVICES



## **IN THIS SECTION**

COLLABORTIVE SERVICES

ADMINISTRATION

IT SERVICES

DESIGN & VISUAL  
COMMUNICATION

PUBLIC INFORMATION  
& LEISURE SERVICES

UNIQUE PROGRAMS



# COLLABORATIVE SERVICES ADMIN.

## UNIT MISSION

The University Union and The Well Collaborative Services excels in providing premium experiences and innovative solutions beyond the classroom, through our Design and Visual Communication, Technology, Public Information, and Entertainment programs that are offered to Sacramento State students, faculty, staff, & the surrounding community

---

## UNIT GOALS

**1.0**

Support the University during a period of fiscal challenge, as appropriate to our corporate mission

**2.0**

Design and implement effective and responsive staffing and workspace organizational plans that expand the scope and effectiveness of Collaborative Services

**3.0**

Establish and implement customer service and cultural sensitivity standards and training for all Collaborative Services employees

**4.0**

Conduct a thorough, year-long review of procedures and standards for Collaborative Services and then implement any needed changes to achieve best practices

## FOUNDATIONS

- Encourage and provide full-time staff with direction and opportunities for organizational input and professional development
- Encourage and provide student staff, interns, and volunteers with 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 PLAN

### 1.0

SUPPORT THE UNIVERSITY DURING A PERIOD OF FISCAL CHALLENGE, AS APPROPRIATE TO OUR CORPORATE MISSION

#### 1.1 Strategy: Determine potential areas of collaboration for campus support

- I. Meet with Executive Director to discuss University's needs and the scope of the assistance that we can offer (Sorensen—Spring 2011)
- II. Meet with campus representatives to offer our support, gauge interest, and identify productive, specific, appropriate ways that Collaborative Services can help (Sorensen—Spring/Summer/Fall 2011)
- III. Explore areas of service that could lead to reduced allocation charges (Sorensen—Spring/Summer/Fall 2011)

#### 1.2 Strategy: Provide collaborative assistance to other campus units

- I. Determine which Collaborative Services personnel would best assist other units (Sorensen—Spring/Summer/Fall 2011)
- II. Assign staff to assist and accommodate their schedules and workload as appropriate (Sorensen—Summer/Fall 2011, Spring 2012)
- III. Follow up regularly on progress to ensure success (Sorensen—Summer/Fall 2011, Spring 2012)

## STRATEGIES AND ACTION PLANS

### 2.0

GOAL: DESIGN AND IMPLEMENT EFFECTIVE AND RESPONSIVE STAFFING AND ORGANIZATIONAL PLANS THAT EXPAND THE SCOPE AND EFFECTIVENESS OF COLLABORATIVE SERVICES

**2.1 Strategy: Determine current and future staffing needs, maximizing opportunities for efficiency, team work, and collaboration through an intentional emphasis on ease of communication and workflow**

- I. Meet with Executive Director to present, solicit, and discuss ideas and process for organizational plan parameters, development and implementation, including alternative work scheduling strategies (Sorensen—Spring 2011)
- II. Meet with Collaborative Services staff to present, solicit, and discuss ideas and develop a plan for staffing solutions (Sorensen—Spring, Summer 2011)

**2.2 Strategy: Reorganize, reclassify, and cross-train staff, according to plan**

- I. Reclassify staff, update job descriptions, as appropriate (Sorensen—Spring/Summer/Fall 2011, Spring 2012)
- II. Cross-train staff between Collaborative Services units for coverage and flexibility of job duties as workflow and circumstances demand (Sorensen, Collaborative Services staff—Spring/Summer/Fall 2010, Spring 2012)

### 3.0

GOAL: ESTABLISH AND IMPLEMENT CUSTOMER SERVICE AND CULTURAL SENSITIVITY STANDARDS AND TRAINING FOR ALL COLLABORATIVE SERVICES EMPLOYEES

**3.1 Strategy: Investigate corporation perspectives and plans for standards and training**

- I. Meet with Executive Director to present, solicit, and discuss expectations, ideas and process for standards and training (Sorensen—Spring 2011)
- II. Meet with Union and The Well directors to discuss their standards and training plans, with an eye towards the highest level of corporate consistency and shared values (Sorensen—Spring 2011)

**3.2 Strategy: Design, implement, and assess standards and training**

- I. Meet with Collaborative Services staff to present, solicit, and discuss ideas; identify potential resources; and develop a plan of action for content, implementation process, assessment, and timeline (Sorensen—Spring 2011)
- II. Write up standards, organize and conduct trainings and assessment, according to plan (Sorensen, Collaborative Service staff—Spring/Summer/Fall 2011, Spring 2012)
- III. Follow up regularly on staff implementation and assessment progress to ensure success (Sorensen—Summer/Fall 2011, Spring 2012)



## 4.0

GOAL: CONDUCT A THOROUGH, YEAR-LONG REVIEW OF OPERATIONAL AND FINANCIAL PROCEDURES AND STANDARDS FOR COLLABORATIVE SERVICES AND THEN IMPLEMENT ANY NEEDED CHANGES TO ACHIEVE BEST PRACTICES

### 4.1 Strategy: Determine scope and design of review process

- I. Meet with Collaborative Services staff to solicit their ideas for the review and discuss their concerns (Sorensen—Spring/Summer 2011)
- II. Meet with Executive Director and Business Manager to solicit their concerns and ideas, particularly financial and HR ones (Sorensen—Spring/Summer 2011)
- III. Develop a plan of action and timeline for the review (Sorensen, Collaborative Services staff—Summer 2011)

### 4.2 Strategy: Conduct systematic review of all Collaborative Services units

- I. Meet with Collaborative Services Staff regularly to conduct the review according to plan (Sorensen—Summer/Fall 2011, Spring 2012)
- II. Discuss review progress with UUOCI management staff, for informational, corporate consistency, and feedback, to ensure success (Sorensen—Summer/Fall 2011, Spring 2012)

### 4.3 Strategy: Implement and fine-tune review-driven changes

- I. Adjust standards and procedural changes according to review results as the year progresses (Sorensen, Collaborative Services staff—Summer/Fall 2011, Spring 2012)
- II. Solicit feedback on the initiated changes and further adjust, as appropriate (Sorensen, Collaborative Services staff—Summer/Fall 2011, Spring 2012)

# IT SERVICES

## UNIT MISSION

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

---

## UNIT GOALS

**1.0**

Improve & update the University Union's technology infrastructure and offerings to be more consistent with the scope, quality, and innovation of those offered by The WELL

**2.0**

Provide the campus community with cutting edge, user-friendly, and environmentally sound technologies in high traffic, program-heavy facilities

**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**

Strategically organize and coordinate IT Services and its offerings in a manner that best enhances and demonstrates the collaborative efforts of the unit & corporation

## **FOUNDATIONS**

- Establish regular maintenance, update, audit routines and schedules
- 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
- Maintain high quality services, security, cleanliness for student computer workstations
- Replace aging data equipment on a preventative, cost-efficient cycle
- Maintain the networked security camera system
- Maintain usage statistics system and provide data as appropriate
- Monitor copier toner levels for offices
- Initiate and complete redaction on servers and individual workstations
- Supervise population of student membership data into the CSI system on a regular schedule
- Provide IT assistance and support to certain non-traditional areas, such as digital signage, home console games, and video streaming

## STRATEGIES AND ACTION PLANS

### 1.0

IMPROVE AND UPDATE THE UNIVERSITY UNION'S TECHNOLOGY INFRASTRUCTURE AND OFFERINGS TO BE MORE CONSISTENT WITH THE SCOPE, QUALITY, AND INNOVATION OF THOSE OFFERED BY THE WELL

#### 1.1 Strategy: Expand VOIP conversion begun at University Union in Collaborative Services and some Administration offices

- I. Determine the needs, advantages, and priority of VOIP conversion by each area in the Union (Singletary, Gengler, Olmsted—Spring 2011)
- II. Work closely with IRT to create an installation plan and schedule (Singletary, Gengler—Spring/Summer 2011)
- III. Collaborate with IRT on installation of system wiring and hardware equipment and test (Singletary, Gengler—Summer/Fall 2011)
- IV. Add to regular maintenance, software update, audit routines and schedules, meeting regularly with staff for quality assurance (Singletary, Gengler—Fall 2011, Spring 2012)

#### 1.2 Strategy: Launch touch screen at University Union Information Desk for customer use in accessing directory and event information

- I. Evaluate our current hardware for utility, effectiveness and purchase additional components as needed (Singletary, Gengler—Spring 2011)
- II. Consult Four Winds about implementation (Singletary, Gengler—Spring 2011)
- III. Work with Public Information and Design on creation of content and layout (Singletary, Gengler, Sanchez, Dreyer—Summer/Fall 2011)
- IV. Work with Building Maintenance to establish ADA-compliant physical accessibility to the equipment (Singletary, Gengler, Sanchez, Ybarra, Dreyer—Summer/Fall 2011)
- V. Implement software and hardware with Four Winds (Singletary, Gengler—Summer, Fall 2011)
- VI. Add to regular maintenance, software update, audit routines and schedules, meeting regularly with staff for quality assurance (Singletary, Gengler—Summer/Fall 2011)

#### 1.3 Strategy: Upgrade the Union's building music system for greater financial efficiency, flexibility in meeting customer needs, ease of implementation and use

- I. Research available software and hardware for building music systems, including the addition of program-purposed systems for specific areas, e.g. the Akoo system for use in the Games Room, food court, Gallery (Singletary, Sorensen, Olmsted, Sanchez—Spring/Summer/Fall 2011)
- II. Survey students and staff for input into the Union's music system needs (Singletary, Sorensen, Olmsted—Spring/Summer/Fall 2011)
- III. Evaluate and (where possible) test several products and determine legal parameters of music dissemination, to find out which provide the best and affordable solution and whether more than one system is appropriate (Singletary, Sorensen, Olmsted—Spring/Summer/Fall 2011)

- IV. Implement & test system(s) (Singletary, Ybarra—Summer/Fall 2011, Spring 2012)
- V. Add music system(s) to regular maintenance, software update, audit routines and schedules (Singletary, Gengler—Summer/Fall 2011)

**1.4 Strategy: Upgrade the Union's building lighting system for greater financial efficiency, flexibility in meeting customer needs, ease of implementation and use**

- I. Research available software and hardware for building lighting systems (Singletary, Olmsted, Ybarra—Summer/Fall 2011)
- II. Seek input from staff into lighting system needs (Singletary, Olmsted, Ybarra—Summer/Fall 2011)
- III. Evaluate and (where possible) test several products to find out which one provides the best and most affordable solution (Singletary, Olmsted, Ybarra—Summer/Fall 2011)
- IV. Test and implement the new system (Singletary, Ybarra—Spring 2012)
- V. Add lighting system to regular maintenance, software update, audit routines and schedules (Singletary, Gengler, Ybarra—Summer/Fall 2011)

**1.5 Strategy: Install digital event monitor for Event Services that includes a "rooms available for today" component**

- I. Meet with Event Services, Design, Maintenance staff to determine best location, size, and implementation (Singletary, Gengler, Enos, Ybarra—Spring/Summer 2011)
- II. Work with Event Services and Design on creation of content and layout (Singletary, Gengler, Sanchez, Enos—Summer/Fall 2011)
- III. Purchase or repurpose screen and the computer to run it (Singletary, Gengler—Summer 2011)
- IV. Implement and install software and hardware with Four Winds (Singletary, Gengler, Ybarra—Summer/Fall 2011)
- V. Add to regular maintenance, software update, audit routines and schedules, meeting regularly with staff for quality assurance (Singletary, Gengler—Fall 2011, Spring 2012)

## 2.0

PROVIDE THE CAMPUS COMMUNITY WITH CUTTING EDGE, USER-FRIENDLY, AND ENVIRONMENTALLY SOUND TECHNOLOGIES IN HIGH TRAFFIC, PROGRAM-HEAVY FACILITIES

**2.1 Strategy: Improve the performance of the Games Room's (3) distant screens by rewiring Cat 5 cable to HDMI**

- I. Develop a rewiring plan and timeline (Singletary, Ybarra—Summer 2011)
- II. Purchase and install wiring (Singletary, Ybarra—Winter 2010, 2012)
- III. Monitor performance of screens (Singletary, Gengler, Sanchez—Spring 2012)

## **STRATEGIES AND ACTION PLANS**

### **2.2 Strategy: Integrate cable/satellite and video services to digital signage at The WELL and determine interest and its viability as future project in the Union**

- I. Investigate options for providing cable and video services to digital signage (Singletary, Enos—Spring 2011)
- II. Determine and purchase any needed software for the project (Singletary, Enos—Spring, Summer 2011)
- III. Implement the solution and content desired by The WELL (Singletary, Enos, Gavric, Summer 2011)
- IV. Add system to regular maintenance, software update, audit routines and schedules (Singletary, Gengler—Summer/Fall 2011)
- V. Meet with Union and Design staff to determine interest and feasibility in implementation in 2012-2013 (Singletary, Gengler, Olmsted, Enos—Summer 2011)

### **2.3 Strategy: Install a SOD screen in The WELL and implement its use**

- I. Meet with Director of The WELL and Design staff to determine best location, size, and implementation (Singletary, Gengler, Enos, Gavric—Spring/Summer 2011)
- II. Purchase or repurpose screen and the computer to run it (Singletary, Gengler—Spring/Summer 2011)
- III. Add SOD screen into the rotation in conjunction with the Union's screen (Singletary, Gengler, Enos—Summer/Fall 2011)

### **2.4 Strategy: Investigate, purchase, and implement an Intramurals software solution at The WELL**

- I. Meet with WELL staff to determine needs and parameters of an intramural software system that will support their intramural program and integrate properly with the CSI Information system, with preference given to the new CSI module due in Summer 2011 (Singletary, Gengler, Gavric, Saluta, Basso—Spring/Summer 2011)
- II. Price and purchase the solution based on research and best practices (Singletary, Gengler—Summer 2011)
- III. Push out software remotely to all applicable technology hardware (Singletary, Gengler—Summer 2011)
- IV. Educate all UUOCI staff on features, advantages, and use of the system (Singletary, Gengler—Summer/Fall 2011)
- V. Add system to regular maintenance, software update, audit routines and schedules (Singletary, Gengler—Summer/Fall 2011)

## 3.0

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 & SCHEDULES, WHEREVER POSSIBLE

### **3.1 Strategy: Purchase one additional camera server to allow for anticipated expansion of camera surveillance system in and around both facilities and programs**

- I. Purchase a camera server that is complimentary to, and compatible with, the other cameras and camera servers currently in operation (Singletary, Gengler—Spring/Summer 2011)
- II. Test, install, and implement the new server (Singletary, Gengler—Spring/Summer 2011)
- III. Educate appropriate UUOCI management staff as appropriate on this addition to the surveillance camera system (Singletary, Gengler—Summer/Fall 2011)
- IV. Add server to regular maintenance, software update, audit routines and schedules (Singletary, Gengler—Summer/Fall 2011)

### **3.2 Strategy: Implement Microsoft Office 2010 software on all computers throughout the corporation**

- I. Acquire the software from campus (Singletary, Gengler—Spring/Summer 2011)
- II. Deploy the software in a test environment (Singletary, Gengler—Spring/Summer 2011)
- III. Deploy Office 2010 corporate-wide (Singletary, Gengler—Summer 2011)
- IV. Train and offer support to staff as needed for ease of use (Singletary, Gengler—Summer/Fall 2011)
- V. Add software to regular updates, audit routines & schedules (Singletary, Gengler—Summer/Fall 2011)

### **3.3 Strategy: Investigate & establish a software deployment solution that is more compatible with Windows 7**

- I. Investigate options for deployment software that work well and efficiently with the current operating system and will serve (Singletary—Spring 2011)
- II. Deploy the solutions in a test environment (Singletary—Spring 2011)
- III. Select and purchase the solution that works best for the corporation (Singletary—Spring 2011)
- IV. Implement the solution to deploy new software & upgrades (Singletary, Gengler—Summer/Fall 2011)

### **3.4 Strategy: Deploy Microsoft's virus protection and Internet security solution to replace McAfee throughout UUOCI for efficiency, security, dependability, and consistency throughout the organization and in anticipation of the campus shift to the same solution**

- I. Deploy Microsoft's solution in a test environment and (initially) on computers that offer minimal possibility of work disruption (Singletary—Spring 2011)
- II. Establish a plan and timeline for new solution's implementation (Singletary—Spring 2011)
- III. Implement Microsoft's system corporate-wide (Singletary—Spring/Summer 2011)
- IV. Train and offer support to staff as needed for ease of use (Singletary, Gengler—Spring/Summer/Fall 2011)

## STRATEGIES AND ACTION PLANS

### 4.0

STRATEGICALLY ORGANIZE AND COORDINATE IT SERVICES AND ITS OFFERINGS IN A MANNER THAT BEST ENHANCES AND DEMONSTRATES THE COLLABORATIVE EFFORTS OF THE UNIT AND CORPORATION

**4.1 Strategy: Redesign and launch the Student Health and Counseling Services website in cooperation with the Design unit as a fee-based service provided by The Lab and a resource for that corporate partner**

- I. Meet with Student Health and Counseling Services to discuss their collateral needs and preferences for the site, establish a timeline, and establish a plan that includes securing content (Singletary, Sorensen, Dreyer—Spring 2011)
- II. Design the site in a test environment and using the content management system (Singletary, Sorensen—Spring, Summer 2011)
- III. Launch the site (Singletary—Summer 2011)

**4.2 Strategy: Establish an IT office at The Well and a staffing plan that serves the day-to-day, immediate needs of that facility**

- I. Meet with Executive Director and The Well staff to determine the IT staffing needs for that building (Singletary, Sorensen—Spring, Summer 2011)
- II. Develop equipment, workflow, and staffing solutions for the facility|III. Coordinate staffing plan changes and physical moves into the new location, minimizing disruption of services (Singletary, Sorensen—Spring, Summer 2011)

**4.3 Strategy: Continue successful use of the MIS class project program to improve information systems efficiency throughout the corporation**

- I. Meet with MIS faculty to set up class projects to assist the Union and The Well (Singletary—Spring/Summer/Fall 2011)
- II. Supervise progress (Singletary—Spring/Summer/Fall 2011, Spring 2012)
- III. Implement systems/improvements, as appropriate (Singletary—Summer/Fall 2011, Spring, 2012)
- IV. Add systems to regular maintenance, software update, audit routines and schedules (Singletary, Gengler—Summer/Fall 2011, Spring 2012)

**4.4 Strategy: Develop templates & software interfaces, such as a content management system, that will allow managers throughout the corporation to update their websites, publicity materials, and signage with ease, while utilizing the services and expertise of IT and Design to stay compliant with corporate style and standards**

- I. Meet with professional staff to determine interfaces needed (Singletary, Gengler, Dreyer—Spring/Summer/Fall 2011)
- II. Investigate, test, purchase, create and install interfaces effective for the task (Singletary, Gengler, Dreyer—Spring/Summer/Fall 2011)



- III. Train staff on use of new interfaces and provide support for their use (Singletary, Gengler, Dreyer—Spring/Summer/Fall 2011)
- IV. Add interfaces to regular maintenance, software updates, audit routines, design refresh schedules (Singletary, Gengler, Dreyer—Summer/Fall 2011, Spring 2012)

**4.5 Strategy: Develop and launch websites and other technology-heavy solutions and collateral that promote programs and services throughout the corporation, in partnership with Design and Visual Communication**

- I. Meet with professional staff individually and by units to determine collateral schedule and solutions needed, with priority given to the Board of Directors and University Union websites (Singletary, Gengler, Dreyer—Spring/Summer/Fall 2011, Spring 2012)
- II. Design, develop, and launch solutions and collateral (Singletary, Gengler, Dreyer—Spring/Summer/Fall 2011, Spring 2012)
- III. Add solutions and collateral to regular maintenance, software updates, audit routines and schedules (Singletary, Gengler—Summer/Fall 2011, Spring 2012)

**4.6 Strategy: Implement Four Winds digital signage solution for Emergency Notification System, in partnership with Design and Visual Communication, both buildings, IRT and Public Safety**

- I. Meet with other campus implementation teams to create an implementation plan for the Union and The Well (Singletary, Gengler, Enos—Spring/Summer 2011)
- II. Test and launch the ENS solution (Singletary, Gengler, Enos—Spring/Summer 2011)
- III. Add ENS system to regular maintenance, software updates, audit routines and schedules (Singletary, Gengler—Summer/Fall 2011)

**4.7 Strategy: Implement corrective actions for IT, as mandated or recommended by the Chancellor's Office Audit**

- I. Review the audit report with Executive Director, UUOCI Business Manager, Directors, and Campus IRT to establish a schedule and timeline for any change in practices and policies development (Singletary, Farrell, Sorensen, Davis, Olmsted, Gavric, IRT—Spring/Summer 2011)
- II. Take actions as appropriate, including proactive measures that changing circumstances dictate (Singletary, Gengler, IRT—Spring/Summer 2011)
- III. Regularly review progress on compliance with Chancellor's Office standards (Singletary, Farrell, Sorensen, Davis, Olmsted, Gavric, IRT—Spring/Summer/Fall 2011, Spring 2012)

## **STRATEGIES AND ACTION PLANS**

### **4.8 Strategy: Assess success of both student learning and customer service, 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, Gengler—Summer/Fall 2011, Spring 2012)
- II. Design and administer IT employee assessment instruments to measure student learning and to identify areas of success and needed improvement, both individually and as a unit (Singletary, Gengler—Summer/Fall 2011, Spring 2012)
- III. Adjust operational procedures, training, and service based on feedback, as appropriate to ensure success (Singletary, Gengler—Summer/Fall 2011, Spring 2012)

# DESIGN & VISUAL COMMUNICATION

---

## 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**

Improve and update the University Union's graphic design image, facility signage, and interior color scheme to be more consistent with the scope, quality, and consistency in approach of that which is offered by The WELL

**2.0**

Build upon a strong internship and graphic design student employee program that enables a positive learning laboratory for students to develop skills through practical work experience

**3.0**

Cultivate a program that offers fee-based graphic design and production services to the greater campus community

**4.0**

Establish a higher profile and enhance the effectiveness of the visual arts exhibits in the Union

**5.0**

Strategically organize and coordinate Design and Visual Communication services in a manner that best enhances and demonstrates the collaborative efforts of the unit and corporation

## **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 create promotional materials with economy
- 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

### 1.0

IMPROVE AND UPDATE THE UNIVERSITY UNION'S GRAPHIC DESIGN IMAGE, FACILITY SIGNAGE, AND INTERIOR COLOR SCHEME TO BE MORE CONSISTENT WITH THE SCOPE, QUALITY, AND CONSISTENCY IN APPROACH OF THAT WHICH IS OFFERED BY THE WELL

#### 1.0 Strategy: Establish a style guide for the University Union, in consultation with the Union Director

- I. Meet with the Union Director to discuss current and past inconsistencies in the Union's stylistic approach that can be addressed by development of a style guide (Dreyer, Felix, Olmsted—Spring/Summer 2011)
- II. Develop a plan for style guide development that takes a realistic financial approach to revamping what is currently in place (Dreyer, Felix, Olmsted—Spring/Summer 2011)
- III. Create the style guide in both print and electronic formats (Felix—Spring/Summer 2011)
- IV. Disseminate the style guide and begin implementing its use (Dreyer, Felix, Olmsted —Summer 2011)

#### 1.2 Strategy: Put together a 5 year plan to refresh and update the current look & feel of the Union, in consultation with the Union Director and complementary to the new University Union Style Guide

- I. Work with Union Director to plan an update to paint colors of the Union (Dreyer, Olmsted, Ybarra—Spring/Fall 2011, Spring 2012)
- II. Work with Union Director to plan an update to the building & elevator directional signage throughout the building (Dreyer, Olmsted, Ybarra—Spring/Fall 2011, Spring 2012)
- III. Work with Union Director to plan an update to the photos & graphics currently in the Hornet's Nest (Dreyer, Olmsted, Ybarra—Spring, Fall 2011, Spring 2012)
- IV. Work with Union Director to plan an update to the Fireplace lounge, with inviting, fun furniture and colors. (Dreyer, Olmsted, Ybarra—Spring, Fall 2011, Spring 2012)
- V. Work with Union Director to plan introduction of "green signage", highlighting things that the building is doing to be environmentally responsible, throughout the Union (Dreyer, Olmsted, Ybarra—Spring, Fall 2011, Spring 2012)

#### 1.3 Strategy: Update Union publicity materials in consultation with the Union Director and complementary to the new University Union style guide

- I. Create new "take-away" literature to advertise and explain the services offered at the Union, including a new tri-fold highlighting vendors, services, departments & partners of the Union. (Dreyer, Olmsted—Spring/Fall 2011, Spring 2012)
- II. Develop a broad campaign to brand the Union as a major service destination and crossroads for campus life, to include digital signage, a frames, etc. (Dreyer, Olmsted—Spring/Fall 2011, Spring 2012)
- III. Revamp digital signs throughout the Union building, with a look complementary to the other updates (Dreyer, Olmsted—Spring/Fall 2011, Spring 2012)

## STRATEGIES AND ACTION PLANS

### 2.0

GOAL: BUILD UPON A STRONG INTERNSHIP AND GRAPHIC DESIGN STUDENT EMPLOYEE PROGRAM THAT ENABLES A POSITIVE LEARNING LABORATORY FOR STUDENTS TO DEVELOP SKILLS THROUGH PRACTICAL WORK EXPERIENCE

#### 2.1 Strategy: Maintain our strong working relationship with the Department of Design as a resource for the recruitment and supervision of interns

- I. Meet with Design Department Faculty and staff regularly to discuss our internship program, including our needs, their needs, and ways to support both programs (Dreyer—Spring/Summer/Fall 2011, Spring 2012)
- 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/Fall 2011, Spring 2012)
- III. Coordinate with Design Department in announcing internship openings and offering intern positions (Dreyer—Spring/Summer/Fall 2011, Spring 2012)

#### 2.2 Strategy: Refine the self-evaluation process for the Design interns and expand it to include other student staff, including Sign Shop employees

- I. Refine criteria for this process and integrate it into the internship and job descriptions (Dreyer—Spring, Summer 2011)
- II. Refine the rubric for assessment of student learning (Dreyer—Spring/Summer 2011)
- III. Provide individual guidance and critiques to all students in the unit, at least twice during the semester (Dreyer—Spring/Summer/2011, Spring 2012)
- IV. Meet with students in unit-wide group settings to provide and solicit feedback regarding quality, progress, and weaknesses of recent design work, the internship program, and other work in Design and Visual Communication (Dreyer—Semester end/Fall 2011/Spring 2012)
- V. Do additional weekly critiques, specifically with current design interns. Regularly meet on Fridays to go over the work of both student and full time staff, as a recap of collateral created during the week and to enhance the working relationship & communication between students and mentors. (Dreyer—Spring/Summer/Fall 2010, Spring 2012)
- VI. Develop and implement action plans for improving the performance of individual students, the group, and the internship program, based on feedback (Dreyer—Semester end/Fall 2011, Spring 2012)

## 3.0

GOAL: CULTIVATE A PROGRAM THAT OFFERS FEE-BASED, ONSITE GRAPHIC DESIGN AND PRODUCTION SERVICES BY DESIGN AND VISUAL COMMUNICATION STAFF TO THE GREATER CAMPUS COMMUNITY

### 3.1 Strategy: Expand fee-based design services in a thoughtful, methodical manner, based on service to the campus, demand, resources, revenue potential

- I. Design a 5-year plan of service offerings, initially emphasizing the least labor-intensive ones—most of them related to production— and gradually expanding offerings as the Design Team develops in efficiency, becomes more established with its internal and external corporate and customer bases, and experiences revenue growth for its fee-based services (Dreyer—Spring/Summer/Fall 2011, Spring 2012)
- II. Focus on ways to enhance, rather than compete with, other campus entities that provide services in the broad area of “design.” Investigate possible niches such as electronic signage, motion graphics, website design, paper banner production, full-color large-format printer production, specialized services such as die-cutting, balloons, plaques/awards, and design utilizing non-paper media, especially “green” materials. (Dreyer—Spring/Summer/Fall 2011, Spring 2012)
- III. Plan to offer financial savings, convenience, and a collegiate sensibility to the campus community over getting design and production work done by off-campus. When possible, intentionally help the limited financial resources of the campus remain on the campus when feasible, which helps everybody on campus. (Dreyer—Spring/Summer/Fall 2011, Spring 2012)
- IV. First offer services to five distinct communities beyond our own auxiliary: (1) our corporate partners (vendors, Student Health and Counseling Services, Peak Adventures); (2) Other campus departments and communities; (3) Sac State students and staff; (4) other campuses; (5) governmental agencies. Cautiously approach other markets, due to the potential for unfair competition and also tax-status concerns. Establish a fee structure for our services that favors our partners and the University, most. (Dreyer—Spring/Summer/Fall 2011, Spring 2012)

### 3.2 Strategy: Create an identity for the Lab & Collaborative services

- I. Design The Lab's identity package, including literature, business cards, Logo, etc., that will assist with its marketing and its recognition as a campus service (Dreyer, Design staff—Spring, 2011)
- II. Design an identity package for Collaborative Services that communicates its specific mission and vision and services, as well as its role as a function of UUOCI (Dreyer, Collaborative Services staff—Spring 2011)

## STRATEGIES AND ACTION PLANS

### 4.0

GOAL: ESTABLISH A HIGHER PROFILE AND ENHANCE THE EFFECTIVENESS OF THE VISUAL ARTS EXHIBITS IN THE UNION

**4.1 Strategy: Promote and implement a 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. Create criteria for exhibitions (Dreyer—Spring 2011)
- II. Work with faculty and staff from the campus Department of Design to distribute an initial call for entries among photography students (Dreyer—Spring/Summer 2011)
- III. Create an exhibit schedule and install the artwork, duplicating and inexpensively framing the submitted photography ourselves, to minimize the liability and financial impact of any theft potential in a less secure and supervised location than our Gallery (Dreyer—Summer/Fall 2011)

**4.2 Strategy: Display a map and artist/Title Cards for the Union's permanent artwork collection**

- I. Design a map and artist/title cards to publicly identify all permanent artwork throughout the Union (Dreyer—Spring/Summer, 2011)
- II. Display and distribute the map (and copies) as appropriate and install the artist/title cards, adjacent to each art piece (Dreyer—Summer/Fall 2011)

**4.3 Strategy: Install outdated lighting system in University Union Gallery**

- I. Investigate other Gallery lighting systems, including those in regular use throughout the Sacramento area (Dreyer—Spring 2010)
- II. Discuss the merits of various systems with the Union Director and Maintenance staff to determine which are most useful and feasible and establish a timetable for purchase and installation (Dreyer, Olmsted, Ybarra—Spring 2010)

### 5.0

GOAL: STRATEGICALLY ORGANIZE AND COORDINATE DESIGN AND VISUAL COMMUNICATION SERVICES IN A MANNER THAT BEST ENHANCES AND DEMONSTRATES THE COLLABORATIVE EFFORTS OF THE UNIT AND CORPORATION

**5.1 Strategy: Collaborate with IT staff in further development of digital signage, website, and other technologically advanced collateral, corporate-wide**

- I. Meet with IT staff to discuss their strategic plan projects and determine ways to best support their efforts through graphic design work (Dreyer, Sorensen, Singletary, Gengler—Spring 2011)
- II. Schedule regular joint meetings with both staffs to organize collaborative projects and determine ways to streamline and fast-track the process of advanced collateral development and implementation (Dreyer, Sorensen—Spring/Summer 2011)



**5.2 Strategy: Create intentional teamwork/team-building/communication opportunities within the Design Unit**

- I. Conduct Monday “back to work” meetings with full time staff to make sure all are on the same page as the work week begins (Dreyer—Spring/Summer/Fall 2011, Spring 2012)
- II. Work together as a group on strategic planning and program improvement through regular fulltime staff meetings (Dreyer—Spring/Summer/Fall 2011, Spring 2012)

**5.3 Strategy: Hire additional Design and Visual Communication student staff, including more with specific video and photography skills that are useful in promoting programs and services throughout the corporation**

- I. Evaluate student staff levels and skill sets needed to document events for use in publicity collateral (Dreyer—Spring/Fall 2011, Spring 2012)
- II. Hire student staff with the needed skills, attitude, and schedules that will result in professional quality, efficient results (Dreyer—Spring/Fall 2011, Spring 2012)
- III. Train, schedule and supervise video and photography staff according to plan (Dreyer—Spring/Fall 2011, Spring 2012)

**5.4 Strategy: Assess success of both student learning and customer service, 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—Spring/Fall 2011, Spring 2012)
- II. Design and administer Design and Sign Shop employee assessment instruments to measure student learning and to identify areas of success and needed improvement, both individually and as a unit (Dreyer—Spring/Fall 2011, Spring 2012)
- III. Adjust operational procedures, training, and service based on feedback, as appropriate to ensure success (Dreyer—Spring/Fall 2011, Spring 2012)

# PUBLIC INFORMATION & LEISURE 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

---

## UNIT GOALS

- |            |   |
|------------|---|
| <b>1.0</b> | Strategically organize and coordinate the overall unit in a manner that best enhances and demonstrates the collaborative efforts of the unit and corporation  |
| <b>2.0</b> | Begin supervision and operation of Campus Calendar as a Public Information and Leisure Services offering  |
| <b>3.0</b> | Develop, motivate, and maintain a cohesive work force among Collaborative Services, Info Desk, Games Room, Terminal Lounge, and Union Gallery employees, with an emphasis on employee retention and student development |
| <b>4.0</b> | Enhance services and programs to meet continually changing student needs and provide an atmosphere that maximizes student learning and customer use of the Information Desk, Games Room, and Terminal Lounge            |
| <b>5.0</b> | Maintain fiscal accountability of budgets and the revenue operations of the Games Room  |

## **FOUNDATIONS**

- Recruit and 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 programs and services and in 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
- Manage an accurate, well-utilized Campus Calendar as a service to the campus community

## STRATEGIES AND ACTION PLANS

### 1.0

GOAL: STRATEGICALLY ORGANIZE AND COORDINATE THE OVERALL UNIT IN A MANNER THAT BEST ENHANCES AND DEMONSTRATES THE COLLABORATIVE EFFORTS OF THE UNIT AND CORPORATION

#### 1.1 Strategy: Coordinate a student staffing plan that utilizes student support staff for Collaborative Services offices

- I. Identify support needs for Collaborative Services offices, in consultation with full time staff throughout the unit (Sanchez, Sorensen—Spring/Summer 2011)
- II. Hire, orient, train, and schedule support staff with skills, interests, and availabilities that will effectively serve the needs of the Collaborative Services offices (Sanchez, Sorensen—Spring/Summer/Fall 2011, Spring 2012)

#### 1.2 Strategy: Establish Games Room as a PCI-compliant location for cash, credit card, and One Card payments for rental time and Collaborative Services collateral

- I. Work with UUOCI Business Manager, Collaborative Services managers, and ASI Business Office to establish best practices for a revenue collection and accounting system at the Games Room location for payment of collateral charges from fee-based projects (Sanchez, Singletary, Farrell, Sorensen—Spring/Summer 2011)
- II. Purchase and install the applicable hardware and software and set up the system (Sanchez, Singletary, Farrell—Summer 2011)
- III. Implement payments collection through student employee training and coordination with fulltime staff (Sanchez—Summer/Fall 2011)

#### 1.3 Strategy: Upgrade Union Info Desk Phone system to better serve customers and work with the new campus voicemail system that is planned for a Spring 2011 implementation

- I. Meet with Campus IRT to discuss the impending campus-wide voicemail deployment, the special needs of the Union Information Desk, and selection of a new system that will work well for our location (Sanchez, Singletary, IRT—Spring 2011)
- II. Offer to serve as a test area for the campus system in order to assist the campus and for our own quality assurance and input purposes (Sanchez, Singletary, IRT—Spring 2011)
- III. Acquire and test new system(s) at the Info Desk (Sanchez, Singletary, IRT—Spring 2011)
- IV. Select new features and the best system for regular use (Sanchez, Singletary, IRT—Spring 2011)
- V. Implement the new system for permanent use (Sanchez, Singletary, IRT—Spring 2011)
- VI. Maintain and regularly assess system's effectiveness, making adjustments accordingly (Sanchez, Singletary, IRT—Summer/Fall 2011, Spring 2012)

## 2.0

GOAL: BEGIN SUPERVISION AND OPERATION OF CAMPUS CALENDAR AS A PUBLIC INFORMATION AND LEISURE SERVICES OFFERING

### **2.1 Strategy: Work closely with Collaborative Services Director, IT staff to establish the necessary background knowledge and functionality to begin supervising Campus Calendar at the management level**

- I. Meet regularly with other Calendar administrative staff for training and problem solving (Sanchez, Sorensen, Singletary, Gengler—Spring/Summer 2011)
- II. Begin day-to-day oversight of the Calendar (Sanchez—Fall 2011, Spring 2012)
- III. Offer training to student staff and organize/schedule them for assistance in operation of Campus Calendar (Sanchez—Fall 2011, Spring 2012)

### **2.2 Strategy: Improve participation, usage, and functionality of Campus Calendar**

- I. Meet with current calendar category managers, to offer training and to solicit suggestions for improving calendar performance and additional calendar categories/participants (Sanchez—Fall 2011, Spring 2012)
- II. Recruit a focus group for feedback on ease of use, performance, and appeal (Sanchez—Fall 2011, Spring 2012)
- III. Improve Campus Calendar per suggestions, when possible (Sanchez—Fall 2010, Spring 2011)

## 3.0

GOAL: DEVELOP, MOTIVATE, AND MAINTAIN A COHESIVE WORK FORCE AMONG COLLABORATIVE SERVICES, INFO DESK, GAMES ROOM, TERMINAL LOUNGE, AND UNION GALLERY EMPLOYEES, WITH AN EMPHASIS ON EMPLOYEE RETENTION AND STUDENT DEVELOPMENT

### **3.1 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 2011)
- II. Incorporate the review into initial training (Sanchez—Fall 2011, Spring 2012)
- III. Complete the review and share with each student during the semester (Sanchez—Fall 2011, Spring 2012)

### **3.2 Strategy: Develop additional leadership opportunities for 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 determining which home console games to purchase (Sanchez—Fall 2011, Spring 2012)
- II. Identify individuals who would be most successful, by skills and interest, then assign and train them for these additional responsibilities (Sanchez—Fall 2011, Spring 2012)
- III. Follow up and adjust as appropriate, based on performance and other factors (Sanchez—Fall 2011, Spring 2012)

## STRATEGIES AND ACTION PLANS

### 4.0

GOAL: ENHANCE SERVICES AND PROGRAMS TO MEET CONTINUALLY CHANGING STUDENT NEEDS AND PROVIDE AN ATMOSPHERE THAT MAXIMIZES STUDENT LEARNING AND CUSTOMER USE OF THE INFORMATION DESK, GAMES ROOM, AND TERMINAL LOUNGE

#### **4.1 Strategy: Assess success of both student learning and customer service, 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—Spring/Fall 2011, Spring 2012)
- II. Design and administer Information Desk employee assessment instruments to measure student learning and to identify areas of success and needed improvement, both individually and as a unit (Sanchez—Spring/ Fall 2011, Spring 2012)
- III. Adjust operational procedures, training, and service based on feedback, as appropriate to ensure success (Sanchez—Summer/Fall 2010, Spring 2012)

#### **4.2 Strategy: Re-cover Billiards Tables as part of a regular maintenance cycle; repair and replace bumpers as needed, for the first time since the acquisition of the Brunswick tables in 2003-2004**

- I. Determine the best color and materials for coverings and repairs, based on durability, upkeep, quality of play, and Games Room décor (Sanchez—Spring 2011)
- II. Bid out the job of re-covering the tables (Sanchez—Spring 2011)
- III. Recover the tables and repair/replacement of the bumpers (Sanchez—Summer 2011)

#### **4.3 Strategy: Explore viability and options for offering Terminal Lounge to groups as a reservable space for special events**

- I. Meet with Event Services staff and interested parties who have inquired about reserving the space in the past to determine potential demand and purposes of use (Sanchez, Dietzler—Spring/Summer 2011)
- II. Investigate the legal ramifications of providing any alternative content through the Apple TV system that may be requested by reserving groups (Sanchez—Spring/Summer 2011, Spring 2012)
- III. If such use is determined to be of demand and viable, determine policies and relevant fees to be charged for the use of the space and implement the reservation system (Sanchez—Spring/Summer/Fall 2011, Spring 2012)

## 5.0

GOAL: MAINTAIN FISCAL ACCOUNTABILITY OF BUDGETS AND THE REVENUE OPERATIONS OF THE GAMES ROOM

### **5.1 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 2011)
- II. Solicit ideas for improving usage and offerings by survey of employees and regular patrons of Games Room (Sanchez—Spring/Summer, 2011)
- III. Initiate and implement changes, as appropriate (Sanchez, Sorensen—Spring/Summer/Fall 2011, Spring 2012)

### **5.2 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 2011, Spring 2012)
- 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 2011, Spring 2012)
- III. Recruit additional group rentals, if deemed appropriate (Sanchez—Spring/Summer/Fall 2011, Spring 2012)

### **5.3 Strategy: Establish additional Games Room special events to introduce new customers to the Games Room and build enthusiasm of current customers**

- I. Investigate special event options, working with other Collaborative Services units, particularly UNIQUE Programs (Sanchez—Fall 2011, Spring 2012)
- II. Survey interest in special events (Sanchez—Fall 2011, Spring 2012)
- III. Implement events, as interest and appropriateness dictate (Sanchez—Fall 2011, Spring 2012)

### **5.4 Strategy: Implement any corrective actions for cash handling, as mandated or recommended by the Chancellor's Office Audit**

- I. Review the audit report with Collaborative Services Director, UUOCI Business Manager , to establish a schedule and timeline for any change in cash handling practices and policies development (Sanchez, Sorensen, Farrell, Sorensen—Spring/Summer 2011)
- II. Take actions as appropriate, including proactive measures that changing circumstances dictate (Sanchez, Sorensen—Spring/Summer 2011)
- III. Regularly review progress on compliance with Chancellor's Office standards (Sanchez, Sorensen—Spring/Summer/Fall 2011, Spring 2012)

# UNIQUE PROGRAMS

## 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**

Strategically organize and coordinate UNIQUE Programs in a manner that best enhances and demonstrates the collaborative efforts of the unit and corporation



## 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

### 1.0

GOAL: INVOLVE STUDENTS IN THE PLANNING, ORGANIZING, AND PRODUCTION OF A WIDE VARIETY OF ACTIVITY PROGRAMS THROUGH PARTICIPATION IN UNIQUE PROGRAMS

#### 1.1 Strategy: Involve students in research of national speakers and performers

- I. Encourage volunteers to do more initial research, such as average ticket sales, contact information, reviewing electronic press kits, other comparable venue appearances (LaPorte—Summer/Fall/Winter 2011, Spring 2012)
- II. Continue the practice of taking a select group of motivated volunteers to Coachella or another appropriate music and arts festival as an efficient tool for performer research and a reward for their involvement and follow-through (LaPorte—Spring 2012)
- III. Have volunteers share their research at the weekly meetings to discuss the challenge of identifying “big name” programs that they want that will perform in facilities of our size, at a practical cost (LaPorte—Summer/Fall/Winter 2011, Spring 2012)

#### 1.2 Strategy: Create opportunities for more volunteer leadership development and appreciation

- I. Identify student-driven events that can be delegated, planned and coordinated with as little involvement from the Program Advisor as is feasible (LaPorte—Summer/Fall/Winter 2011, Spring 2012)
- II. Through skills interest, and performance assessment, identify student volunteers who are interested and capable of being in a leadership position. Develop more leadership positions in response. (LaPorte—Summer/Fall/Winter 2011, Spring 2012)
- III. Develop and coordinate a student volunteer retreat after a mandated three-year hiatus, with a focus on enhancing leadership skills, team-building, and strengthening volunteer enthusiasm (LaPorte—Spring 2012)

#### 1.3 Strategy: Select and train a new UNIQUE Program Assistant/Student Leader to replace the student who has successfully served in that position for three years

- I. Select and hire the new Program Assistant from among the volunteers in UNIQUE, in consultation with both the current Student Leader and the Associate Director, Programs (LaPorte—Spring 2012)
- II. Develop training opportunities for mentoring by the current Student Leader (LaPorte—Spring 2012)
- III. Delegate tasks of increasing significance to the new Student Leader to help establish the new role and working relationship between that person and the current group of volunteers (LaPorte—Spring 2012)
- IV. Give the new leader the primary role in new volunteer recruitment and staff coordination at events (LaPorte—Spring/Summer 2012)

## 2.0

GOAL: MAXIMIZE ATTENDANCE THROUGH PURPOSEFUL SELECTION AND MARKETING OF EVENTS

### **2.1 Strategy: Utilize the experiences of the past year in making informed decisions and plans for the next one**

- I. Review the many major attendance and program successes of the past year to identify the reasons they worked and possibly build on them  
(LaPorte—Spring/Summer/Fall/Winter 2011, Spring 2012)
- II. Review the few disappointments of the past year to identify the reasons they did not work and re-adjust program selection and marketing for the coming year  
(LaPorte—Spring/Summer/Fall/Winter 2011, Spring 2012)
- III. Initiate additional event types in an effort to attract new audiences to the program  
(LaPorte—Spring/Summer/Fall/Winter 2011, Spring 2012)

### **2.2 Strategy: Play to the strengths of current successes with target and customer-driven marketing**

- I. Continue to utilize the “UNIQUE Newsletter”, social networking, and Mail Chimp approaches to keeping substantial numbers of interested parties informed about upcoming events  
(LaPorte—Spring/Summer/Fall 2011, Spring 2012)
- II. Continue to lead the way in effectively using the Campus Calendar as a marketing vehicle for events that serve the Sacramento State community and the region  
(LaPorte—Spring/Summer/Fall 2011, Spring 2012)
- III. Investigate and implement electronic methods for creating event notification lists and volunteer sign-ups on-site, at events and orientations (LaPorte—Spring/Summer 2011)

### **2.3 Strategy: Assess student interests and marketing effectiveness**

- I. Revise and redeploy an assessment survey specifically for students—what would encourage them to stay on campus, are they aware of events happening in the Union?  
(LaPorte—Summer/Fall/Winter 2011, Spring 2012)
- II. Identify the best ways to communicate event information with students, such as signage on campus, social networking, or e-mail (LaPorte—Summer/Fall/Winter 2011, Spring 2012)
- III. Implement changes as a result of the assessment  
(LaPorte—Summer/Fall/Winter 2011, Spring 2012)

## STRATEGIES AND ACTION PLANS

### 2.4 Strategy: Continue to build UNIQUE as a “brand” that the campus community will look towards for their event needs

- I. Continue updating volunteer t-shirts, sweatshirts, and information table materials each school year, “advertising” past events we have hosted (LaPorte—Summer/Fall/Winter 2011, Spring 2012)
- II. Continuously update and offer new ideas for the Sac State UNIQUE website to keep it current and fresh (LaPorte—Summer/Fall/Winter 2011, Spring 2012)
- III. Improve UNIQUE Programs’ visibility, accessibility, and identity at UNIQUE Office by enhancing signage, creating an on-site publicity distribution system, and offering a mail drop box for press kits, contracts, etc.
- IV. Identify and implement additional, creative ways to convey that UNIQUE is a volunteer student programs board and a function of the University Union and UUOCI.

## 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 (LaPorte—Summer/Fall/Winter 11, Spring 2012)
- II. Book events in conjunction other campuses, as appropriate (LaPorte—Summer/Fall/Winter 2011, Spring 2012)
- III. Explore the possibility of collaborating with venues in other areas, for possible block booking opportunities (LaPorte—Summer/Fall/Winter 2011, Spring 2012)

### 3.2 Strategy: Contact other colleges to discuss programming successes

- I. Contact other campuses to explore differences and similarities (LaPorte—Summer/Fall/Winter 2011, Spring 2012)
- II. Explore their co-sponsor experiences with organizations within their communities (LaPorte—Summer/Fall/Winter 2011, Spring 2012)
- III. Discuss “non-headliner” and creative events they have hosted and their effectiveness (LaPorte—Summer/Fall/Winter 2011, Spring 2012)

## 4.0

GOAL: STRATEGICALLY ORGANIZE AND COORDINATE UNIQUE PROGRAMS IN A MANNER THAT BEST ENHANCES AND DEMONSTRATES THE COLLABORATIVE EFFORTS OF THE UNIT AND CORPORATION

### 4.1 Strategy: Establish new collaborations

- I. Meet with other Collaborative Services staff, to identify useful areas for collaboration with the other three units (LaPorte—Spring/ Summer/Fall 2011, Spring 2012)
- II. Meet with University Union and The WELL staff to discuss their program needs and potential partnerships (LaPorte—Spring/ Summer/Fall 2011, Spring 2012)
- III. Explore and initiate additional collaborative partnerships, with campus groups outside of UUOCI (LaPorte—Spring/ Summer/Fall 2011, Spring 2012)

### 4.2 Strategy: Maintain and expand on current collaborative efforts

- I. Continue to build on relationships with PRIDE and Women's Resource Centers in their current configurations as programs supervised by the Student Organizations and Leadership Office and housed in the University Union (LaPorte—Spring/ Summer/Fall 2011, Spring 2012)
- II. Continue to work with the Freshman Seminar and Peer Mentors programs on campus, which have assisted with attracting both audience size and new volunteer involvement (LaPorte—Spring/ Summer/Fall 2011, Spring 2012)
- III. Explore additional collaboration opportunities with Multi-Cultural Center (LaPorte—Spring/Summer/Fall 2011, Spring 2012)





