

**STRATEGIC PLAN**

**2015-2016**

**UNION | WELL | INC**  
SACRAMENTO STATE



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CALIFORNIA STATE  
UNIVERSITY SACRAMENTO



# SACRAMENTO STATE



## CAMPUS GOALS

1. Enhance Student Learning and Success
2. Foster Innovative Teaching, scholarship and Research
3. Commit to engaging the community by building enduring partnerships to strengthen and enrich the region
4. Excel as a place to learn, work, live and visit
5. Engage students in a comprehensive university experience
6. Promote a strong university identity



# DIVISION OF STUDENT AFFAIRS



*Union WELL Inc. is a proud member of  
Sacramento State's Division of Student Affairs.*

## VISION

As a vital component of a destination campus, Student Affairs will be a recognized leader in fostering student learning, growth, retention and success at the University and beyond.

## MISSION

The Division of Student Affairs at Sacramento State meets the diverse needs of our students by offering programs, services and opportunities that empower students to reach their unique potential as learners, as contributing members of their communities and as responsible leaders.

## CORE VALUES

### Integrity

We pride ourselves on being honorable, trustworthy and credible.

### Collaboration

The interactive partnerships we forge with members of the Division, The University and the community enable us to create meaningful learning experiences for our students

### Empowerment

We help students develop the knowledge, skills and attributes needed to shape their futures.

### Respect for Diversity

We cultivate a culture of civility where the open exchange of ideas and respect for all people are paramount.

### Service to Students

We strive to deliver programs, policies and services in a timely, responsible and respectful manner.







# UNION WELL INC.



## OUR VISION

To engage and connect the campus community through innovative programs, places and people that advance wellness, student success and Sacramento State pride.

## TAG LINE

The Union and the WELL, campus life done right!



## SHARED BELIEFS AND VALUES

### **Integrity**

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

### **Respect**

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

### **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.

### **Teamwork**

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

### **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

### **Fun**

We enjoy the journey and celebrate successes.



**UNION WELL INC. GOALS**

- Strive to provide superior service to our diverse campus community through continual assessment and improvement of our programs, services, technological resources and facilities.
- Train, develop and encourage a highly committed and conscientious Union WELL Inc. staff to provide exceptional, professional, customer oriented service, which is sensitive and responsive to the needs of our diverse 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 Union WELL Inc. programs, services and facilities through superior customer service and creative marketing in order to advance the mission of the Union, the WELL, The Division of 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 organization.





## **LONG RANGE PLAN 2015-2025**

### **Facilities/Operations:**

- Advance the commitment to campus life by expanding facilities and availability/quantity of meeting spaces, open use spaces, fitness areas, and locker rooms.
- Create programs, operations, and facilities that are sustainable and contribute to environmental wellness.
- Optimize the cleanliness and appearance of the Union and The WELL facilities.
- Create inviting outdoor gathering spaces around both buildings.
- Collaborate with the campus to investigate expansion beyond the walls of the Union and The WELL buildings (i.e. in the residence halls or on the satellite campuses).
- Proactively update the aging infrastructure of the Union and The WELL, to maximize accessibility and customer comfort.
- Pursue the opportunity to provide an aquatic facility for both competitive and recreational swimming.

### **Partnerships and Collaborations:**

- Collaborate with Student Health and Counseling Services to provide essential services in order to meet student needs.
- Advance Healthy Campus Initiatives through a Presidential appointed committee that focuses on improving the health of students, faculty, and staff.
- Collaborate with campus service providers to enhance and streamline the processes for reservations held outside of Union WELL Inc.
- Collaborate with campus Facilities Maintenance Services to enhance Union WELL Inc. facilities infrastructure.



**Food Services:**

- Redesign and renovate the back of house for food services in the Union.
- Strengthen the relationship and partnership with UEI in relation to providing food service and work collaboratively on maximizing customer satisfaction.
- Improve the rotation of food offerings in the Union, including the addition of healthy, local, and sustainable food options.

**Technology:**

- Be a leader in providing technology advancements that are cutting-edge and relevant while considering the ever-changing demands of discerning customers.
- Maximize the use of technology for personalization of the customer experience.
- Strive for an independent and secure infrastructure while considering industry compliance.

**Events/Programs (Self Operated):**

- Expand the quality and/or quantity of programs offered to the campus community.
- Promote diversity that reflects the needs and interests of the campus and surrounding community.
- Develop campus and community partnerships that facilitate growth and provide program opportunities to Sacramento State.

**Customer Service**

- Develop ongoing assessment programs to determine trends, needs, and customer satisfaction at Union WELL Inc.
- Increase campus awareness of the facilities and services available at the Union and The WELL.
- Deliver dynamic and interactive customer service to the campus community.
- Exceed the expectations of our customers.
- Streamline processes and cut red tape.
- Establish an environment that offers encouragement, authority, and the means to be flexible and proactive in providing attentive service.
- Offer face-to-face, welcoming, personal service to customers that is easily accessible.

#### **Personnel Services:**

- Expand both full time and student staff positions to better serve a growing campus community.
- Regularly adapt organizational structure for maximizing staff utilization in providing services to the campus community.
- Provide professional development opportunities for both full time and student staff in order to deliver superior service to Union WELL Inc. customers.
- Take time to celebrate the success of the Union WELL Inc. team.
- Study, and determine feasibility of a new self-operated model for human resources and payroll functions.

#### **Budget and Finance:**

- Study, and determine feasibility of a new self-operated model for the business functions of Union WELL Inc.
- Develop an environment, which supports creative revenue opportunities that align with our corporate mission.
- Plan for the long-range fiscal health of the organization.
- Continually evaluate and determine fiscal effectiveness of facilities, programs, and services.





# STRATEGIC PLAN FOUNDATIONS

## ABOVE ALL ELSE:

*Serve students and the rest of the  
Sacramento State campus community.*

## GENERAL

1. Embrace and practice Union WELL Inc. Beliefs, Values, and Goals while living the Union WELL Inc. and building missions.
2. Provide exceptional customer service, exceeding expectations.
3. Complete routine assessment/evaluation of employees, programs, and service offerings.
4. Provide an environmentally aware and safe environment.
5. Provide innovative and dynamic programs, services, and events to serve our diverse campus community.
6. Follow best practices and industry standards.
7. Encourage and provide full-time staff with direction and opportunities for organizational input and professional development
8. Maintain optimum staffing levels for full time and student part time positions, based upon needs and fiscal ability.



## **COLLABORATION & CORPORATE RELATIONSHIPS**

9. Create and manage relationships/partnerships with various campus external and internal organizations in order to strengthen Union WELL Inc. as a whole.
10. Work and collaborate with internal departments (Maintenance, Design, and Information Technology Services) on projects and routine tasks on an ongoing basis.
11. Encourage positive collaboration between all units: University Union, The WELL, Admin and Facility, and Union WELL Inc. Corporate.
12. Follow direction and recommendations for the Union WELL Inc. Board of Directors and the Advisory Groups.

## **POLICIES & FINANCIAL**

13. Operate corporation and individual units in a fiscally responsible manner.
14. Cooperate with annual/routine audits as required, maintaining proper records as mandated.
15. Exercise financial controls and sound management using acceptable business practices, maximizing generated revenue production, maintain appropriate reserve levels while prudently monitoring all expenditures of the corporation.
16. Develop, implement and manage compliance guidelines at Union WELL Inc. and monitor that they remain consistent with the policies and procedures of the campus.
17. Maximize the utilization of Union WELL Inc. resources ensuring appropriate use and protection of student fee dollars.
18. Adhere to University, Trustee, and State policy.
19. Review, enforce, and continue to develop internal policies for the corporation and individual units as needed.



**FACILITIES**

20. Maintain the cleanest facilities. Throughout all buildings and departments, provide the best aesthetic possible.
21. Operate all facilities to provide a safe and secure environment for the campus community and guests.
22. Follow state, local, and university risk management policies and safety guidelines throughout all facilities.
23. Work together to provide up-to-date electronic information through the corporation including updated websites, digital signage, and digital communication.
24. Perform preventative maintenance tasks on equipment items according to their proper schedule.
25. Perform emergency repairs when needed in the fastest possible time frame.
26. Provide quality meeting, event, and informal space use for the campus community.
27. Provide quality facilities and recreation space for use of members of The WELL.

**STUDENT FOCUSED**

28. Provide opportunities for professional development and educational growth for student assistants.
29. Enhance students' interpersonal, leadership and critical thinking skills; develop nurturing and supportive networks; and help prepare them for active citizenship beyond the collegiate experience.
30. 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.

**TECHNOLOGY**

31. Provide cutting edge and innovative technology offerings throughout all facilities through programs, services, and online/electronically.
32. Provide and maintain cutting edge equipment throughout all facilities and services.





# UNION WELL INC.

## GOAL 1

*Support organizational activities to enhance Union WELL Inc. service to the campus community. (Campus Goals: 4, 5, 6)*

### Corporation

**Initiative 1:** Create a long-term expansion, funding and operating model for the expansion of the Union and the WELL buildings. (Campus Goals: 4, 5, 6)

**Initiative 2:** Review business practices, for more effective service to the corporation and the campus community. (Campus Goals: 4, 6)

### CORPORATE PROJECT LIST

1. Program plan expansion of the Union and the WELL.
2. Develop a long term funding model for the expansion of both the Union and the WELL facilities.
3. Conduct an RFP for banking services.
4. Create a new reserve policy.
5. Review Union WELL Inc. vendors, and compare with the state contract list, for possible financial benefit.
6. Create a staff succession plan, including an Associate Executive Director and Director of Financial Services positions (This is if the expansion occurs, will be removed otherwise.)





# FACILITIES & ADMINISTRATION

## GOAL 1

*Maximize the use of existing systems and procedures, allowing staff to more wisely manage project growth and fully integrate existing, and intended processes. Make better use resources to work smarter, thus improving efficiency and responsiveness in serving customers, tenants, and staff.*

### Administration

**Initiative 1:** Develop a more extensive safety training and reporting structure for the organization, through a thorough audit of procedures, facility equipment, and documentation. (Campus Goals: 4)

**Initiative 2:** Generate revised, overall management agenda to reflect the changes associated new organization chart and updated responsibilities of senior staff. (Campus Goals: 3, 4)

### Information Technology

**Initiative 1:** Review virtual machine server infrastructure to evaluate server systems are running securely and efficiently as possible, reducing servers with multiple roles or applications to enhance availability and up time. (Campus Goals: 1, 3, 4, 6)

**Initiative 2:** Review current IT ticketing system process and work flow procedures to enhance efficiency and communication with other units and end-users. (Campus Goals: 4)

### Maintenance

**Initiative 1:** Reduce parts and equipment costs, increase project efficiency, and maintain accurate, real-time inventory data. (Campus Goals: 1, 4)

**Initiative 2:** Respond to, and quickly adapt to, the changing needs of the facilities as a result of Union expansion project. (Campus Goals: 1, 3, 4, 6)

### Facilities Services

**Initiative 1:** Maintain a highly effective student staff through regular training and recognition programs. (Campus Goals: 1, 4, 5)

**Initiative 2:** Explore greater partnership opportunities with contract services provider and system colleagues to obtain optimal pricing and shared training resources. (Campus Goals: 3, 4)

## GOAL 2

*Modernization: Update specific equipment and resources that are not making the best use of energy, time, or money.*

### Administration

**Initiative 1:** Develop a plan that prepares all staff for the upcoming expansion project and allows for maintained efficiency of operations through added (and shifting) responsibilities. (Campus Goals: 3, 4, 6)

**Initiative 2:** Expand staff training for greater daily support and more efficient coverage of building control systems. (Campus Goals: 1, 4)

### Information Technology

**Initiative 1:** Implement a plan for greater integration of web-based monitoring devices (Internet of Things) in order to streamline staff awareness of emergency situation and changes in status of critical equipment. (Campus Goals: 1, 4)

**Initiative 2:** Further develop plan to lessen dependency on IRT for services by utilizing outside vendors and cloud service providers when possible. (Campus Goals: 1, 3, 4, 6)

### Maintenance

**Initiative 1:** Develop a long-range plan for lowering energy costs and reducing electrical usage for both buildings. (Campus Goals: 1, 4)

**Initiative 2:** Increase professional development and training opportunities of staff through enhanced programs and technological resources. (Campus Goals: 1, 4)

### Facilities Services

**Initiative 1:** Maintain safe and effective traffic flow access through all areas of the building during the facility expansion process. Nimble respond and adapt spaces and staff resources with project transitions. (Campus Goals: 1, 4, 6)

**Initiative 2:** Audit all facility safety and security measures and protocols to ensure the greatest level of risk prevention to all customers and occupants. (Campus Goals: 1, 4, 6)





**FACILITIES AND ADMINISTRATION PROJECT LIST**

1. Develop a timeline and implementation plan for the various components of Union WELL expansion to take place in the fall and spring of 2015/16. (Olmsted, Davis, Sorensen)
2. Move UU and F&A staff to new office locations within the Union. Modify existing structural layout accordingly to accommodate needs of department. (Olmsted, Drennon, Singletary, Staff)
3. Make necessary adjustments to create a more professional, physical environment in the Union Admin Office through décor and signage additions. (Olmsted, Sorensen, Drennon)
4. Expansion planning and re-alignment of duties. (Olmsted, Davis)
5. Create an RFP to replace fire control vendor. (Drennon, Olmsted)
6. Begin succession planning and adjustments to accommodate administrative changes within the organization over the next few years. (Olmsted, Davis)
7. Create a more structured document system for tracking employee performance throughout the year, for both full time and student. (Olmsted, Knifsend, Staff)
8. Hybrid Analog/Digital Radio Upgrade: Begin 1/3 refresh and programming upgrade of existing analog radios to hybrid analog/digital radios to support eventual move to digital repeaters. (Forseth, Singletary, Vo)
9. Event Services Meeting Room Diagram Software: Migrate from Meeting Matrix to Social Tables software package for Event Services meeting room diagramming, integrating into EMS. (Dietzler, Sebastian, Singletary, Gengler)
10. Electronic In-Out Digital Signage Boards: Research and implement electronic in-out digital signage boards for use in the UU / WELL Administration offices. (Sorensen, Smith, Olmsted, Singletary, Gengler)
11. Games Room Music/Video System Review: Research and test possible replacement options for Campus Nation Network music video system in the Games Room. (Gengler, Vo, Sanchez, Whitfield)
12. Games Room and Terminal Lounge Future Technology Research: Begin testing of new gaming systems/solutions for Games Room and additional music video app/services for the Terminal Lounge. (Gengler, Vo, Sanchez, Whitfield)
13. Disaster Recovery: Continue work on implementation of the finalized approved disaster recovery plan working together with IRT and vendor partner Microsoft Azure. (Olmsted, Singletary, Gengler, IRT)
14. Apple Equipment Leasing: Work along with the business office to study the pros and cons of purchasing vs. leasing Apple equipment for the design team. (Farrell, Gengler, Singletary)

#### **FACILITIES AND ADMINISTRATION PROJECT LIST (CONT.)**

15. Ballroom AV Upgrade Project: Provide IT assistance where required to complete the upgrade of current outdated audio and visual systems for the University Union Ballroom. (Dietzler, Tovar, Singletary)
16. WELL Turnstile Biometric Access: Continue to research and implement a newer and more efficient biometric access control solution for member access. (Olmsted, Smith, Roesemann, Singletary)
17. WELL Website: Submit RFP and Work with outside vendor to re-design and program new WELL website templates for the content management system. (Smith, Roesemann, Voorhees, Gengler, Singletary)
18. Expansion of Primex System: Convert analog auto-dialers for generators, sump pumps, high-water alert to digital SMS text and email notifications, additionally continue implementation of wi-fi clocks throughout facilities. (Olmsted, Singletary, Gengler, IRT)
19. Work Flow Management: Implement a work-flow manage solutions for the user provisioning and de-provisioning process. (Gengler, Singletary)
20. Commission new HVAC global controller online in order to retrofit air handlers from original side of Union. (Drennon, Singletary, vendor)
21. Add networked control valves and actuators to AC 31 in Union. Tie to new HVAC global controller in T200. (Drennon, Maintenance staff, Singletary, Contractor)
22. Re-lamp the gym box and mac court at The WELL with 5-year LED lights. (Drennon, Maintenance staff)
23. Transition and train new full time staff member(s) on the UWI Maintenance team. (Drennon, Maintenance staff)
24. Implement aspects of overall lighting program which continued from previous year. (Drennon, Singletary, Olmsted)
25. Integration of finite control components in HVAC system to aid in consistency of building environments and allow greater minute control over singular areas. (Drennon, Maintenance staff)
26. Catalog all spare parts, tools, and equipment as part of master database project. Create procedure for weekly additions and monthly reconciliation. (Drennon, Maintenance staff)
27. Improve, and add more, exterior lighting fixtures outside the facilities. Update to LED where possible. (Drennon)
28. Replace fitness desk counter (hold-over from 2014-15). (Drennon, Maintenance staff, Blessinger)
29. Relocate outside air temperature sensors for more accurate readings for climate control. (Drennon, vendor)

30. Re-carpet Ballroom and lobby. (Olmsted, Forseth, Dietzler, Sorensen)
31. Consolidate all access databases into Velocity, to centralize information and create a more accurate reporting feature for tracking all access credentials in real time. (Forseth, Knifsend)
32. South dock clean-out renovation to allow for secure, outdoor storage and the installation of baling unit. (Drennon, Forseth)
33. Work with outside refuse vendor to develop a recycling buy-back agreement for cardboard bailed on-site. (Forseth)
34. Incorporate additional items to master product bid list to further reduce supply costs through competitive bidding. (Forseth)
35. Upgrade laundry chemical service provider at the WELL to a system that will cut water consumption and use product more efficiently. (Forseth)
36. Ensure a safe and clean environment for customers, tenants, and staff during construction projects. (Forseth, Drennon, Olmsted)







SACRAMENTO  
STATE

# UNIVERSITY UNION

## UNIVERSITY UNION MISSION

*The University Union will create a welcoming, collaborative environment as a central gathering place that builds community, complements the academic experience, and enhances campus life.*



## GOAL 1

*Build community by strengthening and expanding our partnerships, co-sponsorships, campus pride activities, celebrations, and other collaboration endeavors.*

### Administration

**Initiative 1:** Become better acquainted with current collaborative efforts by staff to encourage, support, and assist the Union team in fostering a sense of community at the Union. (Campus Goals: 2, 3, 4, 5)

**Initiative 2:** Identify additional campus opportunities, resources, and individuals with which the Union can build community and provide support and encouragement to all units in pursuing partnerships. (Campus Goals: 1, 3, 4, 5)

### Event Services

**Initiative 1:** Create more opportunities to share information, concerns, and successes with others who collaborate with and contribute to event services to improve communication, streamline processes and ensure successful experiences for the communities that we serve. (Campus Goals: 3, 4, 5)

**Initiative 2:** Provide succinct and relevant event planning information and tools to our customers that will deliver meaningful assistance to those tasked with booking space and planning events for their organizations. (Campus Goals: 4, 5)

### Operations

**Initiative 1:** Plan new and exciting events, programs, and series that highlight the Union and celebrate campus life. (Campus Goals: 1, 3, 4, 5)

**Initiative 2:** Increase the sense of campus life, pride and spirit by providing displays, logos, and symbols of Sac State throughout the building. (Campus Goals: 1, 3, 4, 5)

### Programs and Marketing

**Initiative 1:** Identify and provide additional opportunities to work with other campus departments to create collaborations that will enhance and strengthen programs and result in increased campus community participation and engagement. (Campus Goals: 1, 3, 4, 5)

**Initiative 2:** Play a larger role in supporting campus events and initiatives by serving on committees, planning, offering marketing support and leadership. (Campus Goals: 3, 4, 5)



**GOAL 2**

*Enrich the university experience by dynamically engaging and serving our various constituencies with innovative, highly visible, and truly relevant ventures.*

**Administration**

**Initiative 1:** Engage the Union's various constituencies to better include them in the Union's current endeavors and future plans. (Campus Goals: 1, 3, 4, 5)

**Initiative 2:** Identify and provide opportunities for staff to interact with individuals and networks of support from beyond Sac State, in an effort to stay in tune with the latest trends, ideas, and successes that might also be implemented in the Union. (Campus Goals: 1, 3, 4, 5, 6)

**Event Services**

**Initiative 1:** Pursue cost effective, relevant and timely strategies for replacing and upgrading event and meeting room technology to ensure future consistency and maintenance of high quality standards despite rapidly changing technology. (Campus Goals: 4, 5)

**Initiative 2:** Continue to update and modernize our aging setup equipment and facility furnishings to offer consistency of presentation and services in all our spaces. (Campus Goals: 4, 5)

**Operations**

**Initiative 1:** Provide all Union employees and volunteers with a positive work environment and customer service tools, with an emphasis on employee appreciation, celebrating team accomplishments, and work experience enhancement through relevant trainings/ workshops. (Campus Goals: 1, 3, 4, 5)

**Initiative 2:** Create new services, events, and offerings and also update aging equipment at Information Desk, Games Room, Terminal Lounge, and public spaces, in order to attract and serve our diverse population. (Campus Goals: 1, 3, 4, 5)

**Programs and Marketing**

**Initiative 1:** Expand variety and prominence of our program and service offerings to satisfy and enhance the experience of our regular patrons and to reach new individuals and communities not currently utilizing the Union. (Campus Goals: 1, 3, 4, 5)

**Initiative 2:** Improve our communication and assessment tools to achieve greater campus awareness of our offerings and to gather additional, detailed feedback used in planning, quality control, and customer service. (Campus Goals: 1, 3, 4, 5)




## UNIVERSITY UNION PROJECT LIST

1. Create a comprehensive list of Union's current activities and relationships that build a sense of community and implement ways to better support and facilitate the activities. (Sorensen, Staff)
2. Plan and utilize the Union 40th Anniversary activities as a vehicle to initiate or renew relationships with faculty, staff, alumni, student leaders, and others. (Sorensen, Staff)
3. Actively seek new collaborative partners and establish working relationships that build a sense of community. (Sorensen)
4. Present Union expansion plans to individuals, partners, and constituent groups, soliciting their input and assistance with program planning and implementation of the new facilities and developing ways to alleviate disruption during construction. (Sorensen, Staff)
5. Create an incentive program for individuals or groups who offer the best solutions to the Union's space, equipment, service, and program challenges. (Sorensen, Staff)
6. Send at least one staff member from Event Services, Operations, and Programs & Marketing to an established professional conference or similar networking activity. (Sorensen, Staff)
7. Identify, initiate, or coordinate a one-day meeting or training within easy driving distance that will allow Union staff to interact with representatives from other colleges. (Sorensen)
8. Formally offer "brown bag" round table discussions with key ES staff to event partners such as Dining Services/ Vendor Management, Epicure Catering, ATCS, Parking, SO&L, Union WELL, Inc. Maintenance, Building Supervisors, etc. to establish stronger, more successful working relationships. (Dietzler)
9. Develop new job description and determine scope of duties to establish a new Event Services management-level position to oversee reservations (if budget permits). (Dietzler, Sorensen)
10. Repair/replace current and increase inventory of wired microphones (lectern and handheld) and microphone stands to meet customer expectation and increasing demand. (Tovar)
11. Purchase a "GaffGun" (gaffers tape dispenser/applicator) to increase efficiency, safety and appearance of AV cords run in meeting rooms. (Tovar)



12. Upgrade video/data projection infrastructure in the University Ballroom and Hinde Auditorium to take full advantage of current technology and assure we are prepared for future changes by installing shielded Cat 6 cables and upgrading input devices and controls; this upgrade will take advantage of time held in November and December previously used for Orientation that is slated to be rescheduled to January. (Dietzler, Singletary)
13. Replace legacy sound system in the University Ballroom either as part of the video upgrade project (#5) or as a separate project; this upgrade could take advantage of time held in November and December previously used for Orientation that is slated to be rescheduled to January. (Dietzler, Singletary)
14. Purchase new lectern with built-in sound system that is appropriate for outdoor use. (Tovar)
15. Replace carpeting in Valley Suite, Hinde Auditorium, University Ballroom and Ballroom Lobby; this upgrade could take advantage of time held in November and December previously used for Orientation that is slated to be rescheduled to January. (Dietzler, Tovar, Olmsted )
16. Replace furniture in Valley Suite with modern furnishings to be consistent with the overall appearance of the facility. (Dietzler, Tovar)



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17. Update storage solutions in both Audio-Visual storage rooms and Capital Storage room to accommodate increased and updated equipment. (Tovar)
  18. Upgrade technology in Capital Room by researching, purchasing and installing an 80" flat panel with updated input panel, control panel, and sound. (Dietzler, Tovar, Singletary)
  19. Develop a concise, summarized manual for new student organization officers designed to smooth the transition between outgoing officers and new incoming officers who often start their year with incomplete information. (Dietzler)
  20. Replace entire inventory of aging line control stanchions to bring inventory back to original level. (Tovar)
  21. Purchase divider/whiteboards to replace ones that are beyond repair and to increase inventory as other visual accessories, such as chalkboards, have been retired. (Tovar)
  22. Purchase additional easels (flip charts and tripod) to replace broken items and meet increased demands. (Tovar)
  23. Replace entire inventory of coat racks to replace broken and aging inventory. (Tovar)
  24. Replace three desks in the Event Services Office with adjustable height desks and appropriate seating that will accommodate the ergonomic needs of the three Event Coordinators. (Dietzler)
  25. Install digital signage outside selected meeting rooms (dependent on outcome of research in previous fiscal year). (Dietzler, Gengler, Singletary)
  26. Investigate purchase of new room diagramming software from Social Tables and purchase and install if investigation determines that it will meet our current needs for fully supported software. (Dietzler, Singletary)
  27. Develop replacement schedule for audio-visual equipment that is realistic, cost effective and designed to keep up with ever changing technology. (Dietzler, Tovar)
  28. Re-key the Green Room, Dressing Room, and Green Room restroom to a separate change key to limit access and better control the condition of those spaces. (Dietzler, Olmsted)
  29. Purchase additional scissor lift (Dietzler, Tovar, Drennon)
  30. Upgrade room lighting in suites to allow greater control (Dietzler, Tovar, Olmsted)



31. "Half-time show": Develop a weeklong series in mid semester to help students reenergize during the semesters. Draw attention to areas of the building that are underutilized. This series would be in collaboration with SHCS, The WELL, KSSU, Dining Services, UNIQUE. Examples: Patio Party 2nd floor, Atrium Yoga, Fire Up/reignite your semester, Pizza on the (2<sup>nd</sup> floor) Patio, Meditation Monday. (Sanchez, Whitfield, LaPorte)
32. Res Hall Appreciation night or week in the Games Room (Whitfield, Sanchez)
33. Feature SPECS winners and Graduates of the Union employees and volunteers via Social Media & Digital Signage (Sanchez, Whitfield, LaPorte)
34. Revamp Clock-in Room Poster/Communication Board, Refresh Paint, Provide hand sanitizer station, Basic first aid kit (Sanchez, Whitfield, LaPorte, Maintenance)
35. Make Terminal Lounge branding adjustments and special events to draw attention to the fact that it is a free service, e.g. Terminal Lounge Encounter-Come, discover, stay and groove, karaoke rentals, alternate music streaming options magazine options (Whitfield, LaPorte, Voorhees)
36. Explore possibility of offering secure Charging stations/lockers (Sanchez, Singletary, IT Services)
37. Promote Countdown to the 40<sup>th</sup> B-day Party/Event Display -Long lasting signage throughout building (potentially stair risers, elevator doors, door entries, outdoor banners); refresh "campus Life Happens Here" collateral to incorporate 40 years of serving students; Weekly 40th B'day giveaway- Tuesday Takeaway (Sanchez, LaPorte, Voorhees)
38. Implement tablet/iPad and small portable projector for Games Room Tournament Registration, tournaments & Room Rental Submission (Whitfield, IT Services)
39. Offer DIY/Craft Nights (Sanchez, Whitfield)
40. Investigate and promote full-time employee development workshops and services offered by campus community- HR, Cal-Pers, Budgeting, Estate Planning, Taxes, Time Management, Balancing Family Life, Self-Care-EAP Services, Family Fun Night, Bring your kid to work, Home Maintenance - how to...Practical Skills (Sanchez, Whitfield)
41. Coordinate staff "Speed Meeting" (getting to know co-workers) and other teambuilding activities (Sanchez, Whitfield)
42. Replace uniform polos for staff - identify polos for staff to evaluate and pick a new shirt to replace the newly discontinued one (Sanchez, Whitfield)

- 43. Improve communication and safety for the Games Room and Terminal Lounge by purchasing two new radios (Sanchez, Forseth)
- 44. Explore and plan implementation of new gaming systems-steam box & personal devices (Sanchez, Whitfield, Vo)
- 45. Offer a BS Workshop Series -How to handle difficult staff and customers, AV Training, Cross Train between Union & The WELL, Giving the Pickle rewards, Team Building Opportunities, (Sanchez)
- 46. Revamp BS report so that it's more efficient for both the BS and the readers. (Sanchez)
- 47. Info. Desk Facelift-remodel/refinish counter tops and cabinets to create a more current up to date space that highlights our services and enhances customer service, Swinging Monitor Mount, Wireless Keyboard, Brochures, flyers, schedules holders, (Sanchez, Whitfield, IT Services, Maintenance)
- 48. Incorporate Herky the Hornet or a Sac State Hornet into the Hornet's Nest somewhere within the area and/or at each entrance to promote campus spirit (Sanchez, LaPorte, Voorhees, Maintenance)
- 49. Implement system for electronic Submissions for Games Room Rentals (Whitfield)





50. Incorporate Confluence content management system to assist in data base for usage statistics, storage and retrieval and comparison (Whitfield, Vo)
51. Promote RT digital services QR codes for students to scan and use system (Whitfield, LaPorte, Voorhees)
52. Develop Faculty and Staff Games Room Tournaments (Whitfield, LaPorte)
53. Offer regular Union Tours (on-line scheduling offered via our website) (Sanchez, Whitfield, LaPorte, IT Services)
54. Replace worn furniture in Terminal Lounge (Whitfield, Sanchez)
55. Re-cover Billiard Tables (Whitfield, Sanchez)
56. Purchase new tablets for BSs (IT Services, Sanchez)
57. Update and merge The Lab's website to the University Union's format. (Voorhees)
58. Revisit the Lab Express's prices and modify accordingly. (Voorhees)
59. Create and purchase permanent signage for the Exhibit Lounge that clearly identifies the space and does not detract from the environment. (Voorhees)
60. Create some nicely designed floor plans of the Gallery and Exhibit Lounge with wall dimensions to be shared with potential artists and departments. (Voorhees)
61. Purchase a button machine to create our own buttons in office which will help cut outsourcing costs. (Voorhees)
62. Clean up and organize all files in the Design folder on the server to make more room and create a better organizational system for archiving. (Voorhees)
63. Frame and hang Union's permanent art throughout the building. (Voorhees)
64. Collaborate with Library Special Collections, Tsakopolus Collection, Anthropology Museum, the Art Department, and the University Library Collections on a "University permanent art collection show" in the Gallery. (Voorhees)
65. Archive former Gallery shows to the new University Union Gallery website. (Voorhees)
66. Reach out to art faculty regarding showing student work in the Exhibit Lounge. (Voorhees)

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67. Extend the term of Design internships compensation to the full year (from volunteer in Fall, then paid in Spring and Summer only), as a response to recent success by graduating designers immediately after graduation, in order to begin the internships in July, stay competitive with other internships available to student designers, and, ultimately, to offset/delay the need for another full-time staff member. (Voorhees)
  68. Increase program collaborations with The WELL, building on the success of such programs as yoga in the Union and glow Zumba in the Union, for effective cross-promotion of the facilities, better awareness of the connections between the two buildings, and greater financial efficiency. (Lamumba)
  69. Explore off campus funding streams to enhance a program or create a new collaborative event. (Lamumba)
  70. Partner with Athletics and the Green Army in creating an event in support of Homecoming. (Lamumba)
  71. Identify opportunities for volunteers to get more involved in leadership positions and campus life and student development. (Lamumba)
  72. Expand low-cost, incentive opportunities for volunteers. (Lamumba)
  73. Assess attendance of Outside Lands Music Festival and identify another major research and incentive opportunity for students in its place. (Lamumba)
  74. Through assessment surveys conducted with the volunteers, identify areas of overall committee improvement and personal interests. (Lamumba)
  75. Visit another college campus to educate volunteers on other programming, committee structure, and marketing ideas as well exploring joint collaborative efforts. (LaPorte, Lamumba)
  76. Select and train a new Marketing student assistant to expand marketing efforts for all areas of the Union. (LaPorte)
  77. Archive former UNIQUE Programs shows and Union hosted events on Union website. (LaPorte)
  78. Serve as chairperson for the campus-wide program- Hornet WOW 2015. (LaPorte)
  79. Utilize 40th anniversary of the Union to further promote Union services and expand audience reach to include alumni. (LaPorte)
  80. Work with Event Services in assessing marketing needs and collaborate in creating and implementing a marketing strategy. (LaPorte, Dietzler)
  81. Work with Games Room in creating an e-mail list to promote their services. (LaPorte, Whitfield)



82. Purchase more Union-branded promotional items and create social media opportunities to distribute them, in an effort to create more engagement with the Union. (LaPorte)
83. Replace aging iPads and iPods for UNIQUE ticketing operations and surveying. (LaPorte, Lamumba)
84. Add an additional SOD screen and marketing area for student organizations and departments near info and promote the SOD screen. (LaPorte)
85. Coordinate and provide marketing support for “alternative programming” throughout the academic year to boost school spirit, student morale, and customer service. (Sanchez, Whitfield, LaPorte)
86. Expand use of social media to further promote events and expand and strengthen marketing efforts by engaging followers. (LaPorte)
87. Improve system of sharing with involved individuals, collecting responses, and following up on Union suggestion board and Dining Services suggestion box comments. (LaPorte)









# THE WELL

## THE WELL'S MISSION

*Lifetime Wellness through Collaboration,  
Education, and Innovation*



## GOAL 1

*Commit to engage current and potential facility users. Increase campus and community collaborations to expand our services to a wider demographic. (Campus Goals: 3, 4, 5)*

### Administration

**Initiative 1:** Establish academic partnerships that will foster experiential learning opportunities in The WELL. (Campus Goals: 3, 4, 5)

**Initiative 2:** Collaborate with Student Health and Counseling Services to advance campus wide wellness initiatives that pertain to Healthy Campus 2020. (Campus Goals: 3, 4, 5)

### Member Services

**Initiative 1:** Assess existing member services and programs with feedback from current and potential users through researching comparable organizations. Using these assessments, increase and enhance current program and service offerings. (Campus Goals: 3, 4, 5)

**Initiative 2:** Expand our inclusive recreational programming that reaches students, the campus community and the Sacramento region by establishing formal relationships with community organizations and campus departments. (Campus Goals: 3, 4, 5, 6)

### Facilities and Intramurals

**Initiative 1:** Increase officials' skill development and enhance Intramural participants' experience by creating partnerships with surrounding Universities (UC Davis, University of the Pacific, Cal State East Bay, Sonoma State and California State University, Stanislaus) to facilitate Extramural tournaments and Officials skill clinics. (Campus Goals: 3, 4, 6)

**Initiative 2:** Expand the Intramural Sports marketing campaign to engage new participants in the Intramural Sports program and increase growth by 5%. (Campus Goals: 3, 4, 5 and 6)

### Special Events and Informal Recreation

**Initiative 1:** Expand our team building program by offering additional leisure opportunities to all group reservations in the Conference and Meeting Space Suites. (Campus Goals: 3, 4, 5, 6)

**Initiative 2:** Develop a multi-department WELL BUILD program that utilizes The WELL activity space and provides accommodations for large scale groups, resulting in increased WELL utilization and membership activations. (Campus Goals: 3, 4, 5)

### Fitness

**Initiative 1:** Expand campus partnerships by collaborating with the Residence Halls to develop a targeted program which will engage campus residents in wellness activities. (Campus Goals: 4, 5)

**Initiative 2:** Increase participation by 3% in personal fitness programming by providing an easily accessible online communication method which will connect more WELL members to personal training staff. (Campus Goals: 4, 5)



**GOAL 2**

*Enhance the quality of the Member's experience at The WELL. Enhance the WELL member's recreational and wellness experience by evaluating current programs and practices as they pertain to The WELL's new organization structure.*

**Administration**

**Initiative 1:** Collaborate with campus entities to plan for The Union WELL Inc. expansion. (Campus Goals: 3, 4, 5, 6)

**Initiative 2:** Develop professional development opportunities for WELL full time staff to foster an interdependent culture resulting in a cohesive and high performing team. (Campus Goals: 3, 4, 5, 6)

**Member Services**

**Initiative 1:** Evaluate and implement program specific facility and communication upgrades to provide an efficient, inclusive, and welcoming member and guest experience (Campus Goals: 3, 4, 5, 6)

**Initiative 2:** In order to meet the demands of our organization and campus community, develop one full-time position as the Member Services and Marketing Coordinator. (Campus Goals: 3, 4, 5, 6)

**Facilities and Intramurals**

**Initiative 1:** Conduct and benchmark 2016 NIRSA/NASPA Consortium Recreation and Wellness Impact survey, compare results to 2013, share findings with WELL staff and make membership enhancements based on results. (Campus Goals: 2, 5)

**Initiative 2:** Enhance intramural sports participants experience by reactivating in person captain's meetings and increasing our electronic communication to all participants. (Campus Goals: 4, 5, 6)

**Special Events and Informal Recreation**

**Initiative 1:** Attract new climbers and excite existing climbers by implementing additional services seen in like-wise climbing facilities relative to both programming and equipment offerings. (Campus Goals: 4, 5)

**Initiative 2:** Develop a community sponsorship plan for both in-kind and monetary donations that includes guidelines and procedures for establishing community partnerships which will benefit the WELL programs and services. (Campus Goals: 3, 4, 5, 6)

**Fitness**

**Initiative 1:** Develop a marketing plan that targets WELL members including wellness education and highlights fitness services to increase participation by 3% in fitness programs. (Campus Goals: 4, 5)

**Initiative 2:** Enhance the organizational structure of the free weight storage system and update fitness equipment floor plans to provide a safe and accessible facility. (Campus Goals: 4, 5)

### THE WELL PROJECT LIST


1. Recruit, hire, and train a Coordinator of Membership Services & Marketing. (Roesemann, Smith)
2. Evaluate and enhance membership and guest offerings by utilizing information from the NIRSA/NASPA assessment and non-student member surveys. (Roesemann, Coordinator)
3. Develop two membership recruitment and retention plans. One plan will be focused on student membership and the other will focus on faculty/staff memberships which will target a 25% revenue growth over a 3 year time period. (Roesemann, Coordinator)
4. Conduct a survey to evaluate marketing practices and effectiveness. Utilize the findings to adapt our marketing strategies to reach our student and faculty/staff demographic. (Roesemann, Coordinator)
5. Assist with the implementation of system upgrades including CSI updates, adoption of electronic waivers and securing adequate storage for all necessary WELL documents. (Roesemann, Coordinator, Singletary, Farrell)
6. Assist with the implementation of a new website for the WELL to meet the needs of our membership. (Roesemann, Coordinator, Gengler)
7. Implement an alternative to the current access system that is inclusive, durable, maintains security, and is welcoming to members and guests. (Roesemann, Smith, Singletary, Drennon)
8. Research and report on campus recreation aquatic programming to determine the feasibility of instructional programs and special events at our pool. (Roesemann)
9. Survey current program users to assess our customer service level at the pool. (Roesemann)
10. Develop and implement a swim participant incentive program to reward pool participation. (Roesemann)
11. Research opportunities to collaborate with Facilities Management to install a shade structure and furniture on the pool deck to provide an additional outdoor space for students to enjoy. Identify financial resources from UEL Grant or off campus entities. (Roesemann, CSU Facilities Management)
12. Research and develop staffing structure proposal for Inclusive Recreation and possibly aquatics. Proposal to include potential funding sources and recruitment plan for persons who meet industry standards in Recreation Therapy. (Roesemann)
13. Update current or create new MOU's with the City of Sacramento (Access Leisure), Recreation, Parks and Tourism Department, and the Aquatic Center to mutually benefit each organizations initiatives in regards to providing opportunities for persons with disabilities. (Roesemann, Smith)



14. Conduct a facility audit to determine areas of improvement regarding accessibility. (Roesemann, RPTA)
15. Create competitive and recreational leagues to meet the demands of Intramural Sports Participants. (Reddish)
16. Create and offer "Learn to Play" program to teach participants rules, strategies and concepts of one predetermined intramural sport league per season. (Falkenstein, Reddish)
17. Work with Assistant Director, Special Events and Informal Recreation to research and secure a community partner to sponsor Intramural Sports Championship shirts. (Reddish, Sebastian)
18. Research and identify one new intramural sport or activity to add to the schedule each semester by restructuring the current schedule. (Reddish)
19. Partner with AIR program to offer one inclusive league or tournament each semester which will diversify programming options. (Reddish, Roesemann)
20. Work with marketing staff to create a social media plan for Intramural Sports by identifying games of the week, officials of the month, promotional giveaways, recognition of champions and promoting participant's achievements. (Falkenstein, Reddish)





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21. Assess participant satisfaction through surveys twice a semester and use data to enhance participant experiences. (Falkenstein, Reddish)
  22. Restructure current league offerings to create new leagues on Sundays to meet the demand of participants. (Reddish)
  23. Create a resource library in confluence including building operations and frequently asked questions to assist staff in providing exceptional customer service. (Falkenstein)
  24. Work with Assistant Director, Maintenance and Facilities Operations to provide WELL Building Supervisors with maintenance trainings. (Falkenstein, Drennon)
  25. Assess the effectiveness of the Safety Training program by surveying staff and measuring the knowledge of safety skills and The WELL's emergency action plan. (Falkenstein)
  26. Increase library of scenarios for safety training program to increase staff confidence and skill level when responding to emergency situations. (Falkenstein)
  27. Create and update on a semester basis a resource library for staff to utilize on campus support services including Career Center, Student Health and Counseling Services, Student Financial Services and Academic Advising to advance student development. (Falkenstein)
  28. Assess staff satisfaction levels with employee recognition program and implement changes based on assessment results. (Falkenstein)
  29. Assess staff satisfaction levels with the Leadership Training Series and implement changes based on assessment results. (Falkenstein)
  30. Review and share significant findings with The WELL staff in data collected from 2013 and 2016 NIRSA/ NASPA Consortium Recreation and Wellness Impacts survey. Utilize data to enhance membership services and complete a comprehensive comparison benchmarking all data that can be displayed on The WELL website and shared campus wide. (Falkenstein)
  31. Update and distribute a new one-stop-shop Conference and Banquet Reservation Brochure, which will highlight WELL BUILD opportunities. (Sebastian, Williams, Coordinator)
  32. Market the WELLZONE by directly meeting with college deans, department chairs, student organizations and recognized groups on campus in an effort to increase attendance. (Sebastian, Coordinator )
  33. Finalize the Conference and Meeting Suites platform to determine best practices for offering blocks of time or

individual reservation hours. Additionally ensure that The WELL operations is in line with the Union operations relative to the fee structure. (Sebastian).

34. Restructure the WELLCOME BACK event to include an innovative and engaging experience which will increase participation by 5%. (Sebastian)
35. Seek and secure alternative shelving or rack system for displaying equipment for check out. (Sebastian, Coordinator)
36. Assume the responsibility of The WELL's annual Sac State 5k Fun Run which will centralize all special events in one division. (Sebastian, Blessinger)
37. Establish in-kind and monetary sponsorship goals that will benefit the WELL programs and services. (Sebastian).
38. Update signage in the Conference and Meeting Space to accurately reflect room names and locations. (Sebastian, Voorhees)
39. Review and develop a plan for replacement of the Conference and Meeting Space Suites audio visual wall plates with user friendly touchscreen system. (Sebastian, Coordinator, Singletary )
40. Enhance the climbing wall with a campus board (training tool that has been widely adopted to improve rock climbing performance). (Sebastian, Williams)
41. Modify the Climbing wall appearance by utilizing color climbing holds dedicated to specific routes, compared to the current practice of tape in an effort to both attract new climber's and help clarify the climbers experience. (Sebastian, Williams).
42. Collaborate with IT, Marketing, Student Health and Counseling to create website, digital signage and social media based videos to educate WELL members and market fitness services. (Densmore, Schafer, Blessinger, Gengler, Roesemann)
43. Restructure the "Fitness Weekly Specials" allowing us to reach WELL members that were unable to attend "Try Before You Buy", increasing exposure to the Group Fitness program. (Densmore, Roesemann, Schafer)
44. Implement a new organizational structure for free weight storage utilizing color coding that will provide a safe and more accessible method for members to use and store equipment. (Schafer, Blessinger)
45. Educate all WELL members on the new personal training price structure by training staff and providing useful talking points that focus on the rationale behind the price change. (Schafer)

46. Replace fitness equipment that is out of warranty, based on the corporate repair and replacement plan which will keep us current on what is new and save cost on equipment repairs. Update fitness floor plans to reflect new equipment arrivals and maximize the effectiveness of the building layout. (Blessinger, Schafer )
47. Collaborate with IT to create a question and answer form accessed through the fitness website to be utilized by WELL members connecting them to personal trainers. (Schafer, Gengler)
48. Create a fitness program that consists of alternative exercises for rock climbing. This will educate members on rock climb training and engage current rock climbers with the personal training staff. ( Schafer, Williams)
49. Restructure the fitness programs offered during Frosh night to engage new members in fitness services prior to the start of fall semester. (Blessinger, Densmore, Schafer, Sebastian)
50. Collaborate with the Residence Halls on a fitness program to increase on-campus resident membership activations and participation in fitness services. (Densmore, Blessinger, Schafer, Roesemann)
51. Collaborate with the special events department to execute a seamless transition of the annual Sac State 5K Fun Run. (Blessinger, Sebastian)









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