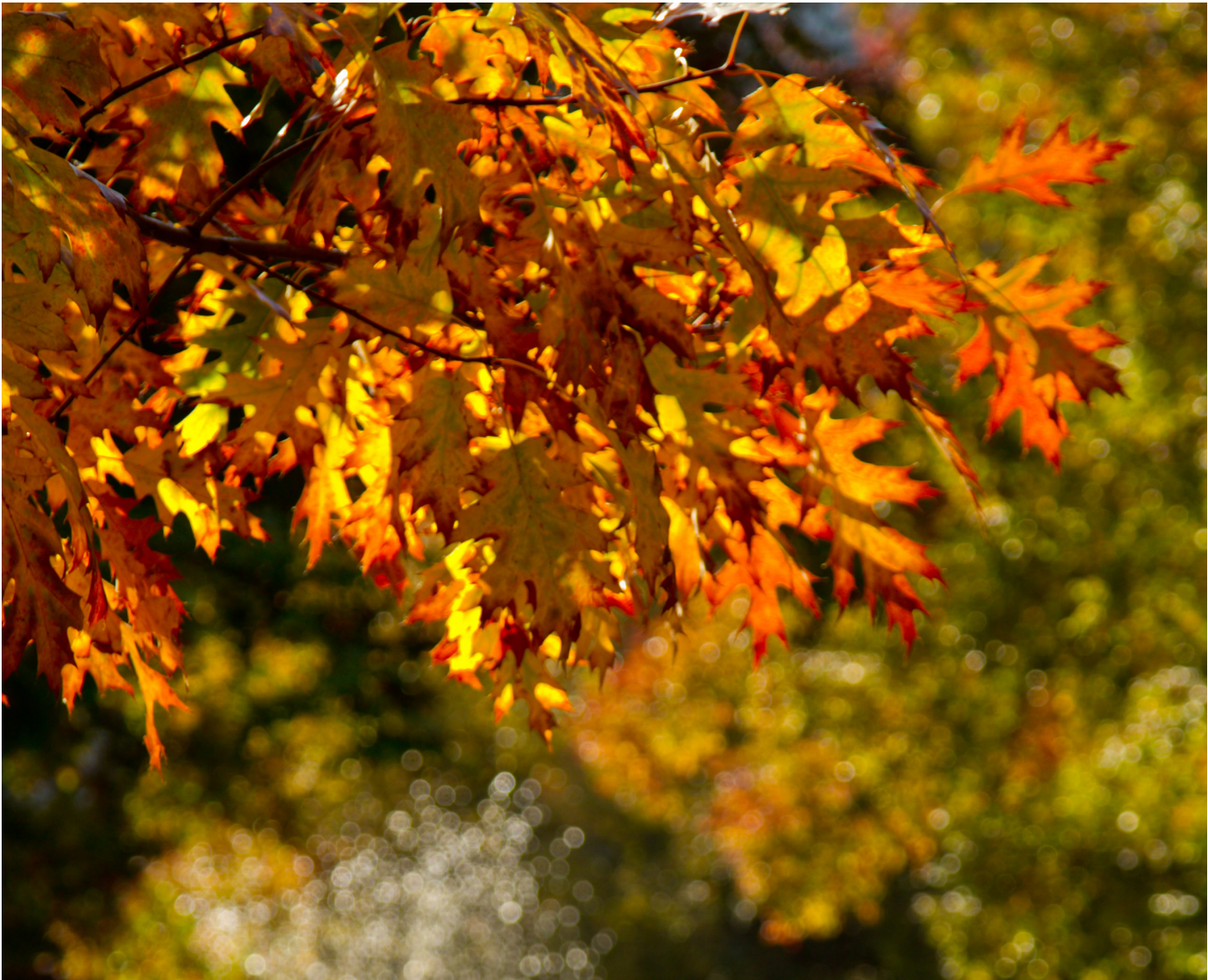


STRATEGIC PLAN

UNION | WELL | INC

SACRAMENTO STATE

2016-2017



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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

► 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.

▶ **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 & The Well. Being a place where people can try new things, engage in new activities, and exchange ideas without feeling threatened or uncomfortable.

▶ TEAMWORK

We believe in collaboration with each person cooperating and contributing to the highest level of their 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.



- ▶ 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 University 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 University 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 PLANNING FOUNDATIONS

— ABOVE ALL ELSE —

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

GENERAL FOUNDATIONS

- ▶ Embrace and practice our corporate beliefs, values, goals, and missions of the University Union and The WELL.
- ▶ Provide exceptional customer service, exceeding expectations.
- ▶ Complete routine assessment/evaluation of employees, programs, and service offerings.
- ▶ Provide an environmentally aware and safe environment.
- ▶ Provide innovative and dynamic programs, services, and events to serve our diverse campus community.
- ▶ Follow best practices and industry standards.
- ▶ Encourage and provide full-time staff with direction and opportunities for organizational input and professional development.
- ▶ Maintain optimum staffing levels for full time and student part time positions, based upon needs and fiscal ability.

COLLABORATION & CORPORATE RELATIONSHIPS

- Create and manage relationships/partnerships with various campus external and internal organizations in order to strengthen Union WELL Inc.
- Work and collaborate with internal departments on projects and routine tasks on an ongoing basis.
- Encourage positive collaboration between all units of Union WELL Inc. including The University Union, The WELL, Facilities and Information Technology, and Union WELL Inc. corporate administration.
- Follow direction and recommendations for the Union WELL Inc. Board of Directors and the Advisory Groups.

POLICIES & FINANCIAL

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

FACILITIES

- Maintain facilities that are clean and aesthetically pleasing.
- Operate all facilities to provide a safe and secure environment for the campus community and guests.
- Follow state, local, university risk management policies, and safety guidelines throughout all facilities.
- Work together to provide up-to-date electronic information through the corporation including updated websites, digital signage, and digital communication.
- Perform preventative maintenance tasks on equipment items according to their proper schedule.
- Perform emergency repairs when needed in the fastest possible time frame.
- Provide quality meeting, event, and informal space use for the campus community.
- Provide quality facilities and recreation space for use of members of The WELL.

STUDENT FOCUSED

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

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



UNION WELL Inc. CORPORATE ADMINISTRATION

► GOAL 1

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

Initiative 1

Create a long-term expansion, funding and operating model for the expansion of the University 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. Oversee all financial components of the Union north expansion, including continual monitoring of the impact of fluctuations in overall project costs.
2. Assist in facilitating a program planning process for The WELL expansion.
3. Develop a long-term funding model for the expansion projects of both the University Union and The WELL which is able to respond to changes in either program.
4. Develop and manage cash handling procedures necessary due to expansion closures or relocations.
5. Review Union WELL Inc. vendors and compare with the state contract list for possible financial benefit.
6. As part of succession planning, implement the necessary staff development plan to maintain the strength of the financial management of Union WELL Inc. upon the retirement of the Executive Director.

FACILITIES AND ADMINISTRATION

▶ GOAL 1

Evaluate and reinvest in full-time and part-time staff structure to develop or enhance efficiency, safety, and project management.

▶ ADMINISTRATION

Initiative 1

Prioritize and outline facility expansion project preparation including identify staffing needs and delegation of work. Assist in accommodating various tenants and campus community as it relates to the Union expansion preparation project. (Campus Goals: 3, 4, 5, 6)

Initiative 2

Collaborate with Union WELL Inc. units to streamline management of capital expense projects and strategic plan. (Campus Goals: 4)

▶ INFORMATION TECHNOLOGY

Initiative 1

Recruit, hire, and train additional full-time position(s) to support current systems, as well as projected growth and challenges due to facility expansions. (Campus Goals: 1, 4, 5, 6)

Initiative 2

Re-organize and implement changes to the student IT structure to better assist with daily IT requests and larger organizational projects, with the goals of alleviating departmental bottlenecks, and improving overall response time and daily tickets closures. (Campus Goals: 1, 4, 5)

▶ MAINTENANCE

Initiative 1

Expand on sustainability and energy efficiency efforts, including system upgrades and equipment retrofit, aligning plans with expansion program. (Campus Goals: 1, 4, 5)

Initiative 2

Complete analysis of HVAC systems and proposal for long term sustainability of existing and new equipment, including upgrade of back-end systems. (Campus Goals: 4, 5)

▶ FACILITIES SERVICES

Initiative 1

Improve communication and accountability with contracted janitorial services through documented weekly meetings and documented group follow up to noted issues. (Campus Goal: 4)

Initiative 2

Evaluate the feasibility of modifying custodial part-time positions through detailed cost analysis of student assistants vs. additional contracted staff. (Campus Goal: 4)

► **GOAL 2**

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

► **ADMINISTRATION***Initiative 1*

Review current work flow management systems still in place from re-organization and assess new methods to work more efficiently. (Campus Goals: 4, 6)

Initiative 2

Establish criteria, for use organization-wide, to define which projects should be managed and executed internally vs. contracted services, using project tracking software and feedback from monthly facilities meeting. (Campus Goals: 3, 4, 6)

► **INFORMATION TECHNOLOGY***Initiative 1*

Leverage cloud services in order to meet the corporation's growing storage, back-up, and disaster recovery needs, and which meets CSU information security requirements, when possible. (Campus Goals: 1, 3, 4, 6)

Initiative 2

Establish resource priorities and identify areas of information technology to divest in systems and resources. (Campus Goals: 4)

► **MAINTENANCE***Initiative 1*

Expand on sustainability and energy efficiency efforts, including system upgrades and equipment retrofit, aligning plans with expansion program. (Campus Goals: 1, 4, 5)

Initiative 2

Complete analysis of HVAC systems and proposal for long term sustainability of existing and new equipment, including upgrade of back-end systems. (Campus Goals: 4, 5)

► **FACILITIES SERVICES***Initiative 1*

Conduct detailed evaluation of resources including supplies, staffing, and systems as it relates to facility expansion, both during and after the project. (Campus Goals: 4, 5, 6)

Initiative 2

Work with the campus sustainability committee to implement composting for the University Union. (Campus Goals: 5, 6)

► FACILITIES AND ADMINISTRATION PROJECT LIST

1. Implement composting program in conjunction with University Sustainability Committee initiatives and regulatory requirements in food service areas. Provide appropriate training resources to staff and educate student and campus community on the use of composting containers. (Forseth, Dining Services)
2. Develop a plan to install Medeco cylinders and re-issue keys for the University Union facility to align with campus lock hardware standards as facility expansion starts. (Forseth, Drennon, Facilities)
3. Implement a key issuance tracking and inventory management system based on researching our campus facilities and other CSU auxiliaries' systems and processes currently in use. (Forseth, Knifsend)
4. Revitalize corporate safety committee to establish new program goals to create opportunities for full-time and part-time staff safety training, and review of current University Union and The WELL facility safety procedures. (Forseth, Drennon, UEI)
5. Complete thorough review and analysis of all University Union HVAC systems and equipment to verify optimal performance. Begin planning replacement of pneumatic controls to digital. (Drennon)
6. Relocate the University Union T2003 air condition condensing unit to prepare for facility expansion. (Drennon, Singletary).
7. Develop and implement plan for accommodating University Union tenants that will require re-location during facility expansion. (Singletary, Drennon, Forseth, Sorensen, Facilities, IRT)
8. Replace and upgrade network infrastructure for areas of the University Union facility that will remain operational during expansion construction that are currently supported by M1000 and T1002 telecom rooms. (Singletary, I.T. Staff)
9. Relocate University Union outdoor lighting controls from M1000 to prepare for facility expansion. (Drennon, Singletary)
10. Continue LED lighting retrofits through the SMUD rebate program in both the University Union and The WELL facilities to reduce lightbulb supply and utility cost. (Drennon)
11. Evaluate web hosting future needs and areas for which we can divest over the next three years allowing for a streamlined and outsourced website program. (I.T. Staff, Singletary)
12. Procure a project management software for assisting in managing strategic planning for the corporation to improve communication, accountability, and follow through. (Knifsend, Singletary)
13. Determine obligations for Information Technology involvement in facility audio/visual upgrades and requirements gathering. (Singletary, I.T. Staff)
14. Rejuvenate preventative maintenance programs for both Maintenance and Information Technology. (Drennon, I.T. Staff, Singletary)
15. Continue with 1/3 of 2-way radio refresh to prepare for move from analog to digital repeater infrastructure. (Forseth, Singletary)
16. Develop and issue an RFP for Union WELL Inc. corporate website re-design. (I.T. Staff, Singletary, Olmsted)
17. Coordinate carpet replacement in the University Union Hinde Auditorium and Valley Suite working with Event Services. (Singletary, Dietzler)
18. Relocate design archive media storage to offsite cloud service provider to reduce recurring storage costs. (I.T. Staff, Singletary)
19. Develop and begin implementing aging camera NVR server infrastructure replacement plan for facility IP camera systems. (I.T. Staff, Singletary)



THE 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.

THE UNIVERSITY UNION

▶ GOAL 1

Build community and university identity by strengthening and expanding our collaborations, campus pride activities, celebrations, and traditions.

▶ ADMINISTRATION

Initiative 1

Build a greater community awareness of the ongoing and historical successes and challenges of the University Union in encouraging a vibrant campus life. Encourage current staff, students, and campus entities to work together and pool resources for that purpose.

Initiative 2

Develop a sustainable, long-term approach to the University Union's celebratory offerings that emphasizes pride, and tradition-building for both the University Union and Sac State.

▶ EVENT SERVICES

Initiative 1

Create intentional opportunities to build strong relationships with the campus community that will result in increased, documented collaboration and allow our campus partners to enhance their successes.

Initiative 2

Pursue collaboration opportunities within the corporation, and with the campus community, to increase participation and shared resources within current campus pride activities.

▶ OPERATIONS

Initiative 1

Work with the University Union constituents and the campus community to encourage and build greater involvement and attendance in our traditional events.

Initiative 2

Collaborate with campus programs/services to support and increase general awareness of the various services available to students.

▶ PROGRAMS AND MARKETING

Initiative 1

Initiate collaborations that will enhance and strengthen programs in an effort to facilitate greater campus community participation and engagement, resulting in increased attendance by a wider variety of people.

Initiative 2

Expand staff involvement and support of campus events and initiatives by serving on committees, assisting with planning, and offering marketing support.

► **GOAL 2**

Enrich and promote a comprehensive university experience by offering a wide variety of exceptional programs and services that attract, serve, and engage students.

► **ADMINISTRATION***Initiative 1*

Provide professional development for the University Union staff and volunteers through training and networking opportunities with other campuses, associations, and professionals in the field to stay current with successful college and student affairs trends.

Initiative 2

Work with students, staff, campus partners, and university administrators to identify and implement new or modified programs and services of interest that the University Union might provide.

► **EVENT SERVICES***Initiative 1*

Foster opportunities for professional development to increase interpersonal skills, improve current services, and inform our future.

Initiative 2

Continue to update and modernize our equipment and furnishings to ensure our ability to meet customers' needs, deliver consistent service, and provide improved environmental conditions in our event spaces.

► **OPERATIONS***Initiative 1*

Enhance efforts to stay current with the ever-changing needs and trends of students, in order to offer new services and amenities at desk areas and in public spaces.

Initiative 2

Develop innovative and flexible solutions to continue services for students/customers during the impending challenges of the Union north expansion project.

► **PROGRAMS AND MARKETING***Initiative 1*

Expand variety of program and service offerings to provide additional student learning opportunities.

Initiative 2

Assess the University Union's programs, service offerings, and communication to better serve our customers, allowing the data to drive appropriate action.

► ADMINISTRATION PROJECT LIST

1. Better refine roles and training related to RFP development, project management, and budget development for projects involving participation by multiple units. (G2, I2)
2. Fully participate in all expansion meetings with architects, contractor, and campus, as appropriate, involving staff members relevant to the necessary phases or decisions. (G2 I2)
3. Meet with and involve Union-housed offices, program areas, and vendors in determining possible approaches to the building expansion that will best serve their needs, their constituencies, the University Union, and the campus. (G2, I2)
4. Meet with and involve current offices, program areas, and vendors that will be directly impacted during the expansion construction period, in order to develop a plan for any needed relocation and reallocation of space and to minimize disruption of their services to the campus. (G1, I2)
5. Identify and implement temporary (or permanent) new programs, service offerings, and building enhancements to offset the potential inconvenience to customers caused by the expansion. (G1, I2)
6. Work with Assistant Directors and department managers to identify conferences, trainings, and other opportunities for professional development, training, networking. Research and develop a plan for participation and attendance by staff and students. (G2 I1)
7. Meet with various campus entities to educate them about what the University Union offers and has offered or taken the lead on in the past (e.g. significant lecture presentations, major concerts, etc.) in order to garner support, collaborate, and avoid duplication of efforts due to lack of awareness. (G1, I1)
8. Utilize and share feedback from the ACUI-NASPA assessment instrument that was administered in Spring 2016 in order to build upon our areas of customer satisfaction and develop solutions for improving our performance and offerings, where needed. (G2, I2)

► EVENT SERVICES PROJECT LIST

1. Replace aging side chairs in the Event Services office. (G2, I2)
2. Develop ES Management Team with newly hired managers to facilitate greater unit cohesiveness and increase efficiency. (G2, I1)
3. Upgrade desk chairs for the Operations Manager and AV Tech/Senior Setup Supervisor desks. (G2, I2)
4. Work to significantly reduce paper consumption in the ESO by removing fax machine, changing document archiving procedures, and exploring an electronic signature pad for office use. (G1, I2)
5. Explore emerging technologies for wireless microphones in an effort to increase our current number of available frequencies and meet the ever increasing demand for this item. (G2, I2)
6. Permanently attach half wall in ESO to stabilize the wall and eliminate movement. (G2, I2)
7. Explore solutions for lighting deficiencies in Ballroom III along the southwest wall and corner and under balcony that could be added without necessitating major changes to the existing lighting system. (G2, I2)
8. Explore and test possible solutions for reducing noise disruptions that bleed through from the storage corridors for events in the Foothill and Orchard Suites. (G2, I2)
9. Develop an event planning information session for new student club officers each semester as they transition to their new roles as a way to build relationships between student officers and event staff and to better assist them in the successful planning and execution of their campus events. (G1, I1)
10. Increase participation in Spirit Fridays by encouraging all Event Services staff to participate, decorating the office environment and offering giveaways that highlight Spirit Fridays in the office. (G1, I2)

► **EVENT SERVICES PROJECT LIST (continue)**

11. Develop formal event planning information sessions targeting Administrative Assistants on campus who are often tasked with planning large events for their departments in an effort to build effective working relationships that will result in more successful events. (G1, I1)
12. Develop a formal training session on conflict resolution focused on customer service and designed to give Event Services students increased skills and confidence when conflicts arise at work. (G2, I1)
13. Complete upgrade of Redwood Room AV.
14. Upgrade Ballroom/Hinde AV.
15. Utilize the scissor lift newly relocated to the University Union that was previously utilized by Maintenance at The WELL.
16. Operations Project List.
17. Research and replace bean bags for Terminal Lounge. (G2, I1)
18. Replace the event literature display units adjacent to the Information Desk for use by the campus community, to provide additional space and better integrate with the new SOD screen. (G1, I2)
19. Re-activate Pandora as a temporary music solution in Games Room. (G2, I2)
20. Collaborate with entities of SASEEP program, ASI Food Pantry, Community Engagement and Outreach, Student Organizations and Leadership, PRIDE and Womens Resource Center, Student Health and Counseling Services. (G1, I2)
21. Offer opportunities for staff development using existing campus resources that encourage team building (Peak Adventure, Ropes Course, Aquatic Center, Community Engagement and Outreach, etc.) (G2, I1)
22. Provide a mobile gaming unit for students to use during expansion, while Games Room is closed. Use it as an opportunity to gather feedback, regarding new Games Room. (G2, I2)
23. Plan renovation of Information Desk to aesthetically tie new and existing areas together in the expansion. (G2, I2)
24. Develop Karaoke Nights in the Terminal Lounge as an additional service. (G2, I1)
25. Offer DIY/Craft Nights. (G2, I1)
26. Revamp Building Supervisor report so that it's more efficient for both the writer and the reader. (G2, I1)
27. Travel/visit other colleges, hotels, venues that offer games rooms, information/concierge desks and to conferences related to those areas, such as CES and E3. (G2, I1)
28. Remove unneeded equipment and CD's in Terminal Lounge to better utilize the space. (G2, I1)
29. Increase safety training opportunities for staff such as fire training (electrical vs. grease), customer service, hostile customers, hazardous clean-ups, and emergency response. (G2, I1)
30. Increase the fire drills from annual to twice per year to better prepare staff. (G2, I1)
31. Encourage vendors and offices to participate in Spirit Fridays, Homecoming Week, Causeway Classic, and Basketball season. (G1, I1)
32. Utilize the Confluence Content Management System to assist in compilation and retrieval of usage statistics in the Games Room and Terminal Lounge. (G2, I1)
33. Research a mobile solution that will better address the needs of Building Supervisors in the performance of their duties. (G2, I1)
34. Purchase cell phone charging stations and implement them as a customer amenity. (G2, I1)
35. Add a water bottle filling station in the Brown Bag area. (G2, I1)
36. Replace uniform shirts and sweatshirts. (G2, I1)

► **EVENT SERVICES PROJECT LIST (continue)**

37. Partner with Career Center to offer trainings geared for our student employees. (G2, I2)
38. Research options for installing a building-wide intercom system for the University Union. (G2, I2)
39. Replace wet umbrella stands with a higher quality (heavy duty) model which will better sustain heavy use. (G2, I1)
40. Provide more advanced first aid supplies for staff and customers (e.g. Fire blankets, Epipen, hazardous waste clean-up kits and containment kits). (G2, I1)

► **PROGRAMS AND MARKETING PROJECT LIST**

1. Create a marketing plan for the Campus Calendar and revamp all marketing collateral. (G1, I2)
2. Create an updated marketing plan for the SOD Screens and work with Design to create marketing collateral that will promote the use of the screens to departments and organizations. (G1, I1)
3. Expand campus collaboration and overall reach of the #NewHornet campaign, used during Summer and Winter Orientations, to include not only Campus Life partners, but others such as Orientation and Admissions. (G1, I1)
4. Create a comprehensive archive of UNIQUE Programs events from 1978 through present day and make available on the UNIQUE website. (G1, I1)
5. Recruit a UNIQUE volunteer to assist in coordinating marketing collateral distribution, social media promotions and serve as a liaison between Union Marketing and the volunteers. (G2, I2)
6. Serve as the Hornet Weeks of Welcome co-chair for the second year, Fall 2016, and expand scope of position to include a WOW in early Spring 2016. (G1, I1)
7. Expand Hornet WOW marketing efforts by creating more visible marketing materials throughout campus during Summer Orientation and explore ways to partner with Orientation and Admissions. (G1, I2)
8. Provide marketing support for the various needs anticipated during the University Union expansion project, facilitate regular communication of project plans/ progress to the public. (G2, I2)
9. Network with marketing departments at other college unions colleges to share best practices and ideas on expanding and improving social media and marketing in general. (G2, I2)
10. In an effort to create goodwill during the expansion and keep campus spirits up during Finals Week, provide Finals Week goodie bags to students studying in the building. (G2, I2)
11. Revamp UNIQUE's table display. (G1, I1)
12. Update the sound system in the Gallery with Bluetooth integration to allow artists to create customized play lists that enhance the experience of Gallery patrons. (G2, I2)
13. Create and purchase permanent signage for the Exhibit Lounge that clearly identifies the space and does not detract from the environment of the space. (G2, I2)
14. Replace The Lab's 9880 large format printer. (G2, I2)
15. Add a file cabinet to the Gallery storage room to organize and properly archive all Gallery related materials, including documentation of purchased art. (G2, I2)
16. Create a complete catalog of the University Union's permanent art collection, to be published and made accessible to the public online. (G2, I1)
17. Re-implement a Guest Book in the Gallery for visitors to sign and leave comments. (G2, I1)

► PROGRAMS AND MARKETING PROJECT LIST (continue)

18. Create a student staff manual for Interns, Sign Shop, Print Shop Attendants, and Student Photographers. (G2, I1)
19. Implement a more detailed contract for all design work done for clients vs. the simple work order/receipt currently used. (G2, I2)
20. Replace aging and damaged plastic a-frames and investigate and test out other possible approaches to posting material.
21. Explore other payment options for the Lab Express to accommodate our customers during the expansion, while the Student Shop is relocated and Games Room is closed. (G2, I2)
22. Purchase a large magnetic white board for The Lab for brainstorming sessions to improve collaboration among the team. (G2, I1)
23. Collaborate with campus partners in hosting and funding the honorarium for a major guest speaker. (G1, I1)
24. Collaborate with The WELL staff to significantly increase the overall attendance at the Sac State 5K by hosting a major entertainment event that will allow 5K attendees a discount or free admission. (G1, I1)
25. Acquire an in-ear wireless monitor system for UNIQUE Programs for use during concerts, dance, and theatrical performances, to reduce overall volume at events and improve acoustics. (G2, I2)
26. Increase the number of partnerships that involve academic departments. (G1, I1)
27. Explore alternative programming locations for UNIQUE events during the expansion. (G2, I2)
28. Through creative room setups or special incentives, increase audience interaction and attendance at Nooner performances. (G2, I2)
29. Network and create partnerships with other college campuses for fresh ideas and collaboration in designing and implementing a balanced, diverse, and cutting edge program. (G2, I2)
30. Involve student volunteers in presenting about UNIQUE Programs to classes and groups of other perspective volunteers. (G2, I1)
31. Collaborate with the Residence Halls on ways to work together and better serve campus life needs for the expanding number of campus residents. (G1, I1)



THE WELL

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

THE WELL

► GOAL 1

Engage current and potential facility users by utilizing our team strengths. (Campus Goals 3, 4, 5)

► ADMINISTRATION

Initiative 1

Successfully complete the 1st phase of program planning for The WELL expansion project. (Campus Goals 4, 5, 6)

Initiative 2

Facilitate two professional development opportunities for WELL full-time staff to incorporate a Strengths Based interdependent culture resulting in a cohesive and high-performing team. (Campus Goals 3, 4, 5)

► MEMBER SERVICES AND OPERATIONS

Initiative 1

Improve The WELL membership recruitment through three new programs and initiatives. (Campus Goals 4, 5)

Initiative 2

Expand strengths education to all supervisor and lead staff. Create staff strength-based initiatives to improve member engagement, staff performance, and safety. (Campus Goals 4, 5)

► INTRAMURALS AND STAFF DEVELOPMENT

Initiative 1

Improve the Intramural Sports participants' experience by decreasing the amount of forfeits which will increase the amount of games played by 5%. (Campus Goals 4, 5)

Initiative 2

Assist our student staff with developing the necessary skills to better serve The WELL members and the campus community by boosting the Leadership Training Series attendance by 20%. (Campus Goals 1, 4, 5)

► SPECIAL EVENTS AND INFORMAL RECREATION

Initiative 1

Restructure the Sac State 5K Fun Run to include a more exciting and engaging experience which will increase participation by 5%. (Campus Goals 3, 4, 5, 6)

Initiative 2

Research and implement a customer service desk space at the climbing wall to allow the climbing wall staff to better assist members who are interested in climbing. (Campus Goals 4, 5)

► FITNESS

Initiative 1

Evaluate the effectiveness of current marketing strategies and utilize member feedback to direct future marketing plans. (Campus Goals 4, 5)

Initiative 2

Utilize The WELL staff and their affiliation with campus organizations to create partnerships and increase overall participation in fitness programming by 2%. (Campus Goals 4, 5)

► **GOAL 2**

Strengthen our cohesive approach to “Lifetime Wellness” as it pertains to The WELL’s mission. (Campus Goals 4, 5, 6)

► **ADMINISTRATION***Initiative 1*

Collaborate with Student Health and Counseling Services to advance campus-wide wellness initiatives that pertain to Healthy Campus 2020. (Campus Goals 1, 3, 4, 5, 6)

Initiative 2

Facilitate two team building opportunities The WELL staff and Student Health and Counseling staff to strengthen the commitment to Lifetime Wellness. (Campus Goals 4, 5)

► **MEMBER SERVICES AND OPERATIONS***Initiative 1*

Develop and implement a more uniform marketing structure to encompass The WELL’s mission. (Campus Goals 4, 5, 6)

Initiative 2

Collaborate with all WELL staff and three other campus partners to improve promotion of the campus wide commitment to wellness. (Campus Goals 3, 4, 5, 6)

► **INTRAMURALS AND STAFF DEVELOPMENT***Initiative 1*

Conduct a student employee satisfaction survey yielding a 60% response rate that will assess employee engagement, academic performance and proper direction given by their supervisor. (Campus Goals 4, 5)

Initiative 2

Strengthen the campus presence and increase the reach for the All-Inclusive Recreation program by collaborating with the Fitness and Climbing Wall departments to provide adaptive sports opportunities. (Campus Goals 4, 5)

► **SPECIAL EVENTS AND INFORMAL RECREATION***Initiative 1*

Develop an intentional community sponsorship plan for both in-kind and monetary donations that includes guidelines and procedures for establishing community partnerships which will strengthen The WELL’s cohesive approach to wellness. (Campus Goals 3, 4, 5, 6)

Initiative 2

Enhance the climbing wall and group facilitation program marketing materials by integrating the dimensions of physical, emotional and socio-cultural wellness to increase rock climbing participation by 10%. (Campus Goals 3, 4, 5, 6)

► **FITNESS***Initiative 1*

Enhance customer experience by providing a comprehensive wellness training program for fitness department staff; staff will be assessed on their knowledge of fitness programs and services. (Campus Goals 1, 4, 5)

Initiative 2

Enhance collaborative efforts with the Student Health & Counseling Services to maximize cross-department interaction and increase the number of referrals between The WELL and Health Services by 5%. (Campus Goals 4, 5)

► **MEMBER SERVICES PROJECT LIST**

1. Implement WELL Faculty/Staff Membership Welcome plan; monthly information sessions to provide potential members with information on services and offer facility tours. (Ward)
2. Research and report on campus recreation facility amenities and staff practices and update necessary procedures and offerings. (Ward, Swart)
3. Collaborate with the Student Staff Development committee to offer WELL-specific customer service trainings open to all student staff. (Ward, Reddish)
4. Work with administration and student staff to improve the role of the student reception position. (Ward, Swart)
5. Update all contract and membership documents to improve customer service and efficiency. (Ward, Swart)
6. Update and redesign the processes and content for front desk hiring, training, and the employee manual. (Ward)
7. Revamp and implement new member services student staff evaluation. (Ward)
8. Assist with the implementation of system upgrades including CSI updates, adoption of electronic waivers and securing adequate storage for all necessary WELL documents. (Swart, Farrell, Singletary)
9. Conduct feasibility study for a new membership software solution. (Swart, Farrell, Singletary)

► **MARKETING PROJECT LIST**

1. Restructure the current student-staff marketing positions to create a well-balanced team. (Ward)
2. Develop and implement a consistent campaign request procedure to establish expectations and create a more collaborative WELL marketing structure. (Ward)
3. Collaborate with all full-time staff to create an event time-line action plan to establish goals, revenue, reduce over-lap and increase programming participation. (Ward, Swart)
4. Research and report on campus recreation marketing tools to determine feasibility for future marketing purchases. (Ward, Swart)
5. Develop and implement new marketing student staff evaluation. (Ward)
6. Establish email marketing distribution lists that correspond with The WELL programs and services. (Swart, Ward)
7. Aquatics Project List.
8. Expand learn to swim program through the fall and spring semesters. (Swart)
9. 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 UEI Grant or off campus entities. (Swart, CSU Facilities Management)
10. Update and implement operating standards for working with minors to comply with campus policy. (Swart)

► OPERATIONS PROJECT LIST

1. Update all manuals, procedures, and policies for building supervisors and make available in accessible format. (Swart)
2. Work with Assistant Director, Maintenance and Facilities to provide WELL Building Supervisors with improved maintenance communications and practices including various trainings and four annual meetings. (Swart, Drennon)
3. In collaboration with other Union WELL Inc. staff, research and develop comprehensive safety training program for corporation-wide use. (Swart, Drennon, Sanchez)
4. Inclusive Recreation Project List.
5. Conduct a facility and programming audit to determine areas in need of improvement, regarding inclusion. (Reddish)
6. Achieve a 10% participation growth rate in the All Inclusive Recreation program by enhancing marketing efforts and increasing exposure. (Reddish)
7. Partner with the Recreation, Parks & Tourism Administration department to ensure a successful hiring and ongoing supervision of a shared faculty position. (Reddish)

► INTRAMURAL SPORTS PROJECT LIST

1. Establish additional responsibilities for all Intramural captains in regards to roster and team management, focusing specifically on Free Agent and Resident Hall teams. (Reddish, Poulos)
2. Work with the Assistant Director, Special Events and Informal Recreation to research and secure a community partner to sponsor the Intramural champion t-shirts. (Reddish, Wood)
3. Collaborate with surrounding Northern California/Nevada Universities to create collective officiating training opportunities once per semester. (Reddish, Poulos)

► STAFF DEVELOPMENT AND ASSESSMENT PROJECT LIST

1. Form a staff development committee that will review data collected from the employee satisfaction survey and develop learning outcomes for our student staff members, top skills they should be receiving in their position and measuring the effectiveness of department managers. (Reddish)
2. Implement a part-time employee dress policy for The WELL that will ensure a consistent and professional representation of our organization while meeting individual needs of each program area. (Reddish, Blessinger, Swart, Wood)
3. Implement clear customer service guidelines for the Intramural Sports and All-Inclusive Recreation Staff that would provide a consistent level of quality service. (Reddish & Intramural Coordinator)

► SPECIAL EVENTS & INFORMAL RECREATION PROJECT LIST

1. Update and implement procedures to ensure compliance of the Minors on Campus Policy into all existing programs. (Bloom, Williams, Wood.)
2. Collaborate with the Assistant Director of Intramural Sports & Staff Development to develop a survey to assess client satisfaction levels in the Conference and Meeting Space Suites. (Bloom, Reddish.)
3. Review and develop a plan for enhancement of the conference and meeting space suite audio visual wall plates to provide a more user friendly system with remote access. (Bloom, Wood, Singletary)
4. Research current 5K trends, assess feasibility and implement popular trends into the Sac State 5K Fun Run. (Wood)
5. Establish in-kind and monetary sponsorship goals that will benefit the WELL programs and services. (Wood)
6. Increase sustainability efforts by reducing paper use and integrating the utilization of a tablet in Event Services for contracts and reservation check-in sheets. (Bloom, Wood)
7. Research Informal Recreation offerings (equipment & hours offered) at all CSU Recreation Centers and utilize the information to benchmark our current offerings. (Bloom)
8. Complete a full assessment of usage and popularity of all equipment offered at the Equipment Desk and implement changes based on feedback. (Bloom)
9. Select 5K committees based on individual strengths to allow for a more successful planning and facilitation of the Sac State 5K Fun Run. (Wood)
10. Research and develop more visually appealing ways to display equipment options offered at the Equipment Desk. (Bloom, Wood, Singletary)
11. Implement exterior digital display room signage for all conference and meeting space suites. (Wood, I.T. Staff)
12. Purchase and install art for the Terrace Suite that will highlight the outdoor terrains of California. (Wood, Voorhees)

► CLIMBING AND GROUP FACILITATION PROJECT LIST

1. Determine current gaps in customer service and program offerings using a survey of regular climbers. (Climbing Wall Staff, Reddish)
2. Work with facilities and maintenance on feasibility and implementation of the mobile desk space. (Climbing Wall Staff, Drennon)
3. Work with IT on appropriate integration of desk space, membership software, and services provided. (Climbing Wall Staff, Singletary)
4. Recruit 50% of FYE classes to participate in Hornet Hill or other climbing experiences.. (Climbing Wall Staff, FYE Staff)
5. Collaborate with Student Health and Counseling Services on aspects of how socio-cultural and emotional wellness can be supported through rock climbing and team building. (Climbing Wall Staff, Health Staff)
6. Use results from collaboration with Health Services to work with design on creating campaigns that emphasize physical, socio-cultural, and emotional wellness. (Climbing Wall staff, Voorhees)

► FITNESS PROJECT LIST

1. Create digital media of the Perform WELL Workshops to increase member awareness of Personal Training services and utilize the referral section of the Health History Questionnaire to assess effectiveness. (Gleason, Blessinger, Densmore, Ward, Voorhees, I.T. Staff)
2. Organize a student WELL staff outreach committee to resource their campus connections and facilitate a survey with various campus organizations while utilizing feedback to direct future marketing efforts in Fitness. (Gleason, Blessinger, Densmore)
3. Research and purchase fitness assessment software and additional fitness testing equipment to enhance our fitness programs (i.e. Start Strong, Weight Warriors, Personal Training, etc.). (Gleason, Blessinger, Densmore, Singletary)
4. Hire and train three new fitness student supervisors while ensuring a smooth transition for the Fitness program and contribute to program effectiveness. (Gleason, Densmore)
5. Collaborate with the Student Health & Counseling Services to increase the number of referrals by 5% and compare facility usage of the referred clients to the average WELL member. (Gleason, Blessinger, Wittenberg, Campbell, Burton, Ward, Swart)
6. Research and implement an innovative heart rate monitor system that projects personalized data while engaging in their fitness activity, to drive greater participant satisfaction, assessed through surveys. (Densmore, Gleason, Blessinger)
7. Create a student staff wellness training that includes group fitness participation, to increase staff involvement and education in WELL Group Fitness Programs, which will be assessed through a survey. (Blessinger, Gleason, Densmore, Voorhees, Ward)
8. Develop a member referral program to increase group fitness sales by 2%. (Blessinger, Densmore, Gleason, Ward)
9. Convert the outdoor sunken patio space in front of The WELL to a multi-functional fitness space accessible to WELL members. (Blessinger, Gleason, Drennon)
10. Update all Group Fitness Stereo systems to be fully operational and user friendly. (Blessinger, Densmore, Singletary)



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