



# STRATEGIC PLAN

EXECUTIVE SUMMARY

2013-2014



UNION | WELL | INC

SACRAMENTO STATE



SACRAMENTO  
STATE



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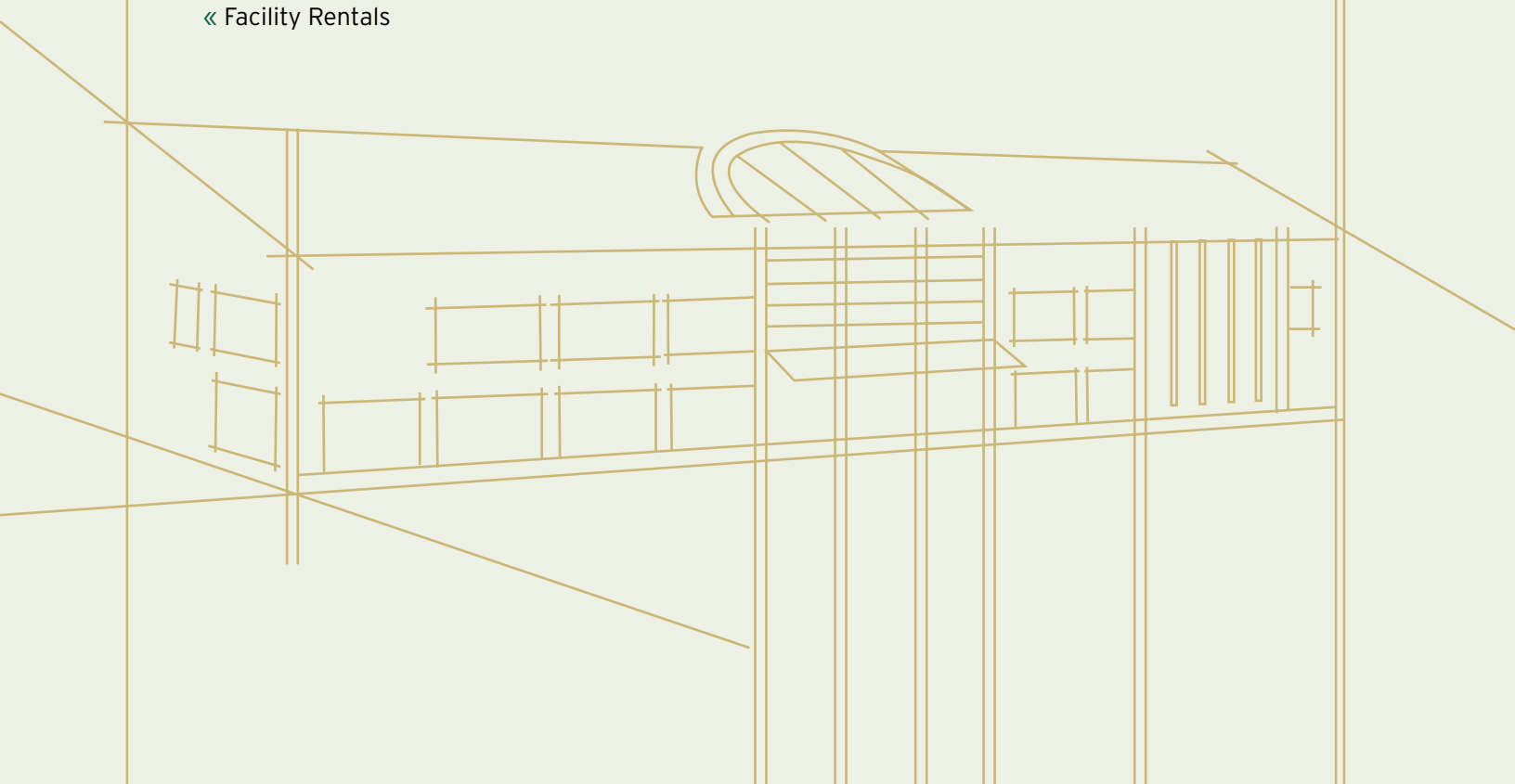
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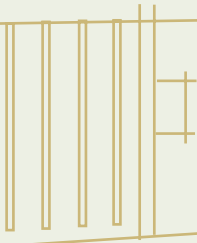
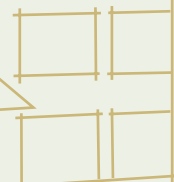
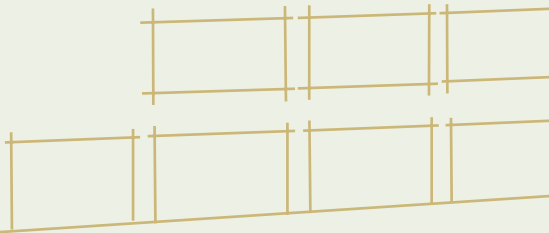
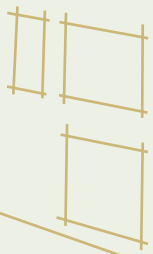
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## UNION WELL INC. SHARED VISION

The University Union and the WELL will be the centerpiece and campus home for the students, faculty, staff, and alumni of Sacramento State. The Union and the WELL will be the center of campus life and will actively promote school spirit and pride. As an integral part of the educational process, these facilities will enhance student development through involvement and interaction with the campus and surrounding communities by providing superior programs and services. We will be sensitive to the needs and exceed the expectations of our diverse community. We will be recognized on regional and national levels as leaders in the fields of Unions, Recreation Wellness Centers and programs.

## UNIVERSITY UNION MISSION STATEMENT

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

## WELL MISSION STATEMENT

Lifetime wellness through collaboration, education, and innovation.

## BELIEFS & VALUES

**INTEGRITY** We believe that honesty and principled action are the foundations of our professional and personal lives.

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

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

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

**EXCELLENCE** We are committed to the pursuit of excellence in 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.





## STRATEGIC PLANNING FOUNDATIONS

### 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, exceed 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 our diverse campus community.
- 6** Follow industry best practices and standards.
- 7** Provide full-time staff with direction and opportunities for organizational input and professional development.
- 8** Maintain optimum staffing levels for full and part-time student positions, based upon needs and fiscal ability.

### COLLABORATION & CORPORATE RELATIONSHIPS

- 9** Create and manage relationships/partnerships with various external and internal campus 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, Administration and Facility, and UNION WELL INC. Corporate.
- 12** Follow direction and recommendations for the UNION WELL INC. Board of Directors and Advisory Groups.

### POLICIES & FINANCIAL

- 13** Operate corporation and individual units in a fiscally responsible manner.
- 14** Cooperate with annual/routine audits as required, maintain proper records as mandated.
- 15** Exercise financial controls and sound management using acceptable business practices, maximize 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 ensure 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 clean 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 throughout 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.

## ABOVE ALL ELSE

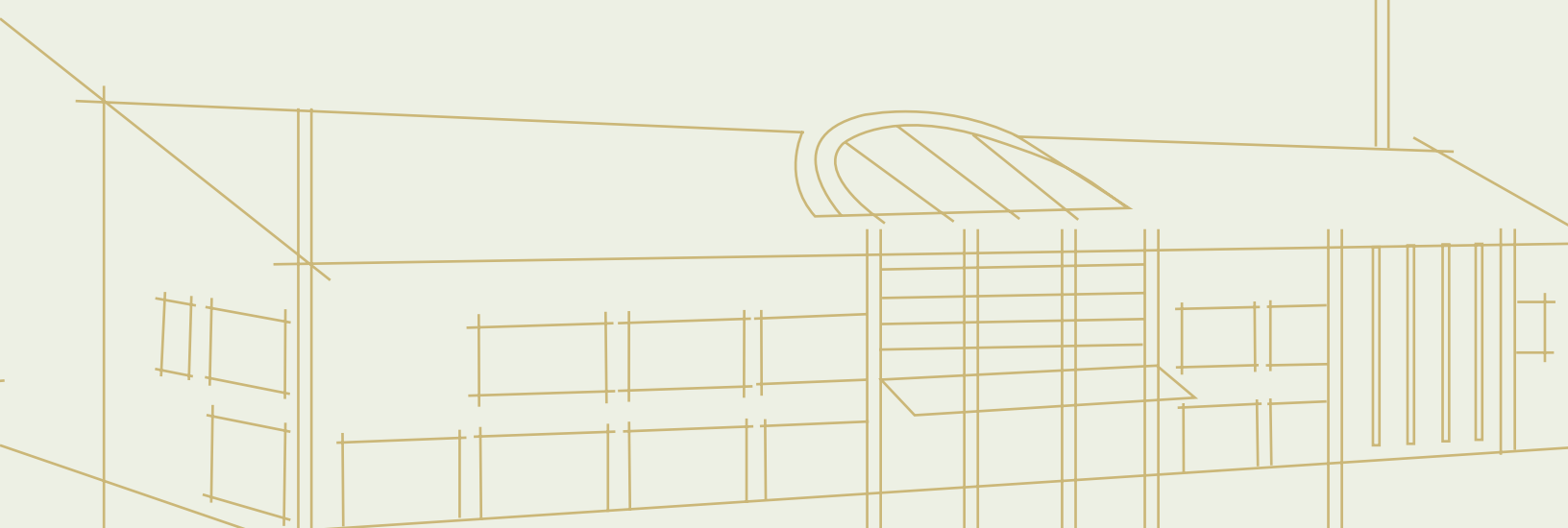
Serve students and the rest of the Sacramento State campus community

## 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; help prepare students 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.



## CORPORATE ADMINISTRATION & BUSINESS

### GENERAL

**I** Create a concept document for the expansion of the Union and the WELL to prepare for growth in student enrollment over the next 10 years.

**II** Review the business office for staffing and efficiency.

**III** Review/revise financial and personnel related policies.

**IV** Conduct and Request for Proposal for banking services.

**V** Develop a financial and asset management training module for fulltime staff.

**VI** Develop and deliver human resources training on risk management in supervision of employees.

### FACILITIES & ADMINISTRATION

**I** Implement HVAC DDC (Direct Digital Controls) conversion in older part of Union.

**II** Renovate the first floor women's restroom and the unisex restroom by The Buzz.

**III** Refine safety procedures related to typical workplace scenarios encountered by maintenance employees.

**IV** Provide staff training on use of AED (automated external defibrillator) and install unit on the first floor of the Union (likely in proximity to the Information Desk).

**V** Work with Facilities Services (University) to finalize floor plan changes and room sequencing.

**VI** Finalize and implement web-based key issue request form (i.e. Wufoo).

**VII** Fully overhaul filing system for all Facility and Administration related projects and have it align with the organization's records retention policy.

### INFORMATION TECHNOLOGY SERVICES

**I** Update and test a disaster recovery plan that includes all major systems and data to meet CSU, auxiliary, and Sacramento State audit requirements.

**II** Review and update Information Technology Services policies and/or procedures.

**III** Create a position, select, and train an additional Information Technology Services full-time employee.

**IV** Improve internal documentation and communication by implementing a corporate intranet software package.

**V** Expand IP network video recording storage systems for the University Union and The Well to increase footage retention.

**VI** Research and implement a mobile management system to manage the increasing amount of corporate owned mobile/tablet devices and the new world of bring your own device (BYOD).

**VII** Expand HD (high-definition) cable television programming of the Campus TeleVideo system.

**VIII** Replace the current remote support and screen sharing solution with an enterprise solution.

**IX** Replace current door counter system with a new system that would include more accurate counts, automated reports, alert notifications, and integration with EMS or other systems.

**X** Implement a student employee scheduling system to save full-time staff time with schedule changes, substitutions, and additionally provide schedule reporting.

**XI** Coordinate the construction of a new telecom room in the University Union to replace the M1000 mechanical outdated telecom room and meet today's CAT6 cabling and VOIP standards.

**XII** Replace telecom room in the University Union to meet today's CAT6 cabling and VOIP standards.

**XIII** Continue multi-year phased upgrade of University Union music system for increased customer offerings.

**XIV** Upgrade University Union games room, information desk, and music listening locations with VOIP CAT6 consistent with University plans.

**XV** Begin implementing new room schedule digital signage products with Four Winds Interactive and EMS to begin replacing daily paper signage procedures.

**XVI** Begin a multi-year phased project to replace The Well gym and MAC court "red sign" digital signage to be in-line with the current Four Winds Interactive digital signage system.

## FACILITY SERVICES

**I** Develop a custodial "temp" program with CSG for use on short notice during day and swing shifts.

**II** Develop definitive key policy for Union Well Inc.

**III** Replace (or re-upholster) chairs in Green & Gold Boardroom and Camellia Room.

**IV** Add a CSG female day porter at The Well to expand coverage of women's locker room.

**V** Add a CSG porter into evenings at the Union, in lieu of select student shifts (for consistency of attendance and appearance).

**VI** Purchase large, high-speed burnisher for The WELL for the Gym Box flooring.

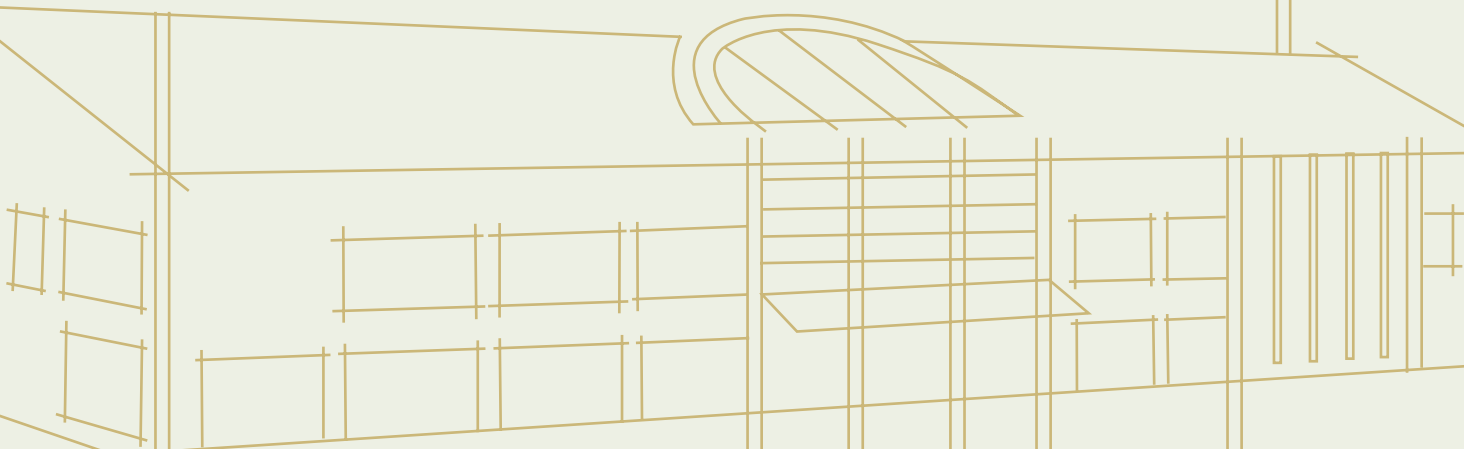
**VII** Install wall-mounted "Hydration Station" for customers to fill water bottles in the Union.

## MAINTENANCE SERVICES

**I** Develop overall 5-year plan to convert and update all lighting in the University Union.

**II** Create an appropriate timeline to update tenant office spaces with carpet and paint (State Hornet, ASI, SO&L).

**III** Develop and implement on-call communication system for use after hours to dispatch Maintenance personnel to a situation at either building.



**IV** Update Union chiller's control panel in basement to allow greater access to finite control options with Variable-Frequency Drive (VFD).

**V** Renovate former ticket office space and relocate vending court. Then extend lobby seating in North corridor.

**VI** Implement plan to install energy efficient lighting in emergency stairwells at Union.

**VII** Replace concealed spline ceiling systems in third floor meeting rooms.

**VIII** Install (or reconfigure) electrical outlets to align with new furniture arrangement throughout the Union. Include low voltage USB power where appropriate.

**IX** Securely install all permanent art pieces that are currently awaiting placement.

**X** Pioneer a comprehensive staff development program, assist Maintenance staff members in increasing skills, setting specific goals, and obtaining necessary certifications.

**XI** Complete final organizational and mechanical modifications in both maintenance shops. Develop a secure system designed to better manage inventory.





HOODIE  ALLEN

30 CALIFORNIA CITY

# UNIVERSITY UNION

## ADMINISTRATION

**I** Explore possible expanded Union facility, offerings for the future.

**II** Increase Union management team and staff familiarity with the physical Union infrastructure, as is useful and appropriate.

**III** Coordinate the mapping process for a new Union website.

**IV** Implement customer service strategies learned at the ABA training in January 2013, where appropriate, in an effort to improve a culture of service excellence.

**V** Explore vendor "kiosk" space rental solutions to enhance customer service and maximize revenue.

**VI** Improve communication with Facilities and Administration units regarding Union activities that may affect their operations.

## DESIGN & VISUAL COMMUNICATION

**I** Refresh and improve the current internship and graphic design student employee program that considers and utilizes individual skill sets to enhance our design offerings.

**II** Establish a department that offers design services for Union WELL Inc. and expands on our fee-based services outside of the corporation on a public/walk-in basis for added revenue generation.

**III** Improve current visual arts displays throughout the University Union to better utilize our exhibitions and current permanent collection.

**IV** Collaborate with multiple departments within the University Union that need additional attention to provide the highest level of design services possible for our customers.

**V** Perform consistency evaluations of adherence to style guide standards in design collateral utilized by the Union and The WELL, to make both brands stronger as a whole.

## EVENT SERVICES

**I** Develop a long-term organizational plan that establishes management-level positions within the Event Services unit.

**II** Implement a computer tablet solution for Event Supervisors to better and more immediately access needed information for setups.

**III** Purchase portable flat screen TVs for use in meeting rooms without built-in screens as a cost-effective way to replace the old TVs until the rooms can be retrofitted with installed ones.

**IV** Purchase LED video projectors to replace aging ones, for energy efficiency and bulb cost savings.

**V** Replace aging inventory of Event Services laminate tables (3', 6', and 8').

**VI** Purchase 10 new plywood 6' round tables to increase inventory to published maximum capacities.

**VII** Replace projector/sound with flat panels and upgrade wiring to Cat 6 in meeting spaces, as part of a long-term retrofit.

**VIII** Update outdated sound systems in Foothill, Forest, and Orchard.

**IX** Purchase additional handheld/lavaliere wireless microphones for events use.

## OPERATIONS

**I** Broaden Union's Student Building Supervisor coverage to include the opening and general supervision of the Union during weekdays, for improved customer service, policy enforcement, and effectiveness of full-time staff.

**II** Implement a computer tablet solution for Building Supervisors to better and more immediately access needed information and to document and report activities that take place during their shift.

**III** Implement a Union safety and emergency training series to educate employees about proper procedures, methods, and guidelines that are to be followed and enforced.

**IV** Survey customer satisfaction in light of recent physical improvements to the Union.

**V** Assist in identifying areas where Union's "backstage goes onstage."

**VI** Develop and administer a Union customer appreciation/recognition/campus pride program.

**VII** Coordinate with SMT, Union, and Facilities and Administration staff—and seek input and assistance from ASI, SOAL, and other entities—to make the Union a more inviting and exciting space.

## PUBLIC INFORMATION & LEISURE SERVICES

**I** Streamline the Information Desk, for a more attractive and effective area in which to interact with the public.

**II** Replace, add, and/or upgrade the gaming consoles to new system releases, in order to provide our customers with cutting-edge gaming technology in the Games Room.

**III** Re-brand the University Union Information Desk as "the place to go for all your information needs" on campus so that customers are aware of our services, capabilities, and hours.

**IV** Continue efforts to be more eco-friendly, financially efficient, and assistive in the Terminal Lounge via the computer that was recently installed as part of the Terminal Lounge infrastructure upgrade.

**V** Remarket Terminal Lounge to emphasize recent technology infrastructure, user interface, audio, Apple TV, and content upgrades to maximize usage of the service.

**VI** Replace non-working televisions in the Games Room and bring warranty and support in line with current standards that are being followed by the WELL, for improved customer service.

**VII** Offer student development opportunities beyond skills learned on the job, for example how to handle lease negotiations.

## PROGRAMS AND MARKETING

**I** Select and train a new Design, Identity & Studio Manager.

**II** Select and train a Marketing Student Assistant to expand marketing efforts for all areas of the Union.

**III** Create a marketing strategy for The Lab to solicit new business.

- IV** Take over content management of the campus calendar from Union Director.
- V** Strengthen Event Services promotion to increase building utilization.
- VI** Strengthen Information Desk promotion to increase use of services offered.
- VII** Gather and provide content for a re-designed University Union website.
- VIII** Initiate and improve student learning and customer satisfaction assessment efforts for the Union.
- IX** Strengthen Union Gallery promotion and collaborative relationships to increase gallery exhibit attendance.

## UNIQUE PROGRAMS

- I** Facilitate attendance at Outside Lands Music Festival as a major research and incentive opportunity for volunteers.
- II** Research alternative event ticketing systems that will meet customer service and programmatic needs.
- III** Visit other college campuses to educate volunteers on their programs and explore other programming, marketing, and committee structure ideas.
- IV** Strengthen and renew relationships with on-campus and off-campus groups to increase programming and marketing collaboration and co-sponsorship opportunities.
- V** Refine committee leadership positions and sub-committee opportunities and offer students a more formal way of becoming involved, to enhance student development.
- VI** Continue and improve upon semi-annual UNIQUE leadership retreats.
- VII** Increase communication within UNIQUE.







## THE WELL

### ADMINISTRATION

I Create a workshop series, for part-time WELL staff, on emergency preparedness and risk management in order to educate student staff and to mitigate liability for the Union WELL Inc.

II Create a proposal to hire exceptional staff that will provide valuable experience and service for the WELL through a Graduate Assistant Program.

III Establish an ongoing Inclusive Recreation Internship for the WELL, in order to help build procedures for staff, and programs for members, that are centered on people of all abilities.

### MEMBER SERVICES & MARKETING

I Improve customer service and efficiency of Member Services front desk operations.

II Increase and retain current non-student membership by 7% totaling 829 members.

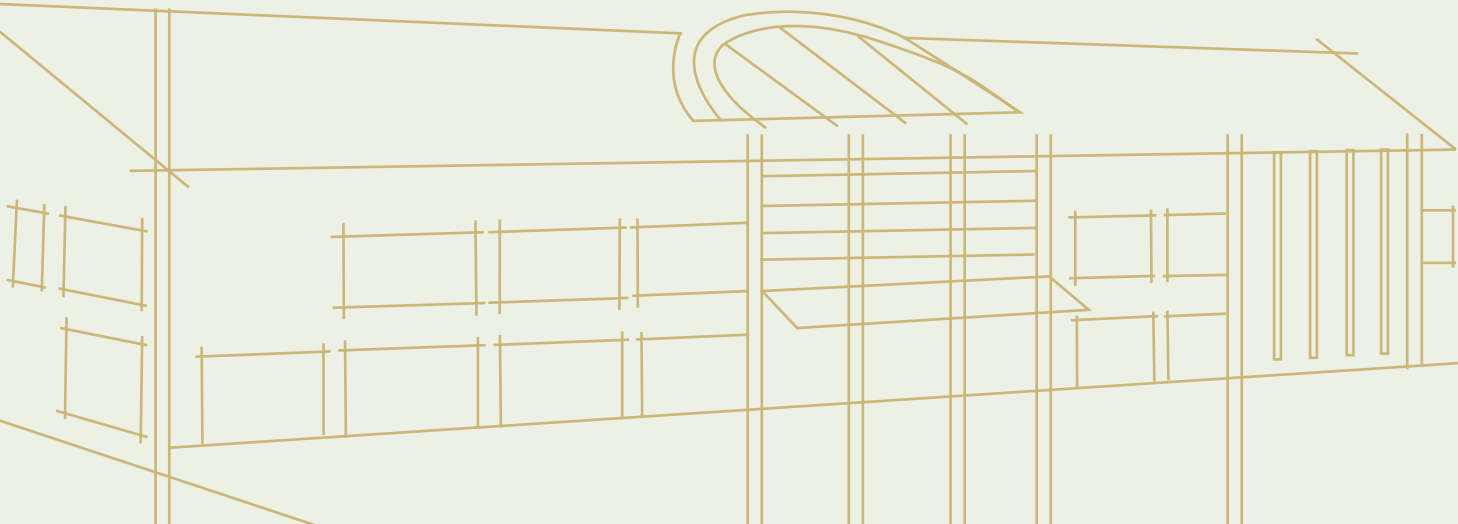
### MARKETING

I Expand the WELL Marketing division by one dedicated full time professional to oversee outreach and social media platforms such as Facebook, Twitter, and Pinterest.

II Increase awareness of WELL programs and services by collaborating with three campus departments through additional program and service offerings.

### INTRAMURALS, STUDENT STAFF DEVELOPMENT & ASSESSMENT

I Administer a comprehensive risk management analysis for Intramural Flag Football, Indoor Soccer, and 5-on-5 Basketball leagues.



## INTRAMURAL SPORTS

- I Transition the Intramural online registration system from athleague.com to IMleagues.com.
- II Increase overall participation in the Residents Halls All Campus Championship Series (RACC Series) by 10%.
- III Create and implement an All-Campus Championship award to promote participation and sportsmanship within Intramural Special Events.
- IV Enhance the WELL's regional image by hosting & running a NIRSA Regional Basketball Tournament.

## ASSESSMENT

- I Hire a Student Supervisor for the Assessment division in order to help enter and track all statistical data for the WELL.
- II Develop an education session on the new Student Affairs Assessment guide for the WELL management team in order to educate WELL professionals on the structure and expectations of the Student Affairs Annual Assessment Report.
- III Complete a comprehensive WELL statistics report that can be used for improvement and growth of WELL facilities and services.

## STUDENT STAFF DEVELOPMENT

- I Present four one-hour professional development seminars open to all WELL student staff to assist their growth and development as young professionals.

## FITNESS ADMINISTRATION

- I Implement the Start Strong program as a faculty/staff wellness program.
- II Begin the first phase of the three-year fitness equipment replacement project.

## GROUP FITNESS

- I Increase Group Fitness Participation by 5%.
- II Implement Water Fitness classes as part of the Group Fitness program.
- III Increase Small Group Training Participation by 5%.

## PERSONAL FITNESS

- I Provide exceptional customer service as measured by the secret shopper program, by achieving an average of good (four points) or better for each shop.
- II Increase participation in personal fitness services by 3%.
- III Enhance current gym etiquette in order to educate all WELL members on proper gym protocol.

## FACILITIES & INFORMAL RECREATION ADMINISTRATION

- I Create a comprehensive employee hiring and separation checklist.
- II Create the Tri Challenge combining the Swim through California, Mile High Climb and Run the Trail Challenge to create a multi-discipline recreation program for WELL members.

## AQUATICS

I Create a standard year round training schedule for aquatic staff to stay current and up to date on lifesaving skills.

## CLIMBING WALL & GROUP FACILITATION

I Research the possibility of bench seating to serve as a permanent partition surrounding the Climbing Wall for member safety.

II Perform statistical analysis of Climbing Wall hours of operation to ensure open climbing hours meet the climbing needs of the WELL membership.

III Implement marketing campaign for WELL Build, The WELL's team building program to secure five WELL Build programs during the 2013-2014 academic year.

## INFORMAL RECREATION

I Create "Lawn Games" informal recreation program to educate members about outdoor equipment available for checkout, and increase checkouts of outdoor equipment by 10%.

## FACILITY RENTALS

I Develop an "activity space events" procedure manual for events taking place in activity spaces in the WELL.

II Host inaugural Sober Grad Night in the WELL for one local high school in May, 2014.





