



UNION
WELL
INC. SAC
STATE

STRATEGIC PLAN

2013-2014

UNION | WELL | INC

SACRAMENTO STATE



SACRAMENTO
STATE



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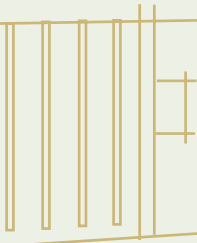
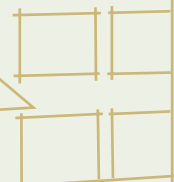
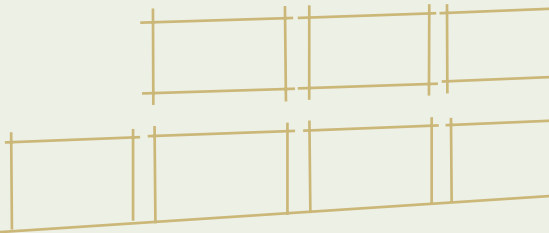
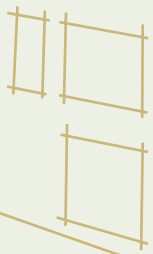
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UNION WELL INC. SHARED VISION

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

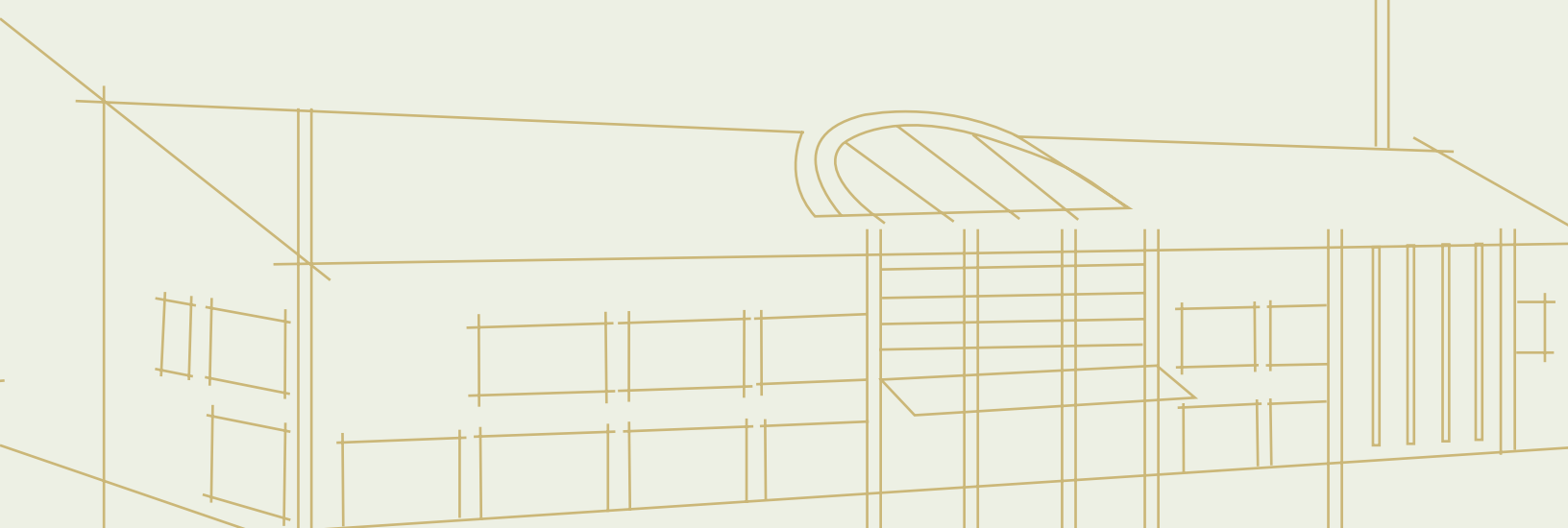
Serve students and the rest of the Sacramento State campus community

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

IN THIS SECTION

- « GENERAL
- « FACILITIES & ADMINISTRATION
- « INFORMATION TECHNOLOGY SERVICES
- « FACILITY SERVICES
- « MAINTENANCE SERVICES





HOODIE ALLEN



GENERAL

I GOAL: 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. (Foundation # 1, 2, 4, 5, 6, 9, 10, 11, 13, 15, 17, 26, 27, 28)

Meet with Staff and constituents to determine desires for each building and other facility development opportunities.	Davis, Advisory Groups and BOD	Summer/Fall 2013
Develop a concept document.	Davis, Advisory Groups and BOD	Fall 2013
Get approval from the Advisory Groups, and the Board of Directors.	Davis, Advisory Groups and BOD	Fall 2013

II GOAL: Review the business office for staffing and efficiency. (Foundation # 1, 2, 3, 7, 8, 13, 15, 17, 19, 28, 29, 30)

Evaluate job duties of each position in the Business office.	Farrell	Summer 2013
Evaluate costing option between hiring more students or possibly a permanent part time staff member.	Farrell	Fall 2013
Assess ASI business office for duties they provide.	Farrell	Spring 2014

III GOAL: Review/revise financial and personnel related policies that have not been updated in the last 3 years to ensure regulatory compliance. (Foundation # 1, 2, 3, 6, 9, 10, 11, 12, 13, 14, 15, 16, 18, 19)

Review all Financial Policies.	Davis/Farrell	Summer 2013
Revise as necessary.	Davis/Farrell	Summer 2013
Submit remaining policies to the BOD for approval.	Davis/Farrell	Fall 2013

IV GOAL: Conduct and Request for Proposal for banking services. (Foundation # 3, 6, 13, 15, 16, 18, 19)

Assess current banking needs.	Farrell/Davis	Fall 2013
Develop recommendation list for potential banks for the RFP list.	Farrell/Davis	Fall 2013
Create list of desired services.	Davis/Farrell	Fall 2013
Conduct RFP process.	Farrell/Davis	Spring 2014
Select Bank Services provider.	Farrell/Davis	Spring 2014
Implement transition if necessary.	Farrell/Montalvo	Spring/Summer 2014

V GOAL: Develop a financial and asset management training module for full time staff.

Schedule set office hours of availability for financial training and assistance for Union WELL Inc. staff throughout the fiscal year.	Farrell/Forseth	Fall 2013
Develop asset management procedure and forms to be utilized for acquired and disposed assets.	Farrell/Forseth	Fall 2013
Train staff on the established asset management procedure.	Farrell/Forseth	Spring 2014
Manage the year end asset inventory and ensure appropriate segregation and documentation.	Farrell/Forseth	Spring 2014

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

Develop a schedule of possible training opportunities.	Davis/HR	Summer 2013
Determine of collaboration opportunities with ASI HR exist.	Davis/HR/ASI	Summer 2013
Deliver training modules to staff on how to manage employees and risk involved.	Davis/HR	Spring 2014

FACILITIES & ADMINISTRATION

I GOAL: Implement HVAC DDC (Direct Digital Controls) conversion in older part of Union. (Foundation #4, 17, 26)

Create overall project estimates and seek approval through necessary channels.	Olmsted	Summer/Fall 2013
Based on previous feasibility studies, work with established vendor (Stanton Engineering) to proceed with design and construction documents for retrofit project.	Olmsted	Summer 2013
Engage in bid process and determine contractor and exact cost projections.	Olmsted	Summer/Fall 2013
Select vendor and schedule work.	Olmsted	Fall 2013

II GOAL: Renovate the first floor women's rest room and the unisex rest room by The Buzz. (Foundation #4, 17, 21, 26)

Create overall project estimates and seek approval through necessary channels.	Olmsted	Summer 2013
Based on design and layout concepts created by HRGA Architects, proceed with design and construction documents.	Olmsted	Summer 2013
Engage in bid process and determine contractor and exact cost projections.	Olmsted	Summer/Fall 2013
Select vendor and schedule work.	Olmsted	Summer/Fall 2013
Update master floor plan CAD file in BRD site.	Facilities Services	Fall 2013

III GOAL: Refine safety procedures related to typical workplace scenarios encountered by maintenance employees. Complete MSDS binders for both buildings and designate specific locations for display. (Foundation #4, 6, 21, 22)

Inventory all products and materials applicable to this project.	Olmsted, Newman, Forseth	Summer/Fall 2013
Review product website, or contact manufacturers, to obtain MSDS for each product.	Newman, Forseth, Harris	Fall 2013
Categorize by department and create master binder, to be stored in Union Administration Office.	Harris	Fall 2013
Review biannually for any changes or additions.	Newman, Forseth, Harris	Spring 2014

IV GOAL: 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). (Foundation #3, 4, 21, 22)

Determine staff members/positions to be trained on use of AED.	Sorensen, Sanchez, Forseth	Summer 2013
In conjunction with UEI HR staff, schedule joint staff training.	Sorensen, Sanchez, Harris	Summer 2013
Determine location for installation of device, install, and test.	Sorensen, Sanchez, Olmsted, Newman	Summer 2013
Create written procedure and schedule regular training and refresher sessions for applicable staff.	Sanchez, Harris	Fall 2013

V GOAL: Work with Facilities Services (University) to finalize floor plan changes and room sequencing. (Foundation #3, 4, 9, 26)

Survey and measure all spaces which vary from what is currently shown on the campus CAD files.	Olmsted, Harris, Facilities Services Staff	Summer 2013
Update drawings and recalculate room numbering sequence and distribution.	Harris, Facilities Services Staff	Summer 2013
Provide final proofs of work for approval, upload for use in Building Record Documents site.	Facilities Services Staff	Summer 2013

VI GOAL: Finalize and implement web-based key issue request form (i.e. Wufoo). (Foundation #9, 10, 11, 17, 21, 31)

Develop key request form.	Harris, Forseth	Summer 2013
Collaborate with IT Staff to implement form into Wufoo.	Singletery, Gengler, Harris	Summer 2013
Develop procedure for key check out and create an instructional manual for office staff.	Harris, Forseth	Summer 2013
Communicate to staff in the Union and The WELL the implementation of new form and procedure for requesting keys.	Harris, Forseth	Summer 2013
Implement new process for requesting keys.	Harris, Forseth	Fall 2013

VII GOAL: Fully overhaul filing system for all Facility and Administration related projects and have it align with the organization's records retention policy. (Foundation #6, 14, 19)

Create designated filing locations for Facilities & Administration documents in the Union Administration Office.	Harris, Olmsted	Summer 2013
Create designated filing locations for Facilities & Administration documents in secure storage locations in the Union.	Harris, Olmsted	Summer 2013
Develop a timeline and structured filling system, based on organization's records retention policy, to organize current documents.	Harris	Summer 2013
Utilize timeline and structured filing system to create a cheat sheet for office staff to maintain system.	Harris	Summer 2013

INFORMATION TECHNOLOGY SERVICES

I. GOAL: Update and test a disaster recovery plan that includes all major systems and data to meet CSU, auxiliary, and Sacramento State audit requirements. (Foundation #6, 9, 14, 30)

Identify major systems and data that require a disaster recovery plan.	Singletery, Gengler	Spring/Summer 2013
Research campus and non-campus affiliated service providers.	Singletery, Gengler	Summer 2013
Establish relationship with service providers and implement disaster recovery plan.	Singletery, Gengler	Fall 2013
Update and test disaster recovery plan.	Singletery	Winter 2014

II GOAL: Review and update Information Technology services policies and/or procedures based on current technology offerings and/or capabilities. (Foundation #3, 6, 12, 14, 16, 18, 19)

Review current Information Technology related policies and procedures.	Singletary	Fall 2013
Update various policies and procedures.	Singletary	Winter 2014
Review with staff and provide board updated policies.	Singletary	Spring 2014

III GOAL: Create a position, select, and train an additional Information Technology Services full-time employee. (Foundation #2, 8, 17, 23, 24)

Create and review job description for Information Technology Services full-time employee with human resources.	Singletary, Olmsted, UEI HR	Summer 2013
Select and hire Information Technology Services employee.	Singletary	Fall 2013
Train new Information Technology Services employee.	Singletary, Gengler	Fall 2013

IV GOAL: Improve internal documentation and communication by implementing a corporate intranet software package. (Foundation #6, 11, 16, 17, 30)

Research intranet software packages	Singletary, Gengler	Spring/Summer 2013
Review for accessible technology and security implications.	Singletary, Gengler	Summer 2013
Select vendor and procure software.	Singletary, Gengler	Fall 2013
Provide training to staff.	Singletary, Gengler	Fall 2013

V GOAL: Expand IP network video recording storage systems for the University Union and The WELL to increase footage retention. (Foundation #2, 4, 6, 16, 17, 19, 21, 22, 30, 31)

Identify amount of additional storage required within budget.	Singletary, Olmsted	Spring/Summer 2013
Order and procure equipment through vendor.	Singletary	Summer 2013
Complete testing/install.	Singletary, Gengler, IRT, Vendor	Summer 2013

VI GOAL: 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). (Foundation #2, 5, 6, 16, 19, 30, 31)

Research mobile management systems.	Singletery, Gengler	Fall 2013
Order and procure mobile management system within budget.	Singletery, Gengler	Spring 2014
Complete testing/install.	Singletery, Gengler	Spring 2014

VII GOAL: Expand HD (high-definition) cable television programming of the Campus TeleVideo system for customers and vendors of the University Union and The WELL. (Foundation #2, 5, 6, 23, 30)

Identify additional channels to add as high-definition within budget.	Singletery, Olmsted, Customers	Summer 2013
Work with vendor to order and procure equipment.	Singletery, Campus TeleVideo	Summer 2013
Complete testing/install.	Singletery, Gengler, Campus TeleVideo	Fall 2013

VIII GOAL: Replace the current remote support and screen sharing solution with an enterprise solution that will allow IT staff to resolve support issues in a more efficient and timely matter. (Foundation #2, 6, 17, 19, 24, 30)

Research remote support and screen sharing solutions.	Singletery, Gengler	Spring 2013
Order and procure remote support and screen sharing solution within budget.	Singletery, Gengler	Summer 2013
Complete testing/install.	Singletery, Gengler, IRT	Summer 2013

IX GOAL: 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. (Foundation #10, 23, 31, 32)

Research door counter systems.	Singletery, Gengler	Summer 2013
Order and procure door counter system within budget on a multi-year phased installation.	Singletery	Fall 2013
Complete install and testing with vendor.	Singletery, Gengler, Vendor	Fall 2013

X GOAL: Implement a student employee scheduling system to save full-time staff time with schedule changes, substitutions, and additionally provide schedule reporting. (Foundation #6, 10, 11, 17, 23, 30)

Create committee and research scheduling systems.	Singletary, Blessinger, Committee	Spring/ Summer 2013
Review for accessible technology and security implications.	Singletary, IRT	Summer 2013
Select vendor and procure software.	Singletary, Blessinger, Committee	Summer 2013
Complete testing/install/training.	Singletary, Blessinger, Vendor	Fall 2013

XI GOAL: 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. (Foundation #6, 10, 23, 31)

Confirm future telecom room space from 2012/2013 plan.	Singletary, Olmsted	Summer 2013
Complete relocation of any current space offerings.	Singletary, Olmsted, Maintenance	Summer 2013
Work with IRT to design telecom room layout.	Singletary, Olmsted, IRT	Summer/Fall 2013
Build new telecom room.	Singletary, Olmsted, IRT, Maintenance, Contractors	Spring 2014

XII GOAL: Continue multi-year phased upgrade of University Union music system for increased customer offerings. (Foundation #6, 10, 23, 31)

Complete move of central music system wiring to telecom room.	Singletary, Olmsted, Contractor	Summer 2013
Implement new music service provider.	Singletary, Gengler	Summer 2013
Select rooms/areas for upgrades within budget.	Singletary, Olmsted	Summer 2013
Complete testing/install.	Singletary, Gengler, Contractor	Fall 2013

XIII GOAL: Upgrade University Union games room, information desk, and music listening locations with VOIP CAT6 network standard for monthly costs savings and consistency with University plans. (Foundation #6, 23, 31)

Identify and Replace CAT5 or older network jacks: Games Room.	Singletary, IRT	Summer/Fall 2013
Identify and Replace CAT5 or older network jacks: Information Desk.	Singletary, IRT	Summer/Fall 2013
Identify and Replace CAT5 or older network jacks: Music Listening.	Singletary, IRT	Summer/Fall 2013

XIV GOAL: Begin implementing new room schedule digital signage products with Four Winds Interactive and EMS to begin replacing daily paper signage procedures. (Foundation #4, 6, 10, 23, 30, 31)

Identify room locations to convert to digital room signage within budget.	Singletary, Gengler, Olmsted, Dietzler	Summer 2013
Research room signage solutions.	Singletary, Gengler, Olmsted, Dietzler	Fall 2013
Order and procure room signage equipment.	Singletary	Fall 2013
Complete testing/install.	Singletary, Olmsted, Maintenance	Spring 2014

XV GOAL: 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. (Foundation #6, 10, 23, 30, 31)

Research possible vendors for signage panels.	Singletary, Gengler, Falkenstein, Olmsted	Summer 2013
Order and procure equipment.	Singletary	Fall 2013
Complete testing/install.	Singletary, Gengler, Maintenance, Vendor	Winter 2013

FACILITY SERVICES

I GOAL: Develop a custodial “temp” program with CSG for use on short notice during day and swing shifts. (Foundation #4, 8, 9, 17, 20, 21, 26)

Create a scope of work for program based on historical need and specific situations.	Forseth, Olmsted	Summer 2013
Generate proposal outlining costs and procedures for implementing.	Forseth, CSG	Summer 2013
Produce a detailed position summary for each full time custodial shift.	Forseth	Summer 2013
Stage a walk-thru of all procedures with CSG supervisor(s) and review all documented steps.	Forseth, CSG	Summer 2013

II GOAL: Develop definitive key policy for Union WELL Inc. (needs to be formalized and BOD approved). (Foundation #3, 12, 17, 19)

Evaluate current key policy based on current operational needs and procedures.	Forseth, Harris	Summer 2013
Incorporate necessary changes and additions.	Harris	Summer/Fall 2013
Start approval process with UUAG and BOD.	Olmsted	Fall 2013

III GOAL: Replace (or re-upholster) chairs in Green & Gold Boardroom and Camellia Room. (Foundation #20, 27)

Identify viable replacement options and obtain samples.	Olmsted, Forseth, Sorensen	Summer 2013
Survey staff and students for input.	Forseth, Sorensen	Summer/Fall 2013
Acquire necessary quotes from applicable vendors, purchase.	Forseth	Summer/Fall 2013
If upholstery: obtain quote for both full recovery and arms only. Review and purchase	Forseth, Olmsted	Summer/Fall 2013

IV GOAL: Add a CSG female day porter at The WELL to expand coverage of women's locker room. (Foundation #3, 4, 8, 9, 17, 20, 21, 27)

Obtain quote for the additional, contracted services.	Olmsted	Summer 2013
Re-configure weekly schedule of student custodial shifts, and eliminate shifts not necessary with addition of new porter.	Forseth	Summer 2013
Create new permanent schedule for custodial operations in The WELL and update any effected procedures.	Forseth	Summer 2013

V GOAL: Add a CSG porter into evenings at The Union, in lieu of select student shifts (for consistency of attendance and appearance). (Foundation #3, 4, 8, 9, 17, 20, 26)

Obtain quote for the additional, contracted services.	Olmsted	Summer 2013
Re-configure weekly schedule of student custodial shifts, and eliminate shifts not necessary with addition of new porter.	Forseth	Summer 2013
Clearly delineate tasks between full time and contracted staff. Create new permanent schedule for custodial operations in the Union and update any effected procedures and shift descriptions.	Forseth	Summer 2013

VI GOAL: Purchase large, high-speed burnisher for The WELL to preserve and enhance appearance of the Gym Box flooring. (Foundation #17, 20, 27)

Research available options and schedule product demonstrations.	Forseth	Summer 2013
Request quotes, select vendor, write purchase order.	Forseth, Harris	Summer 2013

VII GOAL: Install wall-mounted "Hydration Station" for customers to fill water bottles in the Union. (Foundation #3, 10, 17, 21, 26)

Research various models and prepare recommendation.	Forseth	Summer 2013
Prepare area for installation.	Newman	Summer 2013
Purchase and install.	Forseth, Newman	Summer/Fall 2013

VIII GOAL: Update Union room/office signage to include room numbers and braille. (Foundation #4, 10, 17, 20, 26)

Based on finalized room numbering schedule for the Union, outline proposed signage changes in building.	Forseth, Olmsted, Sorensen	Summer/Fall 2013
Work with staff designers to mock-up concepts.	Forseth, Olmsted, Sorensen	Summer/Fall 2013
Initiate an RFQ with local and regional vendors.	Forseth, Harris	Summer/Fall 2013
Select vendor/signage concept, order.	Forseth, Harris	Fall 2013

IX GOAL: Update Union's exterior monument signs (3) with updated department names. (Foundation #10, 17, 20, 26)

Determine proper wording for each sign based on specific amenities in proximity to entrance/area of building.	Forseth, Sorensen	Summer 2013
Work with staff designers to generate a text layout.	Forseth	Summer 2013
Prep file and submit to local sign company for commercial vinyl outputs.	Harris, Design Staff	Summer 2013
Coordinate with vendor for removal of existing text and application of new.	Harris, Design Staff	Summer 2013

MAINTENANCE SERVICES

I GOAL: Develop overall 5-year plan to convert and update all lighting in the University Union. Energy/supply savings as a first goal, aesthetics as the second. Will also include a comprehensive evaluation of all exterior and path lighting within the footprint of the Union. (Foundation #4, 6, 9, 17, 20, 21, 26)

Schedule initial consultation with SMUD certified lighting contractor to discuss overall plan for lighting in and around the University Union.	Olmsted, Newman, Harris	Summer 2013
Create comprehensive plan which can be divided into phases.	Olmsted, Newman, Harris	Summer/Fall 2013
Work with project estimator to establish approximate costs for each phase	Olmsted, Newman	Fall 2013
Present project data along with thorough needs assessment to senior staff and UUAG.	Olmsted	2013-14
Respond as appropriate based on perceived priority.	Olmsted, Newman	2013-14

II GOAL: Create an appropriate time line to update tenant office spaces with carpet and paint (State Hornet, ASI, SO&L). (Foundation #9, 10, 17, 20, 26)

Develop tentative time line which addresses the ability to paint and install new carpet in office suites within the Union.	Olmsted, Newman, Harris	Summer 2013
Establish definitive hierarchy of need and obtain necessary quotes for labor and material.	Olmsted, Harris	2013-14
Arrange all logistical aspects (temporary offices, voice and data lines, storage, etc.).	Olmsted, Harris, Singletary	2013-14
Schedule and execute projects.	Olmsted, Newman, Harris, Singletary	2013-14

III GOAL: Develop and implement on-call communication system for use after hours to dispatch Maintenance personnel to a situation at either building. (Foundation #3, 4, 8, 11, 21, 25, 31)

Research options available through campus IRT and off-campus third-party vendors.	Singletary	Summer 2013
Select, purchase, implement.	Singletary, Newman	Summer 2013

IV GOAL: Update Union chiller's control panel in basement to allow greater access to finite control options with Variable-Frequency Drive (VFD). (Foundation #21, 26)

Work with manufacturer and contracted service provider to determine most appropriate option based on model and desired requirements of panel.	Newman, Olmsted	Summer 2013
Solicit competitive bids if necessary (and if not proprietary).	Newman	Summer 2013
Purchase and schedule installation.	Newman, Harris	Fall/Winter 2013
Monitor performance and overall effectiveness of chiller based on panel addition.	Newman	2014

V GOAL: Renovate former ticket office space and relocate vending court. Then extend lobby seating in North corridor. (Foundation #10, 21, 26)

Solidify existing demolition/construction plan to convert former ticket space.	Newman, Olmsted	Summer 2013
Consult with campus Facilities Services as to any regulations or requirements needed for compliance or permits.	Newman, Olmsted	Summer 2013
Schedule construction.	Newman	Summer 2013
Update master floor plan CAD file in BRD site.	Facilities Services Staff	Fall 2013

VI GOAL: Implement plan to install energy efficient lighting in emergency stairwells at Union. (Foundation #4, 6, 9, 17, 20, 21, 26)

Research product options, availability, and pricing. Identify appropriate unit and installation specs for each area.	Newman, Olmsted	Summer 2013
Select vendor/equipment and purchase.	Newman	Summer 2013
Establish time line and order of importance for installation.	Newman, Olmsted	Summer 2013
Install.	Newman	Summer 2013
Determine approximate energy savings monthly or annually (after the fact), for follow up report.	Newman, Olmsted	Summer/Fall 2013

VII GOAL: Replace concealed spline ceiling systems in third floor meeting rooms. (Foundation #4, 9, 20, 21, 26)

Obtain quotes for each room in question.	Harris	Summer 2013
Identify funding source and project hierarchy.	Olmsted	Summer 2013
Schedule accordingly.	Harris, Olmsted	2013-2014

VIII GOAL: Install (or reconfigure) electrical outlets to align with new furniture arrangement throughout the Union. Include low voltage USB power where appropriate. (Foundation #2, 3, 10, 17, 20, 21, 26)

Based on final furniture purchased for Union, and work that has yet to be done, determine electrical needs in/around new furniture.	Sorensen, Newman, Olmsted	Summer 2013
Determine costs and whether or not projects will be handled in-house or contracted out.	Olmsted, Newman	Summer 2013
Schedule installation based on building usage.	Newman, Harris	Summer 2013

IX GOAL: Securely install all permanent art pieces that are currently awaiting placement. (Foundation #10, 17, 20, 26)

Identify which art pieces are to be placed in which rooms/areas.	Sorensen, Sanchez, LaPorte	Summer 2013
Re-frame pieces which require it.	Sanchez, LaPorte	Summer 2013
Paint or prep areas where art is to be installed.	Newman	Summer/Fall 2013
Install artwork using low-profile, secure fasteners.	Newman	Summer/Fall 2013
Create and install descriptive title card alongside each piece.	Harris, Forseth, Newman	Summer/Fall 2013

X GOAL: Pioneer a comprehensive staff development program, assisting Maintenance staff members in increasing skills, setting specific goals, and obtaining necessary certifications. (Foundation #1, 3, 8, 28, 29, 30)

Set specific goals for the department and individual staff members regarding necessary certifications and development opportunities applicable to their work with the organization.	Newman, Olmsted	Summer 2013
Utilize SMUD, L&H Airco, and other regional resources for training and certification classes.	Newman	2013-2014
Create a schedule of monthly staff in-services which focus on specific safety, skill development, or peer training topics.	Newman	2013-2014

XI GOAL: Complete final organizational and mechanical modifications in both maintenance shops. Develop a secure system designed to better manage inventory. (Foundation #4, 11, 21)

Create finalized shop layouts which outline the exact location of all major and minor equipment.	Newman, Staff	Summer 2013
Develop improved tool check-out and inventory control system.	Newman	Summer 2013
Assign shop detailing and organizational duties to each staff member, both full time and student, to be reviewed on a regular basis.	Newman	Summer/Fall 2013

VXII GOAL: Improve communication with Facilities and Administration units regarding Union activities that may affect their operations. (Foundation #1, 2, 3, 5, 7, 9, 10, 11, 17, 21, 26)

Identify potential Union activities that may affect/be affected by Maintenance, Custodial, and IT Services.	Sorensen, Dietzler, LaPorte, Sanchez, Olmsted, Forseth, Newman	Spring/Summer/Fall 2013
Develop a timely and effective system of communicating with Facilities and Administration regarding special activities and events that may impact/be impacted by Maintenance, Custodial, and IT Services.	Sorensen, Dietzler, LaPorte, Sanchez, Olmsted, Forseth, Newman	Spring/Summer/Fall 2013
Periodically review successes and challenges of communication and initiate improvements, as needed.	Sorensen, Dietzler, LaPorte, Sanchez, Olmsted, Forseth, Newman	Spring/Summer/Fall 2013 and Spring 2014

UNIVERSITY UNION

IN THIS SECTION

- « ADMINISTRATION
- « DESIGN & VISUAL COMMUNICATIONS
- « EVENT SERVICES
- « OPERATIONS
- « PUBLIC INFORMATION & LEISURE SERVICES
- « PROGRAMS & MARKETING
- « UNIQUE PROGRAMS





ADMINISTRATION

I GOAL: Explore possible expanded Union facility, offerings for the future. (Foundation #1, 2, 5, 9, 10, 13, 17, 26)

Meet with Union-housed departments, Student Affairs leadership to discuss their facility and service needs and interests for the future.	Sorensen, Davis, Olmsted	Summer 2013
Meet with Union staff and focus groups to discuss their facility and service needs and interests for the future.	Sorensen, Davis, Olmsted	Summer 2013
Compile results for Union WELL Inc. Executive Director to discuss with President, other cabinet members.	Sorensen, Davis, Olmsted	Summer 2013
Follow up, as appropriate.	Sorensen, Davis, Olmsted	Fall 2013 and Spring 2014

II GOAL: Increase Union management team and staff familiarity with the physical Union infrastructure, as is useful and appropriate. (Foundation #1, 2, 4, 5, 10, 11, 17, 21, 26)

Meet jointly with Facilities and Administration and Union staff to discuss and learn about building infrastructure.	Sorensen	Summer/ Fall 2013 and Spring 2014
Establish a handbook or binder(s) with information useful to Union staff.	Sorensen	Summer/ Fall 2013 and Spring 2014
Disseminate information and provide training to full-time and student staff, as appropriate.	Sorensen	Summer/Fall 2013 and Spring 2014

III GOAL: Coordinate the mapping process for a new Union website. (Foundation #1, 2, 5, 9, 10, 17, 23, 26, 31, 33)

Work closely with Union staff to develop a Union website "map."	Sorensen, LaPorte, Sanchez, Dietzler	Summer 2013
Share map with other entities inside and outside of the Union, for feedback.	Sorensen, LaPorte, Sanchez, Dietzler	Summer 2013
Finalize the map and hand over to Designers and IT staff.	Sorensen, LaPorte, Sanchez, Dietzler	Summer/Fall 2013

IV GOAL: Implement customer service strategies learned at the ABA training in January 2013, where appropriate, in an effort to improve a culture of service excellence. (Foundation #1, 2, 3, 5, 7, 8, 9, 10, 11, 13, 17, 26)

Develop and implement quarterly service improvement meetings, in an effort to identify obstacles to creating an exceptional customer experience in a specific process and then generate potential solutions.	Sorensen, management staff	Summer/ Fall 2013 and Spring 2014
Develop and implement accountability tools that operationalize our expectations and provide immediate, consistent feedback, such as better performance appraisals, coaching, and recognition.	Sorensen, management staff	Summer/ Fall 2013 and Spring 2014
Utilize involvement tools such as individual action plans, homemade customer service tool kits, implementation plans and service mapping that inculturate service excellence.	Sorensen, management staff	Summer/ Fall 2013 and Spring 2014

V GOAL: Explore vendor “kiosk” space rental solutions to enhance customer service and maximize revenue. (Foundation #1, 2, 5, 17, 26)

Seek input from students, staff, and customers as to the most desired services.	Sorensen	Summer/Fall 2013 and Spring 2014
Research vendors who may be interested in a presence in the Union.	Sorensen	Summer/Fall 2013 and Spring 2014
Create necessary arrangements for occupancy, in cases where a particular service seems like a good fit and viable.	Sorensen, Olmsted	Spring/Summer/ Fall 2013 and Spring 2014
Create and sign formal agreement for space.	Olmsted, Sorensen	Spring/Summer/ Fall 2013 and Spring 2014

VI GOAL: Improve communication with Facilities and Administration units regarding Union activities that may affect their operations. (Foundation #1, 2, 3, 5, 7, 9, 10, 11, 17, 21, 26)

Identify potential Union activities that may affect/be affected by Maintenance, Custodial, and IT Services.	Sorensen, Dietzler, LaPorte, Sanchez, Olmsted, Forseth, Newman	Spring/Summer/ Fall 2013
Develop a timely and effective system of communicating with Facilities and Administration regarding special activities and events that may impact/be impacted by Maintenance, Custodial, and IT Services.	Sorensen, Dietzler, LaPorte, Sanchez, Olmsted, Forseth, Newman	Spring/Summer/ Fall 2013
Periodically review successes and challenges of communication and initiate improvements, as needed.	Sorensen, Dietzler, LaPorte, Sanchez, Olmsted, Forseth, Newman	Spring/Summer/ Fall 2013 and Spring 2014

DESIGN & VISUAL COMMUNICATION

I GOAL: Refresh and improve the current internship and graphic design student employee program that considers and utilizes individual skill sets to enhance our design offerings. (Foundation #1, 2, 3, 8, 9, 13, 28, 29, 30)

Review the current recruitment approach, which emphasizes the need for specific design skills to establish assigned goals	LaPorte, Enos, Marks	Summer 2013
Refine the design intern evaluation process to include outside departments for additional feedback	Voorhees, Enos, Marks,	Summer 2013
Explore increasing the number of interns in response to recently imposed student employee hours limits and increased design team workload	LaPorte, Enos, Marks	Summer 2013

II GOAL: 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. (Foundation #1, 2, 9, 13, 15, 17)

Identify target markets, their design needs and other services we might offer in response to Copy Graphics' closure.	Voorhees, LaPorte	Summer/Fall 2013
Conduct a survey through Student Orgs & Leadership (Nuts & Bolts, Leadership workshop, Org Sync, Campus Mailboxes) to identify student groups' needs and response to pricing.	Voorhees, LaPorte	Summer 2013
Create a pricing structure and design packages that market all the services that we offer.	Voorhees, LaPorte	Summer 2013
Establish an invoicing and credit card payment system for our clients.	Voorhees, LaPorte, Farrell, Singletary	Summer 2013

III GOAL: Improve current visual arts displays throughout the University Union to better utilize our exhibitions and current permanent collection. (Foundation #1, 2, 5, 9, 11,17, 26)

Research & purchase a new lighting system to be installed in the Union Gallery for reliability and maximum effectiveness.	LaPorte, Voorhees	Spring 2013
Network with Art Department and other departments/campus entities to re-envision a visual arts plan for the University Union and increase campus involvement.	Voorhees	Spring/ Summer/Fall 2013
Review artwork currently displayed in meeting rooms, public areas and offices of the Union and relocate as appropriate.	Voorhees	Spring/ Summer/Fall 2013
Review and revise current art acquisition policies and procedures to improve and expand the program to The WELL.	Voorhees	Fall 2013
Establish a storage solution and process for artwork removal and accountability during building maintenance projects.	Voorhees, LaPorte	Spring/Summer 2013

IV GOAL: Collaborate with multiple departments within the University Union that need additional attention to provide the highest level of design services possible for our customers. (Foundation #1, 2, 9, 10, 17, 23)

Establish design identity & collateral for Event Services.	Voorhees, Enos, Dietzler	Spring/Summer 2013
Establish design identity & collateral for Information Desk.	Voorhees, Enos, LaPorte, Whitfield	Spring/Summer 2013
Provide Design support to IT for a completely revamped, content management-friendly Union website.	Voorhees	Summer/Fall 2013
Design a University Union brochure that supports our "Campus Life Happens Here" theme.	Voorhees, LaPorte	Spring/Summer 2013
Provide support in creating a University Union app for mobile devices.	Voorhees, IT	Fall 2013/Spring 2014

V GOAL: 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. (Foundation #1, 2, 3, 10, 16, 23)

Identify and remove inconsistencies online.	Voorhees, Enos, Felix, Marks	Spring 2014
Identify and remove inconsistencies in print.	Voorhees, Enos, Felix, Marks	Spring 2014
Provide design and interior design guidance for both buildings.	Voorhees, Enos, Felix, Marks	Spring 2014

EVENT SERVICES

I GOAL: Develop a long-term organizational plan that establishes management-level positions within the Event Services unit. (Foundation #1, 2, 3, 6, 7, 8, 13, 17, 26)

Review Event Services structure and investigate possible organizational models that would provide management oversight below the Assistant Director level.	Dietzler, Sorensen	Summer 2013
Create job descriptions appropriate to the management plan, as determined.	Dietzler, Sorensen	Summer 2013
Reclassify or hire staff, as appropriate.	Dietzler	Summer 2013

II GOAL: Implement a computer tablet solution for Event Supervisors to better and more immediately access needed information for setups. (Foundation #1, 2, 13, 17, 21, 22, 23, 26, 31, 32)

Investigate and purchase tablets and appropriate software.	Dietzler, Singletary	Summer 2013
Reformat or design documents (e.g. setup sheets, room diagrams, emergency procedures, employee manuals, important phone numbers) for the iPads.	Dietzler	Summer/Fall 2013 and Spring 2014
Coordinate access with EMS, Meeting Matrix, other database programs that would be helpful to the building supervisors.	Dietzler, Singletary	Summer/Fall 2013 and Spring 2014

III GOAL: 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. (Foundation #1, 2, 13, 17, 21, 22, 23, 26, 31, 32)

Research equipment and costs.	Dietzler, Tovar	Summer 2013
Determine number of TVs to purchase, based on needs and budget parameters.	Dietzler, Tovar	Summer 2013
Purchase and integrate TVs into the inventory.	Dietzler, Tovar	Summer 2013
Dispose of old TVs.	Dietzler, Tovar	Summer 2013

IV GOAL: Purchase LED video projectors to replace aging ones, for energy efficiency and bulb cost savings. (Foundation #1, 2, 13, 17, 21, 22, 23, 26, 31, 32)

Research equipment and costs.	Dietzler, Tovar	Summer 2013
Determine which projectors need replacement.	Dietzler, Tovar	Summer 2013
Purchase and install new projectors.	Dietzler, Tovar	Summer 2013

V GOAL: Replace aging inventory of Event Services laminate tables (3', 6', and 8'). (Foundation #1, 2, 13, 17, 21, 22, 23, 26)

Investigate cost range of replacement.	Dietzler, Tovar	Summer, 2013
Go out to bid.	Dietzler, Tovar	Summer 2013
Purchase and integrate new inventory.	Dietzler, Tovar	Summer 2013
Dispose of current inventory.	Dietzler, Tovar	Summer 2013

VI GOAL: Purchase 10 new plywood 6' round tables to increase inventory to published maximum capacities. (Foundation #1, 2, 13, 17, 21, 22, 23, 26)

Investigate cost range of replacement.	Dietzler, Tovar	Summer, 2013
Purchase tables.	Dietzler, Tovar	Summer, 2013
Integrate tables into inventory.	Dietzler, Tovar	Summer, 2013

VII GOAL: Replace projector/sound with flat panels and upgrade wiring to Cat 6 in meeting spaces, as part of a long-term retrofit. (Foundation #1, 2, 13, 17, 21, 22, 23, 26, 31, 32)

Research costs.	Dietzler, Tovar, Singletary	Summer, 2013
Go out to bid.	Dietzler, Tovar, Singletary	Summer 2013
Purchase and have installed.	Dietzler, Tovar, Singletary	Summer 2013

VIII GOAL: Update outdated sound systems in Foothill, Forest, and Orchard. (Foundation #1, 2, 13, 17, 21, 22, 23, 26, 31, 32)

Research costs.	Dietzler, Tovar, Singletary	Summer, 2013
Go out to bid.	Dietzler, Tovar, Singletary	Summer, 2013
Purchase and have installed.	Dietzler, Tovar, Singletary	Summer 2013

IX GOAL: Purchase additional handheld/lavaliere wireless microphones for events use. (Foundation #1, 2, 13, 17, 21, 22, 23, 26, 31, 32)

Research costs.	Dietzler, Tovar, Singletary	Summer, 2013
Go out to bid (potentially).	Dietzler, Tovar, Singletary	Summer, 2013
Purchase and have installed.	Dietzler, Tovar, Singletary	Summer 2013

OPERATIONS

I GOAL: 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. (Foundation #1, 2, 3, 6, 7, 8, 13, 17, 26)

Revise Building Supervisor job description to include performance of duties needed when full-time staff are present.	Sanchez	Summer 2013
Work with other units to determine, develop, and transition to new procedures.	Sanchez	Summer 2013
Train current Building Supervisors on upcoming process.	Sanchez	Summer 2013
Hire additional Building Supervisors as needed for expanded coverage.	Sanchez	Summer 2013

II GOAL: 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. (Foundation #1, 2, 13, 17, 21, 22, 23, 26, 31, 32)

Investigate and purchase tablets and appropriate software.	Sanchez, Singletary	Summer 2013
Reformat or design documents (e.g. accident reports, Building Supervisor reports, emergency procedures, employee manuals, important phone numbers) for the iPads.	Sanchez	Summer/Fall 2013, Spring 2014
Coordinate access with EMS, campus calendar, other database programs that would be helpful to the building supervisors.	Sanchez, Singletary	Summer/Fall 2013, Spring 2014

III GOAL: Implement a Union safety and emergency training series to educate employees about proper procedures, methods, and guidelines that are to be followed and enforced. (Foundation #1, 2-4, 6, 9-11, 21, 22, 27- 29)

Review current safety and emergency response procedures.	Sanchez, Sorensen	Summer 2013
Determine what types of training is needed and what procedures need to be updated.	Sanchez, Sorensen	Summer 2013
Develop and schedule a training series for all staff to attend.	Sanchez, Sorensen	Fall 2013
Develop and Administer pre and post tests for assessment.	Sanchez, LaPorte	Fall 2013, Spring 2014
Adjust training content and re-administer, as appropriate.	Sanchez, Sorensen	Spring 2014

IV GOAL: Survey customer satisfaction in light of recent physical improvements in the Union. (Foundation #1, 2, 3, 4, 5, 13, 17, 21, 26, 31, 32)

Develop surveys specific to the physical improvements that have taken place.	Sanchez, LaPorte, SMT	Summer 2013
Administer surveys to users of the facility.	Sanchez, LaPorte, SMT	Fall 2013
Administer surveys to the general campus population.	Sanchez, LaPorte, SMT	Fall 2013
Share survey results with Union staff and others as appropriate, for future planning purposes.	Sanchez, LaPorte, SMT	Spring 2014

V GOAL: Assist in identifying areas where Union's "backstage goes outstage." (Foundation #1, 2, 3, 4, 5, 6, 10, 21, 22, 26)

Regularly tour the Union facilities, looking specifically for things that customers should not see (e.g. service hallways behind Foothill).	Sanchez	Summer/ Fall 2013 and Spring 2014
Report findings to responsible parties, as appropriate (e.g. Facility Services).	Sanchez	Summer/ Fall 2013 and Spring 2014
Follow up on course of action with responsible parties, as appropriate (e.g. install door opener/closers for service hallways).	Sanchez	Summer/ Fall 2013 and Spring 2014

VI GOAL: Develop and administer a Union customer appreciation/recognition/campus pride program. (Foundation #1, 2, 5, 9, 10, 26)

Develop a calendar of "campus pride in the Union" days (e.g. customers who wear Sac State garb in the Union are rewarded) and "Union customer appreciation" days (e.g. customers who utilize a specific service or program are rewarded).	Sanchez, Whitfield, SMT, Union Staff	Summer/Fall 2013 and Spring 2014
Develop and organize the program.	Sanchez, Whitfield, SMT, Union Staff	Summer/Fall 2013 and Spring 2014
Work with Programs and Marketing to advertise the program, primarily in the Union.	Sanchez, Whitfield, SMT, Union Staff	Summer/Fall 2013 and Spring 2014
Coordinate the special days and solicit customer feedback.	Sanchez, Whitfield, SMT, Union Staff	Summer/Fall 2013 and Spring 2014

VII GOAL: 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. (Foundation #1, 2, 5, 9, 10, 26)

Explore ways to make the Union more inviting during the December holiday season (and other seasons).	Sanchez, Whitfield, SMT, Union Staff	Summer/Fall 2013 and Spring 2014
Work with Facilities and Administration, Programs and Marketing, Design, and other entities on "face lifts" to the Fireplace Lounge, 2 nd floor balcony, and other areas.	Sanchez, Whitfield, SMT, Union Staff	Summer/Fall 2013 and Spring 2014
Initiate (sometimes collaborate on) décor for such special campus events as Homecoming, Causeway Classic, etc.	Sanchez, Whitfield, SMT, Union Staff	Summer/Fall 2013 and Spring 2014

PUBLIC INFORMATION AND LEISURE SERVICES

I GOAL: Streamline the Information Desk, for a more attractive and effective area in which to interact with the public. (Foundation #1, 2, 4, 5, 10, 20, 21, 26, 31, 32)

Investigate and purchase multi-radio charging stations to replace the individual chargers.	Whitfield	Summer 2013
Work with Programs and Marketing to establish a display area for club, organization, and department flyers.	Whitfield, LaPorte	Summer 2013
Investigate and implement additional changes to keep it neat and efficient.	Whitfield	Summer/Fall 2013 and Spring 2014

II GOAL: Replace, add, and/or upgrade gaming consoles to new system releases, in order to provide our customers with cutting edge gaming technology in the Games Room. (Foundation #1, 2, 3, 5, 10, 30, 31)

Investigate and determine what new console(s) will be released.	Whitfield	Fall 2013
Research and determine compatibility with our current systems and equipment.	Whitfield, Singletary	Fall 2013
Purchase and implement new systems.	Whitfield, Singletary	Winter 2014
Advertise and promote new consoles.	Whitfield, Enos	Spring 2014

III GOAL: 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. (Foundation #1, 2, 3, 5, 9, 10)

Meet with SMT and focus groups and discuss what the Information Desk offers and/or needs to offer.	Whitfield, Enos	Summer 2013
Determine how to best serve customers and promote those services.	Whitfield, Enos	Summer 2013
Design and implement marketing campaign for services.	Whitfield, Enos	Summer 2013

IV GOAL: 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. (Foundation #1, 2-5, 10, 30, 31)

Create forms that can be filled out on the computer for employees to track customer usage and solicit and report feedback	Whitfield	Summer 2013
Coordinate "Info web" access at the Terminal Lounge.	Whitfield	Fall 2012 and Spring 2013
Utilize the computer for a room "waiting list" vs. paper methods.	Whitfield	Fall 2013 and Spring 2014
Train Terminal Lounge attendants to be an "Information Desk of the 2 nd floor."	Whitfield	Fall 2013 and Spring 2014
Identify other ways the computer can be useful for information and "green" improvements.	Whitfield	Fall 2013 and Spring 2014

V GOAL: Remarket Terminal Lounge to emphasize recent technology infrastructure, user interface, audio, Apple TV, and content upgrades to maximize usage of the service. (Foundation #1, 2, 3, 5, 10, 13, 17, 23, 26)

Work with Programs and Marketing to develop a marketing plan.	Whitfield, Enos, LaPorte	Summer/Fall 2013
Develop and organize incentive "come check us out" programs and demos.	Whitfield	Summer/Fall 2013
Promote the space.	Whitfield, Enos, LaPorte	Summer/Fall 2013 and Spring 2014

VI GOAL: 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. (Foundation #1, 2, 5, 10, 23, 26, 30, 31)

Research TV options.	Whitfield, Sanchez, Singletary	Summer 2013
Determine what solution works best with current capabilities and equipment.	Whitfield, Sanchez, Singletary	Summer 2013
Purchase and install.	Whitfield, Sanchez, Singletary	Summer 2013

VII GOAL: Offer student development opportunities beyond skills learned on the job. For example, how to handle lease negotiations. (Foundation #1, 2, 28, 29)

Coordinate with the Career Center to introduce student staff to their resume writing workshops and interviewing techniques.	Whitfield	Summer/Fall 2013 and Spring 2014
Encourage and facilitate networking with others in the Union and beyond.	Whitfield	Summer/Fall 2013 and Spring 2014
Offer and coordinate participation in the Leadership Initiative, through SOAL.	Whitfield	Summer/Fall 2013 and Spring 2014

PROGRAMS & MARKETING

I GOAL: Select and train a new Design, Identity & Studio Manager. (Foundation #1, 2, 3, 5, 7, 8, 10, 13, 17, 26)

Review and revise job description for Design, Identity & Studio Manager.	LaPorte	Summer 2013
Incorporate current full-time graphic designers into hiring process by serving on the hiring committee and identifying qualities they would like to see in a new Manager.	LaPorte	Summer 2013
Select and hire new Design, Identity & Studio Manager.	LaPorte	Summer 2013
Train Design, Identity & Studio Manager.	LaPorte	Summer 2013

II GOAL: Select and train a Marketing Student Assistant to expand marketing efforts for all areas of the Union. (Foundation #1, 2, 3, 5, 8, 10, 13, 17, 26, 28, 29)

Identify the specific job duties the Marketing Assistant would be responsible in order to maximize a meaningful learning experience.	LaPorte	Fall 2013
Explore possible ways to hire through Business or COMS departments, which would eventually develop into an internship program.	LaPorte	Fall 2013
Select and hire new Marketing Assistant.	LaPorte	Fall 2013
Train Marketing Assistant.	LaPorte	Fall 2013

III GOAL: Create a marketing strategy for The Lab to solicit new business. (Foundation # 1, 2, 3, 5, 6, 9, 10, 13)

Re-visit exploring differentiating The Lab's services from those already offered on campus, including determining other trends/ product or service needs not already met by other vendors.	LaPorte, Voorhees	Fall 2013
Determine a marketing strategy to promote the services offered to the identified target market.	LaPorte, Voorhees	Fall 2013
Utilize relationships already established though past collaborations to promote The Lab's services.	LaPorte	Fall 2013

IV GOAL: Take over content management of the campus calendar from Union Director. (Foundation # 1, 2, 3, 5, 9, 10, 11, 17, 23, 30, 31)

Identify and build relationships with current calendar managers.	LaPorte	Fall 2013
Become familiar with the capabilities and functions of the calendar.	LaPorte	Fall 2013
By speaking with calendar managers and through personal use, determine ways the calendar can be improved for better utilization.	LaPorte	Spring 2014

V GOAL: Strengthen Event Services promotion to increase building utilization. (Foundation #1, 2, 9, 10, 13, 16, 17)

Become familiar with Event Services pricing, policies and capabilities.	LaPorte	Fall 2013
Identify target market(s), create a marketing plan.	LaPorte, Dietzler	Fall 2013
Build a brand/identity for the office, including supporting promotional collateral (brochure).	LaPorte, Design, Dietzler	Spring 2014
Implement marketing plan.	LaPorte	Spring 2014

VI GOAL: Strengthen Information Desk promotion to increase use of services offered. (Foundation #1, 2, 9, 10, 13, 17, 16)

Become familiar with Information Desk offerings and services.	LaPorte	Fall 2013
Create a formal marketing plan for signage deployment around campus. [Info Desk is "filler" for other programs/events. Goal is to promote it as the other programs].	LaPorte, Whitfield, Sanchez	Fall 2013
Build a brand/identity for the Info Desk, including supporting promotional collateral.	LaPorte, Whitfield, Sanchez	Spring 2014
Implement marketing plan.	LaPorte	Spring 2014

VII GOAL: Gather and provide content for a re-designed University Union website. (Foundation #1, 2, 3, 5, 9, 10, 13, 26, 31, 32)

Review current Union website and identify needs and features to be included in the new site.	LaPorte	Summer 2013
Collaborate with the various Union departments in determining specific needs per area to be featured on the website.	LaPorte	Summer 2013
Provide web content for Design and IT.	LaPorte	Summer 2013

VIII GOAL: Initiate and improve student learning and customer satisfaction assessment efforts for the Union. (Foundation #1, 2, 3, 5, 9, 10, 11, 13, 26, 28, 29, 30)

Explore Strengths Quest program in assessing student employees.	LaPorte	Summer 2013
Create and deploy an assessment survey exploring customer satisfaction among the building's vendors and tenants.	LaPorte	Fall 2013
Create and deploy an assessment survey exploring demographic information, why or why not students are using the building, how the Union can further expand or improve upon services offered.	LaPorte	Fall 2013
Assist Union management in their assessment practices and reporting.	LaPorte	Fall 2013 and Spring 2014

IX GOAL: Strengthen Union Gallery promotion and collaborative relationships to increase gallery exhibit attendance. (Foundation #1, 2, 3, 5, 9, 10, 13, 16, 17, 26, 31, 32)

Become familiar with current Gallery attendance and trends.	LaPorte	Summer 2013
Research collaboration opportunities where exhibit subject matter can complement and support other programs (e.g. Women's Herstory Month, PRIDE Week, etc.) for maximum cross marketing opportunities. Advise Voorhees accordingly.	LaPorte	Summer 2013
Communicate regularly with other campus galleries for cross-promotion opportunities and avoid conflicting exhibits. Advise Voorhees accordingly.	LaPorte, Voorhees	Fall 2013 and Spring 2014
Explore ways to reach repeat users—iPad for a monthly newsletter or re-explore a postcard mailing list.	LaPorte	Spring 2014
Create an assessment survey to explore effectiveness of current marketing efforts and ways to improve.	LaPorte	Spring 2014

UNIQUE PROGRAMS

I GOAL: Facilitate attendance at Outside Lands Music Festival as a major research and incentive opportunity for volunteers. (Foundation # 1, 2, 3, 5, 13, 17, 26, 28, 29)

Re-examine guidelines for choosing participants and determining number of attendees for this type of research trip.	Lamumba	Summer 2013
Identify students to attend and coordinate travel plans and tickets purchase.	Lamumba	Summer 2013
Follow up with students on results of participation.	Lamumba	Summer/Fall 2013
Make decision whether to continue attending Outside Lands or explore other festivals.	Lamumba	Fall 2013

II GOAL: Research alternative event ticketing systems that will meet customer service and programmatic needs. (Foundation #1, 2, 3, 5, 6, 9, 13, 17, 26, 31, 32)

Identify features and needs of a new ticketing system, brainstorming with the UNIQUE volunteers, ASI and input from others as needed.	Lamumba, LaPorte	Summer 2013
Work with ASI to establish a ticket sales presence at the Union.	Lamumba, LaPorte	Summer 2013
Research and choose a ticketing system.	Lamumba	Summer 2013
Implement changes and additional signage/communication as needed.	Lamumba, Enos, LaPorte	Fall 2013

III GOAL: Visit other college campuses to educate volunteers on their programs and explore other programming, marketing, and committee structure ideas. (Foundation #1, 2, 3, 5, 6, 13, 17, 26, 28, 29)

Identify campus(es) to visit that will offer the maximum learning experience.	Lamumba	Summer 2013
Plan and coordinate trip with other campus.	Lamumba	Spring 2014
Explore opportunities for collaboration and ways to expand on current programming, marketing and committee ideas.	Lamumba	Spring 2014

IV GOAL: Strengthen and renew relationships with on-campus and off-campus groups to increase programming and marketing collaboration and cosponsorship opportunities. (Foundation # 1, 2, 3, 5, 9, 13, 17, 26)

Identify organizations to connect and reconnect with.	Lamumba	Fall 2013
Facilitate discussions on possible cosponsorships and collaborations.	Lamumba	Spring 2014
Implement ideas, pending budget and time availability.	Lamumba	Spring 2014

V GOAL: Refine committee leadership positions and sub-committee opportunities and offer students a more formal way of becoming involved, to enhance student development. (Foundation # 1, 2, 3, 5, 13, 17, 26, 28, 29, 30)

Identify specific task-oriented leadership positions/titles and choose volunteers with interest and skill set for the positions.	Lamumba	Fall 2013
Strengthen the current Street Team approach by assigning a student representative to specific locations and involving students in developing marketing plans for specific events.	Lamumba, LaPorte	Fall 2013
Refine skills assessment questionnaire to identify student skills and goals.	Lamumba	Fall 2013
Group students in "teams" per event to create leadership opportunities and facilitate communication between old and new volunteers.	Lamumba	Fall 2013 and Spring 2014
Assess skills and explore student interest in sound production, exploring possibly handling Nooners in house.	Lamumba	Fall 2013

VI GOAL: Continue and improve upon semi-annual UNIQUE leadership retreats. (Foundation # 1, 2, 3, 5, 13, 17, 26, 28, 29)

Meet with UNIQUE volunteers to plan and coordinate retreats.	Lamumba	Fall 2013
Determine topics of interest and activities by assessing interests and concerns of the volunteers and current social issues.	Lamumba	Fall 2013
Provide opportunities for volunteers to lead planning and brainstorming sessions at retreats.	Lamumba	Fall 2013
Assess retreats for future planning and implement changes as needed.	Lamumba	Spring 2014

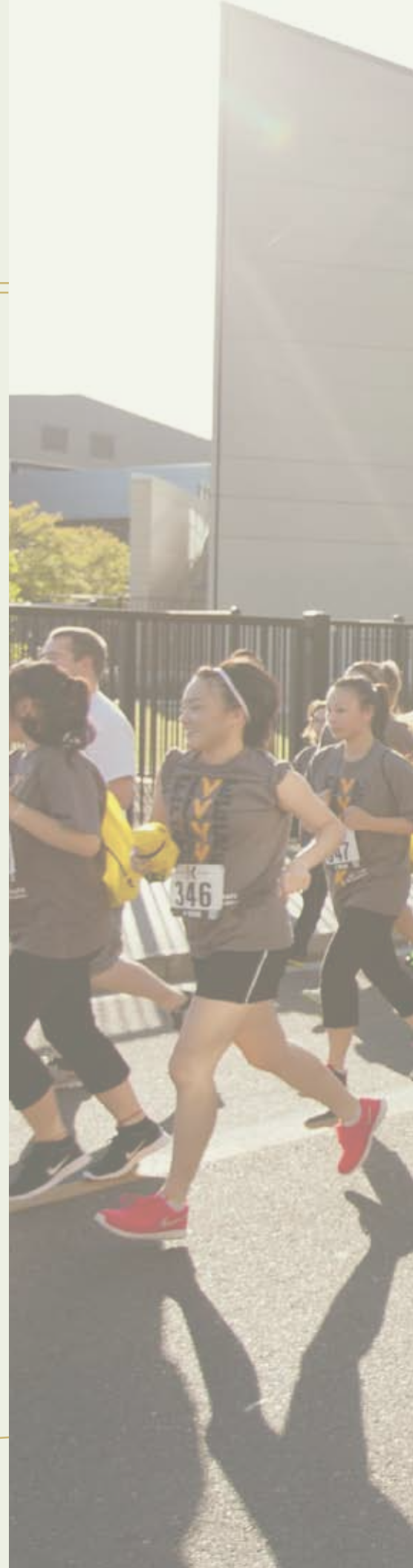
VII GOAL: Increase communication within UNIQUE. (Foundation #1, 2, 3, 5, 13, 17, 26, 28, 29, 31, 32)

Research an interactive website/program that will allow volunteers to review and alter their volunteer schedule online.	Lamumba	Summer 2013
Identify methods of incorporating the website/program into the meeting.	Lamumba	Summer 2013
Identify other ways to regularly meet with students who cannot attend the regular UNIQUE meetings.	Lamumba	Summer/Fall 2013

THE WELL

IN THIS SECTION

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ADMINISTRATION

I GOAL: 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. (Foundation #4, 6, 21, 22, 28, 30)

Begin drafting a schedule and curriculum for a workshop series to include: Evacu track training, Reporting Sexual Assault, Reporting Sexual Harassment, Active Shooter training, and WELL Emergency Evacuation training.	Gavric	Summer 2013
Reach out to the experts at Sac State to assemble the most up to date, pertinent and detailed information. Work with the specialists to design each training workshop. Invite the experts to participate in the workshops.	Gavric	Fall 2013
After the first set of workshops, schedule a debrief for each workshop to include student and staff focus groups.	Gavric	Fall 2013
Adjust each workshop according to participant feedback and create a schedule for 2014-2015.	Gavric	Spring 2013
Video tape the second set of workshops and have staff transfer video onto Moodle for all new staff training.	Gavric, WELL Staff	Spring 2013

II GOAL: Create a proposal to hire exceptional staff that will provide valuable experience and service for The WELL through a Graduate Assistant Program. (Foundation #5, 6, 8, 28, 29)

Work with appropriate divisions on the Sac State campus to develop guidelines and logistics for payment of tuition for the Graduate Assistant position.	Gavric	Summer 2013
Develop a detailed proposal based on research to include: time lines on implementation, financial planning and logistics, applicant guidelines, deadlines and a contract.	Gavric	Summer 2013
Present proposal to The WELL Advisory Group.	Gavric	Fall 2013
Present recommended proposal to the Union WELL Inc. Board of Directors.	Gavric	Fall 2013
Start process of implementing Graduate Assistant program and hiring graduate assistant for Fall 2014.	Gavric	Winter 2014

III GOAL: 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. (Foundation #1, 2, 5, 6, 9)

Meet with RPTA faculty to debrief the pilot program completed fall semester 2012. Determine the next step in establishing an ongoing Inclusive Recreation Internship program for RPTA students at The WELL.	Costello, Gavric, Jorgenson	Summer 2013
Finalize a job description and goals for the position. Post the position for an Inclusive Recreation Intern.	Costello	Summer 2013
Hire an Inclusive Recreation Intern.	Costello, Gavric	Fall 2013
Work with the Inclusive Recreation Intern to develop long and short term goals to include one inclusive recreation program to be offered to members of The WELL Spring 2014.	Costello	Fall 2013 and Spring 2014

MEMBER SERVICES & MARKETING

I GOAL: Improve customer service and efficiency of Member Services front desk operations. (Foundation #2, 3, 8, 30)

Revise all front desk manuals and procedures for updated software and WELL program/service information so that we are not using outdated information and incorrect procedures. Subsequently, transfer all files to electronic versions on the shared documents drive for regular use.	Roesemann	Fall 2013
Develop a Lead Attendant staffing tier of 5 employees to provide additional support for new hire training and oversight of reception desk productivity. Lead Attendants will be responsible for performing all new hire training. They will be required to work during peak hours to better serve customers needs.	Roesemann	Fall 2013 and Spring 2014
Incorporate Building Supervisors and other key staff in monthly all desk staff meetings. Building Supervisors will become more knowledgeable of front desk policies, procedures, and issues. This will establish a well-rounded team that understands the idiosyncrasies of the front desk operations.	Roesemann, Blessinger, Sebastian, Johnson	Summer 2013

II GOAL: Increase and retain current non-student membership by 7% totaling 829 members. (Foundation #2, 5, 6, 9)

Implement the Start Strong program, a membership and fitness package for faculty and staff. The goal is to retain 21 of 30 participants enrolled.	Roesemann, Costello	Fall 2013 and Spring 2014
Develop and maintain a system of tracking and communicating with non-student members to improve membership retention. The pilot system to be used will be the Prospect Management module of the CSI software. The first target group will consist of 550 current, expired, cancelled, and guest Affiliate members with the goal of recapturing 33 members.	Roesemann	Fall 2013 and Spring 2014

MARKETING

I GOAL: Expand The WELL Marketing division by one dedicated full time professional to oversee outreach and social media platforms such as Facebook, Twitter, and Pinterest. (Foundation #6, 7, 8)

Evaluate essential job duties and vital areas of improvement for the Marketing division. Submit a written proposal substantiating the value of hiring a full time staff member to oversee the marketing and social media platforms, highlighting evidence of the value and current demand for the position.	Roesemann	Summer 2013
Research job descriptions for full-time marketing professionals in campus recreation and related industries. Compose job description for a Coordinator of Marketing and Engagement.	Roesemann	Fall 2013
Evaluate staffing budget for full-time and part-time staff. Determine available funds within the current Marketing budget and within the Union WELL Inc., budget to fund a full-time person, with a start date of Fall 2014.	Roesemann, Gavric	Spring 2014

II GOAL: Increase awareness of WELL programs and services by collaborating with three campus departments through additional program and service offerings. (Foundation #2, 5, 9)

Increase offerings with the First Year Experience and Orientation program by hosting an additional FROSH night. Provide additional facility access time for participants.	Roesemann	Summer 2013
Work with Parents and Family Programs to increase visibility and accessibility of The WELL programs and services. Offer free access for Parents and Families during Homecoming and Graduation. This will increase WELL attendance on normally slow weekends and provide opportunity for greater awareness of our programs and services, especially our guest and sponsored membership options.	Roesemann	Summer/Fall 2013
Develop an electronic newsletter that will cater to Residential Life students to be distributed by Residential Life staff in order to better reach resident students.	Roesemann	Summer 2013
Survey participants from First Year Experience and Orientation, Parents and Families, and Residential Life on their attendance, awareness, and satisfaction as a result of the aforementioned collaborations.	Roesemann, Basso	Spring 2013

INTRAMURALS, STUDENT STAFF DEVELOPMENT, & ASSESSMENT

I GOAL: Administer a comprehensive risk management analysis for Intramural Flag Football, Indoor Soccer, and 5-on-5 Basketball leagues. (Foundation #2, 4, 6, 8)

Analyze injury reports from 2010, 2011 and 2012 Intramural Flag Football, Indoor Soccer, and 5-on-5 Basketball seasons in order to produce a baseline rate of injury per participant, per game, and per sport.	Basso	Summer 2013
Contact 3 other Intramural Sports programs and request statistics on their injury rates per participant, per game, and per sport for Flag Football, Indoor Soccer, and 5-on-5 Basketball in order to produce a benchmark for comparison with The WELL's Intramural rates of injuries.	Basso	Summer 2013
Utilize all data to make necessary decisions on instituting risk mitigation strategies in order to provide Intramural participants with the safest possible sporting environment.	Basso	Fall 2013 and Spring 2014

INTRAMURAL SPORTS

I GOAL: Transition the Intramural online registration system from athleague.com to IMleagues.com. (Foundation #2, 6, 30)

Construct The WELL's Intramural Sports IMLeagues interface, set system settings, and setup the fall 2013 league and tournament offerings.	Johnson, Basso, Gengler, Intramural Program Supervisors	Summer 2013
Work with the new IMLeagues programmers to provide comprehensive webinar trainings on the new functionality of the IMleagues.com online system to include league construction, payment processes, contest scheduling, results input, and user capabilities. Work with IT to research the possibility of a kiosk for on line registration in The WELL.	Johnson, Basso, Roesemann, Farrell, Gengler, Intramural Program Supervisors, Intramural Resource Center Attendants	Summer 2013
Submit request for marketing the new intramural online registration system, IMLeagues.com	Johnson, Basso, Roesemann, LaPorte, Intramural Program Supervisors	Summer 2013
Begin taking Intramural team and individual registration via The WELL's Intramural Sports IMLeagues web page in August 2013.	Johnson, Basso, Intramural Program Supervisors	Fall 2013

II GOAL: Increase overall participation in the Residents Halls All Campus Championship Series (RACC Series) by 10%. (Foundation #3, 5, 9)

Conduct a formal survey of current residents, specifically targeting women and ethnic groups; in order to determine which intramural sports leagues are of the highest demand.	Johnson, Basso, Jones	Spring 2013
Continue to build relationships with the Residence Hall's administration staff by attending meetings and informing them of RACC Series contest results.	Johnson, Basso	Summer 2013
Hold a large, spirited sports contest/information sign-up special specifically for the students of the Residence Halls in an attempt to market the yearlong RACC Series.	Johnson, Basso, Jones	Summer 2013
Design sports offerings to the assessed preference of the Res Hall participants and provide the first RACC Series League at the start of the fall 2013 semester.	Johnson, Basso	Summer 2013

III GOAL: Create and implement an All-Campus Championship award to promote participation and sportsmanship within Intramural Special Events. (Foundation # 2, 5, 29)

Conduct research into three similar Intramural Sports programs to determine a scoring system designed to promote participation and sportsmanship.	Johnson, Basso	Summer 2013
Develop a scoring system that coincides with the Intramural sports scheduled offerings and focuses on participation, sportsmanship, and overall team performance in order to promote these qualities within all Intramural sports.	Johnson, Basso	Summer 2013
Construct and utilize a network of spreadsheets to track All-Campus Championship point totals per team in order to publicize team participation in the All-Campus Championships.	Johnson, Basso	Fall 2013
Hold an awards recognition banquet toward the end of the spring semester in order to recognize participation in All Campus Championships and present the All Campus Championship award to the winning team.	Johnson, Basso	Spring 2014

IV. GOAL: Enhance The WELL's regional image by hosting and running a NIRSA Regional Basketball Tournament. (Foundation # 9, 20, 27)

Research the application requirements and the organizational necessities involved in hosting an extramural basketball tournament, in order to understand what is required for selection by NIRSA.	Johnson, Basso, Falkenstein	Spring 2012
Present potential dates of the extramural tournament to WELL management and obtain consent to host a regional tournament within The WELL.	Johnson, Basso	Spring 2012
Create and submit an application to host a NIRSA sanctioned extramural basketball tournament as well as all necessary supplemental documentation.	Johnson	Spring 2012
Prepare logistically for the event by reserving space, obtaining sponsorships, recruiting volunteer/paid staff, creating tournament structure and recruiting teams to participate in the event from universities all across NIRSA Region VI.	Johnson, Basso, Falkenstein, Intramural Program Supervisors	Summer 2013/ Fall 2013 and Spring 2014
Provide an extramural tournament experience to students and NIRSA professionals which leads to a positive regional/national exposure for The WELL and Sacramento State.	Johnson, Basso, Intramural Program Supervisors	Spring 2014

ASSESSMENT

I GOAL: Hire a Student Supervisor for the Assessment division in order to help enter and track all statistical data for The WELL. (Foundation #3, 8)

Analyze the amount of statistical data that must be amassed, organized, and managed on a daily basis, in order to determine the essential job duties for the position.	Basso	Summer 2013
Project the total number of hours required performing the specified job responsibilities, as a student supervisor, and accurately budgeting those hours into the 2013-2014 Student Development and Assessment Budget without the need for additional funds.	Basso	Spring 2013
Work with the Director of The WELL to write a comprehensive job description and file it with UEI.	Basso, Gavric, UEI	Summer 2013
Assemble a hiring committee, consisting of one WELL professional staff and one WELL student supervisor, in order to provide additional perspectives to the hiring process.	Basso	Summer 2013
Create a posting for the Student Supervisor of Assessment on UEIjobs.com and advertise the position for a period of 2 weeks.	Basso	Fall 2013
Review applications, identify qualified applicants, and conduct in-person interviews with each qualified candidate.	Basso	Fall 2013
Select the desired candidate and make an offer for employment.	Basso	Fall 2013
Hold a series of information/training sessions with the selected candidate and lay out clear and concise expectations for WELL assessment.	Basso	Fall 2013

II GOAL: 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. (Foundation #3, 9, 14)

Perform a thorough review of the Student Affairs Assessment Guide, once it is finalized, in order to organize the necessary materials into presentation form.	Basso, Haslam	Summer 2013
Construct an educational presentation, based on the Student Affairs Assessment Guide, intended to educate The WELL's management team.	Basso, Management Team	Summer 2013
Present an education session to The WELL's management team, utilizing the Student Affairs Assessment Guide Presentation, in order to prepare the management team for writing learning outcomes and program objectives for 2014-2015.	Basso, Management Team	Fall 2013
Meet periodically with Student Affairs staff to review progress on The WELL's assessment 2014-2015 for Student Affairs.	Basso, Haslam	Fall 2013 and Spring 2014
Submit report for approval to the WELL Director and the Union WELL Inc. Executive Director and final to Student Affairs.	Basso, Haslam	Summer 2014

III GOAL: Complete a comprehensive WELL statistics report that can be used for improvement and growth of WELL facilities and services. (Foundation #3, 5, 14)

Update all WELL member and participant statistics, such as member entries, unique users, and program counts, from 2010 to present, in order to create a baseline average that can be utilized to measure current program or services.	Basso	Summer 2013
Design a power point presentation to reflect all current statistics for use in reporting totals and averages when requested by The WELL management team, WELL Advisor Group, and/or the Board of Directors.	Basso	Summer 2013
Work with the management team to utilize current statistical reports and determine the top three WELL programs and/or services that need attention in order to improve programs and/or services.	Basso, WELL Management Team	Spring 2013

STUDENT STAFF DEVELOPMENT

I GOAL: Present four one-hour professional development seminars open to all WELL student staff to assist their growth and development as young professionals. (Foundation #27, 28)

Design the following seminar presentations: "Your Career Path: The 5-Year Plan", "Being Grown: The Art of Organizing and Prioritizing", "Look Now!: The Professional Perception and Ethics." and "Learning Tact: Functioning in a Politically Charged Environment."	Basso, Sebastian, Student Supervisor of SSD	Summer 2013
Recruit dynamic professionals to present on several of the aforementioned professional seminars in order to diversify the presentation materials and improve the effectiveness of the disseminated information.	Basso, WELL professional staff, university professionals.	Summer 2013
Submit space request for all necessary conference room space via Opus and include all required presentation materials including podiums, laptops, and AV equipment.	Basso, all full-time staff, student supervisors.	Fall 2013 and Spring 2014
Market the seminars through the professional staff, student supervisors, student administration office, at each desk, and through email list-serves, in an attempt to recruit a large number of student employees to attend the scheduled seminars.	Basso, Sebastian	Summer 2013
Deliver and manage the first two seminars in the fall semester and the second two seminars in the spring semester with the assistance of several professional co-presenters.	Basso, Student Supervisor of SSD, Professional Colleagues	Fall 2013 and Spring 2014
Administer paper assessments on each seminar directly following the conclusion of each presentation in order to improve the quality and usefulness of the presented materials.	Basso, Student Supervisor of SSD	Fall 2013 and Spring 2014
Implement a pre/post test assessment on the material covered at each seminar in order to measure student learning and improve for future lectures.	Basso	Fall 2013 and Spring 2014
Distribute certificates to any students who attend all five of the professional development seminars in order to motivate attendance and acknowledge participation.	Basso	Fall 2013 and Spring 2014

FITNESS ADMINISTRATION

I GOAL: Implement the Start Strong program as a faculty/staff wellness program. (Foundation #2, 5, 9, 10)

Analyze faculty/staff survey feedback to create a schedule that reflects requested peak times and days of the week.	Costello, Roesemann	Summer 2013
Develop a marketing campaign to include: print material, digital media, Monday briefing announcements and My Sac State portal to increase program participation.	Costello, Roesemann	Summer 2013
Purchase t-shirts for program participants, set-up registration and revenue disbursement in CSI, and conduct the 12 week program.	Costello, Roesemann, Farrell, Densmore	Summer 2013
Survey program participants and analyze feedback to enhance future programming options.	Costello, Densmore	Fall 2013

II GOAL: Begin the first phase of the three-year fitness equipment replacement project. (Foundation# 2, 6, 20, 21, 24, 27, 32)

Complete all purchase orders for selected equipment purchases.	Costello	Summer 2013
Work with Maintenance and IT to ensure facility infrastructure, install time line and equipment layout.	Costello, Newman, Singletary	Summer 2013
Work with the Business Office to ensure all trade-in values and new purchases are accounted for in our corporate assets.	Costello, Farrell	Summer 2013
Facilitate a safe install of all fitness equipment.	Costello	Summer 2013

GROUP FITNESS

I GOAL: Increase Group Fitness Participation by 5%. (Foundation #2, 3, 5, 6, 8, 23)

Create at least one additional promotional event each semester including a Flash Mob and Glow in the Dark Zumba, to increase awareness and participation in Group Fitness.	Densmore, Marks, Marketing	Fall 2013 and Spring 2014
Work with Social Media Marketing to develop a calendar for each semester that targets specific class formats which will be highlighted through social media platforms (Instagram, Facebook, Twitter, and Pinterest).	Densmore, Social Media Marketing	Monthly
For Fitness Fridays, add two more demonstrations to the schedule and enhance event awareness by providing shirts for WELL staff to promote during the week of the event.	Densmore, Design	Fall 2013 and Spring 2014

II GOAL: Implement Water Fitness classes as part of the Group Fitness program. (Foundation #2, 3, 5, 6, 9, 10, 21)

Based on the Spring 2013 surveys, member feedback, and existing aquatic programs determine best dates and times for classes.	Densmore, Design, Falkenstein	Summer 2013
Submit date and time request to WELL Aquatics department.	Densmore, Falkenstein	Summer 2013
Create budget and order water fitness equipment necessary for all classes.	Densmore, Costello	Summer 2013
Hire instructors for teaching water fitness classes.	Densmore	Summer 2013
Work with the Business Office and Member Services to have the Water Fitness pass system uploaded to CSI.	Densmore, Farrell, Roesemann	Summer 2013
Create and incorporate the Water Fitness class into the class pass system.	Densmore, Falkenstein, Costello	Summer 2013 and Winter 2014

III GOAL: Increase Small Group Training Participation by 5%. (Foundation #2, 3, 5, 6, 8, 9, 10, 11)

Work with Social Media Marketing to develop a calendar for each semester that targets specific class formats which will be highlighted through social media platforms (Instagram, Facebook, Twitter, and Pinterest).	Densmore, Social Media Marketing	Monthly
Include Small Group Training classes in Fitness Fridays to increase awareness and participation.	Densmore	Fall 2013 and Spring 2014
Promote Small Group Training classes in the Group Fitness Classes through instructor announcements.	Densmore	Monthly
Utilize feedback from surveys to improve upon class offerings and increase participation.	Densmore	Fall 2013 and Spring 2014

PERSONAL FITNESS

I GOAL: Provide exceptional customer service as measured by the secret shopper program, by achieving an average of good (four points) or better for each shop. (Foundation #2, 3, 4, 21, 27, 29)

Invite student supervisor staff representing the Fitness Desk, Front Desk, Equipment Desk, and Intramural Resource Center into current professional staff bi-monthly meetings. During the meetings the following topics will be addressed to enhance overall customer service: frequently asked customer questions, streamlining of desk procedures and increasing employee knowledge.	Blessinger, Roesemann, Sebastian, student supervisor staff from represented departments	Summer 2013
Conduct two training courses for fitness attendants on providing exceptional customer service using the guide from Snow and Associates, Inc. and member conflict management "Thinking on your feet and knowing your adversary."	Blessinger	Fall 2013 and Spring 2014
Utilize Snow & Associates, Inc. Conduct service mapping once per semester with Fitness Attendants to enhance customer service. The service mapping exercise will encourage staff to analyze a specific procedure that occurs at the fitness desk from a customer's point of view allowing staff to modify procedures that will enhance the customer's experience.	Blessinger	Summer 2013 and Fall 2013

II GOAL: Increase participation in personal fitness services by 3%. (Foundation #5, 9, 15, 17, 27, 29)

Create two training courses for personal trainers utilizing PT on the Net that consist of proper client prospecting, and new exercise trends to enhance personal trainers' skills and increase personal training clientele relationships.	Blessinger	Summer 2013 and Winter 2014
Create two free fitness workshops (circuit training and strength training for women) for personal trainers to implement which will increase interaction between members and fitness staff.	Blessinger, Design, personal trainers	Fall 2013 and Spring 2014
Set up five minute academic class presentations on fitness services for student referrals to increase participation.	Blessinger, Personal Trainers	Winter 2014
Train personal trainers to conduct presentations for the Student Health and Counseling Center staff in order to educate and increase personal fitness referrals from campus health care providers.	Blessinger, Student Health and Counseling Services	Summer 2014

III GOAL: Enhance current gym etiquette in order to educate all WELL members on proper gym protocol. (Foundation #9, 10, 11, 15, 17)

Conduct a staff focus group asking current staff the following questions: what gym etiquette guidelines are most frequently ignored by members and what is the most effective way to inform members of proper gym etiquette?	Blessinger	Summer 2013
Based on results of the focus group, conduct gym etiquette training for all fitness staff that will teach staff how to be confident and assertive when informing members of proper gym etiquette.	Blessinger	Summer 2013
Determine specific content that will be utilized to educate The WELL members through different marketing mediums such as T-shirts, social media, digital media, website and print media.	Blessinger, Design, Marketing Staff	Summer 2013

FACILITIES & INFORMAL RECREATION ADMINISTRATION

I GOAL: Create a comprehensive employee hiring and separation checklist. (Foundation #8, 17, 19, 29)

Develop preliminary checklist of all tasks and processes to be completed by the supervisor when an employee is being hired or separated.	Falkenstein	Summer 2013
Meet with The WELL management team, UEI HR and designated staff to review preliminary checklist and solicit feedback on missing items.	Falkenstein, Gavric, Costello, Basso, Roesemann, UEI HR	Summer 2013
Provide a comprehensive training to The WELL staff to outline expectations and use of the employee hiring and separation checklist.	Falkenstein, The WELL Staff	Summer 2013
Examine the effectiveness of the employee hiring and separation check sheet. Meet with The WELL management team to review success and make recommendations for future improvements.	Falkenstein, Gavric, Costello, Basso, Roesemann	Spring 2014

II GOAL: 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. (Foundation #9, 10, 11, 15, 17)

Work with program administrators of Run the Trail Challenge, Swim Through California, and Mile High Climb to create the Tri Challenge, a program which combines all three activities.	Falkenstein, Blessinger, Williams	Summer 2013
Determine specific content and meet with appropriate staff to discuss registration process, challenge completion, participant rewards, data collection and data distribution.	Falkenstein, Blessinger, Williams, IT staff, Roesemann, Farrell	Summer 2013
Work with the Design Staff to create digital and print images to be displayed in The WELL and on web based mediums to promote the Tri Challenge to WELL members and encourage participation.	Falkenstein, Design Staff	Fall 2013
Develop questionnaire to be completed by program participants after participating in the Tri Challenge to gain feedback on program.	Falkenstein, Basso, Blessinger, Williams	Fall 2013
Offer Tri Challenge as part of Run the Trail Challenge, Swim Through California and Mile High Climb from January 2014 to April 2014.	Falkenstein	Winter/ Spring 2014
Survey program participants upon completion of the Tri Challenge, analyze data, generate summary report and make recommendations for future Tri Challenges.	Falkenstein, Blessinger, Williams, Basso	Spring 2014

AQUATICS

I GOAL: Create a standard year round training schedule for aquatic staff to stay current and up to date on lifesaving skills. (Foundation #5, 10, 21, 23)

Research continuous training and skill development programs by reaching out to peer institutions (CSU's, NIRSA List Serve, NIRSA Colleagues).	Falkenstein, Aquatic Supervisor	Summer 2013
Review data collected from peer institutions and American Red Cross. Determine WELL Aquatics needs for skill testing so The WELL can purchase necessary equipment and books for trainings.	Falkenstein, Aquatic Supervisor	Fall 2013
Develop a schedule and training materials for a pilot program for four training and skill testing sessions to begin in the Spring 2014 semester.	Aquatic Supervisor	Fall 2013
Offer pilot program to the aquatic staff once a month from January 1, 2014 to April 30, 2014. Pilot program will be used to assess the current skill set of the lifeguards and determine future training session topics.	Falkenstein, Aquatic Supervisor	Winter/Spring 2014
Review the effectiveness of the training program including frequency and topics covered. Develop calendar for the 2014-2015 academic calendar year.	Falkenstein, Aquatic Supervisor	Spring 2014

CLIMBING WALL & GROUP FACILITATION

I GOAL: Research the possibility of bench seating to serve as a permanent partition surrounding the Climbing Wall for member safety. (Foundation #2, 6, 20, 26)

Research construction and safety options for replacement of the stanchions with a permanent partition with padded bench seating that will be both aesthetically pleasing as well as functional. Contact peer institutions to gather ideas on bench seating that are currently being used at other climbing walls.	Williams, Falkenstein, Newman	Summer 2013
Work with WELL maintenance staff to assess whether the construction can be completed in-house or if we will need an outside construction company.	Williams, Newman	Summer 2013
Choose a design and get a quote for the price of the project, whether through an outside company or for the materials and construction cost of maintenance department.	Williams, Newman	Winter 2014

II GOAL: Perform statistical analysis of Climbing Wall hours of operation to ensure open climbing hours meet the climbing needs of The WELL membership. (Foundation #2, 5, 8, 17)

Review participation counts from the past two fiscal years to determine participant use patterns of the climbing wall by hour of day and day of the week. Use this information to identify peak and low usage times at the climbing wall.	Williams, Climbing Wall and Group Facilitation Supervisor	Summer 2013
Develop a questionnaire to measure climbers' satisfaction with current open climbing hours and solicit feedback on alternative open climbing hours.	Williams, Basso, Climbing Wall and Group Facilitation Supervisor	Fall 2013
Survey WELL Members for three weeks regarding satisfaction with open climbing hours and alternative times for open climbing hours through student voice. Promote survey to members via WELL website, flyers in The WELL and at the equipment check out desk.	Williams, Climbing Wall and Group Facilitation Supervisor, WELL Marketing Team, Sebastian	Fall 2013
Review results collected from the open climbing hours survey. Based on survey results make recommended changes to the open climbing hours for 2014-2015.	Williams/Falkenstein	Spring 2014

III GOAL: Implement marketing campaign for WELL Build, The WELL's team building program to secure five WELL Build programs during the 2013-2014 academic year. (Foundation #5, 9, 26, 28)

Work with The WELL marketing team to distribute collateral around The WELL, through The WELL's social media mediums and get content on The WELL's website to garner exposure of The WELL Build the new group facilitation name.	Williams, WELL Marketing Team	Summer 2013
Meet with campus departments to distribute collateral about group facilitation programs at The WELL. Educate departments on options for team building programs and how a team building program can positively impact and enhance their organization.	Williams	Summer 2013
During pre-group facilitation program goal setting meetings ask the customer how they heard about The WELL's group facilitation program.	Williams, Climbing Wall and Group Facilitation Supervisor	Summer 2013 and Summer 2014

INFORMAL RECREATION

I GOAL: Create "Lawn Games" informal recreation program to educate members about outdoor equipment available for checkout and increase checkouts of outdoor equipment by 10%. (Foundation #2, 13, 17, 19, 20, 27, 29)

Identify equipment at the equipment desk to be used at part of the "Lawn Games" program to be offered in the spring 2014 semester.	Sebastian, ED Supervisor	Fall 2013
Identify and schedule dates for the "Lawn Games" program; including reserving South Greens through campus, reserving equipment and securing staff to implement the new programs.	Sebastian, ED Supervisor	Winter 2014
Work with the Design team to create digital and print images to be displayed in The WELL, on web based mediums and have the collateral distributed by The WELL marketing team. The collateral will be distributed through The WELL website, social media and posted throughout the building to attract members to participate in the new programs.	Sebastian, Design Team, Roesemann	Winter 2014
Develop program questionnaire to be completed by program participants prior to participation.	Sebastian, Basso	Spring 2014
Offer informal recreation programs as part of the Spring 2014 semester in conjunction with other WELL programming.	Sebastian, ED Supervisor	Spring 2014
Survey program participants upon participation in the two new informal recreation programs. Analyze the data, generate summary report and make recommendations for future informal recreation programs to expose members to equipment available for checkout at the equipment desk.	Sebastian, Basso	Spring 2014
Run equipment usage reports for Spring 2012 and Spring 2013 semesters to compare use numbers by semester. Generate a report to show increase/decrease in outdoor equipment checkouts from Spring 2012 to Spring 2013.	Sebastian	Summer 2014

FACILITY RENTALS

I GOAL: Develop an “activity space events” procedure manual for events taking place in activity spaces in The WELL. (Foundation #2, 5, 6, 9, 17, 19, 21, 22)

Review current “conference suite event” procedure manual and identify sections and language that can be used in the “activity space events” procedure manual. Identify additional divisions in The WELL that are impacted by a special event that is taking place in The WELL to be included in the manual.	Sebastian, ES Supervisor	Fall 2013
Draft the “activity space events” procedures manual using “conference suites event” procedures manual as a guide. Meet with Front Desk staff and Assistant Director of Facilities and Informal Recreation to review the draft of the “activity space events” procedure manual.	Sebastian, ES Supervisor, Roesemann, Front Desk Supervisor, Falkenstein	Spring 2014
Finalize activity space events manual by making recommended changes. Implement and education staff on any new procedures for events beginning in summer 2014.	Sebastian, ES Supervisor	Spring 2014
Review procedure and manual effectiveness. Make recommendations for changes and update when necessary.	Sebastian, ES Supervisor	Summer 2014

II GOAL: Host inaugural Sober Grad Night in The WELL for one local high school in May 2014. (Foundation #2, 5, 6, 9, 17, 19, 21, 22)

Set a date for inaugural Sober Grad Night. Send the contract to the high school attending The WELL Sober Grad Night. Receive signed contract and event deposit.	Sebastian, ES Supervisor	Summer 2013
Identify spaces in The WELL to use during Sober Grad Night Programing and reserve them through The WELL's reservation system. Develop building layout of activities and schedule of events.	Sebastian, ES Supervisor	Summer 2013
Research options for entertainment and activities through local vendors. Enter into agreements with vendors to provide entertainment and attractions during the Sober Grad Night.	Sebastian, ES Supervisor	Fall 2013
Develop appropriate staffing levels and determine appropriate number of High School Volunteers. Schedule an event walkthrough at The WELL with attending school's Sober Grad Night Committee and school administration.	Sebastian, ES Supervisor	Winter 2014
Host Sober Grad Night program in May 2014.	Sebastian, ES Supervisor	Spring 2014

