



ANNUAL

REPORT

UNIVERSITY

2010



Union

2011



OPERATION OF CSUS INC.

THE UNION



Campus Lifestyle



Student Recreation

THE WELL



SACRAMENTO
STATE



THE
UNIVERSITY
UNION



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OVERVIEW

THE UNIVERSITY UNION OPERATION OF CSUS INC, HERE IN AFTER KNOWN AS UUOCI, SERVES AS THE CENTERPIECE OF CAMPUS LIFE FOR STUDENTS, FACULTY, STAFF, ALUMNI AND GUESTS ON CAMPUS. ITS GENERAL GOALS ARE TO PROVIDE QUALITY SERVICES TO ITS USERS AND TO PRESENT AND SUPPORT OUTSTANDING EDUCATIONAL, CULTURAL, AND RECREATIONAL PROGRAMS. THROUGH PROGRAMS AND SERVICES, THE UNION STRIVES TO ENHANCE THE QUALITY OF COLLEGE LIFE, WHICH AUGMENTS THE COLLEGE EXPERIENCE.

The specific goals of UUOCI for 2010-2011 are:

1. Strive to provide superior service to our diverse campus community, through continual assessment and improvement of our services and technological resources.
2. Train, develop and encourage a highly committed and conscientious UUOCI staff to provide exceptional, professional customer oriented service, and who are sensitive and responsive to the needs of our multi-cultural campus community.
3. Enhance students' interpersonal, leadership, and critical thinking skills, develop nurturing and supportive networks, and help prepare them for active citizenship beyond the collegiate experience.
4. Maximize the use of the University Union / WELL programs, services, and facilities through superior customer service and creative marketing to advance the mission of the Union, The WELL, Student Affairs, and the University.
5. Exercise financial controls and management according to acceptable business practices and University policy for the purpose of maximizing generated revenue production, while prudently monitoring all expenditures of UUOCI University Union and The WELL.
6. Adhere to University, Trustee, and State policies.

Underlying these six goals is a continuing commitment to customer service.

THE YEAR'S ACHIEVEMENTS

DURING 2010-2011, UUOCI WHICH OPERATES BOTH THE UNIVERSITY UNION AND THE WELL, EXPERIENCED A NUMBER OF SUCCESSES IN RELATION TO ITS GOALS, YET THERE REMAIN SEVERAL AREAS IN WHICH IMPROVEMENT IS BOTH POSSIBLE AND IMPORTANT IF UUOCI, THE UNION AND THE WELL, IS TO CONTINUE TO SUCCESSFULLY SERVE THE UNIVERSITY COMMUNITY.

Information on reservations, generated revenue and other important, but not easily enumerable, services and activities are presented in this section. It should be noted, given the central importance of programs and activities to the Union and the WELL, space utilization, program participation and technical support are dominant concerns.



EVENT SERVICES STATISTICS
THE UNIVERSITY UNION

The number of bookings that took place in the University Union decreased this year. The total number of bookings was 9,045. This is 343 less bookings than last year. The total number of Ballroom bookings actually increased from last year by 81 bookings. Attendance at Union events increased by 5.71% this year. Although total bookings were down, there was an increase in larger events (ballroom events) thus explaining the increase in attendance numbers.

University department bookings increased this year by 4.4%. Student organizations and private party bookings both decreased slightly but the percentage of change was not significant. The two most significant changes in booking patterns this year were seen in off-campus sponsors and auxiliary organizations. Non-university bookings decreased significantly this year, dropping by approximately 26%. Auxiliary organization bookings also decreased by a significant amount, approximately 27%. The drop in auxiliary bookings is due to the opening of The WELL in

September 2010, as bookings previously held in the Union by WELL staff, Peak Adventures, and Recreational Sports moved to the other building. The drop in non-university sponsors is most likely attributable to the prolonged economic recession. A number of organizations are no longer booking events they have in past years. For events that continue to be held, we are seeing an overall trend to reduce costs by cutting days/hours/sessions offered.



RESERVATIONS

	07-08	08-09	09-10	10-11
Total Union Events	8,678	9,335	9,388	9,045
Attendance at Events	483,646	503,965	567,622	600,020
Ballroom Events	593	619	632	732

University Union Reservations made in the last four academic (fiscal) years.

2009-10 Previous academic (fiscal) year total

9,388

2010-11 This academic (fiscal) year total

9,045

UNION EVENTS



FACILITY USE BREAKDOWN
THE UNIVERSITY UNION

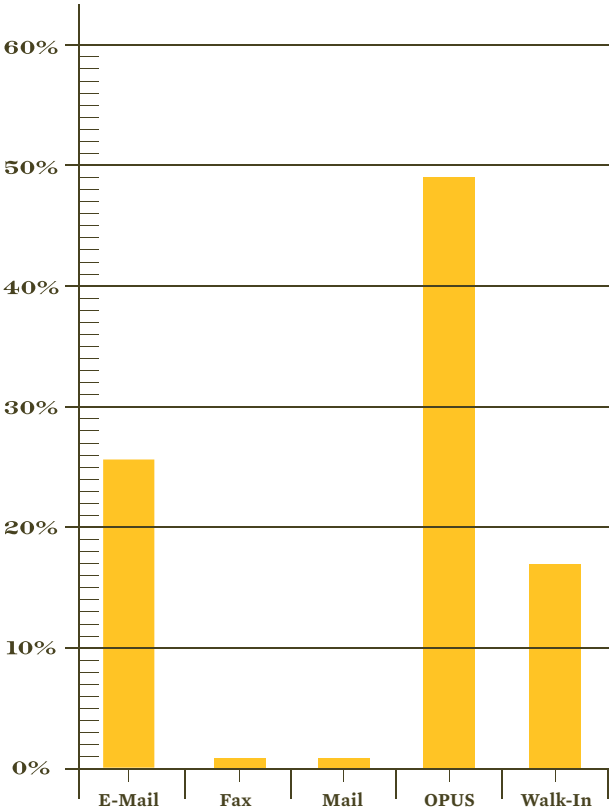
Within the five categories of event sponsors, the overall division of usage remained consistent with past years. University departments still represent the largest percentage of total bookings and this year saw an increase in that percentage to 46.35%. Student organizations account for the next largest portion at 39.34%. Auxiliaries are next with 11.76%. Non-university organizations account for 2.55% and private parties did not hold any events in the Union this past fiscal year.

The Event Services office staff also books academic space outside the Union, on behalf of student organizations. 2,910 of these rooms were processed and booked for students this year. This represents a huge increase of 8.7% over last year's bookings and indicates a significant increase in student organizations' overall usage of meeting/event space on campus.

In total, the Event Services office staff processed a total of 21,506 bookings this year. This includes bookings for the Union, campus space, and space in The WELL (prior to the opening of the facility and during transition). It also includes bookings that were declined; wait listed or eventually cancelled and reflects a 17% increase over last year's totals.

RESERVATION REQUEST SOURCES: The percentage of requests received electronically, via e-mail or through OPUS (Online Personal Union Scheduler), was 82% (excludes semester scheduling and in-house requests). This is the highest percentage to date and reflects our continued commitment to reduce our paper consumption and improve efficiency of processing.

RESERVATION SOURCES



<div></div>	E-Mail	25%
<div></div>	Facsimile	>1%
<div></div>	Snail Mail	>1%
<div></div>	Opus (Online)	49%
<div></div>	Walk-in	17%

1,064

Auxiliary Organizations
11.76%

231

Off-Campus Organizations
2.55%

10
11

0

Private Party
0.00%

3,558

Student Organizations
39.34%

4,192

University Departments
46.35%

THE UNIVERSITY
UNION

FACILITY USE Total Reservations = 9,045

FACILITY UTILIZATION
THE UNIVERSITY UNION

Overall facility utilization numbers generally increased this year. Since utilization numbers are based on building hours, this may be mainly a function of a change in our operations. The University Union began closing one hour earlier on most days during the semester. The large increase in Sunday utilization is almost certainly related to a reduction in the Union’s weekday hours, pushing student organizations to Sunday night. A smaller portion of that increase is attributable to the high percent usage on Saturdays as groups continue to utilize Sundays when no space is available on Saturdays.

FACILITY UTILIZATION

Day	07-08	08-09	09-10	10-11
Monday	49%	56%	54%	56%
Tuesday	53%	52%	53%	55%
Wednesday	59%	62%	64%	60%
Thursday	63%	60%	60%	61%
Friday	62%	67%	66%	64%
Saturday	89%	83%	77%	89%
Sunday	63%	64%	59%	71%

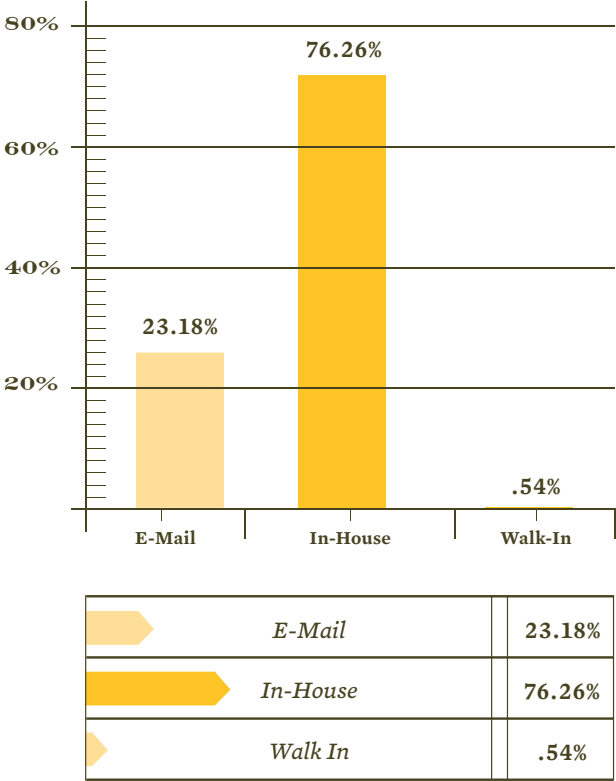
Percentages of available space used.



FACILITY UTILIZATION
THE WELL

During the first year of operation The WELL set a baseline for utilization from which to grow upon. Utilization statistics consist of event space (Conference Suite) and activity based use of the facilities, including WELL implemented programs and services, as well as event reservations. Actual utilization in the conference suite was lower than expected but did grow throughout the year. The total number of bookings in The WELL was 3,097, of which 421 were the Conference Suite.

RESERVATION SOURCES



RESERVATIONS

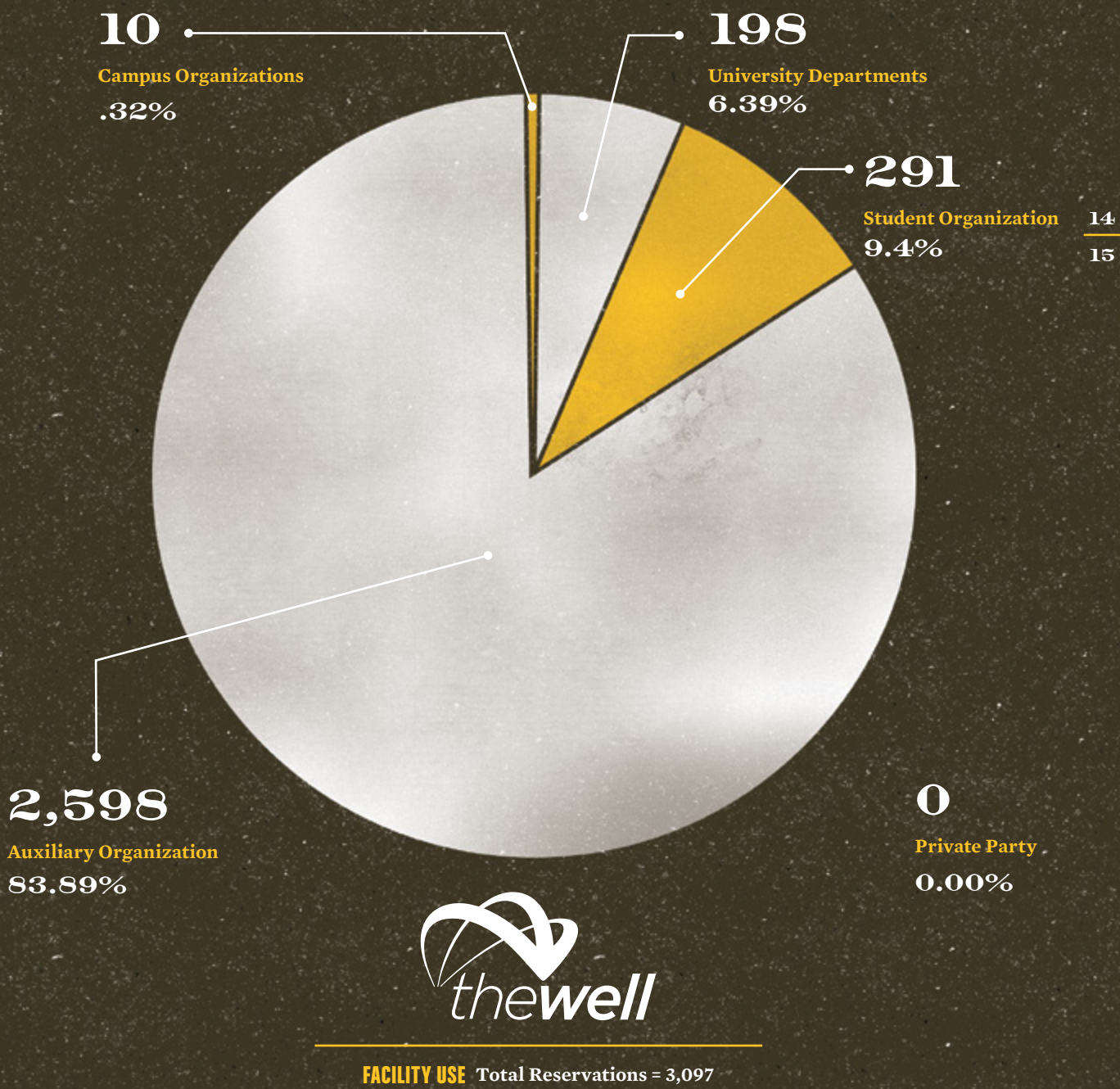
The WELL Reservations	2010-11
Attendance at WELL Events	110,646
Total WELL Events	3097
Conference Suite Events	421
Activity Space Events	2676

FACILITY BREAK DOWN

Dept/Org	2010-11
University Departments	198
Student Organizations	291
Auxilliary Organizations	2598
Campus Organizations	10
Private Party	0
Total Reservations	3097

ROOM UTILIZATION

Day	2010-11
Monday	40%
Tuesday	47%
Wednesday	45%
Thursday	52%
Friday	34%
Saturday	57%
Sunday	36%



ATTENDANCE STATISTICS: THE WELL

Fall 2010 & Spring 2011

78 Number of days with over 2,000 Check-ins

3,089 Daily High (Check-ins) 3,089

1,287 Daily Average (Check-ins) 1,287

9,407 Weekly Average (Check-ins) 9,407

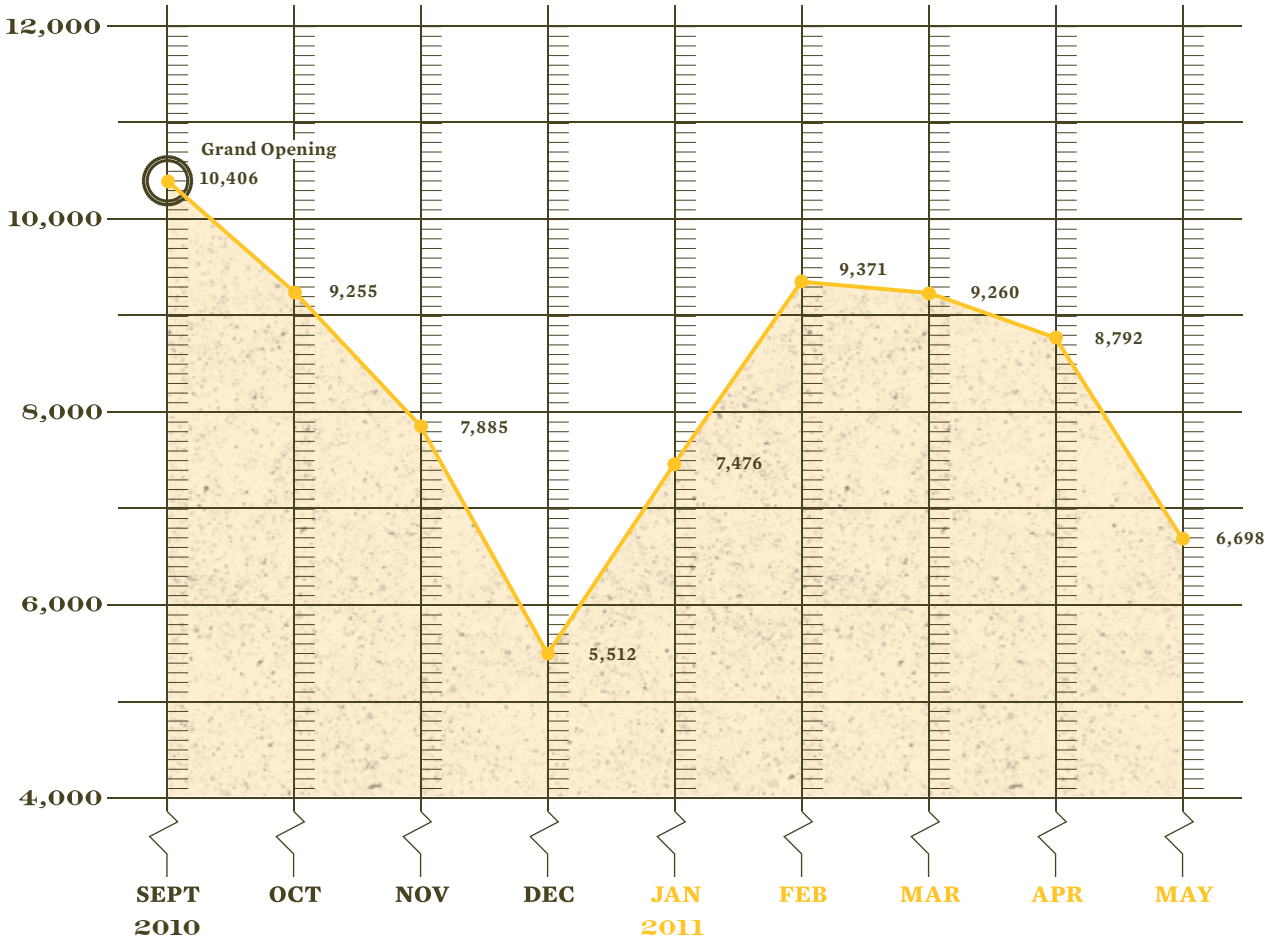
15,931 Weekly High (Check-ins) 15,931

13 Weeks with over 8,000 Check-ins

6 Weeks with over 12,000 Check-ins

UTILIZATION: THE WELL

Unique Members Visited



UTILIZATION: THE WELL Percentage of 10 or more visits

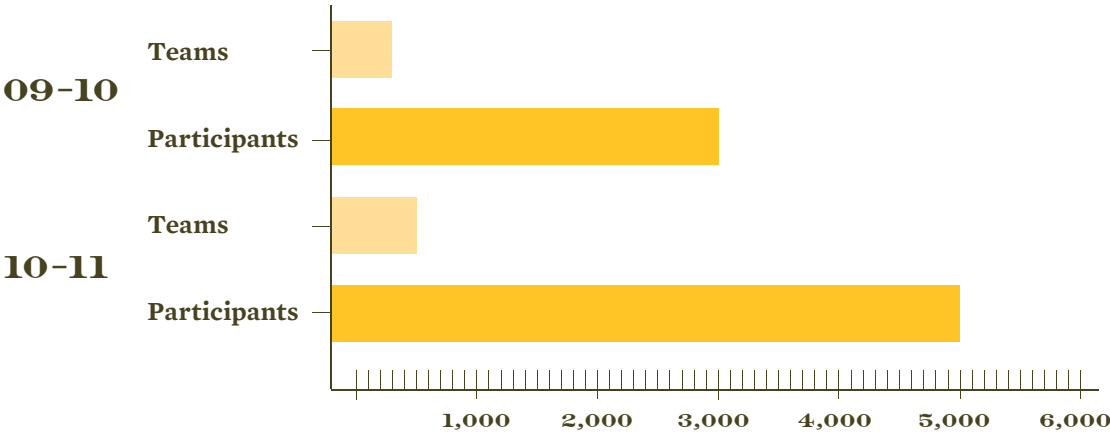
September	12.67%	December	5.13%	March	13.75%
October	13.43%	January	6.25%	April	15.75%
November	11.87%	February	15.5%	May	9.55%

MEMBERSHIP: THE WELL

Membership Type		Spring Members	% Member Base
Students	14,199	14,199	97%
Pre-Paid Alumni	65 <small>26 Short Term • 39 EFT</small>	65 <small>26 Short Term • 39 EFT</small>	1.4%
Affiliate (Faculty/Staff/Emeriti)	149 <small>29 Short Term • 120 EFT</small>	149 <small>29 Short Term • 120 EFT</small>	Less Than 1%
Associated Campus Programs	NA	NA	Less Than 1%
Spouse/Partner	24 <small>15 Short Term • 9 EFT</small>	24 <small>15 Short Term • 9 EFT</small>	Less Than 1%
SHCS & Peak Adventures	20 <small>2 Short Term • 18 EFT</small>	20 <small>2 Short Term • 18 EFT</small>	Less Than 1%
UUOCI	48	48	Less Than 1%
TOTALS	14,505	17,011	100%

INTRAMURAL SPORTS

Team & Participant Growth



THE YEARS ACCOMPLISHMENTS

THE WELL GRAND OPENING

A momentous step for the Sacramento State Campus in the opening of the WELL, which is one of the corner stones of President Gonzalez’s Destination 2010 plan. The Grand Opening culminated over six years of collaborative work by the students, University Union and WELL staff and the campus administration.

PHLAGLEBLAST 11



5K FUN RUN



3rd Annual Sac State 5K Fun Run: 2011 had 575 participants get bibs, up 1% from the previous year. This total does not account for the number of unregistered participants. The event was a collaboration of many departments including the University Union, The WELL, Student Health Services, UTAPS, and Athletics.

THE WELL ACCOLADES

LEED CERTIFICATION



NIRSA

NIRSA (National Intramural Recreational Sports Association): NIRSA Outstanding Sports Facility Award 2011.

RECREATION MANAGEMENT

Recreation Management: Innovative Architecture and Design Award 2011.

NIRSA

Business Environmental Resource Center and the Sacramento Metro Chamber of Commerce: Sacramento Area Sustainable Business of the Year Award 2011. This is for outstanding efforts in enhancing sustainability, conserving resources and reducing pollution.



HIGHLIGHTS

THE WELL

17,000

10,867

3,000

282%

78%

71%

94%

74.9%

25

20

152,073

2,900

37/39

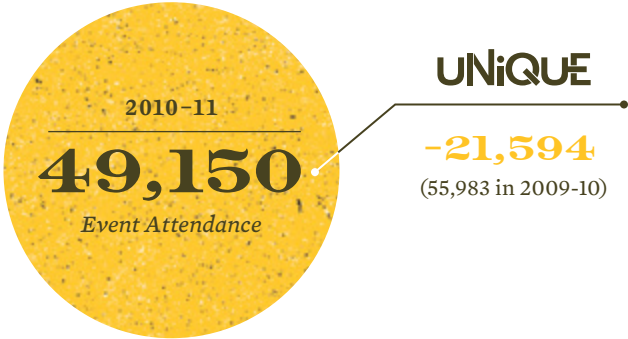
Statistics for The WELL

- **17,000** memberships activated which encompassed 60% of the Spring student population.
- **10,867** desk transactions (sales, visitor passes etc., not memberships).
- **3,000** WELL Facebook Fans!
- **282%** growth fall semester to spring in Group Fitness participation.
- **78%** growth in fall semester to spring “Fitness Friday” events.
- **71%** increase in usage of the fitness floor Fall to Spring semester.
- **94%** increase in the use of the Cardio Suite from Fall to Spring semester.
- **74.9%** increase in personal training appointments and fitness assessments Fall to Spring.
- **25** participants in the 1st annual S-games.
- **20%** increase in intramural participation by individuals.
- **152,073** pieces of equipment checked out from the equipment desk between 09/02 & 06/30.
- **2,900** safety climbing orientations have been issued since 09/2010. All members wishing to climb at the climbing wall must complete a safety orientation.
- Offered **37** Group Fitness classes per week in the Fall semester and **39** Group Fitness classes per week Spring semester.

HIGHLIGHTS

UNION DOOR COUNTS

YEAR	FALL	SPRING
2008-09	14,914	17,253
2009-10	17,425	15,624
2010-11	16,331	17,015



SPORT CLUBS

- **BASS FISHING** hosted the FLW Western Regional Tournament on campus and finished first place.
- **SKI & SNOWBOARD CLUB** qualified 7 riders for Nationals hosted at Sun Valley Idaho.
- **CYCLING TEAM** qualified 2 riders for Nationals, 1 rider competed and finished 15th overall.

WEB

Campus Calendar (www.calendar.csus.edu)



Union Web Site (www.union.csus.edu)



The WELL Web Site (www.thewell.csus.edu)



MINDBLOOM

The WELL launched a partnership with Mindbloom, a social media life game, to increase wellness education and healthy behaviors. Participants decide what is important, discover motivation and then take action.

COLLABORATIONS

University Union & Collaborative Services

CARLOS GOZALEZ-GUTIERREZ

Community Engagement,
English Department

FESTIVAL OF NEW AMERICAN MUSIC

Music Department

HIP HOP: BEYOND BEATS & RHYMES

Multicultural Center

AMERICAN SUENO

Multicultural Center

BUNKY ECHO-HAWK

Native American Studies,
Multicultural Center

POW WOW COMEDY JAM

ASI, Ensuring Native Traditions Club

THE WELL GRAND OPENING

The WELL

MORRIE TURNER

Union Gallery, ASI

IRON MAN 2

KSSU

TRON LEGACY

KSSU

LUIS ALBERTO URREA

Community Engagement,
English Department

REEL INJUN

Native American Studies,
Multicultural Center

KRIST NOVOSELIC

Community Engagement

FLU SHOTS

Student Health & Wellness Center

ANT

Pride Center

TRUE GRIT & THE BIG LEBOWSKI

The WELL (for Spiritual Dimension of
Wellness)

CAP CITY CULTURE

Beats Rhymes & Culture Club, ASI

INTERNATIONAL WOMEN'S DAY

Women's Resource Center

SISTER CRAYON

KSSU

DUE DATE

KSSU

KENYA SAFARI ACROBATS

ASI

CAMELLIA FOLK DANCE FESTIVAL

Sacramento International Folk Dance and
Arts Council, ASI

CATHLEEN FALSANI

The WELL (for Spiritual Dimension of
Wellness)

ONE TEAM GO GREEN

Sac State Athletics

INCEPTION

TYE PEER Mentors

NAGUAL

ASI

PHLAGLEBLAST

SO&L, ASI, Pride, Womens Resource, UEI
Food Service, Dining/Catering

EL GRITO DE DOLORES

ASI

ROZ SAVAGE

Peak Adventures

PUNK SLAM

KSSU

THE DATING GAME

KSSU

BANDA DORROS

Estilo Chido Radio, ASI

PLAYBOY SCHOOL

Pride Center

COLLABORATIONS

The WELL

7 DIMENSIONS OF WELLNESS

SHCS, Union, Academic Affairs

WELLNESS CAREER FAIR

SHCS, Kinesiology

NATURAL HIGH FAIR

SHCS, Academic Affairs

INTERNSHIPS

Academic Departments

FOOD DAY

UEI, SHCS

HEALTHY COOKING DEMOS

SHCS

HAT

Student Affairs, SHCS

ATHLETICS

Flag Football All-Star Game

NUTRITION ANALYSIS

SHCS

EARTH DAY

Campus Departments

SELF DEFENSE

Public Safety

SPIRITUAL FILM FESTIVAL

Union, SHCS, CAPS

FLU SHOTS

SHCS

HIPPA TRAINING

SHCS

CAPITAL FELLOWS

Wellness Program

ACADEMIC AFFAIRS

First Year Classes

SUCCEED

SHCS & CAPS

WELLNESS FAIR

SHCS

YMCA HEALTHY KIDS DAY

YMCA, Recruitment

RESIDENCE HALL PROGRAMS

Hall Director, RA Training

SKILLS DAY

SHCS

PRIDE TRAINING

Student Org. & Leadership

PEAK ADVENTURES

Climbing, Wellness at Work

FACILITY ENHANCEMENTS

- **GOLF CART PARKING:** A permanent golf cart parking/charging area has been erected in the Union’s West loading dock, next to the Round Table patio. The “carport” was designed by the contractor who built the existing patio cover and matches the overall look and feel of the current structure, looking as if it was always there. The structure provides a sheltered, secure location for carts to be stored as well as recharged.
- **DOOR ACCESS SYSTEM:** The Union replaced its outdated electronic door access system with a new state of the art system, the same one used by the rest of the University. The new “Velocity” system allows for greater ease, control, and options in programming all doors requiring controlled access. The system allows for programming to occur from a central workstation, as well as remote access if needed by Union administrators.
- **ATM’S:** After several months of planning, JPMorgan Chase Bank installed an ATM on the outside of the University Union. This brought the Union back up to having three major bank ATM machines for use by the campus community.
- **GREEN EFFORTS:** New recycle stickers are now being used in Union offices along with new mini-bin receptacles, which put emphasis on less trash while allowing for co-mingled recycling at individual desks. The next step is to place similar recycling bins in all Union meeting rooms, as well as to adapt existing bins in the public areas to better promote the program. The stickers were shared with other units around campus by request.
- **SECURITY CAMERAS:** Additional security cameras have been brought online over the past year to give better coverage of some of the Union’s and the WELL’s higher traffic areas.
- **UNION STATION RENOVATION:** After 25 years of functioning out of the same location in the Union, Java City at Union Station was completely remodeled to become Eco Grounds Cafe, the newest brand in the Java City family. In partnership with Java City, the entire space was stripped back to square one to allow for new plumbing, flooring, electrical, and lighting. A free-floating kiosk was brought in and placed in a new area of the footprint allowing for a larger seating area as well as a better functioning space for lines to queue up.

CORPORATE STAFFING

- **CUSTODIAL SERVICES:** Opening of the WELL forced some decisions to handle custodial services in the WELL differently than in the Union. A custodial service company, CSG, was contracted for all cleaning at the WELL, while the Union stayed with the existing in-house custodial crew. The service level provided by CSG exceeded all expectations and the Union began reviewing options for improvement in custodial services.
- **THE WELL:** WELL staffing has continued to be challenging. Due to personnel issues, the WELL has never been fully staffed. Steps were taken to remedy problems, and will continue into 2011-12.
- **SECRETARY:** Debrah Lucas was hired as the WELL’s and the Executive Director’s Administrative support person. Mary Lyons left her position at the Union.

GENERAL

- **CAMPUS CALENDAR:** A Major Campus Calendar upgrade, including creation and launch of mobile interface for Campus Calendar (the first mobile site on the campus) occurred early in the year, increasing access to the site.
- **EMS:** Significant upgrades to the Event Services reservations system included a new EMS web interface and Meeting Matrix room diagramming software.
- **ONE TEAM, GO GREEN:** UNIQUE stepped up to the plate to coordinate “One Team Go Green” for the Men’s Basketball team due to the departure of another organizations sponsorship.
- **ART INSTALLATION:** The Union hosted its first ever art installation in the University Ballroom, April 2011. “The Black Hole” was created by artist Gong Yuebin and was comprised of a series of 15-foot long white gauze curtains suspended from the ceiling to form a maze. At the center of the room (lit red by spotlights), viewers encountered a large, round pool, where they were challenged to think about the artist’s message and it’s overall relevance.

FACILITY MOVES

- **PEAK ADVENTURES:** The former Peak Adventures and Bike Shop location on the first floor of the Union was meticulously remodeled to become the new home for UUCI Collaborative Services. Several months of renovating produced a bright, open environment which now houses 8 full time staff and approximately 10 students. This change (through necessity) also brought

about a new telecom hub on the North side of the building, which will allow for easier technological expansion in that area in the future.

- **POLICE SERVICE CENTER:** The Office of Public Safety opened the Police Service Center on the first floor of the University Union on September 1, 2010. This has allowed for a greater interaction between campus police officers, their programs, and the campus community.
- **EXIT CORRIDOR:** Due to the unanticipated backup of members trying to enter the recreation area at high traffic times, an expansion to the entrance/exit area was necessary. The project was completed June 2011, which will lead to a smooth access/exit during high traffic hours each day.
- **RE-ALIGNMENT OF SPACE ASSIGNMENTS:** After moving staff members into The WELL, the Union went through a series of office moves and rearrangements, utilizing the newly vacated spaces. In addition to the Collaborative Services suite, new space was made available for ASI Marketing, the Pride Center, the Women’s Resource Center, and various staff members of UUCI and UEI Catering.
- **ONE CARD SUMMER OFFICE:** The One Card opened a satellite center inside the Union Gallery during summer orientation in an effort to better serve student needs, and reduce wait times at the Lassen Hall office. What was originally seen as a “trial run” has proven to be a great success and will likely be a permanent addition to the University Union’s Summer Orientation offerings.

PLANS / CHALLENGES & EXPECTATIONS

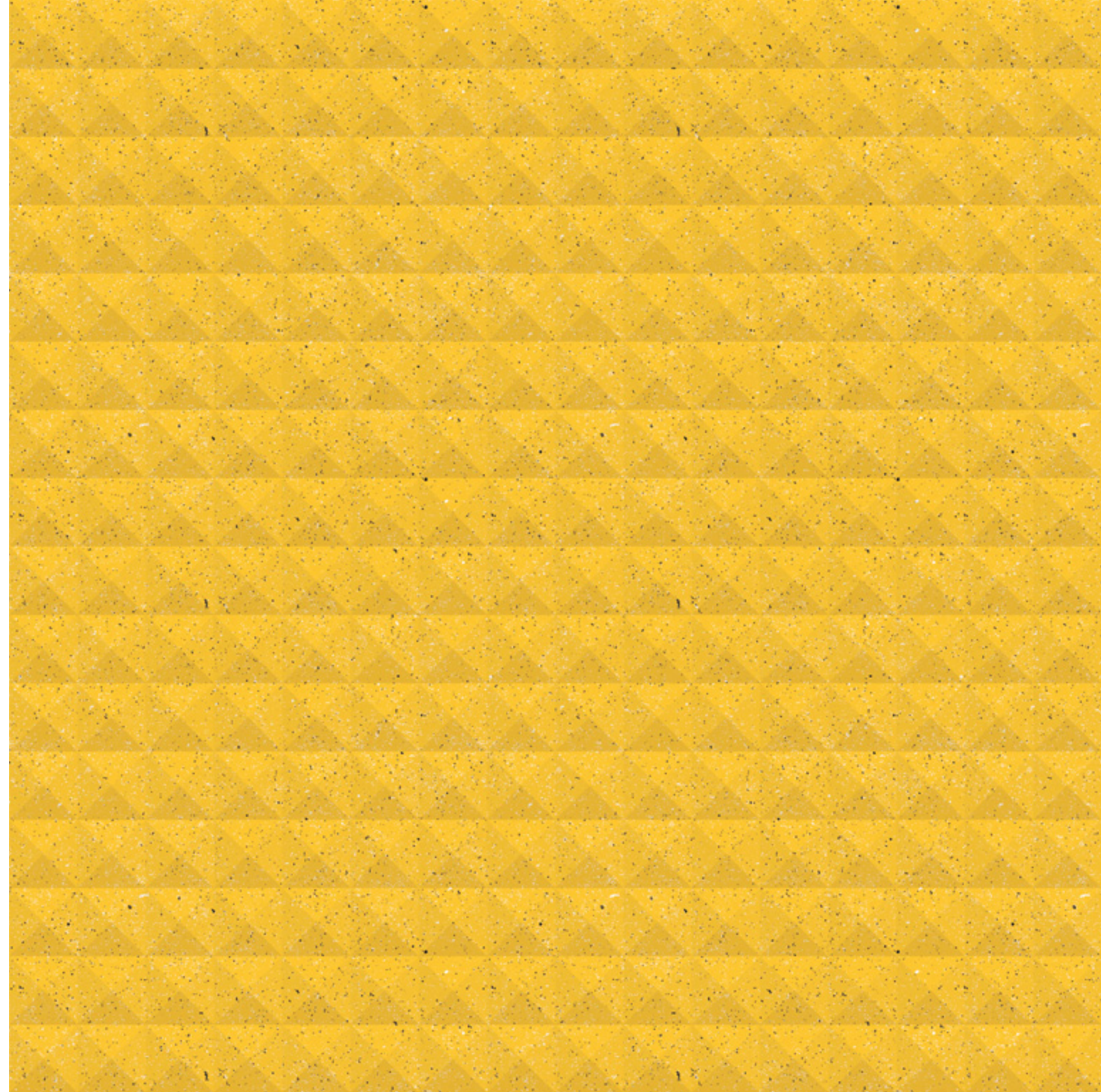
PLANS / CHALLENGES / EXPECTATIONS FOR 2011-12

- **ENROLLMENT:** As the State budget crisis continues, enrollment projections are dropping for the 2010-11 and 11-12 academic years. Since the Union and the WELL exist primarily on student fee dollars and reduction of head count will be felt. Adjustments and a new long range financial plan must be re-developed to ensure financial stability for the corporation. Staff is making a conscious effort to prioritize projects and scrutinize the use of all resources.
- **BUDGET:** Developing new revenue sources and increasing the effectiveness of our expenditures, while maintaining a cutting-edge approach to quality of service.
- **UNIVERSITY UNION AGING INFRASTRUCTURE:** The aging nature of the Union facility presents challenges at every turn. In addition to ongoing repair and maintenance of furnishings, fixtures, plumbing, etcetera, at the Union is showing an increasing amount breakdowns, and at times catastrophic failures. Customers demand greater levels of technological services that are also a concern with the outdated facilities and higher levels of demand. Though state of the art at the time of construction, the Union is looking at potential wiring upgrades in order to interface with the current and next generation of presentation equipment being brought in by facility users.
- **EVENT SERVICES:** The state of the economy may begin to significantly affect revenue for Event Services. Off-campus organizations are seeing a drop in numbers of attendees for annual events and are booking less space for smaller events and for shorter durations.
- **FOOD SERVICES AND RETAIL OPERATIONS:** The economy may take its toll on additional campus vendors, in and out of the Union, in the very near future. The Union and the WELL will need to be prepared for such occurrences and be able respond quickly and creatively to potential vacancies.
- **GREEN EFFICIENCIES:** The coming year will see many changes in the area of weather-proofing and energy conservation in both facilities.
- **WATER INTRUSION EVENTS:** Each year since 2006 has had water intrusions events in the Union of varying magnitudes. A long term solution must be developed to avoid large insurance claims for reoccurring problems.
- **STAFF ISSUES:** UUOCI will be looking to be fully staffed and maintain continuity in the fulltime personnel positions in order to foster excellence in customer service and a high level of quality in the programming UUOCI provides to the campus community.
- **CAMPUS COLLABORATIONS:** Effectively supporting and collaborating with the various communities that are affiliated with the University in an era of budgetary and personal fiscal challenge.
- **UNION VS. WELL:** Establishing and improving on working relationships with staff across the corporation, in an effort to improve productivity and discover both common and complementary strengths.
- **WELL DOWN TIMES:** Exploring methods to expand the WELL's membership base during facility utilization down times.
- **ENHANCED REVENUES:** Developing revenue sources and increasing the effectiveness of our expenditures, while maintaining our cutting-edge approach to quality of service. This includes how to increase utilization of both facilities during down times.
- **CUSTOMER SERVICE EVENTS:** During the coming year we will be implementing leadership and customer service skill development program at The WELL. Also planned is the implementation of a marketing campaign for our program. This campaign will focus on informal recreation, aquatics and event services. We are looking to offer new programs in the area of aquatics and climbing wall. These programs will be designed to entice more members of the campus community to utilize these unique opportunities that exist on campus.
- **NEED FOR FACILITY GROWTH:** In the future, when enrollment returns to the levels projected back in 2005-06 levels, (estimated 30,000 head count). The Union and the WELL will be unable to keep up with demand in their current size and structure. Demand will outgrow the current square footage. Evidence already exists in the area of food service seating in the Union and workout space in the WELL. UUOCI must begin addressing these issues and a concerted way, preparing for the future growth of campus.

CONCLUSION

THE UNIVERSITY UNION OPERATION OF CSUS INC, INCLUDING THE UNIVERSITY UNION, THE WELL AND COLLABORATIVE SERVICES CONTINUES TO SERVE THE UNIVERSITY IN THE PROVISION OF PROGRAMS AND SERVICES.

Through the collaborative effort of the entire campus community, UUOCI and its staff (both fulltime and part-time), the student constituencies, and the thousands of customers who utilize the Union, a partnership has been developed and maintained throughout the year. All those involved demonstrate a feeling of commitment to the UUOCI and Sacramento State and it is these feelings of ownership and loyalty which underlies the high quality of service provided to all who use the Union, and the WELL, for programs, fitness, meetings, conferences, and other activities. There is a real sense of optimism and anticipation for the future.





SACRAMENTO
STATE

