



California State University, Sacramento
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September 2013

Union WELL Inc. Board Member:

Congratulations on becoming a member of the University Union/the WELL Board of Directors for 2013-2014. It is going to be an exciting year. There will be a great deal to accomplish and the new board will have an opportunity to determine new directions and projects for the University Union and the WELL. For example the continuing development and operation of the WELL, the next expansion of the Union and the WELL and the creation of a student Event Center are all critical issues facing the Board this year. Other issues that will be considered this year include policy revisions, disaster preparedness and the ever changing fiscal situation in the state and on campus.

To help you get started, a manual has been developed for your orientation and training. As in previous years, the manual is in an electronic format on the Union WELL Inc. Board of Directors Web Site:

<http://www.csus.edu/union/bod/>

It contains information about the University Union, the WELL, the Strategic Plan for 2013-14, and the Union WELL Inc. organization chart. There is also information regarding responsibilities and obligations of board members. Please take the time to become familiar with all of the information contained there. It will be an asset to your success as a new board member.

Again, welcome to the Union WELL Inc. Board of Directors and we are looking forward to working closely with you in meeting the needs of the Sacramento State campus community.

Very truly yours,

A handwritten signature in black ink, appearing to read 'C. Fountain'.

Caleb Fountain
Chair, Board of Directors

A handwritten signature in black ink, appearing to read 'Leslie Davis'.

Leslie Davis
Executive Director, Union WELL Inc.

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WHAT DOES IT MEAN TO BE A UNION WELL INC. BOARD MEMBER?

When a person agrees to serve on the **UNION WELL INC.** Board of Directors or any nonprofit corporation (s) he agrees to certain standards of behavior that will assure the well-being, the preservation and the protection of the organization. These standards of behavior are called fiduciary duties or fiduciary responsibilities. Failure to conform to or abide by these legal duties and responsibilities may place the board member at potential personal liability if the corporation suffers, or is damaged, as a result of that failure.

Board effectiveness originates in a commitment from all board members to establish 'excellence' as the standard of performance. Achieving this standard means that the board will do whatever it takes to add true value to the organization's decision-making process, make hard decisions in a timely manner and support forward action. It will involve key stakeholders in the decision-making process and then hold all participants in the process accountable for achieving agreed upon outcomes.

To maintain excellence, the board needs to periodically evaluate its performance and always have a current action plan to further board development, personally, programmatically and organizationally.

The central responsibilities of **UNION WELL INC.** Board members are to ensure that the organization accomplishes its mission and remains financially viable. Success requires that the participating members focus on developing and implementing broad-based organizational policies, such as the organization's strategic agenda, operating budgets and long-range financial plan. Additionally, they must monitor the organization's performance and direct corrective actions when necessary.

In considering this description of the board's focus, note that its objectives and activities should not include micro-managing operations. This practice not only diverts the board's attention from its primary responsibilities, but also undercuts management's ability to lead. Symptoms of inappropriate involvement in operations include: a large number of board committees; meeting agendas that focus on line item budgets; high visibility of board members within the organization, including direct intervention in organizational problems; and numerous telephone calls to the executive office. The responsibility for managing the boundaries between policy and operations rests primarily with the Chairperson of the board but is shared by all board members.

RESPONSIBILITIES OF A BOARD MEMBER

Board members may have specific responsibilities that are unique to the business or industry in which they perform. The Board of Directors will also have a variety of responsibilities that are defined in the Bylaws of the Organization and in numerous Federal and State statutes and regulations.

Every board shares a set of general responsibilities that board members should be prepared to assume when they serve. The following checklist may be helpful to consider when the board conducts its self-assessment.

- **Attendance:** Board members agree to attend all board meetings and participate in some committee work.
- **Mission:** Board members agree to collaboratively define the mission and participate in strategic planning to review the Union WELL's Inc.'s purposes, priorities, financial standing, and goals.
- **UNION WELL Inc. Executive Director:** Board members have delegated authority to the University, to approve the selection, compensation, and to assure, the regular evaluation of the Executive Director's performance.
- **Finances:** Board Members must assure financial responsibility by:
 - Approving the annual budget and overseeing adherence to it.
 - Contracting for an independent audit.
 - Controlling the investment policies and management of capital or reserve funds.
- **Planning oversight and support:** Directors agree to oversee and evaluate strategic business and program plans. Support management in carrying out those plans.
- **Board and program effectiveness:** Directors must evaluate how well the board is performing and maintain an effective organization, procedures and recruitment.

The California Corporation Code governs directors Obligations and Liabilities as Board Members. This code outlines General Responsibility of the Board, Director's Liability to the Corporation, Transactions between the Corporation and the Board, Indemnification of Directors, etc. If you have any questions, please see the Executive Director of the Union for a full copy of the code or go to <http://www.leginfo.ca.gov/cgi-bin/calawquery?codesection=corp&codebody=&hits=20> .

What Makes You a Successful Board Member?

- You are honest
- You are sensitive
- You are tolerant of differing views
- You are enthusiastic
- You keep an open mind
- You are a team player
- You tackle complex problems with relish
- You take an orderly approach to decision making
- You are willing to accept and actively support decisions democratically made
- You are competent
- You have the courage to state your views on important issues
- You have a sense of humor

Personality traits in "**PROBLEM**" Board Members May Include:

- Obsession with a single issue.
- Always taking the "contrarian" view--just for show.
- Expounding on strongly held opinions that are rarely backed up by fact or research.
- "Board hopping" - or sitting on many boards, but serving none well.

"Welcome to the Board," @1995, Jossey-Bass Inc. Publishers

LEGAL RESPONSIBILITIES OF NONPROFIT BOARDS

Under well-established principles of nonprofit corporation law, a board member must meet certain standards of conduct and attention in carrying out his or her responsibilities to the organization. Several states have statutes adopting some variation of these duties which would be used in court to determine whether a board member acted improperly. These standards are usually described as the duty of care, the duty of loyalty and the duty of obedience.

Duty of Care

The duty of care describes the level of competence that is expected of a board member, and is commonly expressed as the duty of "care that an ordinarily prudent person would exercise in a like position and under similar circumstances." This means that a board member owes the duty to exercise reasonable care when he or she makes a decision as a steward of the organization.

Duty of Loyalty

The duty of loyalty is a standard of faithfulness; a board member must give undivided allegiance when making decisions affecting the organization. This means that a board member can never use information obtained as a member for personal gain, but must act in the best interests of the organization.

Duty of Obedience

The duty of obedience requires board members to be faithful to the organization's mission. They are not permitted to act in a way that is inconsistent with the central goals of the organization. A basis for this rule lies in the public's trust that the organization will manage donated funds to fulfill the organization's mission.

managementhelp.org

<http://its.spn.org/article/3/13/0/legal-responsibilities-of-nonprofit-boards>

BUILDING TRUST

Trust is critical, particularly with today's emphasis on team management. It is also the foundation for good relationships. Friendships, families, organizations and boards need trust to operate effectively. When people trust each other, everything works better. But trust doesn't come automatically. Trust must be earned.

Some people build trust quickly. Their attitudes and behaviors make it easy for others to trust them. Here are several characteristics of these strong trust builders:

- Keep promises, whether to clients, colleagues, or children. You can rely on them to do what they said they would do.
- Tell the truth, even when it may be painful, or when it may be to your disadvantage.
- Be quick to apologize when you've done something wrong. Sincerely regret doing wrong to others.
- Be a good listener, and listen at least as much as you talk.
- Generously praise people. Constantly look for what others do right, and comment on it.
- Willingly cooperate with colleagues. Be more interested in achieving good results than in who will get the credit.
- Strive to understand how others feel. Be sensitive and empathic to other's feelings.
- Look out for other people's interests as well as your own.
- Be fair in your dealings with everyone.
- Clarify your intentions so others will understand your actions.
- Seek input on issues from the people who will be affected by your decisions or actions.
- Genuinely be interested in other people. Strong trust builders have a high relationship orientation. Really care about others. Actively practice the Golden Rule, treat others the way you want to be treated.

• **Observation:** *When you demonstrate these attitudes and behaviors people just naturally trust you more. They trust you faster, too. They enjoy knowing, working, or living with you.*

BOARD AND STAFF RESPONSIBILITIES

PLANNING:

Activity	Responsibility
Direct the process of planning	Staff
Provide input to long range goals	Joint
Approve long range goals	Board
Formulate annual objectives	Staff
Approve annual objectives	Board
Prepare performance reports on achievement of goals and objectives	Staff
Monitor achievement of goals and objectives	Joint
Assessment	Staff

PROGRAMMING:

Activity	Responsibility
Assess stakeholder (customers, community) needs	Staff
Train volunteer leaders (Committee members and Board Members)	Staff
Oversee evaluation of products, services and programs	Board
Maintain program records; prepare program reports	Staff
Prepare preliminary budget	Staff
Finalize and approve budget	Board
See that expenditures are within budget during the year	Staff
Approve expenditures outside authorized budget	Board
Insure annual audit of organization accounts	Board

Board and Staff Responsibilities

PERSONNEL:

Activity	Responsibility
Employ the Director	Sac State
Direct work of the staff	Staff
Hire and discharge staff member	Staff
Decision to add staff	Staff/Board
Settle discord among staff	Staff

COMMUNITY RELATIONS:

Activity	Responsibility
Interpret organization to community	Staff/Board
Provide organization linkage with other organizations	Joint

BOARD COMMITTEES:

Activity	Responsibility
Appoint committee members	Board
Call Committee Chair to urge him/her into action	Board
Promote attendance at Board/Committee meetings	Joint
Recruit new Board members	Board
Plan agenda for Board meetings	Joint
Take minutes at Board meetings	Joint
Plan and propose committee organization	Joint
Prepare exhibits, material and proposals for Board and Committees	Staff
Sign legal documents	Joint
Follow-up to insure implementation of Board and Committee decisions	Staff
Settle clash between Committees	Board

WHAT IS CONFLICT OF INTEREST?

Conflict of interest is difficult to define, yet many people think they know it when they see it. The legal definition of conflict of interest, usually set out in state laws governing nonprofit corporations, is very specific and covers relatively few situations. Most conflicts fall into a gray area where *ethics and public perception* are more relevant than statutes or precedents.

Conflict of interest arises whenever the personal or professional interests of a board member are potentially at odds with the best interests of **UNION WELL INC.** Such conflicts are common: A board member performs professional services for an organization, or proposes that a relative or friend be considered for a staff position. Such transactions are perfectly acceptable if they benefit the organization and if the board made the decisions in an objective and informed manner. Even if they do not meet these standards, such transactions are usually not illegal. They are, however, vulnerable to legal challenges and public misunderstanding.

Loss of public confidence and a damaged reputation are most likely the result of poorly managed conflicts of interest. Because public confidence is important to most organizations, boards should take steps to avoid even the appearance of impropriety.

HOW DO WE SAFEGUARD AGAINST CONFLICT OF INTEREST?

When the personal or professional concerns of a board member or a staff member affect his or her ability to put the welfare of the organization before personal benefit, conflict of interest exists. **UNION WELL INC.** Board Members are likely to be affiliated with many organizations on campus, both on a professional, academic and a personal basis, so it is not unusual for actual or potential conflict of interest to arise.

Why must we be concerned about conflict of interest?

Board service in the academic and nonprofit sector carries with it important ethical obligations. **UNION WELL INC.** was developed to serve the broad public and campus good, and when board members fail to exercise reasonable care in their oversight of the **UNION WELL INC.** they are not living up to their public trust. In addition, board members have a legal responsibility to assure the prudent management of an organization's resources. In fact, they may be held liable for the organization's actions. A 1974 court decision known as the "Sibley Hospital case" set a precedent by confirming that board members can be held legally liable for conflict of interest because it constitutes a breach of their fiduciary responsibility.

CONFLICT OF INTEREST POLICY

UNION WELL INC. Board of Directors is governed by the California Corporation Code Sections 5230, 5231, 5232, 5233, 5234, 5237 and 5239. The California State Attorney General has a 10-year time limit within which to file an action regarding violations of the aforementioned sections. A full document is available in the office of the Director of the University Union.

THE BASICS:

1. **FULL DISCLOSURE.**

Board members and staff members in decision-making roles should make known their connections with groups doing business with the organization. This information should be provided annually.

2. **BOARD MEMBER ABSTENTION FROM DISCUSSION AND VOTING.**

Board members who have an actual or potential conflict of interest should not participate in discussions or vote on matters affecting transactions between the organization and the other group.

3. **TIMING OF DISCLOSURE:** All potential conflicts must be disclosed when they occur so that board members who are voting on a decision are aware that another member's interests are being affected.

4. **STAFF MEMBER ABSTENTION FROM DECISION-MAKING.**

Staff members who have an actual or potential conflict should not be substantively involved in decision-making affecting such transactions.

Special Note

Each Board member will be asked to complete a conflict of interest form at the start of each academic year. If there are any changes that need to be addressed during the year, Board members are obligated to disclose that information and revise their conflict of interest form.

October 20, 1990

FROM: John W. Francis
Legal Counsel

SUBJECT: Duties and Liabilities of Directors

The California Nonprofit Corporation Law provides precise guidance to directors and officers of nonprofit corporations on their duties and their liabilities that can flow from a failure to exercise those duties properly. First, there is Section 5047.5 that reads as follows:

- (a) The Legislature finds and declares that the services of directors and officers of nonprofit corporations who serve without compensation are critical to the efficient conduct and management of the public service and charitable affairs of the people of California. The willingness of volunteers to offer their services has been deterred by a perception that their personal assets are at risk for these activities. The unavailability and un-affordability of appropriate liability insurance makes it difficult for these corporations to protect the personal assets of their volunteer decision makers with adequate insurance. It is the public policy of this state to provide incentive and protection to the individuals who perform these important functions.
- (b) Except as provided in this section, no cause of action for monetary damages shall arise against any person serving without compensation as a director or officer of a nonprofit corporation subject to Part 2 (commencing with Section 5110), *** of this division on account of any negligent act or omission occurring (1) within the scope of that person's duties as a director acting as a board member, or within the scope of that person's duties as an officer acting in an official capacity; (2) in good faith; (3) in a manner that the person believes to be in the best interest of the corporation; and (4) is in the exercise of his or her policymaking judgment.
- (c) This section shall not limit the liability of a director or officer for any of the following:
 - (1) Self-dealing transactions, as described in Sections 5233. *
 - (2) Conflicts of interest.
- a. -----
 - i. Section 5233 covers conflict of interest and other so-called "self-dealing" by directors with interests in contracts or other transactions entered into by the board of directors.
 - (3) Actions described in Sections 5237. **
 - (4) In the case of a charitable trust, an action or proceeding against a trustee brought by a beneficiary of that trust.
 - (5) Any action or proceeding brought by the Attorney General.
 - (6) Intentional, wanton, or reckless acts, gross negligence, or an action based on fraud, oppression, or malice.
 - (7) Any action brought under Chapter 2 (commencing with Section 16700) of Part 2 of Division 7 of the Business and Professions Code.
- (d) This section only applies to nonprofit corporations organized to provide religious, charitable, literary, educational, scientific, social, or other forms of public service that are exempt from federal income taxation under Section 501(c)(3) or 501(c)(6) of the Internal Revenue Code.
- (e) This section applies only if the nonprofit corporation maintains a general liability insurance policy with an amount of coverage of at least the following amounts:

- (1) If the corporation's annual budget is less than fifty thousand dollars (\$50,000), the minimum required amount is five hundred thousand dollars (\$500,000).
 - (2) If the corporation's annual budget equals or exceeds fifty thousand dollars (\$50,000), the minimum required amount is one million dollars (\$1,000,000).
 - (3) This section applies only if the claim against the director or officer may also be made directly against the corporation and a general liability insurance policy is in force both at the time of injury and at the time the claim against the corporation is made, so that a policy is applicable to the claim. If a general liability policy is found to cover the damages caused by the director or officer, no cause of action as provided in this section shall be maintained against the director or officer.
- (f) For the purpose of this section, the payment of actual expenses incurred in attending meetings or otherwise in the execution of the duties of a director or officer shall not constitute compensation.
- (g) Nothing in this section shall be construed to limit the liability of a nonprofit corporation for any negligent act or omission of a director, officer, employee, agent, or servant occurring within the scope of his or her duties.

 ** Section 5237 relates to making improper loans or other distributions of corporate assets.

- (h) This section does not apply to any corporation that unlawfully restricts membership, services, or benefits conferred on the basis of race, religious creed, color, national origin, ancestry, sex, marital status, sexual orientation, disability, political affiliation, or age.
- (i) This section does not apply to any volunteer director or officer who receives compensation from the corporation in any other capacity, including, but not limited to, as an employee.
- (j) This section shall remain in effect only until January 1, 1992, and as of that date is repealed, unless a later enacted statute, which is enacted before January 1, 1992 deletes or extends that date.

Then Section 5231 adds this:

- (a) A director shall perform the duties of a director, including duties as a member of any committee of the board upon which the director may serve, in good faith, in a manner such director believes to be in the best interest of the corporation and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances.
- (b) In performing the duties of a director, a director shall be entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by:
 - (1) One or more officers or employees of the corporation whom the director believes to be reliable and competent in the matters presented;
 - (2) Counsel, independent accountants or other persons as to matters which the director believes to be within such person's professional or expert competence; or
 - (3) A committee of the board upon which the director does not serve, as to matters within its designated authority, which committee the director believes to merit confidence, so long as, in any such case, the director acts in good faith, after reasonable inquiry when the need therefore is indicated by the circumstances and without knowledge that could cause such reliance to be unwarranted.
- (c) Except as provided in Section 5233, a person who performs the duties of a director in accordance with subdivisions (a) and (b) shall have no liability based upon any alleged failure to discharge the person's

obligations as a director, including, without limiting the generality of the foregoing, any actions or omissions which exceed or defeat a public or charitable purpose to which a corporation, or assets held by it, are dedicated.

Section 5239 concludes with:

- (a) There shall be no personal liability to a third party for monetary damages on the part of a volunteer director or volunteer executive officer of a nonprofit corporation subject to this part, caused by the director's or officer's negligent act or omission in the performance of that person's duties as a director or officer, if all of the following conditions are met:
 - (1) The act or omission was within the scope of the director's or executive officer's duties.
 - (2) The act or omission was performed in good faith.
 - (3) The act or omission was not reckless, wanton, intentional, or grossly negligent.
 - (4) Damages caused by the act or omission are covered pursuant to a liability insurance policy issued to the corporation, either in the form of a general liability policy or a director's and officer's liability policy, or personally to the director or executive officer. In the event that the damages are not covered by a liability insurance policy, the volunteer director or volunteer executive officer shall not be personally liable for the damages if the board of directors of the corporation and the person had made all reasonable efforts in good faith to obtain available liability insurance.
- (b) "Volunteer" means the rendering of services without compensation. "Compensation" means remuneration whether by way of salary, fee, or other consideration for services rendered. However, the payment of per diem, mileage, or other reimbursement expenses to a director or executive officer does not affect that person's status as a volunteer within the meaning of this section.
- (c) "Executive officer" means the president, vice president, secretary, or treasurer of a corporation, or such other individual who serves in like capacity, who assists in establishing the policy of the corporation.
- (d) Nothing in this section shall limit the liability of the corporation for any damages caused by acts or omissions of the volunteer director or volunteer executive officer.
- (e) This section does not eliminate or limit the liability of a director or officer for any of the following:
 - (1) As provided in Section 5233 or 5237.
 - (2) If any action or proceeding brought by the Attorney General.
- (f) Nothing in this section creates a duty of care or basis of liability for damage or injury caused by the acts or omissions of a director or officer.
- (g) This section is only applicable to causes of action based upon acts or omissions occurring on or after January 1, 1988.

DIRECTORS' OBLIGATIONS AND LIABILITIES

<p>I General Duty of Care A. Standard of conduct</p>	<p>1) 5231(a): 2) Act performed in good faith 3) In best interests of corporation 4) After reasonable inquiry 5) With care of ordinarily prudent person under similar circumstances“ Prudent person” rules (Corp C S.</p>
<p>B. Reliance on information supplied by others 1. Person relied on</p>	<p>Directors may rely on information supplied by: (1) Officers or employees (2) Professionals and experts (3) Committees of the board on matters within delegated authority</p>
<p>2. Elements of reliance</p>	<p>Reliance must be (Corp C S. 5231(b)): (1) In good faith (2) Without knowledge of reasons for non-reliance (3) After reasonably inquiry if called for by circumstances</p>
<p>C. Result of compliance</p>	<p>Directors not liable for failure to discharge obligations of director except for self-dealing transactions (Corp C S. 5233; see IV below) (Corp C S. 5231(c))</p>
<p>D. Transactions to which this standard applies</p>	<p>General applicability: Director not liable if standards are complied with even though director’s act or omission exceeds or defeats a corporate purpose (Corp C S. 5231(c))</p> <p>Specifically applicable (a) to acts performed in selecting directors (Corp C. S 5232) and (b) as degree of care required in investing funds held for investment (see II below) (Corp C S. 5240 (d))</p>
<p>II Additional Standards for Investments of Funds A. Applicability</p>	<p>Applies to funds held for investment only, not to funds related to corporation’s public benefit or charitable programs (Corp C S.5240(a))</p>
<p>B. Investment standards</p>	<p>(1) Must avoid speculation and consider both income and long term safety or capital (2) Must comply with any additional requirements of articles, bylaws or instrument or agreement under which funds were contributed (Corp C S. 5240(b))</p>
<p>C. Exceptions</p>	<p>Standards not violated by conduct authorized or required by instrument or agreement under which funds were contributed (Corp C S.5240(c))</p>

III	Loans and Guaranties	Forbidden unless Attorney General approves (Corp C S.5236(a))
	A. General rule: Loans to or guaranties of obligations of directors or officers	
	B. Special rules and exceptions	Directors who approve a prohibited transaction are jointly and severally liable to the corporation (Corp C S.5237(a)(3))
	(1) Advances to directors or officers to cover reimbursable expenses	
	(2) Payment of premiums policy insuring life of director or officer	Permitted (Corp C S. 5236(a))
	(3) Credit union exception	Permitted if secured by policy's proceeds and cash value (Corp C S.5236(b))
	(4) Loan to purchase principal residence of an officer	Permitted if directors find loan is necessary to finance officer's principal residence in order to obtain or retain officer's services and if loan is secured by California real property. Corp C S.5236(c).
	C. Which directors are liable	All directors who approved or abstained from voting on the prohibited loan or guaranty (Corp C S.5237(a)-(b))
	D. Who may bring suit in the name of the corporation	(a) Non-consenting creditors whose debts or claims arose before the prohibited loan or guaranty (Corp C S.5237(c)(2)) (b) Non-consenting members, in a derivative action (Corp C S.5710) (c) (3) The Attorney General (Corp C S.5237(c)(3))
IV	Self-Dealing Transactions	A self-dealing transaction is a transaction to which the corporation is a party and in which one or more directors ("interested directors") have a material financial interest (Corp C S5233(a)) (a mere common directorship is not a material financial interest (Corp C S.5234))
	A. Definition	
	B. Exceptions from definition	Exceptions: (1) Actions fixing compensation of officers or directors (Corp C S.5233(b)(1)) (2) Transactions that are part of public or charitable programs that benefit a class of which directors or their families are members (Corp C S.5233-(b)(2)) (3) Transactions of which interested directors had no actual knowledge and which do not exceed 1% of corporation's gross annual receipts or \$100,000 whichever is smaller S.5233(b)(3))
	C. General rule	Interested directors are liable to the corporation for self-dealing transactions unless the transaction was approved by one of the methods listed in D below (Corp C S.5233(h))
	D. Approvals that avoid director's liability	Directors are not liable if there has been one of the following:
	(1) By Attorney General or court	(1) Approval by Attorney General, or by court in an action in which Attorney General was an indispensable party, either before or after consummation of the

	transaction (Corp C S.5233(d)(1))
(2) By board of directors	(2) Approval before director's consummation of the transaction by a disinterested board, under the following circumstances (Corp C S.5233(d)(2)): (a) Corporation entered into transaction for its own benefit (b) Transaction was fair and reasonable to the corporation (c) More advantageous arrangements could not have been made with reasonable effort
(3) By board committee	(3) Interim approval before consummation by committee having authority of board, where immediate action was needed and action by full board was not(feasible, plus ratification by board at its next meeting, under circumstances listed in (2) above (Corp C S.5233(d)(3))
E. Limitations of actions	Actions based on self-dealing transactions must be commenced within either of the following periods: (1) If notice of the transaction was filed with Attorney General, 2 years from date notice was filed (2) If no notice was filed, 3 years from date transaction occurred (10 years for suits brought by Attorney General) (Corp C S.5233(e))
V. Distributions to Members A. General rule	All distributions prohibited (Corp C S.5410)
B. Director's liability	Directors who approve any distribution are jointly and severally liable to the corporation (Corp C S.5237(a)(1))

RESTATED ARTICLES OF INCORPORATION OF

**UNIVERSITY UNION OPERATION OF
CALIFORNIA STATE UNIVERSITY, SACRAMENTO**

A CALIFORNIA NONPROFIT PUBLIC BENEFIT CORPORATION

The undersigned certify that:

1. They are the Chair of the Board and the Secretary-Treasurer, respectively, of the University Union Operation of California State University, Sacramento.
2. The Articles of Incorporation of this corporation are amended and restated to read as follows:

I

The name of this corporation is UNIVERSITY UNION OPERATION OF CALIFORNIA STATE UNIVERSITY, SACRAMENTO.

II

This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for public and charitable purposes. It shall conduct its operation in conformity with regulations established by the Trustees of the California State University and Colleges and approved by the Director of Finance as required by the California Education Code, Section 89900.

III

This Corporation shall be operated as an integral part of the education program of the California State University, Sacramento, hereinafter called the "University," as required by the California Administrative Code, Title V, Section 4240I; and its operations shall be integrated with University operations and administered or supervised by the existing University administrative organization as required by the California Administrative Code, Title V, Section 4260I(c).

IV

The specific purpose of this corporation is to promote and assist the educational program of the University or such institution as shall succeed to the properties and functions of said University; to apply the funds and properties coming into its hands toward furthering the educational program carried on or approved by the administrative officers of the University; and to carry on other charitable and educational activities associated with this purpose as allowed by law. This Corporation shall not carry on any activities not approved by the administrative officers of the University.

V

This Corporation is not organized, nor shall it be operated, for pecuniary gain or profit, and does not contemplate the distribution of gains, profits or dividends to its members or to any private shareholder or individual. The property, assets, profits, and net income of this Corporation are irrevocably dedicated to the charitable purposes set forth in Article IV, and no part of the net earnings of the Corporation shall inure to the benefit of any member, director or officer of the Corporation or any private individual, except that reasonable compensation may be paid for services rendered by employees of and agents to and for the Corporation.

VI

This corporation is organized exclusively for charitable and educational purposes within the meaning of Internal Revenue Code section 501(c)(3) or the corresponding provision of any future United States internal revenue law. Despite any other provision in these articles, the corporation shall not, except to an insubstantial degree, engage in any activities or exercise any powers that do not further the purposes of this corporation, and the corporation shall not carry on any other activities not permitted to be carried on by (a) a corporation exempt from federal income tax under the Internal Revenue Code section 501(c)(3) or the corresponding provision of any future United States internal revenue law, or (b) a corporation, contributions to which are deductible under Internal Revenue Code section 170(c)(2) or the corresponding provision of any future United States internal revenue law.

VII

No substantial part of the activities of this corporation shall consist of lobbying or propaganda, or otherwise attempting to influence legislation, except as provided in Section 501(h) of the Internal Revenue Code, and this corporation shall not participate in or intervene in (including publishing or distributing statements) any political campaign on behalf of or in opposition to any candidate for public office.

VIII

All corporate property is irrevocably dedicated to the purposes set forth in Articles II and IV, above. No part of the net earnings of this corporation shall inure to the benefit of any of its directors, trustees, officers, members, employees, or to the benefit of any private persons.

IX

Upon dissolution of this corporation, net assets other than trust funds shall be distributed to one or more nonprofit corporations organized and operated for the benefit of the California State University, Sacramento, or the students or the students and faculty at that University, such successor to be recommended by the Board of Directors and approved by the President of California State University, Sacramento and by the Board of Trustees of the California State University. Such successor nonprofit corporation or corporations must be qualified for federal income tax exemption under Sections 501(a) and 501(c) (3) of the United States Internal Revenue Act of 1986 and be organized and operated exclusively for charitable, scientific, literary, or educational purposes, or for a combination of said purposes. In the alternative, upon dissolution of the corporation, net assets other than trust funds shall upon approval of the President of California State University, Sacramento, and the Board of Trustees of the California State University, be distributed to the California State University, Sacramento.

If, upon dissolution, this Corporation holds any assets in trust, such assets shall be disposed of in such manner as may be directed by decree of the Superior Court of the County in which this Corporation's principal office is located upon petition therefore by the Attorney General by any person concerned in the liquidation. In no event shall any assets be distributed to any member, director, or officer of this Corporation.

X

The Articles of Incorporation of this Corporation shall not be amended except with the affirmative vote or written consent of not less than 80% of the members of the Board of Directors.

XI

Notwithstanding anything to the contrary which may be expressed or implied in the Articles of Incorporation, this Corporation shall act in accordance with the following provisions:

- (A) This Corporation shall distribute its income for each taxable year at such time and in such manner as not to become subject to the tax on undistributed income imposed by Section 4942 of Internal Revenue Act of 1986.

- (B) This Corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Internal Revenue Act of 1986.
- (C) This Corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Internal Revenue Act of 1986.
- (D) This Corporation shall not make any investments in such manner as to subject it to tax under Section 4944 of the Internal Revenue Act of 1986.
- (E) This Corporation shall not make taxable expenditures as defined in Section 4945(d) of the Internal Revenue Act of 1986.

XII

Pursuant to California Corporations Code section 9913(a) the corporation elects to be governed by all of the provisions of the California Nonprofit Public Benefit Corporation Law.

3. The foregoing Amendment and Restatement of Articles of Incorporation has been duly approved by the Board of Directors.

4. The corporation has no members.

We further declare under penalty of perjury under the laws of the State of California that the matters set forth in this certificate are true and correct of our own knowledge.

Date: February 17, 2010

Monica Barba, Chair of the Board

Brent Lofy, Secretary-Treasurer

**University Union Operation
Of
California State University, Sacramento, Inc.**

BYLAWS

ARTICLE I

BOARD OF DIRECTORS

Section 1 The Corporate powers, business and affairs of this Corporation hereinafter known as UUOCSUSI shall be exercised, conducted, and controlled by a Board of Directors who shall be known as Board Members. The Board of Directors shall be composed of eleven (11) persons, designated, elected or appointed for terms of office as follows:

- | | |
|---|------------|
| 1. President, California State University, Sacramento (CSUS), or designee | Continuous |
| 2. Chief Fiscal Officer, CSUS, or designee | Continuous |
| 3. Chief Student Affairs Officer, CSUS, or designee | Continuous |
| 4. Elected Student | Two Years |
| 5. Student Chair of UU Advisory Group | One year |
| 6. Board-appointed Student, UU Advisory Group | One Year |
| 7. Board-appointed Student, Chair of the WELL Advisory Group | One Year |
| 8. Board-appointed Student, The WELL Advisory Group | One Year |
| 9. ASI Representative | One Year |
| 10. Faculty Representative | Two Years |
| 11. Alumni Representative | Two Years |

All elected and/or appointed members shall be eligible for re-election or re-appointment. The elected student member of the Board of Directors shall be elected at a spring general student body election for a two (2) year term, beginning on the day following the last day of the spring semester of the academic year in which elected and ending on the last day of the spring semester of the second following academic year. Such election shall be conducted by the student body (ASCSUS) in compliance with all applicable election and corporate codes and with the Education Code Open Meeting Law¹ requirements. Board-appointed students and the ASI Representative shall serve for a term of one (1) year from the date of their appointment and/or until a successor appointment or re-appointment is made. Faculty and Alumni representatives on the Board of Directors shall serve for a term of two (2) years from the date of their appointment and/or until a successor appointment or re-appointment is made.

¹Currently Section 89925

All appointments to the Corporation Board of Directors shall be made by the President, CSUS.

Section 2 Vacancies in appointed positions shall be filled by appointment made by the President, CSUS, from among a minimum of two (2) names forwarded to the President, CSUS from the original nominating body.

A Vacancy in the elected student position will be filled by appointment made by the President, CSUS, from among a minimum of two (2) CSUS students recommended by the Board of Directors who meet the qualifications and criteria for candidacy and membership for the position. An Interim appointee's term on the UUOCSUSI Board of Directors shall then run until the last day of the spring semester of the academic year in which appointed, and a new student representative shall be elected for a two year term to commence at the expiration of the appointee's term as provided in Section 1, above.

Provided that nothing shall prohibit an interim appointee from running for election for a full two year term to commence after expiration of the interim appointed term.

When a faculty or student member terminates his/her association with CSUS, his/her position on this Board shall be declared vacant. When an alumni member terminates his/her membership in the Alumni Association, his/her position on this Board of Directors shall be declared vacant. When an elected member of the UUOCSUSI Board is absent from two or more consecutive regularly scheduled meetings of the Board, then, by majority vote, the Board may declare that position vacant. When an appointed or designated member of the Board is absent from two or more consecutive regularly scheduled meetings of the UUOCSUSI Board, the Board by majority vote may request the designating or appointing authority to provide a successor appointee or designee to complete the absent members' term.

Section 3 The UUOCSUSI Board members shall serve without compensation.

Section 4 Regular meetings of the Board of Directors shall be held at least once each quarter of each year. The location shall be the University Union, CSUS; 6000 J Street; Sacramento, California.

Section 5 Notice of the time, place, and agenda for all regular and special meetings shall be mailed to each member and to those other persons or media who have made written request for such notification. Written notification shall be mailed or personally delivered to each person or medium at his/her last known place of business or residence and shall be mailed or delivered not less than seven (7) days prior to the date of each regular meeting, or twenty-four (24) hours prior to special meetings. In addition, such notification of regular meetings shall be posted for not less than seven (7) days in advance of each meeting and for special meetings not less than twenty-four (24) hours in advance of such meetings. No action on any item of business shall be taken until the agenda noting that item of business has been posted for the appropriate period herein described.

Section 6 Special meetings, as defined in the California Education Code², may be called by the Chairperson or by request of four (4) members of the Board, and may be held with less than seven (7) days notice when such meetings are necessary to discuss emergency business, providing that the written notice of the meeting shall be delivered not less than twenty-four (24) hours prior to the meeting, and shall state the time and place of the meeting and items of business to be transacted. The considerations of the Board at that meeting shall be limited to those listed emergency items of business. Notification shall be given as noted in Section 5, above, and additionally shall be given to any medium or other party to be directly affected by that meeting.

²Currently Section 89922

Section 7 All meetings of the Board shall be open to members of the public and shall be held in compliance with the sections of the California Education Code known as the Open Meeting Law,³ except that closed sections to discuss personnel or other allowed matters may be held pursuant to the code.⁴

Section 8 Each Board Member shall file with the office of the UUOCSUSI Executive Director, an address to which all notices may be directed until a notice of change of address has been given to the office of the UUOCSUSI Executive Director in writing.

ARTICLE II

QUORUM

At all meetings of the UUOCSUSI Board, a majority of the Board of Directors shall be necessary and sufficient to constitute a quorum for the transaction of business, and the act of a majority of the Board members present at any meeting at which there is a quorum shall be the act of the Board of Directors, except as may be otherwise specifically provided by statute or these Bylaws.

For the purpose of determining a quorum, "Board Membership or Majority of the Board of Directors," the Board membership of eleven (11) shall be reduced by the number of any positions vacant at the time of such determination.

ARTICLE III

EXECUTIVE COMMITTEE

The Board of Directors may create an Executive Committee of the Officers to act when the Board is not in session. Such a three (3) member Executive Committee shall be vested with all the powers of the Board of Directors, which may be conferred upon it by resolution or bylaws. No less than one student must be a member of the Executive Committee. Any meetings of such an Executive Committee shall be governed by the Notification and Public Meeting Requirements of the Education Code and as noted for the full Board meetings in Article I, Sections 4 through 8 of these Bylaws. Prior to election of Executive Committee members, notification of intent to conduct such an election shall be included as part of an announced agenda of business items by the Board. Opportunity for presentation of issues, candidate information, and sample ballots as requested shall be given to members during the meeting and prior to the election vote.

³Current Sections 89920-89928

⁴Currently Section 89923

ARTICLE IV

OFFICERS

Section 1 The officers of this Corporation shall be a Chairperson, a Vice-Chairperson and a Secretary-Treasurer. The Chairperson's term of office shall be one (1) year, effective the June 1 after the general election, or until a new Chairperson is appointed. The nominations process shall be held at the May regular meeting of the Board of Directors (and/or if not completed at that regular meeting, then at a subsequent special meeting prior to the end of May) where the Board shall nominate from their own membership, two (2) nominees, to be submitted to the President, CSUS, for the appointment of a Chairperson, whom shall be appointed by the President, CSUS, from among those nominated.

The Vice-Chairperson and Secretary-Treasurer shall be directly elected by the Board of Directors from their own membership. All members wishing to place election information on issues, candidates, or sample ballots before the Board, shall be given the opportunity to do so during the meeting and prior to the election. Each officer shall serve for the term of one (1) year effective October 15 and/or until his/her successor is elected or appointed and qualified. Vacancies in officer positions shall be filled in the same manner as the position was originally filled but only for the unexpired term of the office vacated.

Section 2 The Trustees and officers of the Corporation shall serve without compensation.

Section 3 The Chairperson, Vice-Chairperson, and Secretary-Treasurer shall have the authority to and shall discharge the duties ordinarily conferred upon, and discharged by the President, Vice President, and Secretary -Treasurer of a corporation until such time as the Board shall limit, enlarge, or otherwise prescribe the authority and duties of the officers.

ARTICLE V

MEMBERS

The members of the Board of Directors shall constitute the members of the Corporation.

ARTICLE VI

PURPOSES AND RESPONSIBILITIES

Section 1 This Board shall develop policy for and act as the guiding force behind all aspects of the University Union. Its purposes and responsibilities shall be to arrange for and operate buildings, facilities, programs, personnel, budgetary, and

financial matters of UUOCSUSI in a manner consonant with the interest and needs of students of the University and of the campus community and in keeping with the policies set forth by the Trustees of the California State University and by California State University, Sacramento.

All policy action taken by this Board shall be conveyed to the President, CSUS, or his designee. The President, CSUS, or his designee, shall either approve and direct the policy to the Board for implementation or return it to the Board as soon as feasible for alternative action.

Section 2 In order to carry out and achieve the foregoing purpose, the Corporation may:

- (a) Act as trustee under any trust created to furnish funds for any of the purposes for which this Corporation is formed and receive, hold, administer, lend, and expend funds and property subject to such trust;
- (b) Make contracts;
- (c) Solicit, collect, receive, acquire, use, develop, expend, grant, hold, invest, and lend money and property, both real and personal, received by gift, contribution, bequest, devise or otherwise;
- (d) Sell and convert property, both real and personal, into cash;
- (e) Use the funds of this Corporation and the proceeds, income, rents, issues, and profits derived from any property of this Corporation for any of the purposes for which this Corporation is formed;
- (f) Purchase or otherwise acquire, own, hold, sell, assign, transfer, or otherwise dispose of, mortgage, pledge or otherwise hypothecate or encumber and deal in with shares, bonds, notes, debentures or other securities or evidences of indebtedness of any person, firm, corporation or association and, while the owner or holder thereof, exercise all rights, powers and privileges of ownership.
- (g) Purchase or otherwise acquire, hold, own, use, develop, sell, exchange, assign, convey, lease or otherwise dispose of and mortgage or hypothecate or encumber real and personal property;
- (h) Borrow money, incur indebtedness, and secure the repayment of the same by mortgage, pledge, deed of trust, or other hypothecation of property, both real or personal;
- (i) Act as principal, agent, joint venturer, partner or in other capacities;
- (j) Carry into effect any one or more of the objects and purposes hereinabove set forth and to that end to any one or more of the acts and things aforesaid, and otherwise any and all acts or things necessary where incidental thereto; and,
- (k) In conducting or carrying on its activities, and for the purpose of promoting and furthering any one or more of its said objects or purposes, to exercise any or all of the powers hereinabove set forth in this Article and any other additional power now or hereinafter authorized by law, either alone or in conjunction with others, as principal, agent, or otherwise provided, however, that this Corporation shall not have the power to support or oppose any candidate for public office, whether partisan or not, or to support or oppose any issue before the voter of this state or any subdivision thereof or any city, municipality, or local governmental entity of any kind except as may be permitted by Section 42659.1 of Article 4, Subchapter 6 or Part V of Title 5 of the California Administrative Code.

Section 3 The foregoing statement of purposes shall be construed as a statement of both purposes and powers, and the purposes and powers stated in each clause, except where otherwise expressed, shall be in no way limited or restricted by reference to or inference from the terms or provisions of any other clause, but shall be regarded as independent purposes and powers.

Section 4 This Corporation shall not make personal loans.

Section 5 This Corporation shall never be operated for the primary purpose of carrying on a trade or business for profit.

Section 6 Notwithstanding any of the above statements of purposes and powers, this Corporation shall not engage in activities which in themselves are not in furtherance of the charitable and educational purposes set forth in paragraph I of this Article III.

ARTICLE VII

DELEGATION OF AUTHORITY

There shall be a UUOCSUSI Executive Director who shall be appointed by the President, CSUS, upon the recommendation of the Board and the Chief Student Affairs Officer. The Executive Director in this position is administratively responsible to the Chief Student Affairs Officer for all services, programs, and fiscal matters pertaining to the UUOCSUSI. The UUOCSUSI Executive Director is responsible for the development and operation of the UUOCSUSI. Specifically, s/he has responsibility for food service; educational, social and recreational programs; commercial activities; the information desk; scheduling and reservations; building maintenance; office operations; accounting and financing; personnel; security; publicity and public relations; and all other matters related to the UUOCSUSI operations. ***University Union and the WELL functions or activities must conform and be limited to only those authorized by the CSU Trustees in the executed written operating agreement.***

The Executive Director has full responsibility for the financial operations of and for maintaining the financial procedures of the UUOCSUSI in accordance with University and Chancellor's Office procedures. The UUOCSUSI Executive Director is the designated appointee of the University UUOCSUSI Operation Board of Directors and of the elected representative of the student body for purposes of claim schedule submission. In the absence of the UUOCSUSI Executive Director and when so indicated by the UUOCSUSI Executive Director, the Director of the Union, the Director of the WELL and/or Director for Programs , graphics and Information Services is the designated appointee for purposes of delegated responsibilities and claim schedule submission.

The UUOCSUSI Executive Director has the responsibility of implementing those policies and procedures as established by the Board.

ARTICLE VIII

AMENDMENTS

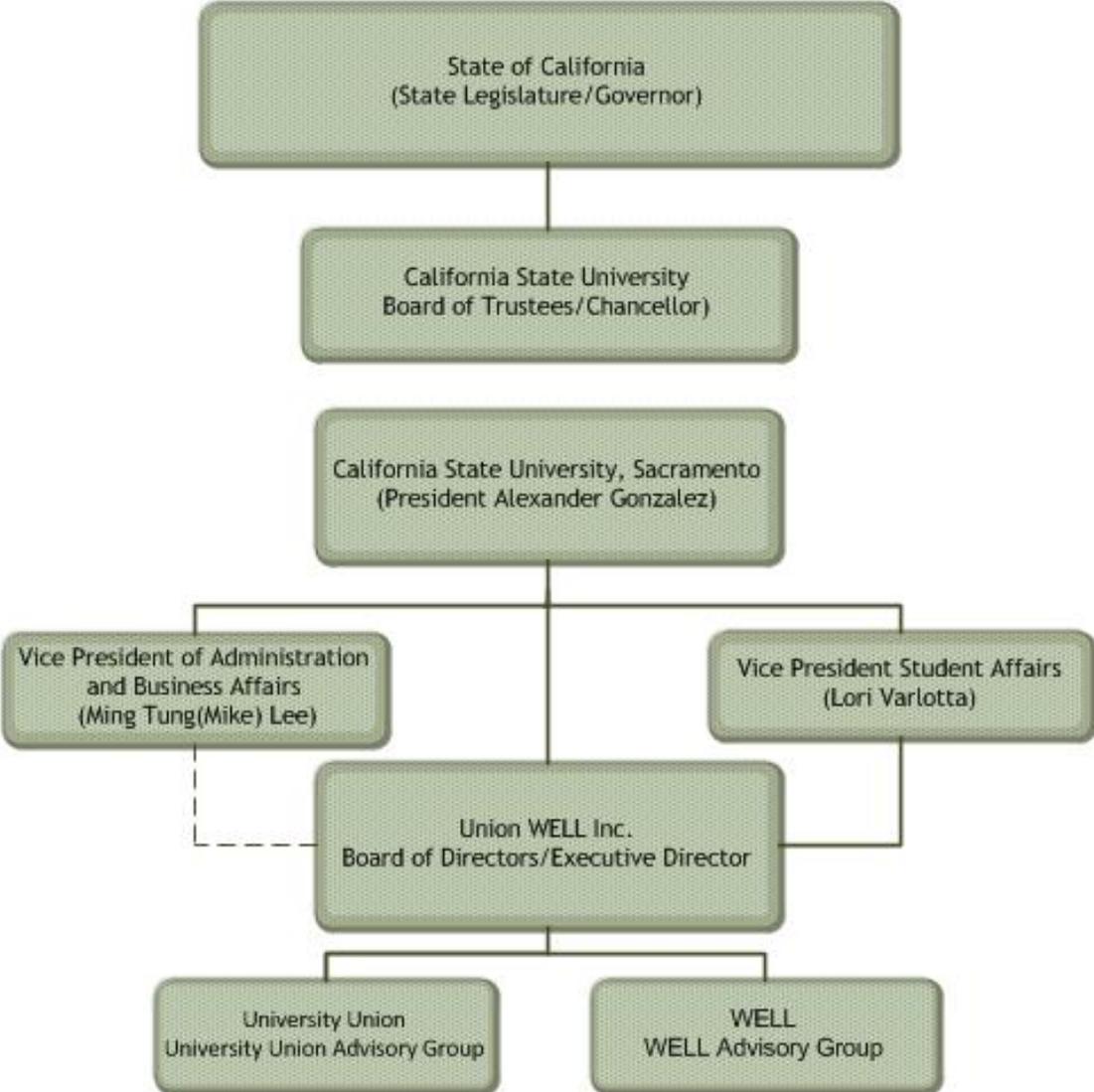
These Bylaws may be amended at any meeting of the Board of Directors by an affirmative vote of (2/3) two thirds of the membership of the Board. Notice of all proposed amendments shall be given to each member in the manner prescribed by the notice of meetings in Article I.

I hereby certify that the above Bylaws are as adopted by the Board of Directors of the University UUOCSUSI Operation of California State University, Sacramento at a regular meeting held at Sacramento, California on January 30, 1975 and as further amended by Resolutions 75-15, 75-16, 75-17, 76-1, 76-5, 83-2, 85-1, 85-3, 88-1 (revised) and 91-1 which were adopted by the Board on May 8, 1975, September 30, 1976, February 17, 1977, December 16, 1982, September 17, 1984, March 15, 1985, May 11, 1988, December 7, 1990, March 14, 2001 and March 18, 2009 at a regular meeting held at Sacramento, California.

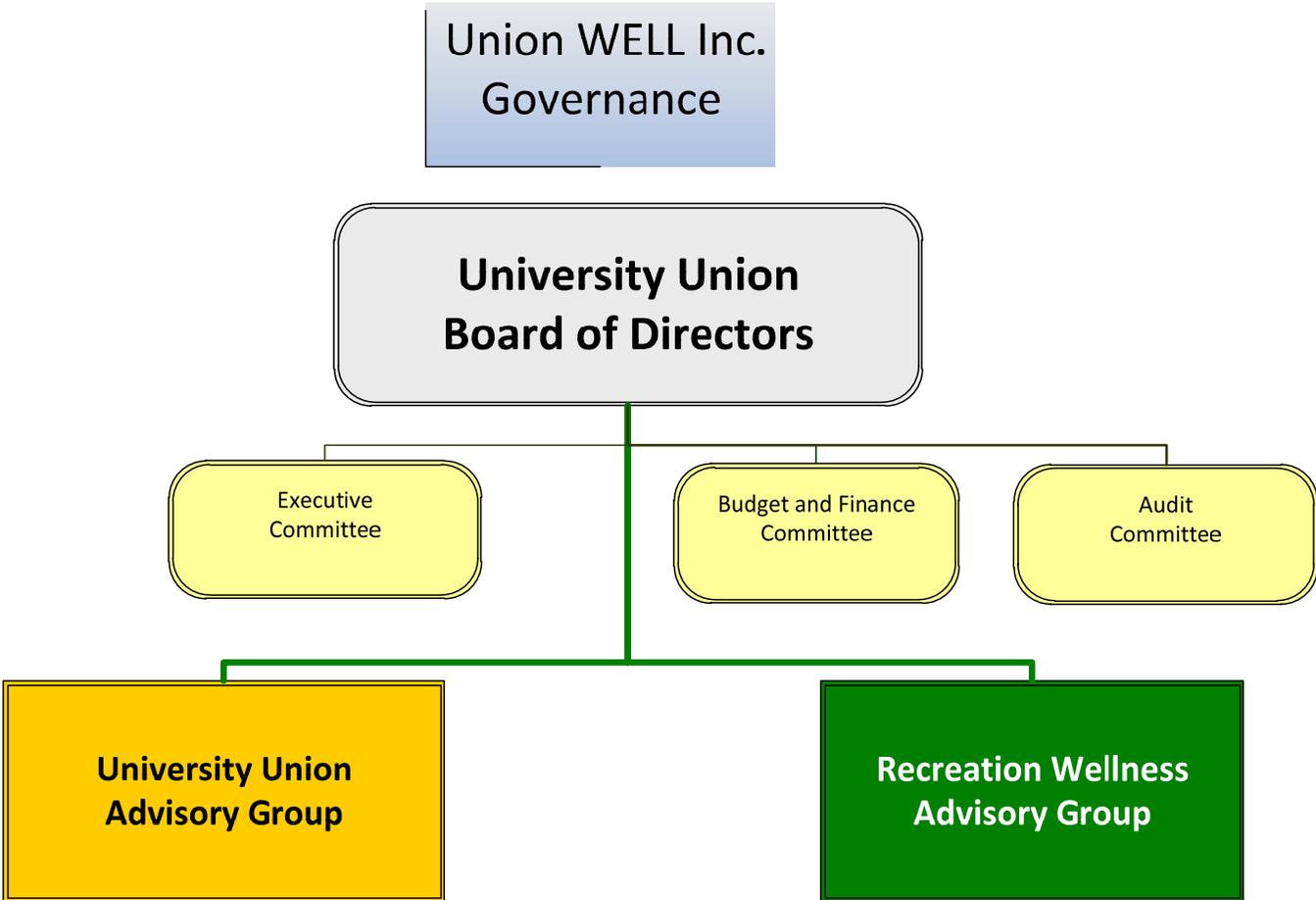
Date _____

Signed _____
Secretary

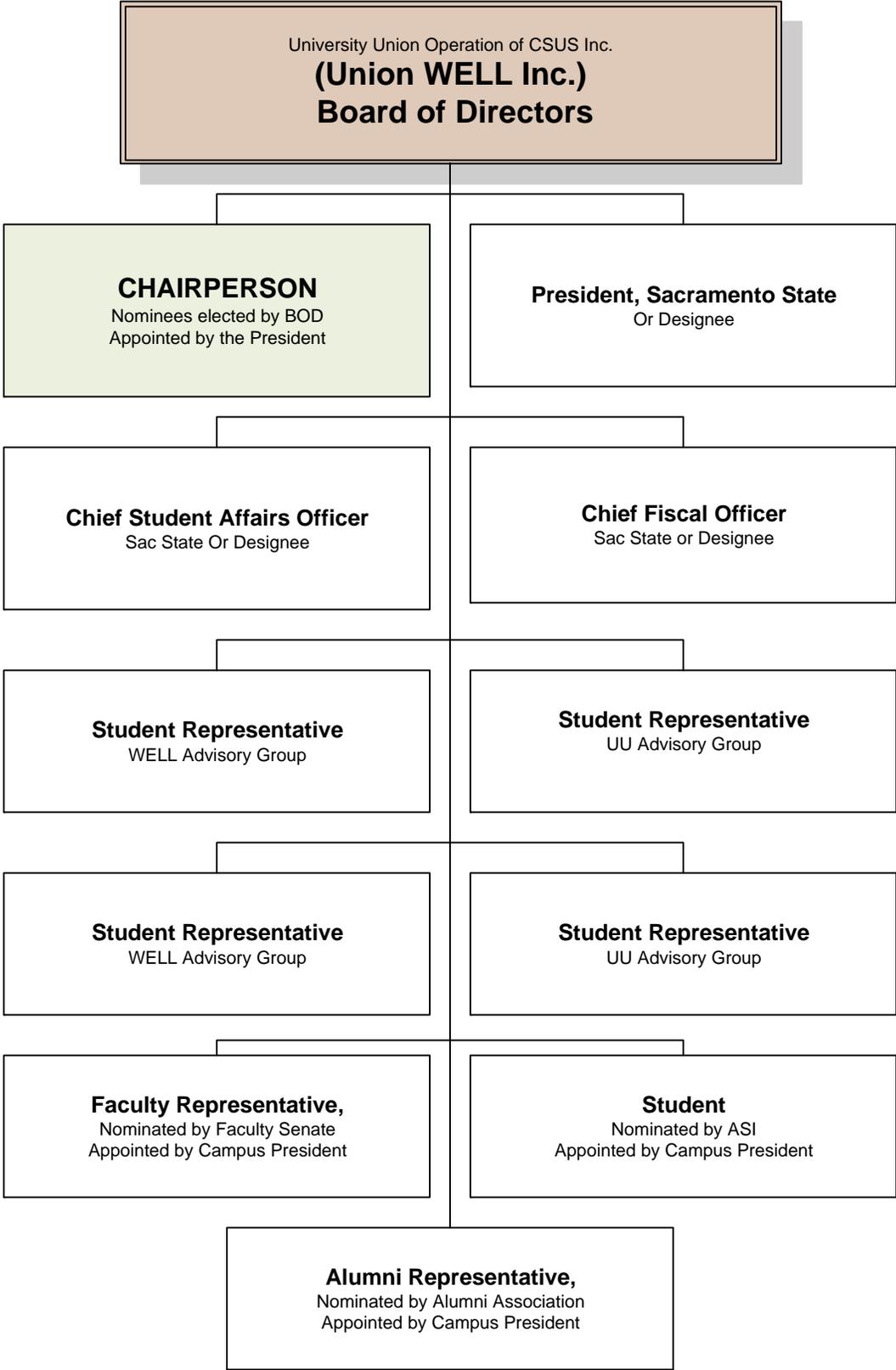
CSU Governance Structure



Board of Directors Governance Structure



Board of Directors Organization Chart



Role of the University Union and the WELL

The following statement was developed by the Association of College Unions International and has been edited to fit the Sacramento State University Union's and the WELL's role on campus.

The University Union and the WELL are the community centers of the campus, serving students, faculty, staff, alumni, and guests. By whatever form or name, a college union and a Recreation Wellness Center are organizations offering a variety of programs, activities, services, and facilities that, when taken together; represent a well-considered plan for the community life of the college.

The Union and the WELL is an integral part of the educational mission of Sacramento State.

- As the center of the campus community life, the Union and the WELL complements the academic experience through an extensive variety of cultural, educational, social, and recreational programs. These programs provide the opportunity to balance course work and free time as cooperative factors in education.
- Union WELL Inc. is a student-centered organization that values participatory decision-making. Through volunteerism, its boards, committees, and student employment, the union offers first-hand experience in citizenship and educates students in leadership, social responsibility, and values.
- In all its processes, the Union and the WELL encourages self-directed activity, giving maximum opportunity for self-realization and for growth in individual social competency and group effectiveness.

The Union and the WELL's goal is the development of persons as well as intellects.

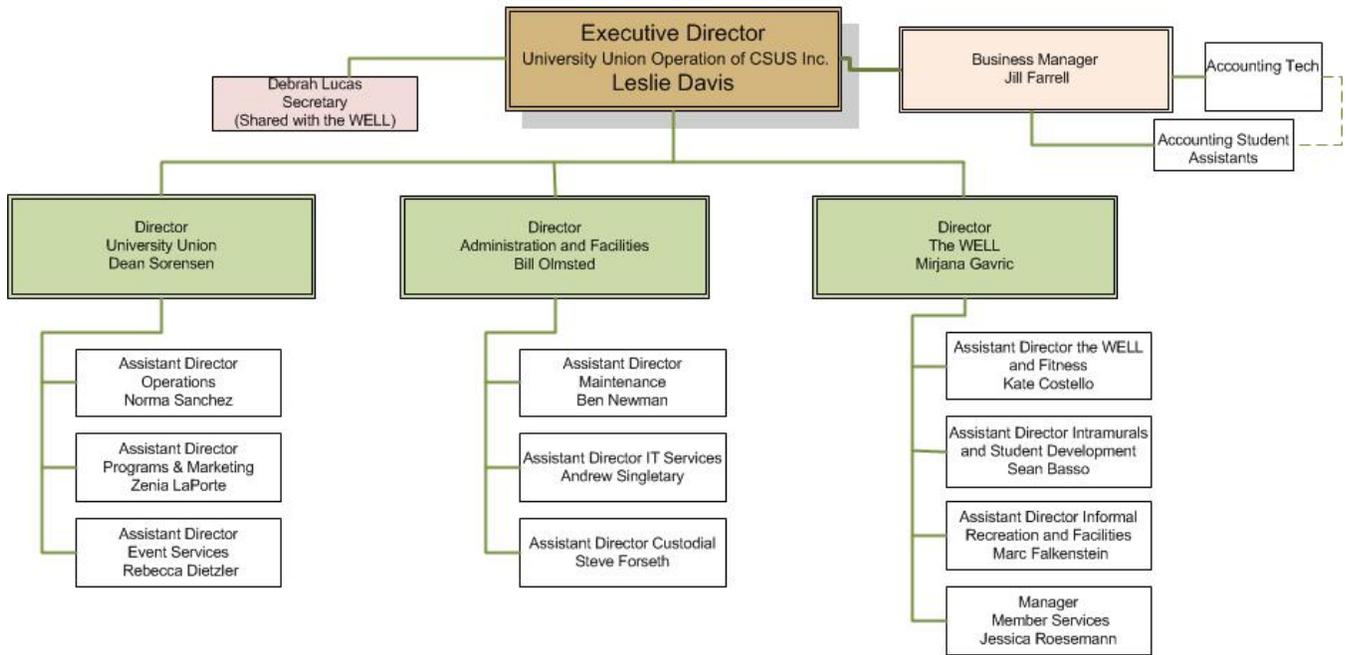
Traditionally considered the "hearthstone" or "living room" of the campus, today's union is the gathering place of the University. The union provides services and conveniences that members of the campus community need in their daily lives and creates an environment for getting to know and understand others through formal and informal associations.

The union and the WELL serve as unifying forces that honors each individual and values diversity. The union/WELL fosters a sense of community that cultivates enduring loyalty to the campus.

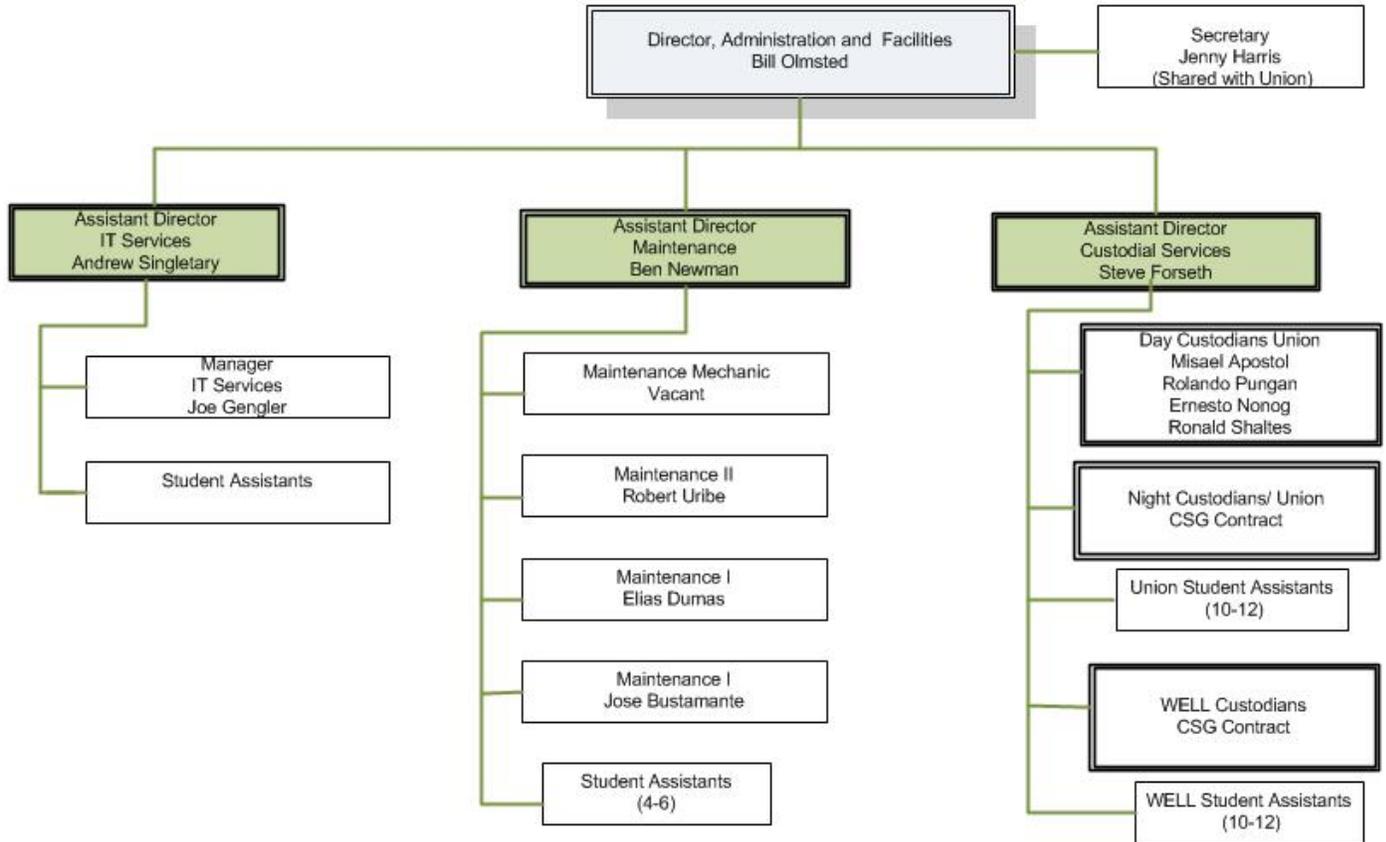
Adapted from the ACUI's Association's general membership statement adopted in 1996, this Statement is based on the Role of the College Union statement, 1956.

Staff Organization Chart

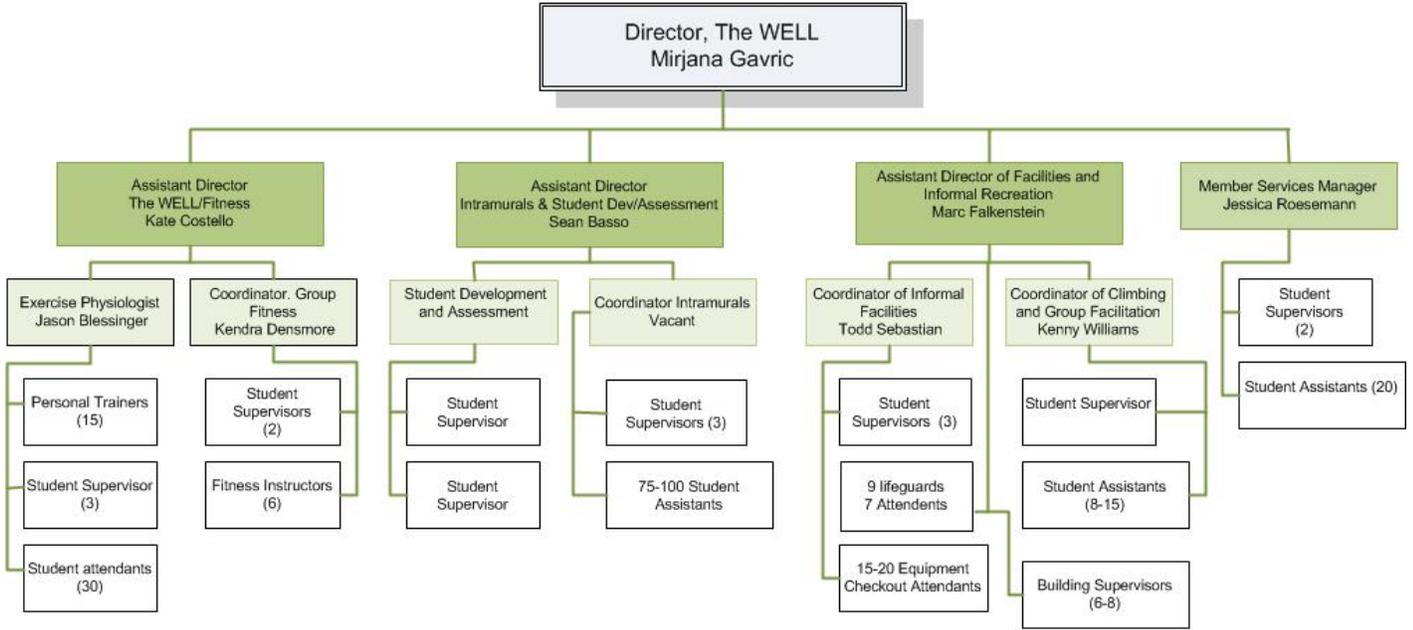
Union WELL Inc.
Organization Chart



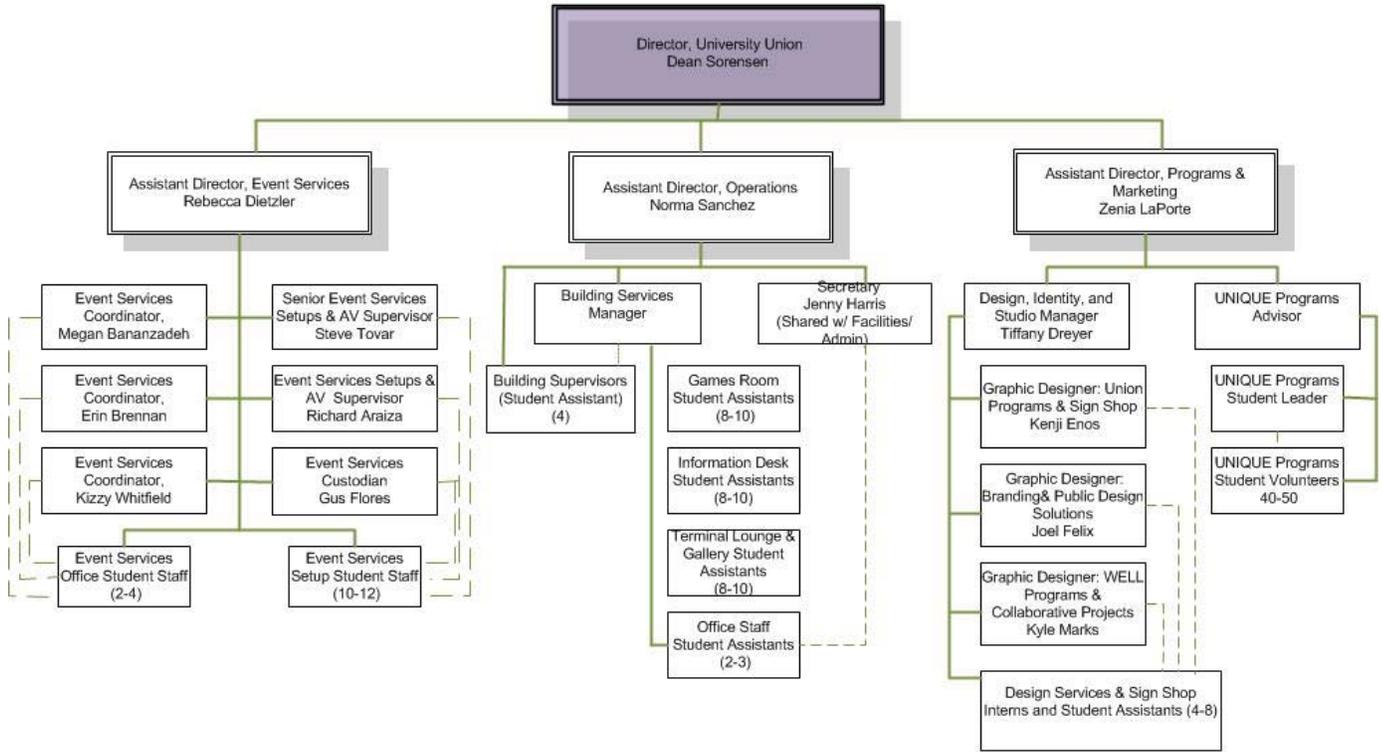
Administration and Facilities



The WELL



University Union



UNIVERSITY UNION
California State University, Sacramento

FIRST FLOOR

Information Desk

Union and Campus information, bus schedules, brochures, customer assistance.

The Store

A convenience store featuring cards, sundries, school supplies, candies, notions, beverages and snacks.

Games Room

Video games, pinball, table tennis, billiards, tournaments and demonstrations.

Coffee House and Patio

Deli sandwiches, mesquite grilled items, soups, salads, coffee, soft drinks, and baked goods

University Center Restaurant

Open to the public daily. Waiter and waitress luncheon service. May also be reserved for special events during breakfast, dinner and weekend hours.

Hornet's Nest

Featuring Burger King, Gordito Burrito, Kung Fu Fats and Mother of India restaurants.

Brown Bag

Bring your own food, microwaves provided to warm things up.

Union Station

Gourmet cookies and fresh bakery choices. Java City fresh ground coffee, espresso, cappuccino and the best people-watching location in the Union.

Vending Hall

Featuring soda, water, milk, juice and assorted snack type foods.

Round Table Pizza at the Hive:

Pizza, Wings, sandwiches, salads, and soda. Beer and wine also served.

Jamba Juice

Offering more than just real fruit smoothies. Jamba Juice also have wraps and salads to meet anyone's taste.

Redwood Room

The location for performances, concerts, lectures and speakers on a scheduled basis, and a multipurpose room for special events, films, concerts, dances, conferences, meetings, dinners and lectures scheduled through the Union Arrangements Office.

Union Lobby

Upcoming event notices, building directory and telephones.

Ticket Office

Base Ticket outlet and tickets for campus events are both sold at the Campus Ticket Office located outside the brown bag area of the Union.

Catering Office

Distinctive catering is their hallmark -- serving a wide variety of events both on-campus and beyond.

Mellow Me Out

Express SPA services including quick haircuts, chair massage, manicures and pedicures for men and women.

Campus Recreation

The Rec-IM office offers participation in most fall and spring intramural sports as well as intercollegiate competitive sports clubs.

Student Access Center

The Student Access Center provides a large array of services for CSUS students. Some of the services we offer include information on off campus housing, Clubs and organizations, for sale postings, scholarship information and more!

Collaborative Services

Collaborative Services houses the THE LAB (graphic design & production services, Union Gallery), INFORMATION TECHNOLOGY (IT), and PUBLIC INFORMATION AND LEISURE SERVICES (Union Games Room, Info Desk, Terminal Lounge).

SECOND FLOOR

Fireplace Lounge

Unique tiered lounge complete with gas fireplace. Special events on TV, specialty programs and general lounge facilities.

TV Lounge

TV for all regular viewing on Channels 3, 6, 10, 13, 31, 40 and 58.

Computer Lab

An open lab for quick computer use featuring Smart Print. 7 computers available for day use on a short term basis.

Gallery

Student, community and alumni art exhibits. Special traveling exhibits and departmental offerings.

Music Listening Rooms

A library of pop, rock, country, jazz, classical, blues, Broadway, film, soul and folk recordings available for listening in individual rooms and in the Sight and Sound Lounge. (Cards, chess, backgammon, Monopoly and other table games available for checkout. Current magazines for browsing.)

General Lounge

Seating areas for relaxation, reading, studying and individual conversations.

Orchard Suite (I, II and III)

Forest Suite (Oak and Walnut Rooms)

Five meeting and event rooms of various sizes which may be arranged to fit individual needs. Audiovisual equipment and food services are available. Contact the Union Arrangements Office to schedule these and

other Union meeting spaces.

TV Lounge

A place to relax and escape from the daily pressures of academic life.

State Hornet:

The Offices of the CSUS campus paper. Published weekly, and comes out every Wednesday. On-Line daily.

Group Study Lounge

Two study lounges available for group study on a first-come basis.

THIRD FLOOR

The Summit Room

The California Suite (Coastal and Mountain Rooms)

The Delta Suite (River and Island Rooms)

Foothill Suite (Auburn and Folsom Rooms)

Seven meeting and event rooms of various sizes which may be arranged to fit individual needs. Audiovisual equipment and food services are available. Contact the Union Arrangements Office to schedule these and other Union meeting spaces.

Valley Suite (Miwok and Maidu Rooms)

Informal lounge/meeting rooms available for scheduling by organizations and departments.

Green and Gold Room

A "SMART" Conference/meeting room with around-the-table seating for 12. LCD projector, screen and data hook ups built into the room.

Camellia Room

Conference/meeting rooms with around-the-table seating for 12, built in LCD Projector and computer hook ups.

Capital Room

Conference/meeting rooms with around-the-table seating for 24.

Union Arrangements Office, 278-6743

Room reservations and scheduling for all Union and food service facilities. Provides AV equipment, food service and room setups for meetings, dinners, receptions, conferences and other special events. Schedules all student events for all campus facilities and all catering services for the campus.

The Student Organizations and Leadership Office, 278-6595

Student club and organization advising, recognition and information. Student event policy information is available. The organizational Activities Advisors facilitate all campus activities and events.

The Union's UNIQUE Programs

Provides over 200 all-campus events annually, produced by more than 35 volunteer students, originate from this office. Contact Union Program Advisors and their committees for information about or to assist with special events, cultural programs, concerts, lectures, performances and Coffee House activities.

The Union Office, 278-6744

Union services and management.

ASI Executive Office

Student Body President, Vice President, and Board Chair offices. Mailboxes for ASI Boards and

committees.

ASI Business Office

Check cashing, ticket sales, student health insurance, money orders, traveler's checks, diploma fees. Club and organization banking. ASI Executive Director Office.

BUILDING SERVICES

Rest Rooms

Located on each floor.

Campus Telephones

Located on the Nest patio and in the first and third floor lobbies.

Pay Telephones

Located on the Nest patio and on the first and second floors near the elevators.

Lockers

Lockers available for day use in first floor lobby.

Internet Connections

20 hardwire Internet connections throughout the Union

Wireless Internet Connections

Wireless connections for personal computer use. Requires a SAC Link Account.

FIRST FLOOR

Information Membership Desk

Campus information, bus schedules, brochures, customer membership assistance, class registration.

Food Service

A convenience store featuring grab and go foods, beverages and snacks. Vending machines featuring, water, milk, juice and assorted snack type foods are also available here.

Gyms:

4 basketball court complex. Courts for basketball, volleyball, badminton and more.

Mac Court:

A multi use court for basketball, volleyball, indoor soccer, roller hockey and the like.

WELL Lobby

The welcoming area of the WELL, includes the Recreation and Student Health Services Unit.

Outdoor Recreation

This ASI program area offers Peak Adventures backpacking and outdoor recreation trips, ski rentals and bicycle service.

Student Health Services

The Student Health Center will provide health and psychological services in this location. Primary and Urgent care clinics, preventive health services, retail optometry, pharmacy, nutrition center, laboratory services, imaging services and psychological services are all offered by the Student Health Center, subleasing space from the WELL.

Recreation Program Offices

Recreation Programs Administration and program services headquarters

The campus recreation offers participation in most fall and spring intramural sports as well as intercollegiate competitive sports clubs.

Fitness:

Fitness classes and Fit Trainers will be offered in the fitness area of the WELL. This includes fitness testing, sessions with trainers, fitness classes like aerobics, yoga, etc.

Fit Trainers Meeting Areas

Office areas for Fit Trainers to consult with their clients.

Cardio and Fitness Space:

Over 13,860 sq feet of cardio, strength and weight machines spread over 2 levels. Free weights are on the first floor.

Rock Climbing Wall:

A climbing wall and bouldering area will be available for open recreation climbing as well as classes, programs

Locker Rooms

Men's and Women's Locker rooms available for day use in first floor lobby.

Cabaña Locker rooms

Special designated locker rooms for differently-abled individuals (especially those with opposite sex aids), transgender students, and others that require additional privacy.

University Union Operations of CSUS Inc. Business Office

Check cashing, as well as club and organization banking.

Equipment Check Out Room

Check out of basketballs volleyballs, exercise balls and any other equipment available for utilization in the center. Retail clothing will also be available.

STORAGE

STORAGE!!!

SECOND FLOOR

Lounge

A unique space overlooking the lobby of the WELL. A seating area for relaxation, reading, studying and individual conversations

Cardio and Fitness Space:

Over 13,860 sq feet of cardio spread over 2 levels. cardio is primarily on the second floor.

Fitness Studios (Klamath, Rubicon and Feather)

Three (3) fitness studios to hold fitness classes and programs offered for students, Faculty and staff.

Jogging Track

1/8 of a mile jogging track above the gym.

Racquetball Courts:

4 glass enclosed racquetball courts.

Conference Center (Shoreline, Aspen, Meadow, and Vineyard) rooms

The Center is dedicated to recreational related programming and training sessions. As space permits, events, receptions and meetings may be booked into these rooms. The rooms are of various sizes which may be arranged to fit individual needs. Audiovisual equipment and food services are available. Contact the Union Arrangements Office to schedule these and other Union meeting spaces.

Staging Kitchen

A small pantry type kitchen is available to facilitate catering and food preparation in the WELL.

BUILDING SERVICES

Rest Rooms

Located on each floor.

Artwork

Student, community and alumni art exhibits is displayed throughout the building

Wireless Internet Connections

Wireless connections for personal computer use. Requires a SACLink Account.

Intramurals

Intramural's are open to all Sac State students, faculty, and staff and we encourage you to join the fun. Most of our sports are played in the late afternoon or evening, Monday through Thursday. Most teams play with the choice of Monday/Wednesday or Tuesday/Thursday. Seasons typically last 5 weeks long with 1-2 weeks of playoffs.

Tennis

Flag Football

3 on 3 Basketball

5 on 5 Basketball

Soccer

Volleyball

Fitness Classes

ZUMBA, Body Sculpting

Yoga Pilates

Hip Hop Aerobics

Personal Trainers

Personal training session with a trainer.

UNIVERSITY UNION and the WELL PURPOSES AND FUNCTIONS

The Sacramento State University Union and the WELL Operates Under The Following Statement of Purposes and Functions

The University Union and the WELL are the community center's for the University, for all members of the University family—students, faculty, administration, staff, alumni and guests. It is more than just a building. It is also services and programs, which together represent a well-considered plan for the community life of the University.

The University Union and the WELL provides for the services, conveniences and amenities the members of the University family need in their daily life on the campus and for getting to know and understand one another through informal association outside the classroom. As the community center, the Union provides support for University community relations and public service and acts as the living room of the campus as we host the larger community.

The University Union and the WELL are part of the educational program of the campus. Its program and organization serves as a laboratory for citizenship, training students for social responsibility and for leadership. Through its boards, committees, and staff it provides a cultural, social and recreational program aiming to make free-time activity a cooperative factor with study in education. It encourages activities, which give maximum opportunity for self-realization and growth with a goal of the development of persons, as well as intellects. The Union WELL Inc. supports the view that what a student does educationally in the hours outside the classroom is of major importance and that the Union can assist in giving an additional dimension to education—vastly expanding the time and the means through which the University educates.

Finally, and not incidentally, through its programs, services and facilities the University Union and the WELL intends to serve as a unifying force in the life of the University and its family, cultivating enduring regard for and loyalty to the University.

UNIVERSITY UNION AND THE WELL PURPOSES AND FUNCTIONS

In light of the Statement of Purposes and Functions for the Sac State University Union and the WELL, it is helpful to examine how these are in fact applied or intended to be applied to individual services and programs and how they are woven into the organizational structure and operations. What follows is a description of implementation, application and direction for Union operations based on the guidance of the Statement of Purposes and Functions.

Perhaps the most obvious, yet least understood of Union and the WELL functions, are the Food Services. The usual perception that they are only a business to service the sustenance needs on the campus is a most dramatic misunderstanding. Certainly we feed the campus community when it needs to be fed, and certainly the Food Services are run in a business-like manner. Since no other funding or support is received, it must be a self-supporting business. There is no alternative, and often revenues from food services must support other important programs and services that cannot support themselves and cannot be funded from any other source. Yet, at the same time, unlike a business away from the educational environment, no profit to the University is added for the benefit of individuals, stockholders or management. So even at this basic level, the concept that we are different begins to build a foundation on that difference.

Beyond the sustenance and business underpinnings, looking closely at specific Union and the WELL food operations will show an ever-broader tie to the overall Union and the WELL Mission. For example, beer and wine sales in the Union are provided primarily to encourage informal association among students, faculty and staff, guests, and all of the campus membership in their life outside of the classroom. In addition, it allows us to teach social abilities and appropriate development of personal ethics and standards. It provides an enhancement of participation in social functions such as receptions, luncheons, dinners and public affairs events.

UNIVERSITY UNION and the WELL PURPOSES AND FUNCTIONS

Even more specifically, areas such as the Hive (Round Table Pizza) , the BUZZ (formerly the coffee house), University Center Restaurant and Eco Grounds (formerly Union Station) in the Union, indeed even the Hornet's Nest and the WELL Cafe itself are designed to enhance personal interaction and to provide life growth situations for students. They offer the variety, interest and enjoyment necessary to welcome guests and provide a positive environment which allows the educational process to best succeed. From a purely business or sustenance standpoint, there would be no catering to lubricate the flow of discussion and enhance the social and cultural interaction of the campus membership, no special menus to offer insight into cultural difference and values, no Hive or Eco Grounds would exist to make the campus life a more viable and supportive experience. There would be no Food Service tables for study. Waiter/waitress services in the University Center Restaurant and multiple food options in the Nest are all there only as a function nearly unrelated to either business or sustenance.

Food Service then, to properly function in the University Union and the WELL environment, exist as a needed service, yet more importantly they exist to enhance an environment in which instruction can be more effective, interaction more beneficial, employees more productive, experiences more broadening, life more interesting, personal standards more developed and hospitality more inviting. They are a tool to make education and our campus a welcome and broad experience. From coffee hours to conferences, cultural receptions to staff-work breaks and from formal dinners to student class discussions, in each and other interaction Union and WELL food services must become a partner in the University's overall educational mission.

As another service of the University Union and the WELL, lounges, workout areas, and games areas must provide more than a place to be. They must be designed and operated with the goal of encouraging study, both within their environment and as a result of being refreshed when leaving, developing the habit of balance and lifetime wellness.

They must provide the opportunity for the interaction of individuals and the development of the person. Learning must be easier as a result of mental and physical experiences in these areas. Expansion of perspectives and standards must be inherent throughout. Art on the walls and in the exhibit areas must stretch the person and guide toward excellence. Exhibits are presented to offer the best of student work, later purchased for permanent display. Exhibits offer faculty and community work, academic department presentations and national shows. Works from all styles and cultures and points of view are selected to enhance the environment and increase perceptions. Works from skilled artisans become part of the daily experience. The Terminal Lounge, for music Listening and magazine libraries must relax and renew, bring people together and offer new horizons as well.

In The Store and at the Information Desks, needs to ease daily life must be offered to our students, staff and guests. Memories of the University strengthened and pride in participation and belonging to the campus supported and encouraged. Pencils, batteries and test supplies combine with souvenirs, gifts and campus postcards to create support, enjoyment, and participation in and regard for and by all members of the University family. As a business, it provides neither dollars nor reason for being but as an enhancement of campus life, it becomes valuable. Cards and gifts give individuals an opportunity to come together with and relate to others. Information and assistance offers opportunity for an ease of participation in campus programs and services. Safety, security and convenience are enhanced by personal contact availability. Guests are made to feel welcome. Income may be a means to enable but the purpose comes from services provided, guest visits enhanced, and campus life improved.

Event arrangement assistance, scheduling process and event facilities are all offered in a way to encourage the coming together of individuals. Individuals of life interests support and develop each other's minds and physical selves.

Individuals of different cultures and ideologies cause growth and understanding in each other. Concepts provided through instruction are developed, weighed, tested and become part of the individual through out-of-class lectures, discussions, social and cultural events, performances, organizational meetings and planned workshops. Professionals grow and disciplines interact and support each other. Faculty members become colleagues, students find mentors, and understanding flows from group-to-group and individual-to-individual within our family and to its community.

UNIVERSITY UNION AND THE WELL PURPOSES AND FUNCTIONS

Facilitating the process allows focus on content and people. Enhancing the environment allows the creativity of the event to dominate. Providing support for needs allows remembering the event, not the problems. Facilities and services make possible the existence of the campus club, the business workshop and extended learning programs. Supportive assistance from the Union and the WELL in the use of these facilities and services make possible positive contributions to the campus by others and cultivates a significant regard for the campus in general and its internal subgroups in particular.

Hundreds of activities and programs each offered year by the Union program group known as UNIQUE encourage the self-development of the individual. The social, cultural and recreational activities bring together the student of varying interests and expose the unusual and the new to broader understanding. The perspective of the University family toward the University itself becomes more positive. Participation increases in all other University offerings. Time and means to educate is expanded, contact with students is increased. Alternate perspectives to the arts and the intellect are presented. Through these activities programs individuals grow and develop, expand horizons and reach out to each other. The Community interacts with the University and the University better serves its community. Because of UNIQUE's activities, students and staff, faculty and alumni are able to draw a larger picture of their educational, social and personal life and the University becomes of greater value and importance to all.

Finally, the Union WELL Inc. organization itself, the Board of Directors, Advisory Groups and committees of volunteers are organized and function in a manner, which will bring together all segments of the University family. To include students, faculty, administrators, alumni and community in the discussions, guidance and operation of the Union is not happenstance or simply policy.

Interaction of individuals, support of diversity, recognition of others needs, cooperative productivity, positive valuation of the University, student growth and leadership training are all designed as inherent purposes and functions of the organization's structure. Professional staff support is provided to assist focus and to ensure continuity and enable progress. Yet volunteer and student assistant membership in the organizational operation is vital and major, both in size and importance. Quality, excellence, goal oriented progress and business-like operations are fundamental. Likewise, leadership development, student growth, educational interaction and community service must be inextricably woven into the fabric of the organization and its every decision and detail if the purposes and functions are to be carried out by its programs.

The physical building and the business operations are means, they are relevant only insofar as they either support or detract from the programs, purposes, services and activities of the University Union and the WELL. The University Union and the WELL itself is also unquestionably a means. We are also relevant only insofar as we either support or detract from the purposes and functions of the University and as we pursue the education of service to our family members and our community at large. The Union is only relevant as we increase pride and participation and commitment to the total University life.

Looking back on the above examples, it becomes apparent that the quality of life, the growth of the individual, the service to the community and the support and enhancement of the institutional and educational process must be considered in each and every University Union and the WELL standard, process, policy, program function and operation. From custodial and maintenance standards to quality of programs presented, from menu selected to hours of operation, each and all must focus on how they support or detract from our total purpose and function. Each detail must support the whole. The whole then becomes the University Union and the WELL.

Quality must be higher than expected, results better than anticipated, cleanliness greater than usually found. The atmosphere must be less institutional and service more individual and personal than the typical. Function must serve more appropriately, programs enhance to a greater degree and facilities be more inviting than expected.

The staff, the consumer, the participant, the Board, the guest, the educational process, the facility, the purpose and the standards, together they constitute the University Union Operation of CSUS Inc operating both the University Union and the WELL.

University Union Budget FY 2013-14 Summary

Revenue		2013-2014 Proposed Budget
Facility use Fees	6001	\$431,717
Recreation Rental	6002	\$56,200
Labor Materials and Recovery	6003	\$200
Contract/Lease Payments	6004	\$1,360,995
Interest income	6005	\$39,000
Admissions	6006	\$25,000
Commissions	6007	
Registration Fees	6008	
Miscellaneous Revenue	6010	\$3,500
Return of Surplus	6011	\$5,723,697
Cost Reimbursement	6015	\$0
Memberships	6020	\$241,699
Intramurals	6022	\$17,762
Informal Rec/Group Facilitation	6022	\$31,412
Fitness	6022	\$110,548
Well Retail Revenue	6023	\$4,242
Rec Fee	6021	\$518,024
AOA Reimbursement	6009	\$8,250
Total Revenue		\$8,572,246

Expenditures		2013-2014 Proposed Budget
Event Contracts	3110	\$85,500
Event Rentals	3120	\$30,000
Event Supplies	3130	\$49,500
Event Advertising	3140	\$10,000
Insurance	3340	\$37,781
Custodial Supplies	3410	\$146,000
Office supplies	3420	\$8,705
Maintenance Supplies	3430	\$91,300

Fitness Equipment Maintenance	3431	\$17,000
Duplicating, print, copying	3440	\$30,629
Program Supplies	3450	\$250,608
Dues, Fees & Subscriptions	3460	\$206,375
Advertising	3470	\$14,700
Cost of Goods Sold	3500	\$2,976
Freight	3510	\$200
Telephone	3520	\$43,163
Postage	3530	\$1,730
Repair and Maint, Contracts	3610	\$81,232
Custodial Outside Services Contract	3611	\$534,287
Repair and Maint, Parts	3620	\$14,920
Repair and Maint, Outside services	3630	\$94,206
Utilities, Trash	3740	\$8,875
Natural Gas	3750	\$27,200
Sewer	3760	\$36,894
Water	3770	\$12,550
Electricity	3780	\$484,774
Steam	3790	\$22,500
Services outside agencies	3800	\$174,200
Part time wages	3811	\$3,000
Outside Services FT Wages UEI	3810	\$2,054,822
Retirement Medical Benefits	3813	\$7,382
VEBA	3814	\$67,000
Outside Services FT Bens UEI	3815	\$1,197,818
Outside Services St. Asst Wages-UEI	3830	\$1,581,991
Outside services St Asst Bens-UEI	3835	\$79,882
Outside Services FT Wages CSUS	3840	\$118,464
Outside Services FT Bens CSUS	3845	\$48,807
Outside Services Grad Wages UEI	3850	\$0
Outside Services GradBens UEI	3855	\$0
SOA (UEI HR)	3860	\$492,189
SOA Fin and Admin Ser	3870	\$22,932
SOA Fee Collection	3871	\$4,478
SOA Mail Services	3872	\$5,343
SOA Public Safety (UU)	3873	\$87,345
SOA Public Safety (WELL)	3874	\$83,710
SOA HR (SAC state)	3875	\$375
SOA Payroll	3876	\$375
SOA IRT	3877	\$117,762

Travel	3900	\$11,700
Travel Student	3905	\$5,000
Conference Registrations	3910	\$15,675
Conference Registrations: Student	3915	\$9,815
Furniture and Equip	5210	\$245,923
Capital improvements	5220	\$44,000
Minor Equipment Base/supply	5230	\$16,500
Art	5240	\$5,000
Computer/Data	5250	\$125,750
Total Expenditures		\$8,970,843
Variance		(\$398,597)

2013-2014 Capital and Plant Fund

		<u>Original Budget</u>
70 = Capital (new)		
1-5210-70-8000	Update chiller control panel	\$4,000
1-5210-70-8000	Automatic Door Openers/closers Foothill & Orchard hallways	\$10,000
	Total 1-5210-70-8000	<u>\$14,000</u>
1-5220-70-8000	Renovate ticket office space to become new vending court	\$15,000
	Total 1-5220-70-8000	<u>\$15,000</u>
1-5230-70-8000	High speed burnisher for The Well	\$4,000
1-5230-70-8000	Hydration Station for bottle filling	\$3,500
1-5230-70-8000	Additional seating outside Games Room (price ?)	\$5,000
1-5230-70-8000	Hand Dryers men's and women's bathroom Well lobby	\$4,000
	Total 1-5230-70-8000	<u>\$16,500</u>
1-5250-70-8000	3 Camera additions at the Union or Well (includes wiring)	\$5,500
1-5250-70-8000	Wireless microphone sets Union Event Services 2@ \$1375	\$2,750
1-5250-70-8000	Dell Tablets 4@\$800	\$3,200
1-5250-70-8000	Replace UU Projector/sound with flat panels/cabling upgrade meeting rooms spaces(2)	\$22,000
	Total 1-5250-70-8000	<u>\$33,450</u>
	Grand Total All Capital/Plant (70)	\$78,950

80 = Repair and Replacement

2-5210-80-8000	Chairs for Green and Gold Boardroom	\$8,000
2-5210-80-8000	Billiards tables felt recovering	\$5,000
2-5210-80-8000	Replace main drapes and two side rooms in Redwood Room	\$6,000
2-5210-80-8000	Fitness Equipment Replacement 1/3 approx	\$212,923
	Total 2-5210-80-8000	\$231,923

2-5220-80-8000	Replace ceiling tiles in UU kitchen	\$13,000
2-5220-80-8000	Replace curved tracks and trolleys dividers in Foothill and Valley Suites	\$16,000
	Total 2-5220-80-8000	\$29,000

2-5230-80-8000		\$0
	Total 2-5230-80-8000	\$0

3-5240-80-8000	Art	\$5,000
	Total 3-5240-80-8000	\$5,000

2-5250-80-8000	UU Cat 6 upgrades	\$2,500
2-5250-80-8000	Door Counter Upgrade (New WiFi/POE, Directional, UU East/West Entrances)	\$11,500
2-5250-80-8000	Workstation Refresh(Plan#2)	\$15,000
2-5250-80-8000	Replace Ballroom Monitors/Hardware Digital Signage(Plan#1)	\$3,000
2-5250-80-8000	Replace Portable Flat Panel LCD/LED UU meeting rooms 3@\$3000	\$9,000

2-5250-80-8000	Replace UU LED Video projectors 5@\$500	\$2,500
2-5250-80-8000	Update sound system Foothill, Forest and Orchard	\$45,000
2-5250-80-8000	Replace 3 TV's Games Room	\$3,800
	Total 2-5250-80-8000	\$92,300

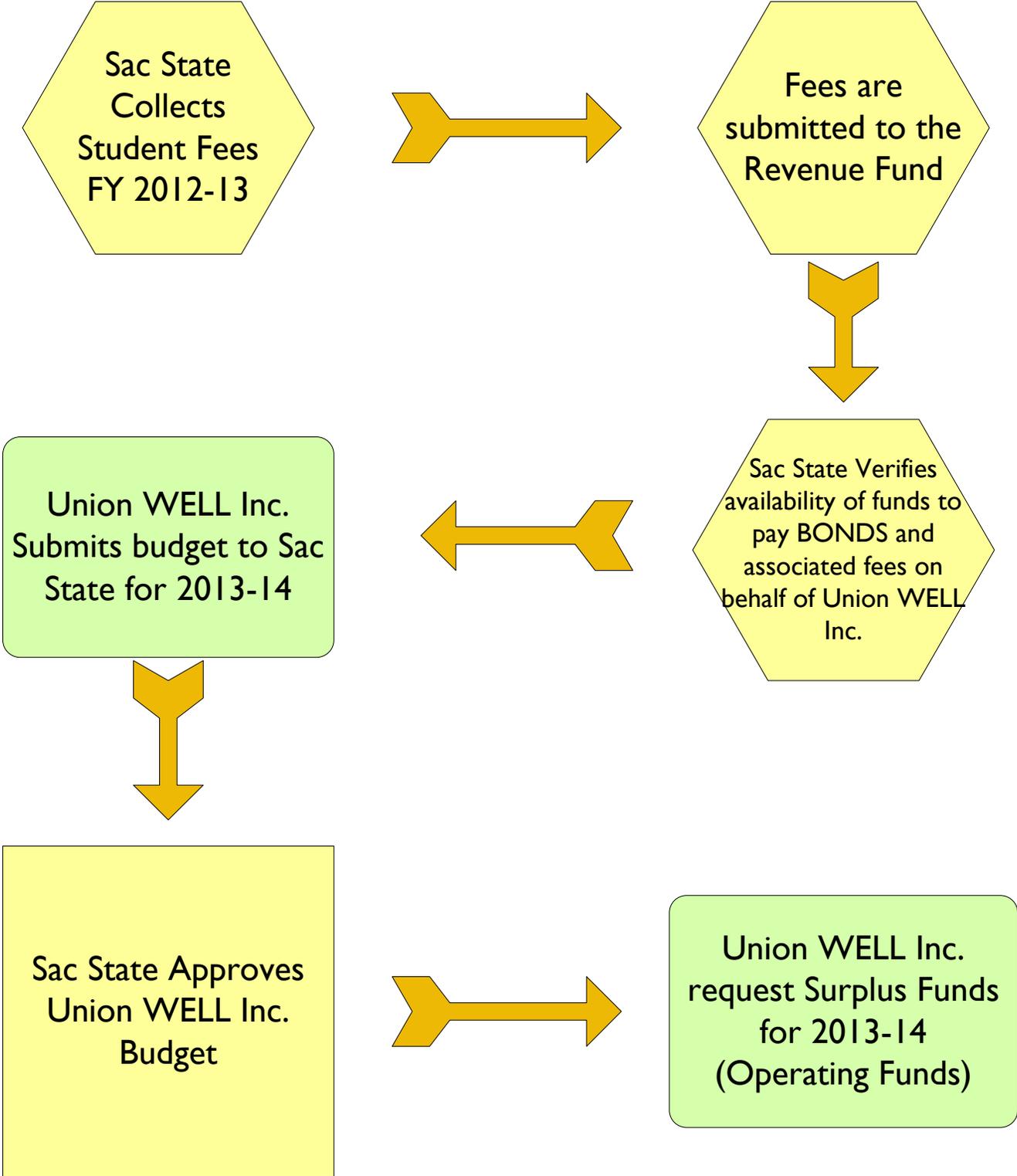
Grand Total All Repair and Replacement (80)	\$358,223
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New Grand Total Capital and Plant Fund:	\$437,173
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Capital Repair and Replacement (TBU01)

UU Telecom Room Construction	\$150,000
Event Services Laminate tables & plywood 6' round tables	\$141,500
Update UU interior signage with braille and numbers	?
Remodel restrooms outside of Buzz (1st floor UU)	?
Convert old HVAC system to digital controls	?
Carpet State Hornet newspaper	\$21,393
Carpet Student Organizations and Leadership offices	\$13,514
Carpet ASI Business Office	\$14,010
Carpet ASI Government Office	\$16,589
Carpet Hinde Auditorium	\$9,614
Replace aging roof above food court/vendors	?
Total TBU01	\$366,620

**Union WELL Inc.
Student Fee Process**



UNIVERSITY UNION OPERATION OF CSUS INC. STRATEGIC PLAN: EXECUTIVE SUMMARY

UNION WELL INC. SHARED VISION

The University Union and the WELL will be the centerpiece and the campus home for 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, we will enhance student development through involvement and interaction with the campus and surrounding community by providing superior programs, services and facilities. We will be sensitive to the needs and exceed the expectations of our diverse community. We will be recognized as leaders in the field of Unions, Recreation Wellness Centers and programs on the regional and national level.

BELIEFS AND VALUES

Integrity

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

Respect

We are committed to actions of inclusiveness, appreciating and celebrating our diversity and differences, which leads to a unified 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. Being a place where people can try new things, engage in new activities, exchange ideas without feeling threatened or uncomfortable.

Excellence

We are committed to the pursuit of excellence at everything we do while enhancing the learning process through experience.

Innovation

We encourage and promote creativity, risk taking and innovative problem solving. We are open to change and view challenges as opportunities for growth.

UNIVERSITY UNION MISSION STATEMENT

The University Union and the WELL exists 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 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, Innovation

STRATEGIC PLANNING FOUNDATIONS:

Above All Else:

Serve students and the rest of the Sacramento State campus community

General:

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

Collaboration & Corporate Relationships:

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

Policies & Financial:

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

Facilities:

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

Student Focused:

- 28) Provide opportunities for professional development and educational growth for student assistants.

- 29) Enhance students' interpersonal, leadership and critical thinking skills; develop nurturing and supportive networks; and help prepare them for active citizenship beyond the collegiate experience.
- 30) Conduct comprehensive student assistant training which features the following core areas: Customer service, building operations, safety and risk management, crisis management, diversity, programming and communication.

Technology:

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

COOPERATE ADMINISTRATION AND BUSINESS

- I. Create a concept document for the expansion of the Union and the WELL to prepare for growth in student enrollment over the next 10 years.
- II. Review the business office for staffing and efficiency.
- III. Review/revise financial and personnel related policies
- IV. Conduct and RFP for Banking Services
- V. Develop a Financial and Asset Management training module for fulltime staff
- VI. Develop and deliver Human Resources Training on risk management in supervision of employees.

Facilities & Administration

- I. Implement HVAC DDC (Direct Digital Controls) conversion in older part of Union.
- II. Renovate first floor women's restroom and unisex restroom by The Buzz.
- III. Refine safety procedures related to typical workplace scenarios encountered by maintenance employees.
- IV. Provide staff training on use of AED (automated external defibrillator) and install unit on the first floor of Union (likely in proximity to the Information Desk).
- V. Work with Facilities Services (University) to finalize floor plan changes and room sequencing.
- VI. Finalize and implement web-based key issue request form (i.e. Wufoo).
- VII. Fully overhaul filing system for all Facility and Administration related projects and have it align with the organization's records retention policy.

Information Technology Services

- I. Update and test a disaster recovery plan that includes all major systems and data to meet CSU, Auxiliary, and Sacramento State audit requirements.
- II. Review and update Information Technology services policies and/or procedures
- III. Create, select, and train an additional Information Technology Services full time employee.
- IV. Improve internal documentation and communication by implementing a corporate intranet software package.

- V. 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).
- VI. Expand HD (high-definition) cable television programming of the Campus TeleVideo system
- VII. Replace the current remote support and screen sharing solution with an enterprise solution
- VIII. 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.
- IX. Replace telecom room in the University Union to meet today's CAT6 cabling and VOIP standards.
- X. Upgrade University Union games room, information desk, and music listening locations with VOIP CAT6 consistent with University plans.

Facility Services

- I. Develop a custodial "temp" program with CSG for use on short notice during day and swing shifts.
- II. Develop definitive key policy for Union Well Inc.
- III. Replace (or re-upholster) chairs in Green & Gold Boardroom and Camellia Room.
- IV. Add CSG female day porter at The Well to expand coverage of women's locker room.
- V. Add a CSG porter into evenings at The Union, in lieu of select student shifts (for consistency of attendance and appearance).
- VI. Purchase large, high-speed burnisher for The Well for the Gym Box flooring.
- VII. Install wall-mounted "Hydration Station" for customers to fill water bottles in the Union.
- VIII. Update Union room/office signage to include room numbers and braille.
- IX. Update Union's exterior monument signs (3) with updated department names.

Maintenance Services

- I. Develop overall 5-year plan to convert and update all lighting in the University Union.
- II. Create an appropriate timeline to update tenant office spaces with carpet and paint (State Hornet, ASI, SO&L).
- III. Develop and implement on-call communication system for use after hours to dispatch Maintenance personnel to a situation at either building.
- IV. Update Union chiller's control panel in basement to allow greater access to finite control options with Variable-Frequency Drive (VFD).
- V. Renovate former ticket office space and relocate vending court. Then extend lobby seating in North corridor
- VI. Implement plan to install energy efficient lighting in emergency stairwells at Union.
- VII. Replace concealed spline ceiling systems in third floor meeting rooms.
- VIII. Install (or reconfigure) electrical outlets to align with new furniture arrangement throughout the Union. Include low voltage USB power where appropriate.

- IX. Securely install all permanent art pieces which are currently awaiting placement.
- X. Pioneer a comprehensive staff development program, assisting Maintenance staff members towards increasing skills, setting specific goals, and obtaining necessary certifications.
- XI. Complete final organizational and mechanical modifications in both shops. Develop a secure system designed to better manage inventory.

**University Union:
Administration**

- I. Explore possible expanded Union facility, offerings for the future.
- II. Increase Union management team and staff familiarity with the physical Union infrastructure, as useful and appropriate.
- III. Coordinate the mapping process for a new Union website..
- IV. Implement customer service strategies learned at the ABA training in January 2013, as appropriate, in an effort to lead a culture of service excellence.
- V. Explore vendor “kiosk” space rental solutions to enhance customer service and maximize revenue.
- VI. Improve communication with Facilities and Administration units regarding Union activities that may affect their operations.

Design and Visual Communication

- I. Refresh and improve the current internship & graphic design student employee program that considers and utilizes individual skill sets to enhance our design offerings.
- II. Establish a department that not only offers design services for Union WELL Inc., but expands on our fee-based services outside of the corporation on a public/walk-in basis for added revenue generation.
- III. Improve current visual arts displays throughout the University Union to better utilize our exhibitions and current permanent collection.
- IV. Collaborate with multiple departments within the University Union that need additional identity attention, to provide the highest level of design services possible to our customers.
- V. Perform consistency evaluations of adherence to style guide standards in design collateral utilized by the Union and The WELL, to make both brands stronger, as a whole.

Event Services

- I. Develop a long-term, organizational plan that establishes management-level positions within the Event Services unit
- II. Implement a computer tablet solution for Event Supervisors to better and more immediately access needed information for setups
- III. Purchase Portable flat screen TVs for use in meeting rooms without built-in screens, as a cost-effective way to replace the old TVs until the rooms can be retrofitted with installed ones.

- IV. Purchase LED video projectors to replace aging ones, for energy efficiency and bulb cost savings
- V. Replace aging inventory of Event Services laminate tables (3', 6', and 8')
- VI. Purchase 10 new plywood 6' round tables to increase inventory to published maximum capacities
- VII. Replace projector/sound with flat panels and upgrade wiring to Cat 6 in one or two meeting spaces, as part of a long-term retrofit.
- VIII. Update outdated sound systems in Foothill, Forest, and Orchard.
- IX. Purchase additional handheld/lavaliere wireless microphones for events use.

Operations

- I. Broaden Union's Student Building Supervisor coverage to include the opening and general supervision of the Union during weekdays, for improved customer service, policy enforcement, and effectiveness of full-time staff.
- II. Implement a computer tablet solution for Building Supervisors to better and more immediately access needed information and to document and report activities that take place during their shift.
- III. Implement a Union safety and emergency training series to educate employees about proper procedures, methods and guidelines that are to be followed and enforced
- IV. Survey customer satisfaction in light of recent physical improvements in the Union
- V. Assist in identifying areas where Union's "backstage goes onstage"
- VI. Develop and administer a Union customer appreciation/recognition/campus pride program
- VII. Coordinate with SMT, Union, and Facilities & Administration staff—and seek input and assistance from ASI, SOAL, and other entities—to make the Union a more inviting and exciting space.

Public Information and Leisure Services

- I. Streamline the Info. Desk, for a more attractive and effective area in which to interact with the public.
- II. 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.
- III. Re-brand the University Union Information Desk as "the place to go for all your information needs" on campus so that customers are aware of our services, capabilities and hours.
- IV. Continue efforts to be more eco-friendly, financially efficient, and assistive in the Terminal Lounge via the computer that was recently installed as part of the Terminal lounge infrastructure upgrade
- V. Remarket Terminal Lounge to emphasize recent technology infrastructure, user interface, audio, Apple TV, and content upgrades to maximize usage of the service
- VI. Replace non-working televisions in the Games Room and bring warranty and support in line with current standards that are being followed by the Well, for improved customer service.

VII. Offer student development opportunities beyond skills learned on the job

Programs and Marketing

- I. Select and train a new Design, Identity & Studio Manager
- II. Select and train a Marketing student assistant to expand marketing efforts for all areas of the Union.
- III. Create a marketing strategy for The Lab to solicit new business.
- IV. Take over content management of the Campus Calendar from Union Director.
- V. Strengthen Event Services promotion to increase building utilization.
- VI. Strengthen Information Desk promotion to increase use of services offered.
- VII. Gather and provide content for a re-designed University Union website.
- VIII. Initiate and improve student learning and customer satisfaction assessment efforts for the Union
- IX. Strengthen Union Gallery promotion and collaborative relationships to increase gallery exhibit attendance.

UNIQUE Programs

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

The WELL:

MISSION

Lifetime Wellness through Collaboration, Education, Innovation

ADMINISTRATION

- I. Create a workshop series, for part-time WELL staff, on emergency preparedness and risk management in order to educate student staff and to mitigate liability for the Union WELL Inc.
- II. Create a proposal to hire exceptional staff that will provide valuable experience and service for the WELL through a Graduate Assistant Program.
- III. Establish an ongoing Inclusive Recreation Internship for the WELL, in order to help build procedures for staff, and programs for members, that are centered on people of all abilities.

MEMBER SERVICES AND MARKETING

- I. Improve customer service and efficiency of Member Services front desk operations.
- II. Increase and retain current non-student membership (755 members) by 7% to 829 members.

MARKETING

- I. Expand the WELL Marketing division by one dedicated full time professional to oversee outreach and social media platforms such as, Facebook, Twitter, and Pinterest.
- II. Increase awareness of WELL programs and services by collaborating with three campus departments through additional program and service offerings.

INTRAMURALS, STUDENT STAFF DEVELOPMENT AND ASSESSMENT

- I. Administer a comprehensive risk management analysis for Intramural Flag Football, Indoor Soccer, and 5on5 Basketball leagues.

INTRAMURAL SPORTS

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

ASSESSMENT

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

STUDENT STAFF DEVELOPMENT

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

FITNESS ADMINISTRATION

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

GROUP FITNESS

- I. Increase Group Fitness Participation by 5%.

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

PERSONAL FITNESS

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

FACILITIES AND INFORMAL RECREATION ADMINISTRATION

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

AQUATICS

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

CLIMBING WALL AND GROUP FACILITATION

- I. Research the possibility of bench seating to serve as a permanent partition surrounding the Climbing wall for member safety.
- II. Perform statistical analysis of climbing wall hours of operation to ensure open climbing hours meet the climbing needs of the WELL membership.
- III. Implement marketing campaign for WELL Build, The WELL's team building program to secure five WELL Build programs during the 2013-2014 academic year.

INFORMAL RECREATION

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

FACILITY RENTALS

- I. Develop an "activity space events" procedure manual for events taking place in activity spaces in the WELL.
- II. Host inaugural Sober Grad Night in the WELL for one local high school in May 2014.