

Weber State University

Shepherd Union

& Programming

Program Review

2011



Site Review Team

Union Operations Focus

Gary Ratcliff
Assistant Vice Chancellor
University of California, San Diego
External Reviewer
grratcliff@ucsd.edu

Jody Lake
Director
Dee Events Center
Weber State University
Internal Reviewer
jlake@weber.edu

Tim Eck
Director
WSU Bookstore
Weber State University
Internal Reviewer
teck@weber.edu

Student Involvement and Leadership Focus

Margaret Vos
Director
Atwood Memorial Center
St. Cloud State University
mvos@stcloudstate.edu

Allison Hess
Marketing Communications Director
Weber State University
Internal Reviewer
ahess@weber.edu

Leah Murray
Associate Professor
Political Science
Weber State University
Internal Reviewer
lmurray@weber.edu

TABLE OF CONTENTS

SHEPERD UNION INTRODUCTION	1
SHEPHERD UNION FINANCIAL SERVICES & OPERATIONS	5
UNION MISSION, GOALS & OUTCOMES	6
PROGRAMS & SERVICES	10
LEADERSHIP & STAFFING	16
FINANCIAL RESOURCES/BUDGET	23
FACILITIES, EQUIPMENT & TECHNOLOGY	26
ETHICAL & LEGAL RESPONSIBILITIES	30
ASSESSMENT & EVALUATION	32
SUMMARY	34
SHEPHERD UNION SCHEDULING, EVENTS, & CONFERENCES	38
UNION MISSION, GOALS & OUTCOMES	39
PROGRAMS & SERVICES	42
LEADERSHIP & STAFFING	44
FINANCIAL RESOURCES/BUDGET	47
FACILITIES, EQUIPMENT & TECHNOLOGY	48
ETHICAL & LEGAL RESPONSIBILITIES	49
ASSESSMENT & EVALUATION	49
SUMMARY	51
SHEPHERD UNION SUMMARY	53
APPENDICES	55

Introduction and Administrative Overview to the Shepherd Union Building

BRIEF OVERVIEW:

The Shepherd Union has existed on the Weber State campus for nearly fifty years. In fact Porter Butts was hired as a consultant for the original project in the late 1950's. While the history of the organization is outlined later, it is important to note the major changes that have taken place over the past five years in the Union, which have impacted the campus community and University environment. The renovation of the Shepherd Union, beyond a doubt, has been the single biggest change in campus life at Weber State in years.

We promote a strong sense of community for Weber State University through programs, services and facilities.

We value:

The educational process and the role we play in the development of people

A comfortable environment where EVERYONE is welcome

Quality services for the personal convenience of the community

We embrace the use of current and future technologies for their potential contributions to community and the opportunity they bring for personal development.

CONSTRUCTION AND DEVELOPMENT OF THE SHEPHERD UNION BUILDING:

Prior to the Union renovation Weber State University (WSU) lacked a center of campus or hub that could be considered a focal point on campus everyone knew, felt welcome to be in, and found a sense community outside of the classroom. Prior to the creation of the Shepherd Union Building, WSU lacked a "front door" and students as well as others were unsure what the union at the time represented or offered. The renovation brought together all elements of the University: faculty, staff, and students. As the project developed it became a "student owned" project supported by student fees that would be phased in over a three year period beginning with the planning and design. In order to fund this project, student fees increased for a full time student by \$30 each semester. Approval required a student referendum, which passed on the first attempt with more than 60% in favor. Design began in 2005 and construction in 2006 with completion of the two phased project by Fall 2008.

The project was a complete remodel. 190,000 plus square feet was the scope of the building. All areas of the union were remodeled except two stairwells and two elevators. WSU received tremendous value in this project at a cost of approx. \$28.5 million or \$150 per square feet. Since the renovation

there have been touchups in specific areas such as additional furniture being placed in common areas of the building, and a revamp of space that changed from a math tutoring center to a testing center.

As part of Union planning, it was agreed the Shepherd Union would be more than a traditional student union focused upon traditional students and their needs. It was envisioned the union would meet the needs of the Weber State campus and promote connection to the University in various ways by providing services for the entire WSU student population. This vision continues to be reflected in some of the services housed within the Shepherd Union including the Nontraditional Student Center, the Women's Center, Hourly childcare, the testing center, and a substantial computer lab that is more unconventional than most, and includes a classroom. As a whole, the results and impact of the Union renovation surpassed all expectations. Tangible evidence includes:

1. Student usage/presence in the union went from 5,500 students a day to nearly 10,000 students a day.
2. The number of events scheduled increased by 30% the first year after renovation.
3. Student satisfaction in surveys increased by
4. Food Service productivity rose from what was once a \$250,000 annual loss to an extremely profitable position.

OUTLINE OF SELF STUDY:

The Shepherd Union contains numerous departments and services. While most of these areas report to the union, some do not. Aside from the Bookstore and Copy Center, which report to Administrative Services, all other areas and departments report to Student Affairs. Services located in the Shepherd Union not reporting to the union are the computer lab, Nontraditional Student Center, the Women's Center, the Testing Center, and beginning Fall 2011, the Community Involvement Center. Aside from these, all other entities are part of the union structure.

This report is divided into two fundamental segments: union operations, which includes Scheduling, Conferences, and Events, in addition to the Department of Student Involvement and Leadership. Additionally there is a fiscal section which provides a well-rounded overview, as well as individual fiscal reports for each area/department within the Shepherd Union.

SHEPHERD UNION STAFF STRUCTURE:

The Shepherd Union's Staff structure is included and detailed thoroughly in this study. In brief the Union Director works with a management team of three Associate Directors who each assist in overseeing areas of union operations. The Director of Student of Involvement and Leadership, the Associate Union Director, and the Director of Scheduling and Conference Services provide the key leadership for the union as a whole, and within their own specific departments. At staff meetings all department heads attend and once a month the union holds an "All-Staff Meetings" for all other Shepherd Union staff members to attend, and voice their opinions, concerns, department-specific

issues, etc. In all the Shepherd Union employs 25 full-time staff members, plus approximately 75 food service employees, and 30 student employees (outside food services).

Departments	# of Employees
Union Administrations	2
Union Finance	1
Wild Card/ Information Center	2
Custodial	6
Maintenance	4
Wildcat Lanes	1
Scheduling Events and Conferencing	3
Programs	1

The Shepherd Union is unique in the way that, instead of going through WSU Facilities Management, it oversees its own custodial and event set up crews whose main responsibilities include cleaning and preventive maintenance (coordinated with other departments). In addition the union shares these services with WSU Campus Housing and Student Affairs Maintenance which performs electrical, plumbing, carpentry, system controls and other trade work. Having these departments report directly to the union provides increased responsiveness and efficiency in conflict/crisis management. In essence, the Shepherd Union custodial and event set up crews are much more than a basic custodian or facilities maintenance staff member. They develop skill sets in audio and visual work, customer service, and are key members of the union in providing an excellent experience for all patrons visiting WSU.

SHEPHERD UNION RESOURCES:

Beyond personnel expenses, the Shepherd Union has an operating budget of \$1.3 million. The Department of Student Involvement and Leadership’s budget is \$477,846, and Food Services annual Budget in a little over \$2 million. Beyond fiscal and personnel resources are a wide range of technology based services including wireless service throughout the building, sensory traffic counters, an inventory of audio and visual equipment, kitchen equipment, small wares, and furniture.

THE SHEPHERD UNION BOARD:

The Shepherd Union has a Union Board comprised of key customers and stakeholders of the union. It is an intentionally strong group which includes faculty, staff, two Vice Presidents, the Dean of Students, and student members. The Union Board is chaired by an elected Student Vice President from Student Government. The role of the board is to serve as an advisory/ support group to the Union Director and staff members by providing information, comments, and constructive feedback. The Union Board also makes recommendations on policy changes, usage of space within the Shepherd Union, and

budget matters. The board meets on a monthly basis and membership is based on recommendations from the Faculty Senate, Student Government, and input from the Director.

PLANNING AND ASSESSMENT:

The Shepherd Union utilizes a wide range of planning and assessment processes that are addressed in the self study. Overall the union goals are developed in concert with the Division of Student Affairs and WSU's overall process. While not everyone in the Shepherd Union can see themselves directly reflected in specific University goals, they remain essential components of union programs and are key in developing and maintaining a quality and stimulating environment and providing the amenities of daily life on a university campus. With this in mind departments create their own goals, action steps, and measureable outcomes which are subject to review by the union staff and the Division of Student Affairs. Assessment is a routine part of all union programs and services beginning with counting the usage of union facilities and interactions with a range of programs. Evaluations also assess customer/student satisfaction, fiscal performance, and student learning. In the following study numerous assessment processes are detailed and reviewed in order to accurately illustrate the daily functions of the Shepherd Union, in addition to the accomplishments, contributions, and advancements it has brought to Weber State.

Shepherd Union
Financial Services and Operations



Shepherd Union Financial Services and Operations

1. Unit Mission, Goals and Outcomes

The Shepherd Union Financial Services and Operations area operates under the mission, goals and value statements of the Union:

Financial Services and Operations goal is to excel in the financial stewardship of the Shepherd Union and Student Involvement and Leadership with detailed, up-to-date financial records and services.

UNIVERSITY AND DIVISION MISSION STATEMENT SUPPORT

Weber State University Mission Statement

Weber State University provides associate, baccalaureate and master degree programs in liberal arts, sciences, technical and professional fields. *Encouraging freedom of expression and valuing diversity, the University provides excellent educational experiences for students through personal contact among faculty, staff and students in and out of the classroom.*

Financial Services and Operations supports the Mission of Weber State University by providing a comfortable, safe environment where everyone is welcome and quality services for the convenience of the community.

WSU CORE THEMES

WSU Mission Core Theme I: Fostering learning through engagement and support

- A.*** *Students learn to succeed as persons and professionals - our student employees learn life long skills (i.e. leadership, communication and customer service). They are also taught crisis management, basic CPR skills and time management.*

Information/Wildcard Center and Union Business Office

We are committed to exceeding expectations and delivering the most accurate information concerning events, activities, directions, ticket sales, along with providing timely, responsive, diversified, high quality Wildcard related educational information and services.

Program goals are related to the WSU Mission Core Theme number one: ***Fostering learning through engagement and support.*** The Information/Wildcard Center provides critical support services by issuing Wildcards which serves as the campus ID card and provides other services. Students also have access to a wide variety of information about the campus and specific programs and events at the Information Center.

Through customer service surveys, it was noted the entire campus community benefits from having one central location to ask questions and find a wide variety of information. The feedback is used to improve services by creating more effective ways to gather information and share it with the campus community.

Wildcat Lanes and Games Area

Wildcat Lanes and Games Center (WCL) is a subdivision of the Shepherd Union and contributes to the recruitment, retention, development, and education of students. WCL provides the campus community with a state-of-the-art facility (with 8 lanes of bowling, 12 pocket billiard tables, video/arcade games, snacks and drinks, shuffleboard, etc.), offers on-campus student employment, and further engages patrons in classes and clubs where life skills are learned.

Overarching Goals

1. Provide a quality facility where students, faculty/staff and community patrons can recreate, socialize, and enhance their collegial experience at affordable prices.
2. Conduct operations in a fiscally sound manner which minimizes the need for supplemental funds from the Union or student fees.
3. Collaborate with and support, when possible, other campus programs and departments in their efforts to recruit and retain students.

Through working to achieve its mission, ***Wildcat Lanes supports the mission of the University and Student Affairs by contributing to the efforts of student recruitment and retention, hosting classes and clubs, offering services to meet basic student needs, conducting formal and informal programs through which students can learn social and life skills.***

Custodial and Event Set Up

The custodial staff of the Union strive to provide a clean, safe and comfortable building, for students to study, socialize, and interact. This helps advance the social, intellectual, cultural and civic development of students.

WSU Mission Core Theme III: Through outreach, serving as a leading partner in the educational, cultural and economic development of the region: Custodial and Event Set up supports the mission by maintaining the venues that support the entities using the facilities.

Student Affairs Maintenance Department

The Student Affairs Maintenance Department provides a well maintained building that exceeds the needs of our customers. We consistently look for ways to reduce operating costs by implementing

environmentally friendly technologies, and regularly perform preventative maintenance on building systems to minimize breakdowns that would inconvenience our customers.

WSU Mission Core Theme III: *Through outreach, serving as a leading partner in the educational, cultural and economic development of the region:* Student Affairs Maintenance supports the mission by maintain the venues that support the entities using the facilities.

Union Programs

Mission Statement: Union Programs is committed to support the overall academic, community and service mission of Weber State University by providing quality programming and events that encourage and promote lifelong learning and engagement by encouraging all students to find a place of involvement, commitment and service at the University.

Union Programs create environments that foster passion by:

1. Thinking outside the box is our specialty; as we create the environments to inspire students to be their best
2. Create event and program environments that facilitate effectiveness, communication and productivity
3. By recognizing efforts and rewarding results
4. Valuing each person's contribution and providing the support that allows each person involved to be their best
5. Enjoying what we do.

HISTORY

Financial Services

The Student Life Business Office was in 1987 established to centralize the financial operations for the Shepherd Union, Dining Services and Associated Student accounts. It was then expanded to include the financial operations for Campus Recreation and added the cashiering functions for Residence Life in 1993. In 1994, the position of Associate Director of the Shepherd Union was created to directly support the Union Director and continue to oversee the financial operations of the then "Student Life" departments. As the Student Life/Student Affairs leadership changed, financial operations for Campus Rec, Food Service and Housing were decentralized. Some financial functions are performed through the Information Center /Union Business Office (cash deposits, Wildcat Cash reconciliations, etc). The accounting functions for the Union and Student Involvement and Leadership

are handled by the Associate Director of the Union. The accounting functions for Campus Recreation and Housing are performed in-house by staff of these areas.

Information /Wildcard Center and Union Business Office

An identification card has existed on campus for many years. The early card was a simple card, comprised of a student photo taken with a Polaroid camera laminated on a card stock paper. It was used at the library, gym, and athletic activities to identify the students who were eligible for specific services.

In the mid 1990's, American Express Special Teams was the first carding system used on campus. This system provided a very simple declining balance option used for dining service meal plans and was used until 2003.

In 2003, the first Blackboard system was purchased and implemented on campus. Due to the fact that carding systems had advanced in technology, many more services were offered. At this time the cash registers in the dining areas had the first point of sales technology, expanded options for declining balance funds, and credit card options. As technology has increased, the services offered by the carding system has expanded to include the bookstore, vending machines, campus computer lab printing, door access, online card options, advanced declining balance account options and advanced reporting options.

Wildcat Lanes and Game Center (WCL)

WCL opened for business in 1961, with the completion of phase one of the J. Farrell Shepherd Union. Since that time, the facility has hosted Physical Education classes for bowling, and later, for billiards as well. Over the years, the center has undergone numerous renovations of varying scopes, with two extensive remodels. The first happened in 1985, with the addition of new Brunswick A-2 pinsetters, underground ball tracks and lifts, new settee furniture and automatic scorers. In 2006-2008, with the Shepherd Union's total renovation, the following equipment was added: synthetic lanes, new seating, ball racks, automated bumpers, Steltronic automatic scoring, and black lights for the bowling area. The billiard area was reconfigured and enlarged with special over-table lighting, a shuffleboard table added and the Lair meeting room was located adjacent to both the bowling and billiards areas to accommodate food/party groups with tables for dining.

Custodial and Event Set Up

After the dedication of the Union on September 25, 1961, the first two custodians were hired to take care of the facility. Since that time, the Union has been fortunate to have its own custodial staff. The custodial crew has grown from the initial two full-time custodians to the current staff of fourteen (six full-time and eight hourly/student).

Student Affairs Maintenance

In the mid 1980's, a decision was made by University administration to separate Student Life maintenance from the Department of Facilities Management (FM) for Weber State University. FM could not respond quickly enough to the students in the residence halls or to the needs of the Union and with dining services. A separate staff was added to meet the demands of the students in the halls and to increase response time to maintenance needs in these facilities. The department has grown over the years and the staff are hired based on their area of expertise (electrician, carpenter, plumbing, general contractor, etc). The department has now been asked to take a more prominent role in the maintenance of the Student Service Center which has, in the past, been the responsibility of WSU Facilities Management.

Union Programs

The office for Union Programs was established in 2008 when the renovation was completed.

2. Programs and Services

CORE SERVICES AND PROGRAMS

Financial Services

The Associate Director provides timely and accurate financial information through internal statements to aid the directors and managers of the Shepherd Union's seven (7) cost centers and Student Involvement and Leadership's 14 cost centers. The budgets total approximately \$3.5 million. The financial statements used by the Union's program heads and directors are a summary from the University's Banner reports.

The Associate Director coordinates and assists in the development of budgets, advises managers and directors of budget timeliness, financial issues and policies and procedures.

The Associate Director provides leadership and direct supervision for Union Custodial staff, Wildcat Lanes staff and the student building managers.

The Associate Director oversees the University food and beverage vending contracts and provides support for other Union contracts, monitors the performance on contracts and handles contractor/WSU relations efficiently. The Association Director works to resolve conflicts with vendors promptly and discreetly.

The Associate Director works with Accounting Services personnel to manage fixed asset inventories, with the Union's Custodial staff to track audio visual and computer inventories and also works with the contract food service vendor on an annual small-wares inventory.

Information/Wildcard Center and Union Business Office

The Information and Wildcard Center is charged with the management and supervision of day-to-day technical and financial operations within the Weber State Wildcard - One Card program (ID cards), Union Information Desk and Union Business Office.

This department provides a dynamic and challenging environment and serves as the technical systems administrator on all related systems and issuance of the campus ID cards and other aspects of the Wildcard Program. This area holds the responsibility of developing, implementing and maintaining an ongoing multi-function one-card system. This includes, but is not limited to: ID card production, dining services computer labs/printing, vending, copying, online card office, credit card usage, point of sale systems/printers, other related card transaction hardware, banking, security of the Wildcard database, and distribution of the Wildcards to authorized users for various services. Responsibilities of this office include monitoring department budgets, reconciliation of Wildcard usage at contracted locations both on and off campus with usage in excess of \$300,000, and tracking and distribution of commission for various vendors.

The Wildcard is the official multi-service photo identification card for Weber State University. All Wildcards are sole property of the University and are for internal campus use only. Individuals receiving a Wildcard agree to abide by the terms and conditions on the card.

The Wildcard Office produces the official Weber State University ID card for the campus community. The Wildcard Office manage the declining balance account for University students, faculty and staff and handles funds transfer to departments honoring these accounts.

The University provides identification (ID) cards to Weber State students, faculty and staff and other eligible individuals. The ID card identifies individuals affiliated with the University and indicates the activity privileges available to them (See <http://www.weber.edu/Wildcard/cardcando.html>)

The Information Center was established to be the main point of contact that provides campus users with information and assistance for all areas of the campus. It has been strategically placed in the Shepherd Union Atrium for front-line presence and convenient access. This area is expected to remain current with campus events and to provide students, faculty, staff and community members with directions and information. The Information Center is also designated as an on-campus location to purchase select tickets for the Dee Events Center or Browning Center events. Employees of the Information Center work closely with the Dee Events Center staff to coordinate event information and insure tickets can be sold accurately and timely. The Information Center is designated as the central lost and found repository for the University. Campus police pick up items from various campus locations and deliver them to the Information Center to be sorted, logged and stored. The person claiming the lost

item will sign the log. Items will be held for 60 days, after which time items are donated to a non-denominational charitable organization.

In 2003, Weber State University started using the Wildcard as the bus pass for the Utah Transit Authority (UTA) buses. In 2004, UTA started the process of issuing a yearly bus pass to qualified students. UTA incorporated electronic passes and added Front Runner privileges in 2008.

Off Campus Solutions (OCS) is a marketing and customer service company whose medium of exchange is the "stored value system." This system provides the students, faculty and staff of WSU the ability to access good and services at off-campus locations with local merchants, through a pre-paid account accessible with the campus Wildcard. This program is an integral component of the campus dining service program and adds significant value and variety to a mandatory meal plan.

Off Campus Solutions provides the following services to Weber State University:

1. Distribute marketing materials to students and the campus environment encouraging use of the program
2. Provide technical interface and support with the campus Wildcard system
3. Remain compliant with Payment Card Industry Data Security Standards (PCIDSS)
4. Provide toll-free customer support
5. Maintain adequate financial records consistent with generally accepted accounting principles
6. Provide weekly statement of merchant sales
7. Weekly reconciliation of transactions between merchants and students

The local merchants currently participating in the program are Burger King, Café Ville Bella, Ligoris Pizza, Pita Pit, Pizza Factory, Subway, Sejo Lily Kitchen, and Wingers.

The benefit this system provides is a convenient, real-time, secure and seamless ability for dining transactions at off-campus merchants. Students have to carry one card and do not have to carry cash or pay ATM charges.

This program was first introduced on campus in October 2008, with transactions totaling \$12,400. The usage and popularity have continued to increase, with current year transactions totaling \$124,200.

Wildcat Lanes and Games Center

Wildcat Lanes and Games Center provides a few core services as part of regular operations. It is also the location of Weber State University's academic classes for bowling and billiards. Some of the services include:

Bowling - eight lanes each with automatic scoring and automated bumpers

Pocket Billiards - 12 total tables: one (1) seven foot ADA accessible table, two (2) nine foot tournament tables one of which is ADA accessible, 1 ten foot expert table and eight (8) oversize eight foot tables

Snacks and drinks - Coca Cola fountain drinks, bottled drinks including energy drinks, Alligator Ice slushes, coffee, herbal teas, hot chocolate, candy and microwavable foods (personal pizza, hot pockets, etc).

Bowling and Billiard retail sales - balls, bags, hoes cue sticks (all special order), ball plugging and drilling and miscellaneous vending machine products.

Video and Arcade games - 11 games total, provided by an outside vendor.

Custodial and Event Set Up

The Custodial Staff provides the cleaning for the entire Shepherd Union including offices, lounges, dining areas and restrooms. The staff is also responsible for setting up all events in the building. The events hosted in the Union can range from academic classes for 30, to large banquets for 500, to commencement exercises for 1,000 individuals.

Student Affairs Maintenance

The Shepherd Union provides students and community with a building that is comfortable, safe, clean, well maintained, and ready for use each day. Student Affairs Maintenance provides preventative maintenance in the Shepherd Union and responds to emergency situations or special needs as they are reported. Services include electrical, plumbing, key service, general maintenance, and painting on an as needed basis.

Student Affairs Maintenance goal is to be student centered in the services provided and to respond in a timely manner to all student needs.

Leadership has changed this past year, and due to that change new services are being implemented. One of the new services will be a monthly safety inspection performed by a designated maintenance technician.

Union Programs

Union Programs develops and manages programs and events that highlight the Shepherd Union and meet the needs of Weber State students, faculty and staff who utilize the Union. Listed below are the programs and services currently in place:

Wildcat Block Party: The mission of the Block Party is to create more awareness of Weber State University campus programs and departments and to build a sense of community within WSU and the surrounding Weber/Davis communities. Billed as more than an information fair, the Block Party encourages all campus programs/departments to provide students with a hands-on educational experience. This program was created in the Fall of 2005, and is a one-day campus wide event held on the first Friday of the Fall Semester. The Block Party has become the single largest student attended event at WSU with an average of 125 booths and over 6,000 students/faculty/staff in attendance.

Putting Students Through (PST): PST was originally founded in the Women's Center as the Putting Hubby Through program. Since that time it has moved to various offices until August 2008, when it was moved to Union Programs. PST is a unique program which provides graduating students with an opportunity to recognize special individuals in their life who have contributed in helping them earn their degree. The program is modeled after the graduation ceremony and the honored individuals receive a PST degree from the WSU President. Most members of the President's Council and the Board of Trustees attend this event.

Shepherd Union Art Gallery and Student Art Sales: The gallery/exhibition space is 724 square feet located on the main level of the Union, adjacent to the primary lounge area. The space includes excellent opportunities to preview and advertise exhibits, and is securable, flexible in its arrangement. Exhibit schedules are flexible but usually run for a minimum of four (4) weeks and a maximum of six (6) weeks. The gallery hosts 6-8 shows a year depending on the scale of exhibits and the turnaround time needed. There is usually one exhibition per summer.

Upon taking over direction of the Gallery in 2008, Union Programs has worked to establish and strengthen ties with the Department of Visual Arts. Accomplishments include making a purchase for the Shepherd Union from the Annual Student Art Show which was established in Fall 2009.

Lessons in Leadership & Civic Responsibility Seminar: The Lessons Program was created to address the need for more nontraditional and ethnic students to become involved in more leadership experiences at WSU. The program was also developed to meet the Student Affairs division goals, which encouraged increased leadership, civic engagement and involvement opportunities. The pilot program was implemented from February 1 - March 29, 2007. The seminar runs nine (9) weeks each Fall and Spring Semester and ideally has 15 students in each group, one of which receives a tuition waiver as peer mentor for the group.

In Fall of 2010, Union Programs worked with Student Support Services to do a Lessons program directed toward first generation students. This was successful, but also pointed out some the leadership competencies that need to be re-evaluated and updated. The coordinator is working to put together a committee to address these needs.

Ask a Wildcat/Welcome Wildcats Program: Ask A Wildcat was created in Fall 2010 to alleviate congestion at the Union Information Center during the opening of the fall semester by addressing the questions and problems that new students have during their first week on campus.

Student Services Expo: An idea from the Vice President of Student Affairs, the expo takes place early in the Fall Semester. It is geared towards getting students connected to the next step in their college career.

Internship Programs: In Fall of 2008, the Union Programs Coordinator began working with the Department of Communications to offer an internship in Event Planning and Public Relations. Since that time, there have been three (3) students who have completed internships as well as two (2) students from the Business Department.

COLLABORATIONS

Financial Services

The Associate Director works closely with all departments within the Union and Student Involvement and Leadership. The Associate Director has strong relationships with all areas of Student Affairs, Accounting Services, Purchasing and Internal Audit. This position also helps train student leaders regarding financial policies and procedures.

The relationships with Accounting Services and Internal Audit have strengthened over the years. Because the Union and SIL's financials are monitored closely, areas of concern are addressed quickly before they become serious. Accounting Services personnel are quick to respond to inquiries about account balances and transactions, or adding new indexes for student clubs and organizations. Internal Audit has found few areas of concern in past audits, which can be attributed to the strong working relationships that have been formed.

Information/Wildcard Center and Union Business Office

The Information/Wildcard Center has very strong collaborations with several departments on campus: Student Affairs Information Technology (Blackboard support), Accounting Services (Wildcat Cash reconciliations), Orientation, Human Resources and Facilities Management (issuance of Wildcards and "prox" cards), International Student Center (Wildcard issues) Sodexo (account reconciliations) WSU Information Technology (database support) and Cashier's Office (fund deposits).

Wildcat Lanes and Games Center

Wildcat Lanes and Games Center works in collaboration with the HPHP Department and Continuing Education to schedule, develop curriculum, and hire/fire qualified adjunct professors for bowling and billiard classes. WCL also works with the schools in the surrounding communities for In-School Bowling programs to provide equipment, lesson plans and support for teaching bowling at the schools. WCL is working to build collaborative campus and partnerships within the campus community (i.e. WSUSA, Non Traditional Center, etc). WCL is engaged with the WSU Club Sports program and with the Bowling and Billiard Clubs. As part of the job description, the WCL Coordinator functions as the coach and advisor to the Bowling Club. A complete listing of all collaborations can be found in the **(Appendix A)**.

Student Affairs Maintenance

The Student Affairs Maintenance Department works closely with Residence Life staff, Union staff, Facilities Management, and other departments in the Student Affairs Division. When a major project is underway, the Student Affairs Maintenance Coordinator works closely with the project manager and area managers for that project. The Student Life Coordinator works as the liaison between housing, Student Affairs, Facilities Management and the construction company staff.

3. Leadership and Staffing

DEPARTMENT ORGANIZATION

The staff of the Financial Services and operations area consists of three professional, seven classified and approximately 30 student employees.

The Associate Director has direct supervision for Custodians, Wildcat Lanes and Games Center, and the Student Building Managers. Although not a direct report, the Coordinator for Student Affairs Maintenance has frequent interaction with the Union custodians and the Associate Director because of the nature of their duties. The Union pays for 50% of the salary and benefits for the Student Affairs Maintenance Coordinator (the remaining 50% is paid by Housing), full salary and benefits for the staff electrician, full wages and benefits for one hourly maintenance helper and 50% wages for the maintenance secretary with the other 50% paid by Housing.

Hiring for all Union staff, including students, is processed through WSU's Human Resources Department. It can be difficult to find qualified personnel for the Shepherd Union Building Managers because of the hours and skills needed. Building Managers generally work shifts from 4:00 pm until midnight. Students need to have good customer skills and be technology minded as they are required to do set ups for meeting rooms and common areas.

Although the Information/Wildcard Center and Union Business Office does not report to the Associate Director, the functions of the departments are closely related to financial services and operations. Employees must have a comprehensive understanding of internal controls related to University policies and procedures, campus technical systems, security regulations, cash handling policies and procedures, and account security controls for Weber State University Wildcard, Union Information and Business Office. The staff must act as a liaison with other campus departments, along with on-campus and off-campus vendors to implement, advance and coordinate all aspects of the one-card system. The position of hourly accountant is paid by the Union Administration budget.

DECISIONS MADE AND COMMUNICATED

Financial Services and Operations

Bi-weekly meetings are held with all department heads and managers of the Shepherd Union to discuss budgets, finances and department needs. Major items requiring decisions are then communicated to the Union Director and departments involved and/or impacted by the final decision.

Bi-weekly meetings are held with the Union Building Managers to discuss staffing and performance issues, upcoming events that may need additional coverage, and to discuss items that are of importance to the students. On off weeks, pertinent information is communicated by e-mail or text to the students.

Bi-weekly one-on-one meetings are held between Union Custodial Supervisor and Wildcat Lanes Coordinator to discuss budgets, needs for the departments, etc. If important issues arise, face-to face meetings happen as needed.

Information received from the Union Director or Vice President of Student Affairs (via Student Affairs Department Heads meetings) is forwarded to other staff for their information.

Wildcat Lanes and Games Area

The Coordinator for Wildcat Lanes and Games Center reports to the Associate Director of the Union. Bi-weekly meetings are held to discuss WCL's operations, financial picture and budgets. Staffing issues are also discussed and recommendations made.

The Coordinator also holds departmental meetings with students as often as possible. Given the hours the facility is open and student employee class and work schedules, it can be difficult to hold regularly scheduled meetings. Twice a year, the Coordinator will hold mandatory all-staff meetings (the beginning of Fall Semester and during the holiday break) to discuss issues related to WCL.

Custodial and Event Set Up

The Custodial Supervisor and the two custodial leads meet to discuss any concerns and needs. Major decisions are then presented to the Associate Director for approval. Decisions are communicated within the department through staff meeting, e-mails and memos. The custodial supervisor meets bi-weekly with the Associate Director for a one-on-one discussion of concerns, budgets, etc.

Student Affairs Maintenance

The Student Affairs Maintenance Coordinator makes daily assignments to the appropriate repair person through written or verbal communication for work or a project to be completed at a given time.

Union Programs

Union Programs leadership consists of a part-time coordinator who oversees and supervises two (2) peer mentors, two (2) gallery assistants and one (1) intern each semester. The Coordinator has ten years' experience in higher education with experience in both Academic Affairs and Student Affairs.

The Coordinator is trained on an on-going-basis, including weekly staff meetings and an annual retreat where goals and objectives are set for the upcoming year. Students are consistently trained and meet regularly with the Coordinator. Students are encouraged to give input and take on responsibilities that not only focus on their strengths and abilities, but challenge them to develop and grow. The Coordinator spends a great deal of time communicating with each student staff via e-mail, in person or by phone to make sure all who need to be involved are involved in this communication.

JOB RESPONSIBILITIES

Financial Services and Operations

Associate Director Shepherd Union: Responsible for all financial and operations in the planning, coordinating and directing financial, retail and operational areas of the Shepherd Union. Also oversees Custodial and Wildcat Lanes staff. Coordinate and assist in the development and monitoring of Shepherd Union and Student Involvement and Leadership departmental budgets.

Shepherd Union Student Building Managers: Ensure the effective operation of the Shepherd Union during the hours 4:00 p.m. to midnight when full-time staff are not typically on duty. Duties include providing the highest level customer service, helping with event set-ups and enforcing the policies of the Shepherd Union and Weber State University. Student Building Managers open and close the building as needed.

On-Call Student Union Building Manager: Must be able to work shifts when regular building managers are not available or when extra help is required. (See above for job responsibilities)

Information/Wildcard Center and Union Business Office

Coordinator of Information and Wildcard: This professional position is charged with the management and supervision of day-to-day technical and financial operations within the Weber State Wildcard - One Card program (ID) cards, Union Information Center and Union Business Office.

Office Assistant/Wildcard: This classified position is responsible for supervising and providing leadership for the operations of the Shepherd Union Information Center. These operations include WSU Wildcard ID production, trouble shooting, campus lost and found, special event ticket sales, university information, UTA Ed Passes, and training for students working in the area.

Student Accountant: This position works in cooperation with the Coordinator to complete all accounting responsibilities including preparing daily cash reports, delivering cash and reports to the University Cashier Office, counting the funds in the safe and logging totals, preparing monthly funds transfers, preparing invoices and billings, and researching and correcting any errors in a timely manner. The Student Accountant may be also be asked to act as back up when needed at the Information Center.

Hourly/Student Information Desk Attendants: Responsible for opening and closing the Information/Wildcard Center, handle cash according to campus cash handling policies, providing campus information regarding programs and events, and issue Wildcards to qualified students, faculty, and staff.

Wildcat Lanes and Games Center

WCL Coordinator and Intercollegiate Bowling Coach: Manage the daily and financial operations of the Wildcat Lanes and Games Center. Oversee all PE bowling and billiard classes, advise the WSU Bowling and Billiards clubs. Oversee all adjunct instructors for bowling and billiards, supervising curriculum, training and evaluating instructors, scheduling classes taught/offered.

Hourly/student Customer Service/Cashiers: Works the service counter, monitors bowling lanes and billiard table usage, deal with all retail drinks and snacks. The Hourly/Student Customer Service/Cashiers are also trained to repair minor pinsetter delays or problems and provide support to patrons with automatic scoring system (**See Appendix B**).

Student Office Aide: Assists WCL Coordinator with office support to the bowling and adjunct instructors, completing daily cash reports and taking them to Cashier's Office.

Student Billiards Coordinator: The liaison for WCL with the Billiard Club. They perform all maintenance, leveling of billiard tables, and shuffleboard table and care for the house cue sticks (replacing tips, etc) and other maintenance as needed. Organize and run tournaments during the semester and work with all customers desiring to purchase and/or order custom cue sticks or other billiard products.

Hourly/Student Center Mechanic: The center mechanic maintains the pinsetters, automatic scorers, lanes and lane machines, bumpers and other equipment. This position maintains a spare parts

inventory. If qualified, this person also supervises the customer service training of the student employees - certifying them in safe repair standards and procedures for their pin chasing duties (**See Appendix C**).

Custodial and Event Set Up

Custodial Supervisor: This Classified position is responsible for the scheduling, planning and supervising of the custodial department. The Custodial Supervisor develops and assures adherence to quality and quantity standards and designates shifts and work assignments for the custodial department. The Custodial Supervisor works with custodial leads in the selection and hiring of full-time and hourly custodial staff, conducts performance evaluations on all custodians under his/her supervision and is responsible for the budget for the custodial department. When the custodial leads are absent, the Custodial Supervisor will work with the staff for event set ups and technical audio visual support for Shepherd Union events.

Custodial Leads: There are two lead positions at this time which are both classified positions.. One supervises the night/morning crew (1:00 a.m. - 9:30 a.m.) While the other lead supervises the day/early evening crew (9:30am - 5:30pm). Serving as the leader for their assigned shift for daily cleaning, event set up and support. The Leads conduct on-the-job training for new hires assigned to their shifts and assists the Custodial Supervisor for coverage in his/her absence.

Custodians: There are three custodial positions at the Shepherd Union, each with a specific area of responsibility. Overall basic custodial duties include: sweep, mop, clean restrooms, vacuum, etc). Custodians assist in event set ups and audio visual support, lock and unlock rooms as requested and report malfunctions for equipment, fixtures or damage to rooms and furnishings to the custodial leads or supervisor. These are classified staff positions.

Hourly/Student Custodians: Hourly/student custodians have assigned areas, shifts and duties depending on the time-frame of their shift. Basic custodial duties include: sweep, mop, clean restrooms, dining areas, etc).

Student Affairs Maintenance

Student Affairs Maintenance Coordinator: This position is responsible for the scheduling, planning and supervision of the maintenance department. Develops and assure adherence to quality and quantity standards. The Coordinator designates shifts and work assignments for maintenance staff and conducts performance evaluations for all maintenance positions. This is a professional staff position and includes budgetary responsibilities and oversight.

Student Affairs Maintenance Trades staff: The department has a designated electrician, plumber/HVAC person, and painter/carpenter. All of the staff are cross trained to some degree to be versatile within the department. These are classified staff positions.

Hourly/student Maintenance Helper: These positions help the full-time staff as needed.

Hourly/Student Receptionist/Secretary: Maintain departmental records, answer phones, log work orders. Basic secretarial duties.

Union Programs

Coordinator: This half time position is responsible for managing and supervising the operations, events, and programs of the Union Programs. The Coordinator has excellent training history at WSU offered through Training Tracker and participates in activities for professional and leadership development outside of the University.

Students: Students are encouraged to participate in leadership and professional development activities offered at WSU or created by the Coordinator. Regular student training and staff meetings provide the opportunity to share and collect information on how to make the programs and services more effective. Each individual is encouraged to give feedback and suggestions on what is working well and what needs to be changed.

TRAINING AND PROFESSIONAL DEVELOPMENT

New contract staff go through a mandatory WSU new-staff orientation with Human Resources on their first day of employment. New staff are invited to attend the Human Resources new employee University program and are also invited to a new staff orientation for the Division of Student Affairs. These training meetings are held at various times during the semester.

Student Employees are trained by their supervisor and/or peers. It has been found that on-the-job training is the best overall training the department can provide. An all-staff training is held annually at the beginning of Fall Semester. Individual departments then hold more intensive training following the all-staff meeting. Because of the turnover with the hourly custodial staff, on-the-job training has been the most effective as staff are trained in their specific area.

Departmental training manuals are in the process of being revised. These manuals were first developed by a group of student employees. The completion time has been moved back to the beginning of 2011 Fall Semester due to new policies and procedures being put in place by the University.

The Union provides an all-staff meeting once a month which usually incorporates a training component (i.e. new policies and procedures, risk management training, technology update, etc). At the beginning of each academic year, a training is held for all staff, student and contract workers to discuss new policies, procedures, etc. Each department then holds individual training in their areas. If needed, a staff training is also held in the Spring Semester.

The Union budgets for department head travel for an annual and regional conference (if budgets allow) for the Association of College Unions International (ACUI). These conferences are seen as valuable professional development resources.

Information/Wildcard Center and Union Business Office

Training for staff encourages self-directed activities focusing on giving maximum opportunity for self-realization and for growth in individual, social competency and group effectiveness.

Regular staff training provides the opportunity to share and collect information on how to improve services and make them more effective. Each individual is encouraged to provide feedback and suggestions on what is working well and what could be changed.

The Union has a yearly all-staff retreat where goals, policies, and training are communicated. This is used as a chance to celebrate our successes and develop plans for new practices.

Student Affairs Maintenance

The department, as a whole, regularly attends training with other maintenance technicians in FM on campus. The Department of Facilities Management holds training session each Friday morning covering a different topic related to maintenance. This is the first year the Student Affairs Maintenance staff has participated on a regular basis. Also, this past year, two staff members attended a specialized training course in Salt Lake City for more intensive training in HVAC maintenance.

EVALUATION

All Union contract staff are evaluated once a year using the University PREP Program (Performance Review and Enrichment Program), which is conducted in the spring. Each staff member is required to list their main accomplishments for the prior year and their goals and objectives for the coming year, which are discussed with their immediate supervisors.

Student staff are evaluated individually by their respective supervisors. A uniform, Union-wide evaluation process was tried; however, the follow through by departments was difficult to enforce and monitor.

Wildcat Lanes and Games

Student employees undergo a formal evaluation yearly, where goals are established for the coming year (**See Appendix D**).

Student Affairs Maintenance

Each staff person has an employee review which provides an opportunity for them to set goals for the coming year and review their past years' performance. Each employee is interviewed by the Student Affairs Maintenance Coordinator on a yearly basis. This is done through the University's PREP process.

DEPARTMENTAL REWARDS/RECOGNITION PROGRAMS

Currently there is not a formal Union employee recognition program. At one time the Union had a program called UROCS (Union Recognition of Outstanding Customer Service), but the program lasted only a few years due to difficulty in getting nominations, etc. Union contract employees can be nominated for the University Outstanding Staff Awards. Union contract and student staff can also be nominated for the Student Affairs awards which are given at the end of Fall and Spring Semesters. Student Affairs also has a program for recognizing outstanding service through the "Builders of Excellence" awards which allows contract staff to be recognized by their peers and the Vice President of Student Affairs. Employees can also

be recognized by the University through the Customer Service PRIDE awards which acknowledges outstanding customer service through the “Mystery Shopper” program held each October.

Wildcat Lanes’ hourly employees may earn recognition as the “Employee of the Month” where their name goes on a prominent plaque displayed at the service counter and they get a \$25 reward on their Wildcard for use on campus. Union Custodial has implemented a similar award with their “WOW Awards” (What Outstanding Work).

STAFFING NEEDS

All departments are fully staffed at this time. We have chosen to leave a full-time custodial position open due to budget constraints. We are currently backfilling this with hourly labor. Also due to budgets, we eliminated the position of a full-time mechanic in Wildcat Lanes. In 2010, this caused some issues for the Coordinator of Wildcat Lanes; however, we are using part-time labor to fill in the gaps. At this time, the use of an hourly position to cover the mechanics in Wildcat Lanes and Games appears to be working.

We currently have three “full time” building managers and two on-call building managers, all of which are students or recently graduated students. Because of the volume of traffic and events in the Union, there are numerous times when there is a need for two or three building managers on duty. Two of the current building managers will graduate in the Spring and will most likely be leaving at the end of the academic year. They are given the opportunity to work for the summer as they look for full-time employment or at graduate schools. We will look to hire replacements as soon as we can get a timeline from the current managers. It takes two to six months to fully train a building manager due to the complexities of the position.

Student Affairs Maintenance

The department currently has an opening for a maintenance technician with electronic controls and HVAC controls experience. The position has been advertised and will close May 1. A committee has been formed to evaluate the applicants and the search will move forward. The committee will be comprised of staff from Student Affairs and Facilities Management.

4. Financial Resources/Budget

As discussed above, the Shepherd Union overall annual operating budget is slightly over \$2.5 million, with an additional \$200k in reserves in a “plant fund” which is used for smaller cost capital items relating to the building. The term “plant fund” has been used to differentiate the funds from the Capital R & R funds designated by the Vice President of Administrative Services for use by auxiliaries such as the Union. The Union receives approximately \$250k from the University for additional capital projects through the “Capital R & R” budget. Before the Union renovation, the plant fund and the capital R & R fund were in excess of \$1 million. These funds were used to help with additional expenses related to the Union’s renovation. This year’s funding is being used for the new patio area that is being built on the south side of the Union (**See Appendix E** for Balance Sheet & **Appendix F** Income Statement).

The Shepherd Union revenue is driven primarily from usage of facilities and services. The annual operating budget for the total Union is broken down to: 31.5 % student fees, 27% conference revenue, 11.8% rent revenue (Bookstore, Food Service, meeting rooms and facilities, etc), 11.7% for services to University (charge backs to the University for space used for meetings classes, etc), 9% sales revenue (Wildcat Lanes and Games Center and Information Center) and 9% miscellaneous income (reimbursements for expenses paid and utility reimbursement for food services). Even though each of the seven Union “cost center” budgets are managed by individual department heads, all funds are rolled in the Union’s balance sheet and fund balance. At the end of the fiscal year, an “Auxiliary Report” is prepared for the Weber State Board of Trustees which shows the financial performance, quality of services and management status for the past year. To date, the Shepherd Union has been able to weather the challenging economic years without any negative changes in the fund balance.

INFORMATION/WILDCARD CENTER AND UNION BUSINESS OFFICE

The budget for this area is primarily derived from sales of Wildcards (38%) and the fee that is charged each student at registration (\$2 per student per semester). The total for the student fee for the Wildcard can range from \$57k to \$70k per year depending on enrollment numbers. The remainder of revenue is from sales for event tickets and replacement UTA bus passes **(See Appendix G)**.

Personnel costs make up 31% of the expenses with the other large expense item being software maintenance contracts fees which is 38% of the budget. The wage and benefit costs of the student accountant is paid by the Union Operating cost center. The cost of the software maintenance continues to increase each year. The University’s administration recently signed an agreement with Blackboard which will put a cap on the amount the costs can increase for the next three years.

WILDCAT LANES AND GAME CENTER

Budgeting and financial performance was atypical over the last five years as the Union, including the WCL facility, underwent a major renovation. The operations were all but shut down for an extended time. The bowling operation closed for renovation in April of 2007, and did not reopen for business until late August 2008. The billiards operation, limited to only eight tables, was moved to a temporary location in the main lobby area of Promontory Tower Residence Hall in March 2006. This move was made chiefly to facilitate the continuation of billiard PE classes. Tables remained at this site until August 2008.

A slow start to business was anticipated but it has taken longer to get the community business to return. Complicating the financial recovery were some other external changes. Budget issues and the construction of Elizabeth Hall necessitated a change in walking traffic patterns, and campus bus route changes resulted in a significant decrease in traffic. All of these factors resulted in a decrease in exposure of the facility to the normal walk-in customer base. Restrictions in off-campus advertising, to avoid unfair competition issues with off-campus bowling centers, has limited community recognition as well.

Bowling and billiard operations, including PE class fees, provide the greatest portion of the WCL revenue stream. The sale of beverages and snacks is, however, one of the fastest growing areas since other food operations are not open in the evenings or run limited operations on weekends. Video/arcade games

continue to lag. Addition of a shuffleboard table has been a new service option. Deficits have been absorbed through Union Operations and student fees.

WCL has established a goal to increase revenues by 10% per year over the next four years. This will be accomplished through increasing collaborations with community schools, churches, and other non-profit groups that may utilize the facility. The staff of WCL continues to look for new and innovative ways to increase positive exposure. Examples of the programs that have been used include: advertising in high school papers, hosting an annual MLK/Human Rights Day food drive in partnership with the Unions Center for Diversity and Unity, and a new venture, which is being tested, is the use of "Groupon", a new web based promotional engine.

The WCL Coordinator has made a concerted effort to hire only work-study qualified students. The reduction in total hours worked by the student staff, through more efficient scheduling, has allowed the center to continue to function with about 40% less of the student employees in the past. The reduction of the full-time mechanic position to a 15 hour per week hourly/student position has had a large impact on the budget. The largest portion of the budget for WCL is the labor cost. Union administration will analyze the operations to see if the changes from full-time mechanic to part-time will allow the center to continue to function at a level necessary to provide quality customer service and ensure satisfaction.

CUSTODIAL AND EVENT SET UP

The custodial budget consists of three main areas: personnel costs, janitorial supplies, and services. Personnel costs account for 82% of the budget. When the Union renovation began in 2006, two full-time custodians were reassigned to the Facilities Management department. A third full-time position, vacant since July 2005, was left unfilled and hourly staff positions were limited to the very early morning shifts. As the Union became fully operational, an additional 12,000 square feet was added. This square footage has also become the most labor intensive to clean and set up for functions. Budgeting for additional staff and supplies was a "best guess" for the first year or two. As the building became used more, additional hourly/student shifts have been added. The janitorial supply budget has increased over the past three years and the cost for supplies will continue to increase as traffic increases and outside factors (fuel, etc) dictate an increase from our suppliers.

STUDENT AFFAIRS MAINTENANCE

The Student Affairs Maintenance budget is similar to that of custodial. The budget consists of three main areas: personnel costs, building material supplies/repair, and services (i.e. window washing, trash pick-up, painting services and maintenance contracts for elevators and food service hood cleaning). The personnel costs account for 63% of the total budget.

After the Shepherd Union was renovated, the maintenance budget was fairly modest. As the usage of the building continues to grow, the budget will need to reflect the increased use of the facility. There are several systems (i.e. heat exchangers, cooling systems in the telecommunications closets) that will need to be repaired and/or upgraded. Floor coverings and painting costs will also need to be included in future needs.

UNION PROGRAMS

Union Programs is given an annual budget of \$15,000. Some additional revenue is generated through the Wildcat Block Party.

5. Facilities, Equipment and Technology

When the Shepherd Union underwent renovation, a considerable amount of time was spent on the location of the Union Administration Offices. It was decided to locate the offices on the 4th floor of the east side of the building. The offices are easily accessible, but not highly visible.

The Union is ADA accessible by way of ramps, elevators, signage, and a lift on the 4th floor. A Stryker Evacuation Chair has been added to the 4th floor in the event an evacuation is necessary. The Union staff strives to keep the atrium floors clear in the “middle” and to keep vendors and signage on the “gray tile.” This is the norm for two reasons: to help sight-challenged students navigate the space, and to keep the atrium space open for pedestrian traffic. There are two handicap accessible ramps in the atrium to accommodate the elevation changes between the east and west sides of the building (For all floor plans see **Appendix H**).

The space for the Union Building Managers is located in the office behind the Information Center. When the Union design was being finalized, this area reported to the Associate Director. That area now reports to the Coordinator for Information/Wildcard. There is really no good, visible space that would be an alternative to use for the Building Managers’ office.

All computers and equipment used for events are upgraded as needed and as budgets allow. The Union Custodial staff has an inventory of all audio visual equipment and furniture. The building managers and custodians check the inventories each day to make sure all equipment is secure. The computers all have “Deep Freeze” software added so that once a machine is turned off software and individual programs from the previous user are erased and the computer is ready for the next user.

The Union has a safe environment with the addition of 96 security cameras in the building. Thirty of the cameras are specifically for use in the Bookstore, with the remaining 66 distributed through the building. Access to the servers and software for these cameras has been given to applicable department managers and to the Union Building Managers’ for use as needed.

The facilities in the Union are also subject to annual safety inspections which are conducted by the campus Fire Marshall’s office. A report is sent to the applicable staff and corrections or modifications are made as necessary.

Upgrades in overall building audio visual equipment is a collaborative effort with a discussion in staff meetings and one-on-one with department heads to prioritize needs and make sure adequate funding is in place.

Entrance to the Union's exterior doors is controlled by the University's OnGuard electronic card system which is programmed on the WSU Wildcard. The designated Area Access Manager (AAM), which is currently the Associate Director for Financial Services, gives access to approved staff and students to one of the six card-controlled access points. The exterior doors for the Union can be automatically opened and closed via programming through Facility Management. The Union Building Managers' also have the capability to control the doors through their Wildcard. This is used primarily during special functions, when the Union is open on holidays, etc. Access is given by the AAM only after an e-mail is received designating who has the access to specific doors. Currently, after-hours access through the east doors is granted to students and staff of the Signpost (student newspaper) and KWCR (student radio station).

The distribution of interior door keys is handled by the Union Executive Secretary. Forms are filled out and signed by the department head and the Union Director before a key request is sent to Student Affairs Maintenance. A key deposit must also be paid to the Cashier's Office before the request is forwarded.

INFORMATION/WILDCARD CENTER AND UNION BUSINESS OFFICE

The current facilities and office spaces are very effective for issuing Wildcards and handling large groups of people (i.e. first two weeks of semesters and orientations). The location of the business office provides security for handling money and reconciling accounts.

Due to the nature and services offered by the Wildcards, technology for this area is always changing and becomes obsolete very quickly. The computers and card printers used to produce the Wildcards are used very heavily due to the office hours and demands of student needs. Having a budgeted replacement schedule is very important in keeping current with technology and needs.

There are two primary software systems used to produce the Wildcard:

Vision DataBase Systems

Photo ID development software, ID card printing and database. Rapid Status is the software with the ability to permit or deny access to certain areas based on specific criteria.

Blackboard Transact

Blackboard Transaction software allows the Wildcard to be used for cashless transactions both on and off campus.

WILDCAT LANES AND GAMES CENTER

WCL is located on the 2nd level of the Union, in the northeast corner of the building. It is adjacent to the Atrium and the main north/south walking corridor through the building. In the bowling area, there are eight (8) regulation 10-pin lanes with Brunswick A-2 pinsetters. The pinsetters were installed in 1985. They were the last model A-2 pinsetters commercially installed by Brunswick. The lanes currently average about one stop per 300 frames. The lanes are equipped with dual deck light units allowing for both a white

and black light florescent tube. The center lighting was redone as part of the 2006 renovation as well as laser/party lighting over the lanes.

The original wooden lanes were installed in 1961 and were resurfaced every two to three years. In 1990, a guardian overlay was applied. The lanes remain today as the foundation for the Burnswick Pro-Anvilane that was installed in 2008. As a side note, the local lane inspectors from USBA have observed that the lanes are the most level in the Ogden area. The approach portion of the lanes has the school wildcat logo permanently added to enhance the collegial atmosphere. Each lane has a set of AMP automated bumpers linked to the Steltronic Automatic Scoring System. The masking units are an AMF model allowing for easy panel replacement/rotation for different visual effects and all of the lane capping is also an AMF screw down style. The lane maintenance machine, a Phoenix-S model is now 10 years old. The machine is relatively good for cleaning and conditioning the lanes. The cost for a replacement machine is about \$22,000. We are currently having some maintenance issues with this machine and will submit a request for funding for a new one as the funds become available. The seating area for customers is being supplemented with chairs from the Union's Lair. This could be better served with replacements of eight additional bistro stools that would match the six already in use.

In the billiard room WCL has a total of twelve (12) billiard tables: eight oversize eight-foot tables, two (2) nine-foot tournament tables, one (1) 10-foot table and one (1) seven-foot "Bar" size table. One of the nine-foot tables and the seven foot table are ADA accessible. Both of these tables were acquired about eight years ago. The other nine-foot table was purchased in 2010. The 10-foot table was a donation to our facility from a former student 15 years ago. Four of the oversize eight-foot tables were purchased by WCL in the 1990's, and the remaining four tables are part of the original purchases in 1961. The staff of WCL performs all of the maintenance and re-felting of the tables. The four oldest pool tables are becoming more difficult to maintain as the past 50 years have taken their toll. Cost to get commercial grade tables for replacement is approximately \$4,000 per table. The lack of flexibility in the lighting system of WCL to maintain the tables at their current locations limits other recreational options.

The customer service counter is equipped with a single cash register for all transactions. The area is located in the billiards room, adjacent to the lobby and bowling lanes. A window is located in the wall between the counter and the lanes which allows direct visual oversight of the bowling area at all times. The location also allows unobstructed visual oversight of the billiard room. All of the lane scoring systems are controlled here as well as the sound system, resale food items, etc. The lack of evening/weekend dining options in the Union has led to a great emphasis on the snack options in WCL. A lack of useable electrical circuitry and retail and storage space have restricted future expansion of these services.

Wildcat Lanes and Games Center has its own air handling, heat and A/C system. This is located in the mechanical room to the north of the billiards area. Although this gives the area a somewhat individualized system, control is maintained by the campus heating plant. The open construction of the building allows for communal airflow through the billiards room. Differing airflows in the billiards and bowling rooms leads to a sometimes stale and hot situation in the bowling area.

The location of the billiard room adjacent to the Atrium lends itself to great visual appeal and recognition; however, a barrier exists due to the elevation change and lack of direct access from the Atrium

level. The location of stairways in the building also makes it difficult for patrons to get to WCL from the 3rd floor. Numerous complaints have been noted from students from the Student Involvement and Leadership offices and the Non Trad Center about the access. The location of the lanes, up the stairs and down the hall from the Atrium, hidden from the view of patrons, have left many students uncertain of the location of the lanes, or even unaware that we have lanes in the building.

CUSTODIAL AND EVENT SET UP

The custodial and event set up team works out of two different locations. The main location is located on the 1st floor by the storage and work areas. The secondary location is on the 3rd floor by the Ballrooms. This location was decided upon to facilitate staff closer to the main conferencing area. The office on the 3rd floor is the most accessible for our customers. One of the biggest challenges for the department is storage. In the effort to keep updating equipment, we are often buying more equipment and find storage space lacking. An updated inventory list is helping with this turnover; however, we still seem to be short on space.

The department strives to provide a safe environment. Exterior snow removal is done first thing in the morning in conjunction with Facilities Management personnel and the staff works hard to keep the floors free of excess water (on the tiled areas) to prevent any slippage hazards.

The Union gets a “Union Building Safety Inspection” and a Fire Marshall report annually. The staff works very hard to correct deficiencies noted on the reports. Currently we are looking at replacing the extension cords used for the podiums in the meeting rooms. These will be replaced with the newer surge protectors that have extended cords. We are looking at painting a stripe on storage room walls to designate how far items can be stored to the ceilings, again as noted in the building safety inspection.

The Union has gotten written up with the notation of “items stored in stairwells”. Those items are extra risers that are used occasionally, and we currently lack the space to store them in designated areas. This will be addressed this summer during inventory as we free up storage space in areas that are not centrally located.

With the renovation of the Union, new equipment was purchased to aid the department in their daily cleaning of the facility. Two new carpet extractors were added to help with the increased amount of carpet that needs to be cleaned; a new floor buffer was added to help with the tile in the Atrium and common-area hallways. New equipment is added as funds become available.

As audio visual equipment become obsolete, new equipment is added as budgets allow. The union staff is trying to keep our inventory of items on the “cutting edge” of technology because of the customer base we support. The staff is currently in the process of working with the WSU Electronic Service and Repair Department to add exterior a/v wall ports to each meeting room. This should be completed by the beginning of 2011 Fall Semester. The department needs to be more efficient discarding old, broken, and/or obsolete items. The storage areas need to be cleaned on a regular basis and the older equipment needs to be disposed of. The department has also submitted an “AV Wish List” that includes equipment the staff feels would help with events in the building. This list is discussed with the Associate Director periodically to see if funding is available and is changed as new technologies become available.

STUDENT AFFAIRS MAINTENANCE

Maintenance has an area designated in the Union for a shop. Currently this area is mainly used for storage of repair parts and painting supplies which are unique to the Union. The staff offices are located in Promontory Towers which is the main maintenance facility for Student Affairs. This area is used for furniture repair, locks and keys, and electrical components which are used in the Union. In May 2012, Promontory Towers will be demolished and the shop will be relocated to University Village. When the housing buildings are completed, part of the maintenance shop will be relocated back to the new buildings. Anticipated completion for the facilities is August 2012.

UNION PROGRAMS

Current office space and storage area is effective and sufficient for the current time. In the future, there will need to be additional storage that can adequately accommodate art work and the equipment that is used for ongoing programs. There will also be a need for space for students to work.

The equipment needs are adequate as is the current software in use.

6. Ethical and Legal Responsibilities

The department operates under the guidelines of the University policy and procedures, guidance from Internal Audit and Accounting Services. The department also follows the code of ethics based on the ACUI guidelines, CAS Standards and good common sense. The department follows the Information Security Policy as outlined in WSU Policies and Procedures Manual 10-1 and 10-4.

The computers used for events are password protected and have "Deep Freeze" software installed to eliminate information each time the computers are turned off. The Union set-up staff and Union Building Managers have the passwords to help our patrons with events. The computers are locked and stored in computer carts each evening and are either locked in individual meeting rooms or in the central AV closet.

The Associate Director acts as the "gatekeeper" of financial responsibility for the department. The good working relationships with Accounting Services personnel and Internal Audit have helped identify problems before they have become major issues. Trends are brought to the attention of the department heads and mistakes on financial information is corrected quickly.

INFORMATION/WILDCARD CENTER AND UNION BUSINESS OFFICE

This area holds the primary management responsibility relating to the Wildcard for security credentials, maintaining the following compliances: Payment Card Industry Payment Application Data Security Standards (PCI PA-DSS) compliance laws, Federal Cash Management Rules, Graham Leach Bliley Act, Family Educational Rights and Privacy Act (FERPA), Federal Trade Commission (FTC) rules on safeguarding personal information, Federal Deposit Insurance Corporation (FDIC), The Patriot Act, Regulation E (Banking) and MasterCard Carding regulations.

The department follows the policies and guidelines as outlined in WSU Policies and Procedures Manual 10-1 and 10-4. At the Information Desk, the staff do not have access to sensitive student/staff information, credit card information is not taken over the phone and all software is now PCI compliant. The students/hourly staff sign a computer use waiver but not all staff have administrative rights for certain software (**See Appendices I, J, K, & L**).

All financial records are kept in locked file cabinets in the Union Business Office. After being kept for the requisite three years, all financial records are shredded.

WILDCAT LANES AND GAMES CENTER

Due to the retail nature of operations, the need for a cash register change fund, maintaining a change machine for video/arcade customers, and utilizing a vending machine for merchandise, sales necessitate financial controls. Reduction in staff has led to the need for video surveillance to ensure employee accountability in this area, since only one employee controls the funds at any time. Operations are checked daily by a separate employee who balances the deposits and checks the spare change fund. Control of the change machine is strictly limited, with only the Coordinator having key access. Most employees have the combination to the safe for opening operations at the beginning of the work day. In addition, WCL has the responsibility to collect and pay sales taxes on applicable sales. WCL is working with campus representatives to insure that credit card machines are in compliance (PCI) to protect users from identity theft. WCL staff has no access to sensitive computer information for students. Adjunct faculty for bowling and billiard classes have access and must be trained in regard to their responsibility to protect sensitive information. Some of the training is done by the PE department secretary when assigning them computer access and is supplemented by the WCL Coordinator as well.

Activities such as bowling and billiard play carry some inherent physical risk. To help document any incidents, video cameras monitor the area closely. There are 13 cameras in use in the facility, all with a 90-day recording capability via a DVR system. One camera monitors the workshop and pinsetters for mechanic safety. Wildcat Lanes and Games Center has clearly posted rules of behavior for participants. Please see the appendices for copies of these rules.

Signs are also posted in the bowling area that alert customers of the danger of crossing the foul lines. In addition, signs alerting customers to their assumption of risk to their bowling balls in case of machine or lane damage are posted. There remains a slip/stick/fall risk for patrons who are bowling and this is magnified any time there is bad weather that could result in water on the floor, or from wet floors from the nearby restrooms.

The open structure of the Union has been a concern, but surprisingly there have been few abuses of the facility. There have been some theft issues and some vandalism; however, the video surveillance system and late shift staff checking facilities have helped mitigate these issues. Campus police are also available at any time to take our calls for issues that are of concern to our employees or patrons. The police have also sent officers to help with the closing of the building when there have been concerns.

UNION PROGRAMS

The Coordinator has taken Non-Violent Crisis Intervention Training and has been part of the Student Affairs Academy (a four-day training about Student Affairs). The Coordinator has also taken supervisor training.

The Coordinator refreshes at least once a year on the Family Education Rights Privacy Act (FERPA) and is trained to utilize the campus services, including the Dean's Office, Counseling Center, Campus Police and Registrar's Office in dealing with issues that may arise.

7. Assessment and Evaluation

Cohort information for student employees was given to the Student Affairs Assessment Coordinator when the program began. Each department is responsible for following up on this information. It has been noted the Union student employees summarized in the current statistics have a higher GPA than the average student employee within Student Affairs, and the retention rate is much higher **(See Appendix M)**.

The assessment section as a whole is not entirely applicable to these areas. The financial and operations areas are more service oriented. The students who come to work for us begin "just looking for a paycheck." Most leave with skills that are transferrable to their post-college employment (i.e. customer service skills, conflict resolution, written communication skills, etc). Some students have found that working as a Union Building Manager gives them leadership and communication skills. This can also be said about most of the students who work in our areas.

The Shepherd Union has a system to count the number of patrons in the building on any given day through the use of electronic "people counters." This system was installed after the Union's renovation and uses a combination of thermal counting and "beam" counters. The software has given us good data on the increased usage of the Union since renovation **(Appendix will be emailed separately)**. Traffic has increased by about 30%. We also have new scheduling software that gives us more accurate numbers on the number of events scheduled, how much equipment is requested, how many people attend the events, etc.

Various survey instruments are used to measure students' satisfaction with Union services and facilities. The EBI (Educational Benchmarking Inc.) surveys have been used with more frequency than other surveys. The Union staff has used EBI since 2003, using the on-line and the hard-copy surveys versions. The results of the surveys vary greatly pre and post renovation for the Union. The Union will use EBI again in Fall/Spring of the coming academic year **(See Appendix N)**.

The Union staff has also tried on occasion to use the ACUI Benchmarking Survey. This survey is very detailed and lengthy. The information was found to be very difficult to extrapolate for our specific needs and the Union has not participated in this survey for the past two years.

Goals and initiatives for the Union staff are determined at annual staff retreats. The entire Union staff participate in the 6-column model that is prepared each Fall. Each department has their individual set of goals on the 6-column model but the document is submitted as a total department (**See Appendix O**).

INFORMATION/WILDCARD CENTER AND UNION BUSINESS OFFICE

Student Learning Outcomes:

Students will learn effective customer-service skills

- On-the-job training
- Staff development training in areas such as phone skills, listening and diversity

Students will learn critical thinking skills and competencies required in the work force

- Answering questions at the Information Center
- Finding current information for campus events and programs
- How to use campus resources
- Training of campus policies and procedures

Student will learn communication skills

- Listening to customer's needs
- Giving correct information in a helpful and courteous manner

Students will learn technical skills

- Training on the software used to verify eligibility, produce Wildcards, financial transactions, ticket sales
- On-the-job training
- Card printer maintenance (i.e. cleaning, changing ribbons, checking data imports)

Methods used to examine the student learning outcomes include customer service surveys, pre and post-employment tests, supervisor evaluations and secret shoppers.

WILDCAT LANES AND GAMES AREA

WCL is an auxiliary operation which is much like a small business. The success of the operation is assessed by comparing financial performance and facility usage year to year. From revenues, the number of bowling games, billiard hours, hours of reservation use, video game plays, bowling and billiards class students, etc are calculated for yearly comparisons. In addition, some special groups of cohort students are traced as to their academic retention and graduation (WCL student employees and bowling club members).

Some annual programs are also tracked for comparisons (i.e. MLK-day food drive, bowling tournament participation, class sections and class sizes). The classes undergo an end-of-semester

evaluation from the students of their instructors and our facility. We have also implemented a written tracking system for pinsetter problems.

Although we attempt to track community vs. student or campus usage, our system is flawed and relies on the accuracy of our student cashiers in assigning correct customers to the correct categories. It would be helpful to know which specific customer populations we are serving (i.e. on-campus residential students, community high school students, non-traditional students, etc).

STUDENT AFFAIRS MAINTENANCE

Maintenance keeps track of the number of work orders that are placed and completed. They also track how long it takes to complete these work orders. Work orders completed for the last five years are:

Year	Total Work Order	Union Work Orders
2006-2007	2,562	175
2007-2008	3,112	127
2008-2009	2,522	237
2009-2010	3,062	273
2010-2011	3,624	370
April 2011	441	52

The average response time is one day for normal repairs or calls. Health and safety issues are handled immediately, and if outside assistance is required the needed service is immediately contacted.

UNION PROGRAMS

Student Learning Outcomes

Students value achievement by establishing and achieving bold, challenging and ambitious program goals and by making extraordinary efforts to accomplish goals.

Students do the right thing

- By operating with integrity and fairness
- Helping others at the University, fellow students and people in the community
- By learning to recognize the efforts of others and rewarding results
- By meeting expectations and being an example to other students

8. Summary

A lot of thought and time went into the renovation of the Shepherd Union. The process began in 2001 when the “Shepherd Union Renewal Study was completed.” This study was validated when a 2003 “Facility Conditional Analysis” was completed by a firm from Atlanta, ISES. It concluded that it would take

at least \$8 million to bring the facility to code for infrastructure. The decision was then made to spend the money on a newly renovated building.

The actual building process began in May 2005, and the results have been spectacular. The traffic in the Union increased by 30% the first year. This number was validated by the increased funding requested from President's Council for additional funding for "services to college" charge-backs the Union receives.

The food service areas have seen a significant increase in traffic which will be reflected in the Food Service program summary. Of note to the Union for the increase in food service traffic, an expenditure of \$15,000 was made for additional tables and chairs to accommodate the added patrons utilizing the dining areas.

MAJOR CHANGES

The renovation of the Shepherd Union also brought about challenges during renovation and afterwards. During renovation, we had to relocate departments, move staff to other departments, shut down facilities and teach academic classes in the community. The Union lost programming and office space. The shutdown of Wildcat Lanes and Games Center resulted in the loss of community usage patronage. The community has been slow to return to the Union for a number of reasons, the most obvious being the opening of a new facility in downtown Ogden.

The amount of square footage that has to be maintained did not increase significantly; however, the types of spaces that need to be maintained has. The new Atrium looks great and is a very active, busy place, but it is a difficult space to maintain, especially during winter months. The number of full-time custodians has not increased, due to budget issues; however, the number of hourly part-time staff has increased significantly. The budget for custodial supplies has also increased because of the types of areas that need to be cleaned. The cost of the custodial has also increased significantly for a number of reasons (more supplies, trying to buy "green" cleaning supplies which also cost more, etc.)

As stated earlier, the Union continues to under-go changes in the amount of traffic in the building and the entrances that our patrons use to get in and out of the building. During the design phase of the renovation, Food Service areas were constructed with the idea that the south atrium doors would be the major doors for entrance and exit. When renovation was first completed, this was true; however, with the completion of Elizabeth Hall and the new routes for the campus shuttle service, the north atrium doors are now used the most during the academic day. This has not presented much of a challenge other than finding new ways to advertise the food service options for those students "just passing through."

Another major change for the Financial Services and Operations area was the death of the former Coordinator for Student Affairs Facilities. That person had supervisory responsibility for the Union's Custodial Staff. This reporting line is now under the Associate Director and has been a challenge for all involved.

BUSINESS PLAN

Because of the impact of the renovation on operations, a business plan was prepared which estimated revenues and expenses for the four years the building would be under construction. This plan was instrumental in getting additional resources from the University during the very “lean” revenue-generating years. It was also helpful in being a “roadmap” during renovation to help with departmental relocations and staffing guidelines.

Union Financial Services

The last five years have been challenging, invigorating and often frustrating. As funding becomes tighter and tighter for higher education, it becomes more of a challenge to meet the financial needs of a building that continues to get busier each and every day.

As budgets are reduced across the University, departments look to the Union for more financial support. Currently the Union budget supports the computer lab in the building but the staff have no supervisory authority over the area. This has become an issue when we try to close the facility earlier than stated closing times due to lack of foot traffic and the feasibility of keeping the facility open. It is the mission of the Union to support these areas; however, we need to keep the financial well-being of the Union in mind.

Wildcat Lanes and Games Area

Over the last five years, Wildcat Lanes and Games area has undergone tremendous change, highlighted by the major facility renovation, budget issues resulting in staffing changes, loss of community patrons to competing facilities due to the closure during renovation, and adjunct faculty benefit changes. Changing market dynamics (popularity trends for billiards, bowling, the video game market and lack of departmental funding on campus for activities) have all added to the challenges faced by WCL.

The WCL facility is one of the best on a college campus and is a major advantage, despite its small size. The atmosphere is very family friendly, and therefore inviting to our community patrons. WCL will need to monitor the mechanical performance of the pinsetters, etc especially because of staff re-alignments. Ways of improving collaborations with the WSUSA should be explored, possibly emphasizing Weber Wear Fridays, as well as other potential partnering options. Another area that could be improved would be building a more active partnership with residence life and the students living on campus.

Union Custodial and Event Set-Up

The past five years have been a challenge for the Custodial Staff. During the renovation, the staff was responsible for moving office, people and equipment two or three times. The Custodial Staff was also responsible for keeping the old part of the Union looking as good as a 45 year-old building could look.

Since the renovation has been completed, the staff has been looking at ways to clean, set up for events, and maintain audio visual equipment for a building that is open 17 hours a day. Budgetary constraints have limited the option of hiring another full-time custodian which would bring the staff to pre-renovation numbers. The use of hourly and student employees is extremely helpful in filling in where

needed. The scheduled work hours for some of the hourly staff make it extremely difficult to keep a full and trained staff at all times. There is a considerable turnover in the 2:00 a.m. to 6:00 a.m. shift; however, this is an extremely critical shift for cleaning the large common areas of the facility. This is also the time frame that the large set-ups are completed for meetings and conferences the following day.

Student Affairs Maintenance

This has been a year of change for the maintenance area including a change in leadership due to the passing of the former Coordinator. The current Coordinator and staff have taken that challenge as an opportunity to assess the service to the Union and its programs. The main focus has been the daily appearance of the building and the reliability of the inner systems to serve our customers. Part of this change has been a daily walkthrough by the Facilities Coordinator to determine immediate needs and anticipate opportunities to improve service in the future. With the dramatic increase of use in the Union, it is imperative to keep the level of service extremely high so we do not lose the energy and momentum that comes to a program from a new facility. With reduced funding it will take great effort from every member of the team to perform preventative maintenance on the systems to prevent major breakdowns. The core objective is to provide a building that the students, community and Weber State are proud to call their own and are eager to use and to recommend others.

Shepherd Union
Scheduling, Events, and Conferences



Shepherd Union Scheduling, Events, and Conferences

1. Unit Mission, Goals, and Outcomes

MISSION

The Mission of WSU Scheduling, Events and Conferences (SEC) is 1) to create revenue for WSU through summer conferences and 2) create revenue through rental throughout the year with a focus on excellent customer service, financial stewardship, and active promotion.

VISION

The vision of Scheduling, Events and Conferences is to excel in customer service, financial stewardship, and active promotion. Further definitions are listed.

Customer Service

Scheduling, Events and Conferences will provide superior customer service through our demeanor, appearance, and interaction with our campus and public clientele. This level of service entails the education and enforcement of University policies and procedures established for the safety and protection of the campus population and facilities.

Financial Stewardship

Scheduling, Events and Conferences will keep accurate, up-to-date detailed records of all transactions regarding rental of facilities and performance of services. Billing will be compiled and collected in a timely manner.

Active Promotion

Scheduling, Events and Conferences will actively promote the Shepherd Union and surrounding areas as a unique venue for meetings and conferences.

The goal of this vision is to become the top-choice for University/Collegiate conferences in Northern Utah. SEC will become a profitable, self-sustaining entity that compliments the mission of Weber State University.

UNIVERSITY AND DIVISION MISSION STATEMENT SUPPORT

Weber State University Mission Statement

Weber State University provides associate, baccalaureate and master degree programs in liberal arts, sciences, technical and professional fields. Encouraging freedom of expression and valuing diversity, the University provides excellent educational experiences for students through ***extensive personal contact among faculty, staff and students in and out of the classroom. Through academic programs, research, artistic expression, public***

service, and community-based learning, the university serves as an educational, cultural, and economic center for the region.

SEC supports the Mission of Weber State University by providing logistical and facility event coordination for students, faculty, staff, and community throughout the school year and especially the summer conference season.

. . . extensive personal contact among faculty, staff and students in and out of the classroom.

SEC provides a personal resource for faculty staff, students and community for planning and execution of events. For many first-time event planners and especially students, SEC provides solid support and teaches hands-on skills in preparing the logistics involved in an event or conference.

Through academic programs, research, artistic expression, public service, and community-based learning, the university serves as an educational, cultural, and economic leader for the region.

SEC provides the logistical support for programs for each of the areas listed above, theoretically enabling the University to accomplish its mission. Examples of this support include venue management, scheduling, policy enforcement, invoicing and marketing.

Student Affairs Mission Statement

The Division of Student Affairs ***promotes student learning, well-being and success through comprehensive services and programs provided in an inclusive environment.*** Student Affairs serves the needs of a diverse student population by offering educational experiences, leadership opportunities, and academic support which advances the social, intellectual, cultural, and civic development of students.

SEC supports the Mission of WSU Student Affairs by providing logistical and facility event coordination for students, faculty, staff, and community throughout the school year and specifically the summer conference season.

. . . promotes student learning, well-being and success through comprehensive services and programs provided in an inclusive environment.

SEC provides logistical and venue support for programs within Student Affairs (SA). This support focuses on physical well-being (i.e. accommodations are clean, well-managed, and comfortable) enabling SA programs to accomplish their tasks of promoting student learning and success.

WSU CORE THEMES

WSU Mission Core Theme I: *Fostering learning through engagement and support*

A. Students learn to succeed as persons and professionals

Last year was the first time in the last five years that SEC took over direct management duties of the summer conference assistants. This group was comprised of five student assistants and one student

manager. Students were taught hospitality skills such as customer service, inventory control, crisis management, event coordination, and venue logistics.

Because of the details involved in creating a new team, specific matrices were not used to evaluate the level of hospitality skills obtained. This will be an area of improvement for SEC in the upcoming conference season. The goal is that SEC will be able to demonstrate that student summer assistants learn skills that may translate into professional success. A meaningful indicator of achievement in this area would be demonstrated through successful completion of both objective and subjective assessments.

- ✓ SEC Priorities Area: SEC will create objective and subjective assessments to demonstrate hospitality skills learned during the conference season by student summer assistants.

WSU Mission Core Theme III: *Through outreach, serving as a leading partner in the educational, cultural and economic development of the region*

B. Be a leading contributor to cultural and intellectual vibrancy of the region

SEC contributes to the cultural and intellectual vibrancy of the region by partnering with entities that might not be able to exist without the logistical and venue support of the SEC. Such entities include Vietnamese New Year Celebration (450 attendees), Junction City Big Band (200), American Legion Boy’s State (250), Infant Nutrition Care (150), Western Region Early Intervention, Upward Bound (70), and Utah Victims Assistance Academy (80), Utah State/Standard-Examiner Up with Women (500). Careful consideration is given as to what events support the WSU Mission Core Theme and how they can partner with additional WSU support entities. (i.e. Diversity Center, Performing Arts, Political Science, etc.)

WSU Mission Core Theme III: *Through outreach, serving as a leading partner in the educational, cultural and economic development of the region*

C. Be a major contributor to economic health and development in the region

SEC contributes to the economic health and development of the region by partnering with local entities, such as the Ogden/Weber Convention and Visitors Bureau (CVB), to provide venue options that would not be available without a WSU partnership. Examples of this include conferences such as World Cup Archery (400 attendees), Council on Undergraduate Research Conference (350), Sunstone Symposium (600), and the upcoming National Conference on Undergraduate Research (3,400). Each summer conference has an economic impact derived from hotel stays, restaurant patronage, and travel expenses.

Event	Year	Length	Economic Impact
World Cup Archery	2010	7 day	\$800,000
Council on Undergraduate Research	2010	4 day	363,720
IRS Training	2010	1 day	87,000
World Cup Archery	2011	7 day	800,000
National Council on Undergraduate Research	2012	4 day	2,000,000

Source: Ogden/Weber Convention and Visitors Bureau

- ✓ SEC Priorities Area: SEC will work with the Ogden/Weber CVB to create a formula for events that do not utilize the CVB services to accurately reflect the entire summer season economic impact. This amount would be reflected in the SEC yearly conference report.

STUDENT AFFAIRS DIVISION LEARNING OUTCOMES

Critical Thinking is reasonable, reflective thinking which involves forming and analyzing beliefs, making decisions, and evaluating actions. Critical thinkers are able to analyze, interpret, synthesize, evaluate, and apply information in the development of appropriate inferences.

Interpersonal Communication Skills are the ability to interact effectively with others. Individuals with interpersonal communication skills relate to others in courteous, respectful, and professional ways; appropriately resolve conflicts; and maintain positive relationships.

Responsibility and Accountability are the abilities to understand and fulfill one's obligations to others. Individuals who demonstrate responsibility and accountability are able to meet the expectations of others in ways consistent with specific policies and procedures and generally accepted behavioral norms.

SEC utilizes these three specific SA Learning Outcomes for students employed as summer assistants. In 2011, SEC will fine-tune the assessment tools used for Student Summer Assistants to more accurately measure its ability to achieve these outcomes.

- ✓ SEC Priority Area: SEC will update Student Summer Assistant assessments to reflect SA Learning Outcomes

HISTORY

The Scheduling, Events and Conferences department began in early 1980 with a staff member whose sole responsibility was to schedule the Shepherd Union. Around this same time a growing conference market necessitated the creation of another position with the primary task of coordinating the operation of conferences. These two offices continued independent of each other until 2001 when the two departments merged. A third component, the event calendar, was also added. The newly created Scheduling, Events, and Conferences office operated solely as a service entity. In 2004, a manager was hired with the directive to increase marketing efforts and transition the office from a service entity to a business entity.

2. Programs and Services

CORE SERVICES

Scheduling

Scheduling of the Shepherd Union
Scheduling of Outside Areas (Bell Tower Plaza, Moench Mall, etc.)
Logistics coordination of events within the Shepherd Union
Management of campus event scheduling software (EMS Enterprise)

Events

Management of campus calendaring software (EMS Master Calendar)
Support Union Director with his charge of maintaining WSU Master Calendar.

Conferences

Coordination of conferences with no associated University credit. Conferences with University credit are primarily coordinated through WSU Continuing Education. Services include coordination of meeting facilities, lodging, dining, transportation, parking, fields, and other items of need. Emphasis is placed on increasing housing and food revenue during the summer months.

THEORIES AND PHILOSOPHIES

SEC adheres to best practices recommended through Council for the Advancement of Standards in Higher Education specifically for Auxiliary Services Functional Areas. Additional practices are gleaned from membership in the Association of College Unions International. These practices relate to many of the areas listed within this review. Such practices include: mission, program, leadership, legal responsibilities, equity and access, diversity, organization, management, campus and external relationships, financial resources, technology, facilities, and assessment.

NEW PROGRAMS

New programs and services are based on need and are researched with fellow colleagues at comparison schools. Programs that appear to be beneficial are then presented to the Union Director and the Vice President of Student Affairs. A recent example is the implementation of the Event Management Systems (EMS) software in June 2010. After desiring more effective scheduling software, SEC consulted with colleagues at comparison schools and determined the best option was EMS. This service is used primarily by the SEC office but has since become the software of choice by Val A. Browning Center for the Performing Arts, Lindquist Alumni Center, Stewart Sky Suites and the Dee Events Center. The EMS Calendaring system is on track to become the official calendaring system for the University.

OUTREACH, CAMPUS RELATIONS, AND COLLABORATIONS

SEC advertises primarily through its website and membership with the Ogden/Weber Convention and Visitors Bureau (CVB). SEC benefits from strong word-of-mouth among students, faculty and staff who have used its services and recommend them to others. Students are recommended to our office by advisors and faculty. Outreach to the community exists primarily through our website and membership with the CVB. The CVB membership allows the SEC to be involved in large conference bidding without competing directly with local conference centers and hotels. Marketing has included brochure blitzes targeting summer youth religious conferences specific to the Utah region.

SEC works with every entity within Student Affairs to provide logistical and facility support for Student Affairs departments. Examples of this include support for Depression Screening Day (Psychological and Counseling Center), Career Fair (Career Services), Multi-Cultural Youth Conference (Education Access and Outreach), and WSU Ski Swap (Outdoor Programs).

SEC collaborates extensively with departments outside the Division of Student Affairs. In addition to logistical and facility support for events and conferences, the SEC provides assistance in preparing bids for conferences related to faculty and staff. Examples of this type of collaboration include National Council for

Undergraduate Research national conference (WSU Office of Undergraduate Research), American Legion Boy's State (WSU Political Science Department), and Association of Field Ornithologists (WSU Zoology department).

SEC works with many outside entities, both for-profit and non-profit, to provide ideal conferencing services. Such groups include Utah Victims Assistance Academy, World Cup Archery, IRS, Hill Air Force Base, Especially for Youth, and Chinese Christian Church.

CORE CHANGES

In order to meet our overarching goal to be self-sustaining and profitable, SEC has implemented incremental changes to meet this goal. These changes are listed below:

- 2008 – Revised pricing plan and enforced rates for all customers
- 2009 – Implemented a 6% SEC admin fee on all conferences
- 2010 – Instituted a SEC surcharge on Sleeping Rooms
- 2011 – Will institute a SEC surcharge of 3% Conference Meals
- 2012 – Will institute an additional surcharge of 3% on Conference Meals
- 2013 – Will raise SEC Administrative Fee from 6% to 10%

The EMS software rollout has been a major core change and will expand the services of the SEC. This rollout started in July 2010 and will take a year to fully implement. SEC is currently completing its Tier One EMS rollout with all the major venues. The Tier Two roll-out is beginning for smaller departments and colleges. SEC is in the process of implementing EMS Calendar and should be live in Fall 2011. Also scheduled this year, SEC will go live with EMS Virtual which will enable students, faculty and staff to request meeting space from their own computer. A marketing campaign will accompany this rollout in the fall. The purpose of the software is to streamline the scheduling process and enable venues to more easily work together on multi-venue events. The system provides tools for better recordkeeping capabilities and accountability by associating every event with invoicing that shadows the University Banner system. Implementing this system fully is a top priority for the next year.

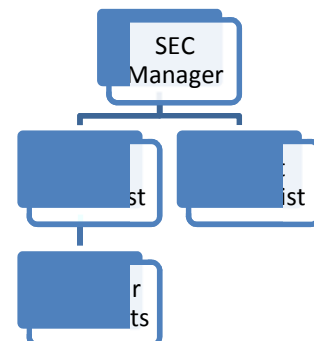
The reduction of the amount of available sleeping rooms over the next three years due to new housing construction has limited our ability to accommodate new customers. A marketing plan will be created within the next two years to market the new housing offerings through Conference Services. This marketing plan will have a primary focus on building more large-scale repeat clientele (Especially for Youth, Girls State) and a secondary focus on smaller, one-time events which consist of potential WSU students (religious youth conferences).

3. Leadership and Staffing

DEPARTMENT ORGANIZATION

SEC is comprised of a SEC Manager who manages two Event Specialists. The senior Event Specialist oversees the management of a summer assistant staff of six students.

DECISION MAKING



Decisions are usually discussed and based on consensus with the Manager responsible for the ultimate decision. Major decisions are written into SEC Standard Operating Procedures. Other decisions are disseminated in person and through email.

STAFF & RESPONSIBILITIES

Demographics and Responsibilities

SEC Demographic Information				
	Professional	Support	Student	Other
Female	2		4	
Male	1		1	
Degrees:				
BA	1			
BIS	1			
BS	1			
Experience:				
<5	1		5	
5-15				
16-20	1			
20<	1			
Full-time:	3			
Part-time:			5	

RECRUITING METHODS

Last year SEC completed a successful hiring process and hired an event specialist who had previously worked for the office as a student intern. Summer assistants are usually culled from student leadership. This has proved to be an excellent resource for employees as the student are familiar with many of the procedures of the Union and tend to have excellent customer service skills.

EMPLOYEE COMPONENTS

SEC job descriptions are as follows:

SEC Manager, Associate Director Shepherd Union

Job Summary:

Utilizing University policies and procedures, this position manages an office and staff responsible for comprehensive scheduling services of event planning, within the Shepherd

Union and other university venues and directs conferencing services for non-university groups on campus.

Responsibilities:

Maximizes use of the Union, housing, food services and other campus venues during the summer and academic year through on and off campus marketing initiatives; manages program, processes and staff for scheduling and coordination of delivery of services required for successful events and conferences; is responsible for overseeing all accounting and billing associated with the office; develops and implements on-going business plan, including fee schedules, direct costs, for office; develops and implements operating procedures for insuring efficient and effective delivery of services; trains and manages staff for delivering a high level of customer service to all clients and customers of the office at all times; is responsible for assessment processes of services and operations.

Qualifications:

BS or BA Degree; 3 years full-time direct or comparable experience; proficient in MS WORD office systems; basic accounting skills; strong hospitality background; ability to work in high pressure situations; strong customer service skills; contract negotiation skills; marketing skills; creative event planning; strong organizational skills; ability to multi-task; sales skills; communication skills

SEC Event Specialist

Job Summary:

Facilitate scheduling services of the Union and the efficient planning for and delivery of related services including: audio-visual, technical, room set-ups, food service and other requested items. Facilitate scheduling of conferences by university and non-university groups using university facilities and required services and additional resources. Work with designated customers for the delivery of efficient and quality meeting, event, and conference services taking place in the Union or elsewhere on campus. Utilize and practice Shepherd Union and University policies and procedures with practices that promote safety, and decrease liability concerns.

Responsibilities:

Provide facility and service scheduling for daily use in the Union and related venues; facilitate delivery of services at events, programs, and conferences/customer service; central coordination of all outside area scheduling, classrooms and lab areas; provide information as required to university services (FM, Campus Police, etc.).

Qualifications:

BS or BA Degree; 3 years full-time direct or comparable experience; proficient in MS WORD office systems; basic accounting skills; strong hospitality background; ability to work in high pressure situations; strong customer service skills; contract negotiation skills; marketing skills; creative event planning; strong organizational skills; ability to multi-task; sales skills; communication skills

SEC Summer Conference Assistants

Job Summary:

Assist with the execution of summer conferences

Responsibilities:

Responsible for day-to-day logistics of summer conferences for the months of May through August. Duties include: housing check-in and check-out, interaction between multiple departments such as: dining services, parking, Shepherd Union, Facilities Management. Will require being on-call during events. A Summer Assistant Lead is also selected to coordinate schedules and order materials.

Qualifications:

High School diploma, physical ability to stand, walk, sit, climb, stoop, etc.

Training & Professional Development

New employees attend a University Orientation and SEC encourages participation in additional trainings such as Higher Education Academy, Student Affairs Academy, Student Affairs Orientation, and Customer Service trainings. Additional trainings are scheduled as needed (i.e. EMS Users Training). Staff are also encouraged to take advantage of courses offered through the Office of Workplace Learning (OWL).

EVALUATION

SEC utilizes the WSU *Performance Review and Enrichment Program* (PREP) as a yearly feedback mechanism. The PREP system allows staff to document achievements and desired skill or additional training. Management then gives direct feedback regarding specific areas including job knowledge, quality, self-management, community and teamwork, customer service, and leadership. Additionally, our office uses the *4 Disciplines of Execution* program by Franklin Covey to set goals and priorities.

DEPARTMENTAL REWARDS/RECOGNITION PROGRAMS

SEC utilizes the Student Affairs Builders of Excellence Award program in which staff can recognize behavior above and beyond. Additional recognition includes participation in the Student Affairs Division Awards and other University recognition programs.

4. Financial Resources/Budget***FIVE YEAR OVERALL BUDGET***

See addendum A for a detail of the past five years. Conference revenues have tripled and while this translates into increased revenue for our major components of food service and housing, SEC is working to bring up the amount of revenue that directly supports the sustainability of the SEC. This line of revenue is being created through increased SEC administration fees and creation of commissions from sales of food and lodging.

OUTSIDE FUNDING

Revenue for the SEC is through two primary sources. The first revenue source is summer conferences. The second revenue source is through rental of the facility to the University and the general public. The Union funds any shortfall or collects any overages. SEC does not use any Agency or Education and General funds.

PRIORITIES

Most expenses are straightforward costs to run the department. Fluctuations reflect the amount of business generated and respective changes in food and housing costs.

MAJOR BUDGETARY CHANGES

The ultimate goal is to maintain a department that breaks even. With the following graduated changes outlined on a yearly basis, the SEC is on target to reach this goal.

- 2008 – Revised pricing plan and enforced rates for all customers
- 2009 – Implemented a 6% SEC admin fee on all conferences
- 2010 – Instituted a SEC surcharge on Sleeping Rooms
- 2011 – Will institute a SEC surcharge of 3% Conference Meals
- 2012 – Will institute an additional surcharge of 3% on Conference Meals
- 2013 – Will raise SEC Administrative Fee from 6% to 10%

5. Facilities, Equipment, and Technology

SPACE DISTRIBUTION, OFFICE ACCESSIBILITY

The current location of SEC is effective for the amount of employees with flexible space for the addition of one more person. The design of the office was to provide close proximity to the largest number of events in the building. This design has proven to be effective as our department is very visible and accessible to our clients.

SAFE ENVIRONMENT

Our department provides a safe environment and also serves as a command center for much of the building. The use of security cameras in our building provides the tools necessary to provide a secure environment. Our department works closely with police, fire, and safety personnel to provide for appropriate preparation, planning and execution of events with safety a top priority.

EQUIPMENT AND TECHNOLOGY UPDATES

SEC maintains a capital expense budget line and rotates computers approximately every 3-4 years. SEC utilizes the latest in software technology and strives to keep the meeting spaces up-to-date as well.

INCORPORATION OF NEW TECHNOLOGY

SEC is currently using new software to coordinate scheduling, work with venues across campus, and create a dynamic calendar to assist the campus in keeping up-to-date. Technology is also used in digital signage throughout the building.

ADEQUACY OF EQUIPMENT, PROJECTED NEEDS

While the current equipment is adequate, additional technology and equipment desired would include: layout software, dynamic digital signage software, newer LCD screens in meeting rooms, faster laptops in meeting rooms, and digital screens for “virtual banners” in the Atrium.

6. Ethical and Legal Responsibilities

UNIQUE REGULATIONS

SEC abides by the WSU Policies and Procedures as currently listed. Policies of special note are Facility Usage, Conferences, and Campus Calendar.

INFORMATION AND SECURITY POLICY

SEC follows the Information Security Policy as outlined in WSU Policies and Procedures Manual 10-1. SEC office does not collect or maintain High-Risk, Restricted, or Confidential information. Items such as credit card transactions are handled through the University Marketplace system.

7. Assessment and Evaluation

SUMMER CONFERENCE FIVE YEAR REVIEW

Review of Summer Conferences for the last five years reflects the unavailability of the Union Ballrooms in 2008.

Year	Guests	Revenue
2006	4721	\$ 304,785
2007	1441	\$ 240,725
2008	924	\$ 131,278
2009	1282	\$ 1,024,287
2010	3510	\$ 808,982

SIX COLUMN MODEL

Over the past five years the primary goal in the SEC Six Column Model has been to create superior client communication. SEC clients are comprised of community and with WSU faculty, staff, and students. This has been accomplished, and continues to be accomplished, through the following *Means to Achieving Goals*:

- Implement comprehensive scheduling system
- Implement a campus calendar that coordinates with other WSU departments
- Create an effective website

- Create and Implement customer satisfaction surveys

Utilizing the Wildly Important Goals (WIG) program, SEC has completed the majority of these goals and all will be complete by the next six column cycle beginning July 1, 2011 **(See Appendix O)**.

OUTCOMES

Note: Last year was the first time the SEC office managed student summer assistants in over five years. This year SEC will again manage this staff and additional attention will be paid in the area of assessment. The answers in this segment of the review consist of assessment plans in regard to this group.

EDUCATIONAL & PROGRAM GOALS

Core student learning outcomes

Four core learning outcomes to be evaluated include: responsibility and accountability, communication, intrapersonal competence/civil engagement, and problem solving/critical thinking.

Methods to examine outcomes

Outcomes will be examined through a pre-test and post-test through the four month conference season. An exit interview will also be conducted to evaluate growth and challenges in regards to the core student learning outcomes.

University Core Themes tie-in

SEC educational outcomes tie into the WSU Core Theme I of Fostering Learning Through Engagement and Support. More specifically, Objective A: Students learn to succeed as persons and professionals. Skills learned as summer conference assistants will provide real world experience that is directly related to many hospitality fields. Targeted skills as outlined in the educational goals are transferrable to an even greater variety of occupations.

Findings

Findings will be establish following 2011 Summer Conference Season

Improvement tactics

Tactics will be determined following 2011 Evaluations

COHORT INFORMATION

Comparison to other students

Because of the relative low number of student summer assistance (5) it is difficult to make effective comparisons to the student body at large. SEC will collect qualitative data from these participants reflecting on the impact of working as a summer assistant.

Student Needs & Satisfaction

Student Needs & Satisfaction will be reported to Student Affairs Assessment Office when data is compiled.

Basic Student Information

Basic Student Information will be reported to Student Affairs Assessment Office when data is compiled.

Dissemination

Outcomes will be reported to Student Affairs Assessment Office when data is compiled.

8. Summary

MAJOR CHANGES OVER THE PAST FIVE YEARS

Union Renovation

By far the biggest change over the past five years has been the renovation of the Union. With this new facility usage has skyrocketed and the original idea to create an inviting and open space has been realized as evidenced by the daily throngs of people who utilize this building.

EMS Installation

A substantial and long-reaching change has been the implementation of the EMS scheduling software. This implementation is the result of a three-year campaign effort to get the University to agree to this program. The SEC office spearheaded this effort and now every major venue on the campus is using the system including: Browning Center, Alumni Center, Sky Suites, Dee Event Center, and Stromberg Center. Additional buildings are using the system as well and by the end of the year most buildings will be using this software to schedule events outside of classrooms. This system has also facilitated the use of a new campus calendar as well.

Personnel Changes

The SEC implemented substantial organizational changes with the shift from a permanent part-time position to a permanent full-time position. This has enabled the office to run more effectively and provide increased customer service.

CHANGES TO DEPARTMENTAL PROGRAMS, SERVICES, OR GOALS

The primary change in SEC as it relates to the University Core Themes is simply an increased focus. Some of the newer portions of the University Core Themes are more accessible to the work of SEC and small tweaks will be made to better reflect SEC in these themes.

MAJOR ACCOMPLISHMENTS AND DISCOVERED STRENGTHS

This report has helped crystallize some of the major accomplishments of the SEC office as referenced above. In addition, this self-study has given SEC an opportunity to more clearly reflect its role in the larger scope of the University, its mission, and its core themes. With these parts more clearly defined, SEC will work to create the logistical plan to implement stronger assessment. Three specific points that will be addressed are:

SEC Priority Area: SEC will update Student Summer Assistant assessments to reflect SA Learning Outcomes

SEC Priority Area: SEC will create objective and subjective assessments to demonstrate hospitality skills learned during the conference season by student summer assistants.

SEC Priority Area: SEC will work with the Ogden/Weber CVB to create a formula for events that do not utilize the CVB services to accurately reflect the entire summer season economic impact for the community. This amount would be reflected in the SEC yearly conference report.

This program review has given the SEC a terrific benchmark for noting past accomplishments and an opportunity to review future goals and opportunities. The areas listed above will be areas for further exploration and will be worked into six column model goals. The fresh sets of eyes of the program review committee will be welcomed especially in areas of improvement SEC may be overlooking. Particularly in any areas that could increase revenue streams in the SEC.

Thank you for this opportunity to showcase Scheduling, Events, and Conferences.

Chad L. Mosher
Associate Director
Shepherd Union

Summary and Final Reflection of the Shepherd Union Self-Study

In nearly 50 years of service to the Weber State community the Shepherd Union has served millions of students, alumni, faculty, staff, and friends of Weber State University. Through that time countless skills have been learned, self-understandings gained, and relationships forged with lasting impacts on individual lives. That is part of the role of a union on a University campus. As stated in the original American College Unions International (ACUI) statement “The union is an integral part of the educational mission of the college. At the center of the college community life, the union compliments 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.” More so, “The union is a student-centered organization that offers firsthand experience in citizenship, educates students in leadership, social responsibility, and values.” Through the array of programs, services, and operations it is the goals of the Shepherd Union to provide the University with a common ground at the center of the campus community.

The Shepherd Union is like most college unions- a complex set of departments and services under a common roof. In describing a union’s function it may be best described as part body, part soul. The body of the Shepherd Union is found in the operational components that let a union run effectively and in a seamless manner. Campus scheduling, union custodial and facilities, the Information/Wildcard Center, and bookkeeping organizations are all essential to run an effective organization working to serve students. These operations are humbly detailed in the self study despite the fact that they are the underpinnings of an efficient and strong college union.

A LOOK STUDENT INVOLVEMENT AND LEADERSHIP, CONFERENCE SERVICE, & DINING SERVICES:

The Department of Student Involvement and Leadership (SIL) serves a vital and pivotal role for the Shepherd Union. In a sense it promotes the essence of the “soul “of the union. While there are other student services located in the building including the Women’s Center and Nontraditional Student Center, this department is a cornerstone of student engagement, participation, and leadership. Through the comprehensive schedule of services it provides the union and the University, SIL brings the union to life and activates the facility as it unifies the wide range of students that make up Weber State’s unique student body. Additionally, the offices included under SIL are educational through social events, learning and culturally based programs, the work of diversity, leadership training, the steady growth of a Greek population, the management of nearly 200 clubs and organizations- all of which offer student engagement opportunities and allow for self exploration, skill set building, and civic/community involvement. The recent addition of a staff member with risk management responsibilities for this area with the intention of raising awareness of risk management issues within Student Affairs is another example of the growth within the organization.

Through this self study every effort was made to demonstrate how the Shepherd Union serves the campus and remains “student centered”. In doing so, the union’s intent has been consistent with the values of the Division of Student Affairs and exemplifies this through words and actions. Collaboration is fundamental to the inner workings of the union and is utilized at all levels, from working as a team within

the union for community outreach and co-sponsorships and collaboration with other departments in Student Affairs across campus. Two basic, yet easily demonstrated examples of this are the union's work with facilities management and Sodexo Dining Services in working with SIL and various academic departments in developing the Union sponsored Arts and Lectures Convocation Series.

THE FUTURE OF THE SHEPHERD UNION BUILDING:

Looking to the future, and specifically the next 5 years, the Shepherd Union has numerous opportunities to positively influence the Weber State campus and community. Opportunities range from fiscal potential in areas such as Conferencing and Food Services, while still having a larger impact through a wide range of student life issues such as the retention of students and being a showplace for visiting and/or new students. Within 5 years the Conferencing Services will grow to the point where WSU Residence Halls are filled for the summer- however at times this depends on variables that are not entirely within union operations control. Regaining EFI Programs of the LDS Church and bringing Girls State to Weber State would be strong steps in that direction. Food Services also have strong potential to expand in four areas: retail, conferencing, expanding the Davis Campus, and residential life. Finding a compatible and quality program for an affordable price will provide a foundation for this potential growth.

ANTICIPATED CHALLENGES TO THE UNION:

Along with these opportunities come challenges the union, specifically, will be required to address within the near future. A 3 year expansion starting this summer concentrating on the use of technology (as the Shepherd Union has reached capacity in terms of wireless needs) , maintaining an updated food service operation, understanding student trends and the complexities of a commuter-based campus with a high nontraditional student body population, addressing issues with becoming a more multicultural campus, and leading the University in addressing what a sustainability program looks like are unique challenges to the Shepherd Union. Additionally, the union is no longer a new facility. In 5 years it will be 9 years since the renovation and another "facelift" will be in order. Prudent steps in anticipating this from a fiscal point and prioritizing needs will begin to take shape in the next 2 -3 years rather than waiting until the cost grows beyond the union's financial abilities. .

FINAL THOUGHTS AND QUESTIONS:

When reflecting upon the state of the Shepherd Union it is clear we are fortunate to have planned a facility that has surpassed expectations. Every staff members within the union have left their fingerprints on this building in many ways. Direct involvement from design through construction made the largest and most positive difference. In closing, it is hoped that this review can constructively shed light on some specific items such as:

1. Does the allocation of resources within the Shepherd Union seem balanced and on target?
2. Are there places the union should invest in more or rethink as a whole? While everyone needs a larger budget and more resources, are there any adjustments recommended as to how the union can continue to operate within its financial means?
3. Any resource development ideas?
4. Are there significant gaps in the Shepherd Union's services, programs, or operations?

Programs, Bowling

- PE Classes, host 8-9 sections of Elementary bowling each fall and Spring semester, one intermediate section each fall and Spring, and 1-2 sections of elementary bowling during summer semester. WCL coordinator works in collaboration with the HPHP dept. and CE. Dept. To schedule, develop curriculum, and hire/fire qualified adjunct instructors for all sections. (Mission contribution; Educating students)
- WSU Bowling Club, the club bowls a league every Tuesday afternoon Fall and Spring semesters, men's team practices on Wednesday afternoon, and the Women's team practices every Thursday afternoon. As part of the job description, the WCL Coordinator functions as the coach and advisor to the Club. (Mission contribution, Retaining students, educating students, leadership opportunity, social development)
- Tournaments, organized bowling are scheduled for student and community participation every couple of weeks. These serve to supplement and incentivize both the bowling classes and the bowling club. (Mission application, engaging students on campus, retaining students, social development)
- In-School Bowling, WCL works in collaboration with the Ogden City, Weber County, and local private schools to provide them equipment, lesson plans and support for teaching bowling in their gymnasiums. Participating students also get discounted bowling passes for their use at WCL following their instruction. High School and Junior high teachers who request them are given free bowling game passes to use as incentive rewards for their students. (Mission application, recruiting students, educating students, community involvement, community collaboration)
- Building Collaborative Campus and Community Partnerships (Organized and repetitive), WSUSA, Non-traditional Student Center, Community Schools, Tri-County Assisted Living Center, McKay Dee ADT Program, Orientation and Student Recruitment Office, Special Olympics, Boy's and Girl's Clubs, Residence Life, Upward Bound, Campus Recreation and Sport Clubs, etc. (Mission application, campus and community involvement, community building on campus, student recruitment)
- Informal specials that invite students and community, especially high school students to come to campus. (Mission application, student recruitment and retention, community support and involvement, service)
-

Programs, Billiards

- PE Classes, host 8-9 sections of elementary Billiards each Fall and Spring Semester, 1-3 sections of elementary billiards every Summer semester (Includes a special section taught in partnership with the Upward Bound program for disadvantaged student from the Ogden area), one section of Intermediate billiards each Fall and Spring semester. (Mission application, educating students, recruiting students, collaboration)
- WSU Billiard Club, members play in organized practice/competitions every Thursday evening, invite students from the University of Utah, Utah State University, Idaho State University, Davis ATC, and Job Corps to campus for tournament competitions. High school students may join the club. (Mission application, student recruitment, community involvement, educating students, leadership development, social development, student retention)
- Informal specials that invite students and community, especially high school students to come to campus. (Mission application, student recruitment and retention, community support and involvement, service)

Wildcat Lanes Customer Service Responsibilities and Duties

1. Fill Pop Machine with Ice
 - a. Stack Cups, Straws Lids
 - b. Rotate syrup as needed
 - c. Lock Coke Machine at close
2. Cashier/Bowling and Billiards, Count/Balance cash register, Monitor Register change supply
3. Answer Phone, provide information as requested
4. Schedule group parties
5. Clean and organize front counter, Make coffee, stock candy, etc.
6. Pick up trash, clean microwaves, stock utensils, condiments
7. Inspect and clean approaches, channels, oil lanes as assigned
8. Clean tables and chairs, billiard table rails
9. Maintain records properly
10. Cash counts (Report anything out of the ordinary with a note in the blue bag)
11. Stock Coke Refrigerator and Rotate Stock
12. Rental Shoes
 - a. Inspect and clean
 - b. Replace correctly
 - c. Spray after use
 - d. Replace broken laces
13. Organize Displays
14. Practice Excellent Customer Service (Concerning Complaints)
15. Close up
 - a. Lock Coke Machine, Billiard Cue Cabinet, balls, Safe and Coke Fridge
 - b. Lock all doors, lock safe, secure facility
16. Clean all flat surfaces (E.G. front of Video Games, Air Hockey table)
17. Other duties as assigned

DATE _____

WILDCAT LANES TRAINING CERTIFICATION

_____ HAS BEEN TRAINED IN, AND HAS A WORKING KNOWLEDGE OF THE SYSTEMS LISTED BELOW AND IS THEREFORE CERTIFIED AS CAPABLE, COMPETENT AND PROFICIENT IN THE USE AND GENERAL REPAIR OF THE WILDCAT LANES BOWLING EQUIPMENT AND MACHINERY.

- BLACKOUTS (DECK JAMS)
- 180 DEGREE STOPS
- 270 DEGREE STOPS
- BALL RETURNS
- BELT REPLACEMENTS
- OUT OF RANGES
- PIN SET-UPS
- SCORE CORRECTIONS
- GENERAL CLEANING
- PINSETTER SAFETY

EMPLOYEE SIGNATURE _____

SUPERVISOR SIGNATURE _____

*MUST BE RE-CERTIFIED YEARLY

RE-CERTIFICATION DATE	_____	BY	_____
	DATE	BY	_____
	DATE	BY	_____
	DATE	BY	_____
	DATE	BY	_____
	DATE	BY	_____

Shepherd Union Employee Evaluation

Employee _____ Major _____

Date of Hire _____ Position Title _____

Explanation of Ratings:

1. Needs Improvement. Performance is inconsistent/weak.
2. Satisfactory. Performance meets expected standards and requirements.
3. Very Good. Performance is above average and is noteworthy.
4. Exceptional. Performance is consistently beyond expectations; overall excellent.

Knowledge of Work:

- ___ General job knowledge
- ___ Effort to increase knowledge
- ___ Application of skill/knowledge to duties

Work Output:

- ___ Maintains task schedule
- ___ Effective use of time
- ___ Completes assigned duties promptly
- ___ Consistency of work

Quality of Work:

- ___ Thoroughness
- ___ Accuracy
- ___ Organization
- ___ Neatness
- ___ Quality of customer service
- ___ Communication skills

Work Attitude:

- ___ Responsiveness to supervision
- ___ Self-direction and motivation
- ___ Take initiative
- ___ Ability to adapt to change
- ___ Enthusiasm about work

Social Behavior:

- ___ Appropriate interaction with customers
- ___ Appropriate interaction with supervisors
- ___ Appropriate interaction with co-workers

Attendance and Reliability:

- ___ Punctuality
- ___ Dependability
- ___ Follows procedures for absence and tardiness (employee handbook)

Comments:

Employee Strengths:

How has this position helped with your career goals?

What additional training would be helpful?

Employee comments:

This evaluation has been discussed with me: _____

Employee Signature/date

Supervisor's Signature/date

Union Director's Signature/date

Appendix E

Weber State University Union Building
 Balance Sheet
 For the Fiscal Year Ended 20--

	2010	2009	2008	2007	2006
Assets:					
Cash in Bank	270,706.03	308,671.93	377,294.56	220,673.60	230,473.73
Accounts Receivable	133,867.28	71,797.10	75,169.36	108,724.64	82,888.00
Less: Allowance for Doubtful Accounts	(2,508.00)	(1,265.00)	(1,358.00)	(2,092.00)	(2,307.00)
Inventory	6,157.98	4,545.85	579.61	4,019.78	4,395.02
Deposits	4,146.30	-	-	-	-
Total Assets	412,369.59	383,749.88	451,685.53	331,326.02	315,449.75
Liabilities:					
Early Retirement Payable	-	-	105,076.48	47,113.00	59,917.00
Vacation Payable	-	-	77,263.44	75,095.85	74,433.00
Accounts Payable	-	-	-	-	-
Deposits - Keys & Wildcat Cash	32,002.26	4,800.00	3,800.00	-	-
Fund Balance	380,367.33	378,949.88	265,545.61	209,117.17	181,099.75
Total Liabilities and Fund Balance	412,369.59	383,749.88	451,685.53	331,326.02	315,449.75

Appendix F

Weber State University Union Building
Statement of Revenues and Expenditures
For the Fiscal Year Ended 20--

	2010	2009	2008	2007	2006
Revenues:					
Student Fees	870,486.00	861,986.00	756,782.00	703,265.00	645,433.00
Facility Rent	389,345.56	402,793.79	601,847.24	543,429.74	553,408.10
Sales - Bowling Alley & Billiards	118,577.07	113,483.30	27,608.36	111,893.11	146,536.86
Conference Services	813,416.98	474,281.92	-	-	-
Sales - Cards	84,935.00	73,515.00	68,980.00	62,555.00	77,521.50
Services to University	322,329.00	301,913.00	350,690.00	334,166.00	335,479.00
Total Revenues	2,599,089.61	2,227,973.01	1,805,907.60	1,755,308.85	1,758,378.46
Expenses:					
Contract Salaries	712,493.62	538,459.10	647,494.24	554,062.57	636,022.97
Hourly Wages	212,041.33	210,183.96	148,663.63	154,726.20	198,350.44
Benefits	362,798.38	365,201.72	305,928.87	294,728.25	301,473.23
Current Expense	1,200,181.83	802,646.00	592,281.94	467,679.50	490,627.00
Cost of Goods Sold	29,245.93	24,676.76	15,127.26	30,835.63	39,179.29
Travel	19,911.07	15,572.20	21,184.78	21,237.28	15,935.52
Capital Outlay	-	7,829.00	18,798.44	54,022.00	16,605.41
Transfers out to R&R	61,000.00	150,000.00	-	150,000.00	30,000.00
Total Expenses	2,597,672.16	2,114,568.74	1,749,479.16	1,727,291.43	1,728,193.86
Net Income / (Loss)	1,417.45	113,404.27	56,428.44	28,017.42	30,184.60

Cost of Wildcards

Faculty and Staff

- First card Free
- Lost, stolen, and damaged Cards \$20.00

Faculty, Staff, Emeritus, Retired and Spouse

- First card \$10.00
- Lost, stolen, and damaged cards \$20.00

Weber State Affiliates (Dining, Housing, Institute, Newman Center)

- Activation fee per year \$25.00

Students

- First card \$10.00
- Lost, stolen, and damaged cards \$20.00

Yearly Student fees - \$2.00 per student, per semester

KEY

CONFERENCE SPACES

R RESTROOM

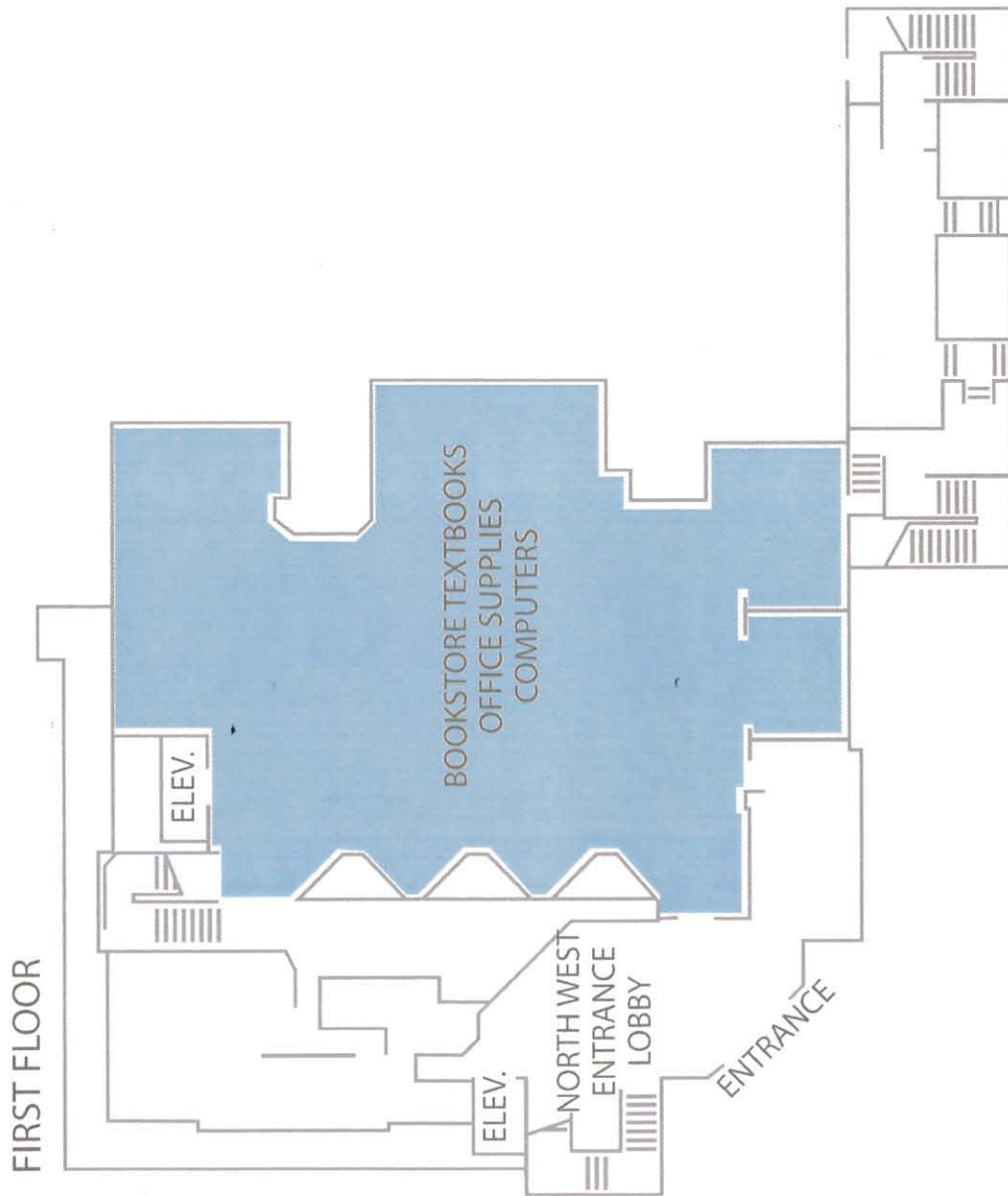
FOOD

OTHER

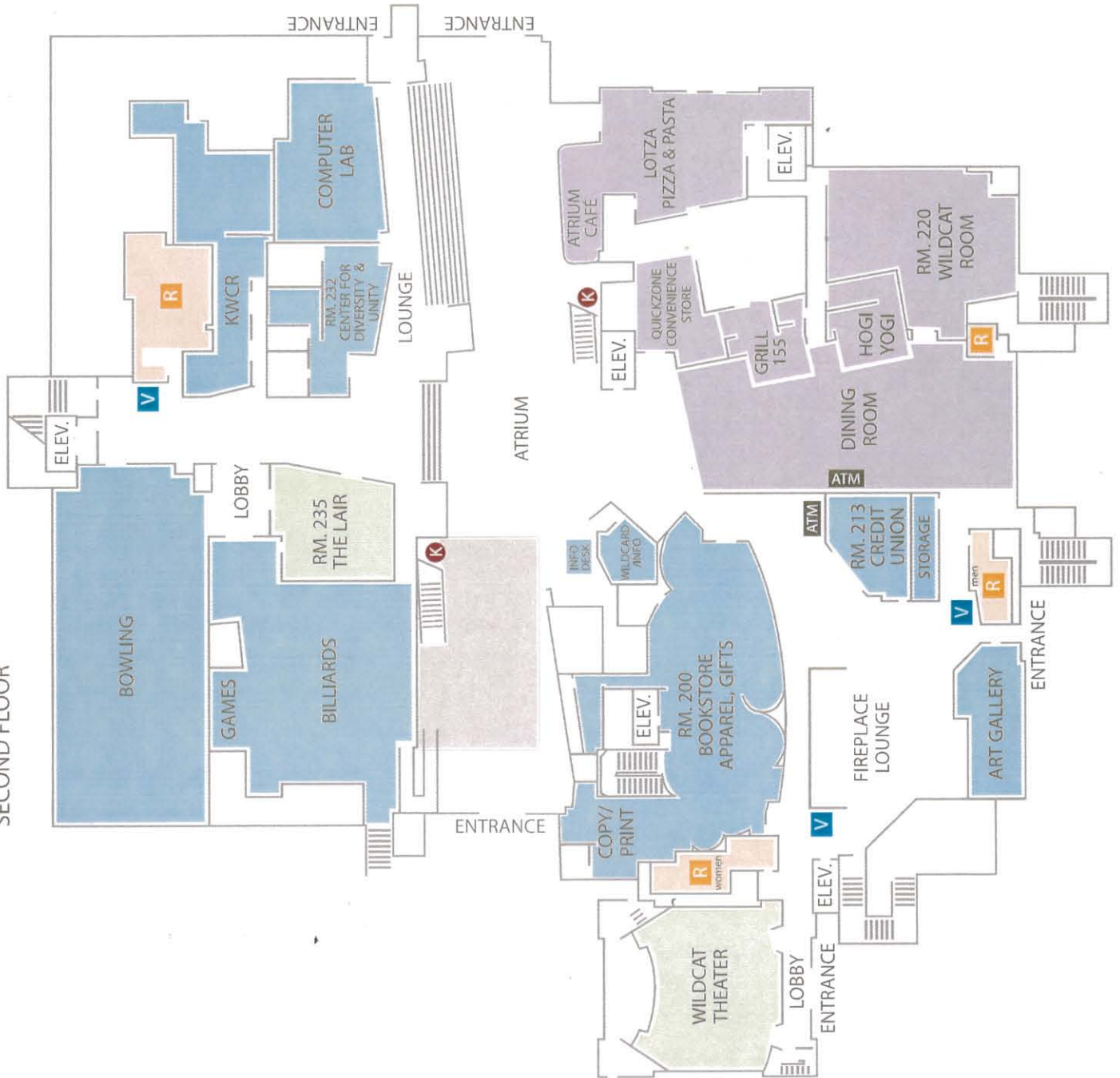
V VENDING

K COMPUTER KIOSKS

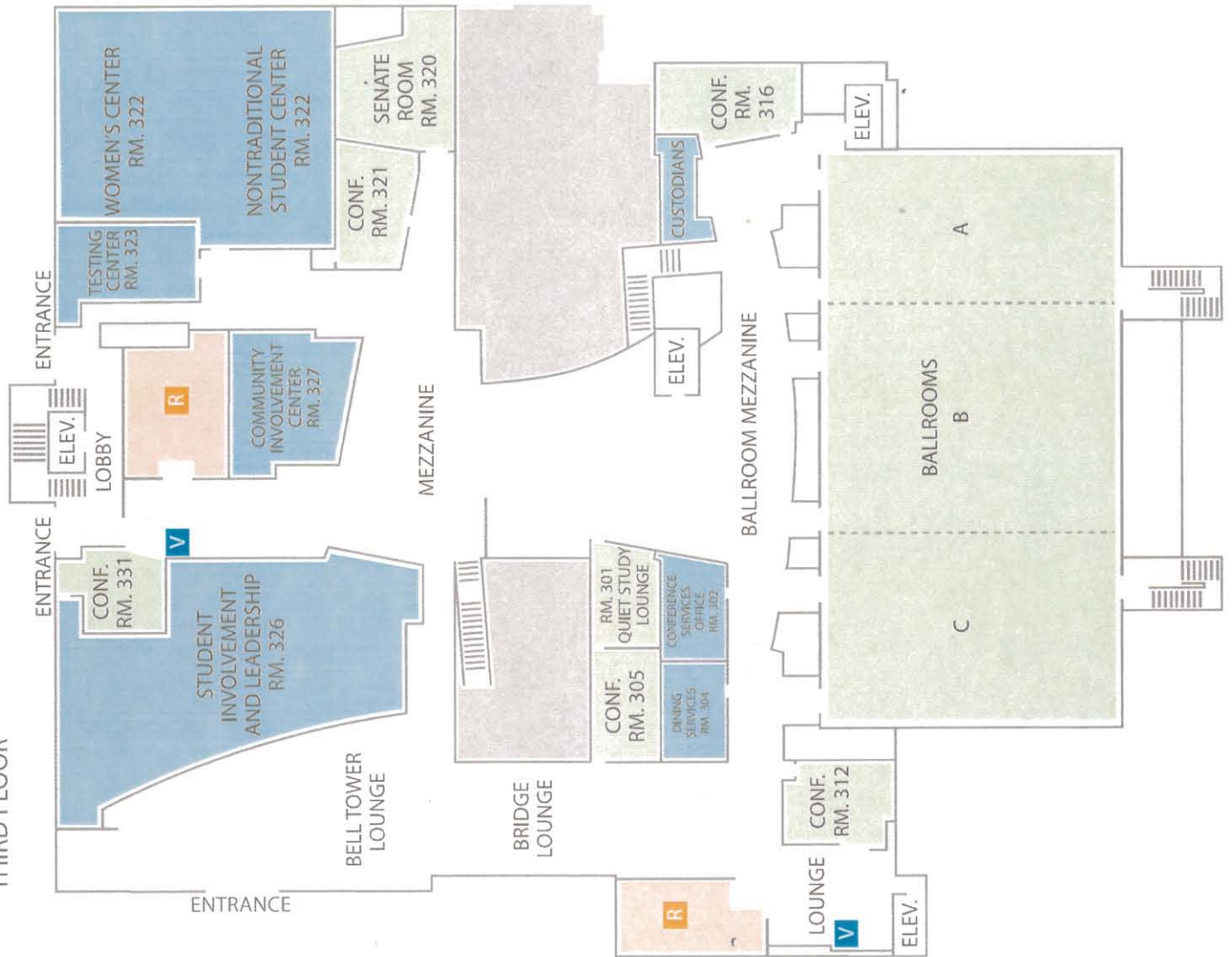
← N



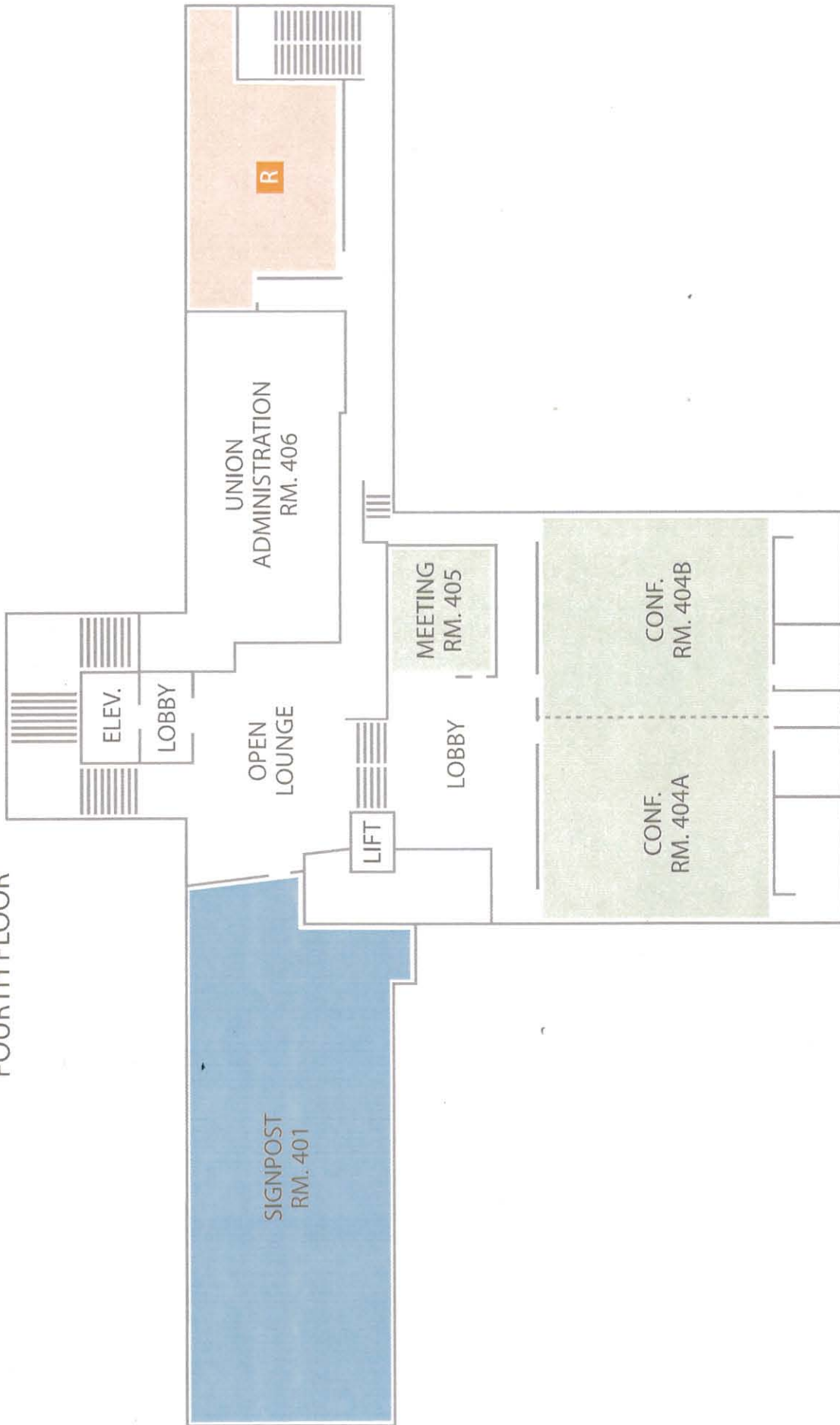
SECOND FLOOR



THIRD FLOOR



FOURTH FLOOR



FERPA

Family Educational Rights and Privacy Act of 1974

The **Family Educational Rights and Privacy Act of 1974 (FERPA or the Buckley Amendment)** is a United States federal law codified at 20 U.S.C. § 1232g, with implementing regulations in title 34, part 99 of the Code of Federal Regulations. The regulations provide that educational agencies and institutions that receive funding under a program administered by the U. S. Department of Education must provide students with access to their education records, an opportunity to seek to have the records amended, and some control over the disclosure of information from the records. With several exceptions, schools must have a student's consent prior to the disclosure of education records. Examples of situations affected by FERPA include school employees divulging information to anyone other than the student about the student's grades or behavior, and school work posted on a bulletin board with a grade.

STUDENT RECORDS

A. The privacy and confidentiality of all student records shall be preserved. Official student records shall be maintained only by members of the University staff employed for that purpose. The Family Educational Rights and Privacy Act of 1974 (FERPA), with which Weber State University intends to comply, was designed to protect the privacy of education records, to establish the right of students to inspect and review their education records, and to provide guidelines for the correction of inaccurate or misleading data.

B. Students also have the right to file complaints with the Registrar concerning alleged failures by Weber State University to comply with FERPA. Questions regarding this Act and the related University policies may be referred to the Registrar.

C. The complete listing of official student records, information regarding their confidentiality, their access, and the access and/or accuracy of the challenge/hearing process, may be obtained from the Registrar.

**Information Center and Wildcard Center
Work Study/Hourly/ Student Waiver
Computer Acceptable Use Policy Wavier**

As a member of the Information and Wildcard Center Staff, I understand that I will have access to Weber State University computing resources and networks. Users accessing Weber State University computing and data network facilities are responsible for maintaining a current understanding of the terms of this policy, which the university reserves the right to change without prior notice. The current version of this policy is available in the university's Policy and Procedures Manual.

We remind users that state and federal laws apply to the use of campus networks and the Internet, including but not limited to those dealing with:

- Copyright infringement
- Defamation
- Discrimination
- Fraud
- Harassment
- Identity theft
- Obscene materials

Enforcement: The University may suspend without notice the network access privileges of any user who is believed to be in violation of this policy, pending investigation and review. Violation of this policy may result in denial of access to university computing resources, as well as appropriate actions authorized by university policy up to and including termination or expulsion.

I understand that during working hours I am responsible to follow Weber State University computer acceptable use policy.

Name: (Print) _____ Date: _____

Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Personal Computer / Cell Phone Policy
Shepherd Union Information Desk
April 12, 2011

- Use of personal computers/laptops will no longer be allowed at the Information Desk.
- Computers can not be used while on the clock for playing games, online or other, or for instant messaging applications.
- Computers at the Information Desk are to be used for work purposes only.
- Viewing of "Facebook", "My Space" or other similar "chat room" options is also strictly prohibited while working.
- iPods and I Pads will not be allowed at the Information Desk while you are working.
- Talking and texting on your cell phone is not allowed during your shift. Unless you need to text Viki, Alley or Donnie about something related to work. Only then should your cell phone be out during working hours.

These policies are in force starting today and will be enforced from now on. Failure to comply with these policies will result in termination of employment.

Signature

Date

Information Center & Wildcard Center Work Study/Student Waiver

As a member of the Information Center & Wildcard Center Staff, I understand that I will have access to personal, confidential information pertaining to students, faculty and staff of Weber State University. This includes classified or private information the I may overhear during the course of my employment.

I acknowledge and agree that the ability to maintain the confidentiality and integrity of student, faculty and staff information is an essential requirement of my job. I specifically agree that I will not misuse, misappropriate or disclose any student, faculty or staff information directly or indirectly to any other person or use the information in any way, either during the term of my employment or at any time thereafter.

I understand that if I abuse this responsibility I will be terminated from my position and could be faced with criminal charges.

I understand that during working hours I am representing Weber State University and I agree to conduct myself in a responsible and professional manner.

DUE TO THE FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT OF 1974, THE INFORMATION CENTER & WILDCARD CENTER MAY NOT RELEASE INFORMATION ABOUT STUDENTS, FACULTY AND STAFF. THIS INCLUDES:

- Grade Point Average
- Social Security Number
- Student Schedules
- Address
- Phone Number
- Birth Date

Anybody needing information on a Student should be sent to the Registrars Office

Name:(Print) _____ Date: _____

Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Fall 2009 Union Employees Cohort¹

	Fall 2009	Fall 2010	Fall 2011 ²	Fall 2012	Fall 2013	Fall 2014	Overall Average
Union Employees Cohort Information							
Total Number of Students	10	8					
Cohort Average Term G.P.A.	3.02	3.22					
Cohort Average Cumulative G.P.A	3.13	3.23					
Change in Cumulative G.P.A. from Last Term	N/A	0.1					
Avg. # Total Credit Hours	88	121					
# Students Graduated with Associate's Degrees	1						
# of Students Graduated with Bachelor's Degrees	1						
# of Students Graduated with Master's Degrees	0						
Avg Years to Complete Bachelor's Degree	4.65						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	9						
Retention Rate	N/A	88.89%					

	Fall 2009	Fall 2010	Fall 2011 ²	Fall 2012	Fall 2013	Fall 2014	Overall Average
SA Cohort Information							
Total Number of Students	1306	873					
Cohort Average Term G.P.A.	2.95	2.89					
Cohort Average Cumulative G.P.A	3.06	3.09					
Change in Cumulative G.P.A. from Last Term	N/A	0.03					
Avg. # Total Credit Hours	44	70					
# Students Graduated with Associate's Degrees	96						
# of Students Graduated with Bachelor's Degrees	115						
# of Students Graduated with Master's Degrees	0						
Avg Years to Complete Bachelor's Degree	3.68						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	1191						
Retention Rate	N/A	73.30%					

WSU Student Body Cohort Information	Fall 2009	Fall 2010	Fall 2011 ²	Fall 2012	Fall 2013	Fall 2014	Overall Average
Total Number of Students	22167	11703					
Cohort Average Term G.P.A.	3.04	2.94					
Cohort Average Cumulative G.P.A	3.13	3.11					
Change in Cumulative G.P.A. from Last Term	N/A	-0.02					
Avg. # Total Credit Hours	41	62					
# Students Graduated with Associate's Degrees	1432						
# of Students Graduated with Bachelor's Degrees	1736						
# of Students Graduated with Master's Degrees	5						
Avg Years to Complete Bachelor's Degree	3.65						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	20426						
Retention Rate	N/A	57.29%					

Union Employees

Cohort Characteristics:

Demographic Information

Female	<u>60%</u>
Male	<u>40%</u>
Avg. ACT Score	<u>20.5</u>
Avg. Age	<u>25</u>

African American	<u>0%</u>
Asian/Pacific Islander	<u>10%</u>
Native American	<u>0%</u>
Native Hawaiian/ Pacific Islander	<u>0%</u>

Hispanic	<u>20%</u>
Caucasian	<u>60%</u>
Other	<u>10%</u>

SA Cohort Characteristics:

Demographic Information

Female	<u>52%</u>
Male	<u>48%</u>
Avg. ACT Score	<u>22</u>
Avg. Age	<u>22</u>

African American	<u>4%</u>
Asian/Pacific Islander	<u>7%</u>
Native American	<u>1%</u>
Native Hawaiian/ Pacific Islander	<u>1%</u>

Hispanic	<u>9%</u>
Caucasian	<u>55%</u>
Other	<u>23%</u>

WSU Cohort Characteristics:

Demographic Information

Female	<u>52%</u>
Male	<u>48%</u>
Avg. ACT Score	<u>22</u>
Avg. Age	<u>22</u>

African American	<u>1%</u>
Asian/Pacific Islander	<u>2%</u>
Native American	<u>1%</u>
Native Hawaiian/ Pacific Islander	<u>>1%</u>

Hispanic	<u>4%</u>
Caucasian	<u>57%</u>
Other	<u>35%</u>

¹Data is based on Weber State credit hours only. Potential students remaining and retention rate are based upon all semesters leading up to the next fall column (i.e., Fall, Spring, and Summer)

²Data is based on enrollment status week 3 of the following fall semester and will be updated upon completion of the semester.

Fall 2008 Union EBI Highlights

The following items were extracted from the College Union Educational Benchmarking Inc. (EBI) Survey. The survey was administered November 10-26, 2008. A total of 298 students responded for a 5% sample error at a 95% confidence interval. Select 6 institutions are those chosen by WSU as peer institutions. These institutions included: Boise State, Idaho State, New Mexico State, UNLV, University of Northern Iowa, and Western Washington University.

Union Atmosphere

76% of students think the Union is an enjoyable place to spend time. This compares to 68% at Select 6 institutions and 67% all other institutions that administered the survey.

82% of students feel that the Union is safe. This compares to 80% at Select 6 institutions and 81% all other institutions that administered the survey.

79% of students are satisfied with the cleanliness of restrooms and entrances. For restrooms, this compares to 64% at Select 6 institutions and 69% at all other institutions. For entrances, this compares to 70% at Select 6 institutions and 68% at all other institutions.

73% of students think that the Union is student oriented. This compares to 70% at Select 6 institutions and 69% at all other institutions.

77% of students feel welcome in the Union. This compares to 72% at Select 6 institutions and 74% at all other institutions.

69% of students feel that the Union is a central meeting place for students. This compares to 68% at Select 6 institutions and 66% at all other institutions.

47% believe the Union promotes a sense of community on campus. This compares to 45% at Select 6 institutions and 46% at all other institutions.

Programs, Services, and Staff

58% of students are moderately or very satisfied with the Union overall. This

compares to 51% at Select 6 institutions and overall.

44% are satisfied or moderately satisfied that the Union promotes programs of interest to students. This compares to 48% at Select 6 institutions and 49% at all other institutions.

75% believe the Union provides a variety of services. This compares to 67% at Select 6 institutions and overall.

51% of students feel that the Union staff is available. This compares to 48% at Select 6 institutions and 50% at all other institutions.

Student Involvement

25% of students do not think that the Union provides leadership training or opportunities to serve in a leadership role. For leadership training, this compares to 19% of students at Select 6 institutions and 21% at all other institutions. For opportunities to serve in a leadership role, this compares to 21% at Select 6 institutions and 24% at all other institutions.

85% of students are not involved in a student organization. This compares to 69% at Select 6 institutions and 73% at all other institutions.

33% of students believe the Union publicizes opportunities to join student organizations. This compares to 41% at Select 6 institutions and 42% at all other institutions.

18% of students feel that the Union expands their understanding of others whose backgrounds differ from theirs. This compares to 20% at Select 6 institutions and all other institutions.



Six Column Model

Six Column Intro Six Column Model Editor View/Edit Row **Report View** Accomplishments

Division Priority	Unit Goal(s)	Means to Achieving Goal	Student Learning Outcome	Methods of Assessment	Results	Use of Results
Select Priority	Wildcat Lanes will provide an excellent, fun, educational experience for customers that leads to improved profitability.	Increase revenues by 10% over 2009-10. Continue to hire only work-study eligible student workers with the goal of 100% by next fall.	Class students will learn recreational sportsmanship and leadership skills. Student instructors will learn class management and improve instruction skills. Participants will learn where Wildcat Lanes is located and what services are available there. Student staff will learn how to successfully facilitate a group party experience. Tournament participants will learn how to deal with the pressure situations associated with competition. Current employees will learn about the work-study program and how to apply for work-study aid.	Bottom line, mystery shoppers, assess repeat customers, customer service surveys, and class evaluations.	Preliminary financial data indicate that revenues are up some 2%; however, expenses have been cut by almost 22%, resulting in a greatly improved financial position. Final financial data will not be available until fiscal year end. Through Spring Semester 2011, we had 320 paying students in the billiard sections and 387 paying students in the bowling sections. Tighter federal funding resulted in fewer employees receiving work study than last year. Class evaluations indicate a high level of satisfaction from students in both the bowling and billiard classes of the facility. Gathering evaluation data for group reservation us is currently underway.	Continue to work toward the goal of 100% work-study eligible students as employees. Continue to increase revenues through marketing promotions, i.e. better use of technology to promote the Center (Groupon, Deals that Matter), improve in-school bowling partnership, work with area high schools to invite potential WSU students to use our facilities. Cross promote area use in classes (i.e. discount bowling to billiard students, discount billiards for bowling students). Look at options for re-usable cups/mugs to improve repeat sales through discounted prices for refilling the cup at WCL. Improve the system for assessing informal patron use, and establish a better mystery shopper assessment of

Select Priority	Wildcard and Information Desk will create and implement an opening-of-school program to offer information and direction, and answer questions. Create and implement an online (Student Voice) customer-service survey. Create and implement 'note pads' to give out at the Information/Wildcard Center.	Use staff, student ambassadors and volunteers to circulate and be available to dispense information. Will give students the immediate opportunity to answer survey questions via hand-held devices. 'Note pads' will serve as thank-you notes and a written way to give general directions and web-site information.	Students will learn communication skills and independent thinking.	Staff will evaluate how the first few weeks of the semester went in helping students. Will use results of the survey to improve the customer service at the Information/Wildcard Center and the need for future training. Will count the number of notes given to customers and use results for future training needs.	We have evaluated the opening-of-school program with positive results, we are using note pads at the Information/Wildcard Center, and we have completed a survey that shows high scores for the service given at the Information/Wildcard Center.	our service and facility. Use a daily 'stop sheet' to better document pinsetter issues to improve pinsetter/scorer maintenance. The opening of school program was very successful and helped keep the flow of students who needed information separate from those who needed only Wildcards. We will use this program again next year. The outcome of the customer-service survey was very positive, and we will continue to use the current training program. We will also continue to use the 'thank you' note pads at the desk. They served well to direct people to our on-line customer-service survey and helped to add continuity and professionalism.
Select Priority	Union Custodial will acquire and implement the latest techniques in audio/visual, custodial and customer service.	Audio/visual: Review each room for upgrades, RGB cables, dimmer panels, blinds in rooms. Custodial: Staff training - monthly, project list, work-order system, furniture maps. Customer service: Customer service training.	Enter Student Learning Outcome	Review customer surveys and supervisor expectations. Supervisor follow-up.	Audio visual podiums (cabinets) have been added to all meeting rooms in the Shepherd Union. Monthly training sessions have been implemented. Total A/V inventory has been implemented. Furniture maps have been developed.	With upgrades and training, we have provided more successful events and are more efficient in setting up after major events.
Select Priority	Union Finance will create a unique and memorable 50-year birthday celebration for the Union.	Freshen decor in the Union, create a committee, identify key areas, gather input from students, tenants and staff, 50-year	Enter Student Learning Outcome	Attendance numbers, surveys, PDFs, outside publicity.	A committee has been formed, information gathered, and an October date for a formal celebration has been set.	Two celebration dates have been set, the focus has been solidified, and the calendar set.

<p>Select Priority</p>	<p>WSU Dining Services will create the WOW experience in the Union by using student insights, health and wellness, environmental focus, customer service, and culinary innovations.</p>	<p>art retrospective, create a budget, create marketing/logo, review possible collaborations: Homecoming, Convos, lecture series.</p> <p>Use student insights: feedback, student board, tools. Health and wellness: Implementation, BMBS, dietician. Environmental focus: Better Tomorrow, minimize waste, local purchases. Customer service: People factor, training and development. Culinary innovations: Chef expertise, Global Chef.</p>	<p>Enter Student Learning Outcome</p>	<p>Improved internal audits and focus groups, customer satisfactions survey results, client surveys, comment cards.</p>	<p>Sodexo Food Service expanded the catering menu, and implemented Student Catering and "no frills" Simply-to-Go catering guides. It also expanded retail food offerings, adding Mexican food and other healthy options, and made a proposal to begin a food-waste composting program at the Shepherd Union, in addition to continuing to donate leftover food to a local charity kitchen.</p>	<p>We will review the feedback on the Catering menus and make adjustments for Fall 2011. We are analyzing the Retail sales data to determine changes and improvements to be made for Fall 2011. We have proposed a plan to begin a food-waste composting program, waiting for feedback from Facilities Management.</p>
<p>Select Priority</p>	<p>Union Maintenance will provide exceptional service to each Union organization.</p>	<p>Improved client communication: Ask for input from all organizations, implement 24-hour response to all work orders, supervisor will do a daily walk-through. Improve staff accountability: Accountability of time, ownership of areas in shop and on campus, attitude, appearance, resources, 60-day evaluations.</p>	<p>Enter Student Learning Outcome</p>	<p>Monthly report on work orders (scoreboard), customer surveys, supervisor evaluations.</p>	<p>Union Maintenance is maintaining a fresh every day appearance and functionality. Within the next six months we will hire a new technician, participate in off-site technical training with Johnson Controls, and secure funds from construction for additional training.</p>	<p>A hiring committee was formed, the job has closed for a technician, and three technicians were sent to off-site training.</p>
<p>Select Priority</p>	<p>Scheduling, Events and Conferences (SEC) will create the WOW experience in the Union by superior client communication and implementing the Positive Initial Experience Program.</p>	<p>Superior client communication: Calendaring system, virtual EMS, train second level users, create PlanIt Weber marketing program. Implementing the Positive Initial Experience Program: Identify key players, identify target</p>	<p>Enter Student Learning Outcome</p>	<p>Superior client communication: Customer surveys, measure amount of end users using the program. Implementing the Positive Initial Experience Program: Long-term tracking of potential students through age of possible application to WSU.</p>	<p>The SEC Office is implementing the EMS scheduling and calendaring system and should be fully utilizing the program by the end of spring. The PIE program is on hold.</p>	<p>Scheduling, Events, and Conferences (SEC) successfully implemented the EMS scheduling software and assisted eight major campus venues adapt the program. The calendaring system is in the final stages of preparation and will launch July</p>

	audiences, create set programs, combine budgets, bling.			1, 2011. With this result, the SEC will continue to fine tune and implement the system with additional campus venues in the coming year.
--	---	--	--	--

Weber State University, Student Affairs Division
Ogden, Utah 84408-1125
Copyright © 2007 All Rights Reserved. Today is 8/13/2007