

STUDENT UNION

Mission

The Student Union is the community center for the university offering activities, programs, services, and facilities that complement the academic mission, student development, and the quality of campus life.

Vision

The Student Union will remain the world's largest and most uniquely comprehensive college union facility. More than a building, it will be a professionally recognized system of people, services, programs, and facilities dedicated to achieving and maintaining excellence in:

- Promote unity, loyalty, and regard for the campus community;
- Enhance the quality of life on campus;
- Foster learning and personal development through out-of-class experiences; and
- Provide necessary and convenient goods and services.

Core Values

Excellence – We seek excellence in all our endeavors and we are committed to continuous improvement.

Integrity – We are committed to the principles of truth and honesty and we will be equitable, ethical, and professional.

Service – We believe that serving others is a noble and worthy endeavor.

Intellectual Freedom – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Diversity – We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

Stewardship of Resources – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

Goals, Critical Success Factors, Objectives, and Strategies

Goal 1. Academic Excellence: Enhance the formal curriculum by providing a broad spectrum of both in and out-of-class experiences, by serving as a center for continuing education functions and by providing textbooks and educational materials.

Critical Success Factors:

- Provide at least 360 co-curricular educational, cultural, social, and recreational programs per year
- Attract at least 55,000 students, faculty, staff, and community participants to co-curricular programs and events provided by the Student Union and Campus Life
- Involve 500 faculty and staff in the advisement and planning of student organizations and program activities
- Hold at least a 90% market share of the textbooks and course materials sold for courses offered at the Stillwater campus
- Schedule the use of facilities for at least 20 continuing education seminars or events per year
- Implement the Leadership Certificate Program with a minimum of 20 students enrolled in conjunction with the College of Education
- Maintain GPA and retention rates of fraternities and sororities at levels higher than the university averages for undergraduate men and women

Objectives:

Objective 1.1: Develop meaningful co-curricular activities and services to support and enhance academic excellence.

Strategies:

- Allocate staff and financial resources to continue the growth and development of late night and weekend programs.
- Evaluate each program offered.
- Improve communications and marketing information to students, faculty, and staff to encourage greater awareness of, and participation in, co-curricular programming.
- Ensure programs, services, and facilities provide an environment conducive for learning.
- Complete the development and delivery of a comprehensive leadership development experience for students.
- Offer diverse and cultural performing arts programs through Allied Arts.

Objective 1.2: Expand collaborative partnerships with academic units.

Strategies:

- Complete the approval process, ultimately through the Oklahoma State Regents for Higher Education, for implementing the Leadership Certificate Program to be offered in conjunction with the College of Education.
- Complete the renovation of the Atherton Hotel (the teaching laboratory for Hotel and Restaurant Administration).
- Support staff members who express an interest in teaching sections of Orientation and Leadership Development classes.
- Offer degree-related opportunities for internships, practicum, assistantships, and student employment.
- Partner with Art, Theater, and Music departments to enhance the Allied Arts program.

Objective 1.3: Continue to provide a comprehensive series of student and faculty directed programs, activities, and events.

Strategies:

- Implement a cost effective, self supported and student-directed spring concert program (i.e., The Showdown).
- Stabilize the financial performance of Orange Peel so that it becomes consistently self supporting.
- Engage and utilize student and faculty advisory groups in Campus Life, Greek Life, Allied Arts, and other program agencies.
- Recruit, train, and engage faculty and staff advisers for campus student organizations.

Objective 1.4: Continue to provide a full complement of textbooks and related educational supplies.

Strategies:

- Operate a cost effective textbook reservation system for entering students.
- Enhance e-commerce applications.
- Expand the general book and special order department.
- Retain sales of university's personal computer agreement.
- Develop an aggressive marketing plan and campaign to inform, attract, and retain customers.
- Maintain current pricing policies and practices that stay within industry standards.
- Work closely with faculty and department liaison to assure all required texts are ordered and received prior to the start of each semester.

Goal 2. Student Development: Encourage meaningful engagement in leadership and service opportunities through early participation in, and identification with, campus traditions, activities, and organizations.

Critical Success Factors:

- Increase by 10% participation in Camp Cowboy
- Increase by 5% participation in the Greek recruitment process
- Increase by 5% retention of active membership in Greek organizations
- Increase by 10% participation in national awards competition for individual, chapter, and governing councils of the Greek System
- Increase by 5% documented student participation in volunteer and community service
- Ensure 30% participation in semi-annual advisor workshops
- Utilize National Survey for Student Engagement instrument to establish a baseline of student satisfaction
- Achieve 95% participation in orientation for new international students
- Raise \$10,000 in private funding for Leader Scholar Awards
- Develop and present a formal proposal for private funding of Camp Redlands renovation
- Realize 10% growth in leadership program involvement
- Increase by 10% non-traditional, off-campus, and transfer student awareness of and participation in programs and services
- Increase participation by 25% in the number of student organizations and student attendance in the Student Union Activities Mart (offered to help student organizations recruit members)
- Increase by 25% the usage of Student Development Transcript

Objectives:

Objective 2.1: Actively recruit targeted student populations.

Strategies:

- Continue to support the enrollment process through parent and student orientation.
- Enhance the on-line admissions application process for international students.
- Administer Greek Discovery Day and recruitment activities of both fraternities and sororities.
- Support enrollment management initiatives by participating in on-campus recruitment programs, high school and area recruitment visits, and service on the Enrollment Management Advisory Council.
- Develop marketing strategies and materials designed to inform targeted markets (Greeks, internationals, non-traditional) of programs and services offered.

Objective 2.2: Increase support of student retention efforts.

Strategies:

- Emphasize the positive impact on retention of early and meaningful involvement of students in extracurricular activities and organizations.
- Determine baseline data on the retention and graduation rates of undergraduate members of fraternities and sororities.
- Continue to employ students and graduate assistants.
- Increase the number and variety of programs, activities, and events that actively engage students in the out-of-class milieu of the campus.
- Increase the number of leadership opportunities for students.
- Increase enrollment in the College of Education's Student Leadership Development Class.
- Increase the number of students nominated and recognized for Cowboy Call Outs.
- Increase participation in campus traditions that help students identify with being a student (e.g., ALPHA Student Union Night, Camp Cowboy, Orange Peel, The Showdown, Big Event, Into the Streets, GameDay at the Union, The Spirit Walk, International Bazaar, and Cultural Night).
- Continue to develop other campus traditions to develop pride and identity with being a member of the community.
- Develop a program for new non-traditional and transfer students to orient them to the community, support services offered, and to establish peer networks.

Objective 2.3: Expand out-of-class experiences to complement and enhance classroom learning.

Strategies:

- Continue to expand student programs offered evenings and weekends.
- Complete the development of the informal, interactive student lounge, and program facilities on the 4th floor.
- Promote increased student participation in campus traditions and campus-wide programs and events.
- Promote student participation in Allied Arts events and other cultural experiences offered on campus.
- Expand leadership development opportunities for students.
- Encourage every student to place membership in a student organization.
- Increase documented student participation in volunteer and community service.

Objective 2.4: Improve professional advisement for student organizations.

Strategies:

- Incorporate into the annual performance appraisal process a measure of effective student organizational advisement for professional staff who are assigned advisory responsibilities.
- Conduct semi-annual training workshops for volunteer faculty and staff advisors of student organizations.
- Conduct training sessions for fraternity and sorority house directors and advisors.
- Conduct leadership and organizational development training sessions for student organization officers.
- Recruit faculty advisors for Greek chapters.

Objective 2.5: Expand the comprehensive leadership development program.

Strategies:

- Implement the Leadership Certificate Program through the College of Education.
- Advance the renovation of Camp Redlands as a facility for leadership development.
- Increase the number of scholarships available for President's Leadership Council.
- Finalize and launch the leadership initiatives identified as a component of the Leadership Center.
- Offer leadership and organizational effectiveness training for officers of student organizations.
- Increase participation of freshman in leadership programs.

Goal 3. Economic Development: Promote human, economic, and cultural development of the university and community through the use of facilities, services, and programs.

Critical Success Factors:

- 10% increase in university and community participation in community-wide programs and events administered by the Student Union and Campus Life (e.g., Allied Arts, Madrigal, Orange Peel, and The Showdown)
- Achieve an overall customer evaluation rating of 3.5 or higher on a 5.0 rating scale
- Establish baseline data on daily building use, in year 1, and increase by 10% in each subsequent year

Objectives:

Objective 3.1: Optimize additional opportunities for private retail, service enterprises, and campus auxiliaries.

Strategies:

- Conduct market research and surveys to determine future retail and service needs of clientele.
- Establish benchmarking procedures to capture actual traffic counts and patterns.
- Prepare for major renovations of the 1st floor by surveying comparable centers and the university community to determine the best and optimal mix of contemporary dining, retail, and auxiliary services to be offered.

Objective 3.2: Enhance the support of public service, continuing education, and extension functions.

Strategies:

- Develop an aggressive promotional and marketing campaign to increase the number of reservations for meetings and conferences.
- Promote and deliver outstanding professional services and facilities.
- Establish comparative productivity benchmarks for meeting and conference services.

Objective 3.3: Expand the public educational, cultural, and entertainment programs.

Strategies:

- Develop a promotional campaign to aggressively market and sell programs that have community-wide appeal (e.g., Orange Peel, Madrigal, The Showdown, and Allied Arts).
- Continue to research and develop cost effective, self-supported, educational, cultural, and entertainment programs that have a community-wide appeal.

Goal 4. Diversity: Actively recognize and support the unique needs of a diverse population by fostering respect for individual differences.

Critical Success Factors:

- Increase by 10% the number of multicultural programs offered or sponsored by Student Union Programs
- Increase by 10% the student membership in fraternities and sororities holding membership in National Pan-Hellenic Council and Multicultural Greek Council
- Provide multicultural training for 25% of staff
- Establish 50 need-based scholarships for Camp Cowboy students
- Offer at least 2 programs per semester to enhance international student acculturation
- Offer a \$500 international student scholarship
- Offer a multicultural component as a part of the leadership initiatives

Objectives:

Objective 4.1: Expand variety of diversity programming.

Strategies:

- Implement Stop the Hate curriculum.
- Partner with Multicultural Student Center to enhance student developed diversity programs.
- Continue to develop contemporary programs that emphasize and showcase diversity through Student Union Activities Board.

Objective 4.2: Increase multicultural student participation in traditional and diversity programs and organizations.

Strategies:

- Advise and recruit students for membership in historically multicultural Greek letter organizations.
- Recruit minority students to serve on Student Union Activities Board and other positions of leadership in programming organizations.
- Recruit and encourage increased minority participation in Camp Cowboy.
- Continue to develop and provide acculturation programs for international students.
- Add a multicultural component to leadership initiatives.

Objective 4.3: Recruit and train staff that is sensitive to multicultural issues.

Strategies:

- Provide an annual multicultural training program.
- Use extraordinary measures to insure a diverse pool of qualified applicants for vacant professional positions.

Objective 4.4: Cultivate a scholarship program for internationals.

Strategies:

- Establish a fundraising campaign to achieve endowment status of the initial scholarship fund established specifically for international students.

Goal 5. Human Resources: Develop a professional and collegial atmosphere that attracts exceptional employees, affords growth opportunities, and ensures retention of an excellent workforce.

Critical Success Factors:

- Establish a fund to address significant compensation inequities over a 3 year period of time
- 10% reduction in turnover in full-time permanent classified staff
- Reduce absenteeism due to illness and injury by 10% by emphasizing health and safety awareness
- 5% increase in financial support for employee training and development
- 5% increase in employee participation in training and development programs
- Distribute 6 newsletters per year
- Hold weekly staff meetings

Objectives:

Objective 5.1: Maintain optimal effectiveness of personnel and resources.

Strategies:

- Evaluate assignment of departmental duties and responsibilities, the alignment of reporting relationships, and allocation of resources to determine the optimal effective organizational configuration for the department.
- Perform manpower analysis to determine optimal employment levels by professional, classified, full-time, part-time, student, and graduate assistant positions.

Objective 5.2: Improve employee development and training programs.

Strategies:

- Develop an aggressive recruitment and retention program at all employee levels.
- Re-enforce value of participation in quarterly safety training programs, in Student Affairs staff development programs, and related professional associations.
- Analyze existing participation in, and effectiveness of, employee development and recognition programs.
- Conduct orientation programs for all new employees, specific to the Student Union and Campus Life organization.
- Re-emphasize the buddy/mentor system of on-the-job training and acclimation for new employees.
- Encourage the regular use of the Student Union and Atherton Fitness Center by employees.
- Provide release time for professional training and development.
- Monitor attendance at mandatory quarterly safety training.

Objective 5.3: Improve communication at all levels.

Strategies:

- Hold regular staff meetings with professional staff.
- Hold regular staff meetings for all staff within each unit.
- Hold a general meeting for all staff at least 2 times per year.
- Continue the internal newsletter.
- Establish a line staff advisory group.
- Continue the Campus Life Advisory Group.
- Meet regularly with executive officers of major student organizations.

Objective 5.4: Establish benchmarks for salaries and wages.

Strategies:

- Utilize salary, wage, and benefit surveys to establish benchmarks that are within those of the Big XII region and selected comparable college unions.

Goal 6. Leverage Resources: Maximize performance through the efficient and effective use of financial, managerial, and technical resources.

Critical Success Factors:

- Continue to exceed National Association of Campus Stores standards of operations for similar sized bookstores
- Establish a \$250,000 reserve for Capital Improvements and Equipment
- Maintain student fee income at a level needed to cover 1.25 of required bond debt service payment, overhead costs of student meeting rooms, Campus Life and student organization space, and Student Union Program costs
- Improve Student Store sales by 5% (i.e., in-store, e-commerce, or concession sales)
- Achieve average customer ratings of 3.5 or better on Catering and Meeting and Conference Services
- Meet annual budget projections in all units
- Payoff the 1978 Bond (3 years early) at the end of 2005

Objectives:

Objective 6.1: Implement an effective Plant Management and Capital Improvement Program.

Strategies:

- Establish a consistent fund for annualized capital improvement and major equipment replacement necessary for upgrading and sustaining the facilities.
- Determine percentage of annual revenues that can be allotted for annual repairs and maintenance.
- Complete the remodeling of the Student Store.
- Complete the renovation of the North Mart of the Food Court.
- Evaluate debt service ratios and capacity to determine feasibility of bonding for major renovations.

Objective 6.2: Maximize the effective use of financial controls systems and information flow.

Strategies:

- Analyze functions of the Administrative Services unit.
- Continue to evaluate the effectiveness of the budgeting and planning process established for the Student Union and Campus Life.
- Produce accurate and reliable financial management information and analyses necessary for management decisions and guidance.

Objective 6.3: Collaborate with other on-campus areas for mutual benefit.

Strategies:

- Enhance Meeting and Conference Services relationships with Hotel and Restaurant Administration (Atherton Hotel) and University Dining Service, by continuing the Guest Services Network.
- Renew agreement with the College of Human and Environmental Sciences for the operation of the Atherton Hotel as a teaching laboratory for the School of Hotel and Restaurant Administration.
- Continue to develop and evaluate the effectiveness of the joint relationship with Residential Life in the operations of University Dining Services.
- Continue to serve as resources for practical application projects and studies conducted by students as requested by academic departments.
- Determine the feasibility of a relationship with the Alumni Association for facility maintenance and custodial services.

Objective 6.4: Maximize the use of technology in marketing programs, events, and services.

Strategies:

- Actively participate in the campus calendar system.
- Develop an on-line work order request application for marketing.
- Develop an all-encompassing Human Resource system.
- Complete the research and selection of new scheduling software for Meeting and Conference Services.
- Enhance and/or develop applications and Web-based systems to streamline processes and gain efficiencies.
- Evaluate the feasibility of a loyalty program for Student Union Bookstore and University Dining Services.

Objective 6.5: Position profit centers for continued growth.

Strategies:

- Study the feasibility of expanding the size of the Student Union Bookstore to determine if there will be sufficient return on investment.
- Continue to explore the feasibility and level of interest in incorporating the Tulsa campus bookstore.
- Continue to develop Student Union Bookstore services for Northern Oklahoma College.
- Study the feasibility of expanding the size, organizational flow, offering of the Food Courts, and seating areas to determine if there will be a sufficient return on investment.

- Evaluate the types of private vendors of retail and services that are needed and negotiate new contracts accordingly.
- Continue to negotiate with university agencies to insure that revenue streams are not negatively impacted to the point that the ability to meet bonded debt service is jeopardized.
- Evaluate and study parking garage operations.

Objective 6.6: Maximize effective use of resources allocated for programming, administrative, and general support units to ensure the Student Union can continue to sustain itself from existing revenue and fee sources.

Strategies:

- Establish a benchmark for administrative overhead costs for non-program units.
- Establish and maintain a benchmark funding level of support for Campus Life and Student Union Programs, from Student Union fees and operating funds.
- Perform cost and benefit analysis and evaluations of programs, events, and services.

Goal 7. Image, Pride, and Recognition: Build positive regard for the university through the celebration of campus and community traditions and successes.

Critical Success Factors:

- Substantiate that all staff meet a performance expectation of promoting constructive, cooperative, and positive attitudes of service to others and pride in the institution through performance satisfaction surveys and evaluations
- Award 4 student scholarships annually to recognize outstanding leadership and service
- Increase participation in Student Union Programs that celebrate the university community

Objectives:

Objective 7.1: Establish a comprehensive marketing and promotions plan.

Strategies:

- Solicit marketing information from member institutions of the Association of College Unions International and other benchmarked college unions to be used in the development of a comprehensive plan.
- Enhance printed and electronic promotional information for facilities, programs, and services.

Objective 7.2: Expand activities that celebrate campus traditions and successes.

Strategies:

- Evaluate effectiveness of GameDay at the Student Union and increase participation.
- Pursue course enrollment at Camp Cowboy.
- Enhance ALPHA Student Union Night.
- Continue promotion and support of The Spirit Walk.
- Establish spring concert in Gallagher Iba Arena.
- Continue staff support of student led Orange Peel event.
- Expand Cowboy Callouts by 20%.
- Analyze potential for involvement in Homecoming tradition.
- Increase participation in the Bedlam Bonfire Bash.
- Increase awareness of Miss OSU Scholarship Pageant .