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DIRECTOR'S STATEMENT

The Arizona Student Unions are a complex and unique organization. In addition to some of the more traditional student union offerings, the Unions at The University of Arizona have responsibility for Campus Dining Services and Catering. Ninety-seven percent of the annual twenty-three million dollar budget is self-generated. Institutional funding support has dwindled while at the same time dependence upon the Unions by the University has increased. The institutionally mandated Administrative Service Fee is 6.5% of all externally generated revenue. A long-range view of the Unions' income and expenses demonstrates how perilously few extra dollars there are to establish fiscal planning and avoid deferring building maintenance and capital projects.

In the next year it will be critical to identify a substantial new revenue source. Options for generating new revenue streams within the institution include (1) allowing the Unions to receive interest income; (2) permitting a variance in the Administrative Service Fee for campus meal programs, as food service is an integral part of the institution's mission; and/or, (3) increase the University's retained fee allocation to the Unions. A change in institutional policy regarding some combination of these options will have a positive and dramatic impact in the Unions' ability to implement long-range planning and provide key student services and programs.

A more traditional approach for generating new revenue rests with implementing either a mandatory meal plan or assessing a Student Union Facility fee to all students. The level of support for a mandatory meal plan has been inconsistent from the various areas of campus and the community. Many see the implementation of a required meal plan as an unreasonable solution that dictates how students manage their money, a very different approach than ever experienced at The University of Arizona. Flexibility in meal plan selection has always been a positive and unique experience to the UA campus. Community leaders from adjacent

retail venues are afraid the confinement of food dollars to campus will prove detrimental. Of the two options, the fee offers both the least impact on students and the most financial gain for the Unions.

It is clear that regardless of the strategy selected, engendering new revenue streams is critical to the Unions. The luxury of waiting for better financial times no longer exists.



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ARIZONA STUDENT UNIONS

WHAT WE DO

The Arizona Student Unions provide a sense of community and “a home away from home” to tens of thousands of students. The Unions provide the following key services to students and The University of Arizona (UA) campus community:

GET INVOLVED:

Center for Student Involvement & Leadership • Event, Room/Mall scheduling and services • Off-Campus Housing

SHOP:

ATMs • Great Clips hair salon • STA travel • UA BookStores • US Post Office • Wells Fargo bank

EAT:

Meal plans • Campus concessions • Catering services • Convenience stores • Restaurants throughout campus

WORK AND STUDY:

Computer Lab/Lounges • FastCopy (quick copy, graphic design services) • Kaplan test prep • Locker Rentals • Lounge and Study Areas • Student Jobs and Internships

PLAY:

Art galleries • Cellar Lounge (comedy, open microphone, music) • Gallagher Theater • Games Room

The majority of these services are located in the new Student Union Memorial Center (SUMC), situated on the Mall, and at the Park Student Union (PSU), near the Arizona-Sonora and Coronado residence halls.





MISSION STATEMENT

The Arizona Student Unions enhances the University community by providing:

- Inclusive environments where all people are valued for their individual differences through quality programs, dining, retail and support services.
- Student involvement and leadership development opportunities through employment and volunteer activities that promote learning beyond the classroom.
- Facilities and programs that facilitate interaction among the University Community.

GOALS & CHALLENGES

- Ensure the Arizona Student Unions promote a management culture that proactively develops, implements and utilizes assessment tools that drive informed decision-making regarding products, programs, services and relationships.
- Ensure the Arizona Student Unions have financial stability to maintain and support programs and services in the next five years.
- Utilize current and future technologies to deliver products and services throughout the Arizona Student Unions.
- Make more effective and efficient use of students to meet staffing needs where this meets the mission of the Arizona Student Unions.
- Create unique physical environments that make the Unions a destination for students.

DEMOGRAPHICS:

- The Arizona Student Unions employ 228 full-time staff, 181 part-time, and 531 students and provides training, competitive wages and work schedules based on their educational needs first, and employment second.

- The new Student Union Memorial Center (SUMC) is among the largest Unions in the country. The 405,000 square foot student-friendly Union incorporates long-standing traditions and landmarks of the original 1951 Memorial Student Union and offers essential dining, retail, involvement, entertainment and student services to the University community.

- In addition to the SUMC, the Unions operate a satellite union, Park Student Union, which is over 50,000 square feet and offers many of the same services as SUMC for the west side of campus.

- More than 32,000 students, faculty, and staff visit the Arizona Student Unions daily.

- The Arizona Student Unions furnish many formal and informal settings. The Unions offer over 35 dining locations which offer a variety of food options, including ethnic food, two food courts with six popular branded quick service restaurants, shaded terraces and sidewalk seating. In addition, we supply twenty-six meeting rooms hosting 14,000 annual events, and twelve lounges open to all students, faculty, staff and guests.

- Retail Services include a bank, travel agency, copying services, hair salon, computer lab, theater, US post office and an education testing center.

CRITICAL UNIVERSITY PARTNERS:

Inter-Collegiate Athletics, Residence Life, Dean of Students Office, Procurement & Contracting Services, Business Affairs, College of Agricultural and Life Sciences, Alumni Association, Campus Health Services.

REPORTING LINE:

The Arizona Student Unions report directly through the Vice Provost for Student Affairs.

A black and white photograph of a woman with dark hair tied back, seen from the side, working at a computer terminal. The terminal includes a CRT monitor, a keyboard, and a numeric keypad. A coffee cup is on the desk. The woman is wearing a dark t-shirt with a logo that reads "Living Services" and "ARIZONA STUDENT UNIONS".

FINANCIAL OVERVIEW

The Arizona Student Unions are more than just facilities. The Unions serve as the “living room” of campus life and have defined the culture for the University campus community. The benefits that the Unions add to student success and everyday life are immeasurable. Hence, financial efficiency and strategic fiduciary policies are critical for the Unions to ensure the campus community continues to have a vibrant home to be proud of.



Unions Financial Overview

(2001–2007: revenues/expenses/reserve balance)

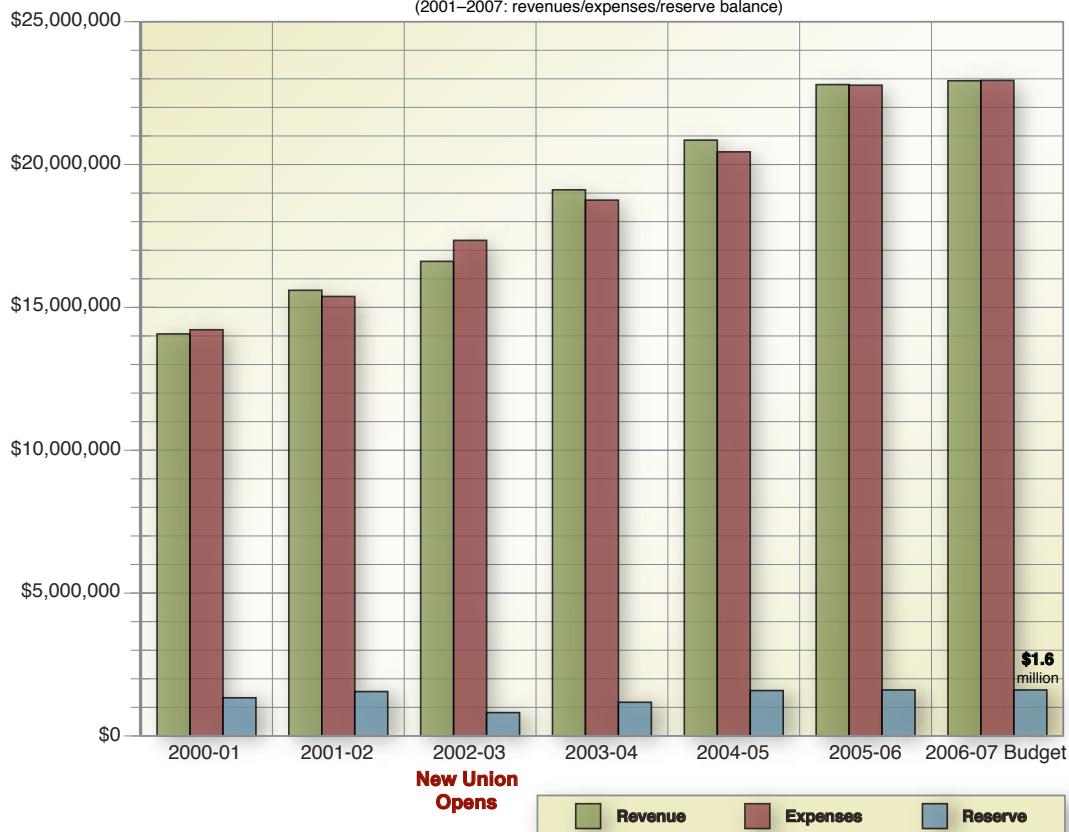


Figure 1 – 1

FINANCIAL OVERVIEW

For Fiscal Year 2005-06, the Arizona Student Unions continued to find the greatest cost efficiencies while still providing a level of service that met or exceeded the needs of the campus community. The Unions continually look for ways to manage more efficiently, increase revenues and reduce expenditures. Generating almost \$23 million in revenues (a 10% increase over the previous year), the Unions have managed to minimize the withdrawal of dollars from its reserve account, as illustrated in Figure 1-1

It is important to note that in 2002/03, the new 405,000 sq. ft. Student Union Memorial Center (SUMC) opened its doors. The new SUMC was larger in sq. footage than the old Union and there are an increased number of new dining service and retail operations. In addition, in January 2004, Park Student Union was also renovated and expanded by 20,000 sq. ft. to 50,000 sq. ft.

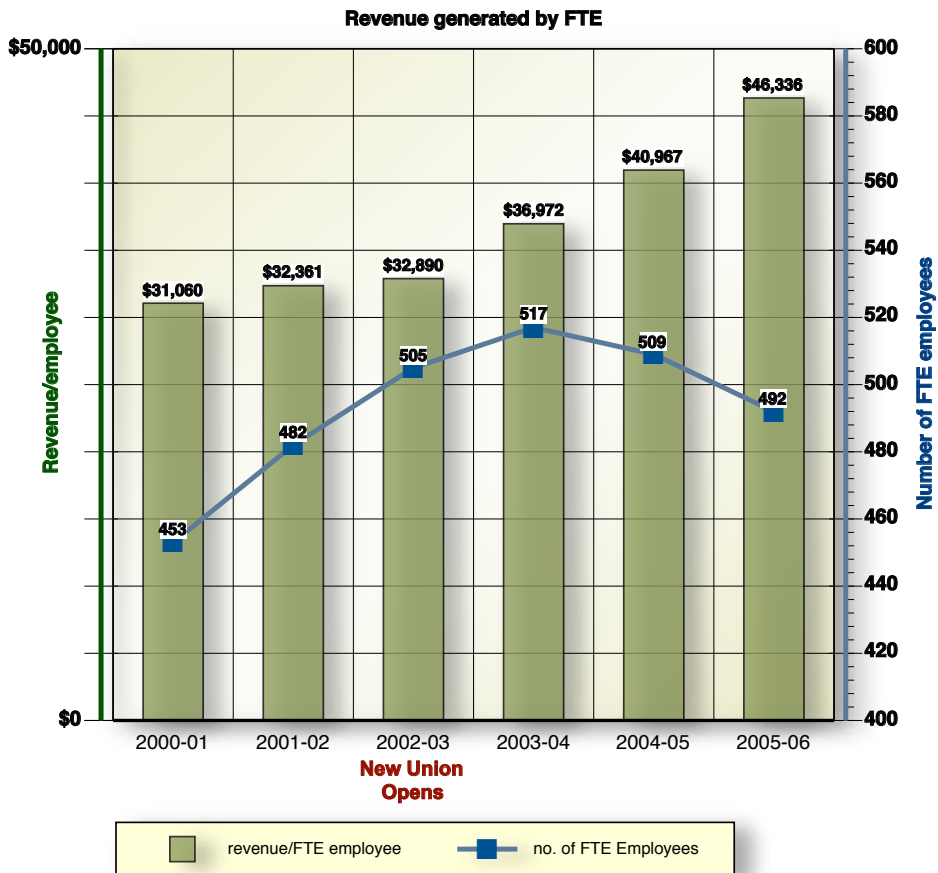


Figure 1 – 2

EMPLOYEE EFFICIENCY & PRODUCTIVITY

As revenues and expenses increased, it necessitated an increase in the number of Full Time Equivalent (FTE) employees to efficiently operate the new building with its expanded services. The Unions began to make necessary adjustments to the number of staffing to effectively operate its facilities and continue to provide the required services expected by the campus. After the initial increase in employees in 2003, the Unions continually looked for ways to operate more efficiently.

As indicated in Figure 1-2, the Unions have become more efficient with fewer employees. For example, in 2000/01, a FTE employee generated \$31,060 in revenue as compared to 2005/06, where a FTE employee generated over \$46,000 in revenue, an increase of 50% in revenue productivity per employee.

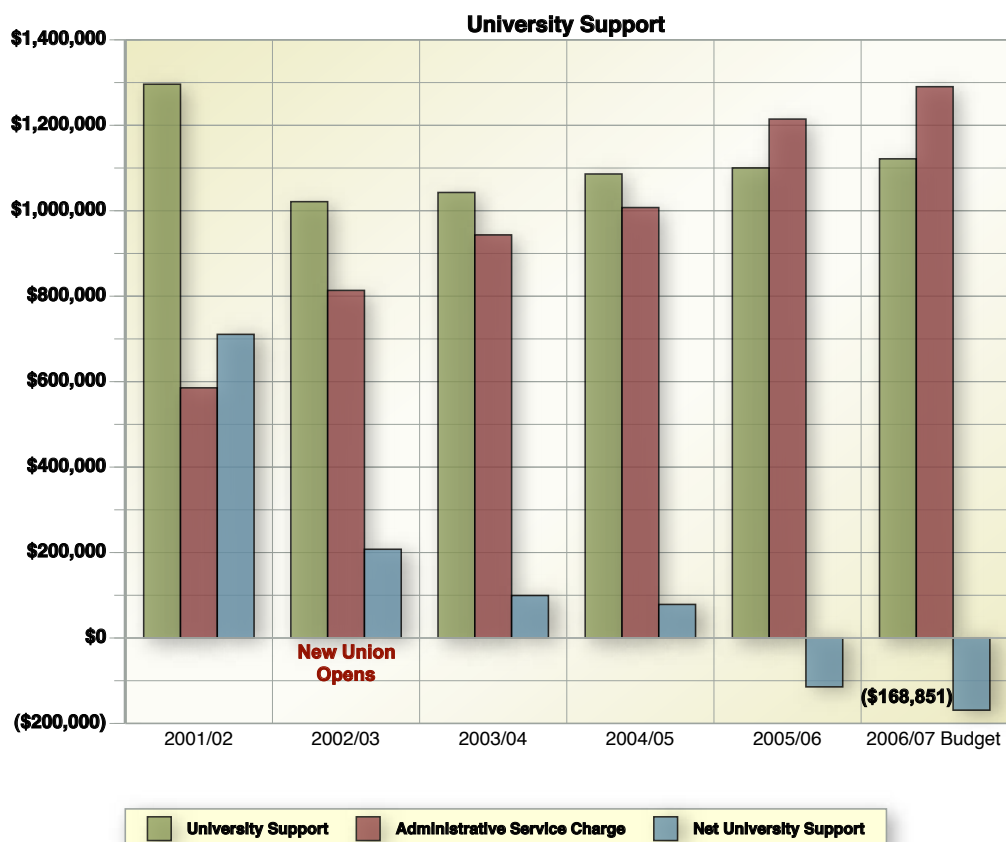


Figure 1 – 3

UNIVERSITY SUPPORT

The Arizona Student Unions have committed to a large debt service to pay for its facilities. There is also an obligation by the University to support operational costs of non-revenue spaces within the Unions. While University support for the Unions has remained relatively stable for the past five years, the amount of administrative service costs have steadily increased. As shown in Figure 1-3,

since 2001, University support initially decreased and has remained relatively stable. However, ongoing increases in Administrative service charges have resulted in a significant decrease in net University support, from \$600,000 in 2001 to (\$160,000) in 2006. University support needs to be increased to ensure that all Union facilities provide the same level of quality and building conditions today as well as for future generations.

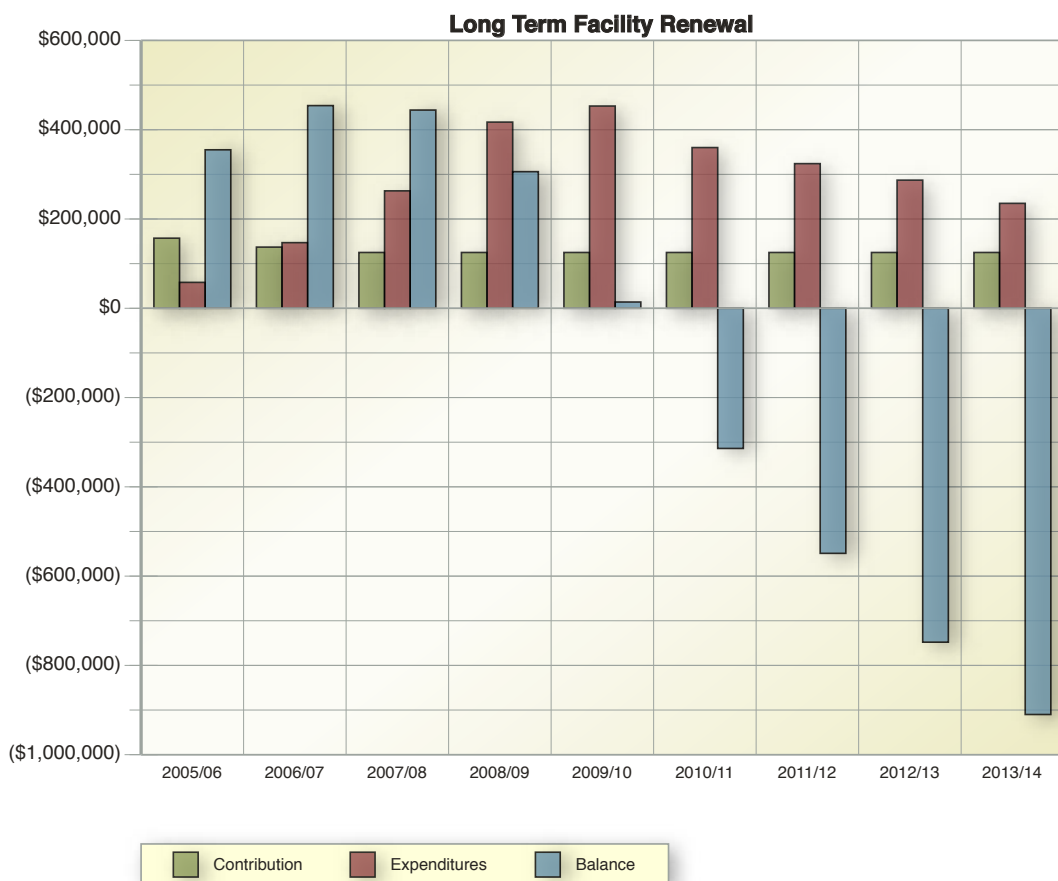


Figure 1 – 4

LONG TERM RENEWAL

The Unions have developed a long term facility renewal plan and established an account to fund its facility needs. The facility renewal plan includes furnishing, fixtures, equipment and systems required to maintain the Unions at a level to meet the University's mission. The annual contributions set aside within the current Union annual budget (\$125,000 per year) are inadequate to meet the

facility renewal needs. Projections indicate that the Union's facility renewal fund will be depleted within four years and by 2013, showing a \$1 million deficit (see Figure 1-4). It is important to note that major facility renovations, beginning in approximately 2020, are anticipated to cost in excess of \$10 million (for replacement major mechanical systems, electrical systems, life safety, flooring, and roofing).





CENTER FOR STUDENT INVOLVEMENT & LEADERSHIP

The Billy Joe Varney Center for Student Involvement & Leadership offers all students the opportunity to discover their leadership potential — connecting with other students and helping them learn from a rich menu of experiences. By getting involved in any of the exciting programs and leadership opportunities in the Center for Student Involvement & Leadership, students will significantly enhance their University of Arizona experience, be more likely to complete their college degree and get a head start on their future.

CENTER FOR STUDENT INVOLVEMENT & LEADERSHIP

MISSION

The Center for Student Involvement & Leadership (CSIL) facilitates community development and learning through student involvement and leadership opportunities. Resources and services are provided, in collaboration with the campus community, to meet the needs and interests of a diverse student population.

GOALS

- ❑ Create a comprehensive Student Organization support, development, recognition, and awards program including an automated registration service, on-line training modules, merit based office assignments, and the creation of a Student Organizations Council.
- ❑ Become a clearinghouse for Social Justice programming and resources.
- ❑ Development of a Greek Life Campaign in conjunction with the Dean of Students Office to raise endowment dollars to support UA Fraternity and Sorority programs.
- ❑ Enhance the national recognition of the Blue Chip Leadership program by developing Phase modules available for purchase.

CSIL KEY PROGRAMS:

Campus Activities

Each Campus Activities area offers not only events for the campus community to enjoy, but also the chance for students to be a part of creating, organizing, assessing and implementing all scales of these events. The primary areas are:

- Union and Commuter Programming
- Social Justice Leadership Center
- Games Room
- Student Organizations
- Union Galleries and Gallagher Theater
- University Activities BOARD (Arts, Comedy Corner, Concerts, Diversity Initiatives, Family Weekend, Films, Project Volunteer, Special Events, "Up Late")

Fraternity & Sorority Programs (FSP)

Approximately 12% of the UA undergraduate population is affiliated with 50 fraternities and sororities. A tradition on campus since 1915, FSP offers students unique opportunities in leadership, service, athletics, and social arenas, and in three national councils (Interfraternity Council, National Panhellenic Conference, and National Pan-Hellenic Council).

Leadership Programs

A range of resources, programs and activities are offered to help students identify and develop personal qualities and enhance leadership skills. Sixteen leadership courses for credit, the nationally recognized Arizona Blue Chip Program, and the Arizona Collegiate Leadership Conference are among the programs designed for students from all backgrounds.

Off-Campus Housing & Commuter Resources

The mission of Off-Campus Housing (OCH) and Commuter Resources is to provide and coordinate programs, services, educational opportunities, events and informational resources for students living off-campus. Key programs and services to achieve this mission include: the Housing Guide, Apartment Rush, Off-Campus Online, and the Off-Campus Housing office.

KEY CHALLENGES:

- ❑ The absence of tuition dollars or student activities fees earmarked to support minimum opportunities for all students to participate in leadership, activities, and develop a connectedness with the university, has placed an unrealistic expectation of service on the Center for Student Involvement & Leadership. A survey conducted by Louisiana State University of 29 universities indicated that on average, almost half of each Union's funding comes from student or tuition fees. This is in stark contrast to the 0% funding to support services CSIL offers.



- ⌘ Overcoming the overlap of responsibilities between Student Government and the Center for Student Involvement & Leadership continues to be a key challenge in meeting CSIL's strategic goals.

DEMOGRAPHICS SERVED:

- ⌘ 500 recognized student organizations
- ⌘ 600 students enrolled in Blue Chip Leadership Program
- ⌘ 3,000 students with active membership in Fraternity and Sorority chapters
- ⌘ 400 students enrolled in Leadership Courses for credit
- ⌘ 20,000 commuter students served by Off-Campus Housing & Commuter Resources
- ⌘ 35,000 University of Arizona students served by campus wide activities, service projects, entertainment venues and leadership development opportunities

STAFFING:

- ⌘ 13 Administrative Professional staff members
- ⌘ Four Graduate Assistants
- ⌘ Two Classified Staff members
- ⌘ 40 Student Staff members

CRITICAL PARTNERS:

- ⌘ Dean of Students Office: Discipline, Greek Life campaign, and Student Government.
- ⌘ Residence Life: Has collaborated with Blue Chip in the establishment of a leadership learning community in Pima residence hall.
- ⌘ College of Education: Educational Leadership Program houses our 16 leadership courses for credit.
- ⌘ IBM: Corporate partner internship program that provides primary financial support for all leadership development programs offered by the Center for Student Involvement & Leader-

ship while also offering students real-life work experience at their IBM Tivoli Tucson site.

- ■ Platinum, Gold, and Silver apartment community sponsors.
- ■ Campus Health Promotion and Preventative Services: collaboration to support alternatives to alcohol programming as well as support with Fraternity and Sorority programs Normative messaging Campaign and BASICS alcohol assessments.
- ■ University of Arizona Police Department: Risk Management and event security.
- ■ McDonald's, Panda Express, Papa John's Pizza: provide funding for collaborative programming events.

REPORTING LINE:

The Center for Student Involvement & Leadership reports directly to the Arizona Student Unions.



A photograph of a young man and woman smiling at the camera in a dining hall. The woman is in the foreground, holding a white plate with food. The man is behind her. The background is slightly blurred, showing stacks of plates and other dining area elements. The entire image has a warm, reddish-orange tint.

CAMPUS DINING SERVICES

The University of Arizona is proud to offer one of the finest college dining services in the country. Its quality, variety, convenience, and flexibility are unsurpassed. There are over 35 different eateries, conveniently situated throughout the campus to meet a student's dining needs for every meal, every day. From traditional, cafeteria dining to national franchises—plus a variety of specialty restaurants, nutritious menus and value added meal plans—eating on campus is a student's best choice.

CAMPUS DINING SERVICES

MISSION

University of Arizona Campus Dining Services leads the University food industry in its commitment to providing the highest quality, best-tasting, and most diverse menu possible to the UA campus community. Its diversity and experience enable Campus Dining Services to offer students more flexible and varied meal options than those typically found at other Universities.

FOCUS:

Campus Dining Services is a non-profit University-managed auxiliary service that receives no subsidy from The University of Arizona. Revenues are obtained through Union campus outlets, contracted services, catering, athletic concessions and conference clients. Costs are met through efficient management of Dining Services' resources and receipt of full revenue for food served and services rendered.

Campus Dining Services' executive chef and experienced culinary production and service staff are committed to providing the campus community

with high quality and nutritious food in attractive, safe, and up to date dining environments. Dining Services offers students and staff convenient meal plans, varied menu options, and quality services in over thirty-five dining locations designed to meet the needs of the UA community.

STRATEGIC GOALS & KEY CHALLENGES:

- The demand for healthier and organic foods by UA students, faculty, and staff is on the forefront of current menu upgrades. Campus Dining Services continues to increase selections and options for vegan, vegetarian, and healthy menu choices.
- Rising benefit costs jeopardize the ability to remain competitive. Dining Services is implementing programs to reduce our dependence on full time workers and increase the number of student employees in management and operational positions.
- Campus Dining Services for several decades has contributed significant dollars to non-revenue producing Student Union programs.



Rapidly increasing overhead has significantly reduced the ability to meet total financial needs of non-revenue producing programs. Dining Services continues to seek methods to increase bottom line performance while maintaining campus services. For fiscal year 2004/05, Dining Services contributed \$807,811 to the general campus budget via the Administrative Service Fee and \$1,916,322 to the Arizona Student Unions' operating budget.

- Several operating units are past their useful life cycle and are scheduled for refurbishing and or upgrade. Securing long term affordable financing is a significant challenge for dining operations.
- Campus Dining Services is the sole University in the Pac 10 and Big 10 (Penn State, University of Michigan, etc.) with no mandatory meal plan. The Big 12 (Oklahoma, Texas A & M, etc.) host only one optional meal plan school (Nebraska). The lack of mandatory meal plans creates unrealistic financial expectations for Campus Dining Services and movement

towards such meal plans in the future should be considered.

DEMOGRAPHICS:

- Campus Dining Services serves 35,000 students, staff and faculty daily, and caters 3,000 events annually.
- Campus Dining Services enjoys a diverse employee base comprised of 156 full-time, 130 part-time, and approximately 500 student workers. Numerous foreign exchange students as well as local high school and Pima Community College students are employed to support the primary work force.

CRITICAL PARTNERS:

Current alliances with Arizona Inter-Collegiate Athletics concession contracts provide significant support to both operations. Numerous community and business relationships exist with the most significant partners being Pepsi Cola, Shamrock Foods, Panda Express, Papa John's Pizza, Bruegger's Bagels, and McDonald's.



REPORTING LINE:

Campus Dining Services reports directly to the Arizona Student Unions.

www.union.arizona.edu/dining

DINING LOCATIONS

Student Union Memorial Center:

- 3 Cheeses & a Noodle: Italian eatery
- Cactus Grill: homemade breakfasts, hot lunches & dinners, and salad bar
- Café Sonora: homemade Mexican food
- Canyon Café: specialty coffees, desserts
- Cellar Restaurant: gourmet burgers, grill specialties, late night breakfasts
- Chick-fil-A: chicken sandwiches
- Papa John's: pizza and salads
- IQ Fresh: wraps, smoothies and salads
- McDonald's: great burgers and fries
- On Deck Deli: gourmet custom sandwiches
- Panda Express: gourmet Chinese food
- Redington Restaurant: all-you-can-eat lunch buffet and full-service breakfast
- U-Mart: groceries, grab and go sandwiches, drinks, ice cream and snacks

Park Student Union:

- PSU Food Court & Market: Hotline Entrees, IQ Smoothies, On Deck Deli, Route 66 Grill, Cereal & Salad Bar, Sunset Strips; groceries, snacks, yogurt and bakery specials
- Bruegger's Bagels: bagels and sandwiches
- Papa John's: pizza and salads
- Panda Express: gourmet Chinese food

Around Campus

- AME building
- Bookend Café at Main Library
- Eller Deli, Coffee Cart at McClelland hall
- Harvill building
- Highland Market at Villa Del Puente

- McKale Center
- Modern Languages building
- Nugent building
- Social Sciences building
- Student Recreation Center

MEAL PLANS

Each of The University of Arizona's four meal plans is designed to meet the various dining needs of today's student. All meal plans are conveniently linked to the CatCard and work just like a debit account at all campus dining locations.

Commuter Meal Plan

With no minimum deposit, and a 6.1% state sales tax exemption, the Commuter Meal Plan is ideal for fraternity, sorority and off-campus students.

Plus Meal Plans

For students living on campus, a Plus Meal Plan receives not only a 6.1% sales tax exemption but also a 4, 6 or 10 % discount on every meal purchase.

HISTORICAL OVERVIEW

Over the past ten years, Dining Services has enjoyed a 10% average annual increase in revenues. Managing controllable expenses to insure a strong net has been the prime goal for Dining Services. As illustrated in Figure 2-1, the three major controllables: labor, cost of goods (COG), and operations have either remained steady or decreased as a percentage of sales over the past ten years. This trend has allowed a steady improvement in net revenue.

The overall decrease in total labor has been the result of selected position reduction, greater reliance on student employees, and greater efficiencies resulting from the new building. In spite of rapidly increasing benefit expenses the overall labor percentage has been reduced from 43.7% to 36.4%. The mid period increase is the result from opening of the new Union.

COG have remained relatively consistent from

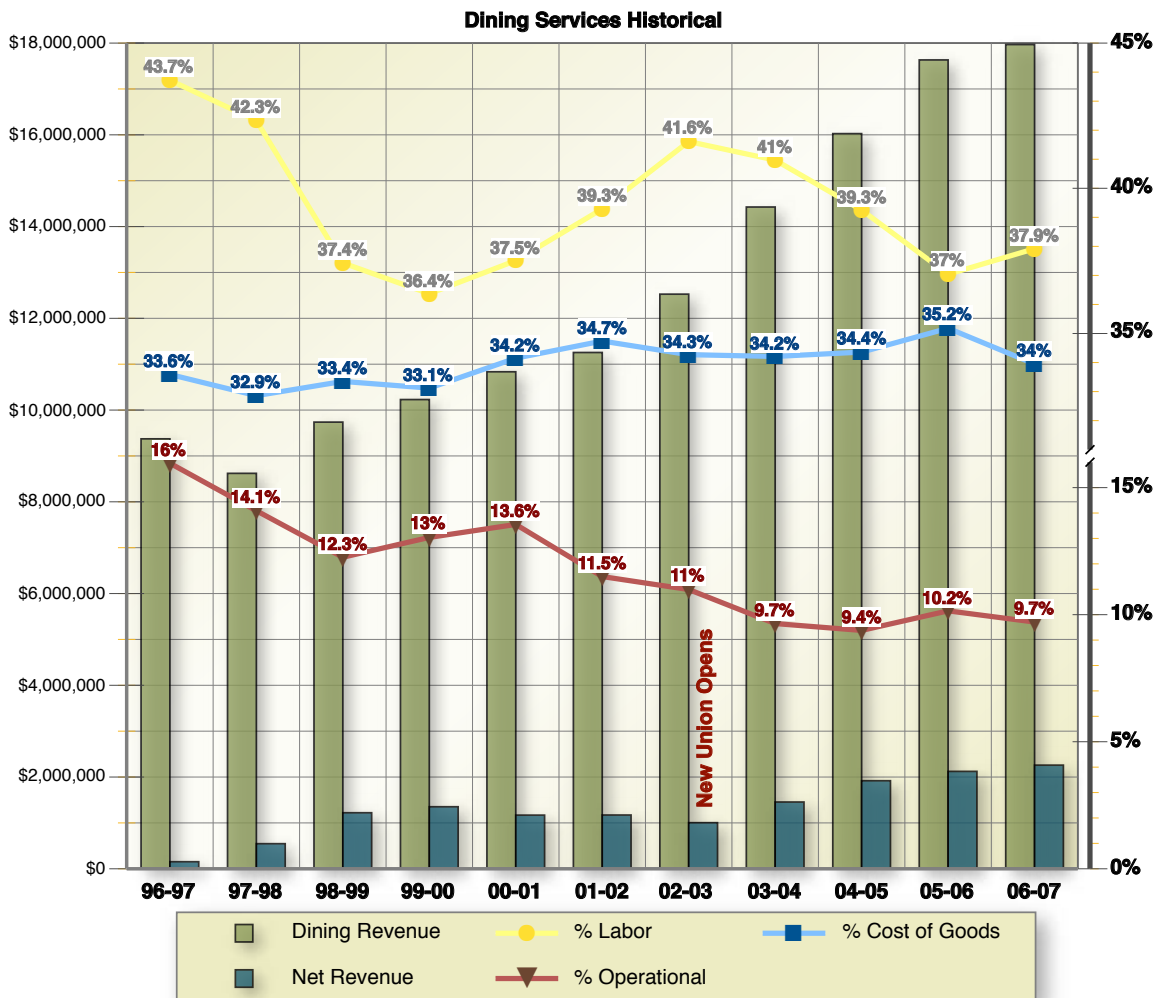


Figure 2 – 1

1996 to 2006 with a low of 32.9% to a high of 35.2%. Managing this category is the simplest of the three. Adjusting pricing on an as needed basis allows for a stable COG over an extended period of time.

Operational expenses (OE) have demonstrated a steady decline, from 16% in 1996 to 10% in 2006. Transitioning to the new Student Unions has been the most significant factor contributing to this trend.

Comparing labor and COG to national benchmarks, as conducted by the National Association

of College & University Food Services (NACUFS), Dining Services consistently outperforms the national averages. For example, in 2004, the national average for labor was 48% (compared to 41% at the UA), while COG was 40% (compared to 34% at the UA).

The stabilization and or reduction of expenses has allowed for a significant increase in overall net revenue. 2006/07 is on schedule for the largest net contribution in the last ten years.

Strategic issues are fundamental policy questions or critical challenges that affect the organization, and are significant only if they create a strong degree of organizational pressure if not addressed. The following five strategic issues represent the significant questions that the Arizona Student Unions must address in order to adequately prepare for the future. The strategic issues are the framework from which Union programs and services will be delivered in the future. The information which follows is an update of the progress which has been made toward accomplishing each Strategic Issue.



STRATEGIC ISSUE 1: ASSESSMENT-DRIVEN DECISIONS

How will the Arizona Student Unions promote a management culture that proactively develops, implements and utilizes assessment tools that drive informed decision-making regarding products, programs, services and relationships?

STRATEGY 1.1

Develop and implement assessment systems that give strategic information on customers, the Union organization, and stakeholders.

STRATEGIC ISSUE 2: FINANCIAL MAINTENANCE OF PROGRAMS

How will the Arizona Student Unions ensure financial stability to maintain and support programs and services in the next five years?

STRATEGY 2.1

Develop budgeting and financial skills of department managers so that they are actively involved in the budget preparation process. Hold managers accountable for not meeting their respective budgets and reward them for their budget success.

STRATEGY 2.2:

Initiate a "Loss Prevention Program" in order to gain better control of financial operations and assets, thereby preventing theft and loss.

STRATEGIC ISSUE 3: TECHNOLOGY

How do we utilize current and future technologies to deliver our products and services?

STRATEGY 3.1

Assess current hardware and software being used presently.

STRATEGY 3.2

Identify process automation opportunities that increase productivity and revenues while decreasing manual operations and expenses.

STRATEGY 3.3

Evaluate, develop, and implement a resource plan for new technologies.

STRATEGY 3.4

Identify and implement new electronic marketing opportunities.

STRATEGIC ISSUE 4: STUDENT STAFFING

How will the Arizona Student Unions make more effective and efficient use of students to meet staffing needs?

STRATEGY 4.1

Evaluate alternative models for meeting the human resource management needs of the Arizona Student Unions.

STRATEGY 4.2

Increase the number of para-professional student staff in the Arizona Student Unions organizational structure, providing a progression of leadership and management opportunities that support students' professional goals, and increase students' knowledge and understanding of the student affairs/college union profession.

STRATEGIC ISSUE 5: PHYSICAL ENVIRONMENT

How will the Arizona Student Unions create and maintain a unique physical environment, supporting our mission, which will make the Arizona Student Unions a destination for our campus and community?

STRATEGY 5.1

Create and implement a long-term capital renewal plan to ensure operability, safety, and cleanliness of the Arizona Student Unions.

STRATEGY 5.2

Develop a database and incorporate it into existing maintenance work order system (MX4) to ensure that the maintenance reserve funds are spent in accordance with the life-cycles used to develop the fund.

STRATEGY 5.3

Maintain the proper level of funds in the maintenance reserve to meet the mission of the Arizona Student Unions and the University.

STRATEGY 5.4

Identify spaces that need an environmental upgrade or reengineering.

STRATEGY 5.5

Instill a sense of pride and ownership for the Union buildings among Arizona Student Union employees and users.

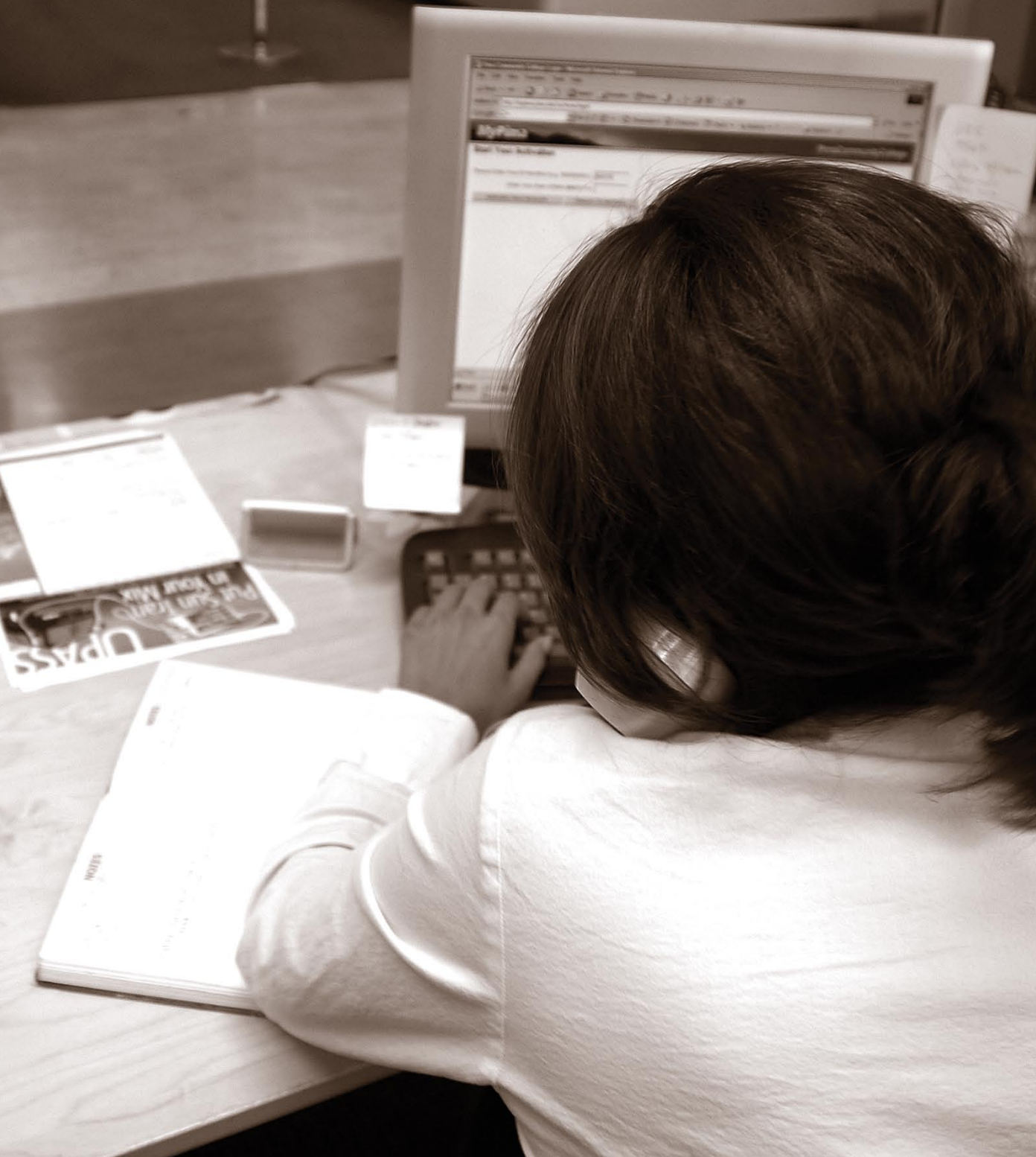
STRATEGY 5.6

Establish a conservation plan to address awareness/education, efficiencies and environmental responsibilities for users and employees that is prepared for inclusion in the FY 05/06 Budget.





ASSESSMENT ACTIVITIES 2005-2006



ASSESSMENT ACTIVITIES 2005-2006

1. STUDENT FEE ATTITUDE SURVEY

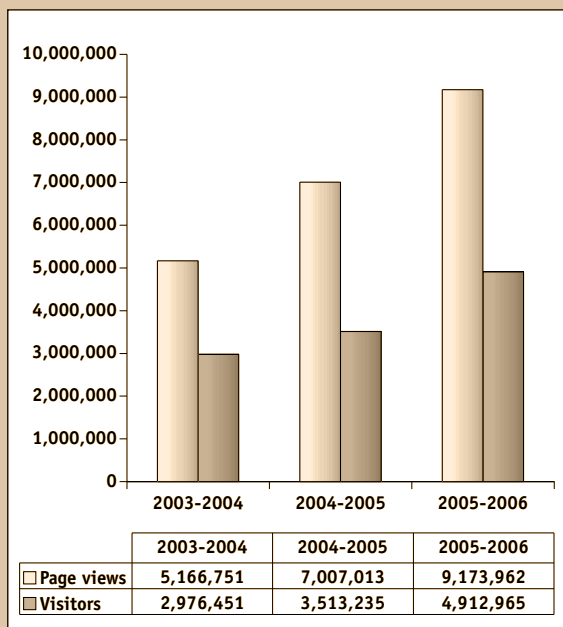
The University of Arizona Student Fee online survey was developed in consultation with Arizona Student Unions' representatives and StudentVoice. Student attitudes and perceptions were measured upon possible service and program enhancements to Union facilities, as proposed by RHA and Greek students through a \$20 per semester student fee. Ultimately, while the \$20 per semester fee did not pass, there was strong support by students for service and program enhancements.

2. DIRECTOR'S ADVISORY GROUP EMPLOYEE OPINION SURVEY

In November 2005, all Union employees were asked to their opinion on job satisfaction, knowledge, and working environment. Overall, 80% of Union employees were satisfied with the Unions as a work environment.

3. STUDENT UNION MONTHLY AND ANNUAL WEB ASSESSMENT

The Arizona Student Unions host the second busiest web site on campus (after the University's home page) that not only serves students, but all who have a relationship with the Unions. On



average, 14,000 people visit the Unions web site daily, more than \$8 million is transacted through our many e-commerce applications annually, with over 50 million hits in the last fiscal year.

July 1, 2005 to June 30, 2006

- Total hits: **47,881,309**
- Total page views: **9,173,962**
- Total visitors: **4,912,965**
- Total bytes transferred: **388 Gig**
- Avg hits per day: **126,605**
- Avg page views per day: **24,570**
Avg visitors per day: **13,992**
- Avg bytes transferred per day: **1.11 Gig**
- Avg bytes transferred per second: **13.1k**

4. I.T. ASSESSMENT

In June 2005, the Arizona Student Unions' management requested an assessment of the Union Information Technology (IT) section-to focus on the activities and strategic plans for IT and how it impacts the future of the Union's strategic business model. The Unions' management also wanted to confirm that the IT plan was in concert with the Unions' Strategic Plan and that the IT plan moved the Arizona Student Unions toward an acceptable technological direction. The Center for Computing & Information Technology (CCIT) was engaged to conduct the IT assessment and assembled an assessment team that included members of the University community and an independent IT consultant.

The process of the assessment included setting expectations and goals, information gathering, application overview, policy and procedure review, customer discussions, analysis and development of a final report. In addition to the final report the assessment team and CCIT provided a total project portfolio of information available for review. The portfolio included findings, information worksheets, meeting summaries and CCIT service offerings.

		\$10/semester	\$15/semester	\$20/semester	\$20/semester	\$20/semester
		2007/08	2008/09	2009/10	2010/11	2011/12
1.	Up Late program expansion	30,000	45,000	60,000	60,000	60,000
2.	Free/discounted concert program	75,000	112,500	150,000	150,000	150,000
3.	Film Programming (one free 2nd run movie per week)	32,500	48,750	65,000	65,000	65,000
4.	Professional and graduate student support	10,000	15,000	20,000	20,000	20,000
5.	Funding support for recognized club and student organizations	37,500	56,250	75,000	75,000	75,000
6.	Commuter programming support (that extend programs, events, and services specific to commuter students)	10,000	15,000	20,000	20,000	20,000
	Annual credit for undergraduate, graduate, greek letter organizations		56,250	75,000	75,000	75,000

Analyses of the findings resulted in 16 recommendations. Examples of some of the top priorities recommended by the assessment team were:

- Reassess and update the IT strategic plan and include direction provided as a result of this report.
- Forgo Union support of the network and negotiate an appropriate service commitment from CCIT.
- Address organizational issues.
- Establish a reasonable IT budget that provides for a strong technological infrastructure.
- Create a business continuation plan

In response to the recommendations of the CCIT team, the Arizona Student Unions established an IT working group that began tackling the recommendations. Since established, the IT working group has addressed IT policies and procedures, created a business continuation plan, common server platforms and application software, organizational issues, and implemented a backup server room to deal with redundancy, backup, and archive issues for all of the Union IT operations. The team continues to meet bi-weekly to ensure that the Student Unions' IT operations remain a priority in providing support to our customers and in fulfilling the University's mission.

5. CSIL ASSESSMENT ACTIVITIES:

A. CSIL's Fraternity & Sorority Programs participated in the Association of Fraternity Advisors (AFA) Educational Benchmarking Initiative (EBI) Fraternity/Sorority Assessment. This project was designed to provide comparative feedback from chapter members to understand their perceptions of Greek programs. The Assessment provided an opportunity to select six peer institutions for comparison (Texas Tech University, California State University-Northridge, Colorado State University, University of Central Florida, University of Illinois at Urbana-Champaign, and Northwestern University). An analysis of comparison factors resulted in the ranking of UA Fraternity & Sorority Programs as follows (out of seven, with one being the highest):

- Overall Program Effectiveness: **2**
- Fraternity/Sorority:
 - Enhanced Interpersonal Relationship Skills: **1**
 - Enhanced Academic Abilities: **3**
 - Enhanced Self Awareness: **3**
 - Enhanced Personal Development Skills: **3**
 - Enhanced Leadership Skills: **2**
 - Enhanced Career Development: **4**
 - Satisfaction with Office: **5**
 - Satisfaction with Programming: **5**

- Satisfaction with Housing: **7**
 - Safety & Security: **5**
 - Opportunities to Participate in Community Service: **5**
 - Attitude Changes Regarding Diversity: **3**
 - Anticipated Alumni Activity: **4**
 - Experience Contributed to Personal Growth: **4**
- B.** The University of Arizona participated in the largest student leadership study in the nation—over 80 institutions. Nearly 4,000 UA students participated in a survey of their leadership involvement, attitudes, and behaviors. Students in the Arizona Blue Chip program scored statistically significantly higher in all seven levels of the Social Change Model in comparison to the UA general student population.
- C.** CSIL assessed the impact of the out of class-room experience of student artists who collaborated with the Union Galleries through exhibition of their work in March, 2006.
- The student's experience with the Union Galleries, on a scale of 1 to 10 (10 being the highest level of knowledge) the average response was 6.5 out of 10.
 - Their average response for their current knowledge of exhibition practices, after their experience, was 8.5 out of 10.
 - When asked to place a value on their knowledge of the exhibition process prior to their experience with the Union Galleries, on a scale of 1 to 10 (10 being the highest level of knowledge) the average response was 6.5 out of 10.







Arizona's First University.

