# Arizona Student Unions Strategic Plan: status update 7.17.06

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 Strategic Planning Team developed strategies through evaluation of the environmental scan, trend analysis, mandates, and stakeholder analysis. The following 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. Each of the five strategic issues described here is followed by a brief summary of the environmental and political forces that make that issue a top priority. Each issue is written as questions to be answered by the organization through the strategic planning process.

## 1. 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?

In an environment of tightening financial resources, the Arizona Student Unions are being asked to "do more with less." Competitive products and services are essential to maximize output from the resources invested. The Division of Student Life mandates assessment for informed practices and decision-making. The mandate is in response to the overall need for Student Life units to be able to explain their contribution to the campus learning environment.

The Arizona Student Unions need to become more informed of who their customers are and what products and services they may want or need before committing resources. This strategic issue has been launched because of the absence of timely and proactive assessment as a means for market research. Close analysis of the SWOT analysis demonstrates the need to evaluate what we have, but there is little mention or concern for strategic assessment in analysis of what could be offered. Strategic options for dining, retail, and programming must be carefully explored in advance of making critical decisions.

Finally, the Strategic Planning Team anticipates the high school graduating class of 2009 will be the largest and most diverse in 50 years. Starting now to understand this group will help form a more successful organization for the future, beyond the need to be financially solvent.

## 2. How will the Arizona Student Unions ensure financial stability to maintain and support program and services in the next five years?

In 2004-2005, the Arizona Student Unions are facing another tight fiscal year. In addressing budget cuts from the

University, increased ERE costs, fewer departments spending money on catering, as well as a poorly performing football team (which negatively affected concessions revenue). This period of fiscal uncertainty was compounded by the fact that the Arizona Student Unions lacked a financial history of fully functioning food operations, which allows for an accurate prediction of revenue from food operations.

At this time, there is little information about how external economic/fiscal forces will impact the Arizona Student Unions over the next five years. As a result, the Arizona Student Unions needs to find a way to reduce the financial stress for its departments and services to establish long-lasting financial stability.

## 3. How will the Arizona Student Unions utilize current and future technologies to deliver products and services?

The students coming to the University of Arizona are increasingly technologically savvy. They expect to log on to the Internet and access programs and services at all hours of the day. They also expect to have access to state-of-the-art technology on campus. The Arizona Student Unions need to ensure that it stays ahead of the trends and uses technology to its advantage to help us work smarter and remain competitive.

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

A dramatic shift is anticipated in the workforce of the Arizona Student Unions. The increasingly higher cost to employ full-time staff, the tenuous economy of the state of Arizona, and strategic enrollment plan of the University will contribute to students playing a larger role in the Arizona Student Unions. The number of full-time staff positions will gradually decrease and remaining full-time staff will cost more to retain in benefits.

These issues will challenge the Arizona Student Unions to think differently about who is hired and the type of training offered. Student employees will become a stronger support system to meet the staffing needs and help ensure that the Arizona Student Unions are following the mission of the University of Arizona.

## 5. How will the Arizona Student Unions create a unique physical environment that will make the union a destination for students?

Now that the Student Union Memorial Center and Park Student Unions are fully operational, they need to be destinations for students. In order for this to occur, parts of the physical environment of each building need to be redeveloped into spaces in which students will feel more comfortable.

# Strategic Plan of Action

## Strategic Issue #1 • Team Coordinators: Nick Adamakis & Michelle Perez

**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.*

#### Tactics:

1.1.1 Continually evaluate the strategic planning document to determine assessment needs for plan implementation. **IN PROGRESS/ON-GOING**

1.1.2 Challenge senior, division, and program management to visualize and anticipate assessment needs in the next three to five years. **IN PROGRESS/ON-GOING**

1.1.3 Continually evaluate services and programs to ensure customer satisfaction and financial success. **IN PROGRESS/ON-GOING**

#### Outcomes:

• Decisions made on planned projects are identified by managers/supervisors and based, in part, on data provided through the plan. **IN PROGRESS/ON-GOING**

• Utilize data-driven decision-making in all Arizona Student Unions departments—when and where appropriate. **IN PROGRESS/ON-GOING**

## Strategic Issue #2 • Team Coordinators: Patti Waters & David Galbraith

**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 strategies to meet the increased financial debt service as outlined by the University Budget office.*

#### Tactics:

2.1.1 Identify new sources of revenue

2.1.2   Review potential plans to refinance existing debt service

2.1.3   Identify cost reductions to eliminate overhead expense

**Outcomes:**

- Long-term financial stability is ensured for the Arizona Student Unions

**Expertise Needed:**

- Request assistance from the University Budget Office and Senior Management

---

### Strategy 2.2

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

**Tactics:**

2.2.1   Implement a Cashier Training/Accountability program. **Rewrite**

2.2.2   Review, update, and enforce policies for cash handling. **On-going**

2.2.3   Establish a team to investigate security and internal theft problems. **On-going**

**Outcomes:**

- An immediate outcome is the prevention of lost cash and other assets from the Arizona Student Unions.

**Expertise Needed:**

- Input from Cash Operations, Computer Support and Senior Management to evaluate security procedures and asset control systems.

---

### Strategy 2.3

*Identify a new financial system that will integrate with the University's replacement of the current Legacy systems.*

**Tactics:**

2.2.1   Identify financial analysis research team to review possible systems

2.2.2   Involve FSO development team and key Union Staff

2.2.3   Issue RFI for state of the art accounting system.

**Outcomes:**

- Implementation will supply managers with up to date reports that will easily integrate with the University's systems.

**Expertise Needed:**

- Request assistance from the University FSO, Supervisors, and Senior Management.

---

# Strategic Issue #3 • Team Coordinators: Bill Shiba & Larry Jones

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

**Strategy 3.1**

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

**Tactics:**

3.1.1   Centralize control of Windows workstations and new file server environment. **Awaiting Funding**

3.1.2   Identify and evaluate outsource opportunities for technology services, i.e. database storage by FY 05/06. **Pursuing outsource for Leadership Database – July/August  Go Live goal**

3.1.3   Evaluate Food Pro modules to include palm inventory system, nutritional web interface, catering module, and "Foodpro On The Go." **Nutritional Web Interface complete, catering module complete, Food Pro upgrade/Backup reconfigure scheduled for Spring Break 2008, others awaiting funds.**

3.1.4   Seek estimate for Prophix to Replace FORS Reporting System. **Pending Larry Jones and Patti Waters to Pursue May 2008.**

3.1.5   Evaluate how to combine employee information from various databases/users into one central database to eliminate multiple data entries and automate sending notification to appropriate administrator. **Kronos WFC purchase approved.  Hardware purchased arrived in January 2007.  Implementation process begins February 2007 expected Go Live Summer 2008.**

3.1.6   Replace aging LNX5110,DLX5200, PCX cash registers. **Micros Project underway targeting Summer 2008 implementation**

3.1.7   Replace CBORD GOLD SYSTEM **August 2008 implementation (Still in SR MAN 4/8/2008)**

3.1.8   Finish Raid Farm & Back up configuration for KRONOS,MICROS, WEB SERVER, and BLACKBOARD  **July 2009**

**Outcomes:**

- All Union desktops to be converted to XP by June 2008. **98% completion as of 4/8/2008**
- Pursue GroupWise replacement. Investigating Campus consolidation.  **Awaiting New Campus standard July 2009**
- New union fileserver built or purchased by June 2009.  **Awaiting Funding**
- Raid Farm & Back up configured for SUNION, FCOPY, SCHEDULAR PLUS, FOODPRO **Completed 10/2007 Part 2 pending funding and stable server environment.**
- **KRONOS** Installation is underway configuration and GO LIVE  **May 2008**
- Purchase and install Netware 6.5 and Zenworks 6.5 (or equivalent) **Awaiting Funding**
- Increase event productivity, reduce labor, and provide accurate and up to date Menu modifications (catering module).  **May be deleted if BLACKBOARD PROJECT goes through.**

**Strategy 3.2**

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

**Tactics**

3.2.1   Evaluate, develop, and implement plan for hardware budget issue including establishment of a new minimum standard level for computer hardware and software. **Completed Hardware Standard. Software Standard still under development.  Responsible group IT Working Group/Senior Management Michele Perez has addressed with CSIL, Larry for Operations at 90% completion (Office 2003 Standard with Office 2007 upgrade available for future) Completed January 2007.  NO other progress made as of 4/8/2008)**

3.2.2   Identify Workstations for replacement to Associate Directors by Budget Cycle **On-going**

3.2.3     Evaluate and develop plan for software budget issue. Associate Directors to decide what software is needed by each sub group by November 2005 for budgeting purposes (if applicable). New software to be tested and approved by Computer Support prior to deployment to workstations. **IN PROGRESS, waiting for Senior Management Approval and adequate funding/department buy in.**

3.2.4     Signed SLA agreement with UITS to insure long term funding stability for network infrastructure. **Completed January 31, 2008**

3.2.5     Develop and implement a plan for training employees on new technologies utilizing resources of Extended University, CompuMASTER, National Seminars Group, and Pima College. Utilize the Student Union lab to facilitate class and hire private instructor for larger groups. **IN PROGRESS/IT Working Group. DONE 4/8/2008 Larry can provide training options for interested departments.**

---

**Strategy 3.3**

---

***Identify and implement new electronic marketing opportunities.* IT Working Group charged with this task. Senior Management Vision required before we can proceed will also involve Marketing Group and Contracting (Campus Link)**

### Tactics

3.3.1     Charge a task force to identify e-commerce opportunities by January, 2009.

3.3.2     Pursue web and media based advertising opportunities.

3.3.3     Develop formalized permissive marketing system for electronic text/e-mail messaging.

3.3.5     Senior Management to decide Vision prior to implementation

---

**Strategy 3.5**

---

***Explore and identify future information and communications trends.* IT Working Group charged with this task but will not be able to address until January 09**

### Tactics

3.4.1     Incorporate voice-activated information systems (menus).

3.4.2     Continue to identify multi-media options (plasmas, kiosks).

---

# Strategic Issue #4 •   Team Coordinators: Bill Shiba & Kevin Nutter

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

---

**Strategy 4.1**

---

*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.*

**Tactics 4.1:**

4.1.1    Identify full-time positions that could be transitioned into student, graduate student, or temporary positions as positions become vacant. **ON GOING since program implementation 4 full-time positions have been replaced with approximately 10 Professional Intern Program students**

4.1.2    Develop a comprehensive student-training program that can be implemented at the departmental or unit level. **In progress/Nick Adamakis, Bill Shiba and Stephanie Cunnigham have developed major portions of the program.**

4.1.3    Train and promote students as managers wherever and whenever possible. **ON GOING**

4.1.4    Increase retention of student manager employees by increasing incentives and tangible rewards for working in the Arizona Student Unions. **ON GOING/this will be reviewed as part of developing student training**

**Outcomes:**

- Professional Intern Program was announced In Summer 2005 and students were recruited to participate in the class. Seventeen students completed the first Professional Intern Program. This program was offered in Fall 2007 with 18 participants completing and is scheduled for Fall of 2008.

---

# Strategic Issue #5 • Team Coordinator: Chelsea Ewer

**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**

*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.*

**Tactic:**

5.1.1    Utilize new application software to implement yearly replacements based upon the life-cycle replacement times used to develop the maintenance reserve. **Modified to use an Excel Spreadsheet to accomplish the same action. The MX4 application does not have enough functionality to accomplish.  Will investigate an outsourced more powerful "Rooms database" application which also aligns with Strategy 3.4.**

**Outcomes:**

- The Arizona Student Unions will have a yearly renewal program that replaces equipment and systems in accordance with identified life cycles.
- System designed and implemented July, 2005 to meet first expected expenditures.

**Strategy 5.2 (Strategy is on-going – DAG has taken the lead in many of these tactics)**

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

**Tactics:**

5.2.1 Establish tours during Family Weekend, Homecoming, and other special events for both front and back for special events to give students and parents a better appreciation of the building and what the Arizona Student Unions do. **DAG has taken ownership of tactic.**

5.2.2 Involve the Student Union Advisory Council (SUAC) in helping to develop ways to instill building pride and ownership by students. **Michelle to champion? ASK DAN Status**

5.2.3 Develop a presentation showing the history of the Union and the memorial aspects to be shown to students and parents during breaks in orientation. **DAG has taken ownership of tactic**

5.2.4 Establish a feedback and suggestion process to improve the building. **Completed by DAG.**

5.5.5 Show Union presentation during employee orientation. **DAG Has taken ownership of tactic.**

5.5.5 Director's Advisory Group initiative January 2007 to start some pride related events. Button Making Contest and a planned Union "Expo" trade show held October 2007. **Completed by DAG.**

### Outcome:

- Users are more appreciative and supportive of Union goals and initiatives.

### Expertise Needed:

- Team members are needed from Marketing, Operations, Orientation, SUAC, Alumni, Human Resources, DAG, and Marketing.

## Strategy 5.3

*Establish a plan to Focus on Park Student Union from an aesthetics and customer service point of view.*

### Tactics:

5.2.1 Establish a PSU users group

5.2.2 Identify options to add life to the building (colored umbrellas, additional tables and chairs, banner, replace sign with logos, etc)

5.2.3 Reassess what is profitable and enhance that service

### Outcome:

- We need to make a stronger presence known from a management standpoint:
- More visibility of Management
- More aggressive feedback utilizing Operations Managers

### Expertise Needed:

- Senior management direction/vision