

THE
UNIVERSITY
OF RHODE ISLAND
DIVISION OF
STUDENT AFFAIRS

Comprehensive Program Review



Memorial Union Self-Study

March 2017

<http://web.uri.edu/memorialunion/>

“The Union is the community center of the college, for all members of the college family – students, faculty, administration, alumni and guests. It is not just a building; it is also an organization and program. Together they represent a well-considered plan of the community life of the college.”

(quoted in a Memorial Union history document, no date)

“In honor of our alumni and students who fought for their country and as a living memorial to those who died in its service, this building is presented to the University of Rhode Island with humility and gratitude by alumni, students, faculty and friends.”

(quoted in the Rhode Island Memorial Union Dedication booklet, November 13, 1954)



The MEMORIAL UNION: Past and Present

As early as 1943, a Union was a priority for members of the university community, whether housed in the Phi Gamma Delta Fraternity House or five free standing Quonset Hut structures. Dedicated on November 13, 1954 to honor the 187 alumni, students and faculty who died in World War II and the Korean War, the presently located Memorial Student Union building has been a campus hub for students, faculty, staff and alumni for more than 60 years. With amenities that have included a bowling alley, a pub, multiple food vendors, and increasing student organization space, multiple renovations in 1964 and 1993 allowed for more multi-purpose space, expansion of the URI bookstore, improvements in accessibility, and enhanced dining amenities in the Ram's Den.

The present day Memorial Union strives - through its collective services, educational initiatives, programs, departments and resources to foster a unifying sense of belonging within the URI community. A home to over 180 student groups, the Office of Student Involvement, the Center for Student Leadership Development, the Dean of Students Office, the Vice President for Student Affairs, the Ram's Den eatery, and multiple vendors, the current Memorial Union unifies a multitude of campus stakeholders within its 133,828 square foot space.

Through the programs and services offered within the Memorial Union, our 42 employees (40 full-time and part-time employees; 2 Graduate Assistants) in partnership with more than 50 student employees, seek to further serve URI by putting the university's Transformational Goals into practice as a foundation of our work on a daily basis. Specifically, the functional areas that comprise the Memorial Union (College Union, Campus Activities and Student Leadership) seek to:

- **Create a 21st Century 24/7 Learning Environment:** The more than 8,000 annual Memorial Union registered programs and services prepare students to excel and to lead (2015-2016 data from annual report). To enhance these learning opportunities, the Memorial Union has recently invested in its lounge and programming spaces, participated in efficiency and feasibility studies, worked to propose innovative strategies for the use of technology for programming, advising, and course instruction (EMS, Four Winds, Campus Labs, Gallup and StrengthsQuest, etc.) and proposed strategies to enhance service and student learning.
- **Build a Community at URI that Values Equity and Diversity:** Building a community at URI in which every member is welcomed, supported and valued is essential to the mission of the Memorial Union. Through Leadership Studies course outcomes, educational trainings, community building retreats, awards programs, and community and cultural celebrations, the Memorial Union provides a vital place for individual learning and community engagement.
- **Mapping a Student Success Culture:** The Memorial Union is poised to be a model for cross-departmental investment in supporting student success, both inside and outside of the classroom. Through efforts to revitalize the existing Memorial Union facility, engaging in campus and national assessment efforts (NSSE, Multi-Institutional Study of Leadership), and proposing innovative methods to close existing data gaps and lead in the area of tracking and enhancing student engagement, student success remains the primary focus of our shared work.

Delivering numerous programs and services in support of the mission and values of the Memorial Union, the following departments (in alphabetical order) play a critical role in carrying out their daily and strategic goals in support of student success:

- The Center for Student Leadership Development: Provides developmental opportunities for students to become informed, inclusive, effective, and ethical leaders in the global marketplace through the implementation of learner-centered academic, experiential, and co-curricular programming. Key components include a pre-college leadership development experience (the Institute), the academic minor (Leadership Studies and supporting academic advising), co-curricular offerings and trainings (StrengthsQuest/VIA, the North Woods Challenge Course and SOLC – Student Organization Leadership Consultants), and service/research (to committees, to community partners, and to professional organizations).
- Finance/Accounting: Maintains and audits the financial health of the MU and its departments. Responsible for budgetary support, training, and oversight for Student Senate organization accounts, in addition to adherence to URI and state policies in the areas of purchasing, accounts receivable, and accounts payable, this area maintains vital partnerships with MU partners (including the Ram’s Den) and tenants (including the URI Bookstore).
- The Office of Student Involvement & Experiential Learning: Provides advising and support to all recognized student organizations, including the Student Senate. In addition, this department supports the SEA (Student Event Advising) to further assist student organizations. Programming initiatives include the Ram Tour Program, the URI Box Office, the SEC Student Entertainment Committee which serves as the largest programming board on campus, and core tradition programs such as the Welcome Week, the Rainville Leadership Awards, and Family Weekend.
 - Under the umbrella of Student Involvement, the staff members responsible for Event Services and Marketing, the Information Desk, and digital signage provide vital customer service, real time advising and event support, and marketing support (digital signage, websites, social media and print collateral) with key stakeholders throughout campus.
- Memorial Union Operations: Comprised of Building Services (including Building Managers), Maintenance, Custodial and Information Technology, this collection of service-based departments provides the expertise, human resources, and daily action to meet and exceed the expectations of MU stakeholders. Professionals in this area provide technology/AV support, manage parking, provide event advising, complete daily set ups and break downs, as well as maintain the cleanliness, functionality and security of the entire venue).

Mission and Values:

Dedicated to promoting a supportive and vibrant campus environment, the URI Memorial Union offers all members of the University of Rhode Island community:

- A unifying and engaging campus environment for cross-cultural exchange
- A community space that honors individuals and values inclusion
- Opportunities for experiential learning, critical thinking, leadership and skill development
- Services, resources, and programs to the entire community
- Experiences that foster enduring loyalty to the URI community

Supported by the University Cornerstones and the core values of learning, inclusivity, and a caring community environment, the Memorial Union is seen as a welcoming space, a “living room” for the Kingston campus, which is centrally located and offers a wide variety of services, activities, and opportunities for individual and groups to interact and engage on campus.

Accomplishments:

In its 2015-2016 Annual Report (see *Programs and Services* folder), the Memorial Union identified several high-level accomplishments including:

Successful Collaborations:

- The Office of Student Involvement worked with a large group of staff from across campus to re-develop the First Night/Welcome Week program extending the number of programmed days in addition to the number of programmed hours to increase late night offerings. Attracting more than 3,000 at First Night and between 1,000 and 2,000 at the other late night events during Welcome Week, this increase in collaborative programming over the past two years has had a positive impact on the number of transports/negative incidents – moving from 13 to 0.
- Ram Tours, our substance free weekend trips supported through Student Involvement, attracts 1000 students annually with an expense of \$50,000 and revenue of \$28,000. Housing & Residential Life and the Office of Student Involvement help to subsidize the program. Ram Tours offered a total of 20 trips for the 2015-2016 academic year.
- The CSLD successfully supported key research/university initiatives that involve faculty collaborators. Highlights included the Multi-Institutional Study of Leadership (MSL cohort 2015) which provides benchmarked data on student engagement and success factors including leadership development and campus climate; the 2016 publication of a book co-authored by Melissa Camba-Kelsay; service in developing the University's first assessable General Education Program that began in the fall of 2016, and the annual first-year Leadership Institute program celebrating its 25th year in 2017.
- DIVE RI and the Student Entertainment Committee collaborated to contract Common to be the keynote speaker for the delegates, and general public, as part of their 2016 conference. In addition, the Memorial Union Scheduling Office, Student Involvement and CSLD staffs all provided vital event planning, workshop facilitation, and on-site administrative support to aid in the success of the conference and the student conveners.

Facility Upgrades:

- The Memorial Union has undergone a number of long overdue upgrades to the facility during the last 24 months including highlight visible projects in the Main Lounge. Informed by the work of a previous feasibility effort and while awaiting a pending feasibility study to determine potential capital improvements to the facility, noticeable progress was made in the 2016-2017 year including updated paint, furnishings, new flooring, and carpeting in many of the programmed spaces in the MU.

Innovative Practices:

- Through its online 24/7 Scheduling EMS software system, the office booked over 8,000 event registrations for the year and brought in more than \$15,000 in revenue to the facility.
- The marketing and technical staff works with several academic and student affairs departments on campus to implement digital signage including purchasing, installation, designing content and proper networking for Four Winds software.

Student Engagement and Success Initiatives:

- The Memorial Union mapped its current and proposed Key Performance Indicators and Assessments efforts in the spring of 2017. On-going efforts to collect and utilize data include university class assessments (IDEA), embedded and evaluated class and program learning

outcomes, regular Survey Monkey assessments of programs and cohorts (Senior Gallup Index data from 2016), and tracking of engagement via programs and on-line materials.

- With a budget of \$1.2 million dollars, which includes \$47,000 in contingency grant funds, available to over 180 student organizations, students have an opportunity to participate in a wide range of clubs and organizations. A total of 5% of budget requests and 50% of contingency grant requests were allocated to the multicultural organizations. With this student fee-based funding, and additional support from partner departments, the organizations plan events and programs for the campus community.
- Regionally and Nationally recognized staff & programs of the CSLD have graduated nearly 600 students from the minor in Leadership Studies since 1997. The Leadership Advisory Board for the minor continues to serve as a successful model for student & academic affairs collaboration and offers a pathway for student success for students of all majors.

Key Performance Indicators (KPI's):

Under the direction of Dr. Kathy Collins, Vice President for Student Affairs, the Memorial Union drafted an Assessment Grid including current and projected Key Performance Indicators. This document (see the *Assessment and Evaluation* folder) provides details on currently utilized technology as well as planned assessment goals for the Memorial Union as a whole. The CSLD also has a comprehensive Assessment Grid document for review within the provided materials. A brief overview of the selected Key Performance Indicators is included below:

Student Leadership KPI's:	Student Leadership and Involvement KPI's:	Student Center/ Auxiliary Services KPI's:	Applicable Institutional KPI's:
<p>Academic (the minor in Leadership Studies):</p> <ul style="list-style-type: none"> • # of enrolled students/graduating students/double majoring or minoring/numbers from specific colleges • % of faculty/staff presenting at conferences • # of publications • Staff participation in committees/on campus "service" • % of staff with advanced education/degrees • % of staff by gender/ethnicity, etc. • % of internal funding granted from institution or department • Average class size • General education outcomes/class outcomes • Service-learning courses • % of graduates by gender/ethnicity, etc. 	<p>Involvement/Activities and Student Leadership:</p> <ul style="list-style-type: none"> • % of programs and/or attendance at each • #/% of students in organizations • Fee allocation • Participation in elections • Average # of organization involvement • Organizational types • Satisfaction with the variety, quality, quantity of programs/activities 	<p>Memorial Union: Finance and Auxiliary Services KPI's:</p> <ul style="list-style-type: none"> • % of LEED certified buildings • Energy consumption in campus buildings • Revenue • Salaries/wages/benefits • Customer service satisfaction • Student employee outcomes • Cost analysis of cleaning facility 	<p>University Academic Goals & Transformational Goals:</p> <ul style="list-style-type: none"> • Graduate Satisfaction • Student satisfaction • Number of summer institutes/programs • Number of partnerships with the community and international partnerships

The Memorial Union reports on various statistics (enrolled students, involvement numbers, committee service, program attendance, costs analysis, etc.) as well as some larger student success related indicators in its Annual Report and via campus accrediting report contributions (NEASC) and national surveys (such as NSSE). Current efforts to redevelop the Division's Assessment Committee began in the 2016-2017 academic year with core members taking

leads in the on-going Comprehensive Review practices in the Division. Scheduled for April 2017, URI's first Student Affairs Data Summit will encourage professionals to share current assessment efforts and to gain knowledge about existing campus partners such as the Institutional Research Office.

In the Memorial Union, staff members will serve on the Division's Sense of Belonging Committee to gather core data on the student experience at URI beginning in the spring of 2017. Currently, data on the student experience - including correlation information regarding involvement and persistence, retention, graduation rates or other success outcomes (well-being, sense of belonging, campus climate) is not being collected within the Memorial Union on a regular basis. One of the core goals of this review process is to embed the importance of a comprehensive assessment process to improve programs and to more effectively impact the student experience. To reach this goal, the Memorial Union will need to invest in building a culture of assessment – to provide professional development opportunities in this competency area, and to invest resources into new technologies that can aid in collecting this information (as no one system currently exists across the Division of Student Affairs), as well as to ensure that this work is a priority of the department and the Division when re-organizing staffing structure and responsibilities.

In an effort to establish baseline data for Involvement and Leadership, the CSLD initiated participation in the 2015 Multi-Institutional Study of Leadership (MSL) along with 96 other campuses across the country and had a response rate of 33%, higher than national average. The study directs significant attention to the examination of experiences during college and their influences on leadership related outcomes such as complex cognitive skills, social perspective taking, and leadership efficacy.

A collection of materials related to URI's specific results, including a PowerPoint of key findings, are available in the *Assessment and Evaluation* folders. In general, significant differences were reported in relation to students who participated in core environmental factors such as involvement in college organizations, leadership positions in college organizations, and engaging in socio-cultural conversations with peers in comparison to students who did not; and in reported growth over time in relation to study's core outcomes (the Social Change Model of Leadership) from pre-college to the senior year. Examples below are marked in bright green where significant differences were measured and the numbers in parentheses indicate the groups that had a significant difference when compared to each other.

URI Findings: Results by Organizational Involvement

	Never (0)	One Time (1)	Some- times (2)	Many Times (3)	Much of the Time (4)
Consciousness of Self	4.03 (4)	3.98 (4)	3.98 (4)	3.97 (4)	4.24 (0, 1, 2, 3)
Congruence	4.15 (4)	4.12 (4)	4.18 (4)	4.16 (4)	4.46 (0, 1, 2, 3)
Commitment	4.33 (4)	4.27 (4)	4.37 (4)	4.35 (4)	4.6 (0, 1, 2, 3)
Collaboration	4.14 (4)	4.09 (4)	4.12 (4)	4.14 (4)	4.41 (0, 1, 2, 3)
Controversy with Civility	4.21 (4)	4.15 (4)	4.18 (4)	4.21 (4)	4.41 (0, 1, 2, 3)
Citizenship	3.69 (3,4)	3.67 (3, 4)	3.85 (4)	3.91 (0, 1, 4)	4.24 (0, 1, 2, 3)
OMNIBUS SRLS (total score)	4.09 (4)	4.04 (4)	4.1 (4)	4.12 (4)	4.39 (0, 1, 2, 3)

URI Findings: Results by Holding a Leadership Position

	Never (0)	One Time (1)	Sometimes (2)	Many Times (3)	Much of the Time (4)
Consciousness of Self	4.01 (4)	3.95 (4)	4 (4)	4.09	4.32 (0,1,2)
Congruence	4.19 (4)	4.13 (4)	4.15 (4)	4.34	4.49 (0,1,2)
Commitment	4.4 (1,4)	4.21 (0,4)	4.32 (4)	4.41	4.6 (0,1,2)
Collaboration	4.16 (4)	4.06 (4)	4.13 (4)	4.24	4.46 (0,1,2)
Controversy with Civility	4.23 (4)	4.07 (4)	4.17 (4)	4.32	4.46 (0,1,2)
Citizenship	3.79 (3,4)	3.77 (3,4)	3.95 (4)	4.11 (0,1)	4.36 (0,1,2)
OMNIBUS SRLS (total score)	4.13 (4)	4.03 (4)	4.12 (4)	4.25	4.45 (0,1,2)

URI Findings: Results by Leadership Course

	Never (0)	Once (1)	Sometimes (2)	Often (3)
Consciousness of Self	4.01 (3)	4.17	4.24	4.4 (0)
Congruence	4.19 (3)	4.35	4.37	4.63 (0)
Commitment	4.37 (3)	4.48	4.41	4.71 (0)
Collaboration	4.16 (3)	4.28	4.28	4.52 (0)
Controversy with Civility	4.22 (3)	4.24	4.24	4.53 (0)
Citizenship	3.84 (3)	4.03 (3)	4.14	4.44 (0,1)
OMNIBUS SRLS (total score)	4.13 (3)	4.26	4.27	4.54 (0)

URI Findings: Results by Leadership Minor (formal training)

	Yes (1)	No (0)
Consciousness of Self	4.18	4.03
Congruence	4.48 (0)	4.21 (1)
Commitment	4.59 (0)	4.38 (1)
Collaboration	4.35	4.17
Controversy with Civility	4.33	4.23
Citizenship	4.32 (0)	3.86 (1)
OMNIBUS SRLS (total score)	4.38 (0)	4.14 (1)

Self-Study 2016-2017:

The Memorial Union, and its current internal departments and staff members, has not previously experienced a holistic strategic planning process or external program evaluation. In order to meet the university's current goals and objectives, and to begin to adopt and make progress in contemporary key performance indicators, the Memorial Union adopted the existing Divisional planning process during this Self Study. With 2013 data from a CAS Self-Guided Study effort of the three main functional areas housed in the Memorial Union (see *Assessment and Evaluation* folders), this 2016-2017 review began with a return to that data and a summary of progress. The current Memorial Union staff supported multiple efforts to review the strengths, areas of concern or growth, and suggested strategies for change over all core functions and internal departments within the building – Student Involvement, Memorial Union Operations, and the Center for Student Leadership Development. The overarching goals for this effort are noted below:

- Priority is a holistic program review focused on the operations, finances, and core functional areas (College Unions, Campus Activities and Student Leadership) of the URI Memorial Union; review process should include an assessment of transformational student success efforts including the identification of program strengths and opportunities for growth
- Goal is to document, assess, and evaluate all contributing departments and programs within the Memorial Union including programs and activities, services, range of support provided, and staffing structures in order to make recommendations for collaborative efforts to enhance the experience of URI students and community members
- Outcome is expected to offer insights and suggestions regarding the strategic direction to URI's President and Vice President of Student Affairs as well as provide insight to supporting divisions (Academic Affairs, Administration and Finance, Community Equity and Diversity) to enhance the success of all students around identified indicators
- Review will include assessment of established partnerships and relationships with programs across the university to recommend additional interfaces and partnerships to enhance services
- Program Review will include an evaluation of organizational structure, staffing, and financial and operational practices
- Self-Study and an External Review Team will bring diverse perspectives to identify and propose national best practices in enhancing opportunities for student learning, building community and supporting student success from the broadest and most comprehensive lens

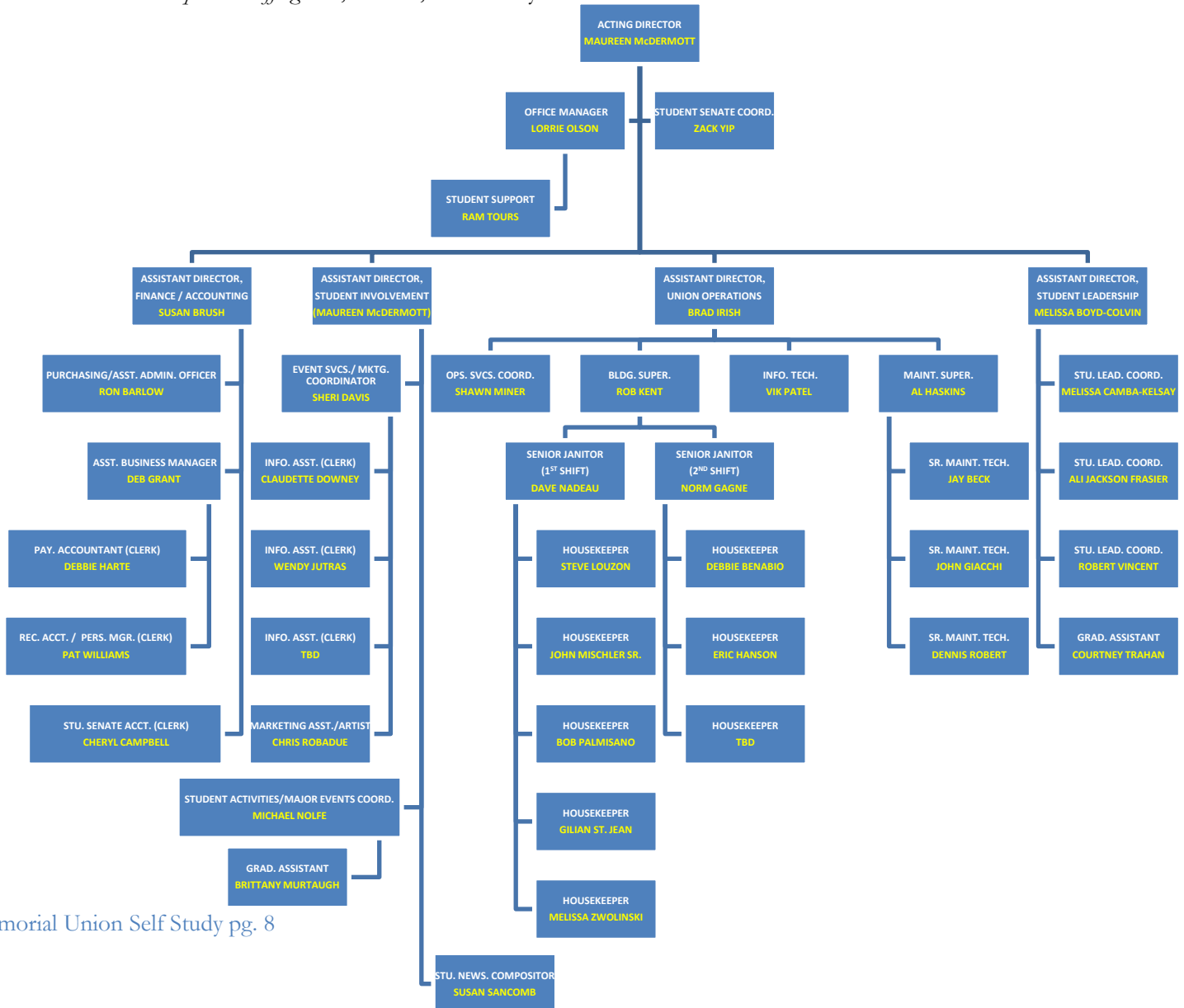
MEMORIAL UNION: Organization, Leadership and Staffing

The Memorial Union team has blossomed from the initial group of professionals in 1954. Below is a brief overview of the Memorial Union structure and staffing, including an organizational chart and identification of current MU Staff roles and responsibilities. Contained in the MU Organization Leadership Staffing Self Study Materials are job descriptions from Human Resources (noting that many are in need of updating through formal URI Human Resources and Affirmative Action approval processes) as well as resumes of current professionals.

In many cases, MU Staff position descriptions no longer accurately reflect the scope of the contemporary roles and responsibilities that members of the MU team engage in each day. The abbreviated job descriptions are taken directly from available Human Resources documents filed and recorded at the time when the positions were last filled, and as a result these descriptions may not reflect the scope or expectations of positions at the present time. Staff positions have typically evolved based on higher demand for services and programs, revenue expectations, and increasing needs for technology in order to best serve a growing population of students and community stakeholders. These demands have largely been managed and absorbed by dedicated members of the MU team – individuals who use their talents, strengths and passions to go above and beyond in any given area.

The MU is a place where new initiatives and programs can successfully be advanced, however at times this has historically been done without an intentional link to larger strategic initiatives and without assessment. Efforts to engage in long-term budget planning, capital project planning, and shared strategic planning across multiple areas (including succession planning and structural reorganization of the staff) have largely been absent. While professional development funds have been made available to the MU staff members, **gaps remain most notably in the need for comprehensive training programs for professionals regarding diversity education, assessment and emergency response protocols, as well as greater supports to students in terms of advising and training for success within student organization roles.**

Recent retirements at the MU Director level (May of 2015) and leadership transition at the Division level, have left the MU without a finalized leadership structure during this review process. Many members of the MU team, including a long-standing Interim Director, have taken on expanded responsibilities during this critical period of transformation. Notably, the staff within Student Involvement has been understaffed due to this expanded scope of responsibilities, but has also been impacted by staff transition (one professional moved to a new position outside of the MU and another transitioned to a new position within the MU team). An organization chart is included in the review materials under *Leadership and Staffing* and, in brief, below for your review:



The Memorial Union currently has forty-two employees (40 full-time and part-time employees; 2 Graduate Assistants) that includes a Director (currently in Interim status), four Assistant Directors (Operations, Finance, Involvement and Student Leadership), six Coordinators (Involvement, Events Services/Marketing, Operational Services, and Student Leadership), two Graduate Students (Involvement and Student Leadership), and teams of professionals who report to the aligned Assistant Directors. In addition, the department has one Office Manager in the main office suite. The following are abridged responsibilities listed by position title and occupancy status:

MU:

- Director, search pending and currently filled by an Interim: Lead and direct all planning, staffing, and educational, operational, facility and budgeting aspects of the MU and the CSLD. Work closely with the Student Senate. Supervises professional and clerical staff.
- Office Manager (Information Aid), currently filled: Within a large state department, to serve in a responsible manner to a Director or Associate Director by planning, coordinating, directing and supervising office operations and other administrative support services; and to do related work as required [includes Ram Tours].
- Graduate Assistants, Student Leadership (1) and Involvement (1), positions to be filled for the 2017-2018 academic year (offers made to URI HDF/College Student Personnel Master's students): Work 20 hours/academic year delivering on the core functions of their assigned areas, primarily in supporting student advising, training, and programming initiatives; through assigned projects; and in committee service.

MU Finance:

- Assistant Director, currently filled: Supervise all financial, fiscal and purchasing matters for the MU/Student Involvement and Student Senate. Advise and counsel department directors, supervisors, and student organization officers in fiscal planning and development. Engage in audit and research functions necessary for computerized accounting within the MU/Student Involvement and Student Senate. Produce MU's monthly statements. Provide organizational counseling for the Student Senate Finance Committee. Oversee the Student Personnel Office and nonfood/beverage retail operations run by the MU. Responsible for coordinating staff in accounts receivable, accounts payable and cash reconciliations in a partnership with the URI Bookstore. Supervises Assistant Business Management Officer, Assistant Administrative Office, Fiscal Clerks, and students.
- Assistant Administrative Officer, currently filled: To assist the head of the department, agency or division by relieving such superior of routine and reoccurring administrative duties and responsibilities that are directly related to the primary function of the agency and purpose of the work and said superior; and to do related work as required.
- Assistant Business Manager, currently filled: To assist a Business Management Officer, or to be responsible to an administrative superior in a small state department or agency, in the supervision, and control and direction of business management services; and to do related work as required. Assists in the supervision on staff members; reviews work performance in process and/or upon completion.
- Fiscal Clerk, (3), currently filled: To perform responsible clerical duties in connection with the maintenance of financial and related records of a state agency involving the knowledge and application of bookkeeping principles and practices; and to do related work as required.

MU Operations:

- Assistant Director, currently filled: Manage all aspects of MU Operations, including the areas of custodial, maintenance, computer systems, and building services. Develop plans, budgets and policies for all areas of responsibility. Coordinate facility usage and asset protection. Advise and assist all student organizations and other on-campus and off-campus user groups in using the MU facilities.

- Building Superintendent, currently filled: To supervise and be responsible for the work of a staff of employees engaged in performing cleaning, janitorial, custodial and heating services and routine maintenance tasks in a major public office building; and to do related work as required (assigns duties and reviews for effectiveness).
- Coordinator, currently filled: Manage frontline client service area for MU operations as a whole and provide support for all events in and around the facility. Coordinate the functioning of the “MU Operations & Event Services” in conjunction with all other departments that contribute to the overall operation of the MU. Work closely with student organizations and other constituents to enhance their overall Union experience.
- Information Technologist, currently filled: Manage information technology systems for MU/SI/CSLD departments and provide assistance to all users. Determine departmental IT needs and implement appropriate solutions. Work in conjunction with MU Operations & Event Support Services to develop and maintain media technology throughout public and programming spaces of the facility. Serve, as needed, in multidisciplinary partnerships provide IT support for departmental aims and initiatives. Research and develop recommendations for future departmental IT priorities. Serve as the principle liaison to URI Information Technology Services (ITS).
- Janitor (Housekeeper), (7), six currently filled: To do cleaning, custodial and simple maintenance work in a public building or state institution; to follow daily custodial standards and instructions; and to do related work as required.
- Maintenance Superintendent, currently filled: To supervise the work of a staff engaged in the performance of repair, mechanical, and maintenance services for buildings, structures, and utilities (instructs labor foremen); to participate in the performance of such services; and to do related work as required (reviews work for proficiency and conformance to rules, regulations, and instructions).
- Senior Janitor (2), currently filled: To be responsible for the cleaning, custodial work, and maintenance in a moderate-sized public building, and to supervise, when necessary, a small group of employees engaged in such work; or to assist in supervising the work of a group of subordinates engaged in cleaning, custody, and routine maintenance of a large public building; and to do related work as required.
- Senior Maintenance Technician (3), currently filled: To perform various skilled and semi-skilled tasks in the maintenance of machinery, buildings and equipment; to perform work of a skilled level in several trades; and to do related work as required. May supervise helpers who are assigned to assist.

MU Student Involvement:

- Artist, Digital Signage/Graphic Arts, currently filled (part-time): Plan and execute the design and implementation of interfaces between data sources and the digital signage software for the MU and subscribers. Technically augment data then present that data [digitally design data that presents information] in an accessible, artful, and visionary way that meets the needs of the university community.
- Assistant Director, Student Involvement & Experiential Learning, currently vacant (due to individual serving in Interim Director role): Administers student learning life-skills programs which addresses student development needs while focusing on current trends in research (e.g. financial planning). Oversees programs fostering interdepartmental partnerships. Manages the budget, staff, and programs of the department. Work with over 85 [as written; now more than 180] student organizations utilizing a budget of \$600,000. Supervises professional, clerical, technical and student staff.
- Composer, Student Newspaper, part-time, currently filled: To perform various tasks related to typesetting, layout, paste-up and phototypesetting, to compose headlines and/or advertising text; and to do related work as required.
- Coordinator, Conferencing, Event Services and Marketing, currently filled: Coordinate all MU conferences, workshops, and seminars, including all marketing and public relations efforts. Promote community involvement through the development of partnerships. Foster interdepartmental and community relations through coordination of University services in regards to events, information and scheduling. Supervises clerical [and technical] staff and students.

- Coordinator, Student Activities/Major Events, currently filled: Serve as consultant and advisor to student organizations for all major student productions (e.g., concerts, lectures, and commercial theatre) and co-curricular programs; prepare all major entertainment contracts; leadership development; supervise MU technical productions. Supervises support staff.
- Information Assistant (Clerk) [Information Services Technician], (3), 2 currently filled and 1 vacant: To perform simple routine repetitive clerical work, and to do related work as required. Individual tasks are assigned, and checked for completeness and accuracy.

MU Student Leadership:

- Assistant Director, currently filled: Oversee and administer the University's Center for Student Leadership Development which includes overseeing all aspects of the student leadership program, including the budget, staff, and all programs and services, as well as administering the minor in Leadership Studies and teaching classes in that minor. Supervises professional, clerical, and technical staff.
- Coordinator (3), currently filled: Assist in fulfilling the educational mission and goals of the Center for Student Leadership Development (including programming, teaching, training and assessment). Coordinate programs and advise students with regards to leadership issues and all aspects of co-curricular (and curricular) and experiential involvement. Supervises student interns.

MEMORIAL UNION: Financial Resources and Budgets

The Memorial Union does not receive any money from the State of RI and therefore has a restricted budget classification. The monies received are from student fees (84%), North Woods training facility, and facility rentals. These rentals include leased areas and outside vendors renting different areas of the Memorial Union. As long as enrollment continues to grow, MU will have a "stable" revenue stream. The more difficult challenge is how to increase revenues from other sources. This will require exploring additional revenue streams including the exploration of more creative ways to maximize the limited space available for rent in the building.

On the expense side, salary and benefits account for over 60% of the budget. The MU contributes to the University and other departments. This includes indirect costs, scholarships, programming, and personnel. The remaining budget is for operating/maintaining the building, student services/programs, administrative services, classes, security, debt service, utilities.

The Memorial Union had a fund balance as of 6/30/16 of \$882,079. This is the amount available to use for major projects, renovations, and building-related items such as technology and furnishings. Having a restricted budget means that any money left over at the end of the fiscal year goes into a fund balance account. In order to use fund balance, MU must deficit spend in a fiscal year. In FY2015 and 2016 the fund balance increased because projects that were scheduled to be done were postponed. Prior to that, substantial money was used for major renovations and upgrades. Based on the growing list of items needed to maintain and upgrade the building, the current fund balance is inadequate to support those efforts. A comprehensive collection of financial resources is available for review electronically in the *Financial* folder. In addition, a copy of the most recent audit findings are available in the *Ethical and Legal* folders. A budget multi-year snapshot is provided on the next page.

MEMORIAL UNION: Programs and Services

The Memorial Union provides a vast array of curricular and co-curricular programs, services, venues, activities, employment opportunities and events offered to members of the URI community and beyond. Sample rack cards, event promotional materials for major events, and website content (including an overview of academic offerings) are included below. While many resources can be found via the MU website at <http://web.uri.edu/memorialunion/>, a comprehensive collection of annual reports by program area, and related publicity materials, are included in the *Programs and Services* folder.

Strengths:

In focus groups that hosted all service areas with the MU, the MU staff members honed in on three shared areas of strengths in serving and supporting students. Items in italics were clear themes voiced by multiple individuals and small groups. Core strengths included statements such as:

1. We are a community of people who care about students and their needs as demonstrated by:
 - A great, caring, talented, knowledgeable, *supportive* and *dedicated staff*
 - Genuine connections that staff make with students
 - Our *approachability*: We are available to students in so many different ways
 - Regionally and nationally known programs that serve students (leadership development, etc.)
2. We provide a building that can function nearly 24/7 (food, space, information, support) to serve our community and stakeholders as demonstrated by:
 - Our location in the heart of campus and our function as *the main information hub* of all URI *student organizations* and student run events on campus
 - Our *accessibility to scheduling (for the university venues)*, to Senate, to peer support (Student Organization Leadership Consultants or “SOLC” and Student Event Advising of “SEA”)
 - Our clean, well-maintained facility at large
 - A variety of retail, food (dining and coffee) and services
 - Our Information Desk which provides individual assistance to students 7 days a week, 9am-10pm
3. We provide a sense of belonging for students and a sense of place/community for all of campus as demonstrated by:
 - The creation and maintenance of *a supportive environment*
 - The cultivation of a neutral, inclusive and welcoming environment/facility where ideas can be shared and events can be hosted

Core Functions:

In terms of functional areas, the Memorial Union strives - through its collective services, educational initiatives, programs, departments and resources - to foster a unifying sense of belonging within the URI community. Core functions highlighted on the website are noted below with a detailed list of links to follow:



Student Services: The Union is home to over 180 student groups, the Office of Student Involvement, the Center for Student Leadership Development, the Dean of Students Office and the office of the Vice President for Student Affairs.



Event Planning: The events office coordinates reservations for the Union, the Quadrangle (URI's central outdoor gathering and event space), URI's 5K Course and academic space for students, community and/or clients from off-campus. We also serve as the central source for placing visual content on URI's digital signage system.



Dine and Shop: The Union houses the URI Campus Store, Ram Tech, Total Image Hair Salon, University Optometrist, RI Credit Union, Rams Den (food court), Dunkin Donuts, Ram Escape (coffee/snack venue), University Mail Boxes and the Campus Copy Sign Shop.

MU Operations	Finance/Accounting	Student Involvement:	Student Leadership:
<p>Core Functions: Maintenance, Custodial, Information Technology, Building Services</p> <p>Additional Functions: Maintenance: Project management, multiple site management, upkeep of equipment, skilled trade work (HVAC, carpentry, painting, plumbing, etc.) equipment use, supervision, coordination with facilities & outside contractors, University service</p> <p>Custodial: Event support (set ups and break downs), seasonal work (snow/ice removal, raking, grounds work), equipment cleaning and upkeep, equipment use, University Service</p> <p>Information Technology: Oversight of servers, software, hardware, and ancillary devices; support to all MU users including specialized software (Digital Signage, advanced AV), liaison to URI IT/campus partners, inventory, ordering of equipment and routine maintenance, customer service, supervision</p> <p>Building Services: Student training, supervision, basic AV/user support, building security & surveillance, parking management, emergency response, support to all MU areas, event planning & management, event supervision, policy enforcement, University Service</p> <p>AD: Daily oversight & coordination of services, project management, project planning, supervision, University Service</p>	<p>Core Functions: Financial, personnel, and payroll functions for the Memorial union and Student Senate</p> <p>Additional Functions: Advising Book store support (cash and daily deposits) Customer service Support to the Information Desk (temporary) Workshops/education sessions Supervision Travel procedures University Service</p>	<p>Core Functions: Student organization support and training, programming, scheduling, marketing, event planning and customer service</p> <p>Programs and Traditions: First Night/Welcome Week Family Weekend Rainville Awards Student Entertainment Committee Student Media: WRIU, <i>The Good 5 Cent Cigar</i>, Renaissance yearbook Student Senate Taste The World Winter Fest and Spring Fest</p> <p>Student Event Registration: Register Your Events</p> <p>Events Calendar and Links: Events.uri.edu Venue Reservations URI Catering Media Assistance Table Orders Dance Party Policy</p> <p>Contracts & Waivers: Artist Contracts Artist Contract Rider Sample Participant Waiver Vender Policies</p> <p>Additional Functions: Advising Assessment Customer Service Event Planning & Management Marketing/Social Media Supervision University Service</p>	<p>Core Functions: Leadership education (Leadership Studies minor), strengths-based leadership training, leadership programs, team and group development/experiential education (North Woods Challenge Course)</p> <p>Programs and Traditions: Bridges Leadership Certificate Program Leadership Institute North Woods Challenge Course Omicron Delta Kappa Portfolio Review Rainville Leadership Awards Committee Leadership Senior Expedition Strengths-Based Workshops Student Organization Leadership Consultants (SOLC) Women of Color Mentoring Program/Dinner</p> <p>Additional Functions: Advising Assessment Class Instruction & Curriculum Design Crisis Management/Student Support Leadership Consulting & Coaching Event Planning & Management Marketing/Social Media Retreat Planning and Facilitation Strategic Planning Supervision University Service</p>

MEMORIAL UNION: General Assessment and Evaluation

Needs/Areas for Growth:

When reviewing the stated action plans from the 2013 CAS Self-Guided Study (see *Assessment and Evaluation* folder), the previous Annual Reports, and when summarizing the findings of numerous focus groups conducted as a part of this Self Study process, several areas of concern and resulting areas for growth were made clear. In particular, the following overarching themes emerged when looking at the Memorial Union as a whole:

- *The MU needs a comprehensive review of the use of existing space and to develop a strategic plan for “big thinking” regarding space allocation that addresses functionality, inequities, needs of multiple stakeholders, and pending renovations:* Review feasibility study from 2014 and use that data along with the scheduled feasibility study on the University’s CIP plan to review best practices, needs of the students and better utilization of our spaces. In particular, our first floor, commercial space, event spaces, student organization spaces, lounges, recreation and food options need immediate attention. Redesign and redefine spaces in the building to repurpose for other uses.
- *The MU needs to review its staffing and organizational structure as a part of its larger strategic planning efforts:* Review staffing structure and responsibilities to see where we stand in relation to national best practices in the core functional areas of the Memorial Union and in comparison to other institutions. Advance efforts to ensure equity and to enhance professional development opportunities (including training in assessment, cultural competence, Title IX, emergency protocols, student organization advising and support), to plan for potential shifts in responsibilities, and to create area specific strategic plans that support the Memorial Union as a whole, the Division and the University.
- *The MU must work to establish a culture of assessment to collect and utilize data, and technology, to enhance outcomes such as student success, involvement, and engagement and to both highlight successes in supporting larger university goals and to better meet the needs of our students:* Research and purchase technology within the Division that will allow the MU to track student involvement and the organizations they participate in, assess student learning and needs, support financial and voting processes, utilize technology to offer trainings and advising support, and to aid in overall assessment, reporting of data, marketing and shared communication.
- *The MU needs to create a financial development plan – addressing maintenance, capital items, new construction, program support, and revenue opportunities to better serve our students.* A multi-tiered plan will need to include the revenue, maintenance, and staffing needs of the North Woods Challenge Course as well as to incorporate efforts to capitalize on relationships with alumni of our core programs and upcoming anniversary dates for affinity groups related to Student Involvement and Student Leadership

Core Concerns:

In addition to the items detailed above, the Memorial Union Staff offered input regarding remaining gaps or concerns via individual survey responses, in small focus groups, and through e-mail on at least one occasion (see the *Assessment and Evaluation* folder). In general, the responses to Questions 8, 9, 10 and 12 emphasized a desire to bolster:

Increase support to student and student organizations:

- Advising of student organizations needs to be a priority. It is time to look to best practices for student engagement – to purchase technology systems (such as Campus Labs) to begin to track and report data, to implement changes, and to document success. While advising has not been a requirement for student organizations in the past, we must work to train, support, and advise these groups in order to effectively address issues in policies, processes and climate. This should begin with the Student Senate as the budgetary and recognition granting body for student organizations at URI. The

responsibility for training and advising the Student Senate, and other student groups, needs to be reflected in staff job descriptions.

- We need to make significant improvements to the amount, type, and timing of recreational offerings available to students in the Memorial Union. This includes space for student organizations, quiet spaces, collaboration/event spaces, and dining options.

Opportunities to Enhance Organizational Structure and Student Success:

- The current “flat” structure within the MU needs to be addressed as the ability to create change, impact decision making, and increase opportunities to collaborate more effectively. The current structure reflects decades old staffing patterns, job descriptions, salaries, and responsibilities that may not meet the needs of current student *and* may not attract/retain vital personnel.
- Formally recognize the “MU values” and the importance of quality work, service, and the level of knowledge required to maintain a highly functioning “auxiliary”. Our dedicated and skilled staff members make a valuable contribution to the URI experience on a daily basis through their service, ability to make “in the moment” critical decisions, and through trusted relationships with students and campus stakeholders.

Strengthen Relationships and Communication Strategies:

- Continue to provide opportunities for staff [and students/stakeholders] to have input into the direction of the building – its facility, programs, goals, mission and vision statement – ownership to our direction allows for buy-in from all staff. Encourage ideas to be generated from a cross-section of professionals.
- Develop a cross-training program/shadow experience for staff [and students] in each area to have a perspective of what others do on a daily basis. Encourage all to be a part of different committees and trainings.

Require training and professional development:

- In diversity/inclusive practices/cultural competence
- In “best practices” in each of our functional areas
- In crisis management and emergency response
- Invest in staff and team development to better investigate untapped skills and creative ideas for shared innovation (StrengthsQuest training for all; develop and utilize a “deep bench”); develop a system for staff appraisals/reviews/merit consideration.

Perceived Obstacles or Barriers:

Overall, the Memorial Union has lacked the necessary capital planning, fiscal, and administrative project planning support to engage in large scale renovations, enhancements and expansions of the Memorial Union facility. In addition, factors such as technology (see *Facilities and Equipment* folder), furnishings, use of space, and equipment will all need to be considered in new and innovative ways to bolster the function of the facility and its departments.

All supporting documents, and **all focus groups, repeatedly highlighted the lack of available space to meet our core functions, the lack of available capital support to address these issues to date, and a reluctance to move forward in quality improvement initiatives without a clear commitment to a master plan that is well sequenced and communicated with all stakeholders to aid in the transition process.**

MEMORIAL UNION: Recommendations

Based on the 2013 CAS Self-Assessment process and the 2016-2017 Self Study efforts, the Memorial Union staff has critically reflected on the department's past, present, and future. Through survey data, focus group feedback, and theme analysis, the Memorial Union team members have individually and collectively contributed vital information regarding the lived experiences of working to deliver the core functions of the department while supporting student growth and success. The full MU team embraced this comprehensive task, and the related responsibility of enacting these proposed goals, in order to positively contribute to the URI community, to the success of students, and to our partners and community stakeholders.

In seeking excellence in all services and programs offered by the Memorial Union, the members of the MU team have proposed a series of strategic action steps to address the identified areas of concern. Detailed notes on these statements are available in the *Assessment and Evaluation* folder and previously created strategic plan drafts for the MU are included in the *Purpose of Programs* folder. Noted below as a short-term, mid-term, and long-term action steps, the following items are offered to address the previously noted concerns, areas for future growth, and perceived obstacles. In addition to the pending recommendations that will be offered by the External Review Team, the Memorial Union offers these recommendations for consideration:

Short-Term (0-6 months post Comprehensive Program Review):

- Complete the *Memorial Union Feasibility Study* to prepare a shared and in-depth plan addressing the needs of the space, for students, for employees, and for future strategic goals.
- Charge a *Memorial Union Strategic Planning Team*, comprised of a variety of stakeholders, to complete the strategic planning process ensuring alignment with the University's and the Division's goals.
- Initiate an internal *Staffing Review Process* to address any pending vacancies and to begin a process for succession planning and professional development. Implement and require a *Professional Development Curriculum* for Memorial Union staff and students to ensure that all professionals have appropriate competencies and trainings (cultural competency, safety, emergency response, and student organization/event advising, etc.).
- *Research the purchase and onboarding procedures related to the use of technology* (such as Campus Labs) to track data on student involvement, learning outcomes, and engagement indicators as a whole.

Mid-Term (7 months - 2 years post Comprehensive Program Review):

- Amend the *Memorial Union Feasibility Study* to include a *Phased Bridge Plan* that details and strategically plans out any necessary changes, upgrades, reallocation of space based on assessment data and core functions aligned with the MU mission, as well as key projects that can be completed/must be completed prior to any large scale renovations. Examples might include replacement of the roof, aesthetic improvements (including new furnishings), or a planned restructuring of Union Square (SW corner of the MU, 1st floor, home to Ram Escape, mailroom/package pick up, seating/leisure area, and available vendor space – available 24 hour access zone), the Ram's Den (to improve access), recreational space and retail/food choices and availability.
- Charge *Strategic Planning Committees*, comprised of professionals from different areas of the Memorial Union and across campus, to develop, communicate and initiate strategic plans to enhance communication, collaboration, and to streamline efficiencies (examples could include a group focused on Event Planning, Emergency Response, or Work Orders Processes, etc.).
- Complete the comprehensive *Business Practices Manual* for the Division of Student Affairs that will serve as the guide for Memorial Union policies practices. Complete a *Formal Review and Revision Process* of all Memorial Union Policies including lease agreements. Ensure that policies are linked to the website for public viewing and for training of staff and students.
- Expand the *Staffing Review Process* to include *Reorganization Strategies*. Research and put forward recommendations to best serve core student populations with campus partners (multi-cultural groups, fraternities & sororities, club sports, communities, Student Senate, Housing & Residential Life, etc.). Include recommendations for potential staffing changes/needs, space allocation, budgetary needs, and reporting lines.

- *Commit to the purchase, training, and on-going staff time needed to utilize technology* (such as Campus Labs) to provide data on student involvement, learning outcomes, and engagement indicators as a whole. Ensure that factors such as time on task, training needs, necessary human resources, and job descriptions reflect this priority/added responsibility.
- *Formalize the advisory relationships* (Memorial Union Advisory Committee, Union Board, Leadership Advisory Committee) that support the mission of the Memorial Union. Assess membership, charge and goals as needed.

Long-Term (3 years - 5 years post Comprehensive Program Review):

- Stabilize the long-term partnership agreements/vendor agreements in accordance with all state and URI policies and ensure that this information is communicated in a timely and transparent manner. Ensure responsibility for this endeavor is reflected in an appropriate job description (s).
- Create or work with partners who possess predictive analytics models/appropriate research data for Involvement, Student Success, Leadership Development, etc. to engage those less likely to connect with the MU and core programs. Collaborate with departments outside the division to provide opportunities for students to show tangible gains in student growth and student success in support of their academic success.
- Secure funding and begin large-scale renovations and/or the construction of a newly envisioned Memorial Union.