

**Summary of Recommendations with the Nebraska Unions &  
Student Involvement Departmental Response**

(In priority order as determined by the Review Team)

June 24, 2011

**Recommendation #1 – Strategic Plan**

It is recommended that a strategic planning process be implemented involving all four areas under this review with the ultimate goal of establishing goals for the next five years. It is also recommended that this planning process be led by an outside staff member, either internal or external to the university, but one that is an expert in leading strategic planning exercises. It is the hope that this strategic plan would include a review of the vision and mission for all areas and include assessment tools that can be implemented and results utilized.

**Response:** Student Involvement staff has been working towards Strategic Planning since July 2010 with Nancy Myers out of Organizational Development within Human Resources. In the spring of 2011 the Student Involvement common purpose was drafted. In June 2011, a new mission statement and values were drafted and will be approved by August 2011. A vision statement will be drafted and approved by December 2011. Then beginning with the staff retreat in January 2012, Student Involvement will begin drafting the 5 year strategic plan. Ideally that plan will be completed by May 2012. Once the plan is developed it will be reviewed and updated annually.

The Nebraska Union Executive staff is scheduled to work with Nancy Myers to develop a strategic plan. There are currently two meetings set for summer 2011 to begin the process. The first step is team development followed by a review of our mission, values and vision. A SWOT analysis will be completed followed by the creation of the strategic plan. The goal would be to have a strategic plan completed by May 2012.

**Recommendation #2 – Master Plan for City Union and East Union**

A master plan should be developed for the City Union as well as the East Union, with a vision for future renovations and expansions. There is a need to have a comprehensive plan in place that would coordinate the various facilities and programs housed in both facilities. This should be connected to the comprehensive organizational strategic plan.

**Response:** A master plan for the Nebraska Unions can be developed at an approximate cost of \$150,000. We would recommend a discussion at the Vice Chancellor's level to determine if this is the highest Student Affairs Auxiliary priority. This would also be an appropriate time to gather data on a designated 24 hour study space. In the meantime, facility space will definitely need to be a consideration when developing the strategic plans. In the absence of a master plan and a strategic plan, it will be important to thoroughly consider any space modifications or office relocations, no matter how large or small they may be, and their implications before moving forward. In addition, the Student Involvement staff is eager to play an active role in this important process to make sure the programming needs of students offered by Student Involvement and the Nebraska Unions are met. Once a master plan is developed it will need to be reviewed annually.

**Recommendation #3 – Unified Communication and Branding**

- Brand a unified idea that is the result of the strategic plan and share it across the campus.

**Response:** This will be considered during the development of the strategic plans. Once the strategic plans are solidified the branding will become evident. The branding will be compliant with UNL policy.

- Build relationships and collaborations among staff, among the division, and across the campus.  
**Response:** As was mentioned in the report there are many collaborations and relationships with other departments and individuals outside of Student Involvement, the Nebraska Union, the Jackie Gaughan Multicultural Center, and the Nebraska East Union. However, many of these relationships seem to be program specific and not shared among the various units. Greater efforts will be placed on program areas and individuals to work to connect others in different units with new relationships and collaborative opportunities to increase the benefit for everyone. Collaboration opportunities with the new Center for Civic Engagement, Union Board and ASUN will be explored across all areas of Student Involvement.
- Find a way to sit on the campus aesthetics committee.  
**Response:** We agree with this recommendation, but feel it would better serve the division if the request came from the Vice Chancellor for Student Affairs. Student Affairs representation would benefit other departments within the division besides just the Nebraska Unions.
- Ask that the lawn that sits at the back of the City Union be reserved through the City Union event management office utilizing the new EMS software program.  
**Response:** Although the Student Involvement and the Nebraska Union staffs see value in the Nebraska Union reserving the Green space, they feel the advantages of Landscape Services continuing to reserve it outweighs the disadvantages. Landscape Services operates the sprinkler system and determines when it turns on and off, they maintain the entire space and make repairs continually based on usage, and they have a great relationship with university electricians who often need to be utilized for bigger events. Additionally, they have good relationships with those that need to put up the snow fencing and handle any lighting concerns that also impact many events held on the Green space.

Disadvantages to the current status include the lack of quality direction that Landscape Services provides RSOs before using the space, especially if the activities the RSOs are proposing could damage the grass and result in very expensive repairs.

Student Involvement and the Nebraska Unions recommends Landscape Services continue to reserve the space, but Student Involvement will work with Landscape Services to better develop a preliminary cost list of common damages that occur on the Green space to share with RSOs. Also, suggest ways Landscape Services could talk to/explain to RSOs how what they want to do may or may not damage the Green space and offer alternatives to avoid damage and expensive repair costs. A recent example is an RSO who held a Foam Dance Party on the Green space and killed a large area of grass resulting in an \$1800 repair bill. In the future, Student Involvement would hope Landscape Services would explain to the RSO the high chance of the grass dying as the a result of the soap, an estimated cost to sod the damaged area, and suggest to the RSO to hold the event on the Plaza area in front of the Union. Lastly, the Nebraska Unions will make an effort to reach out to Landscape Services on a weekly basis to determine when and by whom the Green Space is reserved in an effort to provide better customer service.

#### **Recommendation #4—Student Involvement**

- Consider revamping the ARF process to allow more flexibility to the RSO's including switching to an on-line system for ARF and trainings for officers/advisors.  
**Response:** We are making it available electronically beginning in the fall of 2011 with the full launch of the new Community RSO database system. The RSOs will still have to turn in a paper copy to

our office because the SOFS office needs original signatures on the forms. So, the process cannot be completely electronic.

Student Involvement is working on a scripted PowerPoint this summer for Brief Orientations for RSO presidents and treasurers. However, with the launching of the new system Community, we think we are going to have to have more in person trainings and less online trainings until the RSOs are comfortable with the new system. Once Community is fully up and running and the RSOs are using it, then online trainings may be more useful.

- Revisit the role of ASUN's signing off on RSO's to explore how Student Involvement can be integrated prior to a group being denied.  
**Response:** We think this is Board of Regents language in regards to ASUN and the Special Topics committee in regards to approving or denying a group's recognition. We will work with ASUN to review the ASUN Constitution and Bylaws and see if there is room for Student Involvement to play a more integrated role.
- Consider an annual 'renew' date mid-September and reduce duplication of information gathering.  
**Response:** We are unclear how having a 'renew' date set each semester reduces duplication of information gathering. However, the benefit for having a 'renew' date each semester would be to encourage or push RSOs to have a little more structure. It may be helpful to consider this recommendation as we move forward with Community and work with activating student groups. It will be important that whatever changes are made do not make it more difficult for a group to stay "in compliance". A conversation with ASUN and the RSO Oversight committee will be essential before a decision is made. Those conversations will occur this summer and early in fall 2011 to determine the next step.
- Consider all-staff meetings which include graduate students.  
**Response:** It was already planned to include Student Involvement graduate assistants in monthly staff meetings beginning in August 2011.
- Consider all staff programming for Student Involvement which could include an internal committee structure to promote SI team members to work more closely with each other.  
**Response:** With the beginning of the fall 2011 semester, a Professional Development committee, including full-time, graduate and undergraduate staff, will be created to determine, plan, and execute monthly professional development activities for the Student Involvement staff and our Student Affairs colleagues when appropriate.

#### **Recommendation #5 – Jackie Gaughan Multicultural Center**

- Share the Jackie Gaughan Multicultural Center's budget with OASIS staff and incorporate all the programs from that area, including Undergraduate Studies, into a larger discussion, focus, and connection with the City Union and Student Involvement.  
**Response:** Despite previous attempts over the past 18 months OASIS staff has been disinterested in budget discussions. However, given this feedback the budget will be shared.  
In an effort to explain the relationship between OASIS, Student Involvement and the Nebraska Unions, staff in all three areas will be educated on the role of OASIS, the relationship the OASIS staff has to the Nebraska Unions in regard to programmatic funding and facility management, and how all three can work together more effectively.

- Streamline and provide consistent reservation policies between the City Union and Jackie Gaughan Multicultural Center.

**Response:** Policies are being reviewed currently and the Reservation Managers will now meet regularly to discuss policies and updates impacting both buildings. Likewise by the conclusion of 2011 we will develop a one-stop shop option for customers. Reservations will be made with the Nebraska Unions Reservations office for the Nebraska Union and Jackie Gaughan Multicultural Center. By January 2012 customers will be able to utilize the virtual EMS function to make requests on-line.

- Review the placement of student organizations in both facilities to capitalize on the sharing of resources and communication among the various diverse student organizations.

**Response:** The Jackie Gaughan Multicultural Center staff is planning an event targeted towards engaging students in RSO offices on 3<sup>rd</sup> floor with staff on the 1<sup>st</sup> floor. Ideally the Student Involvement staff involved with Student Organizations will be invited to participate in the event. In the fall, the Space Allocation subcommittee of the Union Board, along with Gaughan Multicultural Center and Student Organization staff will meet to discuss how to maximize RSO office space in both the Nebraska Union and Jackie Gaughan Multicultural Center, without making physical changes to the Gaughan Center and encourage a greater synergy among the RSOs.

- Take advantage of existing wall space to maximize “passive/passing educational opportunities” like creating a historical timeline of UNL’s cultural diversity challenges and triumphs through the decades. Create historical panels that highlight key movements like when the African Peoples Union began, the start of the LGBT movement on campus, and/or various religious movements.

**Response:** These efforts are being addressed this summer and throughout the next academic year. There is a space dedicated on the 2<sup>nd</sup> floor to illustrate the history of Cultural Centers at UNL and to highlight diversity at Nebraska. Also, many of the meeting room names have a cultural significance and these names, along with an explanation of the names will be displayed this summer/fall. By July 1, 2011 a group of advanced art students at UNL will have completed a mural located on the first floor near the stand up computer stations of Dr. George Flippin. Flippin was a standout football player who went on to become a successful doctor in Nebraska and was also Nebraska’s first African-American to be posthumously voted into the Nebraska Football Hall of Fame.

#### **Recommendation #6 – Nebraska Insignia and Traditions**

- Incorporate Nebraska insignia and traditions into the City Union.

**Response:** A Brand Integration Committee was formed in June 2011 to make the Nebraska Union more “Nebraska”. A UNL red wall will be added on the first floor of the Union similar to the Sport Club wall which will feature pictures of students engaged in Student Involvement and RSO sponsored events and activities.

The walls located outside of the Student Involvement staff offices where student staff previously worked and where the graduate assistants will be relocated to in summer 2011 will be painted UNL red and will feature pictures of Student Involvement events that will be a rotating exhibit. These photos can also be used on the wall in the Union previously mentioned. Also, in the Student Involvement office, we plan to redo all the signage to have a cohesive look and to utilize the UNL branding of Red and logos.

In addition, one of next year’s goals is to hire a design consultant by summer of 2012 for input and recommendations on the renovation of the first and second floor public areas to include carpeting, painting, and furniture enhancements. The goal of this renovation will be to incorporate a stronger

University identity and create a more comfortable, relaxing, welcoming environment that contributes to a sense of community and belonging and includes Husker traditions and insignias.

- Add comfortable seating “nooks” throughout the facility where possible i.e. outside of Centennial Room.

**Response:** This will be addressed with the design consultant mentioned above. Much could be done with new lighting, comfortable social seating, and displays that create a sense of community with the history and traditions of UNL. We need to be mindful of placement of such “nooks” because some locations, like outside the Centennial Room, may be an option in the warmer months, but in the cooler months coat racks are often placed there.

- Add outdoor seating around the City Union.

**Response:** This will be addressed during the master planning process mentioned in #2.

- Convert the fountain so red lights can be lit during Nebraska victories and other special occasions.

**Response:** Currently, in order to change the color of the fountain lights the water would need to be drained each time in order to change the bulbs. An alternative suggestion that could be explored would be to mount lights on the Nebraska Union that would shine on the fountain in different colors. The Nebraska Unions will look for additional and affordable ways to reflect UNL victories and special events.

- Add art work to the City Union showcasing Student Involvement activities.

**Response:** One of the Brand Integration Committee responsibilities will be to work on adding art work, photos, and color to the Nebraska Union. Ideally some changes will occur by December of 2011.

#### **Recommendation #7 - Technology**

- Update technology throughout all four areas. As stated above, in both Unions, stronger wireless signals, permanent technology in meeting rooms, and additional smart carts are needed.

**Response:** A technology master plan will be developed by December 2012 which will include financial implications for implementation. An item to be considered is projectors being mounted in nearly all meeting rooms for convenience.

- Students and staff who serve as advisors emphasized how beneficial it would be for Student Involvement forms to be moved to an on-line process. As much as possible move the ARF, RSO, EPR, and required officer training on-line as well, as several folks stated that if they change officers after the trainings, they are penalized. It was strongly stated that being able to access forms and trainings on-line would enhance operations.

**Response:** Much of this will occur in the fall 2011 semester with the full launching of the new RSO database system Community. Although not all components can be online, many more services will be online than have been in the past. In addition, the new Event Management System offered by the Union in fall 2011 will also allow RSOs to reserve rooms online making that process much more convenient. Student Involvement and the RSO Oversight Committee will also attempt to determine the source of the feeling of being “penalized” and see if we can reduce the punishment feeling that may be causing RSO officers to postpone updating their ARFs.

- It was also mentioned that web sites are outdated.  
**Response:** All of the Student Involvement and Nebraska Union websites are in the process of being updated and streamlined with the new Content Management System and should be in place by fall semester 2011. Ideas for the Student Involvement site are mini quick movies and updated pictures from events. This is an ongoing process and with our websites structured to University Templates we can only be so creative, but we push those boundaries as far as we can at times to see what we can do.

#### **Recommendation #8- Food Service**

- Revisit the food service contract at East Union and establish some type of contribution from UDS to the East Union budget.  
**Response:** Staff members are ready to discuss a reimbursement with UDS for the use of space in the Nebraska East Union; however, this discussion will need to be supported by the Vice Chancellor for Student Affairs if there is to be a change. This topic has been approached two times in the past and there has been no support from Housing.
- Continue to fine tune the Chez Hay catering contract at City Union providing a more cost effective option for student organizations.  
**Response:** Nebraska Union and Student Involvement staff will visit with Chez Hay to discuss a more cost effective catering menu to better meet the needs of RSOs. Be reminded that the catering contract allows for RSOs to bring in food from outside vendors and not use Chez Hay.
- Review the possibility of providing a small “production” area for Chez Hay to improve customer service complaints of timeliness, accepting last minute changes, and food served at the wrong temperatures.  
**Response:** Chez Hay has been offered the use of the kitchen and declined. They have two prep areas in the Nebraska Union and one in the Jackie Gaughan Multicultural Center.

#### **Recommendation #9 – Nebraska East Union Summer Use**

- The Nebraska East Union is an untapped resource for summer conferences.  
**Response:** The Nebraska East Union (NEU) currently hosts a wide variety of smaller conferences, workshops, and seminars throughout the summer months. UNL Housing generally coordinates the much larger conferences that occur on both campuses during the summer. However, the Nebraska Unions will embark on a marketing design plan to reach out to UNL academic and administrative departments. Such marketing will include prompts that highlight NEU services, spaces, and technological capabilities. Marketing must also pinpoint ‘summer’ advantages to hosting conferences at the NEU. Close proximity and availability of parking is a distinct plus; along with the ease of transporting attendees between campuses. Communication with UNL Housing Conferencing to recommend the lesser conferences to the Nebraska East Union can be implemented as well.
- Facilitate collaborations across divisions, specifically with Innovation Campus and the NE Foundation, which could help benefit this untapped resource and provide additional revenue during the slower times on campus.  
**Response:** The future of Innovation Campus and partnerships with other UNL units will certainly bode well for additional usage of the Nebraska East Union. A more concerted effort will be implemented to dialogue directly with them. The University of Nebraska Foundation is located in a large office building 8 blocks south of City Campus and has sufficient facilities for hosting symposiums and large meetings. Nonetheless, new facilities and academic sectors are being built on East Campus.

It is likely these divisions will have requirements for additional meeting and conferencing that the Nebraska East Union can easily accommodate.

## **Assessment**

Assessment was mentioned in the first recommendation, as it should be included as part of the strategic plan. But because of the importance assessment plays, additional information regarding assessment is included here. The final results of the strategic plan should show what assessments need to be conducted and the timeline associated with each. As mentioned in the customer service piece above, assessing customer service can be one assessment tool that is utilized through a simple survey administered to client users. This can also be helpful when looking for improvements in this arena.

**Response:** Assessment will definitely be a component of the strategic plans for both the Nebraska Unions and Student Involvement. While the strategic plans are being created, the Student Involvement Leadership Team and Union Executive staff will analyze the data from the 2011 Student Voice assessments conducted for this review. In addition, both staffs will determine what assessment activities are currently being conducted and where additional assessment needs to occur. This information will help to inform the assessment component of the strategic plans.

## **OTHER ITEMS TO BE ADDRESSED FROM THE FINAL REPORT**

1. A need exists to increase communications of University, division and departmental priorities at all levels of the organization. A better understanding of the role that individual staff members within the Nebraska Unions, Student Involvement, Jackie Gaughan Multicultural Center, and Nebraska East Union play in supporting departmental, division, and campus priorities in the work being conducted would seem to be a significant benefit to the organization as a whole.

**Response:** Ongoing discussions within the Jackie Gaughan Multicultural Center, Nebraska East Union, Nebraska Union, and Student Involvement staffs in meetings and retreats will focus on communication methods and strategies for distributing University, division and departmental priorities. Opportunities to include department staff in division strategic planning will also be explored.

2. A review of current office placement of administrative staff, the Student Involvement Center, and third floor student organizational offices in the City Union and third floor student spaces in the new Jackie Gaughan Multicultural Center should be conducted to determine if a better arrangement would improve access and quality of services offered.

**Response:** This will be discussed during master planning process

3. Significant dependency upon student fees and how to finance future support of programs and services.

**Response:** This is part of a larger discussion involving all student fee funded operations and the division of Student Affairs. We will recommend that this become a topic of discussion to begin with the Student Involvement, Jackie Gaughan Multicultural Center, Nebraska East Union, and Nebraska Unions staffs, then to the Student Affairs Auxiliary Directors and then ultimately include all Council of Student Affairs Directors.

4. The senior leadership team of the City Union was the only group that appears to meet on a regular basis and therefore has regular communication.

**Response:** This information is incorrect. The Student Involvement Leadership Team, Nebraska East Union staff, Student Organization Financial Services, and Jackie Gaughan Multicultural Center staff

all meet weekly within their own areas as do many of the program areas within Student Involvement with their student staff.

5. Regularly scheduled meetings should occur with various constituencies to help improve communication.

**Response:** An all staff and tenant meeting will be held each August and January to give a "State of the Nebraska Unions" address.

6. Larger retreat type style of meetings scheduled on specific topics and including a broad group of staff may also provide buy in from all parties and produce a more collaborative environment.

**Response:** Student Involvement has been doing some of this already by holding retreats in July 2010, January 2011, and June 2011. We will continue to use this approach in some Student Involvement meetings including the Professional Development planning group.

The OASIS staff has retreats during the summer and fall break. The tenants of offices on the first floor of the Gaughan Multicultural Center will have retreat style meetings at least once each semester beginning with fall 2011. Staff from OASIS, William H. Thompson, and Nebraska College Prep Academy meets monthly to discuss issues relevant to each department.

As mentioned in #5, all staff (Union employees) meetings will occur each August and January. In addition, Union Executive staff will be moving towards more retreat style meetings in the near future.

7. Several of the food units seem to duplicate services; Information Desk/Convenience Store, the Bakery, and coffee shop should be reviewed to maximize revenue potential and reduce duplication.

Traditional information areas in student unions provide many services but do not usually offer a convenience store type of environment. Consideration should be given to separating the two operations and increasing the size and offerings of the C-store.

**Response:** This topic is currently under discussion with staff and some work has been completed with Food Lines consultants. Continued discussion will occur with staff and student input.

8. Greater flexibility for students to use various payment types like debit, credit and meal plan cards could result in an overall increase in revenue and improve customer service for all.

**Response:** The food court vendors are required to accept N Cards, but are given the option to accept debit or credit cards. In the case of the Information Desk, the Nebraska Unions staff has determined it is not cost effective to accept debit and credit cards. As for meal plan cards, they are managed by Housing and there is no benefit for Housing to transfer funds paid to them to pay food court vendors. This is why students are encouraged to use their N Cards.

9. Relationships between the units within Student Involvement need nurturing. This was also evident in a response by Student Involvement staff members who disagreed with statements that the teamwork existed within the department and suggested the group is "not a team." Another comment offered from the Student Involvement staff is that "most of what we do is external to the department."

**Response:** This is an issue that the Student Involvement staff is aware of and is addressing. Progress has been made in the past 12 months and will continue to be made. While the staff has been working on developing new mission, vision, and values statements they have also been focusing efforts on team development.

10. The review team strongly recommends that the programming staff and students look beyond technological solutions and engage each other in regular communicative and true collaborative efforts to avoid duplication of efforts.

**Response:** Student Involvement could not agree more. In an effort to address this issue a meeting was hosted by Student Involvement and held in late April with various constituents (Campus Recreation, Gaughan Multicultural Center, Housing, Student Involvement, University Program Council, and Campus NightLife) who do programming on campus. It was facilitated by a leadership consultant already on campus to do workshops with UPC, CNL, Queerteers, and the newly formed Men's Programs RSO. It was a productive meeting, but only a starting point which needs to continue. Ideally, Student Involvement would pull the group back together in early August to continue the conversation and the best ways to increase communication, minimize overlap of programming, and maximize collaborative efforts.

11. Marketing plan should also be developed that includes the sharing of the brand with the entire campus.

**Response:** The Nebraska Unions should capitalize on one of its distinct features and make a logo or insignia design out of it for marketing purposes. What is needed is a signature visual that identifies the Nebraska Unions. This will be discussed after the development of the strategic plan.

12. Developing a yearly customer service training program as a mandatory offering for all staff to participate.

**Response:** There is value in this suggestion, but research will have to be done to determine if such a program currently exists on campus that can be replicated or if a program needs to be developed from scratch. Nancy Myers and Tom Workman (former Student Involvement staff member) developed and presented "Customer Service the Big Red Way" in the past. Perhaps it could be updated and used and be a Human Resources event co-sponsored by UNOPA and UAAD. A staff member will have to be identified to coordinate the training.

13. In order to improve customer service, assessing the clients who use the unions may also prove beneficial. A simple follow up questionnaire to those clients who have used the facilities would be a good way to identify possible areas for improvement and be incorporated into any training program that is developed.

**Response:** This will be part of the plans and assessment strategy that we will develop.

14. The biggest issue expressed by the groups interviewed was a lack of understanding how priorities are set and how funding is assigned. Improved communication and increased involvement from front line staff and students in the budget process would significantly improve their understanding.

**Response:** Some managers share with their staff how the budget is prepared and priorities are set. We will make sure all managers are doing that same thing. In addition, we will explore how to share our mission, philosophy and decision making processes with all levels of the organization including students.

15. Student centered offices, primarily RSO space, need to be more easily accessible by students and office location needs to be strategically placed.

**Response:** These issues will be reviewed during the strategic planning and master planning processes.

16. Emergency procedures need to be established that involve all stakeholders and then communicated to all groups. Regular training and review of these procedures is also a recommendation.

**Response:** There have been numerous discussions among staff about moving to increase emergency preparedness among staff and building occupants. This fall and each year after, all Union staff will receive training regarding various emergencies that could occur within the buildings such as

tornado, fire, and active shooter. Other occupants of the Nebraska Union, Jackie Gaughan Multicultural Center, and Nebraska East Union such as Greek Affairs, Career Services, food court vendors will be invited to participate in the trainings as well. The training will be a joint effort between the Nebraska Unions and UNL Police.

In addition, this fall emergency procedures (map, instructions, etc.) will be placed in all RSO offices in the Jackie Gaughan Multicultural Center and Nebraska Union.

17. There is a disconnect among the staff as to their connection to the “building” and, at times, a confusion as to their place within the organization. The OASIS staff in particular seems to struggle with whether they are a cultural center about education *for all* or mainly focused on retention of *specific groups* – a program for the majority or students of color in particular

**Response:** OASIS is a fairly new department and continues to evolve to meet the needs of today’s students. Likewise laws that prohibit our staff from solely working with specific groups govern that OASIS is and shall be for all. However, with an enhanced partnership with Student Involvement and a greater understanding of the connection to the Nebraska Union and Jackie Gaughan Multicultural Center, OASIS can offer targeted programming that may be of interest to specific groups and open to all.

There is also a lack of understanding of many of the staff about how the various areas function, what services they provide, who is all the staff in a given area, and how we are all connected. Therefore, a brief history of the development of the Nebraska Unions (including the Nebraska East Union), Student Involvement, and Jackie Gaughan Multicultural Center will be written and included in all new staff orientations, including professional, managerial, clerical, and operations staff members as well as student staff.

18. Student Involvement appears to be lacking for its identity. But there is no Student Involvement vision as one unit and there is a lack of student ownership to the entire program. Incorporating and engaging students in the planning process would be beneficial as well as providing more outreach to other students and faculty so they know the role of Student Involvement on campus.

**Response:** Student Involvement is currently working on developing a shared vision and incorporating the perspectives of the Leadership Team within our strategic planning process. Once that is created, we will work to include student perspectives in the continued development of the vision and ultimately Student Involvement’s identity.