



University of Nebraska

Program Review of the Nebraska Unions, Student Involvement, and the Jackie Gaughan Multicultural Center 2011

Submitted by:

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The purpose of this report is to summarize the findings related to the evaluation conducted by the program review team (Appendix A) of the Nebraska Unions, Student Involvement, and the Jackie Gaughan Multicultural Center on March 27-30, 2011.

The site review team consisted of eleven (11) individuals, four of whom were outside of UNL. The team members were: Mary G. Edgington, Senior Director, Union and Student Activities, The Pennsylvania State University, University Park, Chair; Jacob Brumfield, Assistant Dean of Students and Associate Director, Campus Life, Louisiana State University, Baton Rouge; Mitch Kilcrease, Director, OSU Student Union, Oklahoma State University, Stillwater; Rueben Perez, Director, Student Involvement & Leadership Center, University of Kansas, Lawrence; Linda Schwartzkopf, Director, Greek Affairs, UNL; AJ Munn, Undergraduate Student Representative, UNL; Elisa Mateo, Undergraduate Student Representative, UNL; Ryan Overleese, Undergraduate Student Representative, UNL; Mark Davis, Faculty Representative, UNL; Tiffany Heng-Moss, Faculty Representative, UNL; Mandy Ronen, Graduate Student Representative, UNL.

In advance of the review, team members reviewed materials compiled by the Nebraska Unions, Student Involvement, and the Jackie Gaughan Multicultural Center. The materials were made available via the UNL Blackboard system and included general information about the university and each specific area included in the review including mission statements, organizational charts, program outlines, CAS self assessment guides, building policies, and budget information among other related documents.

The site visit itinerary (Appendix B) opened with a reception and dinner at the UNL City Union on Sunday evening, March 27. Team members were introduced to each other and had an opportunity to meet with Dr. Juan Franco, Vice Chancellor for Student Affairs; Stan Campbell, Associate Vice Chancellor, Auxiliaries; Dr. Timothy Alvarez, Assistant Vice Chancellor for Student Affairs; Charlie Francis, Director, Nebraska Unions, and Veronica Riepe, Director, Student Involvement. Dr. Franco shared his expectations for the team and Charlie Francis and Veronica Riepe each gave presentations on their respective areas of responsibility. On the following two and half days, March 28-30, the team conducted a series of interviews with Nebraska Unions staff, Student Involvement staff, the Jackie Gaughan Multicultural Center staff, university administrators, and faculty, staff, and students from the various facilities, programs, and services, and tenant groups.

Dr. Franco and Dr. Alvarez shared information that guided the team in formulating questions to ask the various interview groups. The review team was charged with a review of the operational, organizational, programmatic, service, procedural, and financial structure and was asked to report their findings back to Dr. Franco. The team focused on soliciting information regarding strengths of the programs, facilities, and services as well as identified areas for improvement and best practices.

A general overview of operations would suggest that the organization is provided with strong leadership, quality facilities, meaningful programs, and the necessary resources to carry out their contribution of supporting the academic enterprise. In general, conclusions are contained in the Executive Summary below for a convenient overview of the larger, more detailed report. The full report elaborates on this summary and lists recommendations for further consideration.

The team would like to extend a thank you to each of the individuals who willingly shared their time and opinions during the visit. The team found the interview participants eager to share their thoughts and ideas and to ask questions when needed. The team extends a special thank you to the staff and students of the four areas reviewed for their gracious hospitality and willingness to engage in dialogue. We commend these individuals for their openness and candor and for their desire to continuously explore new ways of improving and serving their beloved campus community. In particular, we thank Charlie Francis and Veronica Riepe for their attentiveness, willingness to provide additional information when asked, and for their overall hospitality during the visit.

The team would like to acknowledge that the perceptions, opinions, and recommendations contained herein are based upon a brief snapshot of campus life during a 3 day visit. The external team recognizes that our perceptions are influenced by our previous individual professional experiences (varied as they may be), and by our own personal points of view. It is not our intent to impose the model of some other institution on the University of Nebraska recognizing the uniqueness and traditions of the UNL campus and its programs and services.

Executive Summary

In March, 2011 a team of (11) individuals conducted a three day program review of the Nebraska Unions and the four departments overseen by the Nebraska Unions leadership structure. The team was charged with a review of operational, organizational, programmatic, service, procedural and financial structure and to report their findings back to the Vice Chancellor for Student Affairs. During the course of the review, team members met with staff, students, facility program and service users.

A general overview of operations would suggest that the organization is provided with strong leadership, quality facilities, meaningful programs and the necessary resources to carry out their contribution of supporting the academic enterprise. There is a wealth of talent throughout the organization with a strong desire to help students succeed. In general, brief conclusions are contained in this Executive Summary for a convenient overview of the larger report. The full report elaborates on this summary and recommendations for further consideration.

During the course of the review the following themes emerged as the framework for this report.

Communication

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 staff 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.

Food Service

Although food service was perceived by most in a positive light, several areas of concern exist including variety, cost, profit sharing, and duplication of services. The most overarching issue was the cost of catering, particularly as it relates to the student groups in the City Union. A more in depth and systematic review of dining on campus may be in order to best look at how dining overall is meeting the priorities of the campus community.

Location and Placement of Various Offices

A review of current office placement of administrative staff, Student Involvement, 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.

Facility and Technology Updates

Although facilities were very well maintained, some improvements are needed, specifically in updating some of the meeting rooms in the City Union. Placement of art and the tasteful use of the university brand would provide some needed improvements. Long term consideration should be given to developing a facility master plan for the City Union and integrating various phases of construction that have taken place over time. As it relates to technology integration and use in all of the facilities, an increase in a variety of technological platforms should be reviewed and installed to best meet the facility user needs.

Relationships/Collaborations/Partnerships

In any complex organization such as the Student Affairs division at the University of Nebraska, relationships, collaborations, and partnerships are crucial in providing strong programs and services to the students. There are many excellent collaborations occurring in the Unions and Student Involvement such as those with Voice of Hope, the Violence Against Women Task Force, PFLAG, the Lincoln Police Force and College of Agricultural Sciences and Natural Resources (CASNR). However, there is room for improvement as these collaborations seem program-specific and not shared among the Student Involvement units.

Brand Integration

Given the strong recognition of the Nebraska brand, it was noticeably missing in the highly visible City Union and Jackie Gaughan Multicultural Center. Given the high use of these two facilities by students, alumni, community members, and enrollment services it would seem important to expand on this opportunity and increase the brand throughout these facilities.

Use and Development of Traditions

Students expressed, and the review team concurred, that a need exists to develop and integrate more campus traditions into the various facilities and programs that are presently provided.

Customer Service

Although customer service seems to be a valued commodity, a systematic commitment to this key initiative would be of benefit to all areas. The development of a strong customer service profile should be an ongoing effort at every level of all organizations.

Budget Financial Structure and Process

Overall, the various areas reviewed seemed to have the necessary funding to carry out their core mission. The processes in which funds are allocated are not clearly understood at all levels of the organization. This could be a focus of the enhanced communication efforts recommended as part of this report. As it relates to future growth and maintenance of operations, services and programs there is a concern regarding the significant dependency upon student fees to maintain operational integrity. Some analysis may be warranted as the Nebraska Unions look at how to finance future support of programs and services as part of a strategic planning process.

Detailed Explanation of Themes

Communication

In almost every group that the review team met with, lack of communication and lack of knowledge about activities and events surfaced in one form or another. There appears to be a lack of formal mechanisms where staff and students have the opportunity to communicate and share information with one another. 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. Various staff and students stated the lack of knowledge about what is occurring with programs and this then prevents the sharing of resources and collaborations. There was concern about the over use of email, and that generally the communication is unclear and impersonal. Other comments expressed indicated the lack of involvement in the decision making process and that it appears that decisions are made from the top down.

A system of regularly scheduled meetings with various constituencies would help improve communication and the possibility of involving more staff and students in decision making exercises may prove fruitful. 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. One suggestion from the students was to send a weekly email from upper management (Charlie Francis) on all the updates, events, and all-around happenings in all areas for that week. Although as stated above, some also believe there is overuse of email. Once EMS is implemented, simpler communication channels may become evident and helpful with improvement in this area.

Food Services

Food services are always a vital component to student unions, programs offered in those unions and across campus, and in building community on campus. It is important that this area work with the Student Affairs division as a whole to provide the best possible service at an affordable cost, especially to the students who are the main focus and client of any institution. There are a number of recommendations and thoughts to share in this important area.

City Union

The City Union is uniquely positioned to use food as a key platform in supporting the campus mission on several fronts. As a key service point for students, staff, alumni and community the dining offerings must provide a diverse portfolio of value added concepts to meet the needs of these distinct populations. An example would be the tremendous opportunity that exists between the Cultural Center and the City Union. The proximity of space allows for a creative approach in using food in a meaningful way to support diversity and cultural expression. As a key facility in the enrollment and orientation process, where each student passes through the doors of the City Union, food can play an important role in securing a positive decision from future students as well as helping retain current ones. What is provided in the way of food in this environment can be a tremendous asset to the University in its efforts to promote itself. Careful consideration should be given to what is offered, and the placement of these offerings, to maximize the full potential.

The City Union has recently changed to a new catering service, Chez Hay. This catering service is an off campus business and is still learning about the specific client needs at the City Union. Since one of the primary clients is the students, this catering operation must find a way to provide a student based menu. This student based menu should provide simple, every day type “college student” food at an affordable price. The City Union Director, along with specific student members of the Advisory Board, should have a conversation with Chez Hay about the ability to serve this specific client base. An area in the City Union that could be used for simple production services would also be helpful to Chez Hay in providing better service i.e. hot food, last minute changes. Although the current contract is not set to expire for a few years a future catering structure to consider may be a process that would open up catering to a variety of outside caterers including those that operate in the building. Properly structured, this could offer up the same financial return as the current sole source contract but add the flexibility desired in meeting the diverse needs expressed during the review. This option would need to be carefully studied to insure that the financial integrity of the operation would not be harmed and the proper infrastructure to support such a program could be sustained.

The retail food outlets are appreciated and liked by the students. However, the ever changing dining habits of students are a challenge that requires a thoughtful approach to balancing revenues with variety. 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. Some consideration should be given to the frequency in which concepts are changed in order to take

full advantage of trends and student dining habits. Flat or stagnant operations not only impact revenue streams and variety of offerings but can also reduce foot traffic that other enterprises and programs benefit from. Several of the concepts in the City Union have been in place for multiple years and it may be helpful to review the process and frequency in which these concepts are changed.

Traditional information areas in student unions provide many services but do not usually offer a convenience store type of environment. It is somewhat confusing to the “customer” of the union that this is the place where one can go to have their questions answered and provide the service of a more traditional type of information center. The current structure of a partial convenience store operation fused with an information center may dilute the effectiveness of both operations. Consideration should be given to separating the two operations and increasing the size and offerings of the C-store. Combining the information center with other key services or possible new ones could increase revenue and improve service overall.

East Union

University Dining Services runs the food operations at the East Union. The staff, faculty and students are very pleased with the quality and cost of this service. In our experience though, dining services contributes some type of financial contribution back to the Union. This should be explored. The ability to make necessary upgrades and improvements is critical to keeping dining operations viable and fresh in meeting the diverse needs of the campus community.

A cursory review of the dining Profit & Loss for the East Union operation would indicate a higher labor cost than one would expect to find given the mix of dining options, service points and operational hours. A review using industry standard “Key Performance Indicators” or (KPI’s) may be of some help in looking at the dynamics behind this particular issue.

A general note for all dining operations would be to look at the current payment offerings available to students and campus guests. 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.

Location of Offices

During our visit, there were many concerns expressed about the space now occupied by Student Involvement and the future Center for Civic Engagement. Constant battles of who needs more money, who needs more space, who the boss is etc. in the Student Involvement area is very apparent to both staff and students. Since the Center of Civic Engagement is about to occupy their own space in the City Union, it would seem to be an opportune time to review all the space locations in the facility and map out a short term and long term plan on what makes the most sense and offers the best service to the student. The office politics and ensuing drama that has occurred has damaged the reputation of this office with its primary customer, the students. This is an area that needs to be addressed soon and through strategic planning and increased communication systems, should be able to move forward in a more positive direction. This may also prove to be a wonderful time to review student office space and

provide some direct partnerships with specific student groups. At the minimum, the space currently housing Student Involvement and Union administration needs to be reviewed to determine if it intends to be a space for students to hang out or one that is primarily designed to conduct business. Students shared that they feel uncomfortable when utilizing the space as it seemed to interfere with the staff managing logistical needs of the facility.

In the City Union review from 2002, it was recommended that the Student Involvement office be moved to a more student friendly location, where visibility was not an issue. With the available space, it may be difficult to do this. One other thought was to move the administrative offices of the City Union (director offices) to the third floor of the original building where several Student Involvement related offices are currently located and move those offices into the Student Involvement suite. The director's administrative offices are more destination type offices as opposed to Student Involvement offices where students hang out and conduct programming and leadership planning. These should be placed front and center at the main entrance where they are currently located and easily accessible to students. Relocating some of the director/administrative offices would loosen up the necessary room needed to accommodate those Student Involvement offices currently located on the third floor of the union. By moving them to the second floor complex, it would add value to the whole operation and put a better face on the Student Union as a place for students. Another solution may be to take out the walls in between the two Career Services meeting room spaces and Student Involvement and redo the entrance. The Career Services offices could be relocated inside the current Student Involvement area. These are only two ideas of many that should be explored for the possible relocation of offices.

Additionally, the review team noted the lack of energy from spaces occupied by Registered Student Organizations (RSOs). None of the RSO space in the Jackie Gaughan Multicultural Center, the City Union and the East Union seemed to nurture or reflect a sense of synergy, collaboration or community that RSOs could enjoy with each other. A review of the RSO space in City Union begs the question of whether the room partitions are really needed. Could more student groups be housed in the areas by removing the present partitions? The review team would advise that any review of space allocation be mindful of the potential for RSOs to create a collaborative community by proximity.

Facility and Technology Updates

The review team was very impressed with the East Union décor and the classy use of the Nebraska logo and colors. The City Union should also add UNL flair to its décor. For the short term, some color changes on the walls and some additional Student Involvement action shots would be relatively easy to achieve. Adding a Student Involvement wall in the Crib similar to the athletic wall would serve as one example of this change. Updating the Colonial and Pewter rooms was also mentioned as was the renaming of meeting rooms i.e. perhaps a name that recognized historically African American Greek letter organizations. . Additionally, rooms, lounges and other spaces within the City Union would do well to reflect names significant to the local area, University traditions and history, or the Big Ten Conference.

In both Unions, technology updates are needed including stronger wireless signals and additional ceiling mounted projectors and permanent technology devices in the rooms. If this is not possible, then additional smart carts would be helpful.

Relationships/Collaborations/Partnerships

Regarding relationships and collaborations, it is most evident that the relationships between the units within Student Involvement need nurturing. When the review team asked about collaborative efforts, some Student Involvement team members first identified their efforts as being more “cooperative” than “collaborative.” The sense the review team gained was that the team members were driven to cooperation in their efforts to not schedule programs at the same time as their team members within Student Involvement or the Jackie Gaughan Multicultural Center. In the eyes of the review team, this is not true cooperation, but rather a form of programming “self-defense.” 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.”

The programmers from both Student Involvement and the Jackie Gaughan Multicultural Center suggested the EMS scheduling software with calendaring function would provide a solution to the program scheduling issues encountered by both areas and within their own units. Given the example of a recent date where two groups booked hypnotists on the same evening at the same time, 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. This would help diffuse the confusion that is occurring for the intended student audiences and diffuse inadvertent or intentional divisive actions.

Comprised of service-learning and community based research, the Campus Compact, and the civic engagement certificate, the Center for Civic Engagement has the potential to be a real gem for the Division. However, it is evident that the relationships between these staff members and staff members in Student Involvement and the City Union are strained. This needs to improve.

Most of the student connection is there with all staffs in one form or another and is viewed as very positive. There is the potential to increase these partnerships though and bring the students to the table more often. They are a passionate, energetic group with many ideas. They could be empowered and encouraged to do more and create their own legacy and traditions. There are also additional student leadership development opportunities that could occur if the communication and collaboration was more positive among the Center for Civic Engagement, Student Involvement, and the City Union i.e. RSO leader development and training.

Brand Integration

All four areas included in the review process mentioned the lack of not only a unified brand connecting the four areas, but also the lack of specific identifiers for each area. Of the four areas, the two strongest branded units presently are the East Union and the Jackie Gaughan Multicultural Center. The concept of

branding and branding integration into all areas could be strengthened and would follow after the strategic planning and mission statements are finalized. This is an area where the Information Strategies unit under Student Involvement could create, develop, and market a new brand. The next step would be adding this new brand/concept to directional signage that is lacking in the City Union. A full blown marketing plan should also be developed that includes sharing the brand with the entire campus.

Use and Development of Traditions

The students at the University of Nebraska are passionate about their school, the programs that are offered, the services that are provided from all the areas under discussion, and the faculty and staff. They admit though there is a lack of UNL traditions and are hoping to start some new ones during their college career. A few simple ones (or fairly simple) that were discussed were showcasing red in the lights in the outside fountain in the back of the City Union when UNL posts a victory and working with student organizations in starting a new tradition at the football games. Anything that the staffs can do to help foster and implement these ideas would be a benefit to all.

Customer Service

Customer service is a major strength in the three facility operations. Everyone commented on the exemplary service that is offered to them by all the facility managers, custodians, and front line staff, with only a few exceptions.

Given that customer service is such a critical element in today's service oriented organizations, and given the unique function of the three facilities to the recruiting and retention efforts of the campus, it would seem that a systemized approach to customer service would be of benefit to your organization. Consideration should be given to developing a yearly customer service training program as a mandatory offering for all staff to participate. This program could focus on customer service basics that everyone can implement, and it would demonstrate the commitment that upper management places on this critical endeavor. Program follow up could then be established by developing job specific training that would be more intensive and focused at the unit level. Adding customer service training as part of the job description along with a structured plan of what kind of training is required and the frequency in which it should be done would go a long way to integrating this effort into your organizational culture. Many companies provide customer service collateral material as well as tapes and/or web training modules that could be purchased. Your human resources department on campus should be able to provide guidance in this area or you may want to look at support organizations like ACUI, NACAS and NACCUFS for various related resources they may offer.

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.

Budget and Financial Structure/Process

Overall, the Nebraska Unions leadership demonstrates a strong commitment to budget management and is good stewards of the resources they are responsible for overseeing. Many of the University department groups interviewed stated they would like more resources to enhance and improve programs and services. That being said, we believe that everyone we met with understood the need to maximize budgetary dollars and that they had the necessary resources to provide the programs and services required of them. The biggest issue expressed by the groups interviewed was 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.

A bigger concern for the leadership to address strategically would be the future funding of operations. Many campuses nationally are beginning to struggle with balancing the need to maintain quality facilities, programs and services with the political reality of trying to keep the cost of an education affordable, making it difficult to raise fees and tuition. Given the high percentage of revenue that comes from fees, the Nebraska Unions could find itself in a position of lacking the necessary resources to carry out its mission. Increasing costs to operate and maintain facilities, along with personnel and related benefit costs continuing to outpace fee increases on many campuses, could become problematic for UNL as well. Some consideration should be given to looking at how revenue and profit sharing is currently structured to determine if a more equitable structure could be established that would allow for the long term financial health of the organizations.

Review By Department

University of Nebraska City Union

UNL City Union is a vibrant “living room” of the city campus and one that students know and love. The students are appreciative of all that it has to offer and they value the facility, programs, and services, including the addition of the Jackie Gaughan Multicultural Center. Students appreciate the leadership in the City Union as exemplified in the following quotes from students from the Student Affairs Advisory Council; “Charlie is top notch”, and with Union Board members, “Charlie and Amy are well respected by the Union Board”.

What was evident from our conversations with various stakeholders is the lack of Nebraska identifiers in the City Union, as mentioned above, and the symmetry and connection of offices. Part of the strategic planning process should review the look of the City Union and the placement of offices as it pertains to flow of work and promoting the brand of all these areas. Student centered offices need to be more easily accessible by students and office location needs to be strategically placed. There appeared to be some confusion as to whether the City Union was to be a place of study or a hub of activity. Most students felt it needed to be an active place but thought a designated “quiet space” for studying might accomplish both needs. As was stated above in the technology section, improving technology services is

also a request as is upgrading and changing the south entrance to the building, so that it is more inviting and accommodating to visitors.

Emergency procedures were discussed in some of the sessions. Due to the recent concern about safety on campus and across the country, this was a timely discussion. 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.

As was stated in the communication section, additional meetings with various stakeholders would be beneficial to all involved. Specifically the tenants of the building felt this would be an added bonus and could help with consistent hours and practices.

Jackie Gaughan Multicultural Center

The Jackie Gaughan Multicultural Center is truly unique and a wonderful addition to the University of Nebraska campus. It is a beautiful facility that truly is representative of the importance this program plays in the life of the college community. Being one of the largest cultural centers across the country, it has great potential for serving as a best practice model for all cultural centers. The staff is dedicated to their respective areas that serve the center and are passionate about the role they play at UNL. What is missing here is the connection with each other and with the City Union, specifically. 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 - although they were well aware of the CAS standards for cultural centers. They also questioned whether the former program fits the new facility and were not knowledgeable about their budget.

University of Nebraska East Union

This is a unique and very well managed student union on the east campus. It provides excellent programs and services for its specific constituency, and all who spoke about the East Union were highly complementary. A common phrase that was attached to this student union was, “it possesses a small school atmosphere” and “it is more laid back – not as stressful as City Union”. The autonomy seems to work for this union and for the campus. The Nebraska décor was very well done and quite evident in this facility. It is also good to see that some major events for the entire campus are happening in the East Union area i.e. the Homecoming concert. This review team sees no reason to implement any major changes for this area except with updating technology and with adding some tools to increase the understanding and appreciation of this unique program. Reviewing additional storage areas was also a concern that was expressed. Both the East Union and City Union should strengthen their communication and appreciation for one another and understand and appreciate that they are both unique entities which serve the campus community well.

Student Involvement

The Student Involvement area is an area that has seen recent changes, not only in the leadership of this program, but also with the separation of the civic engagement piece into its own department. Student Involvement appears to be lacking for its identity as students either know it for operational items like RSO and EPRs or it is known for its individual branches (Women's Center, LGBTQA, and Programming.) When asked how they operate as a team, current staff members responded that they "are cooperative more than collaborative." There are some long-term staff that have been at UNL and in their present positions for some time now and are closely attached to their specific areas of work and are passionate about their cause. But there is no Student Involvement vision as one unit and there is a lack of student ownership to the entire program. As was stated in the program review when asked about the mission and strategic planning the answer given was, "We do not have a plan". Another quote that was stated viewed them as separate from the rest of Student Affairs i.e. "A lot of people segregate us". 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.

It also may prove beneficial to link to the General Education Program, specifically supporting specific skill sets. There should be a balance and link between the academic mission and the Student Involvement mission. And even though the civic engagement piece is now separate from the Student Involvement piece, these two staffs must learn how to work and collaborate on projects, and the Student Involvement staff must continue to provide leadership development for the student leaders involved in RSOs at various times throughout the year. There is also a question of where the late night program (CNL) should reside. Since it is not an RSO, should it be a subset of the University Program Council and how should these two complement each other via their programming efforts. UPC should review their membership and devise methods for including more diversity on the council. It was emphasized that UPC could focus more on incorporating diversity/multiculturalism into their general programming.

Timelines for all RSOs and leadership training should also be reviewed and include staff and students from the Jackie Gaughan Multicultural Center. Explore having an annual deadline for ARF's to submit information for renewal so that there is consistency for students, perhaps mid-September. We recognize that officer transitions occur throughout the year and RSO's could simply update their information accordingly but have an annual date for all RSO's to either confirm with current officers or indicate they are no longer an organization.

Additionally, the Student Involvement area could benefit from a clear articulation of its relationship with the academic mission with the Division and with the University. Throughout the visit, the review team heard many comments that Student Involvement is "not as academic as it used to be," although no one could clearly articulate any academic standards that were no longer sustained to earlier levels.

Specific questions are:

- What are the University's academic goals or expectations of the Division of Student Affairs and its units?

- What are the “academic” expectations of Student Involvement? Do those exist only in the role of faculty involvement on advisory boards and in the list of academic credentials for its administrative staff?
- What are the expectations of volunteer student leaders and members in the University’s academic enterprise?
- Have academic expectations been articulated clearly to Student Involvement, its staff and student leaders? Do expectations exist for tying programming directly back to academics (and not to programs of a social, cultural or developmental nature)? Do expectations exist to use student learning outcomes to ground programs, assess whether learning has taken place (regardless of whether a program is academic, social, cultural and/or developmental in nature), and inform future programming?

Summary of Recommendations (in priority order)

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.

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.

Recommendation #3 – Unified Communication and Branding

- Brand a unified idea that is the result of the strategic plan and share it across the campus.
- Build relationships and collaborations among staff, among the division, and across the campus.
- Find a way to sit on the campus aesthetics committee.
- 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.

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.

- 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.
- Consider an annual 'renew' date mid-September and reduce duplication of information gathering.
- Consider all-staff meetings which include graduate students.
- 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.

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.
- Streamline and provide consistent reservation policies between the City Union and Jackie Gaughan Multicultural Center.
- Review the placement of student organizations in both facilities to capitalize on the sharing of resources and communication among the various diverse student organizations.
- 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 Black Student Union began, the start of the LGBT movement on campus, and/or various religious movements.

Recommendation #6 – Nebraska Insignia and Traditions

- Incorporate Nebraska insignia and traditions into the City Union.
- Add comfortable seating "nooks" throughout the facility where possible i.e. outside of Centennial Room.
- Add outdoor seating around the City Union.
- Convert the fountain so red lights can be lit during Nebraska victories and other special occasions.
- Add art work to the City Union showcasing Student Involvement activities.

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.
- 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.
- It was also mentioned that web sites are outdated.

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.
- Continue to fine tune the Chez Hay catering contract at City Union providing a more cost effective option for student organizations.
- 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.

Recommendation #9 – East Union Summer Use

- The East Student Union is an untapped resource for summer conferences.
- 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.

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.

Items to consider when producing assessments:

- define the purpose for assessing the entities’ customer service, programs and staff;
- name the audience(s) which would provide useful information;
- determine the methodology for gathering the information from the appropriate audience and develop the instrument;
- pre-determine some possible ways to draw conclusions or develop meaning from the information to be gathered (allowing for flexibility if assessment results lead to unexpected information);
- outline the assessment results use, distribution and what information they seek from UNL students and the larger community.

One important thing to consider is that assessment should not occur only for the data to collect dust.

There are also several instruments that can be used for assessment that are more large scale in nature. One that is comprehensive and compares similar institutions is the ACUI EBI (Educational Benchmarking Instrument) which is utilized by many institutions across the country and has been found to be very

useful. This particular instrument is usually administered every 5 years or so or when a major change may be occurring at the union and/or to compare data over a specific length of time.

Please find listed below a list of areas that could be assessed, possible instruments utilized, and suggested timelines.

Sharing data that is compiled from assessment instruments and providing an executive summary with that data is very helpful when eliciting buy in from various departments. Face-to-face meetings to discuss the data are also very helpful.

	Suggested assessment purpose	Methodology	Frequency	Suggested use of information gained	Suggested types of information sought	Suggested use of information gained
Jackie Gaughan Multicultural Center Nebraska Unions (City and East) Student Involvement	<p>To assess UNL students' awareness and needs of the physical facilities and general operations of each of these units.</p> <p>To assess UNL students' needs of programming supported by each of these units.</p> <p>To use the findings to inform programs, services and operations for each unit on a regular basis.</p>	<p>Student Voice survey sent via e-mail.</p> <p>Approach the survey design with an eye towards longitudinal use and comparison of findings.</p>	Semester basis	Statistically significant random sample of UNL students representative all academic classification levels.	<p>Students' awareness of, use of, needs of and biases about the physical facilities.</p> <p>Students' awareness of, use of, needs of and biases about programs and services coordinated by departments within these units.</p> <p>Students' perceived value of the physical facilities and programs/services offered within.</p>	<p>Follow up with discussions with each of the administrative teams.</p> <p>Discuss survey findings and conduct follow up conversations with student leaders and groups who are housed within the facilities or use the spaces on a regular basis, such as Union Board, ASUN, UPC, Campus Night Life, CASNR, Queer Ally Coalition, Greek letter organizations, etc.</p> <p>Ensure that information is shared broadly between the Gaughan Center, Nebraska Unions and Student Involvement staff with an eye towards developing solutions and support in collaborative ways.</p> <p>Develop and administer student focus group questions.</p>

	Suggested assessment purpose	Methodology	Frequency	Assessment Audience	Suggested types of information sought	Suggested use of information gained
Jackie Gaughan Multicultural Center Nebraska Unions (City and East)	To explore and understand patrons' use, needs and satisfaction of facility, services, and amenities.	E-mail survey administered by reservations office(s) to the groups and organizations who schedule space in the Gaughan Center and both Nebraska Union facilities.	<p>For those who host regular or multiple meetings, send one survey following a heavy use period for the group (semester or seasonal use).</p> <p>For those patrons who use is event based, send survey after each event.</p>	All groups who reserve space within the facilities.	<p>General feedback about facility, services, and amenities.</p> <p>Suggestions for improvements.</p>	<p>Share specific information and needs for follow-up with administrative and operational staff, including Chez Hay Catering.</p> <p>Share broad findings with administrative teams of all three areas and Division of Student Affairs staff on a semester basis.</p>
Jackie Gaughan Multicultural Center Nebraska Unions (City and East)	To explore and understand patrons' use, needs and satisfaction of facility, services, and amenities.	E-mail survey administered by Gaughan Center, Union Board and Nebraska Unions administrative staff to the departments and student organizations housed in three facilities.	Annual basis	All departmental staff and student organizations housed in the three facilities.	<p>General feedback about facility, services, and amenities.</p> <p>Suggestions for improvements.</p>	<p>Evaluate information for trends or needs for specific follow-up meetings.</p> <p>Share specific information and needs for follow-up with administrative and operational staff, including Chez Hay Catering.</p> <p>Share broad findings with administrative teams of all three areas and Division of Student Affairs staff on a semester basis.</p>

	Suggested assessment purpose	Methodology	Frequency	Assessment Audience	Suggested types of information sought	Suggested use of information gained
Student Involvement	<p>To assess UNL students' needs of programming supported by each of the Student Involvement units.</p> <p>To use the findings to inform programs, services and operations for each unit on a regular basis.</p>	<p>Student Voice survey sent via e-mail.</p> <p>Approach the survey design with an eye towards longitudinal use and comparison of findings.</p>	Semester basis	Statistically significant random sample of UNL students representative all academic classification levels.	<p>Students' awareness of, use of, needs of and biases about programs and services coordinated by Student Involvement.</p> <p>Students' perceived value of the physical facilities in supporting the programs/services offered.</p>	<p>Discuss survey findings and conduct follow up conversations with the Student Involvement administrative team, with the Student Involvement student organizations and with the Nebraska Unions Leadership Team.</p> <p>Findings should inform decisions about improvements and changes.</p> <p>Ensure that information is shared broadly between the Gaughan Center, Nebraska Unions and Student Involvement staff with an eye towards developing solutions and support in collaborative ways.</p> <p>Develop and administer student focus group questions in case more information is needed.</p>

	Suggested assessment purpose	Methodology	Frequency	Assessment Audience	Suggested types of information sought	Suggested use of information gained
Student Involvement	To assess 1) satisfaction; 2) and, learning by UNL student attendees of Student Involvement programs and services	Collection of student e-mail information at events (ID Card swiping) Follow up with Student Voice survey sent via e-mail. Survey will need to be tailored to each type of interaction with student – whether following a specific UPC program or a visit to the Women's Center, etc. All survey versions should have some common elements and rankings that will add ease to the process and comparison value.	After each hosted event as possible After service is rendered at a Student Involvement office, workshop or training	UNL students who attend Student Involvement programs. UNL students who visit Student Involvement offices for services or who attend SI trainings / workshops.	Beyond evaluating the student's satisfaction, what did the student learn by attending this program? If there were student learning outcomes associated with this program, how did the student's experience meet or not meet that outcome?	Develop programs based findings – including whether students were able to assess their learning outcomes associated with the programs

Appendix A

DEPARTMENTAL REVIEW COMMITTEE

UNIVERSITY OF NEBRASKA-LINCOLN

DIVISION OF STUDENT AFFAIRS

NEBRASKA UNIONS AND STUDENT INVOLVEMENT

CHARLIE FRANCIS, DIRECTOR OF NEBRASKA UNIONS

VERONICA RIEPE, DIRECTOR STUDENT INVOLVEMENT

MARCH 27-30, 2011

Committee Structure (11 members)

Four (4) representatives from outside of UNL

Mary G. Edgington - **Chair**

Senior Director, Union and Student Activities

The Penn State University

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Jacob Brumfield – **Consultant**

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Office of the Dean of Students

Division of Student Life

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Appendix B

Nebraska Unions-Student Involvement Department Review

Review Team Itinerary

University of Nebraska-Lincoln

March 27-30, 2011

External Reviewers Travel (Nebraska Union/Student Involvement staff to provide transportation from airports)

Arrivals

Sunday, March 27, 2011 Jacob Brumfield

Arrive Omaha 11:13 a.m. Continental Flight #2916

Sunday, March 27, 2011 Mary Edgington

Arrive Lincoln 2:04 p.m. United Flight #5990

Sunday, March 27, 2011 Mitch Kilcrease

Will drive to Lincoln from Stillwater, OK

Sunday, March 27, 2011 Rueben Perez

Will drive to Lincoln from Lawrence, KS

Departures

Wednesday, March 30, 2011 Jacob Brumfeld

Depart Omaha 3:40 p.m. Continental Flight #3044

Wednesday, March 30, 2011 Mary Edgington

Depart Lincoln 2:22 p.m. United Flight #5990

Sunday, March 27, 2011

5:15 p.m. Meet external consultants at Embassy Suites, transport to Nebraska Union

5:30 – 6:30 p.m. Dinner for Review Team (NU-Heritage Room, 16)

Dr. Juan Franco, Vice Chancellor for Student Affairs

Dr. Timothy Alvarez, Assistant Vice Chancellor for Student Affairs

Mr. Stan Campbell, Associate Vice Chancellor for Student Affairs

Mr. Charlie Francis, Director, Nebraska Unions

Ms. Veronica Riepe, Director, Student Involvement

Review Team:

Mary Edgington, Mitch Kilcrease, Rueben Perez, Jacob Brumfield, Linda Schwartzkopf, AJ Munn, Elisa Mateo, Ryan Overleese, Mark Davis, Tiffany Heng-Moss, and Mandy Ronen

6:30 – 7:30 p.m. Overview of review process

Presentation by Charlie Francis and Veronica Riepe

Discussion of Self-Study Documents

Charge to the Review Team by Dr. Franco

7:30 – 8:00 p.m. Review Team organizational meeting (Review Team only)

8:00 p.m. Transport external consultants to Embassy Suites

Monday, March 28, 2011

7:15 a.m. Meet external consultants at Embassy Suites and transport to Selleck

7:30 a.m. – 8:45 a.m. Review Team – Breakfast with the Council of Student Affairs Directors

(Selleck Private Dining Room, 25)

Timothy Alvarez, Assistant Vice Chancellor for Student Affairs
 Karen Bell-Dancy, Extended Education and Outreach
 Marlene Beyke, ASUN
 Stan Campbell, Campus Recreation
 Amber Hunter for Alan Cerveny, Admissions
 Veva Cheney, Services for Students with Disabilities
 Sue Gildersleeve, University Housing
 James Guest, University Health Center
 Earl Hawkey, Registration and Records
 Matthew Hecker, Dean of Students/Student Judicial Affairs
 Rita Kean, Undergraduate Studies
 Craig Munier, Scholarships and Financial Aid
 Chris Timm for Larry Routh, Career Services
 Cay Yamamoto, TRiO Programs

9:00 a.m. – 10:00 a.m. Review Team – Tour of Nebraska Union (city campus)
 Veronica Riepe, Charlie Francis, and Mike Leupold
 10:00 a.m. Break

10:15 a.m. – 11:10 a.m. Concurrent Sessions
 Nebraska Union Team – Building Departments (Regency Suite, 14)
 Larry Routh, Career Services
 Chris Timm, Career Services
 Jake Kirkland, Career Services
 Kelli Smith, Career Services
 Jason Leichner, Computer Lab
 Dan Shattil, Daily Nebraskan
 Shelley Stall, Student Legal Services
 Nicole Leafy, Greek Affairs

(10:15 a.m. – 11:10 a.m. Concurrent Sessions-continued)

Student Involvement Team – External University Partners (Regency Suite, 18)
 Bill Kollar, The Association of Campus Religious Workers (ACReW)
 Dan Lehman, ACReW (Campus Impact)
 Mike Havenstein, ACReW (The Navigators)
 S. Childers, ACReW
 J. Honeywell, ACReW
 Heath Harding, OUTLinc
 Jerry Mattox, Pepsi Contracts
 Thia Hartley, PFLAG
 Lisa Schultze, Planned Parenthood
 Helen Moore, Violence Against Women
 Marcee Metzger, Voices of Hope
 Marla Sohl, Voices of Hope

11:15 a.m. – 12:10 p.m. Review Team – Student Involvement Leadership Team (Regency B, 18)
 Val Anderson, Jan Deeds, Mike Jackson, Beth Krohn, Reshell Ray, Pat Tetreault, and Karen Wills

12:15 p.m. – 1:30 p.m. Review Team – Lunch with Student Involvement and Jackie Gaughan
 Multicultural Center Graduate Students (Heritage Room, 25)
 Rachel Bruss (SI)
 Torrey Eason (SI)

Anita Ferrell (SI)
Kirk Fellhoelter (SI)
Jill Johnson (SI)
Jeff Reznicek-Parrado (SI)
Katy Reising (SI)
Belinda Hinojos (SI)
Jose Castaneda (JGMC)
Alfed Afolabi (JGMC)
Thais de Oliveira (JGMC)
Sara Sanchez (JGMC)
Stephanie Herzog (JGMC)
Sarah Smith (JGMC)

1:30 p.m. – 2:30 p.m. Review Team – Tour of Jackie Gaughan Multicultural Center (JGMC)
Andre Fortune and Charlie Francis

2:30 p.m. – 3:30 p.m. Review Team – JGMC Departments (JGMC 202, 21)
Maurico Ramirez, Counseling and Psychological Services
Reiko Harpending, Kawasaki Library
Jeff Hall, Nebraska College Prep Academy
Demoine Adams, Wm. H. Thompson Academic Program
Cameya Ramirez-Rousseau, Office of Academic Success and Intercultural
Services (OASIS)

Aundria Duncan-Wagner, OASIS
William Waters, OASIS
Shari Bergman, OASIS
Awis Akbar, OASIS

3:30 p.m. Break

3:45 p.m. – 4:40 p.m. Concurrent Sessions
Nebraska Union Team – Business Partners (JGMC 212, 18)

Clarice Martin, Caffina Café
Lynn Hay, Chez Hay
Wendy Morrissey, Chez Hay
Kiffany Spradlin, Computer/Phone Store
Brian Scherbarth, Dairy Store
Stanley Jou, Imperial Palace
Julie Yardley, Ncard Office
Casey Stevenson, Planet Sub
Becki Niedbalski for Donald Everett, Runza
Joe Koch, Sbarro

John Parish, University Bookstore
Tammy Peters, Wells Fargo

Student Involvement Team – Internal University Partners (JGMC 202, 26)

Pat McBride, Admissions
Amy Lanham, Campus Recreation
Christopher Dulak, Campus Recreation
Robin Whisman, Committee on GLBT Concerns
Tammie Moore, EPR Signatories
Ron Fuller, EPR Signatories
Greg Clayton, EPR Signatories

Keith Zaborowski, Housing Contracts
 Erron Reynolds, Housing Contracts
 AnnMarie Williams, Housing Contracts
 Kirby Baird, Landscape Services
 Eileen Bergt, Landscape Services
 Rose Holz, LGBTQ Sexual Studies Minor
 Dan Carpenter, Parking Services
 TJ Jochum, Printing Services
 Owen Yardley, Police Services
 Margaret Jacobs, Women and Gender Studies
 Barbara DiBernard, Women and Gender Studies
 Nicole Leafy, Greek Affairs
 Carl Oestman, Police Services

4:45 p.m. – 5:40 p.m. Review Team – Recognized Student Organization (RSO) Officers and Advisors
 (JGMC 202, 33) (*Attendance limited to first 20 responders*)

5:45 p.m. – 6:45 p.m. Review Team – Student Affairs Advisory Council (SAAC – students only)
 (NU – Georgian Suite, 29)
 Keshia Hair, Afrikan People Union
 Laura Shald, University Ambassadors
 Justin Solomon, Association of the Students at the University of Nebraska (ASUN)
 Larry Takaechi, Campus Recreation Advisory Board
 Jeff Schroeder, College of Agriculture Sciences and Natural Resources
 (CASNR) Advisory Board
 Hillary Stohs-Krause, Daily Nebraskan
 Laura Lynch, Graduate Student Association
 Matt Wells, Interfraternity Council (IFC)
 Karise Carillo, Mexican American Student Association
 Laura Santana, Multicultural Greek Council
 Jillianie Morrison, PanHellenic Council
 Leah Klien, Queer Ally Coalition
 Kevin Rush, Residence Hall Association
 Jamison Jensen, Scarlet Guard
 Blaine Hoppenrath, Student Athlete Advisory Board
 Crystal Starkel, University of Nebraska Inter-Tribal Exchange
 Caroline Swift, University of Nebraska Health Center Advisory Board
 Jason Dunn, University Program Council

7:15 p.m. Review Team Working Dinner with Self-Study Team, Charlie Francis and
 Veronica Riepe - Misty's
 Kirk Fellhoelter, Beth Krohn, Gregg Jablonski, and Pat Tetreault

8:45 p.m. Escort External Consultants to Embassy Suites

Tuesday, March 29, 2011

7:45 a.m. Transport External Consultants to Nebraska East Union
 8:00 a.m. – 8:55 a.m. Review Team – Tour Nebraska East Union
 Charlie Francis, Veronica Riepe, and Gerry Van Ackeren
 9:00 a.m. – 10:00 a.m. Review Team Work Session (*review team only*)
 10:00 a.m. – 10:55 a.m. Review Team – East Campus Building Departments and East Campus
 University partners (NEU, 23)

Bill Straub, Athletic Department
 John Ingram, Athletic Department
 Trisha Minor, East Campus Bookstore
 Jay Schluckebier, East Campus Computer/Phone Store
 Ron Burke, University Dining Services
 Jessica Dahlgren, University Dining Services
 Kathy Sildmets, University Dining Services
 Steve Waller, CASNR/IANR
 Sue Voss, CASNR/IANR
 Jill Brown, CASNR/IANR
 Sherri Thompkins, East Campus/Campus Recreation
 Fayrene Hamouz, Nutrition and Health Sciences
 11:00 a.m. – 12:00 noon Review Team – Nebraska East Union Staff (NEU, 23)
 Phillip Anderson, William Austin-Mafilika, Nancy Bulin, William Conkling, Pat Goracke, Justin Hartwig,
 Julie Keys, Phil Maness, Thomas Philippi, Syeda Shafqat, Kerry Vrtiska, and Rick Williams
 12:15 p.m. – 1:30 p.m. Review Team Lunch with Student Involvement Graduate Students and Student
 Staff (NEU, 16)
 Michelle Prothman, Noah Blomendahl, John Rodysill, Skye Sabatka, and Jamie Spath
 1:30 p.m. Transport to City Campus
 2:00 p.m. – 2:30 p.m. Review Team – Dr. Franco (NU – Georgian B, 12)
 2:45 p.m. – 3:45 p.m. Concurrent Sessions
 Nebraska Union Team – Nebraska Union Student Staff (NU – Georgian A, 22)
 Zachary Perrett, Hieu Cao, Douglas Roland, Megan Timmerman, Jarrett Woodes, Jeff Wesely, Ethan
 Schmidt, Matthew Peters, Shannon Connolly, Alexander Maycher, Ericka Hepburn, Daniel Stuck, Kelli
 Herbel, Joseph Albright, Kevin Stubbs, and Emily Shaw
 Student Involvement Team – University Program Council (UPC) and Association
 of Students at the University of Nebraska (ASUN) (NU – Georgian B, 18)
 Jason Dunn (UPC), Lauren Jewell (UPC), David Lopez (UPC), Amberly Proctor (UPC), Melissa Hywood
 (UPC), Tim Kinoshita (UPC), Rachael Pickerel (UPC), Christian Habib (UPC), Calvin Pappas (UPC), Justin
 Solomon (ASUN), Jamie Dick (ASUN), and Drew Schultz (ASUN)
 3:45 p.m. Break
 4:00 p.m. – 4:55 p.m. Review Team – Union Staff and Civic Engagement Staff (*limit to first 20
 responders*) (NU – Georgian A, 31)
 5:00 p.m. – 5:50 p.m. Review Team – Men’s Programs/Queerteers/Campus NightLife
 (NU – Georgian A, 25)
 Lee Heerten (Men’s Programs)
 Justin Henderson (Men’s Programs)
 Brian Cole (Men’s Programs)
 Tony Lazarowicz (Men’s Programs)
 Stacey Cleveland (Queerteers)
 JJ Erlewine (Queerteers)
 Devin Cox (Queerteers)
 Raven O’Neill (Campus NightLife)
 Jared Dailey (Campus NightLife)
 Sammy Nabulsi (Campus NightLife)
 Abbie Gabel (Campus NightLife)
 Michele Santana (Campus NightLife)
 Rodkayla Howard (Campus NightLife)

Noah Blomendahl (Campus NightLife)
6:00 p.m. – 6:45 p.m. Review Team – Union Board
(NU Georgian A, 24)

Jack Schinstock, East Campus Faculty
Deb Pearson, City Campus Faculty

Michael daSilva, Drew Clark, Annie Kaup, Laura Collins, Kriston Burroughs, Luke Carubia, Max Gade,
Jordan Moss, Landon Peterson, Jacob Schlange, and Robert Sullivan

7:00 p.m. Review Team Working Dinner with Tim Alvarez
Location: Dish

8:30 p.m. Escort External Consultants to Embassy Suites

Wednesday, March 30, 2011

7:45 a.m. Transport External Consultants to Nebraska Union

8:00 a.m. – 8:55 a.m. Review Team – Union Executive Staff (Colonial A, 17)

Andre Fortune, Gregg Jablonski, Mike Leupold, Veronica Riepe, Jaci Foged, and Gerry Van Ackeren

9:00 a.m. – 9:30 a.m. Review Team – Charlie Francis and Veronica Riepe (Colonial A, 13)

9:30 a.m. – 11:30 a.m. Review Team Work Session (*review team only*) (Colonial A, 11)

11:30 a.m. – 12:30 p.m. Lunch and Review Team Exit report to Dr. Franco (SI Green Room)

Tim Alvarez, Stan Campbell, Charlie Francis, Veronica Riepe

Transport Mary Edgington and Jacob Brumfield to airports