1. **Bronco Fitness Center**
   1.1. Self-operate
      1.1.1. An in-depth analysis of the financials and staffing requirements should be undertaken to make a determination about self-operation.

   Action/Response: A financial analysis has been completed for the self-operation of the Bronco Fitness Center. In addition, an RFP was issued for a new membership management software system that could unite the business functions for the fitness operation as well as intramurals. The proposal for self-operation has been presented to the Facilities and Operations Committee as well as the ASI Senate.

   1.2. Size
      1.2.1. The current fitness center is 11,000 square feet and may be inadequate to serve the current campus population.

   Action/Response: The growth of the fitness center is a part of the feasibility study and campus consultation for a new Recreation Center.

2. **Campus Recreation Center**
   2.1. Future referendum emphasis should be placed on:
      2.1.1. Developing the appropriate partnership with key constituent groups (particularly the kinesiology department)
      2.1.2. Educating students and faculty about the proposed recreation center and program
      2.1.3. Marketing that focuses on making an informed choice, similar to the last campaign.
      2.1.4. If a referendum is sought in the future, students need to be the drivers of the marketing and education
      2.1.5. It is suggested that the referendum election or alternative consultation process be separated from ASI elections so that this consideration does not become a campaign issue.

   Action/Response: ASI has created a steering committee for the Recreation Center that includes representation from the Kinesiology and Health Promotion Department, Student Affairs, ASI student leaders and staff and campus Facilities Planning. ASI has also hired LPA Architects and Brailsford and Dunleavy to update the feasibility study and provide support on an alternative consultation process that is planned to take place during Summer 2010. ASI elections are scheduled on May 11, 12 and 13, 2010. The development of the education and marketing campaign material is currently in progress.

2.2. Consider the construction of a campus-wide wellness facility that partners with various areas including health services, counseling, campus recreation, and kinesiology. This type of center differs from a traditional "wellness center" in that it integrates key areas from across the university, regardless of reporting structure, to serve students from a position of overall personal wellness.

Action/Response: The University runs the Wellness Center as part of campus Health services. Counseling and psychological support services are also provided thru the Counseling and Psychological Services office at the University level. Consideration of this recommendation will have to be explored and discussed with the University. ASI welcomes partnerships will the Wellness Center and CAPS.

3. **Bronco Student Center Enhancements**
   3.1. Old bathrooms
        3.1.1. Replace tiles
        3.1.2. Update fixtures
        3.1.3. Install energy conscious toilets, hand dryers, urinals, and sinks

Action/Response: A project scope and estimate will be developed in FY 2010-11 for all restrooms in the original section of the BSC. Request for project funding will be done through the DBMER Fund, with appropriate approval.

   3.2. Vending machines
        3.2.1. Offer a more prominent location

Action/Response: The ASI Associate Executive Director and Director of Foundation Dining Services will discuss the possibility of relocating the existing vending machines located in the vending space next to the Games Room. If an agreed upon location is determined, both parties will work to relocate the machines before the start of Fall Quarter 2010.

   3.3. Use of space
        3.3.1. The current games room space is large; some of the space could be used for BEAT or Marketing and Programs
        3.3.2. RPM physical space is crowded
        3.3.3. One suggestion brought forth was to relocate the BEAT student leaders to the office adjacent to the ASI executive officers. This would also provide administrative support, if appropriate, by the current administrative staff member also serving the ASI executives. This does, however, encroach on the space currently dedicated to Kaplan.

Action/Response: ASI recognizes the lack of space to accommodate for the growth of ASI and BSC programs. A space study of the BSC was recommended and

tentatively scheduled for 2009, but it was decided that the study should be postponed until the Recreation Center campus consultation process has been completed due to the impact of a new Rec Center on the existing services and Bronco Student Center facility.

3.4. Study and/or lounge spaces
    3.4.1. Develop more spaces throughout the facility, including enclosed areas
    3.4.2. Reconfigure the study lounge to make it more inviting and open
Action/Response: This will be addressed during the BSC Space Needs Assessment Study. Timeline will be determined after the Recreation Center initiative outcome has been determined.

3.5. Improve Signage/wayfinding
    3.5.1. Outside
        3.5.1.1.   Temporary banners for the BSC should be replaced with more permanent signage that is prevalent on campus
Action/Response: The exterior BSC signage was reviewed and an RFP was submitted to several signage companies in Fall 2009. National Sign was selected for the project and signage installation has been tentatively scheduled for July 2010. The signage package includes a monument showcasing BSC services, two over-the-door name signs, and two large building name and number signs at the NE corner and the SW corner of the BSC.

    3.5.2. Inside
Action/Response: Wayfinding signage inside the BSC will be addressed after the BSC Space Needs Assessment Study is completed. Timeline will be determined after the Recreation Center initiative outcome has been determined.

3.6. Create a more prominent entrance to the facility (utilizing the entrance near the credit union)
    3.6.1. It is suggested that the actual main entrance be renovated to reflect a grander entrance/presence for the facility. It could be possible at that time to provide greater visibility for the games room since it is located at that main entrance.
Action/Response: This will be addressed after the BSC Space Needs Assessment Study. Timeline will be determined after the Recreation Center initiative outcome has been determined. In the meantime, the entrance to the building is being enhanced through graphic media, banners and A-frames.

3.7. Utilize more "pops" of color (e.g., paint) throughout the facility including accent walls

Action/Response: We have decided to use art to accomplish this instead of painting walls.

3.8. It is recommended that the ASI install wireless people-counters on all entrances to the BSC to better monitor traffic patterns and to have data supporting the refreshing of specific areas in the facility. We would suggest that the counters be hard-wired or battery-operated to increase reliability and eliminate the problem of students unplugging the counter to plug in their own electronic devices.

Action/Response: We have received quotes but the ability to implement the recommendation is contingent on resource availability.

3.9. The BSC needs more outlets for electronic devices

Action/Response: Additional outlets were added over the last three years. ASI Facilities will evaluate where more outlets are needed and come up with project estimate during Summer 2010. Implementation will be contingent on resource availability.

3.10. Improving wireless service throughout the building as well as within a 100-foot area surrounding the facility would greatly enhance the number of students wanting to "hang out" in the BSC.

Action/Response: Wireless service is already available throughout the BSC and to the East in University Park.

3.11. Modern food service areas are exciting, often incorporate hard and soft seating and lounge components, and are flexible in their range of use. ASI should consider upgrading those areas, particularly adding more seating capacity.

Action/Response: This will be addressed during the BSC Space Needs Assessment Study. Timeline will be determined after the Recreation Center initiative outcome has been determined. Implementation will be contingent on resource availability.

3.12. ASI may want to focus some attention on updating older areas with special attention to the areas where old and new meet.

Action/Response: This will be addressed during the BSC Space Needs Assessment Study. Timeline will be determined after the Recreation Center initiative outcome has been determined. Implementation will be contingent on resource availability.

4. **Games Room**
    4.1. Create a more open entrance
    Action/Response: This will be addressed during the BSC Space Needs Assessment Study. Timeline will be determined after the Recreation Center initiative outcome has been determined. Implementation will be contingent on resource availability.

    4.2. Install televisions
    Action/Response: Two projection televisions have been installed in the West lounge section and in the North billiards section of the Games Room.

    4.3. Add/expand console gaming
    Action/Response: The Commercial Services Coordinator will develop a proposal in FY 2010-11 to evaluate the feasibility of this program and identify funding support.

    4.4. Reconfigure the room to capture some of the underutilized lounge space
    Action/Response: This will be addressed during the BSC Space Needs Assessment Study. Timeline will be determined after the Recreation Center initiative outcome has been determined. Implementation will be contingent on resource availability.

5. **Assessment and Evaluation**
    5.1. An orientation toward student development and student learning could help the organization prioritize resources toward efforts that measure the extent to which students are learning or growing as a result of their interaction with ASI's programs and services.
    Action/Response: A Learning Outcomes survey has been developed to gauge the development and growth of student leaders. ASI plans that the current survey will serve as a tool upon which to build a more comprehensive training plan for student leaders, and eventually the student staff.

    5.2. Developing and measuring learning outcomes and a process for evaluating the outcomes demand organizational resources. Several areas of ASI already have methods in place that could be enhanced or honed, and a focus on learning outcomes can be applied across the organization.
    Action/Response: An ASI Assessment Committee was created in February 2010 to serve this need.

5.3. Most departments are utilizing some sort of feedback mechanism to gather information. Some instruments/methods could be revised to focus on learning outcomes as much as possible.

Action/Response: An ASI Assessment Committee was created in February 2010 to serve this need.

5.4. Developing a systematic methodology for gathering assessment data could assist ASI with the collection and analysis of meaningful data, which helps facilitate data-driven decision making.

Action/Response: An ASI Assessment Committee was created in February 2010 to serve this need.

5.5. Use of existing data sets either applied to the organization or analyzed with ASI in mind could also assist the organization.
    5.5.1. For example, National Survey of Student Engagement (NSSE) data can be used to provide information about student engagement so that ASI can better work with students, design programs, etc.
    5.5.2. Another "off the shelf" tool available to the BSC is Educational Benchmarking Inc. (EBI). This tool provides data that can be used to inform management priorities in addition to providing basic satisfaction information from users. The satisfaction data also can be benchmarked against peer institutions that participated in the study.

Action/Response: ASI used Educational Benchmarking, Inc. (EBI) in 2005 and would like to participate in the process in the future, contingent on available resources. NSSE has not been fully utilized, but the ASI Assessment Committee will look further into the uses of NSSE.

5.6. Since Cal Poly Pomona is a StudentVoice campus, StudentVoice can be used to measure satisfaction, opinions, learning outcomes, and more. It is important to train staff about "what to measure" that is meaningful, rather than collecting data that is readily available.

Action/Response: StudentVoice webinars are currently being offered to and used by ASI staff. ASI plans to continue using this resource provided by Student Affairs.

5.7. A focus on using the data once collected may be a final step for ASI. For example, how are programs or services being altered or modified to accommodate feedback and results of assessment data? And, are organization members aware of the intended and actual use of the data?

Action/Response: This is a long-term goal of the ASI Assessment Committee, after the previous recommendations have been implemented.

6. **Student learning outcomes**
   6.1. RPM is ahead of the curve by identifying student learning outcomes and making them overt. They have piloted a program that they plan to revise in the future. It is a simple pre/post-test methodology that is a solid first step toward measuring learning outcomes. Adding in methods (e.g., observation, case studies) to triangulate the data will assist as they continue to move forward with this program.
   Action/Response: The initial learning outcomes that were used in 2008-2009 were revised and another outcome was added for a total of six. The pre-test instrument was revised to include a more comprehensive list of questions to better gauge the learning and development of the ASI student leaders during their year in office. The instrument was issued to student leaders in March 2010, asking students to reflect on their competencies when they started their positions in the Summer 2009. The instrument will be slightly modified and re-issued to the student leaders at the end of their term in Spring 2009 and a comparative analysis will be completed to determine the effect their leadership positions have on their personal and professional development.

   6.2. The student affairs division is moving forward with learning outcomes for all divisional student employees. ACUI has just released (2009) a publication that assists with the broad application of learning outcomes to student employees and may be of assistance with this new initiative: "Enhancing Student Learning through College Employment." Common learning outcomes across an entire division can be difficult, but a few that are broad-based while allowing individual areas and employee position types to select/create more narrow outcomes in alignment with the broad outcomes is certainly possible.
   Action/Response: ASI has purchased a copy of the ACUI book and continue to work with the Divisional learning outcomes and incorporate them into the ASI outcomes.

7. **Programming**
   7.1. Encourage programming innovation while maintaining appropriate levels of fiscal oversight and risk management. A great resource in this area is Bickel and Lake's (1999) publication, "The Rights and Responsibilities of the Modern

University: Who Assumes the Risks of College Life," presenting the "facilitator model" for managing risk on campus.

Action/Response: ASI has purchased this book and plans to review in Summer 2010.

7.2. Sports clubs

    7.2.1. There are a variety of models being utilized through the California State University system where the risk associated with sports club is mitigated and managed through the development of procedures and insurance while still complying with Executive Order #1006. ASI should looks to these campuses for models, particularly if they already benchmark with one or more of the CSU schools.

Action/Response: ASI will investigate models at other campuses and evaluate the CSU model. The incorporation of the sports club program will be seriously pursued in connection with the Recreation Center initiative.

7.3. There is potential to work more intentionally and intellectually with faculty members. Collaborative efforts with ASI and BSC could include a variety of ideas to draw faculty to the facility, get faculty and students together (such as a coupon incentive for faculty if they have lunch/coffee with a student), seek internship opportunities in students majors, etc. (Also see comments under Human Resources.)

Action/Response: ASI has pursued academic collaboration through student internship credit. ASI intends to expand internship offerings and program collaboration, as resources allow.

8. **<u>Organization</u>**

8.1. Develop a formalized succession plan for the Executive Director

Action/Response: A draft outline has been prepared and discussed at the Personnel Review Committee (PRC). The formalized succession plan will be completed in 2010-11.

8.2. Develop a business continuity plan

Action/Response: ASI is developing its business continuity plan along with the Student Affairs Division and University efforts. The ASI Executive Director is a member of the campus Business Continuity Committee.

8.3. There is a good deal of ambiguity around the identities and/or overlap of BSC and ASI. It is recommended that ASI clarify the ambiguity and move forward with that vision.

Action/Response: The topic of brand identity was an agenda item for RPM in January 2010. ASI hopes to analyze the nature of the ambiguity so a branding solution can be identified.

8.4. RPM
   8.4.1. Does not have professional/full-time administrative support
   8.4.2. Consideration should be given to utilizing student employee funds (through the attrition process) to develop part-time or full-time staff positions—particularly administrative support in the RPM areas.
   8.4.3. Creation of a full-time web developer position and/or the development of an internal "intranet". Through natural attrition in the Gas Creative Group, it should be possible to fill the critical organizational role of web design and development in the near future.
   8.4.4. Consider refocusing the Gas Creative Group to only internal ASI/BSC programs, services, facilities, and opportunities. This may allow the elimination of a position (perhaps through attrition) that could be redirected to another area of the organization.
   8.4.5. Consider creating a director or associate director of campus recreation position; one that is at a higher level so that the program is distinct and reflects the breadth of responsibility of a campus recreation area.

Action/Response: RPM agrees with these comments and will pursue them as resources allow.

8.5. One full-time maintenance staff member for a 129,000-square-foot facility is a low ratio

Action/Response: ASI agrees. A job description will be developed by December 2010 for consideration and approval by the PRC and ASI Senate, as resources allow.

8.6. Investigate the feasibility of giving additional duties to and changing the job title of the commercial services coordinator. It appears that this person manages Games Room Etc. (which appears to be considered a commercial operation), lost and found, and ticket sales but does not manage commercial leases within the facility. As a program coordinator, this position may be able to assist in the recreation or programs area.

Action/Response: An investigation will be conducted in 2010-11.

8.7. Strategic Plan

    8.7.1. Due to the current projected decreases in enrollment for the CSU adjust goals and timelines

Action/Response: ASI developed a specific timeline for the Strategic Plan 2009-2014 and has been updating the timelines to comply with our established goals. More changes are anticipated as the budget is approved for the 2010-2011 academic year.

8.8. Staff training

    8.8.1. There was a sense that not all supervisors maintain and/or enforce the same standards around time, attendance, dress, etc. Supervisor training could be enhanced in this area and could be integrated into the organization's student learning outcomes.

    8.8.2. Attention could be placed on supervisor training. To further enhance staff skills, training in the areas of learning outcomes, student development theory, and assessment could be provided.

    8.8.3. Professional and administrative staff training was not as apparent. It could be possible to have an HR person who would be responsible for both the functional and administrative aspects of human resources, as well as the training program for full-time staff. Perhaps this is the replacement of the currently vacant staff development coordinator position.

Action/Response: ASI will explore this recommendation by first revisiting the employee orientation checklist. ASI will also explore ways to utilize the annual ASI Staff Retreat for possible training opportunities and continuity.

8.9. The organization has begun to develop a student internship program within the marketing area. There is potential to expand this into other academic departments including accounting, business, and kinesiology.

Action/Response: Currently, two students in Gas Creative Group are participating in the internship program. Through changes in the KHP department, Campus Recreation will also be working closely to revitalize and update opportunities for students to hold internships in the fitness center and through the intramurals program.

8.10. It is suggested that the Alumni Development Program be eliminated until such time as appropriate interest/support and adequate resources are available.

Action/Response: ASI agrees with this recommendation.

8.11. The university has fiscal oversight of ASI finances. The level of paperwork involved with somewhat minor fees and charges was surprising. For example, two signatures are required on some documents that are routine and/or of negligible dollar amounts. Consideration should be given to increasing dollar amounts or thresholds for second signature approvals, etc

Action/Response: ASI will look at comparable business practices and recommend changes accordingly, in collaboration with the University.

8.12. Even though the current economic climate is challenging, there are things ASI can do to avoid compounded problems in the future. This time could be used to educate the student body as to the importance of the services ASI and the BSC offer. As the economy improves, it is more likely the student body and/or the student government would approve additional fees for much-needed new staff, new facilities (Recreation), and sufficient funding to continuously renovate, operate, and maintain the facility(ies).

Action/Response: Gas Creative Group, in collaboration with Student Government and ASI Business Services, revised a graphic that illustrates how ASI and BSC fees are allocated and utilized. The student fee chart was posted in the ASInside issue of the Poly Post in March 2010 and will be included on the Outreach Tour handouts for the spring quarter. This will become an annual process for ASI to inform the general student body about the utilization of ASI and BSC fees.

8.13. There is currently an effort underway to enhance and increase sustainability efforts in ASI and the BSC. Sustainability is needed, but ASI and BSC need to determine where it falls in the overall budget priorities.

Action/Response: ASI agrees with this comment.

9. **Technology**
   9.1. E-mail stations
       9.1.1. Better integrate/modernize current e-mail stations through upgraded systems and strategic placement in low-traffic areas
       9.1.2. Conduct a usage study on e-mail stations to see if current number is adequate
       9.1.3. Student use of free-standing e-mail stations is declining nationally. ASI may want to consider removing some of their stations, downsizing the footprint, or moving them to low-traffic areas to both pull students to those areas and free up space in high-traffic zones.

Action/Response: A usage study will be conducted during Fall 2010 to determine optimal number of stations. A determination of low traffic areas will also be made at this time.

9.2. Website
    9.2.1. Focus on organizational processes that can be easily accessed.
Action/Response: ASI has been developing a new website for the organization and will be launching the new site in April 2010. The site is more user friendly, incorporates more integrated technology and browsing, and electronic forms that are available for students.

9.3. Moving to a full version of Microsoft Outlook. Training is likely to be necessary even after the conversion so that all ASI members are comfortable and fully apprised of breadth and depth of system capabilities.
Action/Response: ASI will provide continued professional training to its staff on the full use of Microsoft Outlook and set expectations that staff apply such skills to their day-to-day work.

9.4. An online work order system for ASI maintenance is suggested
Action/Response: The maintenance currently uses email to initiate work. The department will survey their customers to see if this is still an effective form of communication during Fall 2010.

9.5. Storage space for equipment and repair, especially in the technology area, is desperately needed. Conversion of current space such as the projection booth is a good start.
- Action/Response: The audio/visual equipment has sufficient space for storage and repair. ASI has implemented a regular e-waste schedule to reduce storage needs and entered into a partnership with SAITS for repair and maintenance of our computers.

10. **Executive Director's Suite**
    10.1. ASI may want to consider reconfiguring the executive director's suite to be more user-friendly and professional.
    10.2. It appeared that the primary support person for the executive director was placed directly as people enter the door to the suite. It may be more efficient

to have the person who supports this "executive administration" person be the initial point of contact for office visitors.

10.3. It was also observed that visitors can see into the executive director's office upon entering the suite. A configuration that has the entrance to the executive director's office at the rear of the suite may assist with privacy and provide a better flow to the space.

10.4. If a reconfiguration of this sort is possible, it would be good to change the workspaces of the two administrative staff as suggested.

Action/Response: The ASI Executive Director's suite has already been reconfigured in order to be more user friendly.