

RECREATION & UNIVERSITY UNIONS TASK FORCE

Student well-being and success is at the core of the mission of Cal State East Bay. In support of our mission, President Cathy Sandeen appointed the Recreation and University Unions Task Force in summer 2022 to explore the following charge:

In coordination with a selected consultant, the task force will assist with:

- Identifying opportunities within the current operations of the RAW and University Unions.
- Review the resolution from ASI BOD 2021-22-5R to resume management of the RAW and University Unions.
- Identify areas for growth and future models to support student needs.
- Ensure that the financial model being developed will support current and future operations to ensure that the staffing levels, services offered, student life programming (intramural, fitness training, outdoor activities, gaming, and activity-based programming), and facilities are supported while in operation.
- Define membership for a Recreation and University Union student advisory board.

The Task Force collaborated with the planning and advisory firm Brailsford and Dunlavey to conduct the analysis. The following work plan was executed in this effort:

- Conducted a strategic visioning session with institutional leaders to understand their goals, visions, and priorities for the institution and the UU & RAW.
- Created an internet-based survey for students in November 2022 to understand current usage and satisfaction of the UU and RAW, and test preferences and priorities as it relates to potential improvement.
- Quantified UU & RAW demand using B&D's proprietary demand-based programming (DBP) methodology. Survey results contained detailed insights into student preferences for services and amenities across different usage frequencies and times of day.
- Analyze the existing conditions of the UU & RAW to determine scale and scope of any renovation or new construction projects and investigate how competitive East Bay's unions and recreation facilities and offerings is with peer institutions across the state.
- Facilitated focus group sessions with East Bay students and stakeholder interviews with faculty and staff in fall 2022 to gain qualitative information regarding current facility conditions, as well as preferences and perceptions.

- Developed a financial model to contextualize the UU and RAW's financial health, identify opportunities for operational efficiency, and test capital project concepts to determine student fee sensitivity.

The Task Force Recommends the following:

1. Pursue a phased-approach fee adjustment.

A two-phase approach should be considered to meet the targeted vision for how the UU & RAW can optimally meet student needs and contribute to student success. This plan is detailed in the "Next Steps" of this report.

- Phase One: Alternative consultation for an operational adjustment of \$100 increase per semester to restore programs, staffing, and services to intended level and to practice good financial stewardship for the University.
- Phase Two: Plan for a referendum for a student fee increase to accommodate a capital project concept to enhance the student experience.

2. Management of the UU & RAW should remain with the University.

Per the task force charge, we investigated the possibility of ASI to resume the management of the UU and RAW. Through our stakeholder interviews and student focus groups, there were no expressed sentiments for the management to return to ASI. It appears that the desire for this proposed change was driven by a group of student leaders who have since graduated or vacated the leadership roles. Sentiments shared regarding the management of these assets confirmed that due to the complexities of financial management, unpredictable enrollment numbers, and turnover of student leadership, that management of the UU & RAW should remain "state-side" with intentional, formalized opportunities for collaboration with students and ASI.

3. Establish a RUU Advisory Board comprising faculty, staff, and students.

With the management of the UU & RAW remaining with the University and not transitioning back to ASI, formalizing an opportunity for community engagement and input is critical. An advisory board should be established for the UU & RAW team members to utilize. Membership of such board should be primarily students although significant value can be gained from inclusion of faculty and staff members. Governing documents of the advisory board should be developed in the Spring 2023 semester and include provisions for membership to represent the broad and diverse interests of the community, significant student representation, and a succession plan to ensure that institutional memory can be

maintained while affording opportunities for the inclusion of new members with fresh perspectives.

Read the January 2023 Task Force Findings Summary and Recommendations [click here](#).

Recreation & University Unions Task Force Members:

- Mark Almeida, AVP, Student Affairs and Auxiliary Services (co-chair)
- Ashmita Ahluwalia, ASI Student Representative
- Paul Carpenter, Professor & Chair, Department of Kinesiology
- Dr. Brian Du, Associate Professor, Department of Accounting & Finance
- Kevin Gin, Senior Strategic Partner, IER
- Anne Leung, University Planner, Facilities Planning and Development
- Leilani Lopez, Residence Hall Association Student Representative
- Jennifer Luna, Director, Recreation, Wellbeing, and University Union (co-chair)
- Travis Nelson, Alumni Relations Representative
- Lex Peck, PAW/Wellness Student Representative
- Mohammed Salman, University Unions Operations Coordinator
- Steve Spencer, Athletic Academic Advisor
- Shannon Tu, Lead Budget Analyst, Budget Office