

ANNUAL REPORT LBJ Student Center

Student Affairs Division Texas State University 2010-2011

Major Accomplishments/Retention Initiatives for 2010-2011

Bobcat Build: Bobcat Build continued to provide a strong presence within the San Marcos community for its day of service with 177 jobsites and 3,700 students participating.

Cat Camp: Cat Camp increased the number of programs for 2011 to 3 camps from 2 in 2010 (also to be held at a new camp venue) and made adjustments to its counselor program to include “assistants” in which counselors will serve during 2 campus as small group counselors and 1 camp as an assistant to perform “behind the scenes” duties. **Community Relations:** Achieving Community Together (ACT) program has continued to impact student and non-student relations with the addition of a part-time Community Liaison position, funded by the City of San Marcos, who offices out of the CASO Office in order to foster communication and strengthen the goals and outcomes of the overall program.

Facilities: Major Upgrade to First Floor including new floor, Lyndon’s Staff Lounge, Chick-fil-A, Blimpies

Greek Affairs: For Panhellenic Council formal recruitment numbers increased by 17% from 2010 with almost 500 women registered for recruitment with 424 meeting the minimum requirements for participation. Quota was 49, the largest fall new member class in the past 5 years. The council GPA continues to be higher than the All-Women’s undergraduate GPA. NPHC planned the first Switch Yard Show, followed by an on-campus after party, the first held since the creation of the Late Night Event Policy created in 2006. Increased communication among several entities (IFC, ASG, SMPD, Dean of Students, Housing and Residential Life and student organizations) has led to more information sharing and ability to address situations/concerns as they arise. A formal committee was formed to examine the Greek Affairs community and research has been compiled regarding possible outside consultants to review the community. First All-Greek Scholarship Banquet planned with participation from all four Greek councils recognizing individual chapter members achieving a 4.0 GPA. Greek organizations completed a total of 36,881 service hours and raised a total of \$193,685. Interfraternity Council Judicial Board addressed matters brought to the council during the spring 2011 semester, which held chapters accountable for violations of various policies.

Marketing: Development of the On-line Engagement Specialist position (social media), created and hired January 2011 and student photographer position, created and hired September 2010 to meet the growing demands of our constituents. In January 2011, a formal Internal Branding Plan was written and presented to stakeholders. The Branding plan included action items that are currently being implemented such as employee orientations, expectations as brand ambassadors, Core Value cards, and job titles. We have recently absorbed the new responsibility of coordinating LBJ Student Center presence at New Student Orientation Browse Bobcat Days. This May we developed a “stay connected” campaign targeted to potential new students.

Off Campus Student Services: Off Campus Housing Fair attracted more than 900 people and 38 vendors for the Hollywood Red Carpet-themed event. The Off Campus Survival Guide has been redirected to print less hard copies and provide the information online in a more interactive format. Commuter Breakfast program expanded its locations to include the Quad, so that a greater effort to reach commuter students was made in various locations on campus.

PAWS Preview: Staff responded to 3900+ phone calls from incoming freshmen and their parents regarding the PAWS Preview program, how to make up a missed session and clearing holds. We saw another increase in freshmen student retention rate. The student staff was fully staffed in one recruitment cycle. We experienced a successful transition to three one-day programs and a consolidated registration program. Satisfaction with the program continues to be high.

Photography: The student photographer position has been in place for two semesters and as a result, we have been able to capture and archive over 6,000 usable images. In addition, the student photographer developed and completed an image archive of LBJ Student Center photography 2004 – present. Since tracking began, we have received over a dozen photographer requests for the spring semester (tracking began in January 2011) ranging from event photography to student organization photo shoots. A “Basic Photo Editing Guide” was developed and printed as resource material for students, clients and employees.

Print Media: Print Media is still a critical element of Marketing and our area received over 275 documented requests for 2010-2011 (print publications) which is a 57% increase over last year. Our output included multi-page books, brochures, photos, promotional items, programs, and flyers targeted to both internal and external audiences. We continue to expand our design services by creating print and promotional materials for academic departments, campus partners and others such as: the Texas State Leadership Institute, Common Experience, Texas Music History, Graduate Student Affairs Council, Emerging Stars, and many others. In addition, we are currently archiving all print media to external back-ups to decrease our demands on server space and have developed a new file naming process to increase efficiency.

Programs: Dean’s List Reception responsibilities moved to the PALM staff in January of 2011. The Fall program saw a 45% increase in attendance, and the Spring Reception had another 20% increase in attendance. Challenges exist with Dean attendance from one college. The annual AWITL Photo Competition had a steady amount of submissions, with professional photographers again judging the entries. With the dissolution of the social committee, the student staff of the PALM office handled the

facilitation of the planning committee for the End of the Year LBJSC Banquet. Participation was up 20%, satisfaction was high. This 'team' approach will be continued for future department programs.

SACA: SACA continued to plan and execute a variety of campus programs, including a successful offering of Homecoming activities and one of its most successful Riverfest events to date, with an estimated 5,000 in attendance with relatively few incidents addressed by UPD. SACA has implemented a new membership structure to help provide its members with a more meaningful experience that will engage members more in the program planning and development process, while also forging a succession planning model from which to recruit future officers.

Social Media: The official LBJ Student Center Wordpress was created this past spring, with first post 2/14/11. Twelve stories have been posted to date with almost 800 views. Several posts have also been forwarded by University Marketing to Texas State media outlets, thus greatly increasing overall exposure to our blog. The #lbjsc Twitter page has over 450 followers with 485 tweets since its inception in the fall of 2009. Most messages posted are re-tweeted (RT's) and often reach over 4500 followers. Facebook, YouTube and blog information are now also linked through tweets to ensure that our message reaches all social media outlets consistently. The Facebook group averages over 300 members and the group's photo album has become a very effective tool for engaging students who have attended/want to see their friends at LBJ Student Center events. Photo tagging has become an effective tool in advertising and promoting programs. The LBJ Student Center YouTube channel (txstatevids) was re-designed this year to maintain consistent brand standards/look and feel. Our channel has over 2900 new views this year with 14 subscribers. Our videos have been uploaded over 3200 times on the new site and include a promotional campaign on involvement and a commercial. Our video staff completed 40 video projects this year, a 60% increase over last year featuring 18 different LBJ Student Center programs/services. The LBJ Student Center homepage received over 31,000 hits this year, with the highest single day seeing 613 unique hits (the day the Dean's list photos were posted). The entire LBJ Student Center architecture underwent restructuring and a redesign of homepage April/May 2011 to help improve viewing on mobile devices.

Staff Development: Programs were implemented for each monthly all staff meeting, including CAS review, Assessment reports, P-Card training, Staff benefit update. A 'Renewal' experience was held in January and the annual 'Advance' took place in July for all staff to plan, bond, and move the department forward. Dr. David Beimer of the McCoy College of Business was the keynote at the Advance and spoke on Change.

Staffing: Staffing for the CASO Office has been impacted this year with the upgrade of one position from SDS I to SDS II and the approval of permanent SSF Funding for a new position to work with Student Organizations and Risk Management at a SDS II Level. Additionally, funds via the VPSA have been secured for a GRA position to support the Achieving Community Together (ACT) program, as well as a community service work-study position to support the program.

Student Organizations: Student Organizations Council (SOC) increased participation and attendance at the Fall Student Organization Fair – over 80 student organizations registered to participate and over 1,200 individuals attended the program. The spring fair had 79 student organizations participate and over 1,000 attendees. SOC also planned two new programs: Org Olympics (fall program with 16 student organizations participating) and Cocoa Boko (spring program with 9 organizations participating and 137 attendees), in addition to their annual Advisor Appreciation Brunch (48 attendees) and the Boko Awards (14 student organizations recognized, 109 attendees).

The structure of the Discipline Review Team (DRT) has been revised to include a team of individuals who have been trained to serve on DRT, so that the Associate Director is not serving on each case, but rather oversees the investigation process. This new practice was implemented for the first time during late spring 2011 and has proved to be a successful model.

Technology: Implementation of Video Information Display system test site in conjunction with ITS.

Videography: The technology accomplishments for this past year include the purchase of Production Premium software for the Videographer workstation (includes Soundbooth, After Effects, Flash and Encore) to improve efficiency and expand our types of end-products. A new large-format printer was purchased as a replace/refresh and can output larger sizes of prints than the previous printer. Also, two external storage devices were purchased this year for photography and print media.

Progress on 2004-2010 Administrative Support Plan

- I.A.2 *Develop a Facility Master Plan to realize, justify, identify and guide planning, design and construction for the Student Center that will also compliment the University's Mater Plan. Chartwells infusion of money has changed the planning and priority of projects.*
- I.B.1 *Provide comfortable and appealing seating/lounge areas to promote student interaction. Reassignment of Quiet Study room to a Meeting Room has created opportunity to redistribute seating in lounges and hallways on Third floor. Boko's Living Room is acquiring comfortable seating.*
- I.B.4 *Research and secure additional off-site storage for the Student Center and Tenants. Space was assigned to Student Center in West Warehouse. Looking into more allocation and development of space at the West Warehouse.*
- I.B.5 *Develop a dedicated combined workspace in the LBJ Student Center that houses the entire area of the Planning, Assessment, Leadership and Marketing unit; providing for a Marketing Design Center, training facilities, storage and reasonable expansion opportunities. Development of existing space continues.*
- I.C.4 *Enhance customer service with 'concierge' type services at the Student Center Information Desk. Working on several options to create an intranet to enhance information gathering and availability for staff. Focusing communications through Info Center. Gathering information on additional services at info desk.*
- I.D.3 *Upgrade Theater in Boko's Living Room, enhancing audio visual capabilities, seating flooring, décor and lighting.*

- Shift in planning as Gallery will be integrated into one of the viewing space. BLR Counter will be remodeled and relocated. Small Theater is ready for use with good audio/visual system, looking into seating options for room.
- I.D.5 *Install interactive digital signage system to enhance customer service and visitor experience in the building.* Vendors submitted proposals and idea has been expanded to accommodate newer and more useful needs. ASG and Student Center Board were informed of the proposal, receiving support for project. .
 - III.B.1 *Increase revenues for expansion of income generating operations.* Still looking into possible kiosk vendor options in Paseo with loss of space in recent reallocation for food service operations. Video rental machine business is slow.
 - IV.B.2 *Create an appealing water feature that enhances the building's architecture in an appropriate location.* Approval received to redesign feature that will fix and address issues of current feature. Project is approved and work will start in August 2011 with projected completion in December 2011.
 - IV.B.4 *Renovate the Patio and Amphitheater to provide more shade, flooring, options for enclosure and new furniture.* More tables and umbrellas were purchased.
 - IV.B.14 *Design, plan and implement a phased renovation of meeting rooms and Student Center ballroom to include carpeting, chairs and tables, wall treatments, meeting services.* Completed
 - IV.B.15 *Redesign Campus Activities office entrance, provide more open space and redesign office to accommodate staffing changes and promote efficiency.* Completed
 - IV.B.19 *Renovate the lower Lair and Basement Dining Areas to provide a more comfortable and appealing dining Experience.* Chick-Fil-A remodeled, floor in lower lair replaced, issues addressed. Blimpies moved to George's entrance, Lyndon's U Club designed and opened in former Blimpies location.
 - V.B.3 *Implement and maintain an effective student employee program that includes management level responsibility, promotion opportunities and thorough training in job related duties and customer service.* New student employee program designed for implementation Fall 2011.
 - V.B.7. *Create a Leadership Institute experience for emerging and seasoned student leaders participating with CASO Organizations.* LBJ Staff helped to facilitate the Leadership Institute, spearheaded by the Dean of Students Office during spring 2011. This Strategy will be eliminated as the focus has changed away from an Institute (DOS doing this) to Student Organization Leadership Development.
 - VI.A.1 *Re-evaluate Boko's Living Room to utilize facility affectively with new programs and service.* BLR Staff reassigned to George's. Management will look into programming and activities integration.
 - VI.B. *Create a marketing unit for the Student Center with responsibilities for marketing and promoting all Student Center programs, services and facilities.* All student staff in place and continue to work with all student designers employed by the LBJ Student Center as a cohesive unit (regardless of reporting line).
 - VI.D. *Develop and improve web-based services and information for Student Center Programs, facilities, and services.* Expanded web and social media presence and beginning mobile web services
 - VII.A.4 *Provide exceptional customer service training for Student Center Staff.* Promoted week long activities for staff in the Fall and Spring semester to celebrate customer service from both sides of the business. Provided customer service workshops to staff.

Assessments for 2010-2011

Spot Traffic Count September 29, 2010 showed 14,057 users and 21,212 total people in the Student Center that day.

Annual Traffic Count held February 21-25, 2011 show 72,960 gross visitors, with 38,115 considered users of the building. User measure was 52%, with the gross visitors still up and the gross users steady.

Benchmarking: Student Center survey was administered to a random sample of 3500 students, with a 17% return. The Student Leadership Assessment was administered to all executive officers of Chartered Student Organizations and to the President, Vice President and Treasurer of each Registered Student Organization amounting to 1100 students with a 23% response rate. Both were partnerships with EBI, Inc.

The Student Center survey indicates significant improvement in the mean scores in Overall Program Effectiveness (+.15), Student Center is Student Oriented (+.16), Publicizes the Student Center and promotes the campus (+.2), Student Center has a positive environment (+.15), and Student Center Cleanliness (+.13). The measure of Student Center Cleanliness, Positive environment and Student Center is Student Oriented were all above the 5.5 goal for the first time. These improvements have a great deal to do with perception as well as experience of this sample population. Marketing efforts have provided outreach to all students and branding of the Student Center has been significantly standardized. The Student Center has focused on one of its core values, RESPECT, this year, which include aspects of all these factors. Emphasis was placed in staff meetings and departmental communication, staff retreats and in-service development opportunities as well as outreach in programs sponsored by the Student Center.

The results of the Student Leader assessment indicated improvement in ALL 15 factors measured since its last administration in 2009. Those most improved mean scores include Leadership Training (+.4), Understanding Diverse Populations (+.3), Practical Competencies-Management (+.4), Collaboration among Leaders (+.31), and Collaboration among members (+.32).

These increases are a result of more programs and services provided to student organizations, weekly newsletters with essential and pertinent information, leadership development workshops provided for individual organizations, speakers and experiences on and off campus for student leaders. The chartered student organization retreat and the monthly presidents meetings provide a high degree of contact and information for students to meet these goals.

PAWS Preview: All programs received extremely high satisfaction ratings. Ranking their experience as 'excellent or good': College Note Taking 79%, Alcohol 101 88%, Computer Orientation 80%, Library Orientation 81%, Diversity 88% and Registration 88%. Key elements were: better training of staff, sending an email to incoming students with their assigned arrival time and presentation updates. College Note Taking is adjusting to transitioning to a new format with multiple presenters.

While the Discussion Groups were well received, PALs were determined they need additional training; there will be an additional day of training added for PALS in 2011. A welcome session will be added for each Den to emphasize expectations and to motivate students.

Presentations presented by Department Staff

PALM staff facilitated, presented and spoke to over 60 student organizations on leadership and organizational development topics throughout the year, assisting with meeting SOE requirements as well as helping organizations become more equipped to be successful. LBJ staff have shared their expertise as follows:

Glass, A. and Gless, J. (2010-2011) PAWS Preview presentations to NSO, facilitated staff trainings, *PAWS Preview*, San Marcos, Texas

Hulsey, K. SDI. *CSO Retreat*, New Braunfels, Texas

Hulsey, K. Zoom & Re-Zoom. *Pi Kappa Alpha*, San Marcos, Texas

Hulsey, K. Committee Effectiveness. *Freshman Council*, San Marcos, Texas

Hulsey, K. Boxed In. *LBJSC Staff Spring Renewal*, New Braunfels, Texas

Hulsey, K. Spin A Yarn. *PALM Office Staff Retreat*, San Marcos, Texas

Hulsey, K. Whose Adjective Is It Anyway? *PALM Office Staff Retreat*, San Marcos, Texas

Hulsey, K & Williamson, E. Be a Star! Leadership for Emerging Stars, *Emerging Stars*, San Marcos, Texas

Legan, L, et. al. (2010-2011) 60 presentations to student organizations, San Marcos, Texas

Legan, L. SDI, *CSO Retreat*, New Braunfels, Texas

Legan, L. Strengths Quest, *Tower Hall*, San Marcos, Texas

Legan, L. Effective Communication, Sigma Chi, San Marcos, Texas

Legan, L. SDI, *SACA Retreat*, New Braunfels, Texas

Legan, L. Creating Community *Preconference Keynote for New Professionals and Middle Managers, ACUI Annual Conference*, Chicago, Illinois

Legan, L. EBI Roundtable, *ACUI Annual Conference*, Chicago, Illinois

Legan, L. Training Trainers for Leadership Development and Conflict Management, *SAMP Graduate Cohort*, San Marcos, Texas

Legan, L. SDI and Staff Communication, *Education Department Academic Advisors*, San Marcos, Texas State University

Legan, L. Staff Team Building, *University College Academic Advisors*, San Marcos, Texas

López, M. Student Development and Campus Involvement, Academic Advisors across campus attending Academic Advisor's Conference, LBJ Student Center

López, M. Allies Training (served as facilitator), Faculty/Staff/Students interested in becoming Allies, LBJ Student Center

López, M. Empower Others to Lead, Student Leaders attending Leadership Institute, LBJ Student Center

López, M. True Colors, Bobcat Build officers and members, Texas State University

López, M. & Rodriguez, B. Programming 101, SAMP First Year Cohort, Texas State University

Rodrigues, B. Social Identity Wheel, US 1100 Class, Texas State University Rodrigues, B. New Member Orientation (facilitator fall and spring), Greek New Members, Texas State University

Rodrigues, B. Greek Chapter Officer Roundtables (fall and spring), Greek Officers, Texas State University

Rodrigues, B. Robert's Rules of Order, registered student organization leaders, SOC Workshops at Texas State University

Rodriguez, P. SDI. *CSO Retreat*, New Braunfels, Texas

Rodriguez, P. Strengths Quest. *Tower Hall R.D., R.A.s, P.A.s*, San Marcos, Texas

Rodriguez, P. Accountability: Zoom and ReZoom. *Alpha Tau Omega*, San Marcos, Texas

Rodriguez, P. SDI. *St. Edward University*, Austin, Texas

Rodriguez, P. Effective Communication/Willard. *Sigma Chi*, San Marcos, Texas

Rodriguez, P. SDI. *SACA Retreat*, New Braunfels, Texas

Rodriguez, P. Lessons from Mario. *Residence Life Spring R.A. Training*, San Marcos, Texas

Rodriguez, P. Teambuilding. *Residence Life Spring R.A. Training*, San Marcos, Texas

Rodriguez, P. Boxed In. *Student Center Staff Spring Retreat*, San Marcos, Texas

Rodriguez, P. True Colors. *B.E.S.O.*, San Marcos, Texas

Rodriguez, P. Teambuilding. *St. Edward University*, Austin, Texas

Rodriguez, P. Mentoring Program. *ACUI Region 12 Conference*, San Antonio, Texas

Rodriguez, P. Newcomer Welcome. *ACUI Region 12 Conference*, San Antonio, Texas

Rodriguez, P. Connections. *Graduate Student Affairs Council*, San Marcos, Texas

Rodriguez, P. University College: Academic Advising. *University Seminar Class*, San Marcos, Texas
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Rodriguez, P. University College: Academic Advising. *University Seminar Class*, San Marcos, Texas
Rodriguez, P. Clay Stories. *Student Center Staff Retreat*, Wimberley, Texas
Rodriguez, P. M&M customer service. *Student Center Kick-off*, San Marcos, Texas
Vaught, D. Steal this Idea Competition *ACUI Region 12 conference*, San Antonio, Texas
Vaught, D. Conference Planning Team Lead - Graphic Design, *ACUI Region 12 conference* San Antonio, Texas
Vaught, D. Consulting – Texas A&M Commerce (*portfolio review*), Commerce, Texas
Vaught, D. Consulting – UTSA (*portfolio review*), San Antonio, Texas

Special Recognitions for Department and/or Staff

Albert Cheng was selected as the Mentor of the Year.
Debbie Hohensee served on her second term on the Staff Council.
Lanita Legan elected to the ACUI Region 12 Director position
Michelle M. López, ACUI Region 12 Professional Staff Development Award for 2011
Michelle M. López, Education Chair, ACUI 2011 Conference Program Team – Annual Conference in Chicago, IL
Peter Pereira, Conference Newsletter for 2011 NACA Central conference – Tulsa, OK
Peter Pereira, Conference Program Team, ACUI 2010 Region 12 Fall Conference – San Antonio, TX
Peter Pereira, Social Media Champion for ACUI
Dave Rader was recognized as Staff Employee of the Year.
Charlie Salas serves on the NACAS Leadership Team
Dusty Vaught, Conference Program Team, ACUI 2010 Region 12 Fall Conference – San Antonio, Texas
Student Organization of the Year – Student Organizations Council (SOC)

Major Objectives for 2011-2012

Business Office

Smooth transition to online travel form processing. Assist with development of budget projections and preparations for upcoming Student Center Fee referendum.

Campus Activities and Student Organizations

An assessment of student needs with relation to the revival of the Student Volunteer Connection (SVC) as a Chartered Student Organization will be conducted to decide how and when SVC returns as a student organization.

With the opening of the PACE center, Coordinator, Student Engagement and Greek Affairs, will work with the GRA, Student Engagement, to identify ways in which the CASO office can support its programs, such as the co-curricular transcript.

SACA will improve its membership structure to ensure that members are having a high-quality, educational experience.

SACA will increase the amount of events without increasing its budget; one way this will be accomplished is through an increase in “home grown” programs at a lower cost in comparison to “outside” vendors.

SOC will strengthen its officer roles/duties, increase visibility and attendance at events, and provide programming to support student organization leaders and their advisors in areas such as risk management, event planning and advisor appreciation.

The Greek community will work to increase the number of men and women recruited into these organizations, while also evaluating the quality of the new member programs. Panhellenic will address the idea of extension in the fall and all four Greek councils will work to foster a greater sense of unity among the member organizations. Development of Hazing Prevention week programs, along with concentrated attention from two full-time staff members should increase accountability efforts and improvement in chapter operations.

Planning, Assessment, Leadership & Marketing

Increase scope and depth of marketing for Student Organization Leadership workshops, including updating and marketing of the Bobcat Speakers Bureau. An online evaluation for student organization’s workshops will be developed. Upon approval, additional GRA will be incorporated into the marketing department to assist with Marketing workshops and presentations on marketing aspects, goals, and expectations.

Maintain PAWS Preview new student transition program as a premier retention effort. Include an End of the Year Banquet as part of the recognition for staff participating in PAWS Preview. Implement and plan a high-energy Welcome Session for each Den at the beginning of each PAWS Preview session. Create a mentoring program for PALs and their incoming students for the Fall semester that will help to increase retention rates for the following year. Complete paperwork and receive approval for PAWS Preview student staff to become a Chartered Organization.

Work will continue to receive approval for the implementation LBJ Student Center Design Center that will include seeking approval for a new, unified location for the PALM office and begin transition from current space to new location. Begin construction on the new space for the Gaillardia Gallery and resume operations. Work with students and colleagues across campus to develop targeted marketing to mobile device users.

Plan for major programs to realize 5% increase in attendance at the Dean's List Reception; 5% increase in nominations for Who's Who Banquet; 10% increase in attendance at the End-of-the-Year Banquet; 10% increase in AWITL submissions.

Create opportunities for more immediate assessment processes, including hand held applications and devices to provide better assessment of services and program. Utilize electronic 'voting' technology for program satisfaction assessments.

Student Center Operations

Create new entrance to Building from Northeast (2nd Floor-Lair)
Redesign Paws Market to provide space for self service options
Implementation of POS System for Paws Market
Create two audio/visual computer rooms in Click's Cyber Café
Implementation of Sharepoint to assist in dissemination of information for staff, intranet
Create an art gallery in Boko's Living Room
Repair of Fountain and Repair Roof

Major Trends/Challenges for 2011-2012

Trends

Exploit Social Media technology for marketing, communication and branding. Explore methods of communication, training and assessment.

Develop multiple uses for available space.

Development a more comprehensive sustainability program.

Audio and visual technology updates for marketing and customer use.

Transition from the Community College into University life; nearly one-half of our students are transfers. How do we meet these student's needs? What programs and initiatives and resources are needed? How do we get these students connected?

Transition from the military into University life, promoting Knowledge of available resources, programs and initiatives and methods to get students connected.

Connecting graduate students to the student center. The ability to effectively market our programs and services on social networks, on-line communities, and mobile devices requires constant professional development and significant, detailed knowledge of technology.

Challenges

Reduced visibility of facility from Sessoms Street, Parking and access to building, lack of North Side access, loading dock size and demands, Availability and access to storage space.

Lack of facilities master plan, the age of the building, furniture and infrastructure.

Sufficient and appropriate training for staff and student employees.

Increasing cost of labor and goods; increasing demands from tenants and customers; cost of security for late night activities.

Inability to program in venues because of Food Services operations constraints.

Food Services inability to service and maintain equipment.

Lack of sufficient meeting space to accommodate request, need mid-size room and another large room.

Student organization accountability. A Standards of Excellence program, modeled after the Greek Affairs SOE program, will be implemented. Additionally the need to restructure policies to address emerging trends (i.e. Party Buses) and provide an effective definition of social activities for student organizations is important and will be addressed through several methods, such as an organizational development series.

Bus Advertising program has been challenged by the amount the department is charged to print and laminate the ads, thus passing along the additional expense to the student organizations. The program has continued to experience a decline in revenue.

Permanent funding continues to be a concern for two student programs: Bobcat Build and Cat Camp. The budget for Bobcat Build is \$10,000 annually; however, the operating budget is closer to \$30,000, and must be fundraised each year. Additionally, Cat Camp's graduate research assistant position lacks permanent funding as of September 1, 2011.

The annual Homecoming Step Show continues to be a challenge as the council attempts to meet the needs of a variety of constituencies (alumni, council members and the university).

Lack of adequate workspace for marketing staff poses a continual burden on office functionality/efficiency; especially power and network resources.

In Fall 2012, the opening schedule with change with classes starting on Monday. Planning for that schedule will take careful coordination and communication for PAWS Preview and Welcome Week activities.