



Student Center Operations

External Review

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External Review Committee

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Executive Summary

A thorough program review of Student Center Operations at Salt Lake Community College (SLCC) consisting of a review of self-study materials, a two-day campus visit with a wide-range of stakeholder interviews led to a comprehensive report highlighting department strengths, areas of opportunity and continued improvement, as well as providing recommendations to enhance the operations and impact of the Student Center on the overall student experience.

The Student Center Operations at SLCC includes the operational management of the Redwood and Jordan Campus Student Centers. The review focused primarily on the operations within the Redwood Campus Student Center. The majority of the strengths and recommendations are focused on the Redwood Student Center, but some recommendations do extend beyond the walls of the facility. Throughout the report the term 'Student Center' will refer to the Redwood Student Center and specific references to the Jordan Campus Student Center will be stated.

Strengths of the Program

The Student Center Operations staff are committed to building community through programs and services that aid in the overall success of SLCC students. Student Center staff have remained focused on facility planning and projects to ensure the Student Center is able to play an important role in the student experience. In spite of financial limitations and an aging facility, the Student Center has been well managed.

It was clear that SLCC has invested significant time and money into renovations and improvements in many spaces within the Student Center. The Student Center was originally constructed in 1971 and has seen numerous renovations and remodels since its construction. Although financial restraints prohibited a full execution of the 2020 Master Plan, the Student Center staff have been intentional and thoughtful regarding facility improvement projects in recent years. Students praised the changes to the Student Engagement, Experience, and Achievement Center and the Thayne Center, as well as the addition to the new Korean barbeque food concept, Cupbop. Students also indicated that they felt they had plenty of space for student organization meetings and programs.

Additionally, campus partners praised event operations and especially singled out the excellence of day-of event and program support by the Student Center Operations team.

Students and staff highlighted that they felt the reservation process and the team processing them clearly communicated with them and that they felt supported. The review team did not hear some of the very common complaints related to event support, such as that space was hard to find, reserve, etc., that are consistent with student centers/unions across the country.

Summary of Areas for Continued Improvement

Mission and Purpose

SLCC is at a pivotal time in the institution's history. Declining enrollment, financial challenges, and recently naming a new president after the retirement of president Deneece Huftalin after more than a decade in the position and 32 years serving SLCC students have been some of the most impactful challenges. Now more than ever, it is imperative that departments, divisions, colleges, etc., are all intentional with the roles they play on campus. The Student Center clearly plays an important role in student success and community building. However, there is little intentionality with regards to a mission, vision, and detailed strategic plan to focus these efforts effectively and efficiently. Intentionality in clearly developing and articulating the role the Student Center plays on campus will allow the department to be more efficient in their decision making and use of financial resources as well as allowing Student Center leadership to accurately know and tell the story of the impact of the good work that is being done.

Financial Management and Planning

Without question, there is room for improving financial aspects of the Student Center. Finances were identified as one of the key areas of this department review from the beginning. Throughout the process, including the review team's visit to campus, there was a consistent voice from all stakeholders that creating a known understanding of finances and development of a long-term financial plan/strategy is an outcome that must be achieved in the near future. To achieve this mutually desired outcome it is going to take a commitment from the leadership of the Student Centers and all stakeholders (both within Student Affairs and external to the division) to break down current financial methodology to the 'studs' with the goal of rebuilding the financial 'house' to serve the Student Center for years to come. With an expiring student fee-funded bond and increasing financial pressure for the institution as a whole, the need to put in the hard work to accomplish this outcome is immediate.

Facilities

The Student Center's program and facilities have evolved and experienced similar challenges to its peers across the country. While originally conceived and built as a facility where the majority of building program was dedicated to student use and a minority of program was devoted to student services and support, increase demands for staff support, new student services departments, and other competing requirements have morphed the building program so that the vast majority of square footage is devoted to student-facing office space and student services and a minority of the space is devoted to student use for building community. Students cited a lack of space for "non-academic enjoyment," i.e. gaming, tv lounges, recreation space, or lounge space. They also stated that some newly renovated student services offices were designed with these uses in mind, but had limited hours (spaces close when offices close) and that their proximity to individual staff offices and cubes stifled their ability to fully build community in these spaces.

Operations

It was clear to the review team from constituent interviews that the Student Center operates at a level of consistency and dependability that is acceptable to the SLCC community. As mentioned above, event operations were praised by many, and little critical feedback was provided. However, there are several recommendations that would move the SLCC operations from "good" to "great." The review team recommends considering moving many event spaces to standard sets to ensure efficiency and reduce costs, provide more Fixit work order transparency between the Facilities and the Student Center teams as well as the Student Center teams and Student Center tenants, and to consider a "one-stop" model for event planning and operations. We also offer suggestions to address a challenge that many at SLCC told the review team was insurmountable: improving and increasing dining operations on-campus.

Introduction

Salt Lake Community College (SLCC) is the largest two-year institution and community college system in the state of Utah. It serves 18,167 students (Fall 2022-23). The vision and mission of SLCC speaks to the vital role the institution plays in the Salt Lake City community.

SLCC Vision - Salt Lake Community College will be a model for inclusive and transformational education, strengthening the communities we serve through the success of our students.

SLCC Mission - Salt Lake Community College is your community college. We engage and support students in educational pathways leading to successful transfer and meaningful opportunities.

SLCC is guided by seven values. It is through these seven values that SLCC commits to students in the attainment of the mission and vision of the institution.

Collaboration - We believe we're better when we work together.

Community - We partner with our community in the transformative, public good of educating students.

Inclusivity - We seek to cultivate an environment of respect and empathy, advanced by diverse cultures and perspectives.

Learning - We learn as a college by building outstanding educational experiences for students and by supporting faculty and staff in their professional development

Innovation - We value fresh thinking and encourage the energy of new ideas and initiatives.

Integrity - We do the right things for the right reasons.

Trust - We build trust by working together in good faith and goodwill to fulfill the College's mission.

The Division of Student Affairs serves the valuable purpose of enriching the lives of SLCC students through innovative, inclusive, and caring approaches that remove access barriers to higher education and improve student learning and academic success, persistence and retention, and goal completion. The SLCC institutional values serve as the foundation for how the Student Affairs conduct their work and serve SLCC students and the broader SLCC community.

The SLCC Student Center provides services to students, colleagues, and the community. Serving as a central community building space on campus, the Student Center is a key entity in the overall institution's ability to serve a diverse and vibrant campus-based student experience.

Purpose of the Review

The original charge to the review team centered on two main areas. SLCC Student Center leadership tasked the review team with providing expertise and guidance with both the functionality and the financials of effectively managing a successful student center/student union facility.

The original charge stated:

We have opportunities for taking back space for student use in the next couple of years and would like an evaluation of the existing space to optimize it for student use. Part of this equation, however, includes developing a widely understood and documented process for how the college union operates financially. The Student Center is student fee funded, receives rent from the college and departments that occupy the offices, and recovers funds via user fees, rental charges, etc. Some level of complication relates to the central conceptualization of this student-built facility and how the College should operationalize support. For example, there is no formal R&R/ capital improvement fund, and the current expectation is that the student center will utilize funds from student fees to both operate the facility and keep current on necessary physical improvements. It isn't clear which entity(ies) pays for soft goods replacements such as furniture and fixtures, remodeling, and other facilities-related costs. The College centrally provides what is essentially a subsidy for O&M types of expenses such as utilities and plant-based support. The ability to quantify/ identify these various funding streams to help SLCC conceptualize a cogent philosophical approach to comprehensive funding would be most helpful.

Methodology

The Student Center staff compiled several documents and shared resources in advance of the review team's campus visit. These materials helped provide foundational knowledge organizational structures, financial position, divisional assessments, and facility master

planning. The preparation and review of these materials helped maximize the time on campus with key stakeholders.

Key materials provided to the review team included, but were not limited to:

- SLCC Student Center Master Plan (2020)
- Five Year Financial Summary
- Student Center Division of Student Affairs Assessment Summary of Results (2021-22 and 2022-23)
- Organizational Charts (Student Affairs and Student Center Operations)

The review team had two introductory planning meetings with leadership of the Student Centers and the Assistant Vice President for Student Services prior to the on-site visit. The materials provided and the planning meetings allowed the review team to develop questions to provide insight into the key areas of focus for this project. Below is a sampling of the questions that were asked of the various stakeholder groups.

- What do you think is the role the Redwood Student Center plays on campus?
- What is the current student experience on campus?
- In thinking about the Redwood Student Center, what are the strengths of how the Student Center serves students and the overall SLCC community?
- Why do students come to the Redwood Student Center?
- What prohibits students from coming to the Redwood Student Center? How could the Student Center be improved that would create more student energy in the facility?
- If you won the institutional lottery (magic wand) and could do anything to improve the Redwood Student Center, what would you do?

The review team met with a diverse group of student and staff stakeholders on campus April 22-23. Each group provided valuable insights which informed the review team's strengths and recommendations. The schedule from the review team's visit can be found in appendix A.

Findings and Recommendations

Mission and Purpose

Role of the College Union

College unions have been an integral part of university communities since the 1800s. On many college campuses, these facilities have historically served important roles in the development of campus communities and the success of college students and SLCC is no exception. From 2008-2017 \$3.9 billion was invested in college union programs and infrastructure, illustrating that the college union remains a vital part of modern college campuses.

In 2018 the Association of College Unions International (ACUI) redefined the role of the college union. College unions (or student centers) exist in some form or fashion at nearly every institution of higher education and the ACUI Role of the College Union Statement helps provide a common definition of the roles these important entities play within their institutions.

Role of the College Union Statement (ACUI 2018)

The college union advances a sense of community, unifying the institution by embracing the diversity of students, faculty, staff, alumni, and guests. We bolster the educational mission of the institution and the development of students as lifelong learners by delivering an array of cultural, educational, social, and recreational programs, services, and facilities.

By any form or name, we serve as the heart of the campus community and create a welcoming environment by:

- Operating as a student-centered organization that engages in shared decision making and holistic development through employment and involvement.
- Advocating for inclusivity and equity, fostering respect, and affirming the identities of all individuals.
- Educating students in leadership and social responsibility and offering firsthand experiences in global citizenship.
- Providing gathering spaces to encourage formal and informal community interactions that build meaningful relationships.

Traditionally considered the living room, the college union enhances the student experience and cultivates an enduring connection to the institution.

The review team clearly saw many of the elements within the ACUI Role of the College Union firsthand while on campus. It is clear that the Student Center plays a key role for student community building and services on SLCC's campus.

The students the review team met very clearly spoke about the Student Center's ability to build community and sense of belonging for students who fully engage in the facility and programs. Specific areas where community building is occurring are in the recently renovated Student Engagement, Experience, and Achievement Center and the Thayne Center. Additionally, students spoke about the importance of events that foster community building and belonging, many of which occur within the Student Center or are hosted by groups that call the Student Center home. The students indicated that there is still much room for growth with regards to reaching more students and expanding the reach of these excellent community building spaces beyond the two centers but overall they were very supportive of the Student Center.

Mission, Vision, and Strategic Plan Development

In recent years, colleges and universities have undergone a transformation in how and where learning occurs on our campuses. This change was exacerbated by COVID-19, and the impacts have been wide and far. With regards to campus facilities, students are engaging in learning both in formal and informal settings and active learning is occurring more often for students away from traditional classrooms. Students are demanding access to technology throughout campuses, and collaborative, social spaces for learning and technology exchange have become commonplace to meet the needs of today's students. Additionally, following the return of students and community to our campus following the peak of COVID-19, we know that our students strongly desire group interaction and locations where they can be amongst each other. While on campus, the SLCC students spoke in many ways about the desire and need for being with each other in community.

With these transformations and the changing needs of students today, college unions have been forced to evolve to meet the ever-changing demands. Examples of these changing demands include expanding and accommodating the 24-hour educational schedule of students, understanding the need and how to best serve a more diverse university demographic, and developing strategies to meet the ever-changing technology demands that require constant evaluation in order to effectively serve tomorrow's students.

The Student Center at SLCC is at a pivotal point. Since being built, the Student Center has played a key role on SLCC's campus for students. However, the changing needs of students and changes within SLCC holistically (declining enrollment and financial

challenges specifically) are requiring the leaders of the Student Centers to take a hard look at what the future of the Student Center should be on campus.

To do this, it is recommended that the Student Center staff invest intentional time and effort to clearly define the department's role within Student Affairs and on campus. The Student Center currently has a defined purpose statement but does not appear to have a defined mission, vision, or strategic plan.

Student Center Purpose Statement

Quality service to students, colleagues and the community is our highest priority. We *VALUE* respect for the individual, honest communication and a pleasant environment that supports our institutions diversity and inclusivity values. We *PROMOTE* professionalism, productivity, integrity, creativity and personal responsibility.

This purpose statement provides some direction and guide rails for the department but fails to really define the overall scope of the Student Center and does not directly tie the department's facilities, programs, and services to the broader mission and vision of Student Affairs or the institution. Utilizing feedback from Student Center leadership, the Student Center Advisory Board, general students, and key stakeholders in Student Affairs and on campus to develop a clearly stated mission and vision for the department would greatly help Student Center leadership make decisions that help navigate the changing times on campus and maximize service to students.

Following the development of a new mission and vision, Student Center leadership is encouraged to create strategic initiatives that tie directly to those of Student Affairs and SLCC more broadly. A focus on the development of strategic initiatives can provide short to mid-range areas of operational focus and through careful connection to mission and vision succinctly communicate to stakeholders the 'why' behind operational decisions and priorities. The 2020 Student Center Master Plan was well done and could provide a steppingstone to this important strategic direction. However, there appears to be a very large disconnect on campus from partners outside Student Affairs and leadership of the Student Centers regarding the current usefulness of the directions provided in this master plan.

Changes in Leadership & Future Direction

While the review team was on campus, the SLCC community was anxiously awaiting an announcement to name their new president. Gregory F. Peterson, Ed.D. was named the 9th president of SLCC and brings a wealth of experience leading key efforts in student learning and success. Dr. Peterson has previous experience working with Student Affairs

(Vice President of Student Support Services at Long Beach City College (2011-2017) and Vice President of Student Affairs & Athletics at Hartnell College (2008-2011) and most recently served as the president of Chandler-Gilbert Community College in Arizona.

With the announcement of Dr. Peterson, SLCC board of trustees Chair Brady Southwick also noted a shift in focus on scholarship funding for more low-income and first-generation students. Further, the Merak Star Project (SLCC's Strategic Planning Process) identified "The Multi-racial Future" as one of the top eight factors most likely to impact SLCC's future.

The Multi-racial Future - The state of Utah was the fastest-growing state and over half of that growth (52%) occurred in populations of color. In 2010, 1 in 5 Utahns identified as a member of an ethnic minority group, increasing to 1 in 4 Utahns in 2020. It is nearly 1 in 3 in Salt Lake County (30.4%). Hispanic student community college enrollment (at SLCC) nearly doubled, increasing by 98% between 2001 and 2017, despite an overall decline in enrollment.

The commitment by the SLCC board of trustees provides some direction on how the institution will address the changing demographic within the state and county and will likely lead to further diversification of the most diverse student population of any higher education institution in Utah. This initiative may allow SLCC to become Utah's first federally designated Hispanic Serving Institution (HSI).

The change in presidential leadership should be viewed as a tremendous opportunity for leadership of the Student Center. It is an opportunity for a reset and recommitment of the role the Student Center plays on SLCC campuses, specifically how the Student Center can play a key role in student success of low-income, first-generation, and students identifying as ethnic minorities.

Peer Benchmarking

As leadership within the Student Center is developing an updated mission, vision, and strategic initiatives (see above), it is recommended that development of a peer review/network also occur. This review and potential network will aid in the Student Center leadership team's ability to create benchmarks of similar institutions as well as speak strategically about the role student centers (unions) play on similar campuses.

The review team recommends Student Center leadership conduct exploratory research on the previous institutions of Dr. Peterson to understand the role (if any) a student center played on his previous campuses. Additionally, it is recommended that an analysis of other regional HSIs (accredited and emerging) and community colleges that are active within ACUI.

As a starting point, the peer review and benchmarking could include the following institutions:

- Clackamas Community College (OR)
- Community College of Denver (CO)
- Gilbert-Chandler Community College (AZ)
- Hartnell College (CA)
- Long Beach City College (CA)
- Los Medanos College (CA)
- Northeast Community College (NE)
- Portland Community College (OR)
- South Mountain Community College (CA)
- Tallahassee Community College (FL)

Mission and Purpose Recommendations - Summary

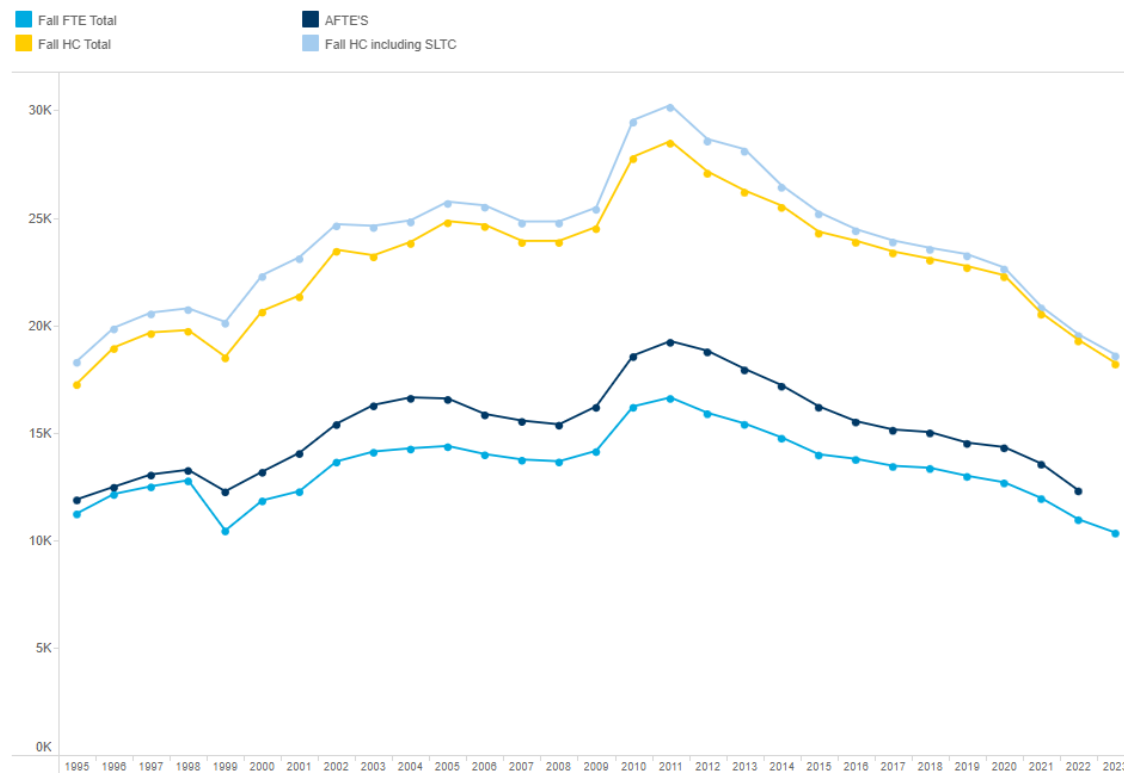
- Creation of Mission, Vision, and Strategic Plan
- Leverage the role of the student union (center) with new leadership focused on low-income, first-generation, and diverse students
- Development of peer benchmarks and network

Financial Management and Planning

SLCC Declining Enrollment

As an institution, SLCC has seen declining enrollment with a steady decline in students since a peak in 2011. SLCC has experienced an overall decrease in total fall FTE of approximately 38% between the periods of 2011 to 2023. The impact of COVID-19 has unfortunately accelerated this decline in enrollment with the institution experiencing a decrease of over 4,000 fall FTE between 2019 and 2023. The graph below from the SLCC Fact Book illustrates this declining enrollment trend.

Enrollment Trends



SLCC Enrollment Trends (1995-2023)

SLCC is not unique in the public 2-year institution as community colleges across the country were the most impacted higher education sector during the pandemic with unprecedented declines in students. Some institutions have begun to rebound with overall enrollment in community colleges trending in an upward direction two years in a row since the peak of the COVID-19 pandemic.

The drop in enrollment at SLCC can be directly connected to the financial challenges that are being faced by all areas of the institution. With financial resources becoming tighter for all on campus, there is an essential need for institutional leadership to be strategic and thoughtful financial stewards.

Financial Analysis

As finances relate to the Student Center specifically, financial challenges and the lack of a known financial strategy was referenced in nearly all meetings with the review team. Regardless of the group (Student Center staff, students, Division of Student Affairs Leaders, Planning and Design, Facilities, etc.) the review team was meeting with, a need to solve deep-rooted challenges related to finance was identified as an essential step to ensure the ability for the Student Center to serve students.

This financial challenge was stated in a number of ways including in the original charge to the review team:

The Student Center is student fee funded, receives rent from the college and departments that occupy the offices, and recovers funds via user fees, rental charges, etc. Some level of complication relates to the central conceptualization of this student-built facility and how the College should operationalize support. For example, there is no formal R&R/ capital improvement fund, and the current expectation is that the student center will utilize funds from student fees to both operate the facility and keep current on necessary physical improvements. It isn't clear which entity(ies) pays for soft goods replacements such as furniture and fixtures, remodeling, and other facilities-related costs. The College centrally provides what is essentially a subsidy for O&M types of expenses such as utilities and plant-based support.

Individuals from outside of the Student Center and the Division of Student echoed many of the financial challenges identified by the Student Center staff. In addition, they identified a significant challenge related to the rate at which O&M is charged (subsidized by the university) to the Student Center with the subsidized percentage falling outside of the State of Utah requirements by 50%.

The review team was provided a five-year summary of financials for the Student Center (Appendix B). The review team attempted to interpret the data in this summary and asked many questions related to the financial situation. It appears that there were significant shifts in revenue distributions over the last five years, an increase in the reliance of student operation fee with decreases in other key revenue, with increases in facility-related expenses in the last year. Revenue and expenses have been consolidated in larger categories over the years, making a detailed review of trends challenging. It was also indicated that institution-wide, accurate cost center accounting was challenging with current systems that are being evaluated and improved. All this to say, the review team does not have a clear enough picture of the actual financial situation of the Student Center to make specific, concrete recommendations on specific financial aspects. However, the review team does have broader process-oriented recommendations that may help provide direction and solutions to aid in taking steps to address and remedy financial aspects of the Student Center.

Financial Modeling Through Campus Partnerships & Collaboration

From the review team's assessment, a strong recommendation is for key university partners to spend a significant amount of time and energy to clearly understand the

financial challenges of the Student Center, which will only continue to grow if enrollment trends continue. This review should focus on the following:

Understanding past and current revenues and expenses - likely requiring careful decoupling of lines that have been consolidated to create a clear and mutual understanding of all aspects of the financial picture

Developing a mutual understanding of State of Utah audit requirements (O&M charges, etc.)

Discussion and development of mutual financial objectives to be achieved (Student cost of attendance requirements, facility charge-back methodology, etc.)

Commitment to identifying ways to maximize non-student fee revenue regardless of reporting structure (bookstore, food vendors, space rentals, etc.)

On many occurrences, the review team heard ‘them’ and ‘they’ as it relates to reporting structures, silos that have been created, and pointed comments on why the financial challenges exist and who should solve them. In order for a financial review of this sort to be successful, there must be the creation of an environment that encourages and rewards transparency, trust, and true collaboration. In the end, all staff of SLCC regardless of reporting structure (Student Center, Student Affairs, Facilities, Controller, etc.) should be committed to the same goal of recruitment, retention, and success of students. By doing this collectively, it can help lead to the institution successfully increasing enrollment and helping manage through what is an unprecedented financial time for the institution. This is not to suggest that this financial review, and subsequent financial/operational decisions, aren’t going to be challenging, but it was clear from the review team’s assessment that solving the financial problem is not going to be accomplished without all entities coming together as ‘we’ and not ‘they/them’.

Planning for Expiration of SLCC Building Bond

An additional reason for coming together as a broader institution to help manage the Student Center’s financial challenge is an upcoming student fee funded bond expiration. A student fee funded building bond is scheduled to expire in the next academic year. At \$59 per semester, this fee represents the single largest student fee and is essential to the long-term success of student facilities. Appendix C illustrates all student fees for the 2023-2024 academic year.

To best position the Student Center, and more broadly Student Affairs and the Institution, in long term facilities success, effectively leveraging the potential proceeds from an extension of this bond is essential. Should this bond expire without an extension, student

facilities on campus will struggle significantly with funding vital deferred MEP programs as well as providing funding for renovation and student-focused improvements.

While on campus, the review team heard many mentions of what to do with the pending bond expiration. Specifically, the review team heard from a variety of stakeholders that a reissuance of this bond should occur and how the money would be spent in the Student Center and across SLCC more broadly. However, there appears to be no unified plan. Coming together to develop a known and supported plan for the evaluation and potential extension of this bond should be a key priority for leaders within the Student Center and Student Affairs.

Financial Recommendations - Summary

- Engage in financial modeling with key campus stakeholders
- Develop proposal to extend expiring building bond

Facilities

Opportunities to Increase Student Use of the Student Center

A clear theme amongst the different constituent interviews was that the Student Center has had student-use slowly chipped away over time, mostly due to an increased need for student-facing office space. There are several recommendations to consider reclaiming space for student use.

The most promising option is the currently underutilized space dedicated to the SLCC bookstore. The bookstore operation is contracted to Follett and based on the observed use of space, the review team has assumed that the contract is a “traditional” contract, i.e. that Follett warehouses the physical books they sell to SLCC students in the Student Center facility. The review team toured approximately 7,500 SF of floor space and 15,000 SF of warehouse space dedicated to textbooks.

First, the “front-of-house” space dedicated to bookselling is extremely inefficient. The review team observed three rows of low-height shelves in a space designed to fit high-height shelves with approximately four times as much linear feet. The manager of the bookstore even acknowledged that Follett doesn’t need all the space they have, directing us to a seating area they’ve designed with the unused space to try to get students to use the space more frequently. The challenge to that space, and the inefficiency overall, is that students don’t want to both “hang out” and hold events in retail space, and even if they did, the retail space has limited operating hours.

The review team recommends that SLCC re-negotiate the space used for bookstore operations to return a majority of the underutilized space back to student use. This space has the most potential for student-focused renovation, as it's highly visible and near a building entrance. There is a possibility that the renovations both to that space and the entrance nearby would be a way to carve out an "extended hours" student social space that would be accessible for students for extended hours while keeping the rest of the Student Center facility secure. Similar types of design can be seen at the Knowledge Commons within the Marriott Library at the University of Utah, the recreation lounge at the Student Center at Emory University, and some lounge spaces at the Student Union Memorial Center at the University of Arizona.

A step further would be to consider moving the bookstore contract to a hybrid model the next time the bookstore contract is up for review. A hybrid model means that the bookseller no longer warehouses books on the campus, but rather drop-ships physical book orders from their off-site warehouses for next day or second day pickup by the student, or direct delivery to the student's home. This would reduce and almost eliminate the need for back-of-house warehousing for the bookstore operation, and SLCC could return significant square footage to student needs. While these spaces are not as attractive as "front-of-house" space, reshuffling the building program so that non-student facing parts of the operation are in these less attractive areas would free up more and better space for student use. An example of a similar space that has been transformed into a vibrant student space is "The Cave" at Middle Tennessee State University. A hybrid contract also has the added benefit of reducing costs for the bookseller and in a new contract some of those savings hopefully could be captured by students directly or by SLCC in a change to its commission schedule.

Another consistent theme related to the use of the Student Center is the desire for a robust dining program and the review team has offered some insight on that operation below. Since the review team's visit, SLCC has also released a new RFP for dining services to build the dining program. However, as it relates to the building program, it's also possible to reclaim some of the approximately 8,000 SF for other student use, or to redesign the space for flexible multiuse. The fastest and most economically efficient method of providing more flexibility to the space would be to dedicate half the space to more lounge or gaming furniture and fixtures. The space is tucked away enough into the building as not to be distracting to offices and their operations but visible enough to the community to entice students to stay awhile and engage. Students will still eat in the space (students will eat anywhere), so attention should be paid to lounge and gaming furniture that is robust and upholstered with performance fabric where possible.

Similarly, the needs for cash handling at universities have changed over time. While the cash handling space in the basement of the Student Center certainly made sense at the time of construction, it likely needs less program now given global trends in cash handling. This opportunity is not quite as attractive as the bookstore as the review team expects that the security needs necessary for cash handling makes reducing the square footage and renovating the space for student use take longer and cost more compared to the bookstore program. However, renovated appropriately the space could be an excellent location for an e-sports center for gaming.

Welcome Desk

The welcome desk at the Student Center is located exactly where the institution needs it to be. On the first floor, central to the building, and highly visible from most of the common areas. However, the design of the welcome desk limits its visibility and serves as a barrier to sightlines to the rest of the Student Center. Opening up the welcome desk area and transitioning the welcome desk team to a smaller footprint that is more flexible with moveable kiosks within the space would open up this key space for student usage. This would provide an opportunity for more lounge and social space, while still providing a highly visible “one stop” for visitors and perspective students and their families. SLCC may also want to consider what functions can move to that site as it is re-designed, such as card services, customer service operations for various departments, etc.

The Student Environment

The reviewers heard loud and clear from the students that they did not feel that the common space in the Student Center was optimized for socializing and building community. Students cited that the lounge and common spaces in the Student Center were always located close to offices and they felt that staff occupants put pressure on students to be quiet and not socialize in those spaces. If the Student Center and Student Affairs leadership wants to change that perception, one of the best ways to do so would be to actively engage in sending that message via changes in the ambiance. Consider signage and marketing that explicitly lets students know they can gather, make noise, etc. in specific spaces. In addition, the Student Center team can focus on maximizing programming and meeting space when not in use or reserved. For instance, students can use an unreserved meeting space with AV as a short-term gaming lounge with only a small amount of equipment. Additionally, students could also use the area adjacent to the Thayne Center, with the prayer space, community kitchen, and foosball, later at night by providing secured access to the door between that space and the rest of the Thayne Center space. This space could be used for a larger e-sports/gaming footprint or a well-supplied recreation area (billiards, table tennis, etc.).

Outdoor Space

The outdoor space surrounding the Student Center is very high quality, and current initiatives to renovate the quad adjacent to the Student Center and zero-scape the entire Taylorsville campus means that the opportunities will only grow to produce programming and events in these spaces. When possible, consider programs and events that have both outdoor and indoor components as the outdoor events will grab students' attention and bring them into the facilities. Indoor/Outdoor events also help reinforce the message that the Student Center spaces are for student use.

Facilities Recommendations - Summary

- Evaluate the reuse of bookstore and cash handling program to provide more community building space for student use
- Re-design welcome desk for SLCC to optimize key spaces on the 1st floor for student community space
- Consider how building ambiance and outdoor events can entice students to build community

Operations

One-Stop Event Planning

A one-stop event planning operation can provide three significant benefits to SLCC. First, this planning initiative can reduce confusion, delay in response time, and mistakes in event production by streamlining to a single source of contact who's responsible for securing all university services for a program. Constituents expressed frustration about confusion in coordinating all the different departments responsible for events. Placing that responsibility as well as that authority for all aspects of events on the Student Center Operations team would improve the experience.

One-stop event planning would allow a student, staff, or faculty member to fill out a form, send an email, or make a call to a centralized office to coordinate events without having to engage directly with other departments that support these events. Items to consider centralizing include meeting space reservations, keys, signage, set-ups, AV, catering/food delivery, parking and any other work orders required for an event or program. Second, a one-stop event planning process can reduce costs by reducing the amount of duplicated work or change-orders necessary to put on an event. Lastly, this approach improves the

quality of events by increasing cohesion among different event elements. This change would cost very little other than time, working with various on-campus service providers to establish communication and documentation protocols and to communicate the changes to stakeholders and event managers.

A policy review would also be recommended to make sure there is alignment across facilities and event spaces on policies related to events, which stakeholders indicated does not currently exist. One additional improvement that would have a small cost associated with it. Investing in set-up software like Social Tables that would allow the Student Center Operations team to show event managers their room layouts in a virtual space, thus reducing time spent in walk-throughs and pre-event checks.

Standard Room Sets

The Student Center staff indicated that much time is spent planning and executing room flips for events. This is a common and necessary action for large event spaces that takes a significant amount of time and labor. However, the Student Center has enough inventory of small and medium-sized rooms that establishing standard sets for individual rooms is recommended. This would mean that certain rooms would be set up as classrooms, open U's, oval boardroom, or theater-style and would not offer additional set-ups as a service. Users would reserve the room they needed for the set-up they desired and if the users moved any furniture they would be responsible for setting it back to the standard set-up before they finished their reservation. This information could be reflected in reservation software like 25Live so that users know they are selecting the right room when they make the reservation request. Making these changes will reduce labor costs and set-up confusion both for users and the Student Center Operations staff.

Fixit Transparency

The report has already covered the financial challenges to the facilities and custodial teams. However, in addition the review team recommends considering a way to eliminate the knowledge and communication gap between building occupants who sometimes submit their own fixit tickets, Student Center staff, who are responsible for making sure Student Center facilities are well-maintained, and the facilities and maintenance team, who are responsible for addressing and billing for fixits. There are many different methods campuses use to improve transparency and SLCC leadership will need to determine what best suits their campus culture. Some institutions provide direct access to the work order system to building managers like the Student Center team so that they can actively monitor tickets placed for their facilities and communicate with the facilities team when they see a mistake or duplication. Other institutions may require secondary approval from

the Student Center team prior to a fixit ticket completion regardless of who submitted the ticket via email, Teams, a webform, etc. Still others restrict which personnel (i.e. only Student Center staff) can submit fixit tickets to the facilities team at all.

Dining Program Partnership

A universal theme among the different stakeholder groups was a desire for a more diverse and high-quality dining program. At the same time, many stakeholders in the Student Center, Student Affairs, and Finance interviews were able to review all the different unsuccessful initiatives taken to try to address these concerns. The review team learned about previous SLCC's contract with a small local dining contractor to try to provide service that proved financially unviable and about a food truck initiative that wasn't well utilized. The choices for breakfast and lunch currently are high-quality but have limited menu options, and they provide little to no revenue to the institution. While the desire for a high-quality program was clear, what was also clear was the frustration and pessimism amongst stakeholders regarding a viable solution.

A great dining program can be a key component for community building in student centers. The Student Center needs to lean into its physical assets that currently are underutilized. There are two commercial kitchens, one upstairs adjacent to the large event space, and one downstairs in the food court, that are serious assets to try to leverage. Catering companies, food truck owners, and chefs trying to build a restaurant concept via pop-ups all need access to commercial kitchens, and short-term rentals and leases for these spaces are very expensive. Offering one of the Student Center commercial kitchens to a caterer to use as long as they provide grab-and-go meals for lunch, or who would add a small hot line while they work in the back-of-house to cook their more lucrative catering orders, may become a strong partnership. This would reduce the need to rely on student traffic for profitability because it would allow the caterer to reduce their kitchen rental costs to offset the low profit and build higher profits off of catering clients in the Salt Lake City community.

A similar initiative could be piloted for the Salt Lake City food truck community. The review team heard from stakeholders about the failure of the food truck program on-campus but offering a commercial kitchen up to food truck owners to use to prep, while asking them to consider a grab-and-go, pre-order, or other scheme for SLCC community food service, might also prove to be economically viable. The least likely but potentially advantageous relationship would be to offer the commercial kitchens to a local up-and-coming chef looking to do pop-ups to generate revenue and to provide data on their restaurant concept.

Operations Recommendations - Summary

- Set-up a one-stop shop for event planning and production
- Provide standard room set-ups for small and medium-sized meeting spaces
- Collaborate with stakeholders to improve Fixit transparency
- Leverage commercial kitchens to pilot unorthodox dining program initiatives

Conclusion

The SLCC stakeholders who participated in the program review displayed exceptional levels of engagement throughout the process. Their active involvement and valuable contributions were instrumental in shaping the recommendations for improving the student experience at the Student Center. In addition, the dedication demonstrated by the Student Center Operations staff was remarkable. Their commitment to evaluating and implementing changes will have a positive impact on the overall effectiveness of the operation.

Moving forward, it is recommended to re-focus on the mission and purpose of the Student Center and align all efforts towards meeting the needs and expectations of students. Additionally, improving financial management and planning will ensure the sustainability and growth of the program. By reframing the use of the Student Center to emphasize student use and sound financial management, the SLCC community will benefit from a more tailored and supportive environment. Furthermore, implementing small improvements in event operations will contribute to a seamless and enjoyable student experience.

By implementing these recommendations, SLCC can look forward to an even better experience for the entire community. Through a collective effort, the college can create an enriching and impactful educational journey for all members of the community.

Priority Recommendations

- Work with stakeholders to develop a unified plan for a proposal to senior leadership to extend the expiring building bond
- Conduct a community-engaged process to re-create and re-dedicate the Student Center's mission, values, and objectives
- Create a financial strategic plan for future success of the Student Center
- Strategically and thoughtfully increase the building facilities plan dedicated to student use
- Develop methodology and workflow for Fixit process transparency
- Make small “easy win” adjustments to event planning process

Appendix A

Review Team On-Campus Schedule

Sunday, April 21	
5:30 pm	Dinner Phil Pendergast - Specialist, Scheduling & Events Ahmad Varedi - Director of Student Centers Curtis Larsen - AVP Student Services Tania Valdez – Student Centers Administrative Assistant
Monday, April 22	
8:30 am - 9:15 am	Breakfast
9:15 am – 9:50 am	Tour of the Student Center Phil Pendergast - Specialist, Scheduling & Events Ahmad Varedi - Director of Student Centers
10:00 am - 11:15 am	Miriam Caine – Specialist, Scheduling & Events Taunya Dressler - Director of Campus Sites & Svcs, South Curtis Larsen - AVP Student Services Javon Southwell - Director of Campus Sites & Svcs North Phil Pendergast - Specialist, Scheduling & Events Ahmad Varedi - Director of Student Centers
11:30 am – 1:15 pm (luncheon)	Joyce Wambuyi - Student Association President Dean Stewart – Student Association Vice President Mone Langi – Multi Cultural Student Council Mateo Ruelas – Multi Cultural Student Council Philip Garcia – Multi Cultural Student Council
1:30 – 2:45 pm	Kathie Campbell – Associate VP of Student Development & Success Timothy Davis – Director of the Thayne Center Ryan Farley – Associate VP of Enrollment Management Kate Gildea – Director of Admissions Shannon McWilliams - Sr. Dir. of Planning and Implementation Candida Mumford - Dean of Students & Assistant VP Ulysses Tongaonevai – Director of ODMA
3:00 pm - 3:45 pm	Curtis Larsen - AVP of Student Services Ahmad Varedi – Director of Student Centers Phil Pendergast - Specialist, Scheduling & Events

5:30 pm	Dinner Joyce Wambuyi - Student Association President Phil Pendergast - Specialist, Scheduling & Events Ahmad Varedi - Director of Student Centers Curtis Larsen - AVP Student Services Tania Valdez – Student Centers Administrative Assistant
Tuesday, April 23	
8:30 am – 9:15 am	Breakfast
9:15 am – 10:15 am	Jessica Davenport – Director of Planning and Design Vinson Johnson – Architect Caleb Prusso - Assistant Director of Planning and Design Josh Sylvester - Associate VP of Facilities Services
10:30 am – 11:30 am	Jeren Canning – Manager of Campus Card Systems Sean Clayton - Associate Controller/Treasurer Trina Howard - Accountant Travis Kartchner - AVP of Business Services/Controller
11:30 pm – 1:00 pm	Lunch
1:00 pm – 2:00 pm	Curtis Larsen - AVP of Student Services Phil Pendergast - Specialist, Scheduling & Events Brett Perozzi - Vice President of Student Affairs Tania Valdez – Student Centers Administrative Assistant Ahmad Varedi -Director of Student Centers

Appendix B

Student Center Five-Year Financial Summary

SALT LAKE COMMUNITY COLLEGE
STUDENT CENTER - COMBINED 19010, 19020, 19030 & 19070
FIVE YEAR COMPARATIVE INCOME STATEMENT
FOR THE PERIODS ENDING JUNE 30, 2023 THROUGH JUNE 30, 2020

	June 30, 2023	June 30, 2022	June 30, 2021	June 30, 2020	June 30, 2019
REVENUES:					
Student Operation Fee	\$1,334,886	\$1,376,464	\$1,143,870	\$1,270,645	\$1,127,741
Interdepartmental sales	0	5,559	0	0	0
Auxiliary Rental Fee	0	0	0	135,353	102,903
College Reimbursement	0	0	0	185,892	185,892
Room Rental	23,606	20,155	12,843	45,543	113,070
Parking Lot Sales	125,377	78,000	25,000	33,484	51,795
Pkg Valid, Gym Admiss, Etc.	0	0	51	5,896	7,866
Equipment Rental & Miscellaneous	20	13	0	1,014	1,124
Total Revenue	\$1,483,889	\$1,480,191	\$1,181,764	\$1,677,827	\$1,590,391
EXPENSES:					
Salaries	240,250	27,430	126,630	156,720	107,642
Wages	153,237	0	155,985	155,975	139,836
Benefits	123,269	(10,362)	68,963	68,048	45,841
Early Retirement Expenses	0	0	0	3,467	25,913
Current Expense	161,584	62,383	31,664	136,899	385,900
Travel	0	33	0	2,090	4,615
Capitalized Fine Art and Furniture	28,088	5,000	0	0	0
Equipment	15,445	7,754	0	0	0
Custodial	45,279	180,302	316,812	316,812	316,812
Heat and Power	365,277	218,352	157,978	154,452	162,709
Water and Sewer	35,586	0	0	0	0
Auxiliary Allocation	274,320	148,930	16,868	340,845	409,936
Total Expenses	\$1,442,335	\$639,822	\$874,900	\$1,335,308	\$1,599,204
Net Income From Operations:	\$41,554	\$840,369	\$306,864	\$342,519	(\$8,813)
Extraordinary Items:					
Transfer to 92023 for West Entryway	(\$31,833)	\$0	\$0	\$0	\$0
In For World Cup Event Contributions	1,000	0	0	0	0
In from 91003 for JSTC Shade Sail & Furniture	60,000	0	0	0	0
In From Index 91003 MP Room AV Upgrade	30,000	0	0	0	0
Student Event Center LED lights-91157	0	5,151	0	0	0
In for FY22 HEERF Student Fee Lost Revenue	0	252,206	0	0	0
Out For TSFR-Payroll Redistribution	0	(428,361)	0	0	0
In From FY21 CARES Student Fee Refund	0	0	219,793	0	0
From SCC, Events, LAC, JC Pav (cover budget defic	0	0	27,422	0	0
In from 91162 TSFR Excess Project Funds	0	0	1,027	0	0
Service Fee Acct - HR Background Checks	0	0	(19)	0	0
Out to 91157 Student event ctr LED lights	0	0	(75,000)	0	0
In from 91162 TSFR Excess Project Funds	0	0	0	6,721	0
Service Fee Acct - HR Background Checks	0	0	0	(44)	0
To 91202 for TSFR STC Flag Poles	0	0	0	(1,500)	0
To SCC, Events, LAC, JC Pav (cover budget deficit)	0	0	0	0	(32,791)
In From D19020 ARAL07	0	0	0	0	(440)
	0	0	0	0	0
Net Income After Extraordinary Items:	\$100,721	\$669,365	\$480,087	\$347,696	(\$42,044)
Combined Beginning Fiscal Year Fund Balance:	1,673,408	1,004,043	523,957	176,261	217,831
Combined Fund Balance at Date of Report:	\$1,774,129	\$1,673,408	\$1,004,044	\$523,957	\$175,787

Appendix C

SLCC Student Fee Schedule (2023-2024)

No. of Credit Hours	Regular Tuition	Student Engagement	Building Bond	Athletics	Student Ctr Ops	Health & Wellness	Arts & Cultural Events	Student Services	Recreation	Child Care	Total General Fees
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)
1	255.25	8.50	18.00	8.00	6.25	9.50	0.00	2.75	2.25	1.75	57.00
2	403.75	13.75	26.25	16.00	12.50	19.00	0.00	5.50	2.25	3.50	98.75
3	552.25	19.00	34.50	24.00	18.75	28.50	1.00	8.25	2.50	5.25	141.75
4	700.75	24.25	42.75	32.00	25.00	28.50	1.50	11.00	2.75	6.50	174.25
5	849.25	29.50	51.00	40.00	31.25	28.50	1.75	13.75	2.75	8.25	206.75
6	997.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
7	1,146.25	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
8	1,294.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
9	1,443.25	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
10	1,591.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
11	1,740.25	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
12	1,888.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
13	1,888.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
14	1,888.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
15	1,888.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
16	1,888.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
17	1,888.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
18	1,888.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
19	2,037.25	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
20	2,185.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
21	2,334.25	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
22	2,482.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
23	2,631.25	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
24	2,779.75	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50
25	2,928.25	34.00	59.00	48.00	38.00	28.50	2.00	16.25	3.25	10.50	239.50