UNIVERSITY UNIONS BOARD OF DIRECTORS
Friday, October 19, 2012

The University Unions Board of Directors met on Friday, October 19, 2012 in the Texas Union Board of Directors’ room, UNB 4.118.

Members Present:
Mr. Wm. Andrew Smith, Jr.
Mr. Jesse Hernandez, chair
Dr. Karrol Kitt
Mr. Seth Snyder
Ms. Carissa Kelley
Dr. John Ruszkiewicz
Dr. John Doggett
Mr. John Walker
Dr. Soncia Reagins-Lilly
Mr. Thor Lund

Members Absent:
Ms. Tess McKenna

I. CALL TO ORDER

The meeting of the University Unions Board of Directors was called to order at 3:05 p.m.

II. APPROVAL OF THE MINUTES

A quorum was called. Mr. Jesse Hernandez noted that the minutes had been corrected to show Mr. John Walker was present at the September 28, 2012 meeting, and removing Mr. Cameron Allison from the list of Members present.

MOTION Mr. Seth Snyder - That the minutes be approved as corrected.
Second Mr. John Walker
Motion carried, and the minutes were approved as corrected.

III. SEC COMMITTEE PRESENTATIONS

Mr. Jesse Hernandez told the Board that prior to the SEC Committee presentations, President of the Student Events Center, Ms. Carissa Kelley would show a brief video. Ms. Kelley first distributed SEC pens to the board, and showed members the new SEC t-shirt design. She said the Dive-In Movie showing of “Jaws”, scheduled to take place at the Gregory Gym Event Pool on October 16, 2012, had to be canceled due to weather. Ms. Kelley spoke to the board about a new SEC events assessment form. The form asks what factors encouraged the student to attend the event, the attendee’s race, class year, and other information meant to provide better assessment of events. The video shows Student Events Center participants sharing what the SEC
has meant in their lives, including opportunities for leadership development, rewarding experiences, a home away from home, and a chance to build lasting friendships. Fifteen Committees, One SEC, is the new slogan for the SEC this year.

**Mexican American Culture Committee:** Yadira Ramos Luna and Nancy Gonzalez, presenting Ms. Luna told the Board the committee hosted a “Celebracion de la Independencia”, a celebration for every Latin American country celebrating their independence in the month of September. It was an opportunity for Latino and non-Latino students to learn facts about the Latino culture and diversity. The “Noche de Baile” event offered a night of dancing with Grammy Award winning band, Grupo Fantasma. Many traditional types of Latino dance were featured. The purpose of the event was to educate attendees on different types of Latino dance and culture. Upcoming events include the Cesar Chavez Luncheon, co-sponsored by the Latino Leadership Council; Danza Azteca de Chichimeca, and Dia de los Ninos. The group is also planning to invite middle school students, high school students and college students to submit a piece of art that represents their identity, encouraging students to view the University of Texas as a diverse community. The committee would also like to host a quinceanera. A quinceanera is a Latino celebration of a girl’s fifteenth birthday signifying her transition from childhood to womanhood. The committee’s goal is to host events to educate people on the Latino culture.

**African American Culture Committee:** Chelsea Jones and Michael Munoz presenting
The four goals of the African American Culture Committee are:
- Amplify and intensify the ACC brand by use of social media to promote events, maintaining visual consistency by use of African Kente cloth patterns on advertising and poster design.
- Increase ACC awareness in the community through co-sponsorship and social events
- Retain Members-Members earn points by staffing tables at events, volunteering, and going to socials. Once a member has earned ten points they receive a t-shirt and recognition at meetings. Each month two members are recognized as “member of the month” to express appreciation.
- Impact the community through unity, community service, and teaching members and guests at events about the African American culture.

**Madrigal Theatre Committee:** Reid O’Conor presenting
The committee is expanding this year to include a play series of five short plays, all written, directed, produced and acted by committee members. In November the committee will present the Madrigal Dinner. Next semester the committee will host a musical revue, a play, and a musical production. Dr. John Doggett asked if the play series is available on-line for viewing. Mr. O’Conor said it was filmed and is currently in production.

**Music and Entertainment Committee:** Emily Charlton presenting
The Music and Entertainment Committee started this year by co-sponsoring with the Distinguished Speakers Committee to host the John Legend event. The graphic design work done for the John Legend advertising was done by a member of the Music and Entertainment Committee. A graphic design position has been created, providing leadership opportunity. An officer position has been created to bring in professionals in the music and entertainment industry to come speak to the committee about opportunities to work in the industry. The committee is working to produce an artist directory of talent available for smaller events. Future events include a comedy event and Forty Acres Fest.
**Tournament and Games Committee:** Eric Boeglin presenting
Traditionally the Tournaments and Games Committee has worked with organizations such as the Texas Sports Committee to host athletic related events. This year the focus is on the part of the UT community that enjoys video games. The committee is using typical video game graphics on t-shirts and advertising. The first event held by the Tournaments and Games Committee was a “Big Lebowski” themed bowling and trivia night, held in the Texas Union Underground. A goal was to bring students back to the Underground as it was reopening after being closed for one year for renovations. Upcoming events include a Haunted House, a video game play event celebrating the release of a new Halo game, and a Super Smash Brothers tournament.
Ms. Carissa Kelley informed the Board that the blue bar running across the bottom of SEC posters or media, is a new effort to standardize SEC advertising.
Dr. Soncia Reagins-Lilly congratulated the committees on their efforts to reach out to other student groups to work in a collaborative manner.

**IV. OLD BUSINESS**

**A. 2013-2016 Faculty Appointment Update**
Mr. Hernandez informed the board that he had reached out to the nominees for the faculty appointment to the board, Dr. Sheldon Ekland-Olson, Dr. Sharon Jarvis, Dr. Sean Theriault, Dr. Richard Reddick, Dr. Steve Nichols, Dr. Michael Starbird, and Dr. James Pennebaker. Most of the nominees respectfully declined, but Dr. Sheldon Ekland-Olson agreed to serve if the board should choose to recommend him. Dr. Ekland-Olson is Director of the School of Human Ecology.
Dr. Karrol Kitt said that she believes Dr. Ekland-Olson would be an excellent selection for the board, as he is very student focused and pleasant. Dr. John Dogget agreed, adding that having served as Provost, Dr. Ekland-Olson is knowledgeable of university operations.

**MOTION**

Dr. John Doggett - That the Board accept the nomination of Dr. Sheldon Ekland-Olson for appointment to the University Unions Board of Directors.

**Second**

Mr. Andy Smith

**Motion carried,** and the board will submit Dr. Sheldon Ekland-Olson’s name to President Powers for faculty appointment to the University Unions Board of Directors the 2013-2016.

**V. NEW BUSINESS**

**A. SEC New Programming Model**
Ms. Carissa Kelley informed the board that last year the SEC was challenged with creating a new program model. The group started by looking at structures in place at other universities. With the new “Centers for Student Life” theme, the time is right for implementing a new program model. With the new model, the culture committees were not changed, but other committees were regrouped or renamed. One committee will be called Creative Arts, meant to showcase in-house creative talent. This would encompass the Madrigal Theatre Committee, but would be expanded to allow more flexibility to include additional artistic programming. Other proposed committees are the Film and TV Committee, Music and Comedy Committee, the Speakers and Forums Committee, and the Texas Traditions Committee, which would
encompass the Forty Acres Fest, Road Trip, the Haunted House and other events. The Events Co-Sponsorship Committee would report to a new Vice President of Outreach position. Another factor being considered in the process is whether or not to change the Student Events Center name. Potential new names for consideration are: Texas Student Events Center, Campus Events and Entertainment, and Texas Events and Entertainment. This topic will be discussed at the Student Services Budget Committee presentation on Monday, October 22, 2012. The current structure was put in place in 1999. The new structure would streamline the number of committees and provide opportunities to be more effective while addressing a more current programming focus. A final proposal for changes will be presented at the November 2012 board meeting.

Dr. Soncia Reagins-Lilly asked what sort of push back was received in the process of proposing changes. Ms. Kelley said that some of the committees felt like they were already operating successful committees, and resisted a name change. There was also feedback that combining Forty Acres Fest and the Orange and White Ball would require too much work for one committee, but working with subcommittees to focus on each event would alleviate the concern.

**B. Texas Union Underground**

Mr. Jesse Hernandez distributed the recommendations to the University Unions regarding the Texas Union Underground (Attachment A) that were initially presented to the board in April, 2012. He asked that members review the document so that the board can consider which recommendations might be able to be implemented. A brief tour of the Texas Union Underground will be scheduled at the beginning of the November 16, 2012 board meeting.

**VI. REPORTS**

**A. Chair, University Unions Board**

Mr. Jesse Hernandez informed the board that he had met with students from the Campus Environmental Center. They had questions about the potential for recycling and composting in the Texas Union building, and signage regarding nutritional information for food options in the University Unions. Mr. Hernandez referred representatives of Student Government to Ms. Crystal King to discuss vending options in the University Unions.

**B. President, Student Events Center**

Ms. Carissa Kelley told the board that she is working with committees on an Election Watch Party for the Presidential election. In the spring the Dive-In Movie that had to be canceled due to bad weather will be rescheduled. The presentation to the Student Services Budget Committee will be on October 22, 2012.

**C. Executive Director, University Unions**

Mr. Andy Smith reported that the Texas Union renovation is in the final stages. The three remaining projects beginning in December are replacing seventy-five can lights to the Texas Union Ballroom, installing security gates on the loading dock, and repairing the roof over the level four walkway. Substantial completion should be achieved by January 17, 2013, with completion in February 2013.

**VII. QUESTIONS OR COMMENTS**
VIII. ADJOURNMENT

Being no further business, Mr. Hernandez thanked the University Unions staff present for the meeting today, and asked for a motion to adjourn.

**MOTION**  Ms. Carissa Kelley - That the meeting be adjourned.
Second  Dr. Karrol Kitt
Motion carried, and the meeting adjourned at 4:40 p.m.
Recommendations to the University Unions:
The Texas Union Underground

Texas Union Underground Subcommittee:
Cody Johnson, Vice Chair of the Union Board
Givens Miller, Union Board
Cameron Allison, President of the Student Events Center
Natalie Butler, President of Student Government
Manny Gonzalez, President of the Graduate Students Assembly
Michael Redding, President Elect of the Graduate Students Assembly

Faculty:
Kevin Ray, Manager of the Union Underground
Jennifer Zamora, Director of the Student Events Center

Introduction:
The Texas Union Underground (the Underground) has long served the students and the surrounding community of The University of Texas as a bowling and billiards area. Through the years, the Union Underground has experimented with several combinations of entertainment and food attractions to bring in customers. Although the Union Underground is not a financial drain on the University Unions system, the Underground is an underutilized area within the Texas Union and is not as financially successful as it once was.

We, the Texas Union Underground Subcommittee (TUUS), were tasked with finding potential remedies for inefficiencies and obstacles impacting success in the Texas Union Underground. Therefore, we have recommended the following changes in policies, attractions and decor to help revitalize the Underground by both attracting new and retaining current patrons.

The following recommendations have been categorized as Short Term Goals, Medium Term Goals, and Long Term Goals. The Short Term Goals represent recommendations that could potentially be quickly implemented into the daily operations of the Union Underground and the wider University Unions system. Medium Term Goals are recommendations that we feel are feasible but may take up to two years to implement. Finally, Long Term Goals are defined as changes that may not be feasible in the immediate future; however, should be considered in the long term planning process.

Methodology¹:
TUUS contacted 25 unions at various universities around the country using a survey of our own creation. The survey focused on gathering data of the best practices from other collegiate bowling/recreation centers (see Appendix). Schools from the Big XII, Pac 16, and Big 10, as well as universities of comparable size and location (i.e. universities within a city similar to Austin with numerous competing attractions) were selected to contact. Of those institutions contacted, five responses were received (Purdue, Florida, Boise State, Kansas, Michigan).

TUUS also contacted roughly 5,000 authorized representatives of registered student organizations who utilized the Texas Union within the past year for student organizational events/meetings. We collected 487 responses from those students contacted.

¹ See Appendix
Short Term Goals:

These recommendations can be implemented within the year and are listed in no particular order.

1. Multipurpose Room

TUUS recommends that the former games room be refurbished into a multipurpose room. This space should be made available as a reservable room within the room reservations system. Adding the multipurpose room to the room reservations system has the dual benefit of exposing more students to the Underground, while maximizing the number of rooms students will be able to utilize within the Texas Union. Respondents to the student survey corroborated this interest, as 48% said that a "Multipurpose room for socials/events" would attract them to the Underground.

To help draw students into the area, additions such as including a stage and purchasing a karaoke machine would help create an atmosphere consistent with off campus bowling centers. We recommend not placing the air hockey tables back into the multipurpose room, as it not only decreases the functionality of the room but also decreases the visibility of the air hockey tables, which have seen increased success since being placed in the main room. Additionally, members of the community could reserve the room (during hours of low student use) for birthday parties or other events. This has been requested by many community users of the space and is consistent with how a space like this is used at other institutions.

Furthermore, as a true multipurpose space the room must serve as an area suitable for studying and eating when events and meetings are not taking place as well as engaging in student activities and hosting programs and events. As a former arcade, the room has a sufficient number of outlets that is ideal for a number of students to study in the space. A sufficient number of tables and chairs is needed for the area.

2. Improved Advertising

TUUS found several changes that could be easily implemented, at little or no cost, which pertain to advertising and the multipurpose room. As seen in the survey, "word of mouth" dominates as the main form of advertising. That word of mouth can and should be enhanced with targeted outreach and advertising to serve as a more effective and reliable method of discovering potential patrons of the Underground.

By specifically targeting incoming students at Orientation (specifically targeting their Orientation Advisors), as well as Resident Assistants and Freshman Interest Group (FIG) Mentors the Underground could attract newer and younger students who would then associate the Underground as a location for organizational and group entertainment. Other untapped markets include fraternities and sororities, graduate students, and other RSOs.

Paid advertising to The Daily Texan newspaper print edition should henceforth cease. The newspaper is an ineffective and expensive means of reaching out to students. A more productive avenue of advertising would be to utilize the much cheaper, and more widely read, website of The Daily Texan. Social media, such as Twitter and Facebook, should be the first priority of advertising online. Furthermore, other free advertising such as the university-wide "Know Events" email and table tents, like in Kingsovling's dining area should also be utilized.

3. New Logo

An effective means of revamping the Underground advertising is through branding. The subcommittee feels that a revised logo of the Underground, which includes bowling pins and/or other imagery that represents the character and attractions of the Underground, will help shape first impressions of the Underground and it will communicate what the Union Underground is.

4. Website
We recommend an overhaul of the Underground's location within the University Unions' website. By dedicating a prominent space on the homepage advertising the Underground, students looking for recreational activities within the Texas Union will associate such activities with the Union Underground. Unfortunately, from the homepage of the University Unions website it takes three "clicks" to access information regarding the Union Underground. The difficulty in navigating the website helps to explain why a mere 1% of survey respondents came to the Underground through a web search. Websites of similar institutions (e.g., Purdue Memorial Union) feature a prominent space for their bowling and billiard recreational area.

5. New Student Position

The creation of a new student position(s) responsible for outreach to registered student organizations (RSOs), special event planning, and (potentially) coordinating cosponsored events within the Underground, could be created for more proactive advertising and outreach to organizations. This student-advertising and outreach position(s) could actively seek out special organizational events, such as "Graduate Student Nights," or departmental-themed bowling events. The student position would actively promote the Union Underground as a source of entertainment through the untapped media discussed above, while looking for new, cost-effective, and inventive ways to reach out to students. In order to accomplish this overhaul of advertising, a marketing plan should be developed that outlines the goals and priorities of the Underground's advertising.

Beyond advertising, the new position could also reach out to departments, residence halls, the Greek and Spirit communities, etc. to organize regular bowling and billiard tournaments, events, and socials. By proactively reaching out to these organizations, the Underground could become a more popular destination for RSOs looking for social destinations.

Medium Term Goals:

These recommendations can be implemented within the next one to two years and are listed in no particular order.

1. New Masking Units

The masking units are of vital importance to the aesthetics of the bowling lanes themselves. Unfortunately, the units have fallen into disrepair and are literally tied and taped into position in some places. As the primary attraction of the Underground is bowling, it is and will be important to support the upkeep of the bowling lanes and accompanying masking units.

2. General Appearance

The facade of the Underground comes off as sterile and uninviting. The walls of the Underground are largely white and bare with outdated fixtures and lighting. New paint and much brighter lighting would help to foster an inviting atmosphere for patrons. Furthermore, artwork (e.g., Texas Union building blueprints and other relevant "Texas Union" or "Union Underground" related materials) should be incorporated within space to foster a more hospitable atmosphere.

3. Entrance Hall

The University Unions' "Through Our Eyes Campaign" in the Student Activities Center represented an innovative way for students to leave their mark on the new building. We feel that the remarkably uninviting entrance hallway could use such a program to renew interest in the area, help students feel ownership of the area, and improve the overall aesthetics of the Underground.
Long-Term Goals:

These recommendations may not be currently feasible, yet they aim to ameliorate pressing needs that must be dealt with in the coming years. The recommendations are listed in no particular order.

1. Effect Lighting and Sound
   Effect lights and a working sound system are needed for the standard operations of any bowling alley. We recognize that within the next few years, these systems must be replaced (or added to) as the current systems are not sufficient for the future of the Underground.

2. Seeking Donors and/or Sponsorship
   The new multipurpose room of the Underground presents an opportunity for the Union Underground to attract potential benefactors from other areas on campus, thus drawing in new interest from previously untapped resources on campus. By seeking a sponsor of the room, such as UT Athletics or the Texas Exes (among other organizations), the room could serve as a hub for events for the sponsoring organization and it could be decorated by the organization (in line with University Unions standards).

3. Replacing Furniture
   The furniture within the Underground is dated and wearing after years of use. Although the need to replace furniture is not immediately pressing, replacement furniture will be needed within the next few years and would contribute greatly to the overall appearance of the space.

4. Food Service
   As reflected by student opinion in the survey and further evidenced in responses from the Unions TUUS contacted, food remains a draw and potential source of attraction for students. Despite the history of mixed success and failure of restaurants in the Underground, TUUS feels that an establishment such as a popular restaurant Sonic or Plucker's would draw students into the Underground.
   Student survey respondents also felt that as a bowling alley, an expanded selection of alcoholic beverages should be available for customers to choose from. Therefore, we recommend that the food service area in the Underground have bar service. With bar service, trained bartenders will serve patrons to the Underground, thus reducing the liability that Union Underground staff incurs while simultaneously freeing the front desk area to take care of other more pressing needs that arise during the daily operations of the Underground.

Conclusion

The Texas Union Underground Subcommittee began its study of the Union Underground only to find its appearance entirely outdated, its advertising lacking, and much of its space (e.g. the former games room) underutilized. However, with this knowledge, the input we received from our peer institutions across the country, and the thoughts and experiences shared with us from the students of the University of Texas, we have found ample opportunity for the Underground to improve itself with the support of the University Unions.

The Union Underground has a long history of serving the students, faculty, and staff of the University of Texas at Austin and the surrounding Austin community. Therefore, we hope that all of the recommendations made by of the committee are eventually enacted, so that the Underground can more effectively continue its longstanding service to our University.
Appendix

I. Letter to peer institutions

The following questions were created to enhance the University of Texas at Austin’s University Unions Board of Directors’ collective knowledge of trends in services, advertising, and usage of recreational areas of Unions on college campuses across the nation. The answers gained from the Unions surveyed will help the Union Board of the University of Texas reform its own recreation area if deemed necessary.

[TUUS member],
University Unions Board of Directors,
The University of Texas at Austin

Please answer the following questions as they pertain to your institution.

1. What is the size of the community and the University?

2. What is the Union’s place in the community?

3. Who visits your Union, and what is the breakdown of students and non-students who utilize the area?

4. What services for entertainment do you provide within your Union recreation area, and do you provide any type of food services in the area?

5. What are the hours of operation for your recreation center of the Union, and what are the peak times that students use the recreation center?

6. Are there any informal classes, such as teaching students how to bowl (if the Union has a bowling center), held within the recreation center of the Union?

7. How does the Union advertise its recreational area (website, social media, passing out fliers, etc.)?

8. Does the recreational area hold special events, such as bowling or billiard nights for organizations, to promote the space?

9. How else are students, or any other patrons, attracted to the recreation center in the Union, and is there anything else noteworthy about the space that draws students to the location?
II. Completed surveys:

Boise State Student Union

1. **What is the size of the community and the University?**
Boise state consists of approximately 20,000 students.

2. **What is the Union's place in the community?**
Our Union serves as the hub for food service and housing dining on campus. We also house the bookstore. Our second floor serves mainly as a conferencing facility with most student services on the first floor.

3. **Who visits your Union, and what is the breakdown of students and non-students who utilize the area?**
We get students, faculty, staff and community members in our Union. It is about an 80/20 split between students vs non students

4. **What services for entertainment do you provide within your Union recreation area, and do you provide any type of food services in the area?**
We have a games center that consists of 8 bowling lanes, 11 billiard tables, 1 ping pong table, 1 table soccer table and a video room (1 large projector and screen in a designated room with couches). We do not provide food other than a few vending machines. Because we have food services in the building there are no separate food services directly in the games center.

5. **What are the hours of operation for your recreation center of the Union, and what are the peak times that students use the recreation center?**
Monday-Thursday 9am-12midnight Friday 9am-1am Saturday 10am-1am Sunday 10am-12midnight
We get most of our student traffic in the evenings. We have special deals on certain evenings that bring in the student population as well.

6. **Are there any informal classes, such as teaching students how to bowl (if the Union has a bowling center), held within the recreation center of the Union?**
The university used to offer both bowling and billiards classes but those were both cancelled in the current semester due to funding. We have not explored offering the classes ourselves yet.

7. **How does the Union advertise its recreational area (website, social media, passing out fliers, etc.)?**
We do have a Facebook page as well as a page on the SUB website designated to the games center. We run into issue advertising off campus because of the fact that we are competing with private businesses with state funding. We tend to keep most advertising on campus and utilize the promotional services offered throughout campus such as table tents, large banner kiosks and word of mouth.

8. **Does the recreational area hold special events, such as bowling or billiard nights for organizations, to promote the space?**
We host many events for organizations, both campus and community, in the games center. We do not put many events on ourselves but have started to explore that option. We get a lot of student organizations that reserve bowling lanes and do fundraisers which brings in a lot of people and is great advertising for our space.
9. How else are students, or any other patrons, attracted to the recreation center in the Union, and is there anything else noteworthy about the space that draws students to the location?
We book almost all of our lanes out on Saturday and Sunday from 10am – 6 or 7pm for birthday parties. We see mostly community members book parties and few students. We bring in a lot of income from these non-student birthday parties and we don’t find that many students come during the day on the weekends. I have found that a lot of students say they would love to go bowling or shoot pool and having a games center sounds like a great idea, in reality they typically are too busy or find something else to do. We struggle in competing with other bowling centers because we do not provide food or alcohol. A lot of our revenue comes from group reservations and birthday parties. I am not sure we could survive solely on the students who come here for general recreation purposes.

Reitz Union (University of Florida)

1. What is the size of the community and the University?
UF- 50,116, Gainesville- 115,000

2. What is the Union’s place in the community?
The student union is the center of the University of Florida; it also has a different use for different parts of the student demographic here. The Union holds the office that represents over 900 student organizations and is the main programming space for these organizations.

3. Who visits your Union, and what is the breakdown of students and non-students who utilize the area?
A variety of students and non-students visit our union. Our grand ball room serves as a conference space for outside organizations and sometimes wedding receptions for Gainesville citizens. We do not have an exact number that represents the breakdown but the Union is predominantly used by students and faculty but it is a location for community members to hold meetings.

4. What services for entertainment do you provide within your Union recreation area, and do you provide any type of food services in the area?
We have a whole programming board for the union, Reitz Union Board of Entertainment that provides films, music, comedians, special events, and GatorNights! which occurs every Friday during the Fall and Spring semesters and sporadically in the summer semester. We also have a game room with pool tables and a full range bowling alley, along with video games and the Arts and Crafts center.

The food at the Reitz Union is provided in a mall ‘food court’ style with a variety of options which includes Burger King, Pollo Tropical, Papa Johns, Croutons (salad options), Home Zone (southern cooking/comfort food), Pod Market (mini convenience store), Subway, Panda Express, Orange and Brew (which offers Panini’s and sandwiches), and the Arredondo Cafe which is an all you can eat upscale restaurant.

5. What are the hours of operation for your recreation center of the Union, and what are the peak times that students use the recreation center?
Our hours of operation are Sunday 12pm to 11:30 pm, Monday- Thursday 11am – 11:30 pm, and Friday and Saturday 11am to 2am. The peak times vary, however we are busiest Friday and Saturday nights.
6. Are there any informal classes, such as teaching students how to bowl (if the Union has a bowling center), held within the recreation center of the Union?
We offer a variety of leisure courses, with 69 courses offered this spring. Arts and Crafts, beverages, computer skills, dance, health and wellness, music, sport, dance, pets, sports, and outdoor. Please see the link below:
https://www.union.ufl.edu/ProgramsArtsLeisure/LeisureCourses

7. How does the Union advertise its recreational area (website, social media, passing out fliers, etc.)?
We utilize all of the above, as well as, the Independent Florida Alligator, which is the student newspaper at the University of Florida. The union has a full time professional assigned to market the events and services of the Union.

8. Does the recreational area hold special events, such as bowling or billiard nights for organizations, to promote the space?
Yes, the recreational area is open to student organizations and is open during our "Destress Study Fest" during the two weeks during finals. We have the Orange and Brew which also serves and a lounge area for student organizations that put on poetry nights, comedy nights, and other special functions.

9. How else are students, or any other patrons, attracted to the recreation center in the Union, and is there anything else noteworthy about the space that draws students to the location?
We do have a hotel on the fifth and sixth floor of the union in addition to holding many conferences, this allows a variety of patrons to attend and partake in the recreation events that we have here. Student organizations also use our ballrooms to hold different events. We also have a movie auditorium that shows 35 millimeter movies, and there is a movie every single night of the week. GatorNights! also serves as a family outing option for our many graduate students here.

University of Kansas

1. What is the size of the community and the University?
Lawrence is the home to apx. 91,000 residents, with 29,462 undergraduate students, 6,414 graduate students and 2,529 faculty situated on 1,000 acres in the heart of the town.

2. What is the Union's place in the community?
Within the University we are a full function community center.

3. Who visits your Union, and what is the breakdown of students and non-students who utilize the area?
1.5 million visitors a year to the KU Memorial Union. During the day hours our customers are 75% staff/faculty related visits and during the evening hours it is 75% student related meetings and activities.

4. What services for entertainment do you provide within your Union recreation area, and do you provide any type of food services in the area?
The union's recreation area "The Jaybowl" is a 12 lane bowling alley with various arcade games, party room and a snack area that has chicken bites/mac and cheese triangles, battered green beans, nachos, hotdogs and vary small selection of other snack items and drinks. The Jaybowl
is part of the Student Union Activities and they host events such as "The Big Lebowski", a 
Medden Tournament, Cosmic Bowling weekly Texas Hold Em tournaments.

5. What are the hours of operation for your recreation center of the Union, and what are 
the peak times that students use the recreation center?
When school is in session the Jaybowl is open 10:00 am to 10:00 pm Monday through 
Thursday. Friday 10:00 am to 1:00 am, Saturday 12 to 1:00 am and Sunday 12 to 6:00 pm. 
Peak times are driven by our specials that are ran. Currently Fridays and Saturdays are our 
busiest times.

6. Are there any informal classes, such as teaching students how to bowl (if the Union 
has a bowling center), held within the recreation center of the Union?
We do not hold informal classes. We actually teach 13 HSES 101 classes during the day and 2 
for the night for credit. We also teach 2 DDR (Dance Dance Revolution) classes for credit in the 
Jaybowl. This spring we are starting a bowling league.

7. How does the Union advertise its recreational area (website, social media, passing out 
flyers, etc.)?
Unfortunately, we do not advertise off of campus due to regulations enforced by the State of 
Kansas. We do have a Facebook and twitter page and can advertise throughout campus via 
bulletin boards, bus ads, closed circuit TV’s and large posters.

8. Does the recreational area hold special events, such as bowling or billiard nights for 
organizations, to promote the space?
We offer Cosmic Bowling free for KU students on Friday and Saturday nights, sponsored by the 
Student Activities Union and our birthday parties are a big hit for Fridays and Saturdays for the 
general public.

9. How else are students, or any other patrons, attracted to the recreation center in the 
Union, and is there anything else noteworthy about the space that draws students to the 
location?
The recreation center has been part of KU since 1953. Our patrons are students participating in 
the bowling classes, the free events sponsored by SUA and to our community, we have a dollar 
day that is well received along with birthday parties.

   University of Michigan

1. What is the size of the community and the University?
Campus locations: Ann Arbor, Dearborn, Flint 
Total enrollment, Fall 2010: 58,947 (about 40,000 of these are at the Ann Arbor campus, where 
the Billiards & Games Room is located) 
Ann Arbor community: approximately 113,000

2. What is the Union’s place in the community?
Relatively centralizes on campus, visited by thousands of students each day. Also frequented 
by alumni and members of the at-large community for events, fraternal organizations (Rotary), 
and weddings. We also get a lot of “I’m just looking” visitors on football game days. They’re not 
necessarily here to play, but they have some connection to the Union and often to the Billiards 
Room itself. When they’re in town, they visit.
3. Who visits your Union, and what is the breakdown of students and non-students who utilize the area?
Billiards Room clientele are approximately 90% students, faculty and staff; 10% unaffiliated.

4. What services for entertainment do you provide within your Union recreation area, and do you provide any type of food services in the area?
Recreation clubs (7), weekly poker tournaments, bweekly pool tournaments, and special offers/promotions throughout the week. Intercollegiate tournaments (pool), trick shot exhibitions once every 1-2 years, instructional clinics integrate students with local pool community. For full details, please visit our website: www.umich.edu/~billiard.
The only food in the Billiards Room is a series of vending machines, but food is readily available elsewhere in the building during all hours that the Billiards Room is open. This includes several name-brand express restaurants (Pizza Hut, Subway, and the like) as well as our own self-operated convenience store.

5. What are the hours of operation for your recreation center of the Union, and what are the peak times that students use the recreation center?
Hours of operation vary by season: http://www.umich.edu/~billiard/info/index.html
Peak times really vary, not only from one semester to the next but over the years I have seen a complete turn-around. The one constant has been Friday nights. We have always been busiest on Friday afternoon-evening-late night.
When we started offering free daytime pool to U-M students about a year ago, not only did our daytime business pick up as expected, but our total daily revenue did too, indicating that people would come and play for free during the daytime, then return later at night and on weekends (when it’s not free). It was a pleasant surprise.

6. Are there any informal classes, such as teaching students how to bowl (if the Union has a bowling center), held within the recreation center of the Union?
We have offered mini-courses in the past, but interest waned significantly in the early 2000s so we discontinued formal instruction. We instead list a number of local instructors on our website, most of whom have a connection to the University (alumni, regular guests/players). Those local instructors appreciate the referral and pay it back by scheduling their lessons here at the Billiards Room so we can earn the hourly revenue. Note: we do not have bowling. We have only pool, snooker, billiards, foosball, chess, and video games.

7. How does the Union advertise its recreational area (website, social media, passing out fliers, etc.)?
See attached marketing plan. [Not attached to Recommendations]

8. Does the recreational area hold special events, such as bowling or billiard nights for organizations, to promote the space?
We accommodate multiple group reservations each week, but these are not for the purpose of promoting the space. We do promote the space as a venue for group gatherings by offering free pool and games during recruiting fairs and other events that attract large crowds to the building. (We have a couple of very large meeting spaces on the same floor, including our Ballroom, so this is a convenient way for us to capitalize on crowds and try to get them into our place).

9. How else are students, or any other patrons, attracted to the recreation center in the Union, and is there anything else noteworthy about the space that draws students to the location?
That’s the million dollar question, isn’t it!? I wish I could answer this. If I knew exactly what was attracting our guests, I’d capitalize on that. But survey feedback indicates that everyone has different reasons for being here: proximity to residence hall, they came for lunch and stayed, the specifically sought us out because they love pool, and any number of other reasons.

Purdue Memorial Union

1. What is the size of the community and the University?
West Lafayette is approximately 30,000 and the University has approximately 40,000 students

2. What is the Union’s place in the community?
The Union is open to all, students, faculty/staff, and general public, and hosts many community events

3. Who visits your Union, and what is the breakdown of students and non-students who utilize the area?
80% students; 20% non-students for recreational services

4. What services for entertainment do you provide within your Union recreation area, and do you provide any type of food services in the area?
Bowling, Billiards, Amusement Games
Restaurant service from Pappy’s Sweet Shop (think “Steak and Shake, but nicer”)

5. What are the hours of operation for your recreation center of the Union, and what are the peak times that students use the recreation center?
Sunday – Thursday: 10am to 12am; Friday – Saturday: 10am to 1am
Peak is Friday and Saturday from 8:00 pm to 11:30 pm

6. Are there any informal classes, such as teaching students how to bowl (if the Union has a bowling center), held within the recreation center of the Union?
No informal classes, but formal PEs 115 bowling courses offered in conjunction with our Health and Kinesiology Department

7. How does the Union advertise its recreational area (website, social media, passing out fliers, etc.)?
Posters and fliers in area and Union; website and social media becoming more prevalent; email database of league members; frequent bowler email database for open play participants

8. Does the recreational area hold special events, such as bowling or billiard nights for organizations, to promote the space?
Yes, we have several weekly events/specials and typically one special event per month

9. How else are students, or any other patrons, attracted to the recreation center in the Union, and is there anything else noteworthy about the space that draws students to the location?
We are the only "no alcohol" bowling facility in the area and so we draw a lot of families for that reason. We also are much cleaner and have newer amenities than some of our commercial counterparts in the area.
### III. Student surveys

#### 1. Level of difficulty and preparation time

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#### 2. Difficulty of exam

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#### 3. Time to complete exam

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#### 4. Clarity of exam

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