



STUDENT CENTERS



Student Fees Advisory Committee (SFAC)
PROGRAM QUESTIONNAIRE
FY 16-17

1. Please provide a one-page executive summary of your questionnaire responses. This summary should include, in brief terms; your unit's mission, how you accomplish your unit's mission, and a justification of your unit's student fee allocation in terms of benefits for students.

In celebration of our diverse campus community, the Student Centers (comprised of Student Center South, Student Center North and the Student Center Satellite) enrich the campus life experience by providing quality programs, services and facilities focused on student involvement, student learning and student success. As an auxiliary operation of the University, the goals of the Student Centers are to:

- Provide clean, safe, comfortable, and well-maintained facilities, while fostering a climate that is welcoming to all students and members of the UH community.
- Preserve the facilities for current and future generations of college students by practicing continuous high standards of maintenance, refurbishment and renovation.
- Provide a variety of services, conveniences and amenities which are responsive to the diverse and constantly changing needs of daily campus life.
- Provide programs and activities which enhance personal development, complement the academic experience and promote a cultivation of the arts.
- Provide opportunities for student leadership development through volunteerism, boards, committees, student organizations and student employment.
- Provide an environment that is conducive to innovation, learning, empowerment and creative thought.
- Attract, retain, support and develop excellent staff that is committed to service and to the vision and goals of the Student Centers organization, the Division of Student Affairs and Enrollment Services and the University of Houston.
- Serve as a unifying force – a point of identification – in the life of the University.

The Student Centers accomplishes its mission and goals primarily through auxiliary operations along with our contract partners to provide a wide range of services to students, faculty, staff and visitors of the University of Houston.

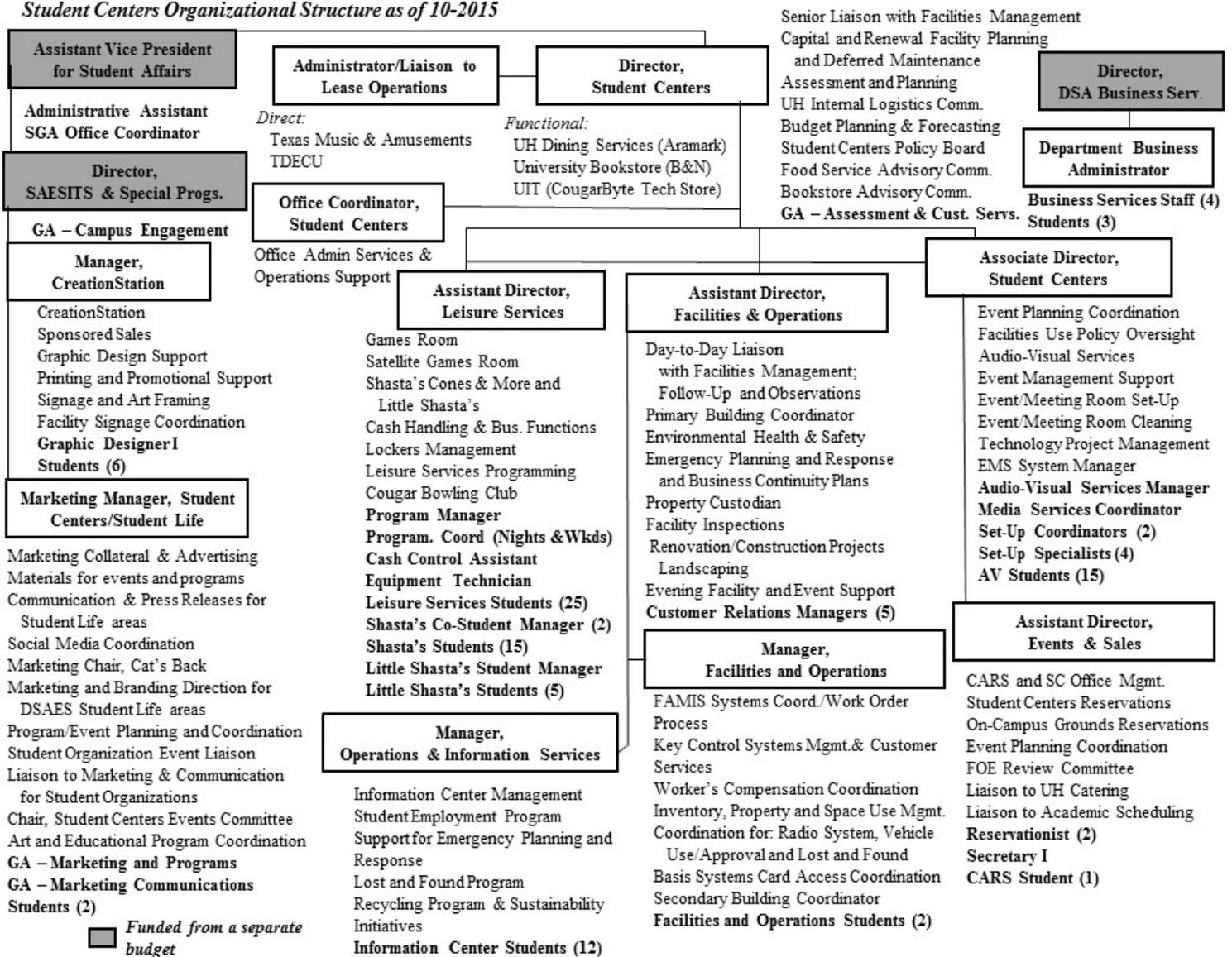
- Operations rely heavily on student fees to maintain the facilities that support services and programs that enhance the social, cultural, and leadership activities/experiences that complement students' formal education.
- The Student Centers' generates approximately one-third of its operational income through contract partner relationships. As a result the Student Centers are able to provide high quality services, facilities and programs at a low cost to students and other users, and keep student fees at a reasonable rate.
- Student Centers supports its mission through the staffing units of Event Services, Leisure Services, Facilities and Operations, and Administrative Services.
- Additionally, Marketing and Special Programs, which is funded by Student Centers, also provides support and awareness through annually offered featured programs (Cat's Back, Weeks of Welcome, Student Centers Open House, Cougar Trading Cards, Citizenship Month, etc.), and graphic design services through CreationStation.

Student Centers maintains a thirty (30) person full-time staff to support daily operations, as well has contracted housekeeping services through Marcis and Associates, and follows UH policy by working with Plant Operations for maintenance issues and planned projects. Additionally the Student Centers employs approximately one-hundred ten (110) student employees which returns over approximately \$450,000 annually back into students' hands to help defer education costs.

The Student Centers Policy Board (SCPB) serves as the primary policy recommending agency for all Student Centers' facilities, services and programs in the following areas: contracts, lease operations, student organization carrel and lockers, renovation and renewals project planning and facilities policies and procedures. Policy considerations encompass all operation phases exclusive of compensation and employment decisions. The SCPB, is comprised of students (as a majority), and appointed faculty and staff.

2. Provide an organization chart of your unit. Large units may need to have an overview chart and then more specific charts for each program. Where you have multiple staff in the same position (e.g. counselor, advisor, etc.), note this on your chart. Student employees should be cited on the chart and identified as students.

Student Centers Organizational Structure as of 10-2015



3. List your unit's strategic initiatives and action steps identified for the 2014-2015 academic year and cite the specific Division of Student Affairs and Enrollment Services (DSAES) Strategic Initiatives and University of Houston Strategic Goals to which they relate (links below). Please comment on your success in achieving these strategic initiatives/action steps. If a strategic initiative/action step changed during the year, please note this and explain. Also, list any new strategic initiatives/action steps, the rationale for the addition, and comment on your success in achieving these items.

Strategic Initiative: Complete the UC Transformation Project through continued renovation and expansion of the existing University/Student Center in order to further meet the needs of an expanding Tier 1 student body.

Action Step: Support and work with UC Project contractors and Facilities Planning and Construction staff to ensure project is completed on schedule in order to offer maximum amount of services and value to students by end of Phase 2. **DSAES 2b**

Status Update: Completed. Phase 2 opened on time in January 2015.

Action Step: Successfully complete Phase 2 (January 2014-December 2014) and fully open the University/Student Center to the campus community in January 2015. **DSAES 2b**

Status Update: Substantial completion was achieved for the Transformation Project on December 15, 2014. Reached substantial completion on May 15, 2015 of all phases of the project and all punch list items, including additional audio-visual infrastructure.

Action Step: Fully complete the implementation of the University/Student Centers staffing reorganization to accommodate the expanding needs of the new University/Student Center. Initiate any outstanding search processes in order to achieve full staffing in time for the full facility opening in January 2015 at the end of Phase 2. **DSAES 2a**

Status Update: Completed. Two additional Event Services Setup Specialist positions were posted and successfully filled to meet the growing event services needs of our facilities. In addition, a new Manager position to support Operations and Information Services was hired in May of 2015.

Action Step: Plan, coordinate and execute a comprehensive Grand Opening to celebrate all new and renovated space for the University/Student Centers in January 2015 with students, staff, faculty, alumni and additional members of the UH campus community. **DSAES 2e**

Status Update: Completed. Grand Opening Event occurred on January 21, 2015.

Action Step: Further the development and implementation of a comprehensive development and fundraising program. This program will potentially target both large-scale donors for naming of the new theater as well as offering a low-investment option for graduating students to commemorate their involvement on campus as part of a 'Leadership Wall'. **DSAES 2d**

Status Update: Work with DSAES Director of Advancement to develop fundraising price options and financial utilization plans to ensure student engagement through funds potentially raised.

Strategic Initiative: Provide support and leadership for the planning, marketing, and implementation of all events and programs sponsored by the Student Centers and DSAES Special Programs areas (i.e. Cat's Back, UH Weeks of Welcome, Student Centers' Events, Cougar Trading Card Program).

Action Steps: Working with the Student Centers Events Committee, increase the amount of unique and innovative student focused events hosted throughout the year. These events are designed to create awareness of resources available in the Student Centers and enhance student life and foster campus traditions (Cougar Resource Fair, OctoberFest, Stress Free Finals Week, Art/Cultural Learning Exhibits, etc.). **DSAES 5c**

Status Update: Partially Completed. Cougar Resource Fair was sponsored again during the fall 2014 at the Lynn Eusan Park given the Student Center was still under renovation. The fall 2014 OctoberFest was successfully held in the new Student Center Circle Drive. Planning for fall 2015 events is continuing.

Action Steps: Expand the amount of event offerings and university department participation during UH Weeks of Welcome. **DSAES 1d**

Status Update: Completed. The 2014 Weeks of Welcome experienced another successful year of growth. The fall 2014 UH Weeks of Welcome (UH WOW) included a total of (97) events (compared with (93) events in 2013 and (65) events in 2012).

Action Steps: As the Cat's Back event continues to grow in attendance and popularity, increase the participation from Registered Student Organization and staff volunteers. **DSAES 1d**

Status Update: In Progress. The fall 2014 featured (153) registered student organizations compared to (155) in 2013.

Action Step: Expand the number of users of the Get Involved (uh.edu/getinvolved) website by fully integrating campus departments into this student-centric virtual platform. **DSAES 5b**

Status Update: Changed. The Get Involved functions were transitioned to the Center for Student Involvement. Marketing and Programs staff provide support as requested.

Action Step: Complete the expansion and installation of the Student Centers Digital Signage to include multiple monitors within new and renovated space of the Student Center North and South buildings. **DSAES 2b**

Status Update: Completed. Digital signage has been installed throughout Student Center North and South.

Action Step: Produce electronic communication pieces, program calendars, press releases and other marketing and promotional materials focused on the Student Centers' services and programs, while continuing to enhance distribution processes. Continue to provide marketing consultation to vendors, contract partners and other offices within the Student Centers. **DSAES 5a**

Status Update: Partially Completed. An updated New UC Tour Guide featuring facility enhancements was created to accompany weekly tours that were provided on Wednesdays by Marketing and Programs staff during the month of October and also for special events during Homecoming Week. Tours were also provided to students and family members both days of Family Weekend in October. A press release announcing the opening of the reservations process for new Phase 2 as of October 1, 2014 was completed in September. A new Student Centers website landing page as well as new facility maps and area content were in progress during November and December 2014 and continue towards completion in preparation for the launch of the new Student Centers website prior to the Grand Opening. Grand Opening banners were completed and hung before the end of the fall 2014 semester to advertise the upcoming event to the UH community prior to the winter break.

Action Step: Increase sponsorship and creation of evening and weekend programming through the newly renovated Games Room. Explore additional sponsorship of tournaments that promote and support the usage of the Games Room (billiards, table tennis, bowling and video games). **DSAES 1d**

Status Update: Partially Completed. A series of tournaments and special events were sponsored during the fall 2014 semester both within the Games Room and also near the arbor lounge space adjacent to the Games Room to provide more visibility of programs and also increase space for participants. Refer to Appendix A for more specific program details.

Strategic Initiative: Manage the liaison relationship with Facilities Management to ensure Student Centers facilities are effectively maintained with maximum efficiencies.

Action Step: Manage the quarterly review of facility Service Level Agreements to ensure facility needs are met and cost savings are achieved where applicable as well as continue regularly scheduled meetings with Facilities Management Auxiliary Services Senior Project Manager and Supervisors assigned to the Student Centers. **DSAES 6d**

Status Update: Ongoing Completion. Bi-weekly meetings occur between Facilities Management and Student Centers staff to identify problems and consider cost-saving initiatives to ensure that needs are met. Collaborative work continues between Facilities Management staff and Student Centers staff to correct building maintenance warranty items through the project.

Action Step: Work with Facilities Management to further investigate efficiencies, define/adjust needs to achieve greater service continuity for the new Student Center South and North buildings and the Student Center Satellite related to use of contracted custodial services. Proceed with implementation of contracted custodial services for the Student Center and continue review of contracted services currently in place in the Student Center Satellite. **DSAES 6d**

Status Update: Ongoing Completion. The contract housekeeping services scope was reviewed for expansion during summer 2014 to cover the full footprint of surrounding walkways and grounds areas for the Student Center South and North buildings. The contract addendum negotiations and paperwork were officially completed in November 2014 with work beginning immediately after the contract was fully executed in the same month. Contract housekeeping also began scheduled make-ready and daily cleaning of all new Phase 2 completed space in late December 2014. Monthly meetings are set with Facilities Management and Contracted Housekeeping management to identify and eliminate trends in cleaning deficiencies.

Action Step: Review/revision of facility Custodial Cleaning Frequency Charts to ensure facility cleanliness and consistent staffing to cover identified needs and pursue elimination of duplication as determined to be applicable. **DSAES 6d**

Status Update: Completed. All cleaning frequency charts were reviewed for updates and completed during 2014. Monthly meetings and additional contacts via phone and email are completed between Facilities Management, Marcis and Associates and Student Centers' staff as needed to ensure cleaning deficiencies are addressed in a timely manner and scheduled cleaning is effectively maintained.

Action Step: Review, evaluation, and adjustment of the prioritization of short term and long term critical facility needs included in the Facilities Management Facility Condition Report for the Student Center Satellite based on identified funding sources. **DSAES 6d**

Status Update: Initial planning for the Student Center Satellite has begun; planning will continue into FY16.

Action Step: Prioritize needs and feasibilities for use of the space vacated by Student Publications and The Daily Cougar in December 2013 at the Student Center Satellite. Work with Facilities Management Minor Planned Projects to re-purpose and renovate the vacated space. **DSAES 6d**

Status Update: Initial planning for the Student Center Satellite has begun; planning will continue into FY16.

Strategic Initiative: Complete a review of UC Conference and Reservation Services event planning and event management daily operations utilizing compiled customer service assessment information and data, results obtained from the implementation of the EMS upgrade to EMS Enterprise and launch an online reservation process to meet conferencing, meeting and event needs for the New UC.

Action Step: Fully implement the upgrade to the EMS Enterprise event management software, space and resource configuration, and the online reservation process and make operational or procedural adjustments as needed to further meet needs of registered student organizations and campus departments. **DSAES 2e**

Status Update: Completed. The EMS Enterprise event management upgrade was completed during 2014. A pilot for online reservations was completed during the fall 2014 semester. System adjustments were implemented and the online reservation process for registered student organizations, campus departments and off-campus clients has been fully launched.

Action Step: Review the success, progress, and impact of the implementation of recommendations made by the One Stop Shop Task Force on Student Organization Event Registration. Make operational adjustments as needed to continue to meet needs of registered student organizations. **DSAES 2e**

Status Update: Completed. EMS Enterprise event management system is being used for meetings and basic events. In partnership with the Center for Student Involvement, the event registration process was re-designed utilizing the Get Involved portal. This process was launched in August 2015.

Action Step: Review Student Centers' facilities use policies and procedures and further define/revise as needed to continue to meet customer's needs related to the use of all new conferencing and event spaces brought back online for use within the Student Center. Work with the Student Center Policy Board Facilities Use Policies and Procedures Committee to review any proposed recommendations for adjustments or new additions to policy. **DSAES 2b**

Status Update: Completed. Reservation and usage policies were developed for the (4) new drop in Study Rooms and approved by the Student Centers Policy Board at their last meeting for the fall 2014 semester in early December. Study rooms are in use, with a weekly average of 243 students during the spring 2015 semester and 81 students during the summer 2015 semester.

Strategic Initiative: Utilize recommendations obtained from the implementation of the Student Centers' annual Assessment Plan to continue to enhance Student Centers' sponsorship and support of programs and services to meet the changing needs of the UH campus community and also its contributions to the campus life environment benefitting students through student learning, student development, and increased student success.

Action Step: Adjust/revise the Student Centers' annual assessment plan based on prior year plan results and recommendations and implement changes in initiatives in order to continue to meet changing or identified needs for future services or programs. **DSAES 4a**

Status Update: Partially Completed. Monthly customer service surveys were scheduled to occur in 2014-2015 to capture more customer service feedback as newly renovated Phase 1 spaces were utilized and Phase 2 completed spaces were brought back online for use. The Games Room initiated a new customer service survey to capture feedback related to reservations for special events scheduled to occur in the renovated Games Room. A survey to assess the training and student employment program for the new Shasta's Cones and More Ice Cream Store will be implemented during the spring 2015 semester after the store has been opened for business and operates for the semester period. Results suggested need for more customer service training and that is a focus of current year.

Action Step: Complete a full Educational Benchmarking Incorporated (EBI) facility, program or service assessment for the expanded New University/Student Centers North and South buildings as well as the continued assessment of the UC Satellite. **DSAES 4a**

Status Update: Completed. Results are being used to define areas for improvements and growth.

Action Step: Implement revised/revamped student staff training programs focused on achieving increased student learning and development through the use of student learning outcomes that are aligned with meeting the needs of current students who are supporting programs and services operating within the New UC. **DSAES 2c**

Status Update: Not Complete. A department wide Student Employment Program is in the planning phase led by the new Manager. This will be a priority for FY16.

New Objectives: Eighteen (18) additional initiative/action steps were undertaken or completed which were not defined in our 2014-15 program questionnaire.

1. All lounge and office space opened at the completion of Phase 2 in January were reviewed during the spring semester and summer for further furniture needs to accommodate already growing use of new space. Additional furniture has been ordered and is continuing to be delivered and installed to meet growing needs.
2. The Student Centers purchased Office Furniture for offices in the Student Center South as part of Student Center Project.
3. The Student Centers purchased and installed Cougar Red Sound Panels in the Ballroom to minimize sound issues, and to enhance the visual appeal.

4. Student Centers Staff worked with Plant Operations Minor in House Construction to build out a new and larger Graduate Assistant Group Office within the newly completed Center for Student Involvement in the Student Center North to accommodate an already expanding Graduate Assistant Program. Existing space is in the process of being re-purposed to provide a seasonal home to the SGA Election Commission.
5. Emergency Preparedness and Active Shooter training was implemented and training classes were offered to all occupants of the Student Centers.
6. The Student Centers was selected by the Association of College Unions International to officially host the 2016 Fall Region 11 Regional Conference at the University of Houston.
7. The Student Centers hosted campus visits for colleagues from Sam Houston State University and California State University Northridge related to the planning, development and implementation for the Student Center Transformation Project.
8. The Student Centers, in partnership with the Center for Student Involvement, planned, purchased and installed the Campus Leader Awards Wall on the second floor of Student Center South.
9. The Student Centers, in partnership with the Division of Advancement, launched an Advancement Customer service center at the SC Student Information Center to support education and outreach for Advancement (Alumni Relations and Development) with the UH community.
10. The Student Centers purchased and installed Computer Stations in the Student Organization Center.
11. The Student Centers, in partnership with DSAES leadership and Advancement developed a guide for giving levels for future fundraising efforts in the Student Center South and Student Center North.
12. The Student Centers purchased and installed a New Card Reader for SC Satellite Loading Dock Elevator and a Key Watcher System to enhance security and to reduce access.
13. The Student Centers, in partnership with Facilities and Planning and Construction, purchased and installed Audio/Video Equipment and Lighting Equipment for the Houston Room & Perimeter Rooms.
14. The Student Centers, in partnership with Facilities and Planning and Construction, purchased and installed Audio/Video Equipment for the Multi-Purpose Room.
15. The Student Centers purchased Pipe and Drape for event and activities.
16. The Student Center purchased additional Portable Staging for Large Meeting Rooms.
17. The Student Center purchased additional Ballroom/Meeting furniture, Audio/Video Equipment, Portable Room Dividers, Artwork and Clocks for Student Centers Meeting Rooms.
18. Purchased and installed new Event Calendar Displays for Conferences and Events.

4. Please discuss the means that you are utilizing to evaluate both your success in achieving the aforementioned strategic initiatives and/or action steps and their importance as compared to others that you might pursue. Where data exists, discuss the number of persons served by each of your programs and any assessment measures and/or learning outcomes used to evaluate program success. Please provide the method for collecting these data.

A. Efforts continue to improve internal revenues and to also improve and expand services and program offerings.

- With the opening of the new Student Center, we developed a Memorandum of Understanding with Auxiliary Services (who is the UH System contract manager for Barnes and Noble) for the food service retail and catering space in the Student Centers. A Memorandum of Understanding was confirmed, and will provide an annual return of \$43,496.73 to the Student Centers (\$3/sq. ft.). As an additional note, there was an agree-to clause in the Memorandum of Understanding that both parties will re-negotiate this rate for FY2023, based upon market value (and not to ability to pay which was how this rate was determined).
- With the opening of the new Student Center, we developed a new Memorandum of Understanding with Auxiliary Services (who is the UH System contract manager for Barnes and Noble) for the bookstore retail space in the Student Centers. A Memorandum of Understanding was confirmed, and will provide an annual return of \$113,037.45 to the Student Centers (\$5/sq. ft.).
- The Student Centers worked with University of Houston Information Technology Services to assume the responsibilities for the contracting process for the retail space designated for CougarByte (much like Auxiliary Services does with Bookstore and food service offerings in the Student Centers. A Memorandum of Understanding was confirmed, and will provide an annual return of \$16,347.30 to the Student Centers (\$15/sq. ft.).
- One significant change that was made during the Student Center Transformation Project was to meter all utilities for retail locations that were designated for contracted businesses. These utilities are now paid directly to Facilities Management.
- A new contract for retail banking services with TDECU – Texas Dow Employees Credit Union was finalized in 2014 to be effective November 1st. No change in rental income from previous tenant.
- This is the sixth year of adding Bank of America and Chase Automatic Teller Machines to the 1st floor of the Student Center; providing additional income since April of 2009. Woodforest National Bank also maintained an Automatic Teller Machine on the first floor of the Student Center and at the Student Center Satellite facility for continuing customers as they moved out of the retail bank area.
- A five-year contract with Texas Music & Amusements for the amusement game operations offered in the Student Centers' Games Rooms was re-negotiated in 2012, which has kept the income levels constant, while ensuring we continue to have access to the best games on the market.
- Prior to the closing the Games Room in November of 2012 for UC Transformation Project Phase One work, bowling income maintained a consistent peak level of performance since the automatic scoring system was installed and our lease-to-buy agreement on bowling pin spotters was finalized which has saved approximately \$20,000 per year at the end of the amortization period (FY2006).
- The addition of the four (4) Cougar Red bowling lanes in the SC Games Room (which opened in August 2014) and new upgraded and more efficient computerized pinspotter technology that was added during the Student Center Transformation Project has continued to support revenue generation due to increased capacity for bowling, as well as less wait time and maintenance downtime due to improved pinspotting technology. As a result of all new mechanical equipment in this operation the Games Room will also benefit from being able to utilize matching replacement parts for repairs across all machines which will reduce the potential for obsolete or unused inventory.
- “Sponsored” sales coordinated by the CreationStation operation have increased its revenue stream by increasing the volume of sales, as well as identifying more student-oriented merchandise.
- An assessment was conducted to measure Student Centers Conference and Reservation Services customer satisfaction and pinpoint room for improvement in reservation request process, event readiness, pricing, and staff training. Satisfied and Very Satisfied responses were up 23% on average. Details of satisfied and very satisfied responses for the follow: Room Arrangement - up 7.8%; Condition of Space up 21%; process up 33%; CARS staff 41%; AV services up 11.2%; and Overall Experience up 26.2%.

- An assessment was conducted to measure the Student Centers Games Room Reservation customer satisfaction and pinpoint room for improvement in the Games Room request process, event readiness, pricing, and staff training. The results of the two questions were positive:
 - Overall reservation process from start to finish:
 - 85.19% respondents were either very satisfied or moderately satisfied (48.15%/very satisfied and 37.04%/moderately satisfied)
 - 10.4% were neutral
 - 3.7% were moderately dissatisfied or very dissatisfied
 - Customer service the client received during the event:
 - 88.89% of respondents were either satisfied or moderately satisfied (66.67%/very satisfied and 22.22%moderately satisfied)
 - 7.31% were neutral
 - 3.7% were moderately dissatisfied or very dissatisfied

B. Utilization figures for 2014-2015 in the Student Centers have continued to rise with the completion of Student Centers Transformation Project. Utilization figures at the Student Center Satellite for the same period have experienced some fluctuation suspected due to the Student Center Grand Opening.

Facility Traffic Data – SC Satellite and Student Centers: The historically high SC Satellite daily foot traffic average of over 7,500 UH community members per weekday during the academic year experienced fluctuations ranging from almost 8,000 prior to the opening of the New Student Center when food service options were shut down for the SC Project to below 3000 daily with the full Grand Opening in January 2015. Traffic counts at the SC Satellite have increased and stabilized with the start of the new fiscal year potentially impacted by higher fall semester enrollments on campus.

Shasta’s Cones & More Ice Cream Store – Student Center: The main Shasta’s ice cream store closed down in July 2012 in preparation for the UC Transformation Project and re-opened in January 2015. Data from January through August 2015 for Shasta’s includes:

- Shasta’s sold 25,317single scoop cones/bowls, and 5,323 double scoop cones/bowls served. Revenues: FY15 Shasta’s = \$\$180,471.
- The \$1.00 Cone Days continued to be offered in conjunction with national holidays and Cougar Football victories.
- Shasta’s Collaborative Programs for 2014-2015 included:
 - Provided Ice Cream for the Metropolitan Volunteer Program: Rock the Campus program (Oct.)
 - Provided \$1 Cones for Parent's Weekend (Oct.)
 - October/Fall Fest (Oct.) - distributed 750 Coke Floats
 - Catered ice cream for 250 to the Dept. of Education for a Homecoming Event/Ice Cream Social (Oct. 16)
 - August 2015 marked the ninth straight year that Shasta’s participated in the Cougar First Impressions program assisting in the give-a-way of 7,500 frozen desserts during the first two days of school
 - Fifth straight year of participating in Cougar Move-In giving out more than 72 gallons (1500+ cones/bowls)
 - Frontier Fiesta Kiosk to sell ice cream during the three day event (March)
- Shasta’s has continued to assist and support several UH and SC events. Highlighted events include:
 - Cats Back (fall & spring)
 - SC Welcome Back/Open House (Sept.)
 - Cougar Resource Fair (Oct.)
 - Stress Free Finals Week at the SC Satellite (Dec. & April).

Games Room – Student Center: Data from 2014-2015 for the Games Room includes:

- Bowling: 108,822 games bowled September –August with existing (8) but renovated lanes; (4) new Cougar Red lanes opened on August 25, 2014.

- Shoe Rental: 23,581 pairs of bowling shoes rented (rental fee charged \$1.25 Mon-Fri after 5pm, and on weekends, no charge Mon-Fri before 5pm). Shoe rental Free with reservations.
- Billiards: 20,661 hours played
- Table Tennis: 6,019 hours played
- Amusement Games: 61,380 (based upon \$.25 a play)

SC Satellite Games Room: This satellite operation has continued to provide services and programs. This operation was closed during the summer months with the main Games Room in full operation.

Games Rooms Total Revenues and Sales for FY2015 = \$384,396 (Student Center and SC Satellite), in comparison to previous years:

FY2015	\$384,396
FY2014	\$210,981
FY2013	\$ 88,402
FY2012	\$264,448 (Last full year of operations prior to project)

Number of SC Games Room Reservations by Customer Type for FY15 and FY14

• Student Organizations	157 (FY15)	69 (FY14)
• Campus Department	67 (FY15)	22 (FY14)
• Non-UH Sponsored	89 (FY15)	42 (FY14)

Revenue Figures for SC Games Room Facility Rentals/Event Reservations by Customer Type

• Student Organizations	\$26,658.00 (FY15)	\$8,874.00 (FY14)
• Campus Departments	\$12,163.50 (FY15)	\$4,684.64 (FY14)
• Non-UH Sponsored	\$14,328.25 (FY15)	\$3,111.25 (FY14)
• Birthday Parties	\$4,503.50 (FY15)	\$2,632.25 (FY14)

Bowling Tournaments

• 9/19/2014	Dutch Double	8 participants
• 10/25/2014	Low Games/3-6-9 Odd-Even	12 participants
• 11/21/2014	9-Pin No Tap	16 participants
• 2/20/2015	Singles Tournament	18 participants

Board Game Tournaments

• 9/15/2014	Omaha Poker	9 participants
• 10/13/2014	Chess	7 participants
• 10/31/2014	Monopoly	13 participants
• 11/3/2014	Black Jack	9 participants
• 11/14/2014	Scrabble	11 participants
• 2/10/2015	Chess	9 participants
• 2/14/2015	Risk	11 participants

Billiard/Table Tennis Tournaments

• 9/22/2014	9-Ball Billiards	9 participants
• 10/6/2014	Table Tennis	8 participants
• 10/27/2014	8-Ball Billiards	26 participants
• 11/17/2014	9-Ball Billiards	18 participants
• 1/26/2015	8-Ball Billiards	32 participants
• 3/10/2015	8-Ball Billiards	24 participants
• 4/7/2015	9-Ball Billiards	13 participants

UH Series of Poker / Texas Hold'em Tournaments

• 9/8/2014	Texas Hold'em	34 participants
• 9/29/2014	Texas Hold'em	14 participants
• 10/20/2014	Texas Hold'em	32 participants
• 11/10/2014	Texas Hold'em	37 participants
• 12/1/2014	Texas Hold'em	16 participants
• 1/27/2015	Texas Hold'em	22 participants
• 2/12/2015	Texas Hold'em	18 participants
• 3/9/2015	Texas Hold'em	26 participants

- 4/10/2015 Texas Hold'em 20 participants
- 4/25/2015 Series of Poker Finals 16 participants

Games Room Special Programs/Promotions:

- Participation in Student Centers Open House/Welcome Back
- Participated in Cougar Resource Fair
- Participated in Family Weekend
- Cougar Bowling Club bowled at the SC on Tuesday evenings for both Fall and Spring Semester
- A combined Faculty/Staff & Cougar Bowling Club league bowled at the SC on Thursday evenings for both Fall and Spring Semester

CreationStation: This retail operation works with student organizations, UH departments and off-campus customers to provide a unique multi-service center on campus, offering a full complement of graphic design solutions.

CreationStation Customer Utilization Data

In FY2015 CreationStation served: 942 students, (203) student organizations including registered and fee funded, (114) Units/Departments, (50) General Public customers, and had at the campus (18) Sponsor Sales throughout the year.

For comparison, in FY2014, CreationStation served: 669 students, (87) student organizations including registered and fee-funded, (90) Units/Departments, (15) General Public customers, and had at the campus (13) Sponsor Sales throughout the year.

Revenue Comparison from Invoice Systems at CreationStation (QuickBooks)

9/01/2014 – 8/31/2015:

Students/Student Organizations	\$ 91,512.39
Sponsor Sales	\$ 4,859.75
UH Departments	\$117,121.40
General Public	\$ 2,774.24
Total	\$216,267.78

9/01/2013 – 8/31/2014:

Students/Student Organizations	\$ 82,690.24
Sponsor Sales	\$ 2,907.26
UH Departments	\$ 53,945.72
General Public	\$ 914.29
Total	\$140,457.51

9/01/2012 – 8/31/2013:

Students/Student Organizations	\$ 57,018.89
Sponsor Sales	\$ 2099.06
UH Departments	\$ 54,587.58
General Public	\$ 1,612.20
Total	\$115,309.80

Revenue Comparison with 1074 Reports – Multiple Fiscal Years:

9/01/2014-08/31/2015	\$247,931.43
9/01/2013-08/31/2014	\$151,836.44
9/01/2012-8/31/2013	\$117,017.57
9/01/2011-8/31/2012	\$128,881.60
9/01/2010-8/31/2011	\$ 94,604.60

CreationStation revenue increased by 63.5% compared with last year's income (1074 Reports), or a 54% increase if compared with our QuickBooks invoice system.

Student Centers Conference and Reservation Services Office (CARS): This facility service and events support operation worked with student organizations, UH departments and off-campus customers for the effective planning and management of events. Specifically, in FY2015, we served 597 UH registered student organizations, 224 UH campus departments and 191 off-campus customers through 12,931 bookings. Some additional facts include:

- These events equated to over 69,789 of “event hours”, with an estimated attendance figure (as supplied by the event organizers) of over 1,105,891.
- Of the above mentioned bookings, student organization events were at 48.38%, campus department events were at 47.80% and off-campus customer events were at 3.82%.
- A total of \$648,708 in discounted facility space and services were provided. Campus Departments were the recipient of 91.65% of these discounts, student organizations represented 7.22% in discounts and off-campus events were the recipient of 1.13% in discounts.
- The largest portions of discounts outside of Student Centers were provided to the following offices/programs:
 - Admissions 26.25%
 - Center for Student Involvement 13.90%
 - Office of International Students & Scholar Services 10.63%
 - Student Centers 8.55%
 - Division of Student Affairs and Enrollment Services 8.13%

Conference and Reservation Services Utilization Data for the last three years

Type	FY13		FY14		FY15	
	Numbers	Percentage	Numbers	Percentage	Numbers	Percentage
Bookings by Customer Type						
<i>Campus Departments</i>	4,320	40.7% 4	3,569	33.95%	5,565	43.04%
<i>Non-UH Sponsored</i>	148	1.40%	180	1.71%	524	4.05%
<i>Student Organizations</i>	6,137	57.87%	6,763	64.34%	6,842	52.91%
Total	10,605		10,512		12,931	
Total Event Hours by Customer Type						
<i>Campus Departments</i>	35,347	49.73%	21,110	39.73%	33,358	47.80%
<i>Non-UH Sponsored</i>	911	1.28%	959	1.80%	2,668	3.82%
<i>Student Organizations</i>	34,813	48.96%	31,227	58.47%	33,763	48.38%
Total	71,071		53,406		69,789	
Estimated Attendance by Customer Type						
<i>Campus Departments</i>	330,455	46.66%	609,046	63.56%	786,414	71.11%
<i>Non-UH Sponsored</i>	6,505	0.92%	9,789	1.02%	32,216	2.91%
<i>Student Organizations</i>	371,215	52.42%	339,327	35.41%	287,261	25.98%
Total	708,175		958,162		1,105,891	
Customers Served by Type						
<i>Campus Departments</i>	89	N/A	83	N/A	224	N/A
<i>Non-UH Sponsored</i>	77	N/A	77	N/A	191	N/A
<i>Student Organizations</i>	310	N/A	298	N/A	597	N/A
Total	476		458		1,012	
Discount to Campus Departments						
	Discount	% of Total Discount	Discount	% of Total Discount	Discount	% of Total Discount
<i>Admissions</i>	N/A	N/A	47,675	18.07%	156,038	26.25%
<i>Student Centers</i>	28,935	34.57%	31,833	18.07%	50,841	8.55%
<i>Center for Student Involvement</i>	35,714	42.67%	81,751	30.99%	82,652	13.90%
<i>Dean of Students Office</i>	3,885	4.64%	NA	NA	N/A	N/A
<i>Center for Fraternity and Sorority Life</i>	2,795	3.34%	NA	NA	N/A	N/A
<i>Division of Student Affairs & Enrollment Services</i>	8,385	10.02%	29,634%	11.23%	52,718	8.13%
Total Discounts for Departments	83,689		263,780		594,536	
Total Discounts for All Groups	90,717		290,748		648,708	
Totals Discounts by Customer Type						
	Discount	% of Discount	Discount	% of Discount	Discount	% of Discount

<i>Campus Departments</i>	83,689	92.25%	263,780	90.72%	594,536	91.65%
<i>Non-UH Sponsored</i>	153	0.17%	54	0.02%	7,306	1.13%
<i>Student Organizations</i>	6,875	7.58%	26,914	9.26%	46,866	7.22%
Total	90,717		290,748		648,708	
Revenue by Customer Type	Net Sales	% of Net	Net Sales	% of Net	Net Sales	% of Net
<i>Campus Departments</i>	51,558	41.34%	138,637	66.91%	295,095	55.23%
<i>Non-UH Sponsored</i>	16,318	13.08%	20,666	9.97%	139,774	26.16%
<i>Student Organizations</i>	56,841	45.58%	47,905	23.12%	99,456	18.61%
Total	124,717		207,208		534,325	

Notes for Quarterly 2014

Registered Student Organizations do not have the same base price for rooms and equipment as Departments and Non-UH Groups.

Non-UH Groups receive discounts when being sponsored.

Marketing and Programs: FY15- September 1, 2014- August 31, 2015

- As part of the official opening of the transformed Student Center, a day-long Grand Opening Event, which featured several activities, food, entertainment and games in throughout the Student Center, drew about 9,300 students. The 2015 Cat's Back Spring Event was planned in conjunction with the Grand Opening. There were a total 2,354 students that attended in comparison to the 2014 Cat's Back Spring event, which was had 3,423 students. The fall 2014 UH Weeks of Welcome (UH WOW) included a total of (97) events (compared with (93) events in 2013 and (65) events in 2012). The Campus Prowl Open House Event included (26) campus departments (compared to (22) in 2013).
- For the third year in a row, the Cat's Back 2014 Fall Event was hosted within the Campus Recreation and Wellness Center (CRWC). The planning team included staff from Student Centers. During the three hours of the event, 6,532 students attended; an increase from an attendance of 5,600 students for the fall 2013 event.
- The 2014 UH WOW events utilized technology in promotion through Guidebook and Scavify. This year there were 1,589 Guidebook downloads and 15,000 UH WOW website hits. The 2014 UH WOW Scavenger Hunt had (670) participants compared with (506) participants in 2013.
- The fall 2014 Stress Free Finals was held December 1st-9th and featured (20) events sponsored by departments and student organizations. This fall's event also featured an Instagram contest, which included (97) participants and resulted in a 6% increase in Instagram followers. The spring 2015 Stress Free Finals was held April 27- May 5 and featured (17) events sponsored by departments and student organizations. This semester's program reintroduced Karaoke in the Student Center Legacy Lounge space as an evening program to add to the diversity of events during Stress Free Finals and increase awareness of the Legacy Lounge as a location available for reservation.
- In celebration of the City of Houston's annual Citizenship Month held during November, (53) University of Houston sponsored events were submitted to the City calendar.

5. Please discuss any budget or organizational changes experienced since your last (FY 2016) SFAC request, their impact on your programs, and your reason for implementing them. SFAC recognizes that some programs did not receive the funds that they requested, that some programs were impacted by additional expenses after the conclusion of the budget cycle, and that some programs may be ahead of or behind their self-generated income projections. In addition, if your unit concluded FY 2015 with a Fund 3 addition to Fund Equity, please describe the conditions which caused the addition.

The Student Centers is a self-supporting, auxiliary enterprise that operates primarily on a dedicated student fee, some SFAC support and some revenue generation. The Student Centers is responsible for satisfying the bond payment as related to the Student Centers Transformation Project and any renovations, repairs, additions, and/or unforeseen expenditures that may occur to the Student Centers’ facilities.

We ended the year with a 3049 fund equity return to the SFAC pool of **\$39,891.13**. This is primarily related to the vacancy in the Department Business Administrator position that if funded by the Student Centers.

As noted throughout this report, with the completion of the Student Center Transformation Project, we have seen growth in income levels for some of our SC managed retail and event service operations. The staffing expenses and cost of goods sold (COGS) also required an increase

Our unit Fund 3 concluded FY2015 with a fund balance carry forward of **\$2,948,600**. However, the Student Centers have projects which are either “in-process” or are scheduled to be completed in FY2016 which will cost approximately **\$1,429,082**. These projects include:

Purchase new wall protection/design for SC South 2nd floor	\$ 250,000.00
Purchase (2) additional Golf Carts for the Student Centers	\$ 20,000.00
Purchase New Audio/Video Equipment for SC Games Room	\$ 140,000.00
Purchase Replacement Hot Water Heater for SC Satellite	\$ 50,000.00
Purchase New Office Furniture for SC North	\$ 23,000.00
Purchase Point of Sale Equipment for Shasta’s/Creation Station	\$ 15,000.00
Purchase of Additional Cocktail Tables for Events Services	\$ 7,000.00
Purchase additional Wireless Sound Equipment for Events Services	\$ 20,000.00
Purchase of New I Mac Camera for Houston Room and Theater	\$ 20,000.00
Purchase Card Swipe Doors for 5 Doors	\$ 50,000.00
Purchase additional Pipe and Drape for Events Services	\$ 10,000.00
Purchase additional Audio/Video Support Equipment for Events Services	\$ 15,000.00
Purchase additional podium for Events Services	\$ 14,000.00
Purchase wheel chair lift for Houston Room	\$ 60,000.00
Purchase Exterior Theater Signage for SC South	\$ 20,000.00
Purchase Presentation Staging Furniture for Events Services for Houston Room and Theater	\$ 12,000.00
Purchase radios and repeater for Facilities and Operations.	\$ 12,000.00
Purchase indoor video display marquee to be mounted above Starbucks.	\$ 205,000.00
Purchase additional cameras for public areas and high-value meeting/event room spaces	\$ 75,000.00
Purchase additional data jacks for meeting rooms. (2 per room - 17 rooms)	\$ 25,000.00
Purchase additional WiFi units for the Student Centers North and South buildings	\$ 120,000.00
Purchase cell phone repeater for SC South Basement	\$ 30,000.00
Purchase Architectural Lighting Controller for Houston Room for Conferences and Events	\$ 12,170.00
Purchase of New Cocktail Tables for Events Services	\$ 4,827.00
Purchase upgraded rigging system for Theater Room	\$ 24,085.00
Install Shade Structure Awning – SC Exterior Plaza Performance Space	\$ 195,000.00

Total \$ 1,429,082.00

The Student Centers and SC Satellite do not receive state funding to address deferred maintenance, emergency issues and capital expenditures. Funding for repair and replacement costs must be planned to transfer to reserves in order to maintain a systematic maintenance program and fund repairs, renovation, and replacement.

Additionally, the Student Centers and SC Satellite maintains contingency funds to cover costs associated with unforeseen events such as hurricanes, fire damage, internal system failure, severe weather damage and the like. It is important to note that the management team for the Student Centers is very committed to keeping the facilities in a state of good repair for the comfort of our clients.

6. Please list your 2016-2017 strategic initiatives and action steps in priority order and cite the specific Division of Student Affairs and Enrollment Services Strategic Initiatives and University of Houston Strategic Goals to which they relate. Larger units may wish to group responses by subprogram. Under each strategic initiative, please state the specific action steps (programs, activities, services, policies/procedures, etc.) that you intend to implement to accomplish your stated initiative.

Strategic Initiative: Responsibly maintain a safe, clean, livable, efficient and effectively managed Student Centers that remains focused on providing high quality customer service with planning focused for the long term.

Action Step: Create customer service standards for Student Centers' facilities and work standards into Memorandums of Understanding with SC community. **DSAES 2b**

Action Step: Monitor and adjust as needed the financial business plan as well as the implemented Memorandums of Understanding with Campus Partners in order to ensure the long-term stability for the future of the Student Centers. **DSAES 2b**

Action Step: Further the development and implementation of a comprehensive development and fundraising program based on the achieved results and progress of the FY15 plan that targeted both large-scale donors for naming for meetings rooms and large gathering spaces within the Student Centers as well as offering a low-investment option for graduating students to commemorate their involvement on campus as part of a 'Leadership Wall' in the Legacy Lounge. **DSAES 2d**

Strategic Initiative: Complete further reviews of Student Centers Conference and Reservation Services event planning and event management daily operations utilizing compiled customer service assessment information and customer statistics and usage data to meet expanding conferencing, meeting and event needs and demands of the UH community.

Action Step: Review Student Centers' facilities use policies and procedures, and make changes as appropriate to ensure the newly transformed Student Centers event and conferencing spaces are being maximized in terms of use and flexibility for the UH community. **DSAES 2b**

Action Step: Establish event planning workshops to improve efficiencies within the event reservation process and to educate customers about available resources. **DSAES 2e**

Action Step: Evaluate EMS and online tools (room design software, WhenToWork, etc.) to ensure success/determine opportunities for growth. **DSAES 2e**

Action Step: Study and evaluate building, reservation, and resource usage to ensure adequate staffing needs are achieved during hours of operation to ensure events and programs are professionally managed. **DSAES 2a**

Action Step: Evaluate SC Event Services assessment plan and electronic survey tools to ensure customer satisfaction is being actualized, and make changes as necessary to increase satisfaction as possible. **DSAES 4a**

Strategic Initiative: Develop a short-term and long-term plan for the Student Center Satellite: reviewing return on investment for renovation required; and perceived value added for the needs from the UH community/student perspective.

Action Step: Further prioritize and complete identified facility replacement and repair needs for the Student Center Satellite from the Facilities Management Facility Condition Report after the completion of FY15 projects are funded and fully implemented. **DSAES 2b**

Action Step: Work with Student Leaders, Plant Operations, facility stakeholders and the UH community in identifying a plan for the renovation efforts for the SC Satellite facility. **DSAES 2b**

Strategic Initiative: Create long-term programs to ensure the on-going renewal and maintenance of the Student Centers' facilities and manage the relationship with Facilities Management to ensure facilities are effectively maintained on a day-to-day basis with maximum efficiencies.

Action Step: Create and maintain a capital replacement program that will track all non-inventory related items within the Student Centers (i.e. flooring, roofs, HVAC units, paint, ceiling covers, etc.). **DSAES 2b**

Action Step: Create and maintain a depreciation schedule for all Student Centers inventory. This will include lounge furniture, audio/visual, games center, office furniture, and events equipment. **DSAES 2b**

Action Step: Work with Facilities Management to improve custodial response times and meet cleaning standards, while continuing to adjust needs to achieve greater service continuity for the Student Centers North, South and Satellite facilities. **DSAES 6d**

Action Step: Decrease reliance on on-going maintenance department through technology and facility building improvements (facility wall protection, paint quality, corner guards, etc.). **DSAES 2b**

Action Step: Manage the quarterly review of facility Service Level Agreements to ensure facility needs are met and cost savings are achieved where applicable as well as continue regularly scheduled meetings with Facilities Management Auxiliary Services Senior Project Manager and Supervisors assigned to the Student Centers. **DSAES 6d**

Strategic Initiative: Provide support and leadership for the planning, marketing, and implementation of all events and programs sponsored by the Student Centers and DSAES Special Programs areas (i.e. Cat's Back, UH Weeks of Welcome, University Centers' Events, Cougar Trading Card Program).

Action Step: Working with the Student Centers Events Committee and Student Center Partners group to increase the amount of unique and innovative student focused events hosted throughout the year. These events are designed to create awareness of resources available in the Student Centers, enhance student life and foster campus traditions (Cougar Resource Fair, FallFest, Stress Free Finals Week, Art/Cultural Learning Exhibits, etc.). **DSAES 1d**

Action Step: Further develop and expand the Weeks of Welcome program, specifically taking advantage of new programs and services offered in the renovated and expanded Student Center. **DSAES 1d**

Action Step: Work collaboratively with the Center for Student Involvement to identify additional uses and strategies for the Get Involved (uh.edu/getinvolved) website in order to increase campus wide participation by fully integrating campus departments and all student organizations. **DSAES 5b**

Action Step: Review and expand existing marketing and public relations efforts for adjustments to further increase the awareness of enhanced and expanded program and service offerings and increased reservable space options as well as recognition and celebration of the newly named Student Center North, Student Center South and Student Center Satellite. **DSAES 5c**

Strategic Initiative: Utilize recommendations obtained from the implementation of the Student Centers' annual Assessment Plan to further enhance Student Centers' sponsorship and support of programs and services to meet the changing needs of the UH campus community and also its contributions to the campus life environment benefitting students through student learning, student development, and student success. **DSAES 1, 2, &4**

Action Step: Develop a department wide Student Employee Development Program. This program would address issues like Diversity, Customer Service, and Communication with a goal to prepare students for transitioning into a professional career and developing a Tier One service approach. **DSAES 2e**

Action Step: Evaluate Games Room reservation customer service satisfaction survey to ensure satisfaction is being actualized, and make changes as necessary to increase satisfaction as possible. **DSAES 4a**

Action Step: Adjust/revise the Student Centers' annual assessment plan based on prior year plan results and recommendations and implement changes in initiatives in order to continue to meet changing or identified needs for future services or programs. **DSAES 4a**

Action Step: Complete a full Educational Benchmarking Incorporated (EBI) facility, program or service assessment for the Student Centers North and South facilities. **DSAES 4a**

7. What are the other possible sources of funding available to your unit and what efforts are being made to access them (i.e. grants, donations, etc.)? If you receive funds from other sources, please briefly describe the source, purpose, and duration of the funding and report the amounts received in the appropriate rows/columns on the SFAC Spreadsheet.

Primary source of additional funds are through self-generated income. Efforts have been successful in maintaining positive contract relationships with TDECU and CougarByte Technology Store (which re-opened in January 2015). This service will once again generate revenue and provide technology services to the University of Houston community and managed by the University Information Technology department. Partner relationships continue with University of Houston Auxiliary Services who manage SC housed contracted clients – UH Dining Services (provided by Aramark) and the UH Bookstore (provided by Barnes and Noble). We have a contract in place with TDECU, and Memorandums of Understanding in place for CougarByte, food service and bookstore operations. We continue to review existing rental rates and contract services and make adjustments consistent with access and usage of new and renovated space to ensure we are receiving appropriate income for high profile retail areas.

As we significantly enhanced and renovated existing meeting room and event spaces over the last few years, we have completed a review to revise our pricing and rate plans for these spaces/areas based on an hourly rate versus a flat day rate to more efficiently schedule space usage by departments, sponsored groups and off-campus clients. In addition, the Student Centers now provides all AV equipment at no cost to registered student organizations (when the equipment is booked with the initial reservations or added five business days in advance of the meeting/program/event or 48 hours in advance for a small meeting).

The Student Centers remains concerned with the growing renovation/maintenance/improvement project list for the SC Satellite and additional projects that we have identified of significant importance to complete during FY16 as costs are finalized, firm funding is confirmed and scheduling permits to limit or reduce customer impact and/or temporary loss or reduction in services as much as possible. Below is a list of priority projects along with estimated costs, timeline and statuses as currently available:

<u>SC Satellite Project</u>	<u>Status</u>	<u>Cost</u>
Roof Replacement	Under Review/Pending 2016	\$6,000,000
Replace Air Handlers (HVAC Systems)	Under Review/Pending 2016	\$1,400,000
Concrete Floor Repairs: Inject Cracks/Refinish	Under Review/Pending 2016	\$ 400,000
Interior Space Renovation	Under Review/Pending 2016	\$ 500,000
Ramp Improvements; Exterior Addition Passenger Elevator	Under Review/Pending 2016	\$ 500,000
Expansion/Camera Security System	Under Review/Pending 2016	\$ 50,000
Furniture and Office/Meeting Space Improvements	Under Review/Pending 2016	\$ 150,000
Purchase Framed Artwork/Photos for Lounges	Under Review/Pending 2016	\$ 10,000
Purchase Building Directory	Under Review/Pending 2016	\$ 4,000
	Sub-Total=	\$9,014,000
Plant Operations – 5%		\$ 450,700
	Total=	\$9,464,700

As the UC (Student Center) Fee was introduced in 1988 (partly to make up for the loss of revenues associated with a UC-run Bookstore), the staff of the Student Centers has consistently worked to identify a minimum of \$200,000 each year to support renovation and maintenance initiatives. This was a portion of an “informal agreement” as the UC Fee was supported by the Student Government Association, the Student Fees Advisory Committee, and subsequently passed legislatively. When inflation is calculated in comparing 1988 to the present day economy, the required funding allowance to match \$200,000 in 1988 is approximately \$402,901 in the year 2015.

- 8. Please describe any services that are similar to yours and/or any overlap between your unit and any other unit(s) providing services to students and the rationale for the overlap.**

None applicable to the Student Centers.