



KU MEMORIAL UNION

# STRATEGIC PLAN 2018-2022



# MISSION, VISION, AND VALUES

## MISSION:

To be an open and dynamic environment where the KU community comes together for individual and collective discovery.

## VISION:

The Union manifests the environments and experiences that make it the destination for what is uniquely KU.

## VALUES:

### COMMUNITY

Provide the KU community attractive, welcoming facilities with up-to-date technology, where people gather and spend time.

### QUALITY

Provide high-quality event, meeting, and retail experiences for the KU community.



*Approved by KUMU board at the February 3, 2018 meeting, and formulated by the board at the December 2, 2017.*

### DIVERSITY, INCLUSION & ACCESS

Foster an environment that promotes diversity, inclusion, and access, providing both facility and programmatic components for campus conversations.

### INNOVATION

Be good stewards of resources through innovative approaches related to operations, maintenance, capital planning, and community engagement.

### GROWTH

Facilitate ongoing and effective assessment of programs and services for measured growth and continuous improvement.

# STRATEGIC PLAN GOALS

For the execution phase of the Union's strategic plan, a tiered set of goals have been established by and for the Union on three distinct levels:

**1. Key Goals** issued to Union areas by the Director of the Union that must be met within five years; seen as critical to the Union's future success and sustainability.

**2. Priority Goals** for Union areas determined by the Director of the Union and area Director and deemed to be substantial enough goals and challenges that they will require ongoing planning and execution.

**3. Additional Union Area Goals** determined directly by area directors and their respective leadership team(s).

Any goal set by a Union area must align with the Union's stated mission, vision, and values. Area goals and the pathways to those goals are expected to be developed and reviewed on an annual basis by area directors under the supervision of the Director of the Union, using appropriate data and assessment tools/techniques as required.

*Key Goals developed in response to KUMU board mission/vision/values statement issued to Union areas during this five year strategic plan execution; Key Goals submitted to the Chancellor's Office May 2018.*

**GOAL 1:** Secure student fee funding for four year stair step culminating in \$62.50 fee in FY22 for \$16M in Kansas Union system improvements for KU's busiest community center.

UNION ADMINISTRATION, BUSINESS, EVENT & BUILDING SERVICES

**GOAL 2:** Build the Union's campus audience reach through Union media platforms - including the KU Guide, Union web, social media, and Union multimedia - to meet information and service needs of entire KU community at minimal cost.

UNION MARKETING, MEDIA & PROGRAMS

**GOAL 3:** Complete KU Dining facility/service overhaul to include bulk storage, The Market, Underground and Mrs. E's production as leverage by increased revenues from retail food/beverage and cost.

KU DINING

**GOAL 4:** Sustain and build funding and student leadership levels for Programs (SUA, Big Event, BOCO, KJHK, etc.) in response to existing volunteer and financial pressures.

UNION MARKETING, MEDIA & PROGRAMS

**GOAL 5:** Reposition KU Bookstore for textbook affordability via extensive digital offerings, and establish an effective brick-and-mortar merchandise strategy balanced by enhanced online systems and on-site options.

KU BOOKSTORE





# PRIORITY GOALS FOR UNION AREAS

*Goal writing occurred during fall 2018 semester and were finalized in December 2018*

## BOOKSTORE

- Integrate systems between the University and Bookstore to deliver digital required course materials at a discounted rate through Learning Management System saving students money and aiding KU IT with courseware integrations.
- Upgrade current bookstore systems, inventory, POS and website, to a system that has financial returns, efficiencies and customer experience enhancements.
- Continued focus on marketing strategies that convey student-centric focused services and products to drive traffic into brick-and-mortar stores.

## BUILDING & EVENT SERVICES

- Manage building system improvements to maximize efficiency and function while minimizing ongoing maintenance demands and operational disruptions.
- Invest in building program improvements to assure community needs are met. Investments guided by enhancing the student experience while increasing traffic to retail operations; generating operating revenues required for ongoing program investment.
- Manage services (Custodial, Maintenance and Event Services) to assure community experience is positive; building systems maintained, spaces are clean and inviting, access to meeting spaces and the support received onsite supports community objectives.

## BUSINESS & FINANCE

- Establish an overall financial plan and direction that advances revenue enhancement, resource conservation and fund flexibility to advance Union programs and safeguard Union assets. Useful, timely and accurate information will be provided to managers and directors enabling them to make appropriate decisions based on the current financial position.
- Manage the cash flow trends of the corporation to maintain liquidity ensuring we can meet all obligations to students, employees, vendors and the university. This includes consistent and proactive collections, strategic payments and managing and limiting reliance on long-term debt.
- Assist directors and unit managers in analysis of costs putting forth cost cutting strategies where applicable. We will assist in determining and implementing any efficiencies that would benefit the company by cutting costs or reducing headcount while maintaining superior level of service.

## DINING

- Introduce new plan options that reshape the manner in which students access dining operations across campus.
- Institute active sustainability initiatives through menu design, service-ware, and campus compost programs.
- Transform retail dining in the Kansas Union and Underground locations to increase building traffic through the use of multiple franchised food service operations.

## HUMAN RESOURCES

- Implement, analyze and conduct an evolving Diversity and Inclusion program focusing on education and awareness for current employees.
- Increase diversity among full-time staff through recruitment targeting and experiential changes.
- Impact financial resources through competitive pay and benefit initiatives updated each fiscal year.
- Improve employee experience in their daily work responsibilities through a defined and implemented training program(s) to also include a safety focus for all levels to be instituted by 7/1/2019.
- Continue technology enhancements to systems and measure for effectiveness and cost/benefit to Memorial Union.

## INFORMATION TECHNOLOGY

- Be a key partner for all Union areas to continuously improve Union functions and services through better managed technology.
- Be a capable and enthusiastic KU IT partner to serve as a campus model for centrally-supported enterprise and innovation.

## MARKETING

- Expand in-house marketing opportunities for both internal partners and the campus community.
- Establish a brand standard for the Union and implement it across all areas on an agreed upon timeline.
- Enhance audience awareness, reach, and feedback opportunities through top down messaging strategies for all levels of Union employees.

## MEDIA

- Develop and manage Union Media with the mobile application space as the primary focus. Use existing platforms and analytics to adapt popular existing platforms and develop new media that can function in the mobile environment.
- Provide better mechanisms for sharing Union Media's respective data insights back to stakeholders to empower better and faster decision making for Marketing activities and services.

## PROGRAMS

- Implement learning outcomes and pre-professional development through experiential learning opportunities for students involved in leadership roles.
- Provide high-quality programming that supports community building, fosters inclusiveness across campus, and adapts to meet unique needs of KU students.
- Increase campus awareness of The Big Event, SUA, and KJHK in alignment with Union Marketing and Media's practices and goals.



# ADDITIONAL UNION AREA GOALS

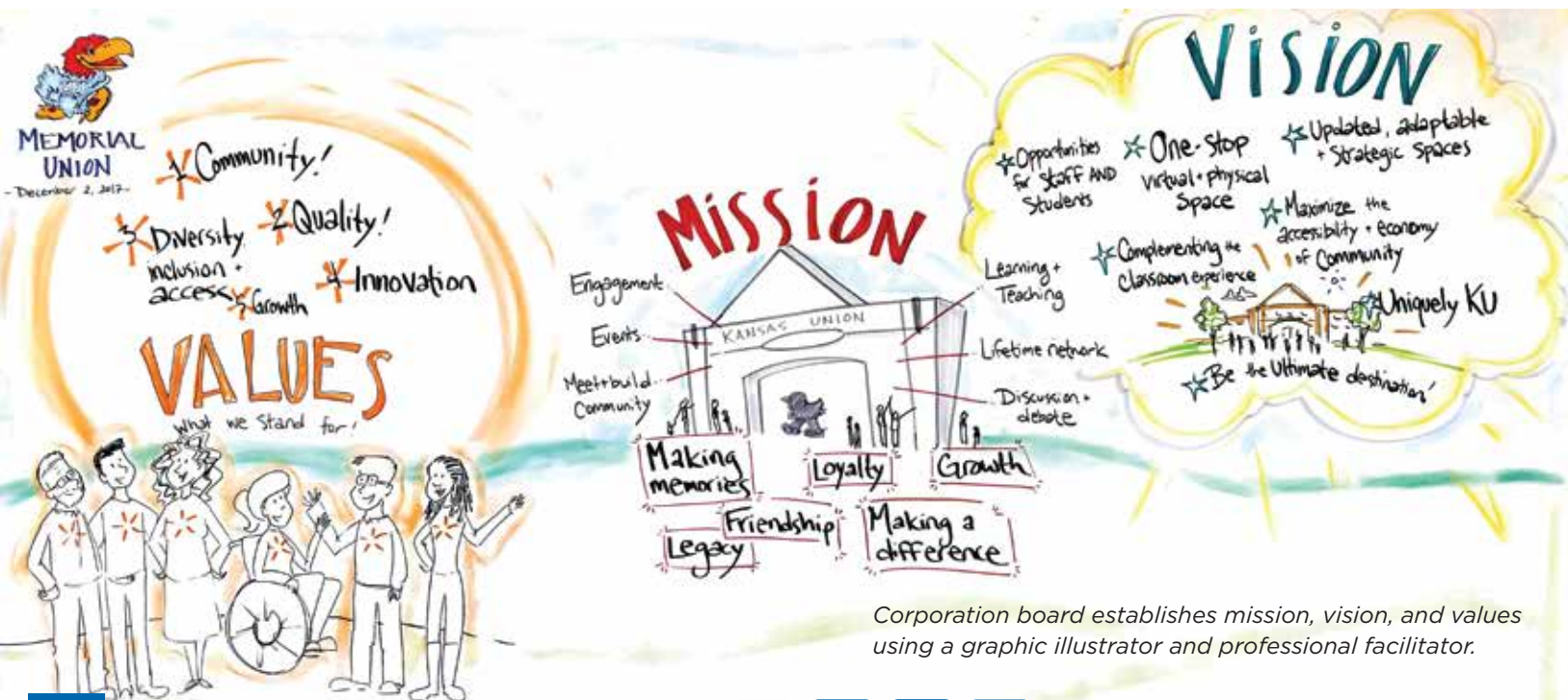
One of the Union's primary strengths is the agility of its areas in planning and execution. In this context, Union leadership has placed its continued trust in each Union area (Administration, Business, Bookstore, Dining, Event & Building Services, Human Resources, IT and Marketing, Media & Programs) and its respective director to develop additional goals and their supporting objectives, strategies, and tactics to serve the overarching Union mission, vision, and values. Additional Union area goals will be reviewed and in consultation of with the Director of Union.

## THE PROCESS:

- **May 6, 2017:** Corporation board charges Union areas (Administration, Business, Bookstore, Dining, Event & Building Services, Human Resources, and Marketing, Media & Programs) to convene focus groups to identify their respective area's strengths, weaknesses, opportunities, and threats (SWOT analysis).

- **September 9, 2017:** Corporation board approved research and the resulting findings.
- **Fall 2017:** Union leadership analysis became the foundation for the Union's subsequent efforts in developing its overarching mission, vision, and values; the exercise also aided the institution and Union leadership when identifying goals and opportunities as part of the ongoing strategic planning process.
- **December 2, 2017:** Corporation board establishes mission, vision, and values using a graphic illustrator and professional facilitator. (see graphic below)
- **February 2, 2017:** The mission, vision, and values were approved by corporation board.
- **2018-2022:** KU Memorial Union Corporation Strategic Plan represents the culmination of board and union staff members working together to provide a visionary framework for the coming years.

The 2018-2022 plan presents our key and area priority goals to ensure all units are working together to create programs and services that meet the needs of our stakeholders.



Corporation board establishes mission, vision, and values using a graphic illustrator and professional facilitator.