

# STUDENT UNIONS: Trends & Issues



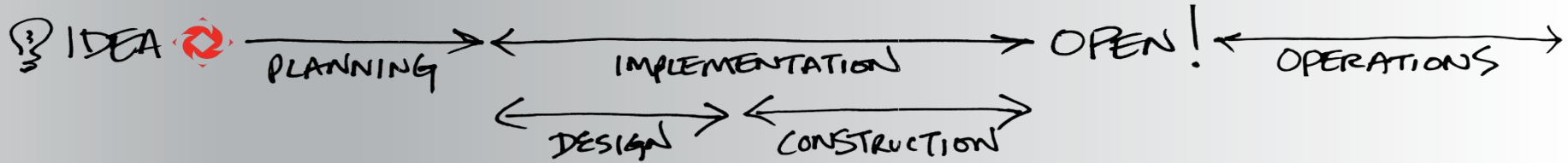
**Jeffrey D. Turner, LEED AP**  
Sr. Vice President  
Brailsford & Dunlavey

# Agenda

- ◆ Introductions
- ◆ Today's Goals & Objectives
- ◆ Student Union Program Database
- ◆ Current Trends
- ◆ Discussion

# Brailsford & Dunlavey

## FIRM OVERVIEW



**120**

Employees  
across 10  
offices

**22**

Years delivering  
campus life  
projects

**464**

Higher  
education  
clients

**\$35B**

in completed  
projects

**440**

Student  
housing  
projects

**298**

Student union/  
dining projects

**240**

Student  
recreation  
projects

**95**

Campus edge/  
retail projects

# Goals & Objectives

- ◆ Discuss national best practices and trends related to student unions
- ◆ Highlight recent changes within the industry
- ◆ Discussion applied to SUNY / New York realities



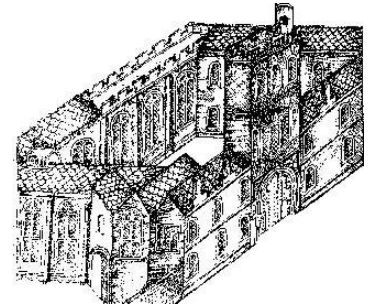
# Why Do Institutions Build?

- ◆ When Student Enrollment is Up, Schools Build to Accommodate Growth
- ◆ When Student Enrollment is Down, Schools Build to Become More Competitive
- ◆ When Student Enrollment is Stable, Schools Build to Support Their Mission, Deferred Maintenance, & Adaptive Reuse



# History of the Student Union

- ◆ The oldest Schools to have such a place Oxford University and its colleges
- ◆ A place that will provide accommodation, meals and socialization.
- ◆ The common rooms were a place of academic debate, lounging, study, reading and respite. The place to congregate.
- ◆ Houston Hall at U Penn considered first student union in the U.S. - 1896



# The Role of Student Unions

## WHAT SUNY-SPECIFIC RESEARCH IS SAYING

- ◆ Study by Leah Barrett from SUNY Brockport / St. John Fisher College (Dissertation)
- ◆ Recently conducted research project using results from the 2012 SUNY Student Opinion Survey (n=15,000) found:
  - Students' sense of belonging to their institutions was directly correlated to their level of satisfaction with their institution's union facility
  - Union was more important in community building than residence halls, rec centers, or the library
  - The Importance of the "Third Place"

# What's A Union?

JUST LIKE NAMES...MISSION MODELS VARY

## UNION MISSION MODELS

STUDENT (ACTIVITY) CENTER

CONFERENCE / RETAIL CENTER

STUDENT / CAMPUS SERVICES CENTER

CAMPUS / UNIVERSITY CENTER

The function of a “Union” building varies widely from campus to campus. Major variables include:

- ◆ Targeted user population(s) & utilization patterns
- ◆ Governance & budget sources
- ◆ Space allocation & amenities
- ◆ Scheduling policies, particularly instructional & external use

# Mission Models for Campus Unions – sample SUNY


	Aspiration		Existing Conditions	
Intentions	“Student Center”	“Conference / Retail Center”	“Campus / University Center”	“Student / Campus Services Center”
Mission Emphasis	Student Development/Activities	Generating Revenue Conferences and Major Events	Institutional Community focused	Convenience–“One Stop Shopping”
Policies	Favor Students/Student Organizations	Favor Sales/Customers/Vendors	Favor Administrators/Donors	Favor Department & Office Tenants
Governance	Heavy Student Involvement	Finance-Oriented/Contractual	Administrative & Political	“Middle Management” Driven
Operating Budget Sources	Student Fees	Generated Profit Cost Reduction Critical	Institutional Funding such as E&G and/or Donations	Student Fees & Institutional Funds
User Fees	Low for Students High for Anyone Else	Set at Market Rates but Negotiable	Discounted and/or Waived for Institutional Groups & “Friends”	Low for Students & Departments Market Rates for External Groups
Space Allocation	Casual Lounge Space Important Adequate/Flexible Std. Org. Offices Flexible/Durable Finishes & Furniture Computer Labs/Fitness Rooms Bulletin Boards	Minimal Formal Space Lounge Space Used for Events High-end Event/Meeting Rooms Retail Spaces with Support Facilities Less Student Office Space	Formal Spaces Important Faculty Dining & “Board Rooms” High \$\$ Signage/Artwork Alumni/Historical Artifacts Some Student Office Space	Department Office Suites & Service Centers Predominant Food Service & Bookstore Important Location...Location...Location Less Event/Lounge Space
Amenities	Minimized to Reduce Cost	Critical but High Cost to Users Up-selling Common	Amenities Provided on Request	Provided by Users
Scheduling/ Event Planning	Teaching-oriented & Flexible Last-minute Accommodations Common	Hotel/Conference Service Style Long-range Planning expected Contracts/Penalties Common	Responsive to Position/Influence Top-down Intervention Common	Dependent on Cycles Such As Registration, Orientation, Book Rush, Financial Aid Disbursement
Usage Patterns	Evenings/Weekends Heavy Late Night Common Closed Breaks/Holidays	Daytime & Early Evenings Summer/Holiday Operation Critical	Based on Institutional Calendar but Change with Short Notice	Busy at Meal Times, Class Breaks Slow evenings/weekends/breaks
Marketing	Informal and Student-oriented	Sophisticated and Formal Expensive – Part of Budgeting	Admissions/Advancement Issue	Handled by Individual Departments

# The Student Union as an Auxiliary

- ◆ A dedicated student fee – “for the students by the students”
  - Fee pays for operations, debt service, and reserves
- ◆ Building Run (and sometimes owned) by the Students
- ◆ Other Auxiliary Revenues
  - Dining
  - Retail
  - Conference Services
  - Bookstore
  - Mailboxes
  - Leases from Tenants
- ◆ Ability to drive operating model

# Student Union Program Database

COMPREHENSIVE TOOL FOR CONTEMPORARY PROGRAM ANALYSIS

 BRAILSFORD & DUNLAVEY <b>Functional Areas</b>	All Unions in Database (n=98)		
	Ave Enrollment = 16,385		
	ASF	%-Ttl ASF	ASF/Stdnt
Group 1: Food Service	26,084	23.3%	1.6
Group 2: Ballroom / Meeting Rooms	10,846	9.7%	0.7
Group 3: Conference/Meeting Rooms	10,014	9.0%	0.6
Group 4: Bookstore	12,410	11.1%	0.8
Group 5: Additional Retail Services	5,047	4.5%	0.3
Group 6: Theater/Auditorium	5,172	4.6%	0.3
Group 7: Recreation/Entertainment	5,564	5.0%	0.3
Group 8: Lounge Space	7,154	6.4%	0.4
Group 9: Academic Related	2,415	2.2%	0.1
Group 10: Student Organizations	8,628	7.7%	0.5
Group 11: Administrative Offices	10,368	9.3%	0.6
Group 12: Multicultural Centers	1,875	1.7%	0.1
Group 13: Special/Misc. Components	5,983	5.4%	0.4
Total Assignable Sq. Footage	111,727		
Total Gross Sq. Footage	170,047		
Gross/Net Ratio (Grossing Factor)	1.55		
Efficiency Factor (% ASF/GSF)	65%		

# Student Union Cost Database

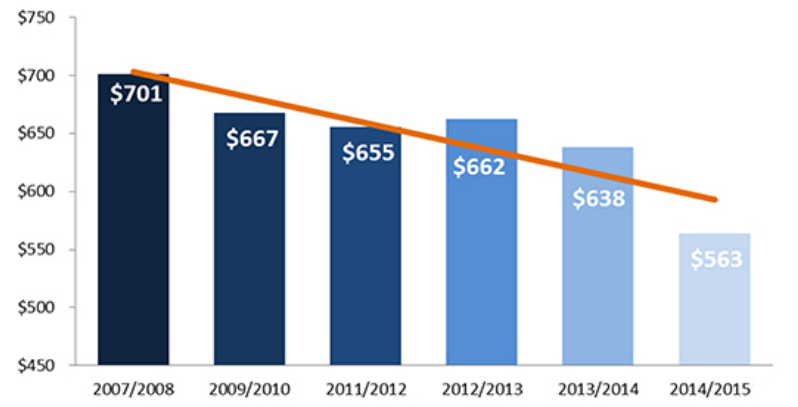
COMPREHENSIVE TOOL FOR COST DATABASE

Institution	Project	GSF	Total Project Cost	Total Project Cost/SF
Louisiana State University	LSU Union	213,402	\$81,100,000	\$380
Oklahoma State University	OSU Union	330,000	\$65,000,000	\$197
Oregon State University	Memorial Union	173,500	\$53,000,000	\$305
San Jose State University	Student Union	140,000	\$72,000,000	\$514
University of Virginia	Newcomb Hall	165,000	\$33,000,000	\$200
University of the District of Columbia	Student Center	96,000	\$63,000,000	\$656
UAB	Hill Center	162,000	\$58,000,000	\$358
		182,843	60,729,000	\$373
Finger Lakes	Student Center	78,000	\$35,000,000	\$449
Binghamton University	University Union	314,275	\$20,000,000	\$64
SUNY New Paltz	Student Union	119,000	\$11,000,000	\$92

# Campus Bookstores

A **disruptive innovation** is an innovation that helps create a new market and value network and eventually disrupts an existing market and value network (over a few years or decades), displacing an earlier technology.

- Campus bookstore industry has been in flux in last decade
  - Introduction of text rentals
  - Acceptance of e-books
  - Competition of on-line retailers
  - Significant pressure to limit the cost of text books
- Amazon has captured 42% of text sales and 28% of rentals



Avg. per student  
spending on text books

# Trends & Issues

## RETAIL & CAMPUS SERVICES

- ◆ Amazon's on-campus stores offer Free one-day textbook shipping for and secure package pickup.
- ◆ US / Campus Mail Services shifting to “parcel pick-up only” in unions... if not replaced by UPS, FedX or other outsourced option.
- ◆ Walmart–near-campus stores range from 2,000 to 6,000 sq. ft. and feature pharmacies, groceries...including meat, dairy and produce.



# Trends & Issues

CAMPUS EDGE

- ◆ Less defined campus edges
- ◆ Off-campus university bookstores make for strong anchors
- ◆ College towns potentially incubate new business
- ◆ Successful college towns consists of high-end national (30%) as well as local merchants (70%)



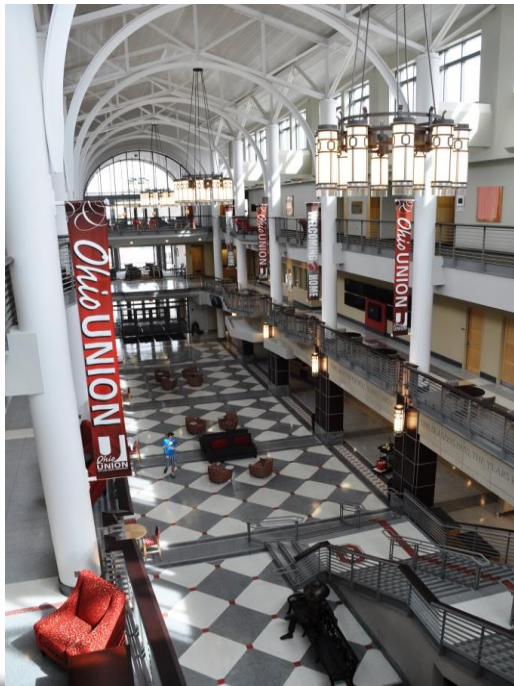
# Trends & Issues

**FOOD FOR ALL—COMPETING OPTIONS REPLACE FOOD FIGHTS**



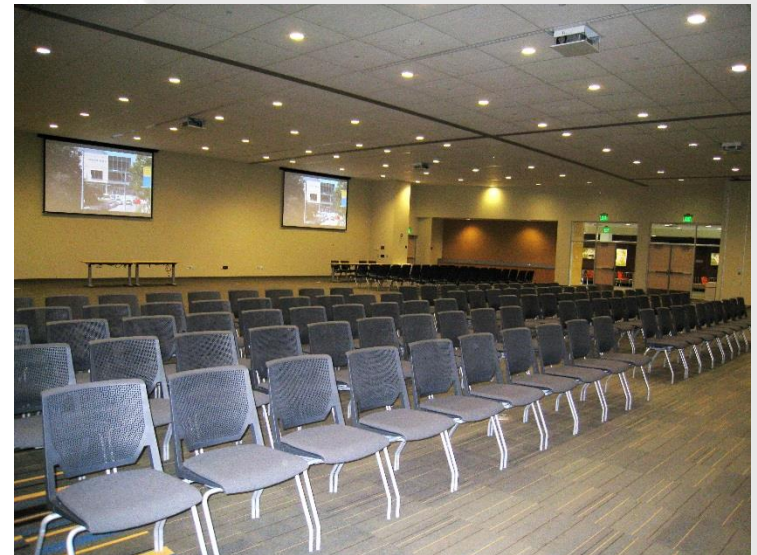
# Trends & Issues

**LOUNGE SPACE-SEE...BE SEEN...SEE ALL**



# Trends & Issues

**LARGE EVENT SPACES—BRIGHTER, MORE FLEXIBLE TOO**



# Trends & Issues

**LARGE EVENT SPACES—BRIGHTER, MORE FLEXIBLE TOO**



# Trends & Issues

## MEETING / CONFERENCE SPACE

- ◆ Designed as “collaboration space” rather than for “business meetings”
- ◆ Furniture and technology must be equally—and totally--flexible
- ◆ Use as rehearsal or group study space a bonus for increasing utilization



# Trends & Issues

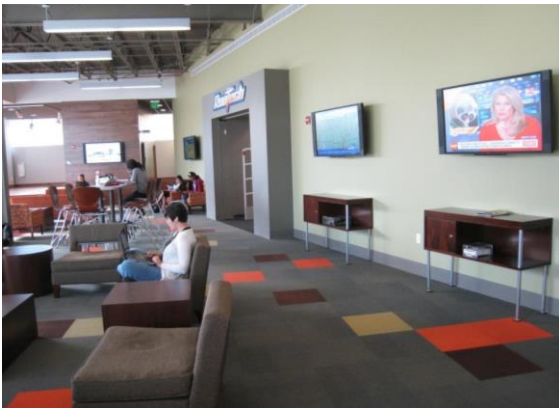
**STUDENT ORGS—SMALLER, VIRTUAL...OFFICES—BRIGHTER, FLEXIBLE**



# Trends & Issues

## GAMING...NOT GAMES ROOMS

- ◆ Students embrace gaming, just not dedicated game rooms:
  - Trend is still away from union bowling centers
  - Game room sits empty except when holding a tournament
  - Game room used as an event space – student org social events, birthday parties, next to food service, etc.



# Trends & Issues

## “LEARNING COMMONS” REPLACING THE TRADITIONAL COMPUTER LAB

- ◆ More lounge...less lab
- ◆ Designed for collaboration / group work vs. individual usage
- ◆ Food embraced instead of discouraged or banned



# Trends & Issues

## OTHER EVOLVING SPACES



**OUTDOOR SPACE**



**WELLNESS CENTERS**



**REFLECTION / MEDITATION SPACE**



**ART GALLERY**

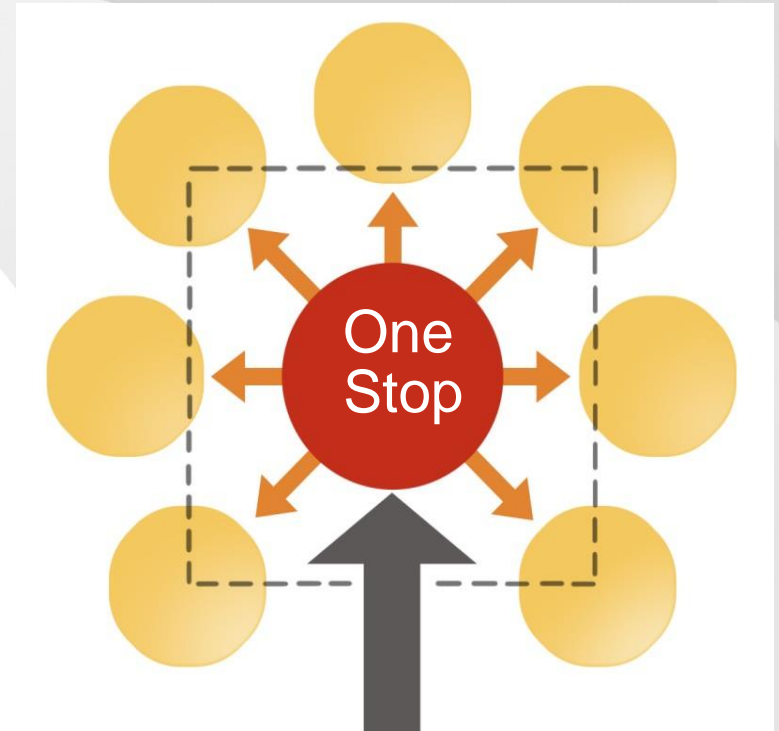


**MOVEMENT STUDIO SPACE**

# Trends & Issues

## STUDENT SERVICES

- One Stop Shopping / Centralized Customer Service
  - Both Physically and Virtually
- Front Line Generalists
- Separation of “customer facing processing” and ‘back office processing’
  - Do not need to be co-located



# Trends & Issues

## CULTURAL CENTERS



## A Focus on Campus Life:

What type of programming is right for your campus?

by Jeffrey D. Turner and Abby Fifer

The programs and activities offered within the college union are as important as the physical facility itself. Increasingly, senior administrators are questioning college union professionals, consultants, and planners about how facility improvements will directly enhance campus life. It is now necessary to show how college union programs and services support the modern day version of education's three "R's" — recruitment (of new students), retention (of existing students), and renewal (of alumni support).

From work planning facilities for more than 30 college union projects across the United States, it has become clear that adhering to a deliberate, structured model of campus life programming can dramatically improve the quality of students' experience on campus. With many higher education institutions going through a significant budget crisis, the ability to understand, quantify, and defend programming and activities is becoming increasingly important.

This article reviews the campus life initiatives at an assortment of institutions to ascertain "best practices" and suggestions for various campus life programs. This analysis includes the decision of programs as they relate to three campus life models.

Observations are based on 14 categories of programs commonly offered at the more than 200 campuses that were surveyed. The article also summarizes contemporary standards, ranging from basic services to new trends and best practices emerging in the last five to 10 years.

### Why does campus life programming matter?

For years, researchers have documented the effects of extracurricular involvement on students' in college:

Tinto (1988) suggests social interaction within a new community vehicle to act as an important vehicle to act incorporation, and that failure to achieve incorporation leads to attrition. He also noted that freshmen who participate in extracurricular activities, college unioning faculty and school programs, cocurricular programs, and intramurals offer students opportunities to establish repeat contact with other members of the institution and contribute to successful integration and incorporation into (and eventually a college community. (Ruilman, 2002, p. 3)

In every instance, campus programs are successful when tailored to the specific student population of the institution. This cannot be overstated. The campus life initiatives yield

colleges invest in a variety of programs because they consider them to be a priority. Just as an institution spends significant time and money on a master plan for its campus, it also develops a plan for campus life programming.

## Collaboration: The key to a successful feasibility study



BY PAUL KNELL & BART HALL

The challenge of planning a facility renovation or construction that responds to the future changes in the evolving profession of student life can be a daunting task. The starting point of this process is a feasibility study, often described as a "green light/red light" determination of a project's potential. However, the range of options that should be explored in programming, constructing, and financing contemporary facilities make the process much more reminiscent of air traffic control than street traffic control. In the 21<sup>st</sup> century, a feasibility study requires and deserves far more than the few basic design sketches, test fitting, and probable cost estimations that historically comprised the accepted scope of work. The planning of a successful union starts with a feasibility study process capable of assessing the quantitative and qualitative demand, as well as the physical and financial capacity that includes involvement from the campus community to deepen the engagement of all stakeholders.

### Exploring facts and function

The first step taken in a feasibility study should be an exploration and data collection related to facility, student, and institutional needs and priorities. Supporting actions may include reviewing building documentation, identifying the building's role in the institution's strategic plans, and conducting exploratory

## TRENDS AND BENCHMARKING DATA FOR THE MODERN UNION

BY JEFFREY D. TURNER, ABBY FIFER, & BART HALL

College unions have a distinct opportunity to help create a positive student life experience. Although each college union is different because each campus is different, progressive student life professionals have learned that in addition to accommodating student activities and services, unions can offer economic sustainability to their institutions.

As campuses compete for students and student dollars, colleges and universities are working to build memorable first impressions for prospective students and cultivate positive experiences for current students. Levin Frager, associate executive director of the National Association of Student

Personnel Administrators, notes that "Campuses are trying to attract the best students, and amenities catch people's attention" (in Leonard, 2002, p. A1). Some of these amenities can be found in the college union; according to Lewis (2003): "Because the prospective student, parents in tow, will probably view a battery of campuses in quick succession, it is inevitable that these facilities will be carefully compared. As students increasingly select colleges based on what they can see, colleges will spend more money on that which can be seen" (p. B7).

But what trends exist among those facilities and what benchmarking data is out there to help those college unions

looking to embark on a renovation or construction project or simply make adjustments to their offerings to keep pace with the times? Brailsford & Dunlavey and WTW Architects have created a database of qualitative and quantitative information on more than 40 union construction and renovation projects throughout the United States (Brailsford & Dunlavey & WTW, 2005). The institutions in the database represent the range of colleges and universities, from small liberal arts schools and private institutions such as Elizabethtown College and Duke University, respectively, to large public universities including Pennsylvania State University and the University of Connecticut.

### In This Issue

Auxiliary Realities  
CENTERS Spotlight

ISSUE IV | JAN 2016

### Upcoming Conferences

We look forward to seeing you at the following conferences:

SEAHO Annual Conference  
February 23-26, 2016  
Raleigh, NC

The P3 Conference  
March 7-9, 2016  
Dallas, TX

NASPA Annual Conference  
March 12-16, 2016  
Indianapolis, IN

ACUI Annual Conference  
March 20-24, 2016  
New Orleans, LA

NIRSA Annual Conference

### Higher Education's Auxiliary Realities

Jeffrey D. Turner  
Senior Vice President

While Moody's upgraded the higher education sector in the summer of 2015, colleges and universities are still adapting to systematic changes within their auxiliary structures. Board level pressure to keep costs down and limited enrollment increases are making schools focus on every dollar spent. As national leaders in the higher education sector, we've identified the following top five operational issues facing housing, union, recreation and other auxiliary departments:

1. **Continuing to Do More with Less.** Much has already been written about one of higher education's "new normal" conditions, which is doing more with less. Many of the factors driving that original label are no longer new. In addition, newer issues not even contemplated a few years ago have emerged, complicating an already challenging environment. An improving economy did not relieve the financial pressures on colleges and universities. Traditional funding for higher education from numerous sources continues to decrease, creating long-term operational strains such as hiring or salary freezes, layoffs, budget cuts, and reorganizations. These issues, coupled with pressure to keep the cost of attendance low, are requiring institutions to be more creative and efficient than ever. In managing these dynamics and new realities, colleges and universities are regularly reassessing their current positions in the marketplace and determining what services are core to their missions and values.
2. **New Revenue Generation.** In looking for opportunities to be more resourceful, colleges and universities are finding unique ways to generate new revenue in an environment that remains stressful economically and challenging operationally. Increases from traditional

# RESOURCES.....

## TO FORM A MORE PERFECT UNION ...

BY JERRY MANN

How might our union and activities better serve our campus community? This is a question we often ask but might not fully explore. However, at the beginning of the 2001-02 fiscal year, Associated Students at the University of California-Los Angeles (ASUCLA) set out on a strategic initiative to answer this question. While recognizing that ASUCLA was competent at providing the basic necessities of student life, there was a general consensus was important to identify how ASUCLA and the Student Union more fully enrich the lives of its faculty, and staff.

The ASUCLA Board of Directors asked the organization to comprehensively examine the role of Associated Students in delivering products, services, and programming to the campus. In addition, the university's chair in a response to ASUCLA's study of its fiscal year 2001-02 budget five-year forecast, reiterated the need for a thorough evaluation of the college union and its role on campus. Clearly the time to engage in a strategic review had come.

As a result, a committee of the ASUCLA Board of Directors is in a yearlong process to research, evaluate, and conduct site visits, and eventually produce a report and series of recommendations that, with the approval of the full board, would create a plan for an improved Student Union. Elements of that initiative to identify the parameters with which we can begin to more broadly define the many roles of a college union. In

the society there tends to be a dichotomy between student development and the service role of the union. Therefore, each union must identify and prioritize which aspects are necessary to better serve its campus.

What is the college union?

College unions can be many things to many people. Often thought of as the community center of the campus, a typical union will provide services and

development, and group leadership. Some serve as demonstration laboratories for coursework in recreation, leadership, journalism, crafts, social group work, and quantity food production. Others present publicly the work of music, art, and drama departments.

Research studies have shown that out-of-class interaction with faculty members or peers contributes to the development of general cognitive skills (Pascarella & Terenzini, 1991). This

ETHICS, FINANCE, AND MANAGEMENT



## DESIGN FOR A NEW GENERATION

Trends for student organization suites

BY LAWRENCE J. PAYNE

IN AN ONGOING EFFORT TO FORECAST FUTURE STUDENT LIFE TRENDS AND TO ASSESS THE EVER-CHANGING ROLE OF STUDENT CLUBS AND ORGANIZATIONS, WTW ARCHITECTS (2007) RECENTLY INTERVIEWED 14 U.S. INSTITUTIONS ABOUT THE USE AND DESIGN OF STUDENT ORGANIZATION SPACES. THE TOTAL NUMBER OF REGISTERED STUDENT ORGANIZATIONS REPRESENTED BY THE INSTITUTIONS INTERVIEWED WAS APPROXIMATELY 3,600; THE AVERAGE OF THOSE REGISTERED STUDENT ORGANIZATIONS THAT HAD ASSIGNED OFFICE SPACE WITHIN STUDENT LIFE FACILITIES WAS APPROXIMATELY 11 PERCENT.

ASSOCIATION OF COLLEGE UNIONS INTERNATIONAL

## ACUI BULLETIN

Volume 77 | Issue 4  
July 2009

### Decentralization: Mini-, Satellite, and Mixed-Use Unions on Today's Campuses

Erik Johnson (EYP) & Bill Clutter (Die-Gleisley Union, Florida State U.)

On many of today's campuses the physical arrangement of the union has evolved from the archetypal model of a single building that serves as the central focal point for provision of union services for the entire campus community. Reasons for this evolution vary, but can include a large campus size or a campus made up of geographically separate components, which makes serving them from one location difficult. Alternatively, it may result from a union building that cannot be expanded due to historic or site limitations. Additionally, other campus departments increasingly are developing their own social areas to strengthen internal identity and community. And finally, factors may include pragmatic financial or political considerations that result in dispersed development.



Despite these phenomena, campuses are coping by introducing new organizational models, service agreements, and proactive communication. Models for these arrangements include developing "mini-unions" that provide certain union-type functions within another facility, "satellite" unions that offer a limited range of union functions in a stand-alone facility, and "mixed-use" buildings where a major group of union functions are collocated but space is shared with another primary function.

Using two or more union buildings is a solution that has evolved when the needs of the campus are better served by the creation of a new building that offers a significant array of union services in a new location rather than expanding the existing building. The organizational structure of this model

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## TRENDS:

### How demographics, technology, and sustainability are shaping future college unions

BY DAVID HATTON, CAROLYN F. FARLEY, JOHN COOK, & DAVID PORTER

The world is becoming more connected. Physical barriers have been broken, and a global community has emerged. A whole generation of students is linked to one another through social networking websites such as Facebook and MySpace. Now, more than ever, there is a need to create a local, live community on campus where students meet face to face.

The trends we are seeing today are only just the beginning of what is ahead. Challenged to maintain both academic and social interests, the college union is perfectly poised to provide a place for cocurricular learning. As globalization takes hold on campus, three key factors will shape the college union of the future: changing demographics, technology, and sustainability.

Council for the Advancement of Standards  
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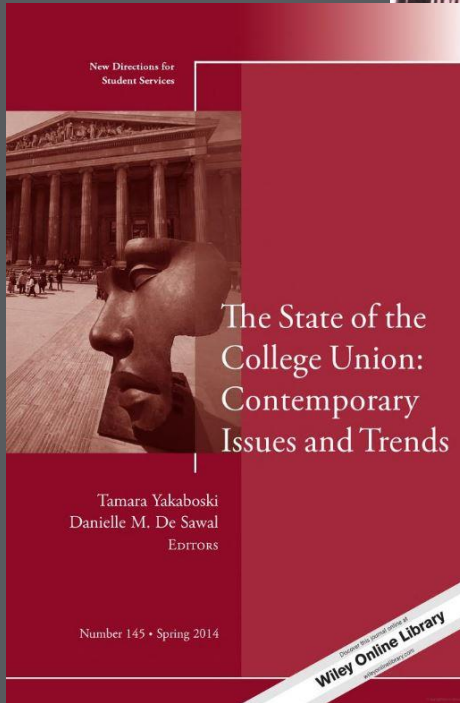
August 2012

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2007-2008 ANNUAL SURVEY REPORT

# RESOURCES...

New Directions for Student Services

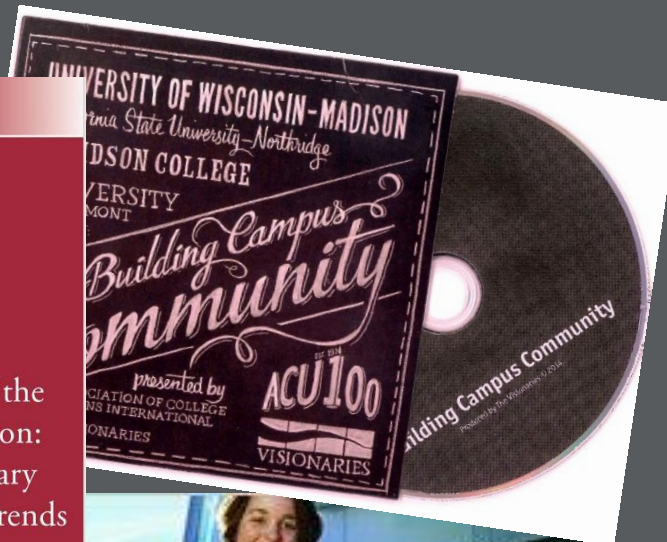
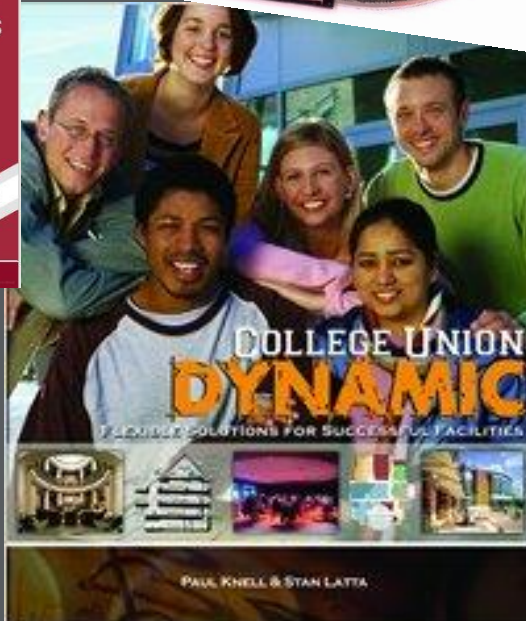


The State of the College Union:  
Contemporary Issues and Trends

Tamara Yakoboski  
Danielle M. De Sawal  
EDITORS

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COLLEGE UNION  
**DYNAMIC**  
7 FEATURE SOLUTIONS FOR SUCCESSFUL FACILITIES

PAUL KNELL & STAN LATTIA



**RENOVATION & CONSTRUCTION SHOWCASE**

**B&D Project - 2007**  
Bart Hall & Katie Karp  
Renovation/Expansion

**OKLAHOMA STATE UNIVERSITY  
OKLAHOMA STATE UNIVERSITY  
STUDENT UNION**  
OKLAHOMA, OKLA.

Renovation/Expansion

SUBMITTED BY: Mitch Kilcrease, Assistant Vice President/  
Director, OSU Student Union  
CAMPUS TYPE: Four-year, public, residential  
FULL-TIME ENROLLMENT: 21,000  
OPENED: 1950  
REOPENED: Oct. 31, 2012  
AREA RENOVATED: 224,968 sq. ft.  
AREA ADDED: 44,127 sq. ft.  
TOTAL AREA: 357,092 sq. ft.  
FLOORS: 6  
ASSIGNABLE SPACE: 68%  
PROJECT COST: \$54.5 million  
FUNDED SOURCE: 77% student fees, 12% government,  
11% institution  
ARCHITECTS: PSA Dewberry - Tulsa, Okla.;  
Workshop Architects - Milwaukee, Wis.




**O**klahoma State University determined that facilities for student life organizations were much needed. A renovation and addition of the current Student Union provided this space.

Students were involved throughout the process. In fact, the planning and design team had an equal number of student and staff members. Student focus groups obtained ideas from other institutions, and students had a final say in furniture and material selections.

The renovated Student Union opened Oct. 31, 2012. Sentimental features and facades of the building were maintained, lounge and study space was reinvigorated, and heavily used student spaces were made more accessible.

"There is a significant increase in the capacity for student life organizations in the recently renovated and added space," said Mitch Kilcrease, assistant vice president/director. "Other results included additional student lounge space, diverse food offerings as well as additional dining space, the development of an outdoor gathering and function space, and an expansion of the campus store."

Additionally, the institution is pursuing LEED Gold certification for sustainable features such as high-efficiency lighting, daylight harvesting, rainwater capture, and updating building systems with high-efficiency equipment.

**FACILITIES RENOVATED AND ADDED**

- Branded food concepts: 22,315 sq. ft.
- Coffee: 1,671 sq. ft.
- Quiet lounge: 1750 sq. ft.
- Patio: 5,200 sq. ft.
- Student organization storage: 207 sq. ft.
- Information center: 218 sq. ft.
- Email kiosks: 510 sq. ft.
- Graphics: 2,100 sq. ft.
- Bookstore: 19,921 sq. ft.
- Retail: 1,973 sq. ft.
- Games room: 3,462 sq. ft.
- Outdoor equipment: 325 sq. ft.
- Meeting: 6,963 sq. ft.
- Theater: 6,447 sq. ft.
- Multipurpose: 7,464 sq. ft.
- Administrative office: 27,914 sq. ft.
- Banks/credit union: 1,976 sq. ft.
- Hair salon/barber shop: 500 sq. ft.
- Post office: 742 sq. ft.

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RENOVATION & CONSTRUCTION SHOWCASE

# STUDENT UNIONS: Trends & Issues



**Jeffrey D. Turner, LEED AP**  
Sr. Vice President  
Brailsford & Dunlavey