

***Strategic Planning Initiative: The Campus Center as a Learning Laboratory: Developing Student Leaders Through the World of Work***

***Collaborators: Tamra Bates and Sara Punsky, Campus Center***

***Program Objective:***

Our objective is to move the Campus Center staffing paradigm to a student building manager model, creating more meaningful work experiences and leadership opportunities for our students and eliminating the two full-time Evening Managers. This shift from professional to student manager coverage would provide more comprehensive and consistent coverage in the facility during the weekends and evenings, but would also provide our students with practical experience in supervision, conflict management, confrontation and effective facility management. As we know from students increased interest in internship and practicum experiences, they are looking for a work experience which is more than a job and we believe that the Campus Center has an obligation to fill that need here at Smith.

***Learning Outcomes and Ties to College Strategic Plan Initiative:***

Everything we do at the Campus Center is intended to facilitate the interaction and learning process between students, faculty, and staff outside of the classroom. We strongly believe in the educational opportunities available to students through employment in the Campus Center and Office of Student Activities. By attending to the educational and social needs of the campus through their work, our student employees develop their own values and the ability to make mature and responsible decisions concerning a healthy and intellectually rewarding life. We work to provide opportunities for them to make the connection between their work in the Campus Center and their personal and professional development.

No matter the position, the areas listed below outline some of the learning outcomes/student capacities resulting from employment in the Campus Center:

- Connection to Smith College through providing an integral service to the campus community.
- Develop a sense of membership with a group of fellow students and staff working toward a similar goal.
- Develop decision making ability and conflict resolution skills.
- Learn time management skills and develop a strong personal work ethic by balancing work and academic responsibilities.
- Understand their unique role in the Campus Center as a *process*—of empowerment and transformation—rather than a *position*.
- Develop commitment, character and a strong work ethic.
- Enhance communication skills.

***Management Model Shift:***

As mentioned above, a shift from professional to student management staff would allow us to offer an opportunity which would prepare students for their lives beyond college by providing a more meaningful work experience and multiple leadership opportunities. This shift from professional to student managers would require additional money for student employees. We would like to explore the idea of creatively “trading” one the 10-month FTEs that would become available with the elimination of the two evening manager positions for an increase in student employment line in the Campus Center budget. The other 10-month position would be redirected to cover the majority of cost associated with creating a third 12-month Assistant Director position to work with organizations and leadership, providing greater support for our 130+ organizations and our expanded student leadership program. While we do not anticipate this to be an easy task, moving our staffing structure more in-line with this proposal would help us to match our resources with our priorities and would better meet the needs of the facility and community.

**Hours of Coverage:**

Currently, we do not use professional evening manager staff to cover weekend days. A move to a student building manager model we allow us to cover the hours left vacant by the professional staff members and provide additional building coverage on the weekends which is desperately needed. The proposed student building manager hours would include:

Sunday	8:30 a.m.-5:30 p.m. (9 hours) 5 p.m.-12:30 a.m. (9.5 hours)
Monday	4 p.m.-12:30 p.m. (8.5 hours)
Tuesday:	4 p.m.-12:30 a.m. (8.5 hours)
Wednesday:	4 p.m.-12:30 a.m. (8.5 hours)
Thursday	4 p.m.-12:30 a.m. (8.5 hours)
Friday:	4 p.m.-2:30 a.m. (10.5 hours)
Saturday:	8:30 a.m.-5:30 p.m. (9 hours) 5 p.m.-2:30 a.m. (9.5 hours)

**TOTAL HOURS OF COVERAGE: 81.5 hours/week**

**Budget:**

We anticipate that the Campus Center will employ nine (9) Student Building Managers. With increased job responsibility it is essential that we raise the pay rate of this position, enabling us to hire responsible, hard-working and qualified students. I am proposing a pay rate of \$10 per hour for the 8-10 hours a week that they will be working. I have also increased the number of weeks that student managers would be working from the typical 26 to a more realistic 35. The 35 weeks not only includes the 26 weeks of the academic year, but the interterm period, fall and spring break, reading period and exams; all times that the building is open and manager coverage is needed.

The cost of this would be:

$$9 \text{ Building Managers} \times \$10/\text{hour} \times 10 \text{ hours/week} \times 35 \text{ weeks}$$

**The total cost of the program would be \$31,500 or the cost of one professional 10-month Evening Manager minus benefits.**

Currently we have money in our student employment line for 2 Lead Facility Service Assistants at \$4,550. We would need an increase of an additional \$26,950 to operate with 9 student managers.

While this proposal seems like a large investment for the College as well as a big transition for the Campus Center, the long-term benefits are tremendous and would bring us in line with our peer institutions. Using students to manage the building affords us greater flexibility in our hours of operation, greater event support and coverage and the added benefit of managers being able to assist the FSA Staff with room set-ups. The professional Evening Manager position has never been easy to fill and managers typically stay for 1-2 years before moving on.

If the College is going to truly prepare women for the world of work and is committed to providing "opportunities in the classroom and outside of it that enable our students to discover and develop their talents, their interests, their imaginative and analytic powers, and their ability to work together and independently" this move is essential. Our staff is committed to a student employment program at the Campus Center which provides both experience and challenge in an environment with developed structures and professional supervision and are eager to take it to the next level.