

# Indiana State University

2005 - 2006 Administrative Annual Report

Hulman Center

**Year in Review**

## Achievements

**As you have heard, increasing public awareness of Indiana State University's accomplishments is crucial to building student enrollment, influencing policy makers, and developing a place of pre-eminence in the Midwest. What do you consider to be your department's accomplishments for the 2006-07 year that will contribute to this effort? (Please list in priority order and limit to no more than 8.)**

The top priority for this year was to integrate a new administrative leader into the HC/TAF operation, maintain the long-standing tradition of strong operations and building maintenance, and then to energize and empower the staff to take on new levels of creativity and initiative. The staff has been terrific. They have embraced their new leader with support and insight and occasionally with correction. It has been a strong team effort this year with all parts of the organization stepping up strong to new expectations and directions. This includes the professional staff, office/ticket sellers, building operation and technical staffs. In the arena bowl, the banners have been rearranged, areas painted, and the press box updated. A new 17' square University seal has been added to the south end of the arena. In addition, ushers were outfitted in ISU blue wind shirts for basketball games rather than their traditional blue sport coats with ties. The goal has been to enhance the appearance as well as to celebrate and communicate the University's heritage. Banners have also been hung in the outer concourse and most impressively the south and west exterior sides of the building during the basketball season. The sports banners made a particularly strong impression, not only with the community but also with the teams, the players and the student body. It was the start of a very positive and productive working relationship with the Athletic Department that continues to bear fruit. In addition to the banners on the south plaza, celebratory lighting was added there on the bushes, trees, and then shining up on the building. Music speakers were added so that before and after events there was light and sound. A great addition to the overall environment and one that signaled that visitors are welcome and something exciting is about to happen at Hulman Center right here in Terre Haute. This new look earned a lot of positive reviews from visitors and was regularly commented upon on local talk radio shows. Another major change made this year was to empower the reservations/scheduling staff to broker and book events on their own. Formerly, the Director personally approved each event. The process took "forever" according to common campus perception. The goal here was to speed up the process and make it considerably less painful. By all accounts of customer feedback, they are happy with the expedited process. In addition, we have begun the practice of "stacking" events. This means that we are working with groups with similar set ups to schedule their events close to one another, often on a select series of days, so that our turnarounds are greatly simplified. Clients have embraced this concept because it lowers their cost and allows them, oftentimes, to get into their event earlier than normal and that way they can decorate, etc. The ticketing area has been reorganized and we are currently remodeling this area. We are creating a retail storefront that faces out to the south plaza. It will be highlighted by a blue ISU awning that will signal to all visitors where the ticket box office is. In addition, this new area will consolidate the Will Call (special guest tickets) into this same area. This will eliminate occasional administrative problems with these tickets.

## Enrollment

## **What steps did you take this year to aid ISU in overcoming enrollment challenges?**

We made an intentional outreach to the Music Business and Recreation Sports Management programs to create internship and practicum opportunities at HC/TAF for students. This past winter we had three interns and this summer we already have two more.

### Assessment

## **What are two ways in which you evaluated the quality or effectiveness in your area last year? What changes did you make based on those assessments?**

Our assessment process this year has been directed toward interviewing building staff and clients about “how we’re doing” and “what we can do better”. This has been a systematic though verbal process. Much of the feedback has been that we have a pretty good facility but we have not been very customer friendly and have run essentially a “closed shop”. That means that both staff and clients felt that it was hard for folks to get to use Hulman Center and that roadblocks were perpetually put up. We have interpreted that as meaning that we need to “open things up” and say “yes” more often. One client recently said, “The HC staff is so much more relaxed and accessible now. They’ve always done a great job ‘on the floor’, but now they seem to be enjoying themselves more”. That pretty much validates what we have been shooting for.

### Budget

## **As you know, ISU is facing significant budget challenges. Finding ways to overcome these while increasing efficiency requires innovation. How are you overcoming your budget challenges this year?**

Budgetarily, we have worked extremely hard to control expenses. We have managed to significantly lower our overtime costs through more efficient scheduling as well as the stacking of events as mentioned earlier. We have also been very judicious in our filling of positions, none the least of which is the Director position. Officially, this position is empty and we are applying those funds, particularly in the new budget year, toward reduction of the historic deficit and HC/TH. Our intent is to be “in the black” for 06-07.

## **Strategic Initiatives**

### Development Activities

## **What role might your unit play during the silent phase of the comprehensive fundraising campaign?**

We have a vision for developing the south plaza into a downtown urban park that will be set up for significant programming. To do this will require the removal of the current south ticket office at the front of the building as well as the removal of two small trees on either side of it. This will create approximately 3000 square feet of programming space right in the front middle of the building. We are currently working with architects and designers to bring about this vision. In conjunction with the Athletic Department, basketball coaches, and the Vice President for Student Affairs, we are working on the establishment of a \$1 facility fee on all basketball tickets sold at HC. This will allow us to consistently work to improve the fan and guest experience. This translates into a much more vibrant atmosphere for our campus and local community as well as a first rate representation of our campus to the public. We will continue to work on creative lighting and sound experiences for visitors to the building, starting with the south plaza. We will also continue to work on enhancing the look and feel of the outer concourse. This includes historical ISU and Terre Haute photographs and memorabilia, more visually appealing concession areas, and more ceiling hung banners or other icons. Our work on fund raising or development efforts will center on making the HC/TAF

experience very stimulating and our customer service and program initiatives to be “friend raising”. We want for our reputation in the community to be one of “They work hard for our events. They are true to their word and when you work with them you get your money’s worth. I’ll go back there any day. I think they add a lot of value to our community.”

### **Future Goals**

#### Future Goals

**Have you considered any action steps your department could make to enhance Indiana State University’s reputation as a University of choice? If so, please indicate what you are planning to do and tell us which area of planning your steps fall under.**

OTHER=We want to be “in the black”. We don’t want the University to have to subsidize this operation any more. CE & IE=We want both campus and community folks to have great experiences at the events held here. IE=We want campus groups, particularly athletics, music, and students, to feel that we care about their programs and are vested stakeholders in their success. IE=We want our building to look great and give a very energized and uplifting image of our university. IE=We want our staff to enjoy working here and feel respected so that joy and respect will extend to all of our colleagues and guests.

#### Feedback

**This box is to allow you to share any ideas you have on enhancing enrollment, dealing with budget, challenges facing the administration, etc.**