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Memorial Union

John Leppo
University of North Dakota

Sherlock Hirling
University of North Dakota

Louis Larson
University of North Dakota

Tony Trimarco
University of North Dakota

Bonnie Solberg
University of North Dakota

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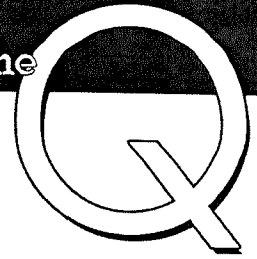
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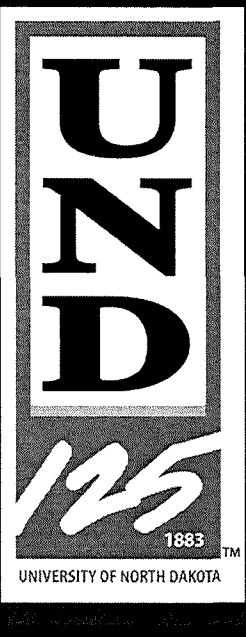


UNIVERSITY OF NORTH DAKOTA
1883-2008
CELEBRATING 125 YEARS

MEMORIAL UNION

Contributing Authors:

- John Leppo, Memorial Union Program Director
- Sherlock Hirning, Graduate Assistant, Union Director's Office
- Louis Larson, Graduate Assistant, Union Director's Office
- Bonnie Solberg, Memorial Union Associate Director
- Tony Trimarco, Memorial Union Director



THE MEMORIAL UNION 1951–2007

The Memorial Student Union was dedicated on May 18, 1951, as a memorial to the University's World War II dead. The construction of the union facility provided, for the first time in UND's history, the University community with one central place to meet, to obtain daily services and amenities, and to sponsor activities. Since that time, the Memorial Student Union has undergone two name changes (University Center – 1964; UND Memorial Union – 1978), two major additions (east addition – 1964; west addition – 1983), and numerous renovations and facility improvements.

From the very beginning, the Memorial Union has subscribed to the Statement on the Role of the College Union of the Association for College Unions International:

- The union is the community center of the college, for all the members of the college family – students, faculty, administration, alumni, and guests. It is not just a building; it is also an organization and a program. Together they represent a well-considered plan for the community life of the college.
- As a living room or hearthstone of the college, the union provides for the services, conveniences, and amenities the members of the college family need in their daily life on the campus and for getting to know and understand one another through informal association outside the classroom.
- The union is part of the education program of the college. As the center of college community life, it serves as a laboratory of citizenship, training students in social responsibility and for leadership in our democracy. Through its various boards, committees and staff, it provides a cultural, social and recreational program aiming to make free-time activity a cooperative factor with study in education. In all its processes it encourages self-directed activity, giving maximum opportunity for self-realization and for growth in individual social competency and group effectiveness. Its goal is the development of persons as well as intellects.
- The union serves as a unifying force in the life of the college, cultivation enduring regard for and loyalty to the college.

FACILITIES AND OPERATIONS

As in many college unions, the UND Memorial Union accomplishes its mission through two primary areas: Facilities and Operations, and Programs and Activities. Almost from its beginning, the University administration recognized the students' need for a place for rest, relaxation, activities, and other amenities. Budge Hall, which opened in 1899, served as a commons area and provided a dining room and lounge. The Budge Hall Armory, completed in

1901, served as the site of many student activities and events during the early years of the University. As early as the 1920's, there was talk of building a student union for UND students as a memorial to the University's World War I dead. Plans, however, were put aside as a result of the economic hard times during the Depression years.

It was the great influx of students after World War II, however, that pointed out the inadequacy of present facilities and the need for a union facility. The Memorial Union Corporation was formed in 1946 to raise money to support the construction of the Memorial Student Union. The Alumni Association sponsored a fund drive for the union, which was to serve as a memorial to the University's World War II dead. Grants from the Association's Development Fund and other gifts supplied the \$150,000 required as the initial pledge for the \$350,000 in bonds authorized by the legislature in 1947, under legislation permitting the construction of buildings by self-liquidating building corporations. The proceeds of a \$5.00 per semester fee collected from each student would be used to retire the \$350,000 debt (the students had voted to accept the assessment in 1946). The union was to receive no state funds in its construction or operation.

Amos Martin was hired in 1950 as the first Director of the Union to work with contractors and the University during construction. The Memorial Student Union was dedicated and opened its doors to the annual Junior and Senior Prom on May 18, 1951. The new Ballroom had twice the floor space of the Armory, which had long been the overcrowded site of every function from athletic contests to formal dances. The new Student Union (cost: \$350,000) also featured a bowling alley, dining rooms, snack bars, meeting rooms, a store, and lounges. With one stroke, many ancient space problems had been solved. The new Union in conjunction with four new residence halls also provided competition to the fraternities and sororities which had previously enjoyed a monopoly on comfortable living and enjoyable leisure time activities. A Board of Governors provided direction for the operation of the new Student Union.

With the popularity of the new facilities and the rapidly rising enrollment on campus, the Board of Governors requested an architectural firm to draw up plans for an addition to the union which would provide a theater, office space, and other facilities. Proposed financing involved extending the term of the original bond, without an increase in the \$5.00 union fees. This particular expansion drive eventually proved unsuccessful.

The continued press for additional space led to the formation of a Student Union Expansion Committee in 1960. A one-million dollar expansion to the east side of the building was planned. Administrative responsibility for the Union was moved from the Business Office to the Student Affairs Division, and Craig Millar replaced William Norden as Director. In 1962, the Summit Snack Shop on the third floor was remodeled and the new facilities included a grill and a soft ice-cream machine. Planning for more extensive renovation of the rest of the building included a remodeled game room and recreational

facilities, a new cafeteria to be called the "Terrace Room", facilities for the Dakota Student and Dacotah Annual, and first floor conference room. Plans also called for the Bookstore to move from Budge Hall into the remodeled former cafeteria. The existing ballroom would be remodeled into a lecture bowl, lounges and a space for art exhibits would be added, and the new second floor of the addition would become the ballroom. Other new facilities would include a new barber shop, music listening rooms, a TV Lounge, and sign service. The 65,000 square foot expansion, which doubled existing union space and would cost 1.25 million, was funded again entirely from non-state-appropriated funds.

During the remodeling and new construction, the Memorial Student Union closed its doors. Union operations moved to Princeton Hall (present site of Squires Hall) in February 1963. The new facility, renamed the University Center, opened and was dedicated on October 6, 1964 (Homecoming Weekend). In remarks at the dedication, President Starcher indicated that "the name change will convey a better impression to the public and the school of what the building is - a University Center." An attraction of the new center was a ten-tier fountain based in the main lounge and extending 20 feet through open space to the second floor. The fountain was a memorial gift by Mr. and Mrs. Anton Johnson in memory of their son, Floyd E. Johnson, a UND student killed at Bataan in 1942.

Plans for additional expansion at all three levels were announced in 1970. Ken Brandt, Director of the University Center, reported in 1972 that the addition would not be pursued due to a financial crunch. However, a major redecorating project was launched in February 1974. The meetings rooms, Varsity Inn, and Terrace Cafeteria were refurbished and new furnishings were purchased for all lounge spaces. New carpeting, light fixtures, greenery and planters would complete the long needed changes in décor and atmosphere.

In 1974, a major effort was made to obtain student input and ideas for a two-million dollar expansion and remodeling of the University Center. A Task Force appointed by the President was assigned in 1978 to study the needs for facilities and services. Todd Carlson, Student Body Vice President, played a major role in soliciting student opinion and support and in getting the renovation/addition project underway. The Task Force's work resulted in a proposal to the State Board of Higher Education and to the State Legislature for bonding authority for the expansion.

In September 1978, the name of the University Center was changed to the UND Memorial Union. As was stated at the time: "In attempt to both continue the community and University nature of the Union, and to recognize those who gave their lives for their country in all wars, the decision was made to change from the University Center to the University of North Dakota Memorial Union." Gordon Henry was named Acting Director for 1978-79.

The Office of University Programs was created in 1979 to supervise and

coordinate both the Chester Fritz Auditorium and the UND Memorial Union. John Kennedy was hired as Director of University Programs. The effort to coordinate the two principal programming entities failed, and in 1981 the two facilities resumed their separate identities. Gordon Henry was named Director of the UND Memorial Union and Associate Dean of Students. Ground was broken on June 18, 1981, for a new addition on three floors and extensive remodeling. The expansion would be made to the west towards the Law School, and south towards Second Avenue North, for a total of 25,000 additional square feet. Student Senate approved a \$2.5 million student bond, and other funding included .75 million from the Operations Division, .5 million from the Alumni Association, and \$150,000 from the University Fellows to reconstruct the Lecture Bowl with naming rights (named in honor of Fred R. Orth). The project was completed in three phases, to incorporate remodeling and enhancement of the original building. During this remodeling and addition, the Memorial Union remained open for service and functioned at near-normal levels, largely due to the efforts of Project Director Gary Kelsch (Assistant Director of the Union). The Bookstore was moved to the Ballroom, pool and ping-pong tables were set up in the Dakota Lounge, video games in the Sioux Room, student organization offices in the River Valley Room, and a Service Desk/Info Center was set up in the Dakota Lounge. Food was served from the second floor kitchen with tables set up in the hallways and lounges for eating. The Barbershop and Union Administrative Offices occupied the second floor meeting rooms (except for Alumni and Lecture Bowl) while many campus events were moved to other facilities. The new facilities were completed in the fall of 1982, and were dedicated on March 4, 1983.

The new addition (cost: \$3,196,836) not only gave the Memorial Union a contemporary look, but also permitted the expansion of services. Center information services were provided by Info Center, prominently located on the main floor to handle both walk-up and telephone questions. A Service Desk, located adjacent to the Info Center, provided check cashing and photocopy services and sold stamps and newspapers. The new expansion permitted the creation of a Student Activities Center area to provide office space for 32 student organizations, as well as a separate office suite for Student Government. The Union Administrative Offices - housing the Director's Office, Central Scheduling, the Union Bookkeeper and the Student Activities Office - were conveniently located behind the Service Desk and Info Center. Central Scheduling served as the focal point of scheduling all campus activities.

The bowling lanes on the ground floor were relocated in the new addition with the installation of eight new lanes, pinsetters, and other equipment. The lanes, along with a video games arcade, pool table area, enclosed ping-pong area, a television lounge, and outing equipment rental area formed the Lifetime Sports Center.

Other facilities on the ground floor included a new barbershop, a commuter vending and seating area, sign services, a deli, the Centennial Dining Room (restaurant service, formally the Flickertail Room) and the Terrace Dining

Room (board cafeteria for East Hall and off campus students).

On the second floor, the Ballroom, River Valley and other meeting rooms, and the lecture bowl were extensively renovated. The lecture bowl was dedicated in 1983 as the Fred R. Orth Lecture Bowl, as specified by the \$150,000 donation from the Fellows of the University of North Dakota, Inc. Fred R. Orth served 15 years on the State Board of Higher Education and was one the founders of the Fellows, a foundation of friends of the University, organized in 1971 to raise private funds to benefit UND and to provide other assistance in the faculty and administration. Lounges and hallways received new carpet and furnishings. The new addition on the second floor was completed later in 1984 and housed the Learning Services/Academic Skills Project, and a Computer Learning Lab with mainframe terminals, personal computers, and computer assistance to students and faculty. The third floor, untouched by the remodeling project, housed the North Dakota Museum of Art and the University Craft Center. The remodeling project also made the Union more accessible to the disabled, with access ramps added to the south side and northwest corners of the building.

In 1984 the Memorial Union became a separate department and reported directly to the Vice President for Student Affairs, Gordon Henry. MaryAnne Lustgraaf was also hired as Memorial Union Director.

A learning assistance center was created at the west end of the second floor of the Union in 1984. The two departments included Learning Services/Academic Skills Project and the Computer Learning Resource Center. Learning Services was designed to help students out in what ever way possible, things such as individual tutoring and workshops on various study habits were offered through this center. The Computer Learning Resource Center was divided up into three different rooms- one for faculty to prepare to teach computer science, one for 10 "fun" terminals allowing editing on the full screen and the terminals will be connected to UND & NDSU's mainframes, and the last one for microcomputers. These entities were tenants in the building with Learning Services reporting to the Counseling Center and the Computer Learning Resource Center reporting to the UND Computer Center.

Soon after the renovation was completed in 1983, due to new programs and expanded services, offices within the Administrative office suite no longer accommodated the growing staff. An additional office was built within the suite for the Administrative Officer for security of accounting processes in 1984. Three offices were built in the Student Organization Center - one for the Coordinator of Student Organizations, one for the Coordinator of Greek Life and another for graduate assistants. In the pursuit of additional revenue for operations as well as new services for students, a large volume copy center was developed and opened as "Copy Stop" in February 1987 on the main floor of the Memorial Union next to the Service Center.

Student Government offices also needed additional space and in 1986 moved their Student Organizations Secretary position to the Student

Organizations Center. At the reception area staffed by this Secretary position and student assistants, copies were made for Student Organizations, forms and information was distributed for Standing Committees of Student Government, components were checked out for individual and organization use of seven typewriters located within the Student Organization Center. This staffing arrangement continued through 1993. At that time the Memorial Union established student receptionist positions for the Student Organizations Center and the duplicating/copy service for Student Organizations was moved to Copy Stop. Student Government staffing transitioned from Classified Staff to entirely student staff in 1994.

In the spring of 1988 the Memorial Union was damaged by fire. The fire alarms went off on Thursday, April 7, 1988 at 7:20pm. After occupants of the building were evacuated, smoke could be seen billowing from the bookstore area of the building. Evacuees included bowlers from league bowling, still wearing their bowling shoes, and numerous students who were attending programs or meetings in the Union at the time the fire started. The fire started in the storage room of the UND bookstore. Three people, two students and one UND employee were admitted into the United Hospital for smoke inhalation. Although the fire was primarily contained to the storage room, there was a great deal of smoke damage to the rest of the building. All areas of the Union needed to be cleaned from smoke residue spread through air handling systems. Countless reams of paper in open storage in Copy Stop were disposed of. Most of the first floor ceiling tiles had to be replaced and some carpet and the walls painted.

The North Dakota Museum of Art on third floor was showing an art collection worth \$400,000 at the time of the fire as well. The bookstore moved temporarily to the Ballroom. Parts of the Union opened back up Monday, April 11, including most of ground floor, the meeting rooms on second floor, and the third floor crafts area, with first floor offices re-opening on Wednesday the 13th. At the time of the fire there was approximately \$1.5 million of inventory, some of which could still be sold. The bookstore did business for 28 weeks in the ballroom before it returned to the first floor location. Damage estimates were from \$800,000 to \$900,000 in structural damage to the Union itself and a \$1 million loss in inventory. During the reconstruction following the fire the bookstore moved the trade-book counter and added an entrance to the northwest corner of the store.

The North Dakota Museum of Art moved from the Memorial Union third floor location into a renovated gymnasium on campus in 1989. The space vacated by the Museum was converted to an Off-Campus Center for students who commuted to campus. A study area and Leadership Center were also developed on third floor. A hallway was converted to an additional computer lab. Poster Service, which had been renamed Sign & Design Studio, merged with Craft Center operations and began wide format printing of posters and banners designed on computers.

New technology had an impact on most operations during this time

period. Funding from Student Government supported many of the technological advances. A VHS video recorder/player and monitor was purchased in 1986 by Student Government for use by student organizations in the Memorial Union. Prior to this all equipment used in meeting rooms was ordered through the Academic Media department. Student Senate allocated \$15,000 to computerize the Info Center in 1989. Prior to this, Info Center used index cards to find information on file. With 250,000 requests for information annually the computerized system improved efficiency. A computer and laser printer was purchased by Student Government for the Co-Curricular Transcript program. Investing in new technology which was increasing in availability was difficult due to limited financial resources. Equipment was expensive and also needed maintenance. By 1994 the Memorial Union had appointed a staff member for technical support and networking. Computer presentation projection equipment was first installed in the Lecture Bowl in 1995. Wireless technology was installed at the Memorial Union in 2002. Central Scheduling converted to room scheduling entirely electronically in 2003.

The Memorial Union began reserving the rooms in the lower level of Swanson Hall in 1989. These additional meeting rooms, joined to the Union by the Swanson Tunnel, allowed more options for scheduling the growing number of events at the Union. There were 5,149 events scheduled through Central Scheduling during this year with 493 of them held in Swanson meeting rooms. Traffic counts done at this time indicated that approximately 8,000 people passed through the Union daily. With the completion of McCannel Hall remodeling, the tunnel joining the Memorial Union and McCannel Hall opened in 1996.

The Flood of 1997 left its mark on the Memorial Union as it did the entire community, region, and state. As the Memorial Union staff was preparing for the annual Leadership Awards ceremony and all the many events that typically happen at the end of the semester, the Red River was rising. The Memorial Union became headquarters for student volunteers needed for sandbagging and flood fighting efforts. Buses picked up volunteers and took them to work sites. By mid-April, just days before the crest, classes were canceled and offices ran with minimal staff. A second shuttle service was added to the Emergency Management Center from the Union so people could be transported out to the areas where the dikes were being built and expanded. Student volunteers played a major role in the flood fight and they were later given a plaque by the City of Grand Forks in recognition of their efforts.

Union staff volunteered to keep the building open 24 hours a day to allow people waiting for shuttles a place to relax, warm up, and grab a snack. Union staff members also drove shuttles, helped at the Salvation Army preparing meals, volunteered at "Sandbag Central" filling sandbags or stood on the front lines passing sandbags. One of the staff members lost their home located near the river. By April 19, when the city was evacuated, the Grand Forks Herald had set up temporary production work in the second floor computer labs after their downtown offices flooded. They put together their

Sunday edition of the newspaper and faxed it to the St. Paul Press for printing as waters streamed down University Avenue from both the east and the west toward the Union. By 11:00 p.m., the last two Union employees locked up the building, which did not reopen until three weeks later. The semester ended abruptly. Programs were printed for the annual Memorial Union Leadership Awards ceremony, but it was never held due to cancellation of the semester.

The Memorial Union was one of the most severely damaged buildings on campus when one to two feet of raw sewage and storm sewer water filled the lower level. The bowling lanes, wood parquet floors, carpeting, furniture, and recreation equipment were ruined. The lower level was closed for reconstruction. The rest of the Memorial Union re-opened in May for the beginning of Summer Session. The bowling lanes were cemented in after the flood and the era of bowling in the Memorial Union ended. The entire lower level was reconstructed and remodeled. The University Federal Credit Union became a tenant in the lower level. The computer labs formerly located on second floor were moved to the lower level, occupying the space the bowling lanes had vacated.

The University Bookstore moved from the Memorial Union in September 2000 to a newly constructed Barnes and Noble location on the Bronson Property, 775 Hamline Street. The bookstore loss had a significant impact on the traffic and activity in the Memorial Union. The vacant location was sometimes referred to as the "black hole" as lights were out and glass doors were locked. Later this empty space was used for some programming and was opened as study space. A convenience store was operated in the space to provide snack items and essential items most missed after the bookstore left. Student Academic Services moved to the second floor space that had been occupied by the computer labs in 2001. The summer registration and orientation program "Getting Started" administered by Student Academic Services also moved to the Memorial Union.

A group of staff from the Memorial Union submitted a renovation and remodeling proposal in March 2001 for use of the empty space and remodeling/update needs of the entire building from their perspective by Spring 2001. With the Union bond maturing at the same time, this eventually led to the \$3.5 million renovation project.

The Memorial Union celebrated its Fiftieth Birthday in 2001. A ceremony was held on Friday, October 19 during Homecoming Week with Gordon Henry, former Director of the Memorial Union and Heidi Heitkamp, UND Alumna and former Attorney General of North Dakota as speakers. A reception followed with several key members of the University in attendance. A float with a giant birthday cake appeared in the Potato Bowl and the Homecoming Parade. A banner commemorating the Memorial Union's fifty years was hung on the building. In addition, pens and water bottles with the Anniversary logo were created for distribution during homecoming and throughout the academic year.

As the Memorial Union celebrated its fifty years, architects were already working on plans for the 3.5 million dollar renovation project. The first meeting of the renovation committee was held in July 2001 and construction on the project began October 2002 with work beginning in the area the bookstore had vacated. At approximately the same time the Union bond was retired, Student Senate voted to raise student fees by \$15.00 per year in April 2001. The Student Government Annual Report from 2001–2002, under the Matt Brown/ Michael Cleveland administration states:

“The Heart of UND” has been prepped for surgery, and is ready to go under the knife. Two weeks after taking the oath members of Student Government took bold action to finance and support a \$3.5 million renovation of the Memorial Union. The source of this revenue came from an increase of \$15 a year per student in student fees. The union, a student’s home away from home, was last renovated in the early 1980’s and is badly in need of new, accessible, and updated facilities. Along with this renovation will come much needed services for students such as a coffee shop, postal services, increased food choices, multi-purpose programming and lounge areas, and even an Internet cafe. At the same time, renovation will bring a new atmosphere to the building that will attract and retain all guests. The renovation process has made significant progress in the past year completing all of the pre-planning and architectural design phases. The project is expected to be complete by the fall semester 2003.

Gordon Henry retired in 1998 as Vice President for Student Affairs and Memorial Union leadership changes followed in the 2000’s. MaryAnne Lustgraaf served as Director through 2001 and Tony Trimarco was hired as Memorial Union Director in 2002. In the interim, Bonnie Solberg served as Acting Director. Within the University structure, the Vice President of Student and Outreach Services, Dr. Robert Boyd, had operational authority over the Memorial Union and the Union was aligned under the Associate Vice President for Student Services, Lillian Elsinga. In this framework, the new Memorial Union Director reported directly to the Associate Dean of Student Life, Jerry Bulisco. Dr. Cara Goodin arrived in November 2006 and replaced Jerry Bulisco as Associate Dean of Student Life. Dr. Goodin continued to have an oversight role with respect to the Memorial Union operation and served as the immediate supervisor for the Memorial Union Director.

Plans to renovate the food court also took place during this time, and construction began in the summer of 2004, at a cost of \$1.2 million funded by UND Dining Services revenues. Since 1999, Franchise Concepts Unlimited had provided food service to the Union’s Food Court (Subway, Little Caesars and TCBY). Along with the renovation, UND Dining Services would operate all retail food operations in the Union which included Stomping Grounds, a new coffee shop and U-Snack, a new convenience store. The food court opened as "Old Main Marketplace" and introduced new food franchises and increased seating capacity to meet the needs of a growing enrollment.

The Memorial Union's renovation projects improved the building's internal aesthetic appeal, upgraded building systems, provided new and renovated retail spaces, and created a new mall area. Other new areas, such as an Internet Café and the "Loading Dock" (a new multi-purpose room for student events and activities) were now added to the Memorial Union. The administrative staff was also relocated to a new suite of offices on the third floor.

The U.S. Post Office relocated to the Memorial Union during the summer of 2003 from Twamley Hall. This was due to reorganization of this unit and renovation of the space in Twamley Hall for office expansion. During the same period, the Athletic Ticket office relocated to the Memorial Union from Hyslop Field House and operated within the Lifetime Sports area (in the Union's lower level). This brought two essential campus service activities into the Memorial Union, enhancing the Union's ability to serve students even more.

Due to the food court renovation (which started in May 2004), the Memorial Union staff decided to delay a "Grand Opening" until construction on the new food court was completed. It was agreed to hold a celebration during the week of 2004 Homecoming that would serve to celebrate the completion of both the Memorial Union & Dining Services' renovation projects and their benefit to students and the campus community.

With a major portion of the Memorial Union's \$3.5 million renovation project just about complete, the Memorial Union partnered with Dining Services to coordinate a week-long celebration culminating with a "Grand Opening" event on October 15th. The events were timed to occur during Homecoming week and tours were provided to various groups such as the Alumni Association Board of Directors. Throughout the week, entertainment activities were scheduled in the Loading Dock and the food court (now Old Main Marketplace) opened its doors to the public for the first time. Memorial Union student employees involved in marketing and graphics design launched an impressive and creative marketing campaign which included a new logo design, event programs, brochures, press releases, and more. Student Government leaders also played a key role in a number of ribbon-cutting and dedication activities to reflect their dedication and commitment to the renovation projects.

On October 15th, a ribbon-cutting ceremony was held to signify the completion of the renovation. Participants in the event included: Jordan Schuetzle, 2004-2005 Student Body President; Jerry Bulisco, Associate Dean of Student Life (representing the Renovation Committee); Jon Loveseth, 2002-2003 Student Body President; Tim O'Keefe, Alumni Association; Judy Sargent, Director Residence Services (representing Dining Services); Tony Trimarco, Director, Memorial Union; and UND President Charles Kupchella. The Pride of the North marching band played prior to the ceremony and Memorial Union student employees provided refreshments.

A special design feature of the renovation was the "glass wall" across from the entrance to Old Main Marketplace, which was dedicated during the grand opening week. Photographs from UND archives were used to depict the themes of Tradition, Pride, and Community. Participants in the program included Christina Sambor (emcee), 2004–2005 Student Body Vice President; Amanda Anderson, 2003–2004 Student Body Vice President; Tim Megorden, Pastor/Director, Christus Rex; and Dr. Gordon Henry, past Memorial Union Director and Vice President of Student Affairs. To quote the event's program:

Tradition: "Students First" has been a long, honored tradition at UND that represents the value placed on students' ideas and input. The Memorial Union also represents a rich tradition of student involvement. As the needs of students change, so does the Memorial Union – but the tradition of keeping "students first" continues.

Pride: Tradition gives rise to pride. As students become actively involved in processes across campus, they develop commitment and ownership. When ownership exists, a sense of pride results from each accomplishment.

Community: No student stands alone at UND. When students are engaged and involved, they become partners in building a caring community that focuses on their academic and personal success.

Another design feature of the renovation included a hand-painted mural in the Internet Café. As another grand opening week event, the mural was dedicated in a special ceremony. It was commissioned and painted by UND alumni Myke Knutson ('81) and Darin Drummer ('01), who incorporated several pictures within the mural that represent past Memorial Union activities. Participants in the ceremony included Jon Loveseth, 2002–2003 Student Body President; Tony Trimarco, Director, Memorial Union. The title of their work is "*Communication Through The Ages.*" The following text was written by the artists to describe the mural:

Com-mu"ni-ca'tion: 1. the act of transmitting, importing, or bestowing; as communication by signs. 2. a giving or exchanging of information, signals, or messages by talk, gestures, or writing. 3. interchange of sentiments or ideas by message or otherwise; activity through any channel of correspondence.

From the earliest of times, humans have felt the need to convey ideas from one to another. Evidence exists in the form of painted images such as those in the caves at Lascaux, France or the rock carvings of the Nordic countries. These ancient cultures inadvertently communicated their ideas and thoughts to generations far into the future. Despite centuries and technology, we frequently find one method of communication remains the same – the visual image.

When faced with the challenge of creating a visual image that communicates about the history of communication, we were pressed to consider what to include and how to include it. The result is the image before you. We realized that people of all origins and of all times have been in constant communication, making use of the crudest to the most sophisticated of technologies. Though we have included images of the rustic Pony Express to the highly sophisticated Voyager disks of the renowned Carl Sagan, we have left out centuries of methods used to exchange information. Our effort, rather than to provide all the answers, was to help pose the question: What do you think of when considering the vastness of communication?

The renovation was featured in the January 2005 issue of the Association of College Unions International (ACUI) monthly publication. The Association's annual *Renovation and Construction Showcase* issue featured institutions that completed renovations or construction projects in 2004. The renovation was selected as it addressed many popular trends cited by the Association as surfacing in college union facilities. These trends included flexible design, as seen in multi-purpose rooms; upgrading the "look" of facilities; and making college unions more functional in an ever-increasing technological environment commenting that wireless access was a "must" among many projects. ACUI's magazine featured photos of UND's newly-renovated Memorial Union and mentioned the new Internet Café, coffee shop, and multi-purpose room complex which is growing in popularity among students as a late-night programming venue and used during the day by campus departments for a variety of functions. The Memorial Union has wireless access and network ports throughout the building to meet the technology needs of an increasing enrollment. Old Main Marketplace, the new food court featuring A&W and Sbarro, now visually integrates food preparation in front of customers instead of in the back kitchen, another popular trend cited by the Association.

Even though Old Main Marketplace was operational, Dining Services planned a special Grand Opening in December 2004. Anchored by two University-owned franchises, A&W Express and Sbarro Fresh Italian Cooking, the marketplace offered a remodeled environment with an emphasis on quick service and wide variety. In addition to the franchises, self-branded concepts (Dakota Deli and World Market), and an extensive Grab n' Go area completed the marketplace layout. Seating capacity also increased from 130 to 270. Old Main Marketplace also allowed UND to become a true partner with the State of North Dakota and Governor John Hoeven's economic and agricultural initiatives. In the Old Main Marketplace, Dakota Deli proudly served products from North Dakota producers such as Cloverdale Food Company and Baker Boy Breads. As part of the ribbon cutting ceremony, this partnership was celebrated, as representatives from Cloverdale Food Company and Baker Boy Breads were in attendance. Those attending were T.J. Russell, CEO of Cloverdale Meats and Guy Moos with Baker Boy Breads.

Another key feature of the Memorial Union's renovation was the creation

of the "Loading Dock." This was a concept conceived and designed by students for students. Designated a multi-purpose room, the Loading Dock was designed to serve as an entertainment venue for students and as a place for non-alcoholic programming as an alternative to the local bar scene. 2005 was its first full year of operation and gave the staff an opportunity to assess how it was being received by students, student organizations and institutional departments. The types of events and attendance were tracked and assessed. In its first year, a total of 132 events were held, with over 10,000 people in attendance. This equated to over 460 hours of new programming for students. The types of events included but were not limited to: information fairs, game nights, movies, poker tournaments, comedians, coffeehouse acts, Battle of the Bands, Earth Day activities, and De-Stress Fest. President Kupchella also used the Loading Dock to convene open forums on the new Strategic Plan and the room played a big part in Enrollment Services' "Getting Started" new freshmen orientation program. Students particularly enjoyed being able to watch UND Athletics' games as well as professional sports (i.e., Monday Night Football, Sunday NFL games, etc.) on the numerous TVs. The first night of "Texas Hold'em Poker" anticipated 60 students but drew over 200. The Loading Dock also played host to regional "College Bowl" tournaments and numerous Residence Hall activities. The Loading Dock provided an ambiance for students that was much more pleasant than and not as sterile as the Ballroom (where these events were traditionally held). It resulted in a suitable area for many programming events.

More major renovation projects followed between the years 2004 and 2007. \$195,000 was approved from the Memorial Union Bond excess reserve balance to remodel the Ballroom ceiling (new tile grids and lighting systems). \$65,000 was approved from excess bond revenue to remodel the Ballroom's walls and install new entryways. This project also entailed replacing the acoustical tile around the perimeter of the room, replacing wall sconces, and expanding the existing storage area. A one-time U-Fee allocation of \$58,000 allowed upgrading of the Ballroom's audio-visual systems, replacing out-dated projection screens, ceiling speaker systems, electronic components and more. The event lighting systems for the Loading Dock underwent over \$13,000 of upgrades, jointly funded by Student Government and the Memorial Union. In the lower level, "Great Clips" hair salon (a new retail tenant) came into the building, the old Credit Union space was remodeled into a new TV lounge (as the Credit Union moved to the main floor), and the installation of new, upscale directory signage took place throughout the building.

Several other projects highlighted efforts to improve the physical environment for students. In the Internet Café, the Union funded over \$7,500 for new furnishings that created a more student-friendly atmosphere. Student Technology Fee funded new replacement computers as over 1,000 students use the Internet Cafe on an average week during the school year. Sign & Design perfected their ability to print high-quality resolution photos on canvas using state-of-the-art technology; pictures of UND students and campus life enhanced the appearance of Swanson Hall tunnel, Terrace Dining Center

hallway, and other areas of the building. The third floor study lounge atmosphere saw enhanced furnishings and a marketing campaign made students more aware of the space; as a result, student use of the space for studying dramatically increased. Wireless internet access also became available on all floors.

A new organizational structure for the Memorial Union was researched and implemented starting January 1, 2003. This coincided with the renovation and it organized the staff into three functional units: Student Development and Programming, Business Services, and Facility Operations. These functional units were designed with the intent to link directly with the University's strategic initiatives. A new leadership tier was also created to include an Associate Director for Student Development, an Assistant Director for Facility Operations, and an Assistant Director for Business Services. Due to personnel departures in 2006, the Assistant Director position for Business Services was changed to Business Manager. The Memorial Union Director also served as the Advisor to Student Government (the executive team and student senate) and as the supervisor for the Dakota Student Business Manager. A broad overview of each unit is as follows:

- The Student Development unit encompassed student activities and programming. The unit's mission is to: "Connect students with opportunities that engage them in the campus community and provide the support and challenges necessary to enhance their university learning experience and prepare them for the future." From a vision standpoint, the Center for Student Involvement and Leadership will be a leader in providing involvement opportunities that have a positive impact on students' university experiences. This unit included support for Greek Life, Student Organizations, Leadership programming, Civic Leadership development through volunteer services, and more. Staff also served as Advisors to Student Government Standing Committees.
- The Business Services unit ensured that a wide array of services were available and offered to students and the campus community. This unit directly contributed to a campus environment by being responsive and flexible to the daily needs of its users. The unit managed a majority of the Union's student workforce, and also performed all human resources and financial functions for the Memorial Union.
- The Facility Operations unit worked to create and maintain a hospitable, appealing, and enjoyable place, one with which students, the campus community, and visitors and guests were proud to be associated with. The unit managed technology resources, administrative functions, facility reservations, student building managers, and event management.

Despite the many renovations and improvements that took place, the main (North) entrance to the Memorial Union continued to trouble the campus community. Due to the configuration of the stairs and elevation of the

building, the entrance was unwelcoming and non-accessible to students, faculty, administrators, visitors, etc., with special needs. This inadequacy surfaced many times, especially during large events. Based on the design and configuration of the building as it relates to ground level, it would take a major renovation to improve access. In the fall of 2004, Vice Presidents Boyd and Gallagher approved going forward with obtaining an estimate on the renovation/upgrade of the Memorial Union's front entrance. This was originally discussed in early meetings regarding the Memorial Union's 2002-2004 renovation, but left out of the project due to cost. In February 2005, members of the original renovation committee convened to resurface concerns and issues regarding the need for a new front entrance. Meetings followed with UND Facilities and JLG Architects to bring structure to these ideas. After several committee and design team meetings, a proposal was developed that included artist renderings and an estimated cost. It was then presented to the President's Cabinet in June 2005. During 2006, the President continued his interest in the project and discussed it with alumni throughout the year (to no avail). Discussions resumed in January 2007 regarding JLG's proposals. It was decided to modify the original design and request a new schematic design, color renderings, and an estimated cost of the project. Meetings with JLG Architects continued throughout the Spring 2007 to revise their original drawing and develop two new options. While actual construction costs were not determined, preliminary estimates (for planning purposes) approximated the cost between \$3.15 million to \$4.45 million. The project remained unfunded.

While the Memorial Union served as home to many tenants over the years, Tom & Jerry's Campus Barbershop has the longest tenure, opening in 1957 in the lower level of the Memorial Union with barbers Jerry Pokrzywinski and Tom Dryburgh. The barbershop celebrated 50 years of operation in 2007. Tenants and partners in the Memorial Union in 2007 included the Campus Barbershop, Great Clips Salon, the University Federal Credit Union, Student Health Promotions, the Student Success Center (formerly Student Academic Services/ University Learning Center), campus postal services, Computer Learning lab, U-Card office, Traffic office, Convenience Store, Stomping Grounds coffee shop, Terrace Dining Center, Campus Catering, and Old Main Marketplace food court. These entities, located in the Memorial Union, administratively report to other departments or divisions within the University.

The Memorial Union assisted Residence Services with the emergency relocation of the U-Card office when a heavy rainstorm flooded the lower level of Swanson Hall just days before the start of the fall 2006 semester. The flooding entered from the construction site of a new tunnel connecting Swanson and the new parking ramp. The U-Card office was previously co-located with the Traffic Office, but moved to Swanson Hall in 2005. The move was due to more space being needed by both offices, especially with U-Card handling recording of the entire University during this time. By 2007, the Union eventually provided permanent space for the U-Card office in the lower level (between the computer lab and Lifetime Sports) that provided them higher visibility and better access to students.

The Memorial Union has also served as home to a few interesting operations. During the July 1999, the entire building was rented for staging operations of the Pan-Am Games being held in Winnipeg. Arrangements for this accommodation were made with the U.S. Olympic committee and other departments on campus. In June 2000, the Lifetime Sports Center played host to the Billiards and Darts competition for North Dakota's Prairie Rose State Games which were held in Grand Forks.

Data collected in 2007 supported perceptions that the Memorial Union continued to be a vibrant part of campus life for students. A steady increase was seen in such categories as number of events, attendance, and scheduled hours since the completion of the \$3.5 million renovation and the \$1.7 million Food Court renovation in 2004. For example, the number of events held in the Union increased 22% (from 3,362 in FY04 to 4,326 in FY07); attendance increased 28% (from 172,256 in FY04 to 238,143 in FY07); and scheduled hours jumped to 44% (from 10,417 in FY04 to 18,581 in FY07). This was also supported by traffic count data. The Memorial Union averaged over 110,000 visits each month according to traffic counters located at entry points for the building; total count for FY07 was 1.34 million. Traffic counters at the Computer Lab registered over 142,000 visits and the Center for Student Involvement and Leadership registered over 50,000. The busiest months of the year were September through November.

Other performance indicators reviewed between 2002 and 2007 revealed that students took notice of the services provided by the Union as seen in the following assessment instruments:

- 2007 Sophomore Satisfaction Survey. Respondents were asked to evaluate the quality of services provided by twenty-six offices on campus. The Bookstore and Memorial Union have been used most often (tie at 98.3%) and the Memorial Union has been evaluated the service with the most satisfaction (90.6%). The Memorial Union ranked 24 of 26 for the lowest dissatisfaction rating (2.6%) – also good news.
- 2006 Student Satisfaction Inventory. The Memorial Union was listed as one of the top 5 items with positive ratings, stating that *“the student center [Memorial Union] is a comfortable place for students to spend their leisure time.”*
- 2006 Annual Dakota Student reader's poll. The Memorial Union was the “Best Place to Study on Campus,” the “Best Computer Lab” (for the 3rd straight year), and the “Best Place for People Watching” (again, for the 3rd straight year).
- 2005 Sophomore Satisfaction Survey. The Bookstore, Admissions, Library, Memorial Union, and Registrar's Office were the five most used offices on campus. The Memorial Union ranked 4th with 96.5%. The Memorial Union, Library, Campus Shuttle Bus, Student Health, and Recreational and Intramural Program were the five offices rated with

highest satisfaction. The Memorial Union ranked 1st with 90.7% satisfaction rating!

- 2004 Graduating Student Survey. The top 5 of the 25 offices in the UND campus evaluated by the level of satisfaction are: Admissions, Student Memorial Union, Library, Registrar's Office, and Campus Shuttle Bus. The Memorial Union received an 85.3% satisfaction rating, up from 73.7% in 2001 (pre-renovation). This reflects an 11.6% increase, more than any other organization listed.
- 2002 Student Satisfaction Inventory. The Memorial Union was listed as one of the top 5 items with positive ratings, stating that *"the student center [Memorial Union] is a comfortable place for students to spend their leisure time."*

The Memorial Union's financial status also remained solid. The Union received an audit in 2007 by UND's Internal Auditor in which internal controls and quality of performance of assigned responsibilities were reviewed. The review included the following areas: General Management Observations, Equipment, Cash Receipts, and Revenue/Receivables. Information was also collected through interviews, observations, and document testing. The results were excellent; staff modeled ethical practices and responsible resource management for student employees. Credit went to the Business Manager, the Accounting Technician, the student accounting intern, and the many student employees who handled sales transactions on a daily basis.

At the close of 2007, the University opened a new parking ramp just east of Swanson Hall. The ramp is connected by tunnel to Swanson Hall. As a result, those parking in the ramp can access the Union and McCannel Hall through tunnels.

The Memorial Union staff ensured strategic plan initiatives were met. The Union is a source for programs, activities, events, services, and facilities that, when taken together, represent a well-considered plan for the community life of the University. A Priority Action item of the University's Strategic Plan states: *"In support of all of the above [goals], ensure that the University has a well prepared, enthusiastic faculty and staff, first-rate physical facilities, an adequate financial resource base, and an appropriate, efficient organizational structure."* Without a doubt, assessment methods demonstrated that well-thought-out investments, decisions, and management of facility operations, business services, and student development programming by staff and administrators proved the Memorial Union's worth to students and the campus community.

As 2007 drew to a close, the Memorial Union was a vibrant center for campus life. It is the gathering place of campus and provides services and conveniences that students and members of the campus community need in their daily lives. As an integral part of the educational mission of the University, the Union complements the academic experience by providing students a wide

range of opportunities to balance course work and free time as cooperative factors in their personal development and University experience.

PATRIOTISM

The Memorial Union is a living monument to its patriotic roots, symbolizing the commitment and pride students and alumni have long had for the University of North Dakota.

Recognizing those who served this country was not limited to post-World War II era students. Throughout the years, students have re-affirmed their sense of patriotism and respect for those who served in the military. Records indicate that the Union will include a "memorial room" in which the pictures of those UND students who died during World War II would be hung. Today, the "Memorial Room" continues to display those pictures in honor of some of UND's most heroic students.

A bronze plaque in the South entrance bears the symbols of the American Legion, the Disabled American Veterans, the Veterans of Foreign Wars and the UND Veterans Club, and the inscription reads: "Memorial Union – In Memory of Those Who Served and Died During the Korean and Viet Nam Era Conflicts."

In the aftermath of the September 11th, 2001 terrorism attack on the United States, students planted and dedicated a tree at the North entrance, with a plaque that reads: "This tree grows in memory of the lives lost due to acts of terrorism on September 11, 2001 – donated by UND Student Government, 2001–2002." In September 2002, on the first anniversary of September 11th, representatives of Student Government dedicated a cluster of three flagpoles on the Memorial Union's north lawn, with a monument that reads: "The 2001–2002 UND Student Body Dedicates This Monument to All the Men & Women Who Have Unselfishly Served to Protect Our Country."

During the post-September 11, 2001 era, hundreds of UND students put their education on hold and deployed with National Guard, Reserve and Active Duty units in support of the global war on terrorism. While these students bravely defended freedom abroad, members of the UND community worked to make sure that those student soldiers were not forgotten. In 2003, Operation UND Campus Friends was launched to provide support to deployed students and their families. Led by Adele Kupchella, UND students and staff gathered items to provide care packages for deployed students. Packages were mailed several times each year that included phone cards as well as personal and health care items. Letters from deployed students were subsequently received expressing much appreciation for this effort, and Operation UND Campus Friends was also praised by the local community.

Student Government continues the tradition of conducting a

remembrance ceremony on the anniversary of September 11th. The 5th anniversary of the terrorist attack was the biggest event to date. North Dakota Governor John Hoeven attended as did many National Guard commanders and local elected leaders. A picture of deployed UND students was dedicated at the ceremony, which will hang in the Memorial Room; it pays tribute to those UND students who deployed as members of the Guard and Reserve.

PROGRAMS AND ACTIVITIES

Initially, programming at UND was accomplished through a subcommittee of the Board of Governors. The Board of Governors, known as "BOG" was a committee appointed by the University President and by 1974 had a membership composed of the Director and Assistant Director of the Center, two faculty members, the Vice President of the Student Body, and student members. At the time, the University Center had been organized as an association of students at the University who paid the Student Union fee, with BOG serving as the governing body of the Center.

Under its constitutions, BOG had power "to formulate and execute broad social, recreational, and cultural programs to supplement formal education at the University (Board of Governors Constitution, January 22, 1984)." This programming mission was accomplished through a subcommittee composed of students, the University Student Program Committee, which was advised by the Assistant Director of the University Center for programs. Programming activities were funded through a budget submitted to the Student Activities Committee.

Other power assigned to BOG by its constitution gave it jurisdiction over operation of the University Center. In this capacity, BOG had the power "to establish and enforce rules and regulations concerning conduct and use of facilities in the building (BOG Constitution, op. cit.," as well as to make recommendations concerning the operation of the University Center.

On September 21, 1974, the Board of Governors dissolved and transferred its responsibilities to two newly established groups. The University Center Advisory Board was created as a Presidential Committee to supervise the operation of the University Center. Responsibility for programming was transferred to an as-yet-unnamed student programming group. Intentions of the transfer were to create "an authorized student group which has as its intent to present programs and events of a total campus-wide nature," and to create "less association of a programming group with solely one facility (Senate Resolution #3, Senate Session September 8, 1974)."

The dissolution of BOG was accompanied by a "Death of BOG Week," September 12-22, 1974, during which a campus-wide contest was held to select a name for the programming committee. Just prior to its dissolution, the Board of Governors approved the name selected in the contest, Student

Programming of Kampus Events (SPOKE). Student committees established under SPOKE included Coffeehouse, Entertainment, Fine Arts, Communication, Experimental, Homecoming, Lecture Series, Recreation, and Cinema. SPOKE operated as an independent entity association with both Student Government and the University Center, advised by the Assistant Director of the University Center for Programming (David Spatola) and funded through the Student Activities Committee. Membership of SPOKE included student chairs of the committees, Vice President of the Student Body, the advisor, and two faculty members.

SPOKE operated in this fashion until February 2, 1981, when it was officially made a standing committee of the Student Senate. During its existence, SPOKE proved to be a very controversial group on campus, not only in the types of programs brought to campus, but also because of financial losses and poor fiscal management.

The Assistant Director of the University Center also had the responsibility of maintaining the list of student organizations and assisting them in their programs. However, advising services to these organizations was not developed and the list of organizations was maintained only on a sporadic basis. In November of 1977, the Student Activities Office was established in the Dean of Students Office and the first Student Activities Advisor, Greg Mann, was hired by Vice President for Student Affairs, William "Bill" Bryan. The new Student Activities Office was "to be responsible for the planning, development, promotion, and operation of programs and services for student organizations at UND (Memo to Bill Bryan from Greg Mann, November 1977)." With overall design and direction from Bill Bryan, Mann developed many of the programs and services of the Student Activities Office still offered in 1983. Although administratively placed in the Dean of Students Office, the Student Activities Office operated out of the University Center/Memorial Union.

A major effort during the first year was to determine which student organizations were functioning and active, and to make contact with the presidents and advisors of the organizations. Mann worked with the Student Policy Committee to develop the Organization Status Policy (active, inactive, and dissolved). By the fall of 1978, many of the present day services were in place. The first Handbook for Organizations was distributed at the first organizations' meeting, which had workshops dealing with SAC funding, Accounting Office Procedures, and Central Scheduling. The organizations' meetings and a monthly Student Activities Newsletter were an invaluable and efficient means of conveying important information to presidents and advisors. A Directory of Student Organizations was also provided to new students during this semester. Responsibility for the Who's Who Among Students and National Student Exchange Program were transferred to the Student Activities Office from the Office of Student Development at this time.

During the next several years, consolidation of previously established programs occurred. Using the Student Activities Committee guidelines,

categories of organizations were devised (Departmental, Honorary, Religious, Political, Service, and Sports Clubs). Student governing organizations were separated from under the auspices of the Student Activities Committee and placed under the Governance Council, an ad hoc committee of Student Senate. The annual Advisor's Luncheon was established to recognize the efforts of faculty advisors to student organizations and to disseminate information to them. The Student Activities Office also began to work with students forming new organizations and the Student Policy Committee in establishing policies related to student organizations.

On February 2, 1981, SPOKE was officially made a standing committee of Student Senate, formalizing its relationship in Student Government. In May of 1982, SPOKE was dissolved and the University Program Council was established to fulfill the all-campus student programming responsibility.

By the fall of 1981, informal advising relationship through the Coordinator of Student Activities had been established for the Board of Student Publications and for day-to-day operations of Student Government which was officially advised by the Vice President for Student Affairs. Direct advising relationships for the coordinator of Student Activities included the Student Activities Committee and the newly established Homecoming Committee (later to be the Special Events Committee).

With personnel changes during the summer of 1982, advising responsibilities and structure were shifted. Greg Mann, as Assistant Director of the Memorial Union, became Student Senate Advisor. John Leppo was hired as the second Coordinator of Student Activities, responsible for services to student organizations and advisement of the four standing committees of Student Senate (SAC, BOSP, UPC, and Special Events). Additional monthly topical workshops for student organization leaders were established.

The eighties brought a focus on leadership development, student development, and diversity awareness to the student activities area. John Leppo served as Program Director of the Memorial Union, advising Student Government and the University Program Council.

A Leadership Program Development committee was established to review and make recommendation for Leadership Development efforts among students, student organizations, Greeks, and Student Government during 1984-85. The Leadership Development program grew from this study and the Memorial Union staff began teaching academic classes in Leadership beginning in 1986 through the College of Education. The development and marketing of P.L.A.N. (Programming, Leadership and Activities Network) was focused on student and leadership development. A Coordinator for Leadership Development and Programming, Cynthia Thompson, was hired in 1990 to focus on the growth of the leadership program. A Center for Leadership was set up on third floor in the space vacated by the North Dakota Museum of Art at that time with a resource library, presentation space and office. The Memorial Union

Leadership Awards Program for Employees, Students and Advisors was developed with the first reception held in the Spring of 1991. The Leadership Workshop Series began in 1991 featuring a series of speakers on leadership topics once per week with six to eight weeks per series. The Leadership Series became an ongoing event each spring and fall semester with ongoing success. Several successful Leadership conferences were also held over the years.

With the move of student activities to the Memorial Union from the Dean of Students office, advisement of fraternities and sororities and Greek life programs followed in 1985. The Memorial Union provided 50% of a staff position to be Greek Advisor, as well as a half-time Graduate Service Assistant in support of the Greek programs. In 1988 the advisement of student and Greek organizations was combined, but separated again in 1990 with the hiring of two positions, Coordinator of Student Organizations and a Coordinator of Greek Life. That structure continued through present with several different individuals filling the positions through the years. The number of fraternities and sororities fluctuated from eighteen - twenty two with Greek membership peaking in 1989-90 with 1,395 chapter members. The President's Award for Greek Excellence (P.A.G.E.) was established in 1991 to recognize the leadership, service, and scholastic achievement of chapters.

The Memorial Union hosted the Names Project AIDS quilt in the ballroom twice, once in 1993-94 and again in 2000. Both visits made a huge impact on the hundreds of visitors and several panels were added from our area. This project involved collaboration with Grand Forks Public Health and other agencies from our community.

The Clothesline Project was first hosted in the Ballroom in 1995 while the Women's Center was organizationally part of the Memorial Union. This became an annual event in the ballroom displaying t-shirts from victims of abuse bringing school classes and numerous visitors to the Memorial Union each October. The Women's Center was part of the Memorial Union's organization structure until 1998, when both the Memorial Union and the Women's Center began reporting to the Student Services unit of Student and Outreach Services under the direction of Associate Vice-President for Student and Outreach Services, Lillian Elsinga.

Dances at "the ZOO" were popular in the 1990's. The ZOO, developed in 1990 converted the ballroom to a nightclub atmosphere, with disco balls, special sound and lighting equipment. Music was played by disc jockeys or live bands. The ZOO became part of the University Program Council and maintained popularity through the 1990's.

SpringFest was a major event of the late 1990's, beginning in 1991 as a UPC (University Program Council) sponsored event. In 1992, four bands performed in the ballroom with 400 in attendance. The event, later held at University Park, became plagued with alcohol abuse and thousands in attendance. In 1999, UPC sponsored the event in the park for the last time with

6,000 in attendance. In 2000, UPC moved SpringFest on campus as an alcohol-free event. This was the last year SpringFest was sponsored by UPC; it would no longer be an event sanctioned by the University primarily due to high risk drinking. SpringFest remained popular with students and it continued to take place (unofficially) in University Park on the Saturday before finals week. Without any sponsorship or supervision, high risk behavior escalated and in 2002, picnic tables and couches were set on fire in the park. City police and fire department responders were met with riotous behavior resulting in the City and Park District to search for solutions. In the years that followed, a committee was formed and facilitated by the Mayor's office which included a number of agencies as the Park District, Grand Forks Police Department, the City Prosecutors office, the Park Board Attorney, City Council members, and the University. Representatives from Student Government also served on the committee with the understanding that the University would not be an official sponsor. Eventually, plans were developed to control the event while still allowing it to safely occur. This included putting in place new ordinances pertaining to alcoholic use and furniture in the park, more organization of entertainment activities, and on-site police presence and neighborhood patrols. In 2006, the City approved a proposal by a local establishment to sponsor the event to include alcohol concessions in designated areas. Student Government also helped to make the student body aware of the new policies and procedures if students planned to attend. Now that UPC was no longer involved with SpringFest, they began using their resources to sponsor a Spring Concert in the spring of 2002-2006. These concerts were held at the Ralph Engelstad Arena and the Alerus Center. In the Spring of 2007, a comedian was sponsored at the Chester Fritz Auditorium.

As part of a promotional campaign, the Memorial Union sponsored an event called "Think Spring" first held on Leap Day, February 29, 2000. The building was decorated with a beach theme, the staff wore tropical clothing and served snow cones, cotton candy and ice cream. Prizes were given for the "Tacky Tourist" competition. This fun event was held annually for three years.

Another programming event sponsored by the Memorial Union was an annual craft fair in the ballroom the first week after Thanksgiving. This event which was begun by the University Craft Center in 1979 was initially held in the main floor lounge and featured the work of students and instructors of the Craft Center. In 1985 the event was moved to the ballroom and opened to outside vendors. This became a major university event with attendance exceeding 1,300 visitors. The event continued for twenty eight years through 2006.

The focus on cultural diversity grew, with many educational programs in the Memorial Union and within student activities. The Multicultural Awareness Committee was formed as a Standing Committee of Student Government in 1987 to allocate money to for diversity programming. The committee continued enduring many controversies regarding large allocations for the annual UNDIA Pow-wow event. Programming the committee has sponsored includes Spike Lee in 2003 and the Tibetan Monks in 2006 along with many

other events.

The focus on leadership that developed in the 1990's also included Memorial Union student employees. The leadership awards which began in 2001 honored student employees for their outstanding contributions. In 1994, five of the Union staff members and student employee supervisors attended a national conference focusing on Training Student Employees in the College Union. They returned with great enthusiasm for improving the student employee program and began the Student Employee Development Program. This program included not only on the job training, but workshops called mini-sessions on developmental topics such as Public Speaking. Students were required to attend an In-Service each semester in addition to a mini-session of their choice. Student Employee handbooks were improved and expanded and all aspects of student employment were reviewed. This team of supervisors was dubbed "the Thursday group" and met weekly to discuss not only student employment issues but also management of services and programs. Many new ideas for programming and improvements developed from this team. One of their endeavors was the continuation and coordination of the Leadership Awards program.

A registration and orientation program for incoming freshmen students, called Getting Started was moved to the Memorial Union in the summer of 2000 from Gamble Hall. This program, coordinated by the Student Success Center (formerly Student Academic Services), brought large groups of students and their families to the Memorial Union each day during the summer and utilized the meeting rooms and other facilities of the Memorial Union.

Lighting of the Green began as an annual event in 2002 with President Kupchella's desire to have a campus event heralding the holiday season. The event included the lighting of a large evergreen tree on the lawn of the Memorial Union, holiday music presented by a campus choral group, and refreshments served after a brief ceremony. A single lighted decoration was provided to all Greek chapters and the cultural centers in the first year. A lighting contest among the Greek chapters evolved from this, as well as a tour of Greek homes. The event was held in the first week after Thanksgiving to usher in the holiday season.

In 2005, the UND Athletic department relocated their ticket office from Hyslop to the Lifetime Sports Center in the Memorial Union's lower level. The Athletic department staffed the operation throughout the 2004-2005 school year. However, at the start of the fall 2005 semester, the Athletic department terminated the operation due to changes in their funding and staffing levels, requiring students to go to the Ralph Engelstad Arena for their tickets. Rather than see this happen, the Lifetime Sports Center offered to take on the task of becoming an outlet for UND student football tickets at the start of the 2005-2006 school year. As a result, 3,255 free student football tickets were given out at the Union during the fall 2005 semester. Perhaps even more significant with this change, was when Lifetime Sports Center became an actual Ticketmaster outlet for the sale of student UND hockey tickets. Eventually, over

20,000 football and hockey tickets were subsequently sold or distributed to students in the Memorial Union since Lifetime Sports took this function over. This new service increased traffic in the Union as evidenced by the influx of students on days when tickets became available. Ticket distribution and sales were physically handled solely by Memorial Union student employees in Lifetime Sports. This required training all Lifetime Sports students in the use of the C-Board system to check for student eligibility as well as learning the actual Ticketmaster system. Large volumes of cash were also taken in, which in turn required Lifetime Sports student employees to account for and reconcile funds over and above what they normally have at the end of each shift throughout the day. Memorial Union accounting services staff were then responsible for reconciling daily sales and making daily deposits for this service. Deposits for this activity alone, during the past two school years, totaled over \$74,000. There was no compensation provided to the Memorial Union by UND Athletics for the labor required to make this happen; all ticket sales funds were deposited to Athletics. This was simply a service that the Memorial Union felt was important to offer the students, which is what the Union is all about.

The number of student organizations has grown over the years. The number first exceeded 200 in 1995. In 2007 there were 280 recognized student organizations. An important annual event for student organizations is the Involvement Expo. Held during the first week of classes, Expo has been a popular event for the campus and for local businesses as a way to introduce themselves to new and returning students. The event which began as an Orientation Mini-fair in the mid 1980's grew to include 60 businesses and 120 organizations (30 UND departments and 90 student organizations) in 2007. Attendance has grown to over 3,000.

The popcorn machine has been a popular tradition and fund raising activity for student organizations at the Union since the 1980's. In 1987 the Popcorn lottery was started due to the high demand for its use. At that time an organization would make \$500-600 per week from popcorn sales.

A reorganization of the Memorial Union staff took place and became effective January 2003. Student development functions were aligned under the new Associate Director position to include coordinators for Greek Life, Student Organizations, and Volunteer Services, along with several student Project Coordinator positions and Graduate Assistants. With the departure of the Leadership Coordinator in 2002, Leadership functions were aligned under the Associate Director, allowing for a new Coordinator for Volunteer Services to be created. The purpose was to serve as a focal point for students wishing to volunteer in the community, and for local agencies seeking student volunteers. A new program, Volunteer Bridge, was created to fill this role. The position was eventually renamed as Coordinator for Civic Leadership. Efforts of the Civic Leadership Coordinator helped UND earn President Bush's Higher Education Community Service Honor Roll for 2005-06. In 2004, the Adult Re-Entry program was added to the Memorial Union staff and aligned under the Associate Director for Student Development until its reassignment to Enrollment

Management in 2007.

In 2004, the Memorial Union became home to the Adult Re-Entry program. This program was established by the President to support the needs of non-traditional students and to assist in recruiting of non-traditional adult students. As early as 1986 the University Program Council and the Memorial Union were considering the needs of non-traditional students by establishing spouse/dependent/significant other ID cards. This special ID card would entitle the holder to receive student rates at the Union's Lifetime Sports Center, Craft Center and Copy Stop. The Memorial Union was selected as the home for the Adult Re-entry program in 2004, both physically and administratively. This was due to new office space created on the third floor as a result of the renovation, and the fact that the Union was an ideal place for this program to connect with students. The program also operated under a separate appropriated budget from that of the Memorial Union. The office remained a hub of activity for non-traditional students and led to the formation of a student organization (Adult Learners in a fun environment, a.k.a. A.L.I.F.E.). In 2007, the Adult Re-entry program was realigned under Enrollment Management, becoming directly responsible to the Student Success Center (formerly Student Academic Services/University Learning Center). Along with this realignment, the office for TRIO's Veteran Upward Bound program was relocated into this same area, enhancing the services now offered to both non-traditional students and veterans.

Implementation of the Union's assessment plan began in 2006 to measure and document what students learn from their involvement in co-curricular programs and activities. These activities included involvement in Greek Life, Student Organizations, Student Government, participating in volunteer activities, and attending workshops. The staff also worked to identify how employment at the Union contributes to the overall college experience. The need to train front-line staff on their role in creating a learning outcomes-based work environment was also seen as important to this effort. To this end, the Director designed a workshop for the Student and Outreach Services division through a partnership with UND's Office of Workforce Development. Presentations about this initiative were given at regional ACUI and NASPA conferences and it was featured in *Learning Reconsidered 2*. A major assessment activity took place within the Greek community as staff coordinated the efforts of the Task Force on Excellence in Greek Life. The task force assessed six areas: traditions, scholarship, recruitment and retention, chapter management, physical assets, and relationships, and recommended over 100 items for action and consideration. The staff also coordinated the Union's participation in a National initiative to survey students as to their leadership development needs; the results provided data to help improve UND leadership programs.

In December 2005, the staff revamped the Who's Who Among Students in American Colleges and Universities program and held its own separate ceremony. It was previously intermingled in another awards ceremony, but

having it on its own brought greater recognition to these students. Also starting in 2005, staff helped over 200 student organizations transition financial accounts to the new Peoplesoft software system; a painstaking but necessary process.

Assessment of co-curricular involvement learning outcomes remained a top priority for 2007. Data acquired from the National Association of Campus Activities/Educational Benchmarking Inc. (EBI) Student Organization Leader survey improved programs and support to student organization leaders and measured outcomes of student involvement and leadership. The EBI Greek life survey (administered in 2006) helped build a culture of assessment throughout 2007; data continued to be used when decisions are made regarding the Greek Life program. 2007 was also the first year that results from the Standards of Excellence for Greek Life became an integral part of the Greek community.

In 2007, efforts to implement a learning outcomes based culture for student employees continued to prove successful. In 2006 and 2007, 90% of students who responded to the Union's annual workplace survey said that their employment provided them with learning opportunities (60% response rate from 65 students surveyed each year). Staff development presentations helped other departments on campus and presentations continued to be made both regionally and nationally on the topic, earning positive recognition for both the Memorial Union and the University.

Contributing Authors

John Leppo, Memorial Union Program Director
Sherlock Hirning, Graduate Assistant, Union Director's Office
Louis Larson, Graduate Assistant, Union Director's Office
Bonnie Solberg, Memorial Union Associate Director
Tony Trimarco, Memorial Union Director

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- Role of the College Union, Association of College Unions-International
- Various University Documents, including: Board of Governors Constitution and Minutes; University Center/Memorial Union Advisory Board Minutes; Student Programming of Kampus Events (SPOKE) Constitution and Student Activities Committee (SAC) Guidelines; and correspondence from the Board of Governors, the Advisory Board, Student Activities Office, Student Government, Annual Reports, and other University offices and committees.