

1. Unit Mission, Goals, and Outcomes

The unit has a mission and overarching goals/outcomes statements which are consistent with and which support the university and division mission statements and core theme objectives as laid out in their respective strategic plans.

Positives:

- Comprehensive CR vision, mission, purpose, values, statements that are reviewed regularly for both currency and alignment
- CR is valued on Weber's campus
 - Viewed as "heart of campus" where students get engaged
 - Focus on incoming students (e.g., Experience Weber and connection to Welcome Center)
 - Viewed as having a positive impact on persistence and retention
- Comprehensive student wellbeing plan under development that CR will play a significant role in

Challenges:

- CR Statements may have too much verbiage and repetition (with a vision, a mission, a purpose and values) which may make them difficult for most to keep top of mind and in use daily
- Uncertainty about the total student population being served (i.e., does CR serve concurrent students or not?)
- Campus collaborations need some additional focus and enhancement to repair conflicts, confusion, and inefficiency
 - Enhancements needed with academic and other departments for collaborative programming and facility partnerships
 - Vision of CR as "living lab" not yet being embraced
- Limited presence in conversation at cabinet level

Recommendations:

- Comprehensive strategic plan development
 - Including revised statement, defined goals and targets, clearly defined population being served, collaboration plan, marcomm plan, resource plan, etc.
 - Consider consolidating CR statements (vision, mission, purpose) to a single memorable statement that is in front of everyone daily
 - Incorporate concise language in things that keep it alive every day eg: meeting agendas, file structures, promotions, wall painting, swag, etc.
 - Get more specific with goals/outcomes and targets (ie: What does success look like? How will we know?)
 - May be worthwhile to have a consulting facilitator to develop with the team
- Engage in collaborative programming and facilities conversations with partners and stakeholders in other areas (more recommendations below in section 2 & 7)

- Work with academic partners on utilizing CR as a “living lab” in coursework and research
- Ensure CR is a strong contributor to the student wellbeing plan, including consideration of becoming a [Health Promoting University](#) utilizing the [Okanagan Charter](#) as a framework

2. Programs and Services

The unit provides a set of core programs/services which are central to and consistent with the unit’s mission and goals. These programs/services are responsive to the needs of the unit’s constituents, are cost-effective and, when appropriate, are supported by other units or agencies both within and outside the university.

Positives:

- Diverse contemporary programming throughout the areas that are well matched to the mission and consistent with best practices
- Nation-leading Outdoor Program
 - Lots of outstanding programs, inexpensive equipment, highly-trained (many beyond industry standard) staff
 - Community partnerships and serving community members
- Strong clubs opportunities including some that significantly contribute to student recruitment
- CR reputation as safe place to try new things and make social connections
- Students enjoy (and likely participate more) being able to bring family and friends to participate with (open to community)
- Fitness branching out into more wellness activities
- CR a strong contributor to Wellness Rewards program
- Recognition of the amazing impact during pandemic - and this philosophy of meeting students where they are at has continued
- 2034 Olympics presents lots of opportunities

Challenges:

- Some services/course may be setup as too competitive (rather than collaborative) with academics (e.g., OCRE)
 - A little too much emphasis on who “owns” what portion of the programming - need more collaboration
- Some clarity needed on purpose of clubs - managing expectations, focus, and variety of participation opportunities as some want varsity-level competitiveness and support while others just want opportunities to play, learn, connect
- Clubs funding will continue to get more challenging and it’s becoming a barrier to participation in some cases
- Some policies (e.g., clubs) may also be creating unnecessary barriers - balance of risk management and access to participation
- Struggling to get enough people to take advantage of a strong personal training program and staff

- Breadth and approach to some programming may be too narrow to impact broadly on institutional wellbeing

Recommendations:

- Continue leaning in and growing the Outdoor Program, investing in more equipment, more programs and trips, more staff, etc.
 - This is a unique selling proposition (USP) for the institution as a whole and a significant area of strength given the expertise, resources, and particularly the natural location - it's strong and should be maximized
- Continue building, broadening, and evolving contemporary wellness activities and partnerships
- Continue building on the success of Experience Weber and other contributions to the First Year Experience programming
- Capitalize on the passion and experience of clubs athletes and other program participants by further engaging them in new student orientation - really positive and engaged peers engaging new peers
- Consider the idea of creative solutions such as tuition waivers for clubs athletes (similar to scholarships) to address barriers to participation and enhance student recruitment
- Plan for maximizing the region hosting 2034 Olympics including programming, staff recruitment, possible facility investments, profile, etc.

3. Marketing and Communications

This section was split off from the traditional review categories because of its critical importance to the success of a Campus Recreation program.

Positives:

- An overall strong brand and reputation (especially true for the Outdoor Program)
- Strong student engagement and learning experiences in the marcomm efforts

Challenges:

- Some sense that CR may be under the radar from what it could potentially be
 - Limited awareness of all the options and impacts especially with faculty, staff, administrators
- Timing of promotions may be a little too last minute, especially for large events where awareness should be further out for planning and building excitement
- Confusion and inconsistencies in messages to students between CR and partners (Swenson vs. Wildcat hours, access, etc.)
- Marcomm equipment limited and aging (e.g., mics, cameras, etc.)

Recommendation:

- Invest more in MarComm efforts and expect ROI (more of an entrepreneurial approach), especially for programs that serve more than students (faculty, staff, community)
- Refine clarity of message/brand (see section 1)
- Grow awareness with more advertising, promotions, signage, social media, swag, profs promoting, etc.

- Develop more advancement communications efforts by engaging more alumni and other community members who may be tapped for sponsorships and advertising sales (e.g., facilities signage and clubs sponsors)

4. Access & Equal Opportunity for Success

The unit contributes to the university's and the division's missions to increase access to services and ensures that all students have an equal opportunity to find success before, during, and after their time at the university. The unit details what measures are taken to ensure similar results for the staff in the unit.

Positives:

- Diverse range of programs, services, and locations to meet the variety of needs and desired opportunities
- Growing focus on universal access and adaptive programming, creating new opportunities for those with disabilities to participate
- Also growing opportunities for students with disabilities and others from various identities to work in leading CR programs and services

Challenges:

- Uncertainty and learning curve with the State and Institutional approach to the new HB261 legislation
- Transportation challenges (e.g., buses running early enough for student staff early shifts)
- Location (elevation) on campus not as accessible and some access issues for some students (including elevators out of order)
- Perceptions about whether all students feel like they belong in all programs and facilities

Recommendations:

- Continue to learn and gain clarity on the new legislation to ensure the CR approach is serving all students - this may take creativity and problem solving to tackle both real and perceived barriers
- Work with other SAS departments (e.g., Student Success) to continue to position recreation as a significant contributor to wellbeing as a foundation for student success

5. Leadership and Staffing

The unit has a sufficient number of well-qualified employees to effectively provide the core programs/services offered by the unit. Employees have clear and current job responsibilities. Employees are oriented to their roles, receive appropriate leadership and supervision, are provided with ongoing professional development opportunities, and are regularly evaluated.

Positives:

- CR staff are viewed as a resilient and connected team
- Institutional leaders and partners hold a positive perception of CR leadership
- Student staff enjoy being part of CR and it empowers them as a student and in their lives

- Student staff feels professional staff cares about them as humans and not just workers
- Student staff development approach incorporates high impact practices
- CR feels like they have HR support in trying to solve staffing challenges (e.g., creating career ladders)
- Athletic Training partnership with dedicated AT who does everything they can to support participants' health (including physical and mental health) with limited resources

Challenges:

- The aquatics director vacancy is significant at this point
 - The current job description (risk management, special events, and aquatics) is too much for one person, which led to them being spread too thin meaning some lack of aquatics oversight
- The nation-wide lifeguard shortage is very much an issue for keeping the pool appropriately staffed and consistently available
- Wages and Salaries make recruiting and retaining staff difficult in most areas
 - All students and professional staff expressed concerns of pay
 - Recent professional staff departures due to significantly higher salaries elsewhere, despite their reluctance to leave roles and a team they love
- Outdoor and Operations roles spread too thin and need investment
- Athletic Training support for club sports and intramurals needs investment
 - ATs are challenged to cover all events (some at the same time) with the hours they are contracted for (32.5hr/wk for 10 mo)
 - This leaves a significant risk of injury and liability when having to choose to leave some uncovered
 - AT wages also need to be addressed as they are below market rates
- Concerns about student staff training/orientation effectiveness
- Internally training fitness staff has been challenging, so relying on outside instructors but wages makes that challenging

Recommendations:

- Address salary and wage concerns (knowing this will need to be an institutional approach for consistency, but it is required for retention and recruitment)
 - Ideas such as parking pass stipend for student staff may be creative approach to total compensation
- Restructure the Aquatics Director position
 - Additional collaborative discussions with various stakeholders likely required, but some suggestions below base on our initial assessment
 - Aquatics Director more of a collaborative role with Moyes College of Education (perhaps dual reporting) and sole focus on pool and aquatics program
 - Special Events responsibilities moved to Fitness team
 - Risk Management moved to Operations team (new coordinator)
- To manage workloads and ability to continue growing programs and services, new positions need to be added

- Outdoor Program needs a third coordinator now and with continued growth will need another soon (although investing sooner will help grow sooner)
- Operations also needs additional coordinator to support the Associate Director who is too operational and spread too thin now
- Student staff training/orientation many need further development to be more interactive and engaging
 - Also needs to be collaboratively developed with Stromberg staff (rather than just inviting them to participate in program developed by CR)
 - Idea to have Outdoor Program host a trip as part of team building
- Invest in AT partnership with additional hours of coverage and market adjustment to wages

6. Financial Resources and Budget

The unit has a well-defined and participatory budget planning process. This process results in sufficient resources to meet the unit's core programs/services, staffing, facility, equipment, and technology needs.

Positives:

- Support of student fees recommendation committee who value investment in CR

Challenges:

- Flat enrollment means flat fees, meaning budget tightening under inflation pressures and the need to increase wages, salaries, and other investments

Recommendations:

- Will need to be more entrepreneurial - look at all available assets to capitalize on and generate new revenues beyond student fees (see Marcomm recommendations)
- Work with student fee recommendation committee (and especially student government and other student leaders like Club presidents) on potential student fee increase

7. Facilities, Equipment and Technology

The unit has safe, accessible, and well-maintained physical facilities, equipment, and technological resources to support its core programs/services and personnel.

Positives:

- The Outdoor Adventure and Welcome Center is a really unique new showpiece with amazing design, equipment, and assets
- The Wildcat Center is also a relatively new and well designed space that meets many of the needs for dedicated student recreation space
- SportsArt power generating fitness equipment is a great sustainable initiative that can really engage participants
- Davis facility is a great facility with great equipment and lots of room to grow utilization

Challenges:

- Shared space is a big concern across the board including fitness spaces, gymnasiums, pool, fields, and other spaces
 - There are issues that include “ownership”, scheduling, consistency of policies and procedures (creating confusion for users), hours of operation, access control, risk management, etc. Some specific examples raised include:
 - Pool “owned” by Moyes College of Education and located deeper within Stromberg, primarily operated, staffed, and programmed by CR and maintained by central facilities (i.e., plumbers)
 - Two primary entrances to the connected Wildcat Center and Stromberg Complex managed by two different entities
 - Competitive sports, clubs running out of facilities “owned” by others where they are low priority behind academics, athletics, and sometimes community
 - Stress relief center has inconsistent hours, although not managed by CR, they get the questions/complaints
 - Field development planning occurring without CR at the table
- Some Wildcat equipment (fitness, gym, etc.) needs updating
 - Even some of the newer equipment decisions not working well and technology (eg tv’s) often not working
- Stromberg fitness spaces seen as intimidating and crowded for some students
- Stromberg is confusing and hard to find spaces like the pool (better way-finding signage needed)
- Additional functional training spaces desired eg: sled push, tire flip, etc.
- Inadequate field space
 - Lighting needed to extend hours
 - Potential plan to build more housing and take out fields
 - Desire for more drop-in recreation times on the fields
- Many clubs need to utilize facilities off campus with rental expenses
- Touchnet vs. RentMaster software systems in Outdoor Program have major challenges that are consuming significant staff hours to resolve integration issues

Recommendations:

- Master planning exercise for sport, recreation, and physical activity spaces on campus, engaging all stakeholders in visioning future facility renovations and development
- Facilitated planning exercise designed to build out a structure for priority scheduling by facility, season, day, time, etc. with plan for ongoing decision-making, problem solving, communication, and plan evolution
- Facilitated planning exercise designed to create consistencies in policies, procedures, training, and operations that is “customer” centered (ie: best meets the needs of users - student, faculty, staff, community)
 - Hours of operation, access control, risk management, communication, etc. all need to be much more collaborative and consistent

- A possible framework for this discussion might be [Collective Impact](#) and utilizing [Tamarack's Collaboration Spectrum](#) and asking the question: in what areas could we/should we move further up the spectrum from where we currently are?
- Look at some creative shorter term options for field space, such as lighting, utilizing lower quad and University Village, and potential other options to investigate with facilities management
- Develop a comprehensive 15-25 year equipment replacement/lifecycle plan and build a reserve fund to address ongoing upgrades to older equipment
- It is imperative to the growing entrepreneurial activity of the Outdoor Program that the Touchnet and RentMaster integration issue be addressed asap
 - Need to bring all stakeholders to the table including Touchnet and RentMaster reps (who have the ability to program the necessary integration), University IT, University Payment Info Systems, and Recreation
 - Problem-solving thus far appears to have been piecemeal and that this integration should be possible with everyone at the table
 - This is an investment that will have significant returns when the Outdoor Program's business operations (and therefore revenue production) efficiency can grow to its full potential
 - It is noted that most higher education institutions' operations do not often need the high end business processing that an REI or Dick's Sporting Goods operation would, but the real potential of the Outdoor Program is on a possible trajectory to that kind of scale, so it needs to be efficient
- Take advantage of the Davis facility to engage students and employees who can get there, and sell memberships to community to round out utilization

8. Ethical and Legal Responsibilities

The unit is aware of and compliant with statutory and professional ethical and legal standards which apply to the unit's core programs/services, personnel, facilities, equipment and technology.

Positives:

- Really strong Outdoor Program training, certifications, and procedures
- Previous Aquatics Director had led a strong risk management program for the entire CR operation

Challenges:

- Aquatics Director vacancy and pending re-organization has left risk management leadership in question
- Access control inconsistencies need to be addressed from risk management perspective

Recommendations:

- Previous recommendation in section 5 of new coordinator role in Operations team to lead risk management (overseen by Associate Director)

- Previous recommendation in section 7 of addressing consistency of access control
- Previous recommendation in section 5 for more AT support for IM and club sports to provide better service and mitigate possible liability

9. Assessment and Evaluation

The unit has clearly defined and measurable core program and/or student learning outcomes which are consistent with the unit's mission and goal statements. These program and student learning outcomes are regularly assessed through both direct and indirect measures, and the results of assessment are shared among constituents and are used for decision-making and planning.

Positives:

- Strong at measuring participation and satisfaction
- Have access to NCHA data in partnership with Wellness

Challenges:

- Limited assessment (and sharing) of learning outcomes, impact on physical and mental health, and more global institutional wellbeing
- Limited data of current students needs and desires for recreation

Recommendation

- Need to enhance assessment (and sharing) of learning outcomes, impact on physical and mental health, and more global institutional wellbeing
- Need to better assess current student needs to ensure decision and prioritization of programs and services is data driven
- Previous recommendation in section 1 of measuring specific goals/outcomes and targets in the strategic plan
- Given the culture of a "College Town", ensure there are strong community voices and perspectives gathered and partnerships built

10. Summary/Other

Positives:

- Overall, Weber State Campus Recreation is a strong, well led team with good resources making strong impacts on students and others they serve, and they appear to have a strong reputation for those efforts

Challenges:

- Overall, similar to many other similar programs across the country, resource challenges and dynamics that impede efficiency and effectiveness limits their potential for maximum impact
- The top challenges from those identified in more detail in the section above include:
 - Facility collaboration break-downs
 - Specifically addressing the aquatics operation and leadership
 - Salaries and wages that limit retention and recruitment
 - Business processing inefficiencies (especially in Outdoor Program)

- Limited awareness

Recommendations:

- All of the recommendations identified in the sections above would add value to creating an even more effective Campus Recreation program
- The top recommendations corresponding with the top challenges above:
 - Facilitated discussions to develop more robust and effective collaboration with facility partners and stakeholders (see especially Collective Impact recommendation in section 7)
 - Formalizing a more collaborative approach to aquatics operation and leadership (and moving responsibilities out of that role)
 - Working to address salaries and wages
 - Solving Touchnet and Rentmaster integration issues
 - Investing in marketing and communications with an entrepreneurial approach
- Significantly lean into the Outdoor Program as even more of a showcase for the institution and maximize its impact on students, faculty, staff, and community with returns measured in student recruitment, retention, graduation, affinity, and revenues that can be reinvested in even more impacts on students and the community
- Engage with SAS colleagues and others around the University to bring many of the outstanding efforts and potential into the framework to become a [Health Promoting University](#), impacting the health and wellbeing of people, place, and planet