

2024 Campus Recreation Program Review – Action Plan

Based on information gathered during the Campus Recreation Program Review process facilitated spring 2024 to summer 2024, the Site Review Committee offered commendations and proposed several recommendations (see final report document for details). Based on the recommendations, Campus Recreation (CR) has identified primary themes to address. Many items require agreement with and support from the department of Health Promotion and Human Performance.

Theme	Recommendation	Action	Timeline
Department Mission, Goals, and Outcomes	<ol style="list-style-type: none"> 1. Develop comprehensive Strategic Plan 2. Work with academic partners on utilizing CR as “living lab” in coursework/research 3. Ensure CR is a strong contributor to the student wellbeing plan, including becoming a Health Promoting University utilizing the Okanagan Charter as a framework 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Procure consulting facilitator to develop with CR team b. Revise statement to include defined goals/targets (what does success look like/how will we know) c. Define populations being served d. Define collaboration plan, marketing & communications plan, and resources plan 2. Connect with academic partners to create “buy-in” and devise plan for internships, student employment, partnering opportunities 3. <ol style="list-style-type: none"> a. CR review and become familiar with Health Promoting University and Okanagan Charter details b. CR identify and share data supporting CR’s impact on student wellbeing and success c. CR actively participate in development of student wellbeing plan: work with partners to shape annual wellness initiatives, clarify roles and priorities, maximize campus resources, and shape campus policies 	<ol style="list-style-type: none"> 1. Summer 2025 2. Spring-Summer 2025 3.
Programs and Services	<ol style="list-style-type: none"> 1. Continue leaning into and growing the Outdoor Program (OP) 2. Continue building, broadening, and evolving contemporary wellness activities and partnerships 3. Continue building on the success of Experience Weber and other contributions to First Year Experience programming 4. Capitalize on the passion and experience of club athletes and other program participants 5. Consider creative solutions to address barriers to participation and enhance student recruitment 6. Plan for maximizing the region hosting 2034 Olympics 	<ol style="list-style-type: none"> 1. Recognize OP as “unique selling proposition” and invest in more: <ol style="list-style-type: none"> a. Staff -> streamline Rental Center Coordinator to Manager; streamline Coordinator position to Adventure Program/Trip Leader Training; create new Coordinator position for Technical Training Center/Challenge Course b. Programs -> updates to professional staffing will allow for focus on increasing/enhancing programs w/recruitment and retention in mind c. Equipment -> Review and purchase as needed 2. Participate in Student Wellbeing Initiative and implement where applicable 3. <ol style="list-style-type: none"> a. Active engagement with academics and admissions to promote/recruit for Experience Weber b. Review Weber Outdoor Welcome (WOW) and adjust as needed c. With appropriate professional staffing, explore new programs/collaborations that will impact the First Year Experience 	<ol style="list-style-type: none"> 1. Fall 2024 and beyond 2. Summer 2025 and beyond 3. Fall 2025 and beyond 4. Fall 2025 and beyond 5. Summer 2025 and beyond 6. Fall 2024 and beyond

		<ol style="list-style-type: none"> 4. Identify and recruit Club Leaders, CR student staff, and program participants to further engage them in new student orientation (positive and engaged peers engaging new peers) 5. <ol style="list-style-type: none"> a. Review Activity Waivers for impact b. Identify barriers to participation and brainstorm solutions c. Add club athlete recruitment to Associate Director responsibilities (once Operations Coordinator position is created/filled) 6. Confirm Ogden's/WSU's involvement and plan from there 	
Marketing and Communications	<ol style="list-style-type: none"> 1. Invest more in Marketing & Communications efforts to expect Return on Investment 2. Refine clarity of message/brand 3. Grow awareness of programs/services 4. Develop more advanced communications efforts 	<ol style="list-style-type: none"> 1. Investigate enhancing faculty/staff/community programs (without displacing students) 2. Identify in Marketing & Communications section of overall strategic plan development 3. <ol style="list-style-type: none"> a. Review current and identify new methods of advertising, better signage, methods of social media, swag offerings b. Work with professors to promote programs/services in academic classes 4. Identify and engage more alumni and other community members for sponsorships and advertising sales (e.g. facilities signage and clubs sponsors) 	<ol style="list-style-type: none"> 1. Fall 2025 2. Summer 2025 3. Summer/Fall 2025 4. Summer 26
Access and Equal Opportunity for Success	<ol style="list-style-type: none"> 1. Continue to learn and gain clarity on the new HB261 legislation to ensure the CR approach is serving all students 2. Work with other SAS departments to continue to position recreation as a significant contributor to wellbeing as a foundation for student success 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Attend division/institution meetings to clarify impact and protocols b. Identify real and perceived barriers; strive to mitigate barriers 2. Participate in Student Wellbeing Initiative process 	<ol style="list-style-type: none"> 1. Fall 2024 and beyond 2. Summer 2025 and beyond
Leadership and Staffing	<ol style="list-style-type: none"> 1. Address salary and wage concerns 2. Restructure the Aquatics position 3. New positions may be needed to manage workloads and ability to continue growing programs and services 4. Student staff training/orientation may need further development to be more interactive and engaging 5. Invest in Athletic Training partnership with additional hours of coverage and market adjustment to wages 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Streamline Rental Center Coordinator to Manager; streamline OP Coordinator position to Adventure Program/Trip Leader Training b. Ask SFRC for financial support of new professional positions c. Explore perks for working as CR student employee 2. <ol style="list-style-type: none"> a. Streamline Assistant Director position to Aquatics Coordinator or Manager b. Special Events responsibilities move to Fitness Coordinator c. Risk Management responsibilities move to new Operations Coordinator d. Work with College of Education/Stromberg Complex to define Aquatics programming roles and facility roles 3. <ol style="list-style-type: none"> a. Create new OP Coordinator, Technical Training Center/Challenge Course 	<ol style="list-style-type: none"> 1. Fall 2024 2. Fall 2024 3. Fall 2024/Spring 2025 4. Summer 2025 5. Spring/Summer 2025

		<p>b. Create new Operations Coordinator for day-to-day operations of Wildcat Center and Davis Fitness Center, as well as overall department Risk Management</p> <p>4. a. Develop trainings with Stromberg Complex staff b. Consider team-building activities (OP trip, CoSpo games)</p> <p>5. Review current agreement with Athletics to ensure CR is getting coverage that is being paid for; find other options if fiscally viable</p>	
Financial Resources and Budget	<p>1. Be more entrepreneurial</p> <p>2. Work with SFRC on potential student fee increase</p>	<p>1. a. Review available assets to capitalize on and generate new revenues beyond student fees (community programming/services, sponsorships, advertising sales)</p> <p>2. Dedicated student recreation fee is not the WSU model; provide justification to SFRC for increase to base funding for salaries</p>	<p>1. Summer 2025 and beyond</p> <p>2. Fall 2024/Spring 2025</p>
Facilities, Equipment, and Technology	<p>1. Conduct Master Planning exercise for sport, recreation and physical activity spaces on campus</p> <p>2. Conduct planning exercise to create structure for priority scheduling by facility, season, day, time, etc. with plan for ongoing decision-making, problem solving, communication, and plan evolution</p> <p>3. Conduct planning exercise to create consistencies in policies, procedures, training, and operations that is “customer” centered</p> <p>4. Look at creative short-term options for field space</p> <p>5. Develop a comprehensive 15-25-yr equipment replacement/lifecycle plan and build a reserve fund to address ongoing upgrades to older equipment</p> <p>6. Address Touchnet and Rent Master integration</p> <p>7. Explore how to better engage users of the Davis Fitness Center</p>	<p>1. a. Confirm status of Athletics/Recreation Complex project (last Program Review suggested 1-2 fields for dedicated recreational use) b. Ensure CR is involved in project discussions regarding recreational space c. Identify and engage all stakeholders in visioning future facility renovations and development d. Using national standards, research/present/advocate for spaces for recreational use</p> <p>2. a. Identify and engage all stakeholders to create structure for priority scheduling by facility, season, day, time, etc. with plan for ongoing decision-making, problem solving, communication, and plan evolution b. Adjust structure as needed as project nears completion c. Implement structure when complex opens</p> <p>3. a. Identify and engage all stakeholders to create consistencies in policies, procedures, training, and operations that is “customer” centered b. Investigate “Collective Impact” and utilizing Tamarack’s Collaboration Spectrum as potential framework for this work</p> <p>4. Confirm Athletics Complex timeline and review options such as UV field</p> <p>5. a. Reserve fund already created (“Special Projects”) b. Use 2013 and more recent fitness equipment purchase lists to update capital fitness eq list c. Continue to funnel any carry-forward monies into Special Projects budget line for anticipated and unforeseen repairs</p>	<p>1. a. Fall 2024 b. Spring 2025 and beyond c. Summer 2025 d. Fall 2025 and beyond</p> <p>2. Summer/Fall 2026</p> <p>3. a. Summer/Fall 2026 b. Fall 2024</p> <p>4. Fall 2024</p> <p>5. Fall 2025, Spring 2026</p> <p>6. Spring 2025</p> <p>7. Summer 2025</p>

		<ol style="list-style-type: none"> 6. <ol style="list-style-type: none"> a. Revisit with all stakeholders (University IT, University Payment Information Systems, etc.) what it would take to integrate both systems b. Investigate other business processing options that will streamline operations so that significant returns can be gained efficiency to grow to its full potential 7. <ol style="list-style-type: none"> a. Identify what participants want b. Promote community memberships to round out usage 	
Ethical and Legal Responsibilities	<ol style="list-style-type: none"> 1. Create new Operations Coordinator to lead department risk management and manage day-to-day facility operations of Wildcat Center and Davis Fitness Center 2. Address consistency of facility access control 3. Procure more Athletic Training support for intramurals and club sports to provide better service and mitigate potential liability 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Procure funding b. Work with HR to create position 2. Work with Stromberg Complex Manager/College of Education to standardize policies/protocols and staff training on enforcement 3. Review current agreement with Athletics to ensure CR is getting coverage that is being paid for; find other options if fiscally viable 	<ol style="list-style-type: none"> 1. <ol style="list-style-type: none"> a. Fall 2024 b. Spring 2024 2. Summer 2025 3. Spring 2025 and beyond
Assessment and Evaluation	<ol style="list-style-type: none"> 1. Enhance assessment of learning outcomes, impact on physical and mental health, and more global institutional wellbeing 2. Better assess current student needs to ensure decision-making and prioritization of programs/services are data driven 3. Clarify measurement of specific goals/outcomes as part of strategic plan 4. Tie into culture of “college town” 	<ol style="list-style-type: none"> 1. Identify and implement as part of Student Wellbeing Initiative process 2. Work with Institutional Research staff and resources to better understand student needs; make data-driven decisions based on this information 3. Review Strengths regularly to better understand each other and how we work, communicate, etc. 4. Ensure community voices and perspectives are gathered and partnerships built 	<ol style="list-style-type: none"> 1. Summer 2025 and beyond 2. Fall 2025, Spring 2026 3. Summer 2025 4. Summer 2026 and beyond