

**WEBER STATE UNIVERSITY  
CAMPUS RECREATION SELF STUDY**

**PROGRAM REVIEW 2010**



## DEPARTMENT MISSIONS, GOALS, OUTCOMES

### WSU Campus Recreation Purpose Statement:

We create opportunities that inspire engagement in healthy, active lifestyles.

### WSU Campus Recreation Department Values:

Active, healthy lifestyle

Education

Inclusion

Integrity

Quality

### WEBER STATE UNIVERSITY MISSION STATEMENT

Weber State University offers associate, baccalaureate and master degree programs in a broad variety of liberal arts, sciences, technical and professional fields. The University provides excellent educational experiences for its students through extensive personal contact among faculty, staff and students in and out of the classroom. To accomplish its mission, the University, in partnership with the broader community, engages in research, artistic expression, public service, economic development, and community-based learning experiences in an environment that encourages freedom of expression while valuing diversity.

### WSU DIVISION OF STUDENT AFFAIRS MISSION STATEMENT

The Division of Student affairs promotes student learning, well-being and success through comprehensive services and programs provided in an inclusive environment. Student Affairs serves the needs of a diverse student population by offering educational experiences, leadership opportunities, and academic support, which advances the social, intellectual, cultural, and civic development of students.

Campus Recreation supports Division and University mission statements through the following overarching goals:

- Provide programs and services for participants that are conducive to the development of holistic well-being
- Provide comprehensive programs and services in a variety of program formats that reflect and promote the diversity of participant interests, needs, and ability levels
- Provide participation, employment, and leadership opportunities designed to enhance learning, growth, and development
- Provide participation, employment, and leadership opportunities designed to increase interaction and understanding among individuals from various backgrounds
- Contribute to the public relations efforts of Weber State University, including the recruitment and retention of students, faculty members, and staff members

- Work in collaboration with academic units to facilitate professional preparation opportunities for students
- Provide programs and equipment that are delivered in a safe, healthy, clean, accessible, and enjoyable environment

## BRIEF HISTORY OF CAMPUS RECREATION

In 1973, “campus recreation” at Weber State University was a component of the Health, Physical Education, Recreation, and Dance academic department (later known as Health Promotion Human Performance, or HPHP). The program consisted of men’s and women’s intramurals and “free play” activities (handball, racquetball, basketball, Swenson pool, weight lifting room, etc.). Staff were employees of the academic department and the positions had academic and programming responsibilities. For example, John Knight was hired as Physical Education (PE) instructor (60 % in the classroom) and as the Men’s Intramural Director (40% in the field). Hourly staff were largely composed of student-volunteers, and all intramural supervisors were volunteers. Some officials were paid for working championship games. Lifeguards and weight room supervisors were paid through work-study.

Facilities were shared by academics (Physical Education), athletics, and intramurals with some hours available for “free play”. The HPHP academic department coordinated scheduling of the facilities. Generally, the PE classes used the facilities all morning through mid-afternoon with some academic classes being taught in the classrooms in the evenings. Athletics used the facilities in the afternoon from 3 to 6pm, and intramurals used the facilities at noon and from 3 to 5pm. Clubs usually were scheduled from 5 to 7pm followed by intramurals took over at 7pm and went to 10 pm. Usually, there was drop-in lap swim in the early morning, noon, and afternoon. The weight room was open in the afternoons. There were no formal programs scheduled on weekends.

In the mid-seventies, the Men’s and Women’s Intramurals departments were combined, and the director job responsibilities switched to 60% intramurals and 40% in the classroom. Around this time the intramurals director began asking for student fee monies to supplement money received from the PE department. The “Outing Center” (Outdoor Program) was located at the student union, and the name was later changed to the “Wilderness Recreation Center.” The program facilitated a few trips, but the primary function was outdoor equipment rentals. During this time frame, the intramural director began coordinating Club Sports. This placed judo, archery, racquetball, soccer, skiing, and rodeo clubs under the Club Sports program area. The director was instrumental in procuring grant money and private funding for a Par Course built east of campus (outdoor 1-mile jogging circuit with 18 exercise stations). Around this time, the first installment of the Campus Recreation Advisory Board was created to develop guidelines pertaining to ID checks at entrances and court reservations. John Knight and Prof. Myron Davis led this group. Although the group was called Campus Recreation Advisory Board, it functioned under HPHP as campus recreation was not a separate department at this time.

In the mid-eighties, campus recreation programming had grown to the point that after a year of evaluating the pros and cons in an open process, it was agreed to move campus recreation under the umbrella of Student Services in the Campus Life Department. The director now took on the added responsibility of overseeing the Wilderness Recreation Center and Wildcat Lanes in addition to Intramural Sports, Club Sports and informal recreation. The HPHP department added the Health, Physical Education Center (HPEC) (now known as the

Stromberg Arena) in the 88-89 academic year. The Wilderness Recreation Center, formerly at the student union, was moved to the southeast corner of the arena. Even though the department was now a part of Student Services it remained housed in the academic facility and remained committed to supporting the academic mission and partnering with academics as much as possible (we don't have details as to what those partnerships were).

In the 1990's, the Campus Recreation professional staff grew to director, intramural coordinator/assistant director, coordinator of the Wilderness Recreation Center, and one classified support staff. Campus Recreation was responsible for informal recreation, building scheduling and monitoring points of entry. The location of the Wilderness Recreation Center (which now operates as the HPHP Customer Service Center) was an entry check-in point for the arena and also served as space to prepare for academic classes such as volleyball, basketball, etc. Equipment for these classes may have been stored in this area. Toward the end of the 1990's, the facility coordinator/scheduler, Judy Glommen, moved from Campus Recreation to the HPHP Department. Department Chair, Jack Loughton, and Judy Glommen can share details regarding this change during the on-site visit, but it might have had to do with a new focus on generating money for HPHP by contracting with outside groups to rent facilities. According to the campus recreation director at that time, this created more tension between facility users. In the late 1990's, John Knight became Director of Student Life. With this title change, the director added the responsibilities of the student health center and contract administrator for student housing to his portfolio of supervisory responsibilities.

The Wilderness Recreation Center moved from the Stromberg Arena in 2005 to annex 9, a renovated house. A Fitness and Wellness coordinator was hired in 2003. In 2006, a fitness center was established in Promontory Tower and currently Campus Recreation collaborates with Housing and Residence Life to program that space as well as fitness space in the basement at University Village. Also in 2006, the HPHP department renovated the Swenson gym (not the Stromberg Arena) and Swenson building classrooms and faculty offices. HPHP department chair Jack Loughton can share details on this endeavor. As funding was from state sources and not student fees, renovation of academic areas was the focus and Campus Recreation lost storage and office space in the renovation. Around 2006, a club sports coach was suspected of misusing student fees and the Club Sports program underwent an intense internal audit of cash handling procedures.

In 2008, a low ropes course was installed and the Campus Recreation began offering challenge education activities. Also in 2008, HPHP installed a climbing/bouldering area in northwest corner of arena and arranged for it to be managed by Wilderness Recreation Center staff. Campus Recreation and HPHP partnered in creating an assistant coordinator who assists with managing the climbing wall and teaching academic classes in climbing (the assistant coordinator's salary is split between the two departments). During the same year the assistant coordinator was hired, John Knight retired after 30+ years. That fall the assistant director resigned. The current director started in an interim capacity that fall overseeing the department as well as coordinating club sports activities. As program units appeared to be functioning more as silos (the Outdoor Program was doing its own thing, Aquatics their own thing, etc.), there was a focus on reuniting unit areas into a unified department. A new purpose statement and core values were determined, office spaces were

renovated, and employee roles/expectations were clarified. In 2009, the Wilderness Recreation Center formally changed its name to Outdoor Program to better represent the scope of programs offered. A new intramurals/club sports coordinator was hired in 2009, and the staff now exists in structure outlined in the organizational chart.

## **DEPARTMENT PROGRAMS AND SERVICES**

The department of Campus Recreation is comprised of five primary program areas: Aquatics, Club Sports, Fitness and Wellness, Intramural Sports (IMs), and the Outdoor Program (OP). Within each of these primary program areas are several secondary programs, as noted in the sections below. Statistics noted in program areas are for past two years only coinciding with change in leadership.

### **Aquatics**

Operating out of the indoor WSU Swenson Pool, the Aquatics program offers drop-in lap and open swim, as well as swimming lessons for all ages. The program provides lifeguard services for academic classes and rental groups, as well as other Campus Recreation programs such as Fitness and Wellness aqua fitness classes and special events (annual Turkey Triathlon). A few times a year the Aquatics Program will facilitate lifeguard certification courses and water safety instructor certification courses.

#### Aquatics Program statistics

2008-09: 5507 drop-in participants

2009-10: 9195 drop-in participants

67% increase in drop-in participation from 2008-09 to 2009-10

2008-09: 131 swimming lessons participants

2009-10: 192 swimming lessons participants

46% increase in swimming lessons participation from 2008-09 to 2009-10

2009-10: ~\$3500 in net revenue from swimming lessons (previous years barely broke even)

### **Club Sports**

Club Sports are student-led athletic teams that compete locally, regionally, and nationally. Clubs create constitutions outlining how the club is to be organized and ran, and the teams are registered with the WSU Clubs and Organizations office. Club leadership is responsible for club operations, finances, travel, and purchasing equipment under the guidance and support of the Club Sports Coordinator. Club Sports hold regular practice sessions, games, and other club events throughout the year. The Club Sports lineup changes a

little bit every year depending on student involvement and leadership. Students can contact the Club Sports Coordinator to start up a new Club Sport if their interest is not currently an active club at Weber State. Clubs active fall 2010 are listed below.

Archery	Fencing	Skiing
Baseball	Hockey	Snowboarding
Billiards	Martial Arts	Tennis
Bowling	Men's Soccer	Triathlon
Climbing	Rodeo (Men's and Women's)	Wrestling
Cycling	Rugby (Men's and Women's)	

Club Sports leadership positions are chosen according to guidelines put in place by each individual club's Constitution. All clubs are required to maintain the three positions of president, vice president, and treasurer. These positions are the key communicators with the Club Sports Office in regards to travel, purchases, tuition waiver allocations, and various other items that may come up throughout each year. The leadership members are also required to represent the club at the monthly leadership meetings, which are conducted by the Club Sports coordinator and financial clerk. These meetings update clubs on pertinent topics in regards to following WSU policies and procedures. The meeting also allows the Coordinator to have regular communication with clubs that may not be able to stop by the Club Sports Office as often as they would like. This group takes information from these leadership meetings back to their individual clubs and updates club members on upcoming deadlines or opportunities for their club.

Another aspect to the Club Sports structure is the Club Sports Council. The Council is comprised of six members: the Club Sports coordinator, Club Sports financial clerk, an HPHP faculty member, and three students who must be active Club Sports members. Each student member is placed on the Council through a vote at one of the Leadership Meetings in the spring semester. Each Club Sport is allowed one vote for the purposes of electing the student representation on the Council. Once elected, the student members may serve up to two years on the Council. The Council's purpose is to rule on additional funding requests that may arise throughout the year, rule on judicial procedures involving club fines or behavior issues, and review Club Sports policies and procedures to see if revisions are necessary. Perhaps the most important task of the Council is to allocate Student Fee Allotment Funds and Tuition Waiver money to clubs each spring. These allotments are based on each individual club's Points Report, which is due each spring to the Council for review.

Club Sports statistics

2008-09: 406 members in 14 active Club Sports; 325 of which are students

2009-10: 423 members in 16 active Club Sports; 385 of which are students

18% increase in student involvement in club sports from 2008-09 to 2009-10

### **Fitness and Wellness**

The Fitness and Wellness program is comprised of drop-in strength and cardiovascular (cardio) training, drop-in non-credit group exercise classes, fee-based non-credit instructional classes, and wellness education/activities. Services include gym orientations and self-help workout cards.

#### *Drop-in strength and cardio*

Our primary presence is in the Stromberg Arena where Campus Recreation fitness attendants monitor the strength and cardio activities and basketball courts, and assist with setting up volleyball nets as needed. There exist three other strength and cardio areas on campus: Promontory Tower fitness center, University Village fitness center and Davis Campus fitness center. Campus Recreation does not staff these areas but we collaborate and consult with Housing and Residence Life and Davis Campus to program these areas or assist with equipment as needed.

- *Drop-in group exercise classes*

We offer 15-25 group exercise classes each semester (fall, spring, and summer). These classes are accessible to any student with a valid Wildcard. Faculty and staff attend classes at no cost in the Swenson/Stromberg Complex. Class offerings include Spin, Abs and Glutes, Turbokick, Cardio Kickboxing, Aqua fitness, Zumba, Yoga, BOSU, Step, Strength and Tone, and Pilates.

- *Fee-based instructional classes*

Instructional classes (also called “specialized classes”) provide non-credit educational experiences in a wide variety of interests. In contrast to drop-in group exercise classes, instructional classes are usually organized in 6-12 week sessions and are progressive in nature, with participants building upon what was learned in the previous session. Class offerings include Bootcamp, Yoga Basics, Stroller Fitness, Zumba Toning, etc.

- *Wellness education/activities*

We collaborate with the Student Wellness office, Student Health Center, and HPHP faculty on university student wellness initiatives including “Exercise is Medicine”, Wellness Coaching, wellness fairs, and student wellness internship opportunities. Departmentally Fitness and Wellness facilitates activity motivation programs, wellness education bulletin boards, handouts, etc.

#### Fitness and Wellness statistics

2008-09: 6959 Group Exercise participants

2009-10: 7163 Group Exercise participants

3% increase in Group Exercise participation 2008-09 to 2009-10



2008-09: 142,823 arena participants

2009-10: 119,550 arena participants

16% decrease in participation for 2008-09 to 2009-10

We are not certain what accounts for the decrease in arena participation. We are reviewing how arena headcounts are conducted so we acquire the information needed without double counting participants (for example, counting climbing wall participants in arena counts when OP has already included them in OP statistics).

New program for 2009-10: 108 Instructional Class participants, 61% of which are students

2009-10: Instructional classes brought in \$5,395 with \$3,171 in net revenue

### **Intramural Sports (IMs)**

Emphasizing sportsmanship and fun, Intramural Sports are for participants of all skill levels. Traditional team sport leagues (flag football, basketball, volleyball, indoor soccer, etc.) compete in full regular seasons and conclude with season-ending tournaments to determine league champions. Individuals without a team may sign up as a “Free Agent” and will be placed on a team. Individual leagues (racquetball, billiards, tennis, etc.) and events (Texas Hold'em, NCAA Pick'em, etc.) also take place throughout the year with a similar format as the team leagues.

IMs activities are listed below.

#### Fall 2009

Flag Football (Men, Women, Co-Ed)

Indoor Soccer (Co-Ed)

3-on-3 Basketball (Men, Women)

Racquetball (Men, Women)

Volleyball (Men, Women)

Basketball (Co-Ed)

#### Spring 2010

Basketball (Men, Women, Co-Ed)

Volleyball (Co-Ed)

Flag Football Tournament (Men, Women, Co-Ed)

Texas Hold'em (Open)

Indoor Soccer (Men, Women, Co-Ed)

Dodgeball (Open)

NCAA Tourney Pick'em (Open)

Slow Pitch Softball (Co-Ed)

#### Fall 2010

Slow Pitch Softball (Men, Women, Co-ed)

Sand Volleyball (Co-ed)

Flag Football (Men, Women, Co-ed)

3-on-3 Basketball (Men, Women)

Billiards (open)

Indoor Soccer (Men, Women, Co-ed)

Texas Hold'Em Tournament (open)

NCAA Football Bowl Pick'Em (open)

Intramural Sports statistics

2008-09: 643 participants (don't have participations number)

2009-10: 608 participants and 3929 participations

6% decrease in participants for 2008-09 to 2009-10

In order to increase female participation in what has been historically male-dominated activities at WSU, we attempted a strictly co-ed league for indoor soccer and basketball for fall 2009. Participants complained it was difficult to find the number of women needed to meet co-ed requirements and that could have impacted number of teams that actually registered to play. Since then, we have intentionally offered men's, women's, and co-ed leagues to avoid that issue.

### **Outdoor Program**

The Outdoor Program is comprised of Adventure Programs (trips and clinics), Equipment Rental Center, and the Challenge Course. The Campus Recreation Outdoor program also manages the Weber Rocks climbing wall for the HPHP department. Other services offered through the Outdoor Program include an extensive Resource Library offering outdoor information in the form of books, DVDs, videos, topographical maps, hiking trails, river guides, etc.

- OP Adventure Program

The OP Adventure Program comprises outdoor trips, clinics, and workshops affording WSU students, faculty, staff, and the Ogden community opportunities to engage in a diverse experiential and educational environment. Participants ranging in experience from beginner to advanced learn skills related to kayaking, mountaineering, climbing, hiking, river rafting, wilderness first aid, etc. Programs are offered locally (Wasatch Front and state of Utah), nationally (Idaho, Colorado, etc.), and internationally (Lotus Flower Tower, Canada). Approximately 220 programs are offered each year.

- Outdoor Equipment Rental Center

The OP Equipment Rental Center offers WSU students, faculty, staff, and the Ogden community access to an extensive list of outdoor recreation equipment covering all four seasons. The Rental Center manages over \$500,000 in rental equipment and rents to approximately 3853 customers annually.

- OP Challenge Course

The OP Challenge Course offers WSU students, faculty, staff, and the Ogden community experiential learning opportunities via a low ropes challenge course. Challenge Course activities require a combination of creativity, communication, physical involvement, teamwork skills, and individual commitment. The program offers teambuilding experiences in an atmosphere of trust and cooperation. The Challenge Course serves approximately 2613 participants annually.

- HPHP Weber Rocks Climbing Wall (managed by Campus Recreation OP staff)

The Weber Rocks Climbing Wall provides WSU students, faculty, staff, and the Ogden community an indoor climbing experience focused on education, skills development, training, and recreation. The Weber Rocks Climbing Wall serves approximately 3158 participants annually.

#### Outdoor Program statistics

2008-09: The OP served 4,562 total WSU affiliates and 7,140 total participants.

2009-10: The OP served 7,215 total WSU affiliates and 12,237 total participants.

71% increase in participation from 2008-09 to 2009-10

#### **Special Events**

Throughout the year, Campus Recreation provides opportunities for friendly competition, socializing, fitness, and fun via annual department special events. As there is no designated special events staff, each program unit takes the lead on an event with all areas pitching in to facilitate. The following annual special events are conducted in addition to regular unit-specific programming.

- *Turkey Triathlon* – A reverse sprint triathlon held in November.
- *Spring 5K Runs* – Campus Recreation facilitates various organized runs throughout the year, most in support of local charities.
- *Fit\*Tastic* – A showcase of group exercise instructors and class formats, held once a semester.
- *Late Night at the Gym* – Each fall and spring semester, Campus Recreation collaborates with WSU colleagues to keep Stromberg Arena open later on a Friday night for an evening of dynamic activities including but not limited to dodgeball, climbing wall, volleyball, board games, group exercise classes, etc.
- *Mt. Ogden Hike* – Campus Recreation organizes and facilitates this large group hike as part of Homecoming Week activities.
- *Climbing Competitions* – Campus Recreation's Outdoor Program coordinates and facilitates the 3-day annual Ogden Climbing Festival and coordinates and facilitates collegiate climbing series.

The core purpose of each Campus Recreation program is to provide opportunities that inspire engagement in healthy, active lifestyles. All programs align with the mission and goals of the Department, the Division and the University by promoting engagement in healthy active lifestyles (Campus Recreation), promoting student learning (Student Affairs), and providing excellent educational experiences through extensive personal contact (WSU). Department core values are the philosophical drive behind all programs and services. Campus Recreation programs and services are designed to inspire participants to a healthy, active lifestyle, with an educational focus and aimed to be inclusive of all skill levels and a wide variety of interests, while being facilitated with integrity and quality. New programs and services are initiated by participant feedback and input (keeping Stromberg arena and Swenson pool open during university breaks), internal and external collaborations (Intramural activities at Davis Campus), as well as industry trends and research (adding Zumba to group exercise schedule, adding Specialized Classes to services offered). The following professional associations serve as regular department resources regarding industry trends and research: the National Intramural-Recreational Sports Association (NIRSA), Association of Outdoor Recreation and Education (AORE), American Mountain Guides Association (AMGA), American College of Sports Medicine (ACSM), IDEA Health and Fitness Association, American Council on Exercise (ACE), Aerobics and Fitness Association of America (AFAA), American Red Cross (ARC), Utah Health Department, individual club sports associations.

For the past two years, Campus Recreation has been more intentional to capture data that demonstrates the value our programs and services add to WSU. In 2010 the department participated in the NASPA Consortium Campus Recreation Survey. Based on data from that survey, 93% of WSU students reported that participation in campus recreation increased or improved their feeling of well-being; 88% of students believe that participation in campus recreation has increased or improved their stress management; 76% of students believe that their participation in campus recreation has increased or improved their academic performance. This information is shared in department meetings and included in division annual reports.

### **MARKETING/PROMOTION/OUTREACH**

Currently, coordinators are responsible for program promotion and the director is responsible for department promotion. In the recent past, Campus Recreation had two hourly positions that assisted with promotions: “marketing assistant” (primarily a graphic designer) and “web master”. These positions were cut as part of budget tightening strategies after a review determined that the productivity of the positions was not worth staffing costs (coordinators were already doing the bulk of the work). The department explored other resources to fill the need (SA Information Technology for web design, University Communications for department program guide, coordinators creating own promotional materials and updating web pages), with mixed results. This has put an additional load on program coordinators, and we are hoping to re-activate the hourly positions with clearer expectations and oversight.

Campus Recreation programs are advertised through multiple venues:

- department website and program web pages
- department and program brochures
- advertisements on televisions at the student union
- flyers posted on bulletin boards at the student union, in residence halls, at the Swenson/Stromberg Complex, and other buildings on campus
- ads, articles, and calendar postings in the student newspaper (the Signpost)
- broadcast campus telephone announcements
- Tabling in the student union and during special events (student wellness fair, stress awareness fair, climbing competitions, club sports events, student orientation, etc.)
- banners and lawn signs
- WSU electronic bulletin (email)
- WSU electronic marquee
- participant email lists
- HPHP faculty promotion (announcements in class/class credit for participation)
- announcements in group exercise classes
- mailings
- table tents in the student union
- Facebook (Fitness and Wellness, Outdoor Program, some club sports)
- word of mouth
- sidewalk chalk announcements
- occasional announcements picked up for the Ogden newspaper (Standard Examiner) and Ogden City Webpage

Based on data from the 2010 NASPA Consortium Campus Recreation Survey, students learned about what is happening in Campus Recreation via the following methods:

- Website 26%
- Word of mouth 26%
- Posters/flyers 24%
- Social media (Facebook, Twitter, etc.) 6%
- Brochures 4%
- Newspaper 3%
- Other 11%

Using the information above, we realize the need to focus efforts on maintaining current and exciting web pages and to continue to offer positive experiences so participants will promote our services via word of mouth. This fall we scaled back on newspaper presence based on cost/benefit.

Outreach efforts include:

- Conducting presentations about department programs and services to academic classes, university, and community groups; most often these presentations are requested from faculty or from university partners for conferences such as the Multicultural Youth Conference; we have tried to present information during new student orientations but we have been told by the Admissions department that monopolizes too much of students' time
- Involvement on division, university, local, and national committees
- Fundraising for charity groups (Race for Dylan, Christmas Box House, Haiti Relief, etc.); this has been inconsistent and we would do well to standardize our charitable efforts; a dedicated Special Events coordinator would assist greatly with this endeavor
- Providing group exercise classes at Promontory Tower, University Village, and Davis Campus; we strive to make this a part of normal operations but funding could impact whether or not these classes occur
- Providing experiential learning opportunities for Multicultural Youth Conference, Academy of Leadership, Boys State Conference, etc.; we provide sports and teambuilding activities that allow these groups to learn about sportsmanship, teamwork, and communication
- Providing group exercise instructors for health and wellness fair activities
- Involvement in Ogden Winter Fest and Ogden Paddle Fest
- Lending out equipment to student and campus groups (scoreboards, flag football equipment, referee jerseys, board games, etc.); this is per request and based on availability; this is not an advertised service
- Being available to mentor student groups (any group, not just campus recreation groups) in special event coordination/implementation; this is per request and based on staff availability, and not an advertised service

## **CAMPUS RELATIONS AND COLLABORATION**

### **Internal Relations and Collaboration**

*HPHP Facility Coordinator* – As Campus Recreation is primarily housed in the Swenson academic building, we interact with the HPHP department on a daily basis. HPHP controls facility access and scheduling, and Campus Recreation submits facility requests for all programs, meetings, and special events to the HPHP Facility Coordinator for approval. The general priority for scheduling is academics, athletics, campus recreation, then community groups. The HPHP Facility Coordinator has a challenging job balancing these entities, and strives for fairness in scheduling. In addition to communicating with the Facility Coordinator on scheduling unit programs, meetings, practices/trainings, and workshops, Campus Recreation coordinators interact with the HPHP Facility Coordinator in the following ways:

- Fitness and Wellness Coordinator communicates with the HPHP Facility Coordinator on strength and cardio policy enforcement in the Stromberg Arena, as well as fitness equipment repair needs.

- IMs/Club Sport Coordinator communicates with the HPHP Facility Coordinator on access for non-student IMs/Club Sports participants to the Swenson/Stromberg Complex.
- Outdoor Program Coordinator communicates with the HPHP Facility Coordinator on scheduling activities at the Weber Rocks Climbing Wall as well as facility access for non-student climbing wall participants.
- Aquatics Manager communicates with the Facility Coordinator to schedule academic classes in the pool and arrange staffing (lifeguards) for those classes, to schedule Campus Recreation programs (recreational swim, swim lessons, aquatic special events, lifeguard training/certification), and to establish pool facility policies, procedures, and issues.

Challenges include clear communication with Emergency Action Plan protocols (Campus Recreation staff need to confirm clear expectations for each staff position regarding the facility coordinators emergency action plan). There are also times when scheduling is inconsistent. There is also confusion with facility access pass sales.

*Customer Service Center (CSC)* – HPHP oversees two access points to the Swenson/Stromberg Complex, one on the lower level that leads directly into the arena and one on the second level with more immediate access to the facility coordinator, faculty offices, Swenson gym, and academic classrooms. CSC staff is primarily responsible for facility access, facility issues, towel service, and recreation equipment checkout. Campus Recreation staff interact with CSC staff on facility issues and participant injuries. The HPHP facility coordinator oversees the CSC hourly staff. There has been on-and-off conflict between CSC staff and Campus Recreation fitness (strength and cardio) attendants in that fitness attendants have the responsibility to enforce policies yet the authority ultimately resides with CSC staff. Campus Recreation staff have been asked to not come into the Customer Service Center because they distract CSC staff.

*HPHP Faculty* – The Fitness and Wellness Coordinator collaborates with Faculty in Health Promotion (Dr. Mike Olpin) and Human Performance (Dr. Myron Davis) on student wellness initiatives. The Fitness and Wellness Coordinator works with Dr. Davis on fitness equipment recommendations (HPHP has purchasing authority and chooses equipment with some input from Fitness and Wellness coordinator, and Campus Recreation has been asked to assist in paying for large equipment purchases). The Outdoor Program Coordinator collaborates with HPHP faculty on outdoor academic curriculum (four eight-week sections of academic rock climbing level one; one eight-week section of kayaking level one) as well as the Mt. Ogden Hike. The Outdoor Program Coordinator, Aquatics Manager, and Director teach as adjunct faculty in their areas of expertise. The Director sits in on mock job interviews for Physical Education students. HPHP faculty members serve on the Campus Recreation Advisory Board and the Club Sports Council. Faculty and staff are at times given special privileges that undermine Campus Recreation staff's authority to enforce policies (working out when facility is closed, riding bike in arena).

*HPHP Weber Rocks Climbing Wall* – The Outdoor Program manages and operates the Weber Rocks Climbing Wall located in the Stromberg Arena. HPHP and Campus Recreation split the salary of the Outdoor Program Assistant Coordinator (approximately \$15,000 each).

*Other academic collaborations* – Campus Recreation works with visual arts and graphic design classes to provide students opportunities to design department t-shirts, banners, brochures, logos, and flyers. Club Sports teams have volunteered at various community service projects coordinated by WSU faculty.

#### *Student Affairs Partners*

*Housing and Residence Life:* Campus Recreation partners with Housing to provide activities for Welcome Back BBQ at the beginning of fall semester. Coordinators occasionally meet with Residence Assistants to promote recreation programs. The Fitness and Wellness Coordinator collaborates with Housing staff to provide fitness activities and equipment in the Promontory Tower and University Village fitness centers.

Campus Recreation also participates in the Counseling and Psychological Services Stress Awareness Fairs via information tables and providing group exercise activities. Outdoor Program Challenge Education staff provide trips (rafting, hiking) for the Academy of Leadership conference. Campus Recreation also collaborates with Student Involvement & Leadership (SIL) on Late Night at the Gym, IMs programming, and other special events. Club Sports teams have volunteered at events hosted by SIL and the Multicultural Student Center. We have successfully worked with WSU Davis Campus to provide yoga classes, intramural volleyball, activities prior to outdoor movies, and 5K runs (Run for Research). We partner with Student Wellness Office and Student Health Center on initiatives such as Exercise is Medicine™, Students in Motion, and other student wellness initiatives.

#### **External Collaboration**

*City of Ogden* – Campus Recreation partners with the city of Ogden for the Ogden WinterFest, and during the summer of 2011, we will take over facilitation of the Ogden Paddle Festival. The city would like Campus Recreation to facilitate guided trips for visitors to Ogden, and we are in discussion with city leaders on what that would entail.

*Clearfield Aquatics Center* – Campus Recreation partners with this facility to provide discounted certification opportunities for our group exercise instructors and to cross promote fitness opportunities. If we host a certification, Clearfield Aquatics Center instructors can attend at our discounted host prices, and vice versa.

*United States Forest Service (USFS)* – Campus Recreation Outdoor Program works with USFS to maintain a priority-use guide and outfitter permit on the Ogden Ranger District (allowing us to conduct educational guided trips on this land) and a special-use permit for Montpelier Idaho Ranger District – Targhee National



Forest to operate a yurt in Bloomington Canyon. Cost-based services are not allowed on national lands without national permits; these are difficult to attain and we are fortunate to have acquired these permits.

*Ogden Institute of Religion (the Institute)* – Campus Recreation partners with the Institute on Late Night at the Gym programming; the Institute provides snacks and activity volunteers, and advertises the event to their members. Occasionally the Institute will organize their own sports activities, and Campus Recreation will lend the group sports equipment where possible (i.e., flag football jerseys and flags, scoreboards).

*Weber County Ice Sheet* – As part of an agreement struck for the 2002 Olympics, WSU is allotted a certain amount of free ice time at the Weber County Ice Sheet, which is primarily used by the Club Hockey team although other WSU groups may lobby for the time. Beyond that free time, Student Affairs enters into an annual contract to provide Club Hockey times for practices and competitions. We are exploring costs of offering an IM broomball league at the Ice Sheet.

*Community Service Projects* – Campus Recreation club sports teams volunteer at various community service projects (conduct free sports clinics, volunteer at local youth camps, conduct food drives, etc.) throughout the year as required to be a Club Sport team. Campus Recreation has raised funds via special events for groups such as Christmas Box House and Haiti Relief.

*In-state Educational Institutions* – Campus Recreation professional staff are in contact with peers at Utah State University, the University of Utah, Brigham Young University, and Utah Valley University to discuss potential in-state workshops and events. We discussed having a state meeting/workshop this year (09-10) and haven't worked out details. Colleagues who travel to annual NIRSA regional and national conferences meet to discuss happenings/updates at respective institutions.

## **DEPARTMENT LEADERSHIP AND STAFFING**

Campus Recreation has four full-time professional positions, one full-time classified position, one part-time professional position and approximately 95 hourly positions (see department organizational chart Appendix A for reporting structure and Appendix B for staff profile). The management team consisting of the director and three full-time coordinators makes department decisions. The management team meets in early summer to discuss department goals as they contribute to university and division goals, and the core staff (director, coordinators, budget/administrative support specialist, aquatics manager and club sports financial clerk) meet shortly after to finalize annual department goals. The director then formalizes goals in the 6-column model format (see examples Appendix C). The management team meets weekly to discuss progress on department goals. The department holds bi-weekly staff meetings consisting of the core staff to gather program input, discuss department projects, and updates on university and division topics. Decisions are communicated to hourly staff via semesterly hourly staff meetings, monthly program meetings, email updates, and face-to-face interaction.

### **Staff Recruiting**

Professional staff are recruited via national association employment venues (www.bluefishjobs.com, NIRSA Career Opportunity Center, NIRSA listservs, etc.), WSU Human Resources job posting, local newspaper classifieds posting, and word-of-mouth. Classified positions are recruited via WSU Human Resources job posting, local newspaper classifieds posting, and word-of-mouth. Hourly positions are recruited via WSU Human Resources job posting, WSU student newspaper classifieds posting, announcements in academic classes, word-of-mouth, job announcement flyers, department program guide, and unit programs (i.e., a regular participant on adventure trips may be recruited for adventure trip leader, a regular strength and cardio participant may be recruited as a strength and cardio attendant, etc.). We also look to academic areas of similar interest (students studying recreation or working toward outdoor recreation minor, students in PEP3270 “Teaching Aerobic Conditioning”, students working toward HPHP degrees, etc.). Challenges to recruiting professional staff include lower than national average pay rates and low profile of WSU/Utah. Regular challenges to recruiting hourly staff include technical skills needed to perform job (knowledge and skills needed to teach a group exercise class, facilitate an outdoor trip, officiate a sport, monitor and respond to aquatic safety issues, etc.) as well as certifications needed for certain positions (CPR/AED and First Aid, group exercise certification, lifeguard/water safety instructor certification, etc.). Other challenges include regular student employee turnover and balancing student work schedule with academic schedule.

## **Job Responsibilities**

### Professional Staff

Director – Responsible for leadership and overall administration, operation, and risk management of the department. Manage the \$1,078,918.30 department budget comprising approximately 30 accounts. Contribute to the division’s and university’s mission by creating meaningful partnerships with Academic Affairs, other Student Affairs and WSU colleagues, and external entities. Qualifications: Master's Degree in Sport's Management or related field in Physical Education and Recreation; a minimum of five years of progressively responsible professional experience in a university recreational sports program and a working knowledge of Student Affairs/Higher Education Administration.

Coordinator, Fitness and Wellness – Responsible for leadership and overall administration, operation, and risk management of the Fitness and Wellness program. Monitor the \$139,863.80 program budget comprising 2 accounts. Partner with the WSU Student Affairs Student Wellness Office and the academic Health Promotion Human Performance (HHP) department to develop, implement, and promote student wellness. Qualifications: Bachelor’s degree in exercise science or related field and two years experience managing strength and cardio, group exercise, and wellness programs OR Master’s degree in exercise science or related field and one-year experience managing strength and cardio, group exercise, and wellness programs. Required certifications: CPR/AED and First Aid, nationally recognized fitness association (ACSM, NSCA, ACE, AFAA, etc.); experience with customer service as well as employee management, supervision, and training; excellent oral and written

communication skills; computer literacy (word processing, spreadsheets, database programs, and publications programs). Master's degree preferred.

Coordinator, Intramurals and Club Sports – Responsible for leadership and overall administration, operation, and risk management of the Intramurals and Club Sports programs. Monitor the \$422,430.83 program budget comprising approximately 20 accounts. Qualifications: Bachelor's degree in recreation or related field and two years experience managing intramural programs and club sports programs OR Master's degree in recreation or related field and one-year experience managing intramural programs and club sports programs. Required certifications: CPR/AED and First Aid, federation high school officiating in minimum of two sports. Master's degree preferred.

Coordinator, Outdoor Program – Responsible for leadership and overall administration, operation, and risk management of the Outdoor program. Manage the \$247,589.32 program budget comprising three accounts. Qualifications: Bachelor's degree in outdoor recreation or related field and two years experience managing adventure programs, outdoor equipment rental operations, climbing wall management, and challenge course management OR Master's degree in outdoor recreation or related field and one year experience managing adventure programs, outdoor equipment rental operations, climbing wall management, and challenge course management. Required certifications: CPR/AED and First Aid, Wilderness First Responder. Master's degree preferred.

Assistant Coordinator, Outdoor Program – Assist the Outdoor Program Coordinator in program operations. Areas of focus include development, preparation, and implementation of programs and supervision of employees of the Weber Rocks Climbing Wall, the OP Adventure Program, and the OP Low Ropes Challenge Course/Challenge Education Program. Bachelors or Masters degree in recreation management or related field.

#### Classified Staff

Budget/Administrative Support Specialist – Serve as primary support staff to the director. Under the guidance of director, prepare, maintain, and update department budgets. Process and maintain basic human resources functions for hourly staff including maintenance of employee payroll. Qualifications: Associate Degree/equivalent. Three years related experience in budgeting, accounting, and office processes.

#### Hourly Staff

Aquatics Manager – Provide leadership and direction for the Campus Recreation Aquatics Program. Oversee ~20 lifeguards and water safety instructors. Communicate with HPHP Facility Coordinator regarding facility scheduling for campus recreation aquatic programs and services, pool policies and procedures, and pool maintenance. Communicate with HPHP Secretary III regarding academic aquatic class issues. Qualifications: Current Lifeguard, CPR/AED, and First Aid certifications. Experience

developing, implementing, promoting and evaluating aquatics programs; experience recruiting, hiring, training, scheduling, supervising and evaluating lifeguards.

Club Sports Financial Clerk – Responsible for balancing club sports budgets and communicating individual club sports budget information to the Intramural/Club Sports (IM/CS) Coordinator and club leadership. Stays current with university purchasing and accounting procedures and assists IM/CS Coordinator with club purchases and educating club leadership on purchasing and accounting compliance issues. Guide student office assistants in department cash handling procedures. The Club Sports Financial Clerk serves as voting member of the Club Sports Council. Qualifications: Experience with accounting/budgeting/cash handling. Attention to detail. Knowledge of WSU cash handling and purchasing procedures.

Lead Staff – Program Leads serve as para-professionals under the guidance and support of program coordinators. Leads assist program coordinators in day-to-day program operations and staff supervision/training. These are primarily student positions, but can be non-student. Lead staff positions include:

- Aquatics Lead
- Fitness and Wellness Lead
- Group Exercise Lead
- Strength and Cardio Lead
- Rental Center Manager
- Challenge Course Manager

Front line staff – Front line staff are responsible for ensuring the safety of participants engaging in Campus Recreation programs. These positions provide quality customer service to Campus Recreation participants, enforce program policies, and serve as a resource for department and program information while performing duties specific to their position. All positions are expected to have good communication skills and the ability to work with others. These positions are primarily student positions but can be non-student. Front line staff positions and qualifications are listed below.

- Aquatics Lifeguard (current CPR/AED, first aid, and lifeguard certifications required)
- Aquatics Water Safety Instructor (current CPR/AED, first aid, and water safety instructor certifications required)
- Student Office Manager
- Office Assistant
- Admin Assistant Office Aide (supports the Budget/Admin Support Specialist)
- Fitness and Wellness Group Exercise Instructor (current CPR/AED, first aid, and nationally recognized group exercise certification required)

- Fitness and Wellness Specialized Class Instructor (current CPR/AED, first aid, and nationally recognized group exercise certification required)
- Fitness and Wellness Strength and Cardio Attendant (current CPR/AED and first aid certification required)
- Fitness and Wellness Group Exercise Aide (sets up equipment for group exercise classes, facilitates participant check-in; current CPR/AED and first aid certification required)
- Intramurals Official (current CPR/AED and first aid certification required)
- Intramurals Supervisor (current CPR/AED and first aid certification required)
- Outdoor Program Trip Leader (current CPR/AED and first aid required; encouraged to seek professional certifications in areas of interest and expertise including Wilderness First Responder (first aid), AMGA Single Pitch Instructor (rock Climbing), Avalanche 1, 2, Swift Water Rescue, ACA paddling, etc.)
- Outdoor Program Rental Technician
- Outdoor Program Challenge Course Facilitator (current CPR/AED and first aid certification required)
- Outdoor Program Climbing Wall Attendant (current CPR/AED and first aid certification required)
- Outdoor Program Marketing Manager

### **Staff Training and Professional Development**

Professional and classified staff members are provided department orientations upon hire; although, this process could be more formalized. Professional and classified staff attend a required WSU new employee orientation and a separate Student Affairs new employee orientation. Professional development opportunities exist in the form of regional and national conference attendance (supported by the department) for professional staff. Professional and classified staff members have access to an extensive list of trainings offered at WSU through HR's Office of Workplace Learning with offerings ranging from computer skills to time management to health and fitness.

Hourly staff are oriented to their specific role and program. We can do a better job orienting them to the department as a whole at time of hire. Position-specific training can last several hours or cover the course of several weeks. At the beginning of each semester, Campus Recreation conducts mandatory hourly staff training. In the fall, the focus is on department/division/university updates and risk management; the spring focus is more on staff development (e.g., Dealing with Difficult Customers). At these meetings, there is an emphasis on pulling the group together as a department, not just individual program units. Program units conduct regular staff in-services (usually monthly) to maintain and enhance job-specific knowledge. Individuals starting out in entry-level hourly positions are given opportunities to advance to positions requiring more responsibility and higher pay. Many units provide mentoring opportunities for positions. Some hourly positions (Club Sports Financial Clerk, Student Office Manager, Rental Center Manager, etc.) are sent to in-state and university trainings that will enhance their job skills.

## **Staff Evaluation**

Professional and classified staff are evaluated once a year via the WSU Performance Review and Enrichment Program (PREP) process. This online and one-on-one process facilitates communication between supervisor and employee on job performance, goal-setting and goal timelines.

Hourly staff are evaluated one to two times per semester/summer work schedule; new hires can expect to meet twice a semester/summer while veteran employees can meet once a semester/summer at the discretion of the supervisor. Campus Recreation uses a standard evaluation template, which is adjusted to address specifics of each position (see Appendix E). Employees are asked to fill out the form prior to meeting with their supervisor. The supervisor completes the same form, and the supervisor and employee review the forms together during a scheduled one-on-one meeting. If meeting twice a semester the process is conducted around mid-semester in order to clarify performance expectations and/or correct undesirable performance. The process is conducted once again at the end of the semester with this evaluation impacting merit pay. In addition to performance evaluation, this one-on-one time between supervisor and hourly employee allows for discussion on goal setting as well as an added opportunity for the employee to ask questions or bring up any concerns.

The Outdoor Program hourly staff are currently part of a pilot Student Affairs Employee Training Program. This program entails four training dates throughout the year, plus an orientation to the employee's role within the university. Learning Outcomes focus on Responsibility and Accountability, Communication, Self-Management, Problem Solving/ Critical Thinking.

## **Staff Recognition**

Hourly staff are recognized via small merit increases in pay as determined during the evaluation period. The department does not have a formal staff recognition program beyond merit pay increases. Each program unit has the leeway to recognize outstanding hourly staff performance by transferring cash to an employee's Wildcard, or assisting with professional development opportunities (conference attendance, industry certifications, etc.). The department hosts an end-of-semester gathering for hourly staff with food and activities (i.e., bowling, billiards, etc.) where staff and department accomplishments are celebrated. Bi-weekly department meetings are started with a "Celebrations" discussion to recognize staff and program accomplishments. Due to restrictive budget atmosphere, professional and classified staff members have not received a salary increase the past four years. In lieu of this situation, the director attempts where possible to support program coordinators in professional development opportunities via "flex time" for conference attendance, certification programs, and working in the field (i.e., the IMs coordinator officiates local high school/college games).

## **Staffing Needs**

The immediate department staffing need is to fill the vacant **Fitness and Wellness Coordinator position**. A search was conducted in November with one candidate brought to campus and no offer extended. We will conduct another search in April.

The next priority is to create a professional **Aquatics and Safety Coordinator position**. Currently the aquatics program is managed by hourly staff and we have been fortunate enough to find qualified staff to meet the basic operational need. However, the position demands a high level of expertise and knowledge/experience in aquatic risk management and programming. The position requires maturity and excellent communication skills for the reason that although the position reports to Campus Recreation, facility authority lies with the HPHP Facility Coordinator, and academics has priority scheduling making it feel that the position reports to three different areas. Due to the small size of the pool, we do not need a full-time position for programming. However, with a full-time aquatic professional, we could focus on revenue generation via lifeguard certification and water safety instructor certification. These services would also benefit the Ogden Valley community. This position would also serve to conduct and track department risk management certifications (CPR/AED, first aid). Currently, the coordinators and director conduct these certifications, with coordinators tracking their staff compliance. This crucial risk management process would be streamlined and better facilitated through this one position.

The department would do well to make the **Club Sports Financial Clerk position** a classified position. Currently, the position is functioning at a level that warrants that status. In addition to the complicated processes involved with tracking club sports budgets and communicating finance info to club leadership, the position assists with department main office cash handling processes. To make the position classified, the director would have the position be full-time and oversee the student office assistants, two requirements that are not in alignment with the desires of the individual currently filling the position.

Other department staffing needs include the following:

- Part-time **Marketing/Special Events Coordinator** (professional). The department is in need of a professional who could coordinate a solid department marketing plan, creatively manage the department website, and coordinate department special events. These duties have been performed by the director, coordinators, and hourly staff (with mixed levels of success as these are not areas of expertise). The Outdoor Program has recently implemented an hourly position to focus on those programs.
- Full-time **Outdoor Program Rental Center Manager** (professional). Currently the OP Rental Center Manager position is a full-time paid hourly internship. Making the position professional would take this high profile, revenue-generating service to new levels.
- Part-time **Outdoor Program Challenge Course Manager** (professional). In its second year of operation, the Challenge Education program has proven to be a viable (financially self-supporting) and desirable service. A dedicated part-time professional would focus on expanding services to include high ropes

elements (which enhance the potential for increased revenue but also increases the risk management need).

- Part-time **Intramural Sports Lead** (hourly). The IM Program would benefit from another level of staffing between the IM supervisors and the coordinator. This position would assist the coordinator with scheduling of IM leagues, staff trainings, on-site staff evaluation, and on-site program supervision, freeing the coordinator to focus on program planning and coordination, as well as revenue generation. This position would create another student leadership/development opportunity within the department. This level of staffing currently exists in other program areas and will be easily implemented once financial resources are solidified.
- Part-time **Club Sports Lead** (hourly). The Club Sports program would benefit from another level of staffing between the Club Sports Leadership and the coordinator. This position would assist the coordinator with daily student interactions (setting up new clubs, travel and purchasing questions, club events coordination, etc.), screening of Travel Rosters, ensuring Risk Management compliance, keeping an updated Club Sports Calendar, working on special projects for individual Club Sports, and checking in on Club Sports practices or competitions to ensure clubs are following appropriate protocol. This type of assistance would provide students more access (the coordinator is not always available due to meetings, IMs obligations, other duties), allow the coordinator more focus on overall program risk management, and would free up the Club Sports Financial clerk to focus specifically on club budget tracking. This position would create another student leadership/development opportunity within the department. This level of staffing currently exists in other program areas and will be easily implemented once financial resources are solidified.

As mentioned above, the first priority is to fill the vacant Fitness and Wellness coordinator position. Our next priority is to establish a professional Aquatics and Safety coordinator position (we have reallocated funding internally, increased projected revenue, and will ask for a 2% increase in student fee support for 2011-12 to pay for this professional position). Our next priorities are to fill the hourly Intramural Lead position and reinstate an hourly marketing/web manager using those respective accounts.

### **DEPARTMENT FINANCIAL RESOURCES/BUDGET**

The Department of Campus Recreation is operating on a budget of approximately one million dollars for fiscal year 2010-11 (July 1<sup>st</sup>, 2010 through June 30<sup>th</sup>, 2011). The department is comprised of twelve primary budgets and fifteen club sports budgets. As shown in the chart below, the budget is comprised of both Student Fee Allotted dollars (SFA) and generated revenues (estimated at the beginning of each fiscal year). The student fee amounts are set at the beginning of each fiscal year but the revenues may end up lower or higher than the estimated amount at the end of the fiscal year, depending on the success of various programs. We generally ask a small percent increase annually. Budget information for fiscal year 2010-11 is listed below. Budget information for previous four fiscal years are listed in Appendix D.

CAMPUS RECREATION BUDGETS FY2010-11



**WSU CAMPUS RECREATION DEPARTMENT REVIEW – 2010-11**

**Budget Summary**

**Expense Breakdown**

BUDGET	SFA	Estimated	TOTAL	Hourly						Current	EXPENSE
	Budget	Revenues	BUDGET	Salaries	Wage	Benefits	Travel	Expense*	Cap Outlay	TOTAL	
Campus Rec Admin	184,370.10	0.00	184,370.10	99,604.20	24,011.67	40,604.23	2,000.00	18,150.00	0.00	184,370.10	
Intramural Sports	75,616.63	4,600.00	80,216.63	33,500.00	16,720.00	22,488.00	1,000.00	6,508.63	0.00	80,216.63	
Strength/Cardio	108,508.32	0.00	108,508.32	35,020.00	42,406.00	24,648.32	1,000.00	5,434.00	0.00	108,508.32	
Aquatics	44,822.95	8,760.00	53,582.95	0.00	44,252.64	3,700.27	1,000.00	4,630.04	0.00	53,582.95	
Group Exercise	28,855.48	2,500.00	31,355.48	0.00	26,134.08	2,221.40	0.00	3,000.00	0.00	31,355.48	
Wellness	12,000.00	9,731.30	21,731.30	0.00	11,059.91	940.09	0.00	9,731.30	0.00	21,731.30	
Outdoor Program	28,748.00	19,000.00	47,748.00	15,500.00	3,720.00	10,184.72	1,000.00	17,343.28	0.00	47,748.00	
Outdoor Program Rentals	110,171.32	84,000.00	194,171.32	38,595.13	62,718.83	27,543.36	2,000.00	55,314.00	8,000.00	194,171.32	
OP Challenge Course	0.00	5,670.00	5,670.00	0.00	2,000.00	170.00	0.00	3,500.00	0.00	5,670.00	
Marketing	9,350.00	0.00	9,350.00	0.00	0.00	0.00	0.00	9,350.00	0.00	9,350.00	
Sports Club Admin	26,461.40	0.00	26,461.40	0.00	13,440.00	1,142.40	0.00	11,879.00	0.00	26,461.40	
Club Sports Travel	10,354.00	0.00	10,354.00	0.00	0.00	0.00	0.00	10,354.00	0.00	10,354.00	
Club Sports (all)*	99,643.80	205,755.00	305,398.80	0.00	0.00	0.00	0.00	305,398.80	0.00	305,398.80	
<b>TOTALS:</b>	<b>738,902.00</b>	<b>340,016.30</b>	<b>1,078,918.30</b>	<b>222,219.33</b>	<b>246,463.13</b>	<b>133,642.79</b>	<b>8,000.00</b>	<b>460,593.05</b>	<b>8,000.00</b>	<b>1,078,918.30</b>	

\*15 total clubs

\*includes "cost of goods sold" of \$20,500 for OP rental budget

Campus Recreation Administration is a general budget that supports the director of Campus Recreation, the Campus Recreation main office and various support staff, including the Budget/Admin Support Specialist. It encompasses the largest percentage of student fee dollars allocated to Campus Recreation. Previously all professional staff salaries and benefits were in this account. Recently, the department moved to centralize each of its budgets, resulting in the salary and benefits for all professional and classified staff being paid out of their corresponding budgets. The salary and benefits for both the director and the Budget/Admin specialist are paid out of the administration budget. Hourly wage for department office staff and student aids are paid out of this budget (\$23,000+). This budget also covers general costs for office phones and maintenance, office supplies, printer/copier cost and maintenance, and other "current expense" needs for the department in general. All travel costs for the director are paid out of the admin budget.

The Intramural Programs budget covers the salary and benefits of the Intramural/Club Sports coordinator. It also pays hourly wage for all intramural officials and supervisors. Current expense costs include recreational

sports equipment, wear apparel, advertising and other general costs associated with the intramural program. This budget also pays for travel costs incurred by the coordinator. This budget generates revenue from registration fees from participants of intramural sports events and activities.

The Strength/Cardio program budget pays for the salary and benefits of the Fitness and Wellness coordinator. It pays hourly wages for all strength and cardio attendants and the Strength/Cardio program lead. Its current expense costs include phone usage, fitness equipment and all other costs associated with running the program. All travel costs for the coordinator are covered by this budget. This budget does not currently generate revenue.

The Aquatics program budget pays out hourly wage for all lifeguards and swim lesson instructors (including several program Lead staff). Its current expense includes pool-related equipment, general office expenses and wear apparel for lifeguards. The program generates revenue through swim lessons (open both to students and the general public) and various Swenson Pool-related programs and activities.

The Marketing budget pays for costs associated with Campus Recreation department advertising, such as flyers, mailers, and brochures. For the current year, a professional quality Program Guide was produced for dissemination throughout the Weber State campus and community, highlighting all Campus Recreation programs and activities.

The Club Sports Administration budgets pays for costs associated in general with club sports. It covers the hourly wage pay for the Club Sports financial clerk. Its current expense costs include catastrophic insurance coverage (\$8,000+) and payment associated with a part-time athletic trainer available to club sports athletes (\$10,000). Various office maintenance and club sports program costs are also covered by this budget (printer/copier, phone, and office supplies).

The Club Sports Travel budget covers a portion of the costs associated with clubs that travel to national events. This budget helps offset this cost, above and beyond what can be paid by the specific club that is traveling. The Intramural/Club Sports coordinator determines the dollar amount each club may receive for this purpose, on a case-by-case basis. Normally, no more than 25% of the total cost to go to nationals is covered by this budget. Approximately five teams go to national tournaments each year. Any moneys left over in this budget at year-end is used to cover chronic deficits in the Club Sports Administration budget.

The Outdoor Program constitutes three separate budgets: 1) the Outdoor Program budget covers one half the salary and benefits of the Assistant Coordinator for Outdoor Program (the other half is paid out of the Health Promotion Human Performance department). This position is considered to be both the assistant coordinator for Outdoor Program and the coordinator for the WSU climbing wall. This budget also expends dollars for hourly staff that conduct trips and other activities for the Outdoor Program. Current expense costs associated with these trips/activities come out of this budget. Revenue generated by these trips/activities is received by this budget. 2) Outdoor Program rental budget. This budget covers the salary and benefits of the Outdoor Program coordinator. It also pays hourly wage for all rental technicians at the Wilderness Recreation Center.

All office costs (phones, copiers/printers, paper, supplies, etc.) for the center are paid out of this budget. Any travel costs (such as conferences, etc.) for the coordinator are covered by this budget. This budget generates the largest amount of revenue for any Campus Recreation program (almost \$89,000 for fiscal year 2009-10) and has grown substantially over the past several years. 3) Challenge Course budget, which pays for all hourly wage and all other costs associated with activities held at this area.

Due to challenges with student ID swipe systems, we do not have definitive student usage numbers. However, for 2009-10 Campus Recreation served 147, 147 participants with a total budget of \$1,041,700 for a \$7.07 cost per user.

## **DEPARTMENT FACILITIES, EQUIPMENT, AND TECHNOLOGY**

Campus Recreation is primarily housed in the academic Swenson/Stromberg complex, with the Outdoor Program functioning out of annex 9 (half a block away). As such, the department works with the HPHP department regarding facilities issues in the Swenson/Stromberg Complex and with university Facilities Management for issues regarding annex 9. Campus Recreation is directly responsible for the low ropes course located south of University Village.

### **Programming Space**

As with any department at any institution, Campus Recreation has challenges with programming space. The primary challenge is that there is no priority-use space for recreational programming. Over time, scheduling patterns have come about whereby we can generally plan to program at certain times (i.e., we anticipate that we can schedule drop-in swim time in the early morning, mid-afternoon, and evening). However, regardless of agreed-upon scheduling, there exists the chance that recreational programs will get bumped if academics or athletics needs the space. Recently, a regularly scheduled group exercise class was bumped because the Cheer Team (athletics) added an extra practice time. As mentioned earlier in this document, the HPHP Facility Coordinator has a complex challenge scheduling spaces in high demand by several entities. Stromberg Arena is jam-packed with NCAA-sanctioned track, pole vaulting, and long jump areas, the strength and cardio areas at the north and south ends as well as along the arena walls, the climbing wall in the northwest corner, indoor group cycling bikes and stretching area in the northwest corner, and the three basketball courts in the center being used for academic classes, drop-in basketball, Cheer Team practice, NCAA women's softball indoor practice, Intramural Sports, Club Sports wrestling and fencing practice, Fitness and Wellness group exercise classes, and community groups.

Program-specific facility considerations are listed below:

- Aquatics –The six-lane pool quickly gets crowded during peak lap swim time (early morning and over the noon hour) and is not conducive to multiple-activity scheduling (i.e., water polo cannot practice during open swim times). The drainage system is insufficient (dummy drains on deck, lack of drains in locker rooms and storage rooms). Lack of storage space necessitates some items being stored on pool deck. There is an

observation deck with bleacher seating that makes it fun for Turkey Triathlon spectators and parents of swim lesson participants.

- Club Sports –Club Sports have access to an outdoor turf field and two outdoor grass fields, one of which is in need of repair. Occasionally (maybe once a year), the men’s club soccer team gets access to the outdoor soccer field (NCAA women’s team priority use). Club Sports are third in scheduling priority to athletics and academics, and sometimes fourth in priority when Intramural Sports are factored in. With community groups also vying for field space, we have refrained from recruiting traditional clubs such as Ultimate Frisbee and Lacrosse. Indoor space is even more challenging for the Club Sports teams. With the many user entities mentioned previously, admittedly Club Sports get low priority in scheduling the three courts located in Stromberg Arena. On the upper level of the building is Swenson gym, a space primarily reserved for NCAA women’s volleyball and academic classes. It has been difficult getting approval for recreational programming in this space, although Fencing Club has been approved to hold a couple of competitions in the space. Club baseball holds practices/competitions off-property, and the fencing club has held competitions at Shepherd Union because space was unavailable at the Swenson/Stromberg Complex. Men’s club hockey holds practices and competitions at the Weber County Ice Sheet, where ice time is also at a premium.
- Fitness and Wellness –Drop-in strength and cardio is scheduled in the Stromberg arena from 5:30am to 10:30pm Monday-Thursday, 5:30am-8pm Friday, and 8am-2pm on Saturday (facility is closed on Sundays), providing a good amount of time for recreational strength and cardio conditioning. There are times when academic classes rope off equipment for class, impeding drop-in recreational use. Group exercise classes are scheduled on the north court in Stromberg Arena, in Swenson 19 (movement exploration studio), and occasionally, in Swenson 68 (a classroom with activity space). We also program a few group exercise and instructional classes in the Promontory Tower fitness center and University Village fitness center. We have attempted to program group exercise classes at the Davis Campus fitness center, with yoga being the only successful format thus far. The Davis Campus yoga classes are conducted in a small academic classroom, with participation stunted by the room size. Due to scheduling challenges in the Swenson/Stromberg complex, Campus Recreation has looked at other space options and we have well-attended yoga classes (twice a week) and Fit\*Tastic events (once a semester) at the Shepherd Union.
- Intramural Sports has the same challenges with scheduling indoor and outdoor space as mentioned in the Club Sports section. Due to limited field availability, we have had to choose one outdoor sport over another (flag football vs. soccer), and IM Flag Football can only be played on Saturdays, limiting the number of entries that can be accepted. Due to limited space, we have been unable to conduct traditional leagues such as Softball, Soccer, or Ultimate Frisbee. We have explored leagues that require little space usage such as Texas Hold’Em Tournaments (scheduled in the Shepherd Union) and NCAA Pick’Em Tournaments, with mixed success. As mentioned earlier in this document, the coordinator is working with the Weber County Ice Sheet to find ice time for a potential broomball league.
- Campus Recreation appreciates having the Outdoor Program housed in annex 9, a separate facility that meets the basic needs of the overall Outdoor Program. The Rental Center has, however, reached maximum capacity with storage and retail space. Years ago the program discontinued mountain bike rentals due to lack of space needed to store and repair bikes. The building gets very hot in the summer, and HVAC was installed in October.

The annex 9 parking lot is steep and can be difficult to access during the winter months. The limited parking lot space makes it difficult to load and unload boat trailers.

### **Office Space**

The administration office is in Swenson 21, a suite of three connected rooms. Room 21a houses the student office manager and student office assistant (a computer station each). There is a window to the hallway in this space, and this is where the bulk of transactions occur for the Aquatics, Club Sports, IMs, and Fitness and Wellness programs (swim lessons registrations, IMs registrations, community fitness pass sales, yoga equipment sales, special events registrations, clubs dropping off travel/membership/budget information, etc.). Room 21b houses the IMs/Club Sport coordinator and Club Sports financial clerk. This room has the entrance to the suite and is a major traffic area for club members interacting with the coordinator and financial clerk. Room 21c houses the director. Primary concerns for this space include lack of privacy for IMs/Club Sports coordinator and financial clerk to hold confidential conversations.

The Budget/Admin Support Specialist and Student Office Aide are located in the Stromberg Arena, in open (no enclosed ceiling) “renovated” storage space above facility maintenance room. This past year the space was hardwired for computer use; prior to that staff functioned wirelessly with very poor connections. Primary concerns in this area include lack of privacy, arena noise, fluctuations in heating/cooling, and exposure to insects (wasps, box elder bugs) that get into arena. This space is not accessible to persons with certain physical disabilities.

The Aquatics staff is located in small office space adjoining the Swenson Pool. This space houses the Aquatics manager, leads, and lifeguards (2 computer stations). Concerns in this space include lack of privacy for confidential conversations, poor computer connectivity, warm temperatures with high humidity, and lack of space for staff.

The Fitness and Wellness staff are located in the Stromberg Arena, in open office space (no enclosed ceiling) above the HPHP Customer Service Center. This office houses the Fitness and Wellness Coordinator and program leads (total of 3 computer stations), and is the only place for Fitness and Wellness hourly staff to “hang out”. The WSU Employee Wellness office and meeting/consulting area is located in this area as well. Primary concerns in this area include lack of privacy, arena noise, fluctuations in heating/cooling, lack of storage, and exposure to insects (wasps, box elder bugs) that get into arena. This space is not accessible to persons with certain physical disabilities.

The Outdoor Program is housed in annex 9, a residential house renovated to accommodate program operations. The coordinator, assistant coordinator, and rental center manager share an office, impacting ability for confidential conversation. There is a reception area with couches where the hourly staff can “hang out” as well as a small kitchen.

Since fall 2008 with new department leadership, Campus Recreation has made a long-term commitment to gather support for a new facility dedicated to student wellness and where recreational programming has priority. Methods include gathering data quantifying the value Campus Recreation programming adds to the WSU experience and educating WSU students on scope of Campus Recreation programs and services (see Assessment section for more details). Through Campus Recreation focus groups, members of student government were made aware of current and potential programs, and this past summer student leaders presented their vision of a student wellness facility to university administrators (two vice presidents, facilities management, campus recreation). Administrators informed the students that a new wellness facility was not an option at this time, but crowded conditions at Swenson/Stromberg were acknowledged and the administration agreed to a feasibility study exploring what changes could be made to Stromberg arena to increase capacity usage. At this writing, an architect consultant has been procured and university administration agreed on a \$5 million dollar project cost.

### **Equipment**

Campus Recreation shares Aquatics equipment costs with HPHP Facility Coordinator (items such as lane lines and locker room swim suit spinners) and HPHP academics (items such as kickboards, fins, water exercise equipment). Equipment is replaced based on wear and tear, with priority given to safety equipment. Currently the aquatics manager is working with HPHP on an aquatic equipment replacement plan.

Equipment purchased by Club Sports are the property of Weber State University, and the IMs/Club Sports coordinator has been charged with creating and tracking a club sports equipment inventory (not in place yet).

HPHP department faculty take primary authority for recommending strength and cardio equipment, with some input from the Campus Recreation Fitness and Wellness coordinator. The HPHP Facility Coordinator employs staff to maintain and repair the strength and cardio equipment. Campus Recreation fitness (strength and cardio) attendants are responsible for daily cleaning and informing HPHP maintenance staff of equipment that is not working properly. Issues arise when equipment is out of service for long periods of time and Campus Recreation staff are not informed of equipment status. Campus Recreation has no authority to enforce timely equipment repairs. Campus Recreation shares equipment costs with HPHP and therefore over the past two years has repeatedly requested an updated strength and cardio equipment inventory/equipment replacement plan to aide in budget planning. We have yet to receive a current list/plan.

Intramural Sports replaces equipment as needed. The priority with the IMs budget is staff wages and the program would benefit from an increase for equipment purchases. However, limited facility space limits program offerings and therefore program equipment wear and tear.

Outdoor Program equipment is replaced as needed in order to maintain safety and functionality. Replacement equipment is purchased through student fees and revenue.

### **Technology**

As noted in department 6-column model, updating technology is a priority. Campus Recreation works with Student Affairs Technology and WSU Accounting to create online registration processes. We also work with Student Affairs Assessment to better track participant usage. We have acquired mixed results in both areas due to circumstances beyond our control, and continue to strive for the desired outcome. Without a dedicated website manager, the department and unit web pages are too often outdated. We hope to rectify this by reallocating resources toward acquiring a more formal web manager.

### **Facility, Equipment, and Technology Needs**

Campus Recreation facility needs include the following:

- Space where recreational programming has priority scheduling
- More indoor/outdoor programming space in general
- Areas where student staff can congregate between classes and shifts
- Additional office space for desired professional and hourly staff expansion (Aquatics and Safety Coordinator, Marketing/Special Events Coordinator, IMs/Club Sports Lead)
- Administrative offices that mitigate loud noise, allow for confidential conversation, and are accessible
- A window in the aquatics office that overlooks the pool for better pool monitoring
- Locker and shower facilities for transgendered aquatics participants
- Better drainage in pool locker rooms
- More storage in all areas
- Annex 9 parking lot upgrades
- Campus Recreation would like to be involved in discussions regarding when facility will be open or closed
- Better communication with Emergency Action Plan protocols; the current plan has areas of ambiguity and attempts to clarify with facility coordinator have been challenging

Campus Recreation equipment needs include:

- 8-passenger, 4-wheel drive vehicle to transport Outdoor Program participants on trips, outing classes, and clinics (renting from motor pool cuts into program budget and the acquired vehicle is not always sufficient for the need)
- Kayaks for indoor-only use (roll sessions in the pool)
- Creating/acquiring/updating equipment inventories and replacement plans for all areas
- Campus Recreation would like to be consulted more frequently regarding large equipment purchases that we will help pay for

Campus Recreation technology needs include:

- An efficient and PCI compliant rental equipment inventory data base for the Outdoor Program (the current home grown system is very outdated and is not PCI compliant)

- Ability to conduct credit card transactions at the main office; streamline and make more efficient credit card transactions at the Outdoor Program
- Efficient and reliable card swipe system to track participant usage
- A computer audit to ensure department computers are efficient and compliant with university policies

### **DEPARTMENT ETHICAL AND LEGAL RESPONSIBILITIES**

Campus Recreation abides by WSU policies and procedures regarding information security, human resources, cash handling, etc. In 2006, a Club Sports coach was found to be misusing club funds resulting in an intense internal audit. The subsequent policy changes clarified operations in budget tracking and accountability. We work with university legal counsel to review documents such as program release of liability/waiver forms and contract agreements. We following industry standards set forth by professional associations such as the National Intramural-Recreational Sports Association (NIRSA), Association of Outdoor Recreation and Education (AORE), American Mountain Guides Association (AMGA), American College of Sports Medicine (ACSM), IDEA Health and Fitness Association, American Council on Exercise (ACE), Aerobics and Fitness Association of America (AFAA), American Red Cross (ARC), Utah Health Department, and individual club sports associations. As student fees support Campus Recreation, we are committed to being good stewards of that support, and strive to keep student interests as the focus of programming.

### **DEPARTMENT ASSESSMENT AND EVALUATION**

WSU Student Affairs (SA) frames assessment in a pyramid format with four levels: headcount numbers on the bottom, then indirect assessment measures, cohort information, and student learning outcomes at the top (see Student Affairs Assessment Pyramid, appendix F). Campus Recreation aspires to this model, knowing we have much more to learn and apply. We do a good job collecting headcount information as well as indirect assessment measures (satisfaction surveys, focus groups). We are entering into the cohort information level by tracking student employees for now (see Fall 2008 Campus Recreation Cohort, appendix G), with a goal to create standard methods of collecting participant cohorts. We are aware we need to get better at writing student learning outcomes and applying the information learned. Like all SA departments, Campus Recreation uses the 6-column model (appendix C) to tie the assessment process together into a comprehensive document.

The director and coordinators discuss what will go into the department 6-column model to be submitted to SA, acknowledging program units still have unit goals and outcomes that do not make it onto the submitted model. The management team meets regularly to ensure progress on goals, and coordinators work with program team members to ensure progress on unit goals. The director updates the 6-column model at mid-year, making any adjustments to goals noting results thus far. The final adjustment to the 6-column model at year-end guides the department in how results will be used. Goals and initiatives are shared with hourly staff at department meetings held at the beginning of fall and spring semester. Other stakeholders include the



director's supervisor and the Vice President of Student Affairs office, which receive this information in the 6-column model and annual reports.

### **Outcomes**

Core student learning outcomes the department has focused on include specific skill acquisition (teach a group exercise class, lead an outdoor trip, officiate a flag football game, etc.) as well as communication skills, diversity awareness, etc. An ongoing focus for the department is to educate participants on who we are and what we do (one department, many units; not academics, not the Customer Service Center but partners of these entities). Outcomes are measured during employee evaluations, via training and focus group pre- and post-testing, and by basic observation and documentation of learning. Results have been used to enhance training and workshops, as well as enhance how the department is promoted. Core program outcomes we have examined include documenting whether participation in Campus Recreation programs and services enhance participants' academic performance, connection to WSU, and inspired participants to live a healthy, active lifestyle. Results have been used to adjust the way survey questions are constructed and to document the value of Campus Recreation programs and services. See appendix C, 2009-10 6-Column Model for more examples of how results are used.

### **Cohort Information**

Please see appendix G for current cohort tracking. This is still a relatively new process and we have not formally utilized the information. As mentioned above, there exists the need to create standard methods of collecting participant cohorts.

### **Student Needs and Satisfaction**

Each Campus Recreation unit conducts participant satisfaction surveys at the completion of a program (special event, outdoor trip, intramural league, etc.) or annually for ongoing programs (drop-in group exercise, drop-in swim). The department conducts benchmarking surveys every couple of years. For the academic year 2009-10, Campus Recreation conducted 5 focus groups and 16 StudentVoice surveys (including the 2010 NASPA Consortium Campus Recreation survey). Based on focus group feedback, students are not aware of the scope of Campus Recreation programs and services, therefore we will continue efforts to educate students via focus groups, presentations in academic classes, special events, interactive tabling, etc. We have also created a comprehensive department Program Guide (available January 2011). Also based on feedback we have added more classes to the drop-in group exercise schedule, purchased more rafts, cross-country and alpine touring skis for the outdoor equipment rental, and expanded hours for drop-in swim. A peer institution survey and a participant usage/impact/satisfaction survey were conducted in 2008-09. From these tools we have a better understanding how our department compares to peer institutions, and what participants want in programs and services. See appendix C, 6-Column Model for more examples of how focus group and survey results were used.

### **Basic Student Information**

Student usage is tracked via headcount tallies, registration sheets, number of rental contracts (Outdoor Program), etc., and processes need to be standardized. We do not have a consistent method of tracking student usage patterns or demographics; implementing student participant cohort tracking will aid in this. Implementing an efficient and reliable card swipe system would be a great help, particularly in tracking where students go once they enter the Stromberg Arena or Swenson building.

## **SUMMARY**

Major changes impacting the Campus Recreation department over the past five years include the Swenson building renovation (2006), the retirement of a long-serving director (2008), the quick resignation of the assistant director (2008), and the hiring of the current director (interim 2008, confirmed 2009). As noted earlier in this document, the Swenson building renovations enhanced academic operations (the focus of the building); however, Campus Recreation lost office space and storage space in the renovation. The space needs were addressed creatively but condensing staff and operations was challenging. When John K. retired in February 2008, the assistant director anticipated filling the position. However, after an inquiry was conducted into behavior, the individual resigned on short notice in August 2008. The current director was hired in an interim capacity to evaluate department operations and make recommendations. At that time Campus Recreation was spread out and somewhat disjointed: the director and his administrative assistant had been housed in Promontory Tower (due to director's oversight of Housing), Aquatics operated out of Swenson pool, Outdoor Program operated out of annex 9, Fitness and Wellness operated out of the Stromberg arena, and Swenson 21 functioned as the Intramurals and Club Sports office; program units were operating more on their own and less as a department. The focus became to operate and be recognized as one department comprised of several units. Swenson 21 officially became the Campus Recreation office and all program transactions, aside from Outdoor Program registrations and rentals, were now funneled through this office (previously swim lesson registrations were taken at the pool and fitness transactions took place in that office). Staffing restructuring included eliminating ineffective web manager and marketing positions, replacing the aquatics manager, expanding office staff roles to include operations for Aquatics and Fitness and Wellness (not just Intramurals and Club Sports), and the creation of a student office manager position. Swenson 21 office was renovated to facilitate more efficient operations and arena "office" space was hardwired to accommodate the administrative support specialist's needs.

The self-study process highlights where the department has made progress. Campus Recreation is functioning more as a department and not as individual units: staff events that were once one or two unit collaborations now include all units supporting department signature events, and professional staff continue to project a unified department image in action (working collectively on events and projects) and speech (acknowledging department, not just unit). We have reviewed and standardized student employee position descriptions, implemented a standard student employee evaluation tool to be used across the department yet specific to each unit, and implemented mid- and end-of-semester performance evaluations for student employees. The club sports financial clerk and administrative support specialist roles have been clarified. Club Sports cash handling procedures were standardized and clarified due to the internal audit, which was officially closed in

2009. The Aquatics program has thrived under new management. We have communicated better with HPHP partners to expand facility hours over holidays and breaks.

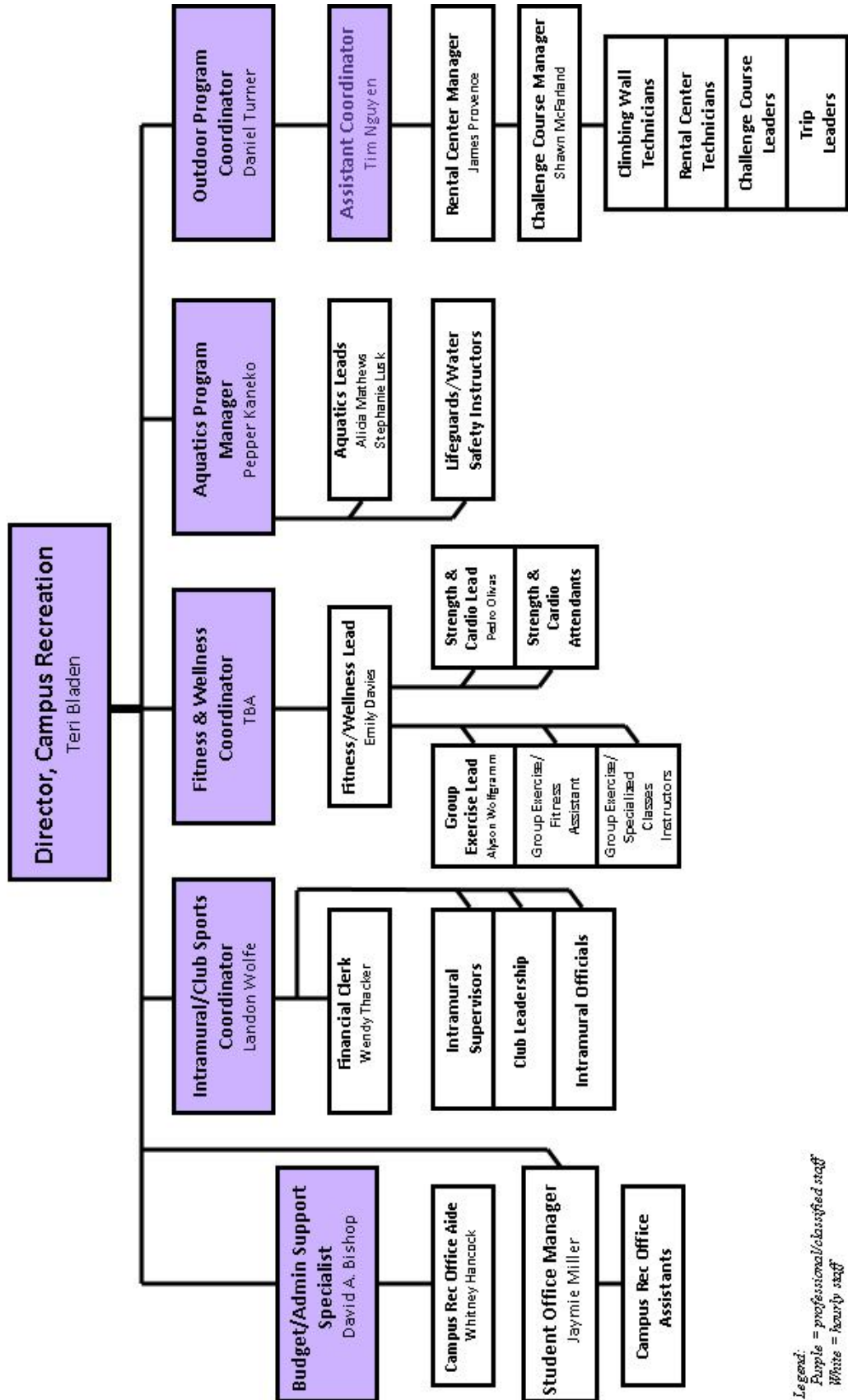
The self-study process also shows areas of needed improvement. While many of the aforementioned processes are in place, we need to continue to review for consistency across the department (for example, how employee evaluations are facilitated, how merit increases are applied, etc.). We need more efficient ways to track student usage in our programs, and we will continue to work with Student Affairs Assessment and Information Technology areas to that end. Communication with HPHP partners has gotten better over the past two years (pool closures have decreased due to enhanced communication), but the perception still exists that Campus Recreation is more a tenant than a partner in the Swenson/Stromberg complex. In order to best serve the recreational wants of WSU students, our department has determined that a dedicated student wellness/recreation facility is needed. We recognize this vision is a long term one, and we will continue to lay the groundwork needed to accomplish that vision. We are excited about the potential a renovated Stromberg facility will offer for student recreational programming. Another thing we've learned is that although we have our challenges, we are able to offer diverse recreational opportunities for the WSU community and we appreciate the facilities and relationships with HPHP that afford us those opportunities.



DEPARTMENT OF CAMPUS RECREATION  
ORGANIZATIONAL CHART

Revised 11/10

APPENDICES  
Appendix A



Legend:  
Purple = professional/classified staff  
White = hourly staff

**Appendix B  
Staff profile**

**CAMPUS RECREATION DEPARTMENT STAFF PROFILE**

	Professional	Support	Student	Non-Student
Female	1		41	19
Male	3	1	29	4
Degrees: PhD, EdD				
MD, JD, MSW				
MA, MS	2			
BA, BS	1			
AA, AAS, Certificate, etc.	1	1		
Years expertise in field:				
None				
Less than 5				
5 – 10	3			
11 – 15				
16 – 20	1			
More than 20		1		
Full-time: 9/20 months				
12 months	4	1		
Part-time: 9/10 months				
12 months	1			

*Revised 12/10*

## Appendix C 6 Column Model

Campus Recreation 6-column model, 2010-11  
Created summer 2010; will be updated January 2011

University Initiatives	Division Initiatives	Unit Goal(s)	Means to Achieving Goal	Student Learning Outcome	Methods of Assessment	Results	Use of Results
Select initiatives	Expand student engagement in meaningful learning and leadership opportunities	Develop opportunities for students to support and be advocates of Campus Recreation programs and services.	-Acquire representation in WSUSA Create Student Campus Recreation Association	Students will understand how Campus Recreation benefits them by articulating benefits to others.	-Feedback gathered during meetings and surveys - Student Campus Recreation Association created	Enter Results	Enter Use of Result
Select initiatives	NA	Continue to lay groundwork for student wellness/recreation facility.	-WSUSA works with university administration to explore options - Gather input from Campus Recreation Advisory Board re: new facility - Gather support from Student Affairs partners - Gather data on facility design and cost	NA	-Options created - Pros/cons developed - Partners on board - Data gathered	Enter Results	Enter Use of Result
Select initiatives	NA	Complete Program Review	-Determine internal/external site reviewers - Determine timeline - Complete self-study - Conduct site review - Consider recommendations and implement changes as warranted	NA	-Team selected - Timeline set - Self-study completed - Site review completed - Recommendations reviewed and changes implemented	Enter Results	Enter Use of Result
Select initiatives	Foster a diverse and inclusive campus environment	Review and clarify Club Sports structure regarding risk management and partnering with Clubs and Organizations office.	-Visit other institutions to experience their models - Clarify Clubs and Organizations role and Club Sports role - Stratify groups based on risk or level of involvement	NA	Structure created based on risk or level of involvement.	Enter Results	Enter Use of Result
Select initiatives	Expand student engagement in meaningful learning and leadership opportunities	Expand services to include commercial guide and outfitter operations in the Ogden Ranger District.	-Acquire permit from United States Forest Service - Develop trips - Explore partnership with city of Ogden - Train/hire more staff - Purchase more equipment	Student staff will learn how to lead outdoor trips.	Number of programs led by student staff.	Enter Results	Enter Use of Result
Select initiatives	Foster a diverse and inclusive campus environment	Develop cultural self-awareness in student staff.	Conduct diversity trainings.	Students demonstrate cultural self-awareness.	Use some rubric-thing Jessica mentioned. :)	Enter Results	Enter Use of Result

Weber State University, Student Affairs Division

Ogden, Utah 84408-1125

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**Appendix C continued**

Campus Recreation 6-column model, 2009-10

**Campus Recreation**

[Print](#)

Goal	Means of Achieving	Outcome	Methods of Assessment	Results	Result Use
Better assess students' recreational needs/wants.	1)Each unit conducts at least one focus group. 2)Have student representatives on Campus Recreation Advisory Board. 3)Conduct satisfaction survey for every program/service including questions regarding what participants want and what they have gained from participating in program/service.	1)Students learn Campus Recreation programs/services available to them. 2)Student representatives on Campus Recreation Advisory Board learn principles of communication. 3)Participants articulate benefits they have gained via participation in Campus Recreation programs/services.	1)Focus group pre-/post-questionnaire. 2)Observation of students using principles of communication. 3)Survey responses.	1)Conducted 5 focus groups and 16 StudentVoice surveys over academic year. Students demonstrate they have better understanding of CR programs/services. 2)One student attended every Campus Rec Advisory Board meeting and gave input (2 other students on Board, but sporadic attendance). 3)Focus group responses revealed that people are not aware of all that we do (a need for better promotion). Survey/focus group responses demonstrate a desire for more Group Exercise (GE) classes, shorter GE classes, early afternoon GE classes, more Outdoor Program (OP) equipment, OP location (Annex 9) is not ideal. Focus group responses show participants want expanded pool hours for drop-in recreational swim.	1)Will continue efforts to educate students on scope of CR programs/services via continued focus groups, class presentations, group presentations, special events, and cohesive, inclusive Campus Recreation Program Guide. 2)Will actively recruit students who can commit to attending Board meetings and are more comfortable sharing their ideas. 3)Improving promotional efforts via lawn signs, flyers at bus stops and kiosks, creative visuals (rafts hanging from ceiling), interactive tabling at Union and other buildings on campus, weekly ad in Signpost, updating website. Have added more GE classes to schedule, more early afternoon GE classes, shorter GE classes, added rafts, cross-country and alpine touring skis to OP rental equipment. Have leveled the OP driveway for better access, updated logo on garage door for better visibility. Will review aquatics budget to see where we can expand hours for drop-in swim.
Add three additional technological services to department operations	1) Online registration for Intramurals. 2)Credit card capability in main office. 3)Card swipe ability in other program areas	NA	1)Participants are able to register for Intramural programs online. 2)Participants can use credit cards in main office. 3)Card	1)Participants are not currently able to register for IM programs online. 2)Participants cannot currently	1)We have explored MarketPlace as an option for online registrations and will work on that over summer '10. 2)Credit



	(currently at WRC, although very cumbersome).		swipes collected in other unit areas (not just WRC).	use credit cards in main office. 3)Collecting card swipe information at Group Exercise classes was cumbersome and inaccurate due to glitches in operation and data reporting.	card capability in main office is on hold as we await the final decision by the university on its use of BlackBoard and MarketPlace. MarketPlace may be a viable option for the main office. 3)There is a need for better reporting of data collected from card swipes. Currently we have found that paper sign-ins are the more reliable collection/reporting method. Would like to continue to work with Louie B. on rectifying that. It appears BlackBoard/MarketPlace cannot meet the needs of the Outdoor Program's rental operations. We are investigating commercial programs and will make a determination by end of June 2010.
Create Campus Recreation Advisory Board.	1)Invite representatives: Students, Academic and Student Affairs colleagues. 2)Identify board purpose and goals.	Student representative(s) learn(s) principles of communication.	1)Identified Campus Recreation Advisory Board purpose and goals. 2)Active, functional advisory board.	1)Purpose is to serve as a solution-oriented sounding board to discuss and advise on issues surrounding WSU Campus Recreation programs and services. Goals: Educate board members on scope of Campus Recreation operations and services. Identify challenges to operations/services. Strategize solutions to challenges. 2)Board is comprised of 3 students, 2 VPs, 1 faculty, 1 HPHP staff, 2 Campus Rec staff. Board met once a month Oct. 2009-April 2010. Issues discussed include	Board discussion of participant comments regarding pool operations resulted in better communication between pool operations (HPEC Facility Coordinator and Facilities Management) and pool programming (Campus Recreation) leading to fewer closures of the pool. Board discussion prompted commitment to facility being open more during breaks: Swenson building was open 14 days over winter break (previously was closed for those 3 weeks); pool was open 44 hrs over winter break; served more than 2400 users. Swenson building was open over spring break (previously was closed that week); pool was open 18 hrs over spring break; served 1563 users

				has increased or improved their academic performance; 88% of students believe that participation in campus recreation has increased or improved their stress management; 93% of students reported that participation in campus recreation increased or improved their feeling of well-being.	non-student responses.
Enhance partnerships with Academic and Student Affairs departments.	1)Have Academic and Student Affairs representatives on Campus Recreation Advisory Board. 2)Director/Coordinators teach academic courses. 3)Create two new partnerships.	NA	1)Number of Academic and Student Affairs representatives on Campus Recreation Advisory Board. 2)Number of classes taught by Director/Coordinators. 3)Number of partnerships that occur.	1)There are 2 Student Affairs representatives and 2 HPHP representatives (1 faculty, 1 staff) serving on Campus Recreation Advisory Board. 2)CR pro staff taught 2 courses (3 sections) in the HPHP department Fall 2009 and 3 courses (4 sections) spring 2010. 3)Partnered w/Davis Campus colleagues to provide activities before outdoor movie (Lightening Basketball, Disc Golf, prizes) fall '09. Partnered with Davis Campus to facilitate Run for Research spring '10. Partnered w/HPHP to improve aesthetics in Stromberg Arena. Partnered w/SA colleagues to create Student Wellness Fair. Agreed to facilitate outdoor camps for Ogden Country Club and Ogden	SA and HPHP representatives were crucial in devising win-win solutions to CR issues and assisting in moving initiatives forward; we will ensure their representation on the Campus Recreation Advisory Board. CR pro staff will continue to teach academic classes: staff skill set provides diverse recreational experiences for academic credit and students have crossed over into participating in CR programs. We will continue to explore/provide recreational opportunities for Davis campus community. Need to review purpose and success of Student Wellness Fair; does Stress Management Fair meet the need? We will continue to explore opportunities to partner with City of Ogden. WSU Campus Recreation and Clearfield Aquatics Center will communicate educational workshop opportunities each will host, with staff getting employee discounts at



Campus Recreation

<http://saweb.weber.edu/Six/2009/CampusRec.aspx>

City summer '10. either location.  
Engaged in  
reciprocity  
agreement with  
Clearfield Aquatics  
Center on  
employee discounts  
for educational  
workshops.

**WSU CAMPUS RECREATION DEPARTMENT REVIEW – 2010-11**

<p><b>Weber State University Student Affairs 6 Column Model</b></p> <p><b>2008-09</b></p>					
<p><b>Campus Recreation</b></p>					
Unit Goal(s)	Means to Achieving Goal (Activities/ Objectives)	Student Learning Outcome	Methods of Assessment	Results	Use of Results
<p>Campus Recreation recognized and operate as a unified department (as opposed to individual units.)</p>	<p>1) Discuss w/coordinators and lead staff members the importance of unified image; everyone project that image in speech and action. 2) Be intentional about units collaborating on programs and services. 3) CR logo on all materials.</p>	<p>NA</p>	<p>1) Ask staff if projecting unified image in speech and action. 2) Anytime a program/service is recognized as CR instead of unit only. 3) Ask on surveys/in focus groups.</p>	<p>Events that were once considered 1 or 2 unit collaborations are being explored to see how we can incorporate other units. Logo is more consistently used on promo materials. Events that were once 1 or 2 unit collaborations have been broadened to include all dept. units.</p>	<p>The Campus Rec graphic represent all unit and dept. materials, and was intentional about projecting a unified action and speech.</p>
<p><b>University Strategic Initiative #4 (enhance support services)</b></p>					
<p>Standardize student employee processes.</p>	<p>Job descriptions, performance evaluation, job application, payrates.</p>	<p>1) Better understand jobs available through CR. 2) Better understand position expectations. 3) Successfully perform job duties.</p>	<p>1) Ask during performance evaluations. 2) Rating on performance evaluation.</p>	<p>Created standard look for position descriptions; comprehensive job application agreed upon and soon implemented; implemented eval tool that has consistent sections yet specific to position; agreed to conduct "checking in" eval mid semester and final eval at end of semester; creating tiers of payment within positions to recognize entry-level vs. longevity/more skill. WRC conducted 5-day canyoneering leader training; Fitness/Wellness restructured the fitness attendant area and performance expectations for attendants to be more visible and more engaged with participants; Aquatics conducted LifeGuard and Water Safety Instructor trainings producing 34 lifeguards and 19 water</p>	<p>Will continue to refine the student process.</p>

WSU CAMPUS RECREATION DEPARTMENT REVIEW – 2010-11

				safety instructors.	
<b>Student engagement, University Strategic Initiative #4</b>					
Enhance relationships with HPHP department	1) Meet with HPHP colleagues to understand roles and processes. 2) Build trust w/HPHP colleagues.	NA	1) Examine collaboration that occurs. 2) Ask HPHP their impressions of collaboration.	Better communication w/Facility Coordinator; discussions re: interim director teaching academic course in the fall; collaborating with faculty on securing ATC for clubs; faculty team for Turkey Tri event. Better communication with HPHP Facility Coordinator on scheduling issues, Campus Rec continues to successfully manage the HPHP Weber Rocks Climbing Wall, collaborated with Athletic Training faculty to secure ATC for Club Sports, WRC Coordinator and Assistant Coordinator taught 2 sections of PE1527 (Rock Climbing level I) , arranged for Director to teach PE3270 and mentor PE1010/PE1011/PE1012 adjunct faculty for Fall '09.	Will continue to build and improve and ask HPHP their impressions of

### Appendix D

Campus Recreation Budget past history showing previous four fiscal years

**CAMPUS RECREATION BUDGET 2009-10**

2009-10 BUDGET	Revenue Budget	SFA Budget	TOTAL BUDGET	Executive Early Retire*	Early Retire Benefits	Salaried Wage	Hourly Wage	Total Benefits	Travel	Current Expense**	Capital Out	EXPENSES
Campus Rec Admin	0.00	169,771.10	169,771.10	12,137.63	6,749.62	87,466.57	24,011.67	27,255.61	2,000.00	10,150.00	0.00	169,771.10
Outdoor Program	19,432.40	17,400.00	36,832.40			15,500.00	6,928.00	6,109.40	1,200.00	7,095.00	0.00	36,832.40
OP Rentals	75,000.00	120,223.59	195,223.59			38,595.13	62,718.83	27,605.36	3,000.00	51,304.27	12,000.00	195,223.59
Intramural Sports	8,600.00	69,228.63	77,828.63			33,500.00	20,221.96	16,397.67	1,000.00	6,709.00	0.00	77,828.63
Strength/Cardio	0.00	104,896.32	104,896.32			35,020.00	42,406.00	21,036.32	1,000.00	5,434.00	0.00	104,896.32
Aquatics	16,400.00	45,117.88	61,517.88			0.00	52,727.86	4,420.67	0.00	4,369.35	0.00	61,517.88
Group Exercise	900.00	30,455.48	31,355.48			0.00	26,134.08	2,221.40	0.00	3,000.00	0.00	31,355.48
Wellness	9,760.70	0.00	9,760.70			0.00	0.00	0.00	0.00	9,760.70	0.00	9,760.70
Club Sports Admin	0.00	16,806.08	16,806.08			0.00	13,440.00	1,142.40	1,500.00	723.68	0.00	16,806.08
Marketing	0.00	9,350.00	9,350.00			0.00	0.00	0.00	0.00	9,350.00	0.00	9,350.00
Club Sports Travel	0.00	16,354.00	16,354.00			0.00	0.00	0.00	0.00	16,354.00	0.00	16,354.00
Club Sports (all)*	209,590.00	102,413.92	312,003.92			0.00	0.00	0.00	0.00	312,003.92	0.00	312,003.92
<b>TOTALS:</b>	<b>339,683.10</b>	<b>702,017.00</b>	<b>1,041,700.10</b>	<b>12,137.63</b>	<b>6,749.62</b>	<b>210,081.70</b>	<b>248,588.40</b>	<b>106,188.82</b>	<b>9,700.00</b>	<b>436,253.92</b>	<b>12,000.00</b>	<b>1,041,700.10</b>

\* 15 total clubs

\* John Knight early retirement stipend

\*\*includes \$7,500 for "cost of goods sold" in WRC Rentals budget

**CAMPUS RECREATION BUDGET 2008-09**

2008-09 BUDGET	Revenue Budget	SFA Budget	Total Budget	Salaried Wage**	Hourly Wage	Total Benefits	Travel	Current Expense	Capital Out	EXPENSES
Campus Rec. Admin	0.00	303,935.00	303,935.00	177,959.65	20,420.00	89,938.29	2,000.00	13,617.06	0.00	303,935.00
Outdoor Program	22,000.00	17,400.00	39,400.00	14,800.00	7,801.00	7,175.00	1,750.00	7,874.00	0.00	39,400.00
OP Rentals	71,059.00	59,293.00	130,352.00		56,793.00	6,163.00	2,800.00	64,596.00	0.00	130,352.00
Intramural Sports	3,235.00	25,500.00	28,735.00		20,598.00	1,690.00	1,500.00	4,947.00	0.00	28,735.00
Strength/Cardio	600.00	50,900.00	51,500.00		38,725.00	3,230.00	1,000.00	7,545.00	1,000.00	51,500.00
Aquatics	0.00	29,279.00	29,279.00		24,331.00	2,068.00	0.00	2,880.00	0.00	29,279.00
Swimming Lessons	8,000.00	0.00	8,000.00		6,000.00	510.00	0.00	690.00	800.00	8,000.00
Group Exercise	0.00	27,797.00	27,797.00		21,000.00	1,785.00	0.00	5,012.00	0.00	27,797.00
Wellness	9,997.50	0.00	9,997.50		6,912.00	588.00	0.00	2,497.50	0.00	9,997.50
Club Sports Admin	0.00	40,500.00	40,500.00		12,000.00	1,020.00	1,200.00	26,280.00	0.00	40,500.00
Marketing	0.00	13,510.00	13,510.00		9,600.00	816.00	0.00	3,094.00	0.00	13,510.00
Club Sports Travel	0.00	16,354.00	16,354.00		0.00	0.00	0.00	16,354.00	0.00	16,354.00
Club Sports (all)*	191,625.00	98,455.00	290,080.00		0.00	0.00	0.00	290,080.00	0.00	290,080.00
<b>TOTALS:</b>	<b>306,516.50</b>	<b>682,923.00</b>	<b>989,439.50</b>	<b>192,759.65</b>	<b>224,180.00</b>	<b>114,983.29</b>	<b>10,250.00</b>	<b>445,466.56</b>	<b>1,800.00</b>	<b>989,439.50</b>

\*15 total clubs

**WSU CAMPUS RECREATION DEPARTMENT REVIEW – 2010-11**

**CAMPUS RECREATION BUDGET 2007-08**

2007-08 BUDGET	Revenue Budget	SFA Budget	Total Budget		Salaried Wage	Hourly Wage	Total Benefits	Travel	Current Expense	Capital Out	EXPENSES
Customer Service	0.00	48,000.00	48,000.00			44,240.00	3,760.00	0.00	0.00	0.00	48,000.00
Campus Rec. Admin	0.00	288,961.00	288,961.00		177,381.00	10,146.00	89,376.71	2,500.00	9,557.29	0.00	288,961.00
Outdoor Program	22,000.00	14,100.00	36,100.00			24,137.00	2,052.00	1,750.00	8,161.00	0.00	36,100.00
OP Rentals	71,059.00	57,293.00	128,352.00			54,630.00	6,233.00	2,800.00	64,689.00	0.00	128,352.00
Intramural Sports	3,235.00	23,500.00	26,735.00			15,053.00	1,232.00	1,500.00	8,950.00	0.00	26,735.00
Strength/Cardio	0.00	48,900.00	48,900.00			36,162.00	3,670.00	1,000.00	7,068.00	1,000.00	48,900.00
Aquatics	0.00	29,279.00	29,279.00			24,331.00	2,068.00	0.00	2,880.00	0.00	29,279.00
Swimming Lessons	8,000.00	0.00	8,000.00			6,000.00	510.00	0.00	690.00	800.00	8,000.00
Group Exercise	0.00	27,797.00	27,797.00			21,000.00	1,785.00	0.00	5,012.00	0.00	27,797.00
Club Sports Admin	0.00	33,219.00	33,219.00			10,000.00	850.00	800.00	25,179.00	0.00	36,829.00
Marketing	0.00	13,510.00	13,510.00			6,000.00	510.00	0.00	7,000.00	0.00	13,510.00
Club Sports Travel	0.00	16,354.00	16,354.00			0.00	0.00	0.00	16,354.00	0.00	16,354.00
Club Sports (all)*	223,100.00	90,336.00	313,436.00			0.00	0.00	0.00	313,436.00	0.00	313,436.00
<b>TOTALS:</b>	<b>327,394.00</b>	<b>643,249.00</b>	<b>970,643.00</b>		<b>177,381.00</b>	<b>207,459.00</b>	<b>108,286.71</b>	<b>10,350.00</b>	<b>468,976.29</b>	<b>1,800.00</b>	<b>974,253.00</b>

**CAMPUS RECREATION ACTUAL BUDGET 2006-07**


2006-07 BUDGET	Revenue Budget	SFA Budget	Total Budget		Salaried Wage	Hourly Wage	Total Benefits	Travel	Current Expense	Capital Out	EXPENSES
Customer Service	0.00	48814.00	48814.00			43070.00	4570.00	0.00	1174.00	0.00	48814.00
Campus Rec. Admin	0.00	275499.23	275499.23		166152.89	20176.00	78072.03	2400.00	8698.00	0.00	275498.92
Outdoor Program	3000.00	14100.00	17100.00			10000.00	850.00	1600.00	4650.00	0.00	17100.00
OP Rentals	78278.00	57293.00	135571.00			51260.00	5033.00	2800.00	70478.00	6000.00	135571.00
Intramural Sports	3235.00	23500.00	26735.00			15053.00	1232.00	1500.00	8950.00	0.00	26735.00
Strength/Cardio	0.00	46900.00	46900.00			36162.00	3670.00	1000.00	5068.00	1000.00	46900.00
Aquatics	0.00	29279.00	29279.00			24331.00	2068.00	0.00	2880.00	0.00	29279.00
Swimming Lessons	8000.00	0.00	8000.00			6000.00	510.00	0.00	690.00	800.00	8000.00
Group Exercise	0.00	25797.00	25797.00			21000.00	1785.00	0.00	3012.00	0.00	25797.00
Club Sports Admin	0.00	31107.77	31107.77			13957.50	3150.27	800.00	13200.00	0.00	31107.77
Marketing	4700.00	15000.00	19700.00			9500.00	808.00	0.00	9392.00	0.00	19700.00
Club Sports Travel	0.00	20000.00	20000.00			0.00	0.00	0.00	20000.00	0.00	20000.00
Club Sports (all)*	222600.00	91172.00	313772.00			0.00	0.00	0.00	312772.00	1000.00	313772.00
<b>TOTALS:</b>	<b>319813.00</b>	<b>678462.00</b>	<b>998275.00</b>		<b>166152.89</b>	<b>250509.50</b>	<b>101748.30</b>	<b>10100.00</b>	<b>460964.00</b>	<b>8800.00</b>	<b>998275.00</b>

\* 16 total clubs



## Appendix E

### Sample Student Employee Performance Evaluation form

	<b>WEBER STATE UNIVERSITY</b>	<b>Campus Recreation Office Assistant Student Employee Performance Evaluation</b>
Employee Name: _____		Date: _____

For each category an employee and a supervisor(s) will write a score in the area provided; performance will be scored as follows: a **2** meaning they exceed expectations; a **1** meaning they meet expectations; or **0** meaning there are developmental needs. Any scores with a zero or a two must be accompanied by a comment. Areas highlighted in gray can only receive a **1** for meets expectations, or a **0** for developmental needs.

*(Last updated March 30, 2010)*

Performance Criteria	Examples of responsibilities		Score	Comments
<b>Relational Service</b>				
Dependability	Arrives 5 minutes before shift and is prepared to begin work; does not leave shift early.	Student		
		Supervisor		
		Senior Staff		
	Is productive during shift and completes assigned tasks accurately and reliably.	Student		
		Supervisor		
		Senior Staff		
	Attempts to find information when unsure by use of other sources (i.e. internet or flyers, and seeks a supervisor when necessary).	Student		
		Supervisor		
		Senior Staff		
Customer Service	Provides quality customer service such as smiling & greeting customers. Answers the phone with a friendly greeting and in a professional manner. Ensures overall quality service for all CR programs and services.	Student		
		Supervisor		
		Senior Staff		
	Dresses in professional attire when representing CR in the office or at events.	Student		
		Supervisor		
		Senior Staff		
Enthusiasm/Attitude	Positive attitude, willingness to interact with fellow employees and students. Shows respect for all CR participants, programs & employees.	Student		
		Supervisor		
		Senior Staff		



Student Employee Performance Evaluation (cont)

<b>CR Office Responsibilities</b>			
Policy and Procedure Adherence	Demonstrates know ledge of and promotes all CR programs/services and directs customers appropriately.	Student	
		Supervisor	
		Senior Staff	
	Continues to improve know ledge of office procedures by reading/review ing the Office Manual and binders.	Student	
		Supervisor	
		Senior Staff	
	Has an in depth know ledge base of department policies, procedures & program registrations.	Student	
		Supervisor	
		Senior Staff	
Independent Action/Initiative	Attends Campus Recreation activities and meetings on time.	Student	
		Supervisor	
		Senior Staff	
	Show s initiative and good judgment in identifying and correcting errors or problems.	Student	
		Supervisor	
		Senior Staff	
	Seeks out work activities and makes suggestions for improvements.	Student	
		Supervisor	
		Senior Staff	
Communication	Relays messages to others around the office by utilizing hand-off notes to ensure the completion of tasks.	Student	
		Supervisor	
		Senior Staff	
	Keeps Supervisor and fellow staff informed of shift substitutions, problems and concerns.	Student	
		Supervisor	
		Senior Staff	
Cash Handling	Properly uses the register and receipt log w hile keeping track of cash and checks appropriately. Reports any money discrepancies to supervisors.	Student	
		Supervisor	
		Senior Staff	

Student Employee Performance Evaluation (cont)

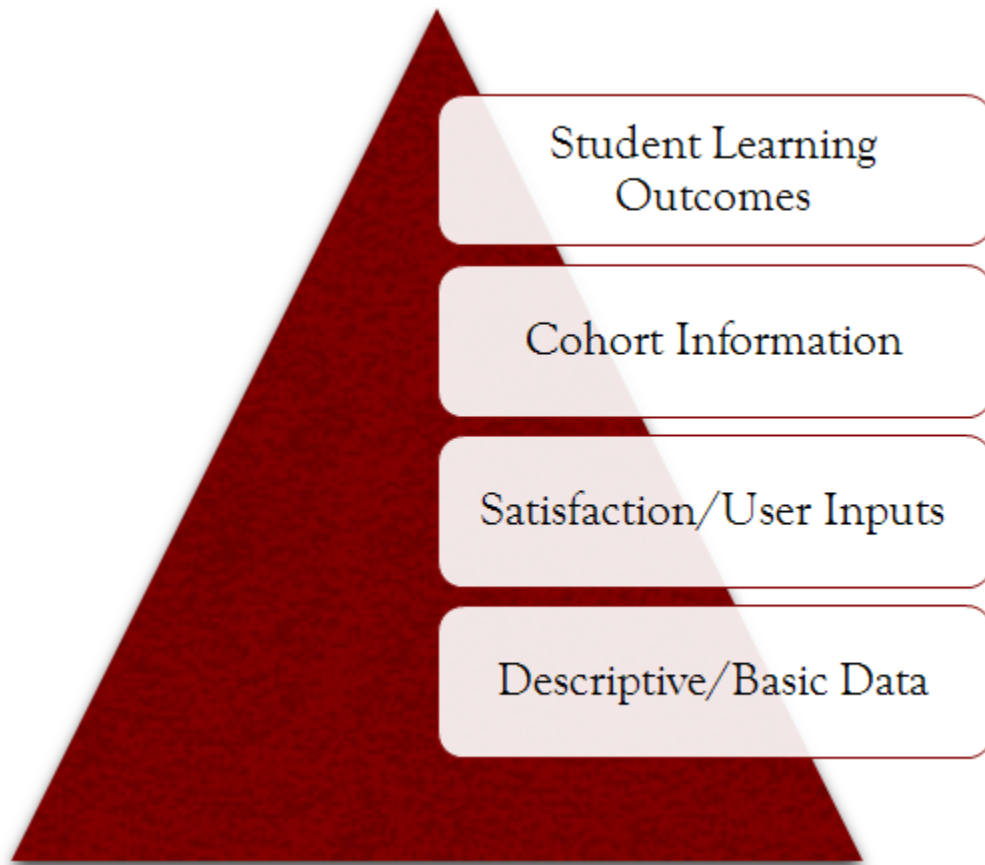
<b>Risk Management</b>			
Conflict Resolution	Keeps calm during conflict, listens to patrons, uses appropriate responses, offers helpful information and asks questions which help resolve the situation.	Student	
		Supervisor	
		Senior Staff	
	Keeps calm, listens, and uses appropriate and effective responses/actions to resolve conflict with coworkers.	Student	
		Supervisor	
		Senior Staff	
Information & Office Security	Ensures that the office door, safe, and file cabinets are locked and secure when closing office or at appropriate times throughout the day.	Student	
		Supervisor	
		Senior Staff	
	Recognizes the importance of confidentiality and security by making sure all checks and money are placed in register immediately, as well as all forms are filed correctly and in a timely manner.	Student	
		Supervisor	
		Senior Staff	
<b>Overall Strengths:</b>	<i>Student:</i>		
	<i>Supervisor:</i>		
	<i>Senior Staff:</i>		
<b>Opportunities for Growth:</b>	<i>Student:</i>		
	<i>Supervisor:</i>		
	<i>Senior Staff:</i>		

Student Employee Performance Evaluation (cont)

<b>How would you rate your overall experience with Campus Recreation?</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
	Very Unsatisfied			Satisfied			Very Satisfied
 <b>WEBER STATE UNIVERSITY</b>							
Employee Name: _____					Date: _____		
Date Hired: _____				Date of first day of work at CR Office: _____			
Current Pay Rate: _____				Merit increase awarded this evaluation: _____			
New Pay Rate: _____				Pay Advice form submitted on: _____ (date)			
_____				_____			_____
<i>Student Signature/Date</i>				<i>Supervisor Signature/Date</i>			<i>Senior Staff Signature/Date</i>
<b><u>Merit Increase Scale</u></b>							
<b>Spring Semester</b>				0 - 18 pts = no merit increase; 19 - 26 pts = \$0.05 increase; 27-35 pts = \$0.10 increase			
<b>Summer Semester</b>				0 - 18 pts = no merit increase; 19 - 26 pts = \$0.05 increase; 27-35 pts = \$0.10 increase			
<b>Fall Semester</b>				0 - 18 pts = no merit increase; 19 - 26 pts = \$0.05 increase; 27-35 pts = \$0.10 increase			
<i>Maximum = 30 cents raise per year</i>							



**Appendix F**  
**Student Affairs Assessment Pyramid**



**Appendix G**

**Fall 2008 Campus Recreation Employee Cohort<sup>1</sup>**

	Fall 2008	Fall 2009	Fall 2010 <sup>2</sup>	Fall 2011	Fall 2012	Fall 2013	Overall Average
<b>Campus Rec Employee Cohort Information</b>							
Total Number of Students	44	28	20				
Cohort Average Term G.P.A.	2.95	3.03					
Cohort Average Cumulative G.P.A	2.98	3.13					
Change in Cumulative G.P.A. from Last Term	N/A	0.15					
Avg. # Total Credit Hours	56	71					
# Students Graduated with Associate's Degrees	2	4					
# of Students Graduated with Bachelor's Degrees	2	6					
# of Students Graduated with Master's Degrees	0	0					
Avg Years to Complete Bachelor's Degree	3.49	3.69					3.59
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	42	22					
Retention Rate	66.67%	90.91%					

Appendix G continued

SA Cohort Information	Fall 2008	Fall 2009	Fall 2010 <sup>2</sup>	Fall 2011	Fall 2012	Fall 2013	Overall Average
Total Number of Students	1132	705	480				
Cohort Average Term G.P.A.	2.94	2.98					
Cohort Average Cumulative G.P.A	3.02	3.07					
Change in Cumulative G.P.A. from Last Term	N/A	0.05					
Avg. # Total Credit Hours	45	71					
# Students Graduated with Associate's Degrees	63	55					
# of Students Graduated with Bachelor's Degrees	87	109					
# of Students Graduated with Master's Degrees	0	0					
Avg Years to Complete Bachelor's Degree	3.29	3.70					3.495
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	1045	596					
Retention Rate	67.46%	80.54%					



Appendix G continued

WSU Student Body Cohort Information	Fall 2008	Fall 2009	Fall 2010 <sup>2</sup>	Fall 2011	Fall 2012	Fall 2013	Overall Average
Total Number of Students	21113	10908	7450				
Cohort Average Term G.P.A.	3.04	3.04					
Cohort Average Cumulative G.P.A	3.14	3.15					
Change in Cumulative G.P.A. from Last Term	N/A	0.01					
Avg. # Total Credit Hours	42	63					
# Students Graduated with Associate's Degrees	1192	1127					
# of Students Graduated with Bachelor's Degrees	1621	1601					
# of Students Graduated with Master's Degrees	3	1					
Avg Years to Complete Bachelor's Degree	3.12	3.71					
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	19489	9306					
Retention Rate	55.97%	80.06%					

Appendix G continued

Campus Rec Employee Cohort Characteristics:		Demographic Information			
<b>Female</b>	62%	African American	9%	Hispanic	3%
<b>Male</b>	38%	Asian/Pacific Islander	3%	Caucasian	82%
<b>Avg. ACT Score</b>	22	Native American	0%	Other	3%
<b>Avg. Age</b>	22	Native Hawaiian/ Pacific Islander	0%		

SA Cohort Characteristics:		Demographic Information			
<b>Female</b>	52%	African American	3%	Hispanic	6%
<b>Male</b>	48%	Asian/Pacific Islander	5%	Caucasian	71%
<b>Avg. ACT Score</b>	22	Native American	1%	Other	13%
<b>Avg. Age</b>	23	Native Hawaiian/ Pacific Islander	1%		

WSU Cohort Characteristics:		Demographic Information			
<b>Female</b>	52%	African American	1%	Hispanic	5%
<b>Male</b>	48%	Asian/Pacific Islander	2%	Caucasian	66%
<b>Avg. ACT Score</b>	22	Native American	1%	Other	26%
<b>Avg. Age</b>	26	Native Hawaiian/ Pacific Islander	>1%		

<sup>1</sup>Data is based on Weber State credit hours only. Potential students remaining and retention rate are based upon all semesters leading up to the next fall column (i.e., Fall, Spring, and Summer) semester.