

Campus Recreation Self Study
Spring 2016



WEBER STATE
UNIVERSITY

Student Affairs

Campus Recreation Team

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MISSIONS, GOALS, OUTCOMES

DEPARTMENT VISION, MISSION, VALUES

- WSU Campus Recreation Vision Statement
 - We inspire and lead a recreation legacy that enhances experiential learning, development of leaders, and the well-being of our campus community.
- 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

UNIVERSITY and DIVISION MISSION STATEMENTS

- Weber State University Mission Statement
 - Weber State University provides associate, baccalaureate and master degree programs in liberal arts, sciences, technical and professional fields. Encouraging freedom of expression and valuing diversity, the university provides excellent educational experiences for students through extensive personal contact among faculty, staff and students in and out of the classroom. Through academic programs, research, artistic expression, public service and community-based learning, the university serves as an educational, cultural and economic leader for the region. *(approved by Board of Regents July 2011)*
- 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.

DEPARTMENT GOALS

- 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

STUDENT LEARNING OUTCOMES

Each year, Campus Recreation focuses on one to three of the Student Affairs Division student learning outcomes: Cultural Competency, Civic Engagement, Responsibility and Accountability, Intrapersonal Communication, Interpersonal Communication, Leadership and Management, Critical Thinking.

HISTORY OF CAMPUS RECREATION at WEBER STATE UNIVERSITY

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. 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) (the Arena portion of the current Wildcat Center) 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.

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. Toward the end of the 1990's, the facility coordinator/scheduler, Judy Glommen, moved from Campus Recreation to the HPHP Department. According to the campus recreation director at that time, this created more tension between facility managers/constituents. In the late 1990's, John Knight became Director of Student Life. With this title change, the director assumed the additional responsibilities of the student health center and contract administrator for student housing.

The Wilderness Recreation Center moved from the 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 residential hall Promontory Tower and Campus Recreation collaborated with Housing and Residence Life to program that space as well as fitness space in a basement at University Village. Also in 2006, the HPHP department renovated the upper Swenson gym and Swenson building classrooms and faculty offices. 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 which took two years to close.

In 2008, a low ropes course was installed and Campus Recreation began offering challenge education activities. Also in 2008, HPHP installed a climbing/bouldering area in the northwest corner of the arena and arranged for it to be managed by Wilderness Recreation Center staff, although HPHP maintained

management of the climbing wall budget. Campus Recreation and HPHP partnered in creating an assistant coordinator who assisted with managing the climbing wall and teaching academic classes in climbing (the assistant coordinator's salary was 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 fall 2008 overseeing the department as well as coordinating club sports activities. As program units appeared to be functioning more as silos (the Wilderness Rec Center was operating autonomously as was Aquatics), there was a large focus on reuniting these individual 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 2009-10, the Wilderness Recreation Center formally changed its name to Outdoor Program to better represent the scope of programs offered, and that same year they acquired a Bear Lake Canyon Yurt permit allowing rentals of the backcountry yurt through Campus Recreation. A new intramurals/club sports coordinator was hired, and Campus Recreation collaborated with Athletic Training faculty to acquire a part-time athletic trainer for Club Sports. The Campus Recreation Advisory Board was reinstated and facility space needs were brought to the attention of President Millner. Following this, a structural engineer was retained to analyze options for a Campus Recreation-managed expansion that would create dedicated space for drop-in fitness activities. Campus Recreation conducted its first in-depth program review 2010-11 with a primary recognition that better communication was needed between HPHP and Campus Recreation, and that dedicated drop-in recreational space was needed. We implemented TouchNet cashiering system at the Outdoor Program and in the CR office this year; the department now had the capability of accepting credit cards.

Since the completion of our last Program Review in 2010-11, Campus Recreation has grown exponentially. In 2010-11, we laid the groundwork for a CR-managed student wellness facility by taking the student body President and WSU Student Association VP to Colorado to experience recreational programs and services at Colorado State, University of Northern Colorado, and Metro State College. Student leaders embraced a vision for a dedicated student wellness/recreation center and presented the idea to upper administration. Administration acknowledged that a new facility was not possible at that time, but agreed to a feasibility study to see how Stromberg Arena could be renovated to accommodate dedicated student recreation space.

Members of WSUSA, upper administration, Campus Recreation, HPHP, Facilities Management, and Employee Wellness worked with a consultant on a feasibility study. In the spring of 2011 an approximately \$7.5 million Stromberg expansion project was approved by state legislature. An additional \$2 million in student

fee support was requested, and the project moved forward. In addition to the expansion funding, in 2010-11, we formalized a full-time aquatics professional position with the added responsibility of department risk management (Aquatics and Safety Coordinator). The aquatics position was filled in July 2011 and has accomplished the desired goals of consistently facilitating and tracking staff safety certifications as well as taking the lead on department risk management. A new Fitness and Wellness Coordinator was also hired July 2011.

The Intramural and Club Sports Coordinator left in August 2011, and the position was filled October 2011. We created a full-time assistant coordinator professional position (from an hourly intern) to manage the OP Rental Center and Challenge Course program which has allowed us to increase revenue streams and provide enhanced service and staff training in those areas. Around 2011, the WSU Davis Campus Building 3 project was well underway. This project included a Campus Recreation-managed fitness center which kept us busy during this timeframe with construction and design issues, as well as equipment purchasing planning.

With the Davis project and Stromberg Arena expansion, Campus Rec now had our own facilities to manage and funding was reallocated from an hourly web manager, graphic designer, and club sports financial clerk to create a full-time Marketing and Operations Coordinator position. CR was instrumental in getting a new lift installed at the Swenson Pool. We also facilitated a GoalBall tournament that year and those activities helped us win the Student Affairs Diversity Award for 2011-12. That year we implemented Rent Master equipment rental database software at the Outdoor Program being told it would integrate with TouchNet point of sales system. That has not been the case, and that issue continues to be a problem for the Outdoor Program. The Fitness and Wellness Coordinator left April 2012, and the position was filled July 2012.

In 2012-13, the Student Affairs Health Education and Drug Prevention Specialist in the Health Center formally became Student Wellness Coordinator, and Campus Rec dropped "Wellness" from the Fitness Coordinator title. We formally changed "Club Sports" to "Rec Clubs" to be more inclusive. In fall 2012, the renovated Stewart-Wasatch hall of the new Wildcat Village was completed offering a small fitness center with strength and cardio equipment (replacing Promontory Tower fitness center), as well as a shared meeting space with a multi-purpose floor where CR could program group exercise classes (CR was integral to the space design and equipment purchases). Personal Fitness Training was implemented this year through the Fitness Program. CR made plans to double the fitness and office staff, as well as create new facility staff positions (Access Assistant and CR Ambassador) for the Ogden and Davis campuses. It was determined that HPHP Customer Service Center staff would manage the arena and Campus Rec would manage the expansion, and that the two areas would need to have excellent communication as each department would be managing an access point and facility space, and we wanted participants to have a seamless experience. To date,

we are still struggling to accomplish this seamlessness of operations between the two departments.

The year 2013-14 was impactful for Campus Recreation. We hired our first Marketing and Operations Coordinator June 2013. The Davis Fitness Center opened August 2013, and the newly named Wildcat Center for Health, Education, and Wellness opened September 2013. Campus Recreation went from programming out of an academic facility with no facility management responsibilities to managing access and operations for two fitness centers. We also now had a formal CR office suite where most of the pro staff were housed. (Outdoor Program staff are still housed in Annex 9). We acquired formal meeting space for Rec Club teams, and carved out an hourly staff workroom in the office suite so we can engage more with our hourly staff. To clarify, the Wildcat Center is comprised of the Campus Recreation-operated expansion, plus the HPHP-operated Arena. The entire facility is the C. William Stromberg Complex, which is rounded out by the academic Swenson building (which houses the Swenson Gym and Swenson Pool) as well as tennis courts and four play fields.

In December 2013, the Intramural Sports and Rec Clubs Coordinator left and the position was filled July 2014. The Aquatics and Safety Coordinator left July 2014 and the position was filled July 2015. In Fall of 2014, we were notified that HPHP was enhancing their recreation curriculum and were pulling their financial support of the shared OP Assistant Coordinator position to funnel it into a full-time Recreation Manager that would manage the Weber Rocks Climbing Wall. CR strategized to acquire support to cover the full salary of the Assistant Coordinator to facilitate drop-in climbing and CR special events at the climbing wall, as well as focus on leadership development offerings in the Adventure Program. A new Assistant Coordinator was hired December 2015. The Fitness Coordinator left April 2015; a search was conducted August 2015 which did not result in a successful hire. In July of 2015, an Assistant Director position was formalized to create another level in leadership to assist with departmental initiatives as well as provide a career ladder in hopes of providing current staff with growth opportunities within the department.

Also in July 2015, the Budget/Administrative Support Specialist retired after 30 years at WSU (most of those years in Campus Recreation), and the position was filled November 2015. In November of 2015 the HPHP Facility Coordinator left, and the position was filled on an interim basis. The position was renamed "Facility Manager" and a search conducted spring 2016 with the new hire slated to begin employment June 1, 2016. We are currently in the final stages of the Fitness Coordinator search and hope to have the position filled by the Site Visit. The staff now exists in structure outlined in the organizational chart in Appendix A.

DEPARTMENT PROGRAMS AND SERVICES

The department of Campus Recreation is comprised of six primary program/service areas:

1. Aquatics and Safety
2. Fitness
3. Intramural Sports (IMs)
4. Rec Clubs (RC)
5. Outdoor Program (OP)
6. Marketing and Operations

Within each of these primary program/service areas are several secondary programs, as noted in the sections below.

AQUATICS and SAFETY

While HPHP has ultimate facility authority of the WSU Swenson Pool, the Aquatics program facilitates 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 aqua fitness classes and special events (annual Turkey Triathlon). A few times a year the Aquatics and Safety Program will facilitate lifeguard certification courses and water safety instructor certification courses.

Aquatics

- Drop-in swim- Offered throughout the week for students, faculty/staff, and community members. Times include early morning lap swim and mid-day lap swim Monday through Friday and open swim times Monday/Wednesday evenings and Saturday afternoons.
- Lifeguard Services- We provided lifeguards for academic classes, CR Fitness Program aqua fitness classes, and other pool facility rentals.
- Swim Lessons- We provide a variety of swim lessons for swimmers of all ages and skill abilities. These include traditional age group swim lessons (Levels 1-4 and Parent/Child), Pre-Competition Lessons (traditionally Levels 5 and 6), and Adult Lessons.

Aquatic Special Events

- Wubit Nights—The Aquatics program purchased a Wubit inflatable obstacle course in 2013 and as of Spring 2016, hosts a Wubit Night once per month for students, faculty/staff, and community members. Once per semester, Student Involvement and Leadership co-sponsors the Wubit Night. Participation ranges from 15 to 60 participants depending on the date and activities provided.

- Dive-In Movies—In Fall 2015 the Aquatics Program hosted its first Dive-In Movie at the pool. This event is now held once per semester and is generally co-sponsored by Student Involvement and Leadership.
- Annual Egg Dive—Each spring around the Easter holiday, the Aquatics Program hosts an Egg Dive in the pool. Children of all ages and WSU students compete in age categories to collect plastic eggs from the pool and win prizes based on number of eggs collected. Various local businesses and on-campus entities sponsor the Egg Dive each year. In 2015 the Egg Dive had 27 participants, and in 2016 the participation increased to 102 participants.

Certification Courses

- Lifeguard—The Aquatics program occasionally provides American Red Cross Lifeguard certification courses for students and community. Currently courses are offered in the Spring and Summer, with anywhere from four to 10 participants. Our goal is to hold courses at least once per semester with a minimum of five participants per class.
- Water Safety Instructor—Our goal is to offer American Red Cross Water Safety Instructor certification courses for students and community (AQS coordinator will acquire certification within the year). We intend to hold courses once per semester with a minimum of 5 participants per class. We have offered these in the past, and will once new AQS coordinator acquires certification.

Safety

Safety Classes

- Campus Recreation provides American Red Cross CPR/AED for the Professional Rescuer and First Aid courses for students, employees, and community members. Previously, courses were held as needed. During the 2015-2016 school year, a regular schedule was set up with one course per month. In the 2015-2016 school year, Campus Recreation has certified 50 participants.

Safety Audits

- All Campus Recreation employees are required to undergo a Safety Audit once per semester in order to test skills and build confidence in performing emergency care. Audits take place during the second half of each semester in order to give employees a chance to train and review facility specific procedures. Audits are conducted by trained Safety Team members. Hourly employees who fail their audits are given the opportunity to re-test within one week. If they fail a second audit, they are required to attend a one hour review session with the Aquatics and Safety Coordinator and test out. A sample of this form can be found in Appendix M.

Safety Services

- The Aquatics program provides safety services in the form of Safety Team members for on-campus events and races, as well as off-campus events sponsored by Campus Recreation, including the annual Mt. Ogden Hike.

Aquatics and Safety Statistics

- 2011-12: 10,972 drop-in swim participations; lifeguarded 5010 students in academic swim classes; 2966 swimming lessons participations; certified 138 in CPR/AED/First Aid/Lifeguard/Lifeguard Instructor (did not capture female/male percentages)
- 2012-13: 16,758 overall pool participations (6992 drop-in swim participants, 5704 swim lessons participations, 2400 students lifeguarded in academic swim classes, 1620 lifeguarded in masters swim club; 42 in aquatic special events) Two local community pools were closed this year for renovation, which likely accounts for the large increase in our participation.
- 2013-14: 13,278 overall pool participations (4330 drop-in swim, 5398 swim lessons, 2400 lifeguarded in academic swim classes, 1150 lifeguarded in masters swim club); 99 hourly employees certified in CPR/AED/First Aid; certified 40 Lifeguards and 8 Lifeguard Instructors.
- 2014-15: Insufficient data due to vacant position.

FITNESS

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

Drop-in Strength and Cardio

- As of fall 2013, CR staffs and manages the Wildcat Center expansion and the Davis Fitness Center. For the Wildcat Village and University Village fitness centers, we collaborate with Housing and Residence Life to program these areas or assist with equipment as needed. We need to work to formally reinstate gym orientations, as these used to be offered. We also want to reinstate self-help workout cards that guided participants on basic strength and cardio programs..

Drop-in Group Exercise

- We offer 15-35 group exercise classes each semester (fall, spring, and summer). These classes are accessible to any student, staff, or faculty member with a valid Wildcard. Community members can purchase punch passes or a day pass for CR group exercise classes. Primary programming occurs at Wildcat Center expansion and Davis Fitness Center. We currently have minimally successful

programming at Wildcat Village and University Village residence halls as the previous Fitness Coordinator was not able to give this the attention it needed. We also need to continue to build our relationship with Housing and Residence Life in order to make this successful. Class offerings include Cycling, TRX Suspension Training, TRX Rip Training, Bootcamp, AquaFit, Zumba, Yoga, and Pilates.

Personal Fitness Training

- We began offering personal training fall 2013, and due to professional staffing limitations, we have not promoted it extensively. We offer student, staff/faculty, and community package offerings. We currently have four active trainers and need to develop an in-house training program to develop student trainers.

Fee-based, non-credit instructional classes

- We have had success in the past with instructional programs, but with high turnover in the Fitness Coordinator position, we have not been able to focus on this programming since 2010-11.

Fitness Program Statistics

Drop-in Strength and Cardio

- 2011-12: 152,170 (33% female, 67% male)
- 2012-13: 133,747 (35% female, 65% male) Arena closed in April 2013 for construction
- 2013-14: 126,617 @ Wildcat Center (opened Sept. 2013); 6,183 @ Davis Fitness Center (Opened August 2013)
- 2014-15:

Drop-in Group Exercise

- 2011-12: 7,214 (84% female, 16% male)
- 2012-13: 3,544 (Arena closed in April 2013 for construction)
- 2013-14: 4,051 (no demographic data; dropped W# from sign-in sheet)
- 2014-15:

Personal Fitness Training

- 2011-12: Did not offer
- 2012-13: Did not offer
- 2013-14: 213 sessions
- 2014-15: 999 sessions

INTRAMURAL SPORT (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 season and conclude with single elimination tournaments to determine league champions. Individuals without a team may sign up as a "Free Agent" and will either be picked up by established teams or placed together on a Free Agent

team. Special events (Pick 'ems, KanJam, Sand Volleyball Tournament) also take place throughout the year with a similar format as the team leagues.

IMs Leagues and Events

- Most popular leagues over the past five years include Flag Football, Soccer (indoor and outdoor), Basketball, and Volleyball. Dodgeball has had varying levels of interest as has College Pick'ems. We've held one Powder Puff football tournament fall 2012 (two female teams) and one GoalBall tournament spring 2013 (10 corec teams). We've tried an inner tube water polo tournament but did not get enough interest. For the first time this year, we facilitated KanJam and Wibit Obstacle Course Challenge with encouraging results.

IMs Statistics

- 2011-12: 333 participants and 841 participations (19% female, 81% male)
- 2012-13: 1486 participations; did not capture unique users (14% female, 86% male)
- 2013-14: 119 participants and 780 participations (26% female, 74% male)
- 2014-15: 388 participants and 1,586 participations (16% female, 84% male)
- 2015-16: 709 participants and 2,770 participations

- 83% increase in participants and 75% increase in participations from 2014-15 to 2015-16
- 496% increase in participants from 2013-14 to 2015-16
- 147% increase in female participants and 70% increase in male participants from 2014-15 to 2015-16

With solid leadership from current IMRC Coordinator, we've increased number of activity offerings for 2015-16 (Flag Football, Volleyball, Indoor Soccer, College Pick'ems, Basketball, Dodgeball, KanJam, Sand Volleyball, Ultimate Frisbee, Wibit Obstacle Course Challenge). In order to increase female participation in what has been historically male-dominated activities at WSU, we have attempted open (no limitations to gender on teams), women's, and co-rec (mandated minimum number of female participants) leagues. Basketball and volleyball saw the benefits by offering corec and women's leagues in 2014-15 and 2015-16. Indoor soccer continued to grow as an open league. By making football an open league, female participation also picked up slightly in that sport. Some leagues, such as basketball, offered a women's league but did not have the minimum number of teams (three) sign up to have a league

REC CLUBS

Rec Clubs 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 Student Involvement and Leadership Clubs and Organizations office. Club leadership is responsible for club operations, finances, travel and equipment purchases under the guidance and support of the IMRC Coordinator or IMRC Student Manager. Rec Clubs hold regular practice sessions, games, and other club events throughout the year. The Rec Club lineup changes a little bit every year depending on member involvement and leadership. Students can contact the IMRC Coordinator to start up a new Rec Club if their interests are not currently an active club at Weber State. The 16 Rec Clubs that are active as of Spring 2016 are listed below. Unless otherwise specified, rec clubs have both a men's and women's divisions.

1. Archery
2. Badminton
3. Baseball – Men's
4. Billiards
5. Bowling
6. Climbing
7. Hockey –Men's
8. Lacrosse – Men's
9. Rodeo
10. Rugby – Men's
11. Scuba
12. Snowboard
13. Soccer – Men's
14. Tennis
15. Weightlifting
16. Wrestling

Rec Club Leadership

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

Rec Club Council

- Another aspect to the Rec Club structure is the Rec Club Council. The council is comprised of seven to eight members: the IMRC coordinator, two or three IMRC managers, an HPHP faculty member, and three students who must be active Rec Club members. Student members are nominated by their peers (other club members) then a vote is conducted at one of the leadership meetings in the spring semester. Each Rec Club 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 request that may arise throughout the year, rule on judicial procedures involving club fines or behavior issues, and review Rec Club 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 self-evaluation points system and their classification as a competitive, recreational, or competitive-recreational club. The council reviews these elements each spring to determine allocations.

Rec Club Statistics

- 2011-12: 425 members in 20 active Club Sports (40% female, 60% male)
- 2012-13: 779 members in 29 club teams (35% female, 65% male)
- 2013-14: 451 members in 23 active clubs (25% female, 75% male)
- 2014-15: 362 members in 17 active clubs (15% female, 85% male)
- 2015-16: 479 members in 16 active clubs; 420 of which are students (as of March 9, 2016)
- 6% increase club involvement from 2013-14 to 2015-16; 31% decrease in number of clubs
- 32% increase club involvement from 2014-15 to 2015-16

OUTDOOR PROGRAM

The Outdoor Program is comprised of Adventure Programs (trips and clinics), Custom Guided Adventures, the Equipment Rental Center, the Challenge Course, and drop-in recreation at the HPHP-managed Weber Rocks climbing wall. Other services offered through the Outdoor Program include certification courses in outdoor activities (rock climbing, avalanche education, swift water rescue, etc.) and an extensive resource library offering outdoor information in the form of books, DVDs, videos, topographical maps, hiking trails, river guides, and other materials.

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 completes approximately 2,550 orders annually with an average rental income of \$130,000. The OP Equipment Rental Center provides participants with a resource for affordable rentals that empowers individuals to get outside and live healthy active lifestyles. The Rental Center also provides a means for WSU student employees to acquire valuable real world experience, through experiential education.

- These numbers reflect our current capacity, but not our potential. Due to the nature of our building and space, we are at maximum capacity for storage and therefore, unable to attain our full potential. We are currently exploring development/funding opportunities for more storage space.

Adventure Program

- The OP Adventure Program is comprised of outdoor trips, clinics, and workshops for WSU students, faculty, staff, and the Ogden community. This program provides opportunities for participants to engage in diverse experiential and educational activities in a multitude of outdoor settings/environments. Participants, ranging in experience from beginner to advanced, learn skills related to kayaking, mountaineering, climbing, hiking, biking backpacking, canyoneering, river rafting, skiing, and wilderness first aid. Programs are offered locally (Wasatch Front and state of Utah), nationally (Idaho, Colorado, Wyoming, etc.), and internationally (Canada, and we're exploring options in South America). Over the past three years, the Adventure program has averaged 4213 participants and 85 programs annually.

Custom Guided Adventures

- Custom guided adventures are a branch of the adventure program focused less on inclusivity and building community and more on helping groups and community members reach their individual goals and potential. The custom guided adventures program allows student employees that have achieved the field supervisor role to acquire valuable real world experience as guides. These adventures are offered for backcountry skiing, rock and ice climbing, hiking and backpacking, and paddling. This program was developed 2014-15 and implemented 2015-16. The outdoor program offered seven custom guided adventures in the past year, and this aspect of the program is expected to grow considerably over the next few years.

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.

Climbing Wall

- 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 has a three year average of 2297 participants per year.

Outdoor Program Statistics

Rental Center

- 2011-12: 3015 contracts (no data for female/male percentages)
- 2012-13: 3398 contracts
- 2013-14: 2421 contracts
- 2014-15: 2388 contracts

Adventure Program

- 2011-12: 3646 participants (48% female, 51% male)
- 2012-13: 4338 participations (49% female, 86% male)
- 2013-14: 2670 participants (47% female, 53% male)
- 2014-15: 5296 participants (49% female, 51% male)

Challenge Course

- 2011-12: 661 participants (68% female, 32% male)
- 2012-13: 970 participants (47% female, 53% male)
- 2013-14: 601 participants (48% female, 52% male)
- 2014-15: 767 participants (72% female, 28% male)

Climbing Wall (no data for female/male percentages)

- 2011-12: 2700 participants
- 2012-13: 2542 participants
- 2013-14: 2620 participants
- 2014-15: 1726 participants

MARKETING and OPERATIONS

This program/service area is one of the newest in Campus Recreation (2013) and was born out of the need to have a consistent approach to department promotions and identity as well as manage newly acquired facility responsibilities.

Marketing

Marketing for CR encompasses all program areas and general operations of both Ogden and Davis facilities. Marketing is used to promote and sell our products and services to Weber State affiliates and the community. The three major areas involved in marketing for CR consist of graphic design, promotions, and web/social media management.

Graphic Design

- One of the key components of our marketing approach is graphic design. This involves creating visual concepts using computer software, primarily Adobe Suite, to be used for print (e.g., posters, handouts, tshirts), digital (e.g., social media and monitors), and website based marketing channels. The purpose of these designs is to inspire, inform, and captivate to the patrons. Many designs must be created in multiple formats to properly serve each marketing channel (e.g., digital and computer monitors, social media restrictions/cover photos, print brochures). Currently the coordinator does the majority of graphic design. During the academic year we have an activity waiver-supported position that assists with design projects. There is a need to formally hire an hourly graphic designer so the coordinator can focus on big-picture items.

Promotions

- The Marketing and Operations (MOPs) coordinator uses a variety of channels to promote the Campus Recreation department and its offerings. With the assistance of student staff, the MOPs coordinator participates in a variety of tabling events on campus to spread the word on either a specific Campus Recreation offering or the department as a whole. The largest tabling events include the annual Block Party and student orientations. Marketing material is strategically designed and organized for each individual event to reach the greatest amount of the target market. The MOPs coordinator is responsible for coming up with creative ideas to promote/enhance each program area. This is often done by utilizing incentive programs in which patrons are encouraged to interact/connect with the department. Promotional material including water bottles, t-shirts, and sunglasses are selected, designed, ordered, and distributed by the MOPs coordinator at tabling events.

Web/Social Media Management

- Campus Recreation's website and social media pages (Facebook, Instagram, and Twitter) require constant maintenance to ensure all information is up-to-date with the correct information. The MOPs coordinator works directly with the Student Affairs Technology Web Development Supervisor to ensure that information is correct on the webpage and all necessary graphic material is provided. Social Media posts are strategically planned throughout the week to promote, inspire, or inform patrons on Campus Recreation happenings. The

social media pages also serve as a primary form of contact between the patrons and Campus Recreation. When available, there is coordination between other departments on campus to cross-promote material.

Operations

Campus Recreation is currently responsible for facility and office operations at the Wildcat Center expansion and Davis Fitness Center. This includes access protocols, facility opening/closing, facility electronics (sound systems, televisions, communication radios), point of sales, facility work orders, contracts with plant care, and music companies.. Communication and collaboration with HPHP, Facilities Management, and Davis Campus administrators is imperative to ensure facilities are run properly.

Special Events

Campus Recreation hosts numerous department events throughout the year (e.g., Mt. Ogden Hike, Turkey Triathlon, 5k Races) and also ensures all races on campus (e.g., 5K, triathlons, walks, fun runs) meet the requirements of fire marshal, facility management, parking services, and police departments. Campus Recreation provides student race managers for these races to assist in the day-of operations to ensure that the event is ran properly according to the agreed upon terms.

Marketing and Operations Statistics

Operations Card Swipe data:

- **July 1 2014- June 2015**
 - Davis Total Visits- 9,359
 - Davis Unique Users- 1,087
 - Ogden Total Visits-138,094
 - Ogden Unique Users- 7,339
 - Overall Total Visits- 147,453
 - Overall Unique Users- 8,426
- **August 2013- June 2014**
 - Davis Total Visits- 7,293
 - Davis Unique Users- 574
 - Ogden Total Visits-88,865
 - Ogden Unique Users- 5,703
 - Overall Total Visits- 96,157
 - Overall Unique Users- 6,276

Marketing Data: From January 1, 2013 - December 31, 2014 compared to January 1, 2014 - December 31, 2014 we saw an increase in views of about 90% on the www.weber.edu/campusrecreation home page. For January 1, 2014 - December 31, 2014 there were 26,688 views of our home page. Because /campusrecreation is mainly

a landing page for CR programs, the majority of users are coming to our home page and then clicking on one of the programs or the facilities page (or getting what they are looking for from the home page and leaving).

- Aquatics: 4.4% of clicks
- Rec Clubs: 6.5% of clicks
- Fitness: 15% of clicks
- Intramural Sports: 11% of clicks
- Outdoor Program: 7.9% of clicks
- Race website: 1.8% of clicks
- Facilities: 7.4% of clicks
- Contact Staff: 2.1% of clicks

We have not pulled the statistics for January 1 -December 31, 2015 due to staff transition. For July 2014 to April 2015, we increased Facebook followers by 43%. We had 377 Twitter followers. For YouTube, we had 268 video views from July - December (up 69 views from Jan-Jun '14). We started an Instagram account August 2014 and had 215 followers. For July 2015-April 2016, we have 1760 Facebook likes (51% increase), 393 Twitter followers (4% increase), and 645 Instagram followers (200% increase).

PROGRAMS and SERVICES NEEDS

Program and service needs are impacted by facility space and staffing needs as will be addressed in those upcoming sections. Generally, we need the following:

- More participation at the Davis Fitness Center. We are addressing this with more consistent and effective promotion and marketing strategies, and we also need a better understanding of Davis Campus student flow. (Having group exercise classes at 5:30p when students are in night classes 5-8p negatively impacts participation in that program). Having a consistent professional staff presence at Davis would also give us a better sense of needs at that site. (Fitness Assistant Coordinator would help with this).
- Rental Center program has reached capacity but not demand due to limited storage space which then limits rental inventory.
- Enhance Personal Fitness Training and reinstitute a fee-based, non-credit Instructional Class Program (requires professional attention of Fitness Coordinator or a new Fitness Assistant Coordinator).
- Increase diversity of IMs sports offerings as well as increase number of offerings. This requires more facility space (lighting of fields would help) as well as attention of IMRC Coordinator or a new IMRC Assistant Coordinator.
- We would like to offer Massage Therapy to our WSU community, and that requires professional attention of Fitness Coordinator or a new Fitness Assistant Coordinator. Space is not a major issue as we would look at sharing the Rec Club/Athletic Training space (Wildcat Center 109).

We need to continue exploring with HPHP ways to streamline and clarify membership and pass sales, as well as a fair split of those monies if applicable.

- More participation at residence hall fitness spaces. This requires support from residence life professionals and residence assistants, as well as ability for Fitness Coordinator or new Fitness Assistant Coordinator to focus on programming those spaces.

PROMOTION and OUTREACH

Campus Recreation programs are advertised through multiple venues:

- Social media such as Facebook, Twitter, Instagram, etc.
- Department website and program web pages
- Department and program brochures
- Digital advertisements on televisions at the Wildcat Center, Swenson Building, Shepherd Union, and Davis Campus buildings
- Flyers posted on bulletin boards at the Shepherd Union, in residence halls, at the Wildcat Center, and other buildings on Ogden and Davis campuses
- WSU electronic bulletin (email)
- Ads, articles, and calendar postings in the student newspaper (the Signpost)
- Broadcast campus telephone announcements
- Tabling in the Shepherd Union and during special events (student wellness fair, stress awareness fair, climbing competitions, Rec Clubs events, student orientation, etc.)
- Banners and lawn signs
- WSU electronic marquee
- Participant email lists
- HPHP faculty promotion (announcements in class/class credit for participation)
- Announcements in group exercise classes
- Mailings
- 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 2016 NASPA Consortium Campus Recreation Survey, students learned about what is happening in Campus Recreation via the following methods:

- Website: 25% (down 1% from last Review)
- Posters/flyers: 25% (up 1% from last Review)
- Word of mouth: 17% (down 9% from last Review)

- Social networking: (Facebook, Instagram, Twitter, etc.) 12% (up 6% from last Review)
- Direct mailing: 4% (was not listed on previous survey, perhaps interpreted as direct email contact?)
- Newspaper: 3% (same as last Review, even though we cut our presence in Signpost greatly)
- Brochures: 2% (down 2% from last Review)
- Other 2% (down 9% from last Review)

Since the last review, we have focused efforts on maintaining current and exciting web pages, and it is interesting that we have not seen an increase in that percentage. Social networking has been a huge focus for us and that shows in the 6% increase (this is most likely also due to the fact that more students are using social networking than they were six years ago). Of the five responding “Other”, two reported “Email” and one reported “Friends”, which would fall in the “Word of Mouth” category. We have discussed scaling back on hard-copy brochures and focusing more on digital signage and video to promote our programs and services. “Word of Mouth” is still high, and we will want to continue to offer positive experiences so participants will promote our services via word of mouth.

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 (e.g., NIRSA, AORE) committees
- Fundraising for charity groups (Your Community Connection, Christmas Box House, etc.)
- Providing group exercise classes at Wildcat Village, 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 City events (Ogden Paddle Fest, Ogden Winter 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

As Campus Recreation operates a facility attached to the academic building, we interact with the HPHP department on a daily basis. While strides have been made in overall communication with HPHP since our last review, we have also experienced setbacks. Challenges have included clear communication with Emergency Action Plan (EAP) protocols (HPHP facility EAP have been too vague in the past), as well as inconsistencies with hourly staff training (Customer Service Center staff and CR staff trained to varying standards).

As the Wildcat Center expansion and arena project progressed, tensions increased between CR and HPHP as each department vied to get the most out of the project. CR offered to take over formal management of the arena as a way to utilize our professional training and expertise while allowing HPHP to focus on academic excellence and not have to worry about facility management in the arena. Our intention was to standardize service and risk management between the two areas, while still maintaining academic scheduling priority in the arena. Unfortunately, this request appeared to feed the perception of some HPHP faculty that “Campus Recreation is trying to take over”. There were also times when facility scheduling was inconsistent due to outdated (pen & paper) scheduling method.

Many of these concerns will likely be resolved when HPHP hires a facility manager who has specific facility management experience. With the arrival of this person (anticipated early June 2016) issues to be addressed include clarifying facility access policies and enforcement of those policies, clarifying EAP roles and protocols, updating and clearly posting facility policies, co-training of CSC/CR hourly staff, determining a fair split of membership fees and daily pass sales between CR/HPHP, as well as clarifying types of facility access pass sales (HPHP Aquatics Pass, CR Fitness Passes, etc.).

Fall 2014, we were notified that HPHP was enhancing their recreation curriculum and were pulling their financial support of the shared OP Assistant Coordinator position to funnel it into a full-time Recreation Manager that would manage the Weber Rocks Climbing Wall. (Since 2008, HPHP and Campus Recreation had split the salary of the Outdoor Program Assistant Coordinator, approximately \$17,000 each, and that person coordinated academic classes at the wall for HPHP while facilitating drop-in rec and special events at the climbing wall as well as Adventure Trips for CR). CR strategized to acquire support to cover the full salary of the Assistant Coordinator to facilitate drop-in climbing and CR special events at the climbing wall, as well as focus on leadership development offerings in the Adventure Program. New tensions were created when the OP Assistant Coordinator applied for and acquired the HPHP position starting July

2015. We have made progress in alleviating those tensions and look forward to a positive, productive relationship moving forward.

HPHP Facility Manager – As Campus Recreation operates a facility attached to the academic building, we interact with the HPHP department on a daily basis. HPHP controls facility access at the Swenson entrance and overall scheduling of the Stromberg Complex (fields, pool, and arena). Campus Recreation submits (to the HPHP Facility Manager) facility requests for all programs, meetings, and special events in the Swenson Pool, Wildcat Center Arena, Swenson classrooms, tennis courts, and fields. The general priority for scheduling in those areas is academics, athletics, campus recreation, and then community groups. Since acquiring dedicated CR space with the Wildcat Center expansion, scheduling has been less of a challenge. In addition to communicating with the Facility Manager on scheduling unit programs, meetings, practices/trainings, and workshops, Campus Recreation coordinators interact with the HPHP Facility Manager in the following ways:

- Marketing and Operations Coordinator communicates with HPHP Facility Manager on facility access protocols and security as well as facility hours of operations.
- Aquatics and Safety Manager communicates with the Facility Manager 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 resolve issues involving pool facilities.
- Fitness Coordinator communicates with the HPHP Facility Manager on strength and cardio policy enforcement in the Wildcat Center Arena.
- IMRC Coordinator communicates with the HPHP Facility Manager on access for non-student IMs/Rec Clubs participants to the Stromberg Complex.
- Outdoor Program Coordinator communicates with the HPHP Facility Manager on scheduling activities at the Weber Rocks Climbing Wall as well as facility access for non-student climbing wall participants.

Customer Service Center (CSC) – HPHP oversees the upper access point to the Swenson building, which has immediate access to the facility manager, faculty offices, Swenson gym, and academic classrooms. CSC staff are 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 that occur during CR programs. The HPHP facility manager oversees the CSC hourly staff. There has been on-and-off conflict between CSC staff and CR fitness attendants (functional fitness consultants-FFCs). CR FFCs used to supervise the arena fitness areas and basketball courts and had the responsibility of enforcing policies, yet the authority ultimately resided with CSC staff (resulting in FFCs feeling un-empowered

and undermined). Once the Wildcat Center opened, CR was informed that CSC staff would supervise the arena and that CR staff were not needed in that area. To date, tension between CR/CSC staff continues as we are not convinced CSC staff have been trained in proper fitness supervision and we have great concern regarding the risk management and cleanliness in the arena. As mentioned above, we believe the new facility manager has the expertise and skillset to address and alleviate these concerns.

HPHP Weber Rocks Climbing Wall/Recreation Manager – The Outdoor Program (OP) manages drop-in recreation at the HPHP Weber Rocks Climbing Wall located in the Wildcat Center Arena. OP Assistant Coordinator-Adventure Program/Climbing Wall works with the HPHP Recreation Manager to schedule drop-in recreation and CR special events at the Weber Rocks Climbing Wall, as well as confirm climbing wall risk management, operational policies/protocols, and climbing wall staff training.

WSU Facilities Management (FM) – The AQS Coordinator interfaces with Facilities Management (with the involvement of the HPHP Facility Manager) on issues with pool chemicals, pool pump room, and pool plumbing. The MOPs Coordinator works with FM on electronic door locks and facility issues at the Wildcat Center expansion and Davis Fitness Center. The Fitness Coordinator works with FM Fitness Equipment Manager on fitness equipment repairs.

HPHP Faculty – The Fitness Coordinator collaborates with Faculty in Health Promotion and Human Performance on student wellness and physical activity initiatives. (We hope to see more of this collaboration once the CR Fitness Coordinator position is filled). The Outdoor Program Coordinator and Assistant Coordinator, the Fitness Coordinator, and Director have taught as adjunct faculty in their areas of expertise. HPHP faculty members serve on the Campus Recreation Advisory Board and the Rec Clubs Council.

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

Student Affairs Partners – Throughout the year, CR participates in the Counseling and Psychological Services Stress Awareness Fairs via information tables and providing group exercise activities. Outdoor Program Challenge Education staff provide experiential learning activities and trips for various entities on campus. CR also collaborates with Student Involvement & Leadership (SIL) on monthly Wubit Nights in the pool, IMs programming, and other special events. Rec Clubs teams have volunteered at events hosted by SIL and the Center for Multicultural Excellence. 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) prior to acquiring the Davis Fitness Center; we have not done much of that programming for the past two years. We have partnered with Student Wellness and Student Health Center on initiatives such as Exercise is Medicine™, Weber in Motion, and other student wellness initiatives, and the Fitness Coordinator sits on the Student Wellness Advisory Committee.

CR Advisory Board – The CR Advisory Board serves as a sounding board for issues impacting Campus Rec programs and service, and is comprised of three students (one is CR student employee), the VP for Student Affairs, the VP for Administrative Services, one faculty, the HPHP facility manager, the CR budget/admin specialist, and the CR director. Previous 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 a commitment to facility being open more during breaks: Swenson building had previously been closed for the three weeks of winter break and the week of spring break. This group also provided input on design, equipment, and program offerings with the Wildcat Center, Davis Fitness Center, and Wildcat Village Fitness Center facility projects.

Housing and Residence Life – In the past, CR has partnered with Housing to provide activities for the Welcome Back BBQ at the beginning of fall semester. (We haven't done that for the past few years.) CR Outdoor Program has assisted with Outdoor Living Learning Community at Wildcat Village, with limited success. Coordinators occasionally meet with Residence Assistants to promote recreation programs. The Fitness Coordinator collaborates with Housing staff to provide fitness activities and equipment in the Wildcat Village and University Village fitness centers. CR has reached out to Housing to recruit residence hall students to join the annual Mt. Ogden Hike, for which CR provides a bus to Snowbasin ski resort, with limited success.

WSU Employee Wellness – CR partners with Employee Wellness on the Weber Walks program (Feb.-May 2016 the director and group exercise staff taught group exercise classes 2x/wk for this program), and Employee Wellness uses CR studios and exercise equipment for Employee Wellness group exercise classes.

WSU Athletics – CR director sits on the Athletics Board which meets once per semester.

University Admissions Office – CR is integrally involved with the Experience Weber program designed to engage incoming freshmen in outdoor and recreational opportunities. We facilitate an overnight camping experience with water activities,

hiking, team activities, etc. Summer 2015 was very successful and we plan to bump registration from 40 to 100 students for summer 2016.

External Collaboration

City of Ogden – Campus Recreation has partnered with the city of Ogden for events such as Ogden Winter Fest and Ogden Paddle Festival. During the Summer of 2016, the CR Outdoor Program anticipates facilitating “floats” on the Ogden River with storage facility provided by the city. The city has expressed an interest in Campus Recreation facilitating guided trips for visitors to Ogden, and we have explored with city leaders what that would entail, with varying success. Prior to acquiring a CR vehicle for trips, we entered into an agreement where CR could use a city vehicle for some outings. Current OP Coordinator sits on several city committees addressing Ogden recreation opportunities (Ogden City Recreation Advisory Committee, Ogden Community Foundation, Ogden Rebranding Committee, Ogden High Adventure Committee, Access Utah Committee, Utah Recreation Advisory Committee).

Northern Utah Academy for Math, Engineering, and Science (NUAMES) – Weber State partners with NUAMES on early college and concurrent enrollment programs whereby these high school students earn up to two years of university credit that may also apply toward high school graduation requirements. This group is housed on the WSU Davis Campus, and Campus Recreation has an agreement with the academy whereby NUAMES physical education classes can be conducted in the Davis Fitness Center.

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 (due to diligent and relentless efforts of current Assistant Director/OP Coordinator) to have acquired these permits.

Hill Air Force Base – In March 2015 Campus Recreation Outdoor Program entered into an agreement with Hill Air Force Base (HAFB) formalizing a partnership to facilitate adventure-based programs and events for Airmen and students. The partnership gives WSU student trip leaders more opportunities to hone their leadership skills and on some trips allows student participants to interact with the fine Airmen and Airwomen at Hill Air Force Base. The partnership will ensure that Airmen experience outdoor adventures that help them enjoy Utah while enhancing resiliency and morale. In return, HAFB

allows CR use of a fleet of mountain bikes as well as tuning/maintenance equipment and facilities.

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 have explored offering an IM broomball league at the Ice Sheet, but have not moved forward with that.

Community Service Projects – Campus Recreation Rec Club teams volunteer at various community service projects throughout the year, which is required to be a Rec Club team. Activities include conducting free sports clinics, volunteering at local youth camps, conducting food drives, etc.,) Campus Recreation has raised funds via special events for groups such as Christmas Box House, Haiti Relief, and Your Community Connection. When available, CR pro staff participate in WSU Day of Service projects.

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 generally have an annual state meeting/workshops, and colleagues who travel to annual NIRSA regional and national conferences meet to discuss happenings/updates at respective institutions. This past April, the CR Aquatics & Safety Coordinator collaborated with University of Utah aquatics staff to borrow our Wibit for an event to gauge student interest at their institution.

DEPARTMENT LEADERSHIP AND STAFFING

STRUCTURE and REPORTING LINES

Campus Recreation has eight full-time exempt (professional) positions, one full-time non-exempt (classified) position, and approximately 95 hourly staff not including Rec Club leaders/members. (See department organizational chart Appendix A for reporting structure and Appendix B for staff profile). The management team consists of the director, assistant director, and four full-time coordinators, and rounding out the team are two full-time assistant coordinators and the budget/administrative specialist.

DECISION MAKING

While the management team makes department decisions, the full team is involved in the process. The full professional team (management team plus 2 full-time assistant coordinators and budget/admin specialist) meets in early summer for strategic planning to discuss department goals as they contribute to university and division goals, finalize annual department goals and updates 3-5 year plan. The director then formalizes goals in the 6-column model format (see examples Appendix C). The management team meets every two weeks to discuss progress on department goals and address department issues. The department holds monthly full-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 RECRUITMENT

Exempt 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. Non-exempt 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, CR website, 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 functional fitness consultant, 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 and 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.

POSITION RESPONSIBILITIES

Exempt Staff

1. Director – Responsible for leadership and overall administration, operation, and risk management of the department. Manage the \$1,360,000 department budget comprising over 30 accounts (not including gift accounts, which would double the number of 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 Sports 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.
2. Assistant Director – Assists the director with overall management, leadership, and direction of the department. Responsibilities include direct supervision of one or more department program/service areas (Outdoor Program, Intramural Sports & Rec Clubs, Fitness, Aquatics & Safety, and Marketing & Operations), direct supervision of one or more department initiatives (Student Development, Department Assessment, Development, etc.), mentoring full-time and part-time staff, as well as serving in the absence of the director. Qualifications: Bachelor's degree in recreation management, higher education, or related field AND six years professional experience in university campus recreation program, operations, and personnel management OR Master's degree and four years professional experience in university campus recreation program, operations, and personnel management. Six years professional experience in university campus recreation programming and personnel (with Bachelor's degree in related field) OR four years professional experience in university campus recreation programming and personnel (with Master's degree in related field). Certification from nationally recognized organization in areas of expertise (AORE, AMGA, ACSM, ACE, ARC, NIRSA, etc).
3. Coordinator, Aquatics & Safety – Provides leadership and direction for the WSU Campus Recreation Aquatics and Safety program offered in the WSU Swenson Pool area and other Campus Recreation programming areas on the WSU Ogden and Davis campuses. Monitors the \$103,487 program budget comprising two accounts. Programs include: drop-in lap swimming, swimming lessons, lifeguard certification classes, water safety instructor (WSI) certification classes, lifeguard

services, CPR/AED/First Aid certification classes, and aquatics special events. This position coordinates, conducts, and tracks safety training and certifications (CPR/AED/First Aid) for department hourly employees, and serves as the risk officer for the department. The coordinator oversees ~35 lifeguards, water safety instructors, and safety staff. Qualifications: Current Lifeguard, CPR/AED, and First Aid certifications. Experience developing, implementing, promoting and evaluating Aquatics and Safety programs; experience recruiting, hiring, training, scheduling, supervising and evaluating lifeguards.

4. Coordinator, Fitness – Provides overall leadership and direction for a comprehensive university fitness program. Programs include: drop-in strength and cardio conditioning; drop-in group exercise (25-35 classes per week); personal fitness training, fee-based instructional classes, special fitness events such as Ogden Yoga Fest, 5K races, activity incentive programs, fitness challenges, etc., at the Ogden and Davis campuses. Monitors the \$225,491 program budget comprising three accounts. Additionally, the Coordinator partners with the WSU Student Affairs Student Wellness Office and the academic Health Promotion Human Performance (HHP) department to develop, implement, and promote student wellness. This position oversees 3-4 hourly student managers/leaders/interns, 15-20 group exercise instructors, and 15-25 functional fitness consultants, and 10-15 functional fitness personal trainers. 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.
5. Coordinator, Intramural Sports & Rec Clubs – Provides leadership and overall administration, operation, and risk management of the Intramural Sports and Rec Clubs programs. Programs include: competitive and recreational sports clubs (20-25 active clubs with ~450 members); intramural sports leagues and tournaments (40+ events with ~800 participants); extramural events; special events such as Homecoming Powder Puff tournament, Boys State and Girls State recreational activities, etc., at the Ogden and Davis campuses. Monitors the \$376,184 program budget comprising approximately 20 accounts. Qualifications: Bachelor's degree in recreation or related field and two years' experience managing intramural programs and Rec Clubs programs OR Master's

degree in recreation or related field and one-year experience managing intramural programs and Rec Clubs programs. Required certifications: CPR/AED and First Aid, federation high school officiating in minimum of two sports. Master's degree preferred.

6. Coordinator, Marketing & Operations – Provides leadership and coordination of the department's marketing and promotional efforts (programs include Aquatics & Safety, Club Sports, Fitness, Intramural Sports, and Outdoor Program), coordinating and staffing department special events, coordinating department student learning via involvement in Student Affairs Student Employment Trainings and creating online training modules, as well as ensuring smooth operations of department functions such as facility scheduling and maintenance, facility access, office staffing and operations, program registrations, supervising cash handling/payment processing, preparing financial deposits/reports, etc. at the Ogden and Davis campuses. The position provides direct mentorship and student learning for ~30 hourly student staff. This position hires, trains, schedules, and evaluates student office, access, and facility staff and guides them in their daily duties and professional development. Monitors the \$210,479 program budget comprising two accounts. Duties include developing and implementing strategies to raise awareness of and increase participation in Campus Recreation programs, coordinating and implementing department special events, maintaining department Facebook page and other social networking venues, creating promotional materials (brochures, banners, ads, power points, press releases, flyers, posters etc.), conducting promotional presentations, and ensuring smooth operations regarding office and facility access functions.
7. Coordinator, Outdoor Program – Responsible for leadership and overall administration, operation, and risk management of the Outdoor program. Manage the \$382,034 program budget comprising four 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.
8. Assistant Coordinator, Outdoor Program Rental Center/Challenge Course – Assist the Outdoor Program Coordinator in program operations. Areas of focus include development, preparation, and implementation of programs and supervision of employees of the OP Rental Center and the OP Low Ropes

Challenge Course/Challenge Education Program. Bachelor's or Master's degree in recreation management or related field.

9. Assistant Coordinator, Outdoor Program Adventure Programs/Climbing Wall – Assist the Outdoor Program Coordinator in program operations. Areas of focus include development, preparation, and implementation of programs and supervision of employees of the OP Adventure Program and drop-in recreation at Weber Rocks Climbing Wall. Bachelor's or Master's degree in recreation management or related field.

Non-Exempt Staff

1. Budget/Administrative Support Specialist – Provides administrative, personnel, and budgetary support to the Director of Campus Recreation (CR) specifically, and the CR Department generally. The position will provide support to seven CR Coordinators and is responsible for budget oversight, preparation, and reporting for numerous (50+) accounts. The Specialist performs a variety of administrative support functions under minimal direction. Qualifications: Associates Degree/Equivalent. This position requires discretion, good judgement, and professionalism. A knowledge of budgetary and administrative processes, as well as the ability to maintain confidentiality are essential.

Hourly Staff

1. Campus Recreation Ambassador – Serve as shift managers, making rounds to program areas, completing risk management check-lists, and trouble-shooting participant and hourly staff issues; they are the student employee in charge during their shift and serve as on-the-spot liaison for pro staff.
2. Student Managers – Serve as para-professionals under the guidance and support of program coordinators. Student Managers assist program coordinators in day-to-day program operations and staff supervision/training. These are primarily student positions, but can be non-student. Student Manager staff positions include:
 - Aquatics and Safety Student Manager
 - Office Student Manager
 - IMRC Student Manager
 - Fitness Student Manager (can include Group Exercise, Strength & Cardio, Personal Fitness Training managers)
 - Rental Center Student Manager
 - Challenge Course Student Manager
 - CR Ambassadors are Marketing & Operations Student Managers
3. 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 current CPR for the Pro Rescuer/AED/First Aid certifications, 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.

- Access Assistant (Marketing & Operations)
- Office Assistant (Marketing & Operations)
- Lifeguard (current lifeguard certifications required) (Aquatics & Safety)
- Water Safety Instructor (current water safety instructor certifications required) (Aquatics & Safety)
- Group Exercise Instructor (current nationally recognized group exercise certification required) (Fitness)
- Instructional Class Instructor (recognized training in specialty required) (Fitness)
- Functional Fitness Consultant (Fitness)
- Personal Fitness Trainer (nationally recognized personal trainer certification required) (Fitness)
- Intramural Sports Official (Intramural Sports & Rec Clubs)
- Intramural/Rec Club Supervisor (Intramural Sports & Rec Clubs)
- Outdoor Program Trip Leader (encouraged to seek professional certifications in areas of interest and expertise including Wilderness First Responder, AMGA Single Pitch Instructor, Avalanche 1 & 2, Swift Water Rescue, ACA paddling, etc.) (Outdoor Program)
- Outdoor Program Rental Technician (Outdoor Program)
- Outdoor Program Challenge Course Facilitator (Outdoor Program)
- Outdoor Program Climbing Wall Attendant (Outdoor Program)
- Admin Assistant/Office Aide (supports the Budget/Admin Support Specialist)
- Group Exercise Aide (sets up equipment for group exercise classes, facilitates participant check-in) (Fitness)

STAFF TRAINING

Professional Staff –Exempt and non-exempt staff members are provided department orientations upon hire, although this process can be more formalized. New hires are given an annual timeline of events for an overview of the flow of our year, and we follow a general new-hire checklist created by Student Affairs. Exempt and non-exempt staff attend a required WSU new employee orientation and complete online training modules, and they also attend a separate Student Affairs new employee orientation (~8 hrs).

Hourly staff – 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 (regular trainings include Dealing with Difficult Customers, Active Shooter, and Discrimination/Sexual Harassment Awareness etc.). 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. Campus Recreation believes strongly in training staff to meet or exceed industry standards.

PROFESSIONAL DEVELOPMENT

Professional Staff –Professional development opportunities exist in the form of regional and national conference attendance (supported by the department) for professional staff. Professional staff are encouraged to acquire advanced certification/training in their areas of expertise, and the department provides financial support for these endeavors. 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 activities.

Hourly staff –In addition to general job skills and student learning outcomes, CR exposes hourly staff to our national association (NIRSA) and regional conferences, as well as state meetings that will heighten their professional development. In 2015-16, CR developed and implemented a Professional Development Scholarship Fund to assist hourly employees with acquiring additional training and professional certifications. Employees have the opportunity to complete a detailed application (see Appendix E.) before each quarterly deadline, outlining how the applicant will benefit, how much financially the applicant plans to contribute, and how the department will benefit from the applicant’s acquired knowledge. Applications are approved by the corresponding area Coordinator, and submitted for review to the Assistant Director of Campus Recreation. Applications are reviewed by CR management team to approve award. Corresponding area Coordinator then outlines contractual agreement detailing how the applicant will apply the acquired knowledge/skillset to enhance CR staff or programs.

STAFF EVALUATION

Professional Staff – Exempt and non-exempt staff are evaluated once a year via the WSU Performance Review and Evaluation 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 –Prior to opening the Wildcat Center and Davis Fitness Center, the CR management team developed an evaluation tool that would create a new culture at CR, and CREW was born! CREW stands for **C**reating Community, **R**isk Management, **E**xperiential Learning, **W**ork Place Skills. Hourly employees are sent the CREW evaluation form (see Appendix F.) toward the end of fall and spring semester. Hourly employees complete the form themselves for self-reflection, and return the form to their coordinator. In the fall the coordinator reviews the form and compares to how they would evaluate the staff member, and if there are discrepancies a meeting is set to discuss the discrepancies. In the fall the coordinators also complete the Student Affairs student learning outcomes rubric based on their observation of the employee’s performance (see <http://www.weber.edu/SAAssessment/learningoutcomes.html> for rubrics.). In the spring, the process is repeated, with the addition of setting up a one-on-one meeting with each staff member to review their performance and learning outcomes. 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. Based on performance for both semesters, the employee may receive a pay increase. 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. Throughout the year, some positions may be evaluated by participants (group exercise instructors, personal fitness trainers) via survey feedback.

STAFF RECOGNITION

Professional Staff – Student Affairs has a “Builders of Excellence” program whereby colleagues send one another a “chit” for performance representing Student Affairs values (Respect, Integrity, Student Centered, Collaboration, Inclusion, and Accountability). When an employee receives five “chits” they receive a small “brick” and \$10 on their Wildcard from the Student Affairs VP. The director is intentional about sending these to CR staff. It takes some time for new staff to understand and participate in the program. There are also division and university “outstanding staff awards” for which employees can be nominated. In the past five years, CR has received the Student Affairs Diversity Award and Outstanding Team Award. There are also individual Outstanding Hourly and Pro Staff Awards. The CR director enjoys making cookies for pro staff birthdays, and sending a “thank you” card on the staff employment anniversaries.

Hourly staff –Hourly staff are recognized via small merit increases in pay as determined during the evaluation period. In addition, each month the CR professional staff selects an employee of the month based off the individual’s behavior, effort and accomplishments that not only support the organization’s goals and values but also go above and beyond one’s daily duties. Each employee of the month receives:

- A parking pass for the A7 lot for the month following their recognition
- \$10 on their Wildcat Card
- The opportunity to pick from the CREW Treasure Chest of goodies
- Photo placed on display in Campus Rec Office

All employees are eligible for this designation and are nominated by professional staff. Employees may also recommend their fellow employees by suggesting to their professional staff supervisor reasons why they feel their fellow employee should be nominated for employee of the month. The department hosts an end-of-semester gathering for hourly staff with food and activities (i.e., bowling, billiards, skiing, pool party, etc.) where staff and department accomplishments are celebrated. Bi-weekly department meetings are started with a “Celebrations” discussion to recognize staff and program accomplishments.

STAFFING NEEDS

We have a concern with being able to retain quality professional staff. Not a year has gone by in the past eight that we have not had to facilitate at least one professional search. One reason for this is the growth we have experienced; we have created four new positions for which searches were necessary. However, there appears to be a trend of getting quality entry-level people, investing in their professional development, and then they too-quickly move on to a higher paid position at another institution (usually out of state). This past year has been particularly exhausting as we have conducted six professional searches within the past twelve months, a true “perfect storm” of employees moving to higher paying positions, a separation, a retirement. This trend was felt across the division as a whole for 2015-16. Another reason for staff moving on could be the multiple responsibilities each coordinator has. At an institution our size, coordinators serve a dual role as coordinator (managing day-to-day and front-line operations of staff and programs) as well as assistant director-level responsibilities (being responsible for multiple program areas at a time, big picture strategizing, managing multiple budgets, etc.) and the resilience needed is substantial. We are not a 24/7 operation like some Big Ten or Pac Twelve schools, but we do struggle to find the balance of working within our limits and not burning out, and providing the highest-quality, broadest, and most-exciting experiences for our students. We are certainly aware of “administration bloat”, and keep that in our thoughts as we outline our staffing needs.

Interestingly, at the time of our last Program Review our immediate department staffing need was to fill the vacant Fitness and Wellness Coordinator position, and here we are again filling our vacant **Fitness Coordinator** position. We are inviting our top three candidates to campus in coming weeks and hope to have this position filled by the time of the Site Review. We also need to develop hourly student leaders competent in assisting the coordinator with staffing, programming, and risk management in the three complex areas of group exercise, strength and conditioning, and personal training.

Our next priority is to explore creating a full-time professional **Intramural Sports & Rec Clubs (IMRC) Assistant Coordinator position**. The program is in need of a professional who could not only act as an athletic trainer and serve the rec clubs and intramural sports participants, but also help alleviate the IMRC Coordinator of some of the high maintenance clubs, such as hockey and rodeo that are too intensive to give to student managers. Along with serving as an athletic trainer, this position would assist the coordinator with daily student interactions, training IMRC student staff, screening of travel rosters and purchase requests, budget monitoring, ensuring Risk Management Compliance, keeping an updated Rec Club Calendar, coordinating intramurals leagues, and conducting IMRC site visits. By making this position a full time staff member instead of subcontracting out for an athletic trainer, it would allow the assistant coordinator the ability to travel to some rec club events that happen off campus. This would also allow a university professional staff member the ability to have a presence at some of the away events. This type of assistance would provide students more access and allow the coordinator to focus on program planning and coordination, revenue generation, overall program risk management, and other program specific areas that are not considered day to day tasks. This level of staffing currently exists in other program areas and will be easily implemented once financial resources are solidified. There is precedence of the need for high levels of professional attention in this area as demonstrated by the assistant director position in place in 2007-08 overseeing intramural sports and club sports.

Our third priority is to explore creating a full-time professional **Fitness Assistant Coordinator position**. As noted previously, the fitness area is complex in programming, staff training and development, and risk management, and having an assistant coordinator to focus on, for example, group exercise and instructional programs while the coordinator focuses on strength and cardio and personal fitness training will go a long way in sustaining resilience and desire to stay in the position. The fitness area also has great potential for revenue generation, and having another full-time professional to fully manage areas could be very profitable. The Outdoor Program has demonstrated this model works: we created a full-time professional position to oversee the Rental Center and Challenge Course, and under professional attention, the Rental Center is now the department's largest source of revenue. Personal Fitness Training, fee-based Instructional Programs, and wellness services such as Massage Therapy are all un-tapped service areas that could benefit our students and generate substantial revenue provided we could devote professional, full-time attention to those areas.

Another priority is solidifying one or two hourly graphic designer positions to assist the Marketing & Operations Coordinator (MOPs). The position(s) would help to alleviate the MOPs coordinator of the high requests for material from each of the Campus Recreation program areas. The position could be filled in an intern, graduate

assistant or hourly employee capacity if funding permits. The position would greatly assist on time sensitive projects in which the workload of the MOPs coordinator does not allow to reach all projects in a timely matter. The position(s) would also allow for the program to expand its realm to areas previously not covered including individual Rec Clubs facility signage improvements. The position was previously assisted by an activity waiver, which the department will regain in the upcoming school year.

As mentioned above, Tier 1 priorities include filling the vacant Fitness Coordinator position, and establishing a professional IMRC Assistant Coordinator position. We would reallocate current monies going toward a part-time athletic trainer and re-evaluate monies spent on NIRSA insurance to go toward this position. We need to create "Continuity Manuals" for each professional position outlining daily/weekly/monthly/annual duties for smoother transitions in the case of a vacancy. Tier 2 priorities include developing student leaders in the fitness area to assist with program/staff/risk management and solidifying graphic designers to meet the demand for department promotional materials.

DEPARTMENT FINANCIAL RESOURCES/BUDGET

The Department of Campus Recreation is operating on a budget of approximately 1.3 million dollars for fiscal year 2015-16 (July 1, 2015 through June 30, 2016). The department is comprised of twelve primary budgets and nineteen Rec Clubs 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 2015-16 is listed below. Budget information for past four fiscal years are listed in Appendix D

**CAMPUS RECREATION BUDGETS
FY2015-16**

Budget Summary

Expense Breakdown

BUDGET	SFA Budget	Estimated Revenues	TOTAL BUDGET	Salaries	Hourly Wage	Benefits	Travel	Current Expense*	Cap Outlay	EXPENSE 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
Rec Clubs 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
Rec Clubs (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
TOTALS:	738,902.00	340,016.30	1,078,918.30	222,219.33	246,463.13	133,642.79	8,000.00	460,593.05	8,000.00	1,078,918.30

*15 total clubs

Campus Recreation Administration is a general budget that supports the director of Campus Recreation and the Budget/Administrative Support Specialist. The salary and benefits for both the director and the Budget/Administrative Support Specialist are paid out of the administration budget. 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 Sports budget covers the salary and benefits of the IMRC 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 coordinator. It pays hourly wages for all functional fitness consultants and the Strength/Cardio program student managers. 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 and Safety program budget pays out hourly wage for all lifeguards, swim lesson instructors, and AQS student managers. This account’s current expense includes pool-related equipment, general office expenses and wear apparel for AQS staff. The program generates revenue through swim lessons (open both to students and the general public) and various Swenson Pool-related programs and activities (e.g., Egg Dive).

The Safety program budget pays out hourly wage for all safety team members. This account’s current expense includes safety-related equipment, general office expenses and wear apparel for safety team members. The program generates revenue through CPR/AED/First Aid safety certifications (open both to students and the general public).

The Marketing budget pays for costs associated with Campus Recreation department advertising, such as flyers, posters, and brochures. We produce a professional quality Program Guide for dissemination throughout the Weber State campus and community, highlighting all Campus Recreation programs and activities.

The Operations budget pays for costs associated with Campus Recreation facility costs at the Ogden and Davis campuses. Facility work orders, annual plant care contract, annual music contract, etc. are covered through this budget.

The Club Sports Administration budgets pays for costs associated in general with Rec Clubs. Its current expense costs include catastrophic insurance coverage (\$7,000+) and payment associated with a part-time athletic trainer available to Rec Clubs athletes (\$15,000). Various office maintenance and Rec Clubs program costs are also covered by this budget (printer/copier, phone, and office supplies). Revenue may come to this account via fines charged to clubs who have violated university/department policies.

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 IMRC 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 monies left over in this budget at year-end is used to cover any deficits in the Club Sports Administration budget.

The Outdoor Program constitutes four separate budgets: 1) the Outdoor Program budget covers salary and benefits of the Assistant Coordinator for Adventure Program/Climbing Wall. This budget 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 and Assistant Coordinator for Rental Center/Challenge Course. It also pays hourly wage for all rental technicians at the OP Rental 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 and assistant coordinator are covered by this budget. This budget generates the largest amount of revenue for any Campus Recreation program (almost \$146,300 for fiscal year 2015-16) 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. 4) Climbing Wall budget, which pays for all hourly wage and all other costs associated with activities held at the climbing wall.

Due to challenges with student ID swipe systems, we do not have definitive total student usage numbers. However, for 2014-15 Campus Recreation served approximately 236,000 participants with a total budget of \$1,320,536 for a \$5.60 cost per user.

DEPARTMENT FACILITIES, EQUIPMENT, and TECHNOLOGY

FACILITIES

Campus Recreation provides programs at the following facilities: Wildcat Center for Health, Education, and Wellness, Annex 9 (Outdoor Program), Swenson pool, the Davis Campus Fitness Center, Rec Clubs/Athletic Training room in Swenson 109, C. William Stromberg Complex fields and tennis courts, low elements challenge course south of University Village, Wildcat Village fitness center/multipurpose room/sand volleyball court, University Village fitness center, the Weber County Ice Sheet, and the Robert L. and Annette Marquardt Field House. The Wildcat Center is comprised of the Campus Recreation-operated expansion, plus the HPHP-operated Arena. The entire facility is the C. William Stromberg Complex, which is rounded out by the academic Swenson building (which houses the Swenson Gym and Swenson Pool) as well as tennis courts and four play fields.

a. Facilities Management –Prior to fall 2013, a primary presence for Campus Recreation was in the Stromberg (Wildcat Center) Arena where CR fitness attendants monitored the strength and cardio activities and basketball courts, and assisted with setting up volleyball nets as needed. The HPHP Customer Service Center (CSC) staff facilitated equipment/towel checkout and the original access point (now room 109), and had ultimate authority over management of the area. CR also monitored three other strength and cardio areas on campus: Promontory Tower fitness center, University Village fitness center and Davis Campus fitness center (a renovated office suite with minimal equipment). Campus Recreation did not staff these last three areas but we collaborated and consulted with Housing and Residence Life and Davis Campus entities to program these areas or assist with equipment as needed. As of fall 2013 in Ogden, Campus Recreation is primarily housed in the Wildcat Center expansion (attached to the Arena), with the Outdoor Program functioning out of annex 9. We are responsible for the operations and facility management (including a primary access point) of the expansion as well as the Rec Clubs/Athletic Training room located in Swenson RM109.

As of 2013, CR is also responsible for the Davis Campus Fitness Center (D3, room 150) with an office and reception space, strength and cardio area, two group exercise studios with storage, and women's/men's locker rooms. The department works closely with the HPHP department regarding access and facilities issues in the Stromberg Complex, and with university Facilities Management for issues regarding annex 9 and the Davis Fitness Center.

Campus Recreation is directly responsible for the low ropes course located south of University Village. WSU Athletics manages the Marquardt Field House (rec club practices and some IMs activities). Weber County manages the Weber County Ice Sheet where Club Hockey practices and holds games. Detailed description of the WSU facilities that Campus Recreation utilizes can be found in Appendix I.

b. Programming Space – With the addition of the Wildcat Center expansion, Campus Recreation is now able to provide priority programming space for drop-in fitness and group exercise. The expansion has helped to alleviate much of the congestion that existed when the

department operated out of the shared-use Stromberg Arena. The Davis Fitness Center also provides excellent fitness opportunities beyond the tiny renovated office spaces used prior to 2013. Programming space for intramural sports and rec clubs is still a challenge with the limited amount of space and level of priority in relation to athletics and academics. We are also limited in aquatics programming due to size of Swenson Pool, although we are using that space to the best of its capability. The Outdoor Program has greatly outgrown their storage space and is in need of a facility upgrade to accommodate the demand for their services.

Program-specific facility issues are listed below:

- Aquatics
 - The aquatics program currently operates out of the six-lane Swenson Pool with our Aquatics Coordinator office being located in the Wildcat Center Expansion offices. There is also a staff office located right off the pool deck which serves the staff while on shift. The two offices make the aquatics program easily accessible to patrons and staff. The men's and women's locker rooms are adequate in size for the programming that takes place and allow for access to the pool deck directly from them. The family changing room is adequate in size, but currently lacks direct access to the pool deck. 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 is the biggest area of need and necessitates some items being stored on pool deck. As a result of the pool getting deep quickly, swim lessons are difficult to spread out in the limited shallow water space. There is an observation deck with bleacher seating that makes it fun for Turkey Triathlon spectators and parents of swim lesson participants. Patrons are not permitted in the pool area when a lifeguard is not on duty and a keypad locked door permits entrance to select staff members. Our lifeguard to patron ratio is designed to always exceed standards and our student ambassadors assist in ensuring that the area is operating effectively through physical visits and radio contact.

- Rec Clubs
 - Rec Clubs have access to an outdoor turf field and two outdoor grass fields, one of which is in need of repair. Rec Clubs also have access to the Marquardt Field House for practices. Occasionally (maybe once a year), the men's club soccer team gets access to the outdoor soccer field (NCAA women's team priority use). Rec Clubs are third in scheduling priority to athletics and academics and sometimes fourth in priority when Intramural Sports are factored in. Installing lighting on the turf and grass fields would enhance opportunities for club team activities.
 - Indoor space is even more challenging for Rec Club teams. With the many user entities mentioned previously, Rec Clubs 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 for rec clubs but archery used it a few times. Baseball, climbing, rodeo, snowboard, archery, and tennis (in the winter) hold practices/competitions off-property. Men's club hockey holds practices and competitions at the Weber County Ice Sheet, where ice time is also at a premium.

- Intramural Sports has the same challenges with scheduling indoor and outdoor space as mentioned in the Rec Clubs 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). Installing lighting on the turf and grass fields would allow us to program into the evening, increasing number of sports we can offer and 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.
- Strength and Cardio
 - The Wildcat Center expansion (CR-managed space) provides 3009 square feet of strength and cardio area and the Davis Fitness Center provides 3014 square feet of strength and cardio area. Each facility contains roughly the same equipment to provide consistency and provides ample amounts of machines and space for our patrons to complete their workouts with minimal interruption. A strength and cardio area totaling 1586 square feet is also located at University Village to provide residents with an even more convenient area to work out. Patrons at the Ogden Campus also have access to the HPHP-managed Wildcat Center arena free weight area and strength and cardio equipment located on the north and south ends of the arena. On both campuses the area is staffed at all times with a Functional Fitness Consultant employee who is CPR/First Aid certified. Our Ogden Campus also has a roaming Ambassador employee whose purpose is to provide additional supervision and be one of the first responders to any emergency.
- Group Exercise
 - The Wildcat Center expansion provides two group exercise studios totaling 2805 square feet which provide ample space for group exercise classes throughout the week. In addition we have two studios at our Davis Fitness Center totaling 1570 square feet. Each studio is equipped with storage space that allows all necessary equipment to be stored and organized appropriately. Both the entrance to the studios and storage closets are equipped with keypad locks to ensure the equipment and facility is being used properly and we can track who has been using the area. The doors remain locked until the appropriate group exercise instructor is present or a Campus Recreation employee has opened the door to prepare for the class.

Campus Recreation classes have priority in these studios and allow remaining time to be scheduled by the Employee Wellness and academic programs.

- Campus Recreation's Outdoor Program is 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 (fortunately our partnership with Hill Air Force Base allows us limited use of some mountain bikes). Currently, we are not meeting rental demand (particularly for water craft fleets) due to limited storage space. The water craft storage area is also inadequate as theft is easy with only chain link fencing protecting the equipment. Fall 2014, the annex 9 parking lot was graded and remarked to provide a safer access point, a more aesthetical campus entrance, as well as making it easier to load and unload boat trailers. We have had a canoe stolen as well as a personal vehicle from this lot, and in 2015 we installed new lighting and surveillance system.

c. Office Space –Campus Recreation administration offices are primarily located in the Wildcat Center expansion rooms 101 and 105 with roughly 2431 Square feet. The office area contains six individual offices with five of them being enclosed by a door and one open space office. These offices serve as the primary office for the Director, Marketing and Operations Coordinator, Aquatics and Safety Coordinator, Intramural and Rec Clubs Coordinator, Fitness Coordinator, and the Budget/Administrative Support Specialist. The area contains a conference room with a table equipped for 10 chairs, employee break room with refrigerator and storage space, two areas designed for staff workspace equipped with computers, two open workspace counter areas, and a small kitchen area with sink and microwave. The office space has two entry areas which require either key or keypad access. The main entrance is located directly across from the Wildcat Center entrance and contains a staffed front office area and storage area. This area serves as a waiting area for patrons, and the main customer service area for point of sale and general inquiries. The storage area provides room for office supplies, employee uniforms and additional program areas as needed. The office area is open from 8am-8pm M-F providing our patrons, employees, and rec club members time to take care of any programming needs. Office space details include:

- The Budget/Admin Support Specialist office is located in the Wildcat Center expansion office area and provides a large area with storage space as well as area for two computer stations. The area is an open area with no ability to shut a door for privacy. The area does provide privacy in that it is out of the way of major flow of traffic however. The area is very convenient for professional staff to communicate with the specialist as well as have easy access to files.
- The Aquatics Coordinator's office is located in the main office areas and also has an office space adjoining the Swenson Pool. The coordinator utilizes the conference room for many of the safety certifications provided by campus recreation. The office space in the pool area provides room for staff to store their belongings on shift and take necessary breaks.

- The IMRC Coordinator's office is located inside the main office, room 105; a downside to this space is that there is no window. IMRC staff utilize computer work stations in the work area outside the coordinator's office. IMRC supplies and jerseys are stored in cabinets in the open 105 work area.
- The Fitness Coordinator's office is located inside the main office, room 105; a downside to this space is that there is no window. Personal training staff utilize a computer work area just outside the coordinator's office. On the fitness floor, there is a desk that the Functional Fitness Consultants utilize for access to all immediate needs including cleaning supplies and first aid. Personal trainers have access to a massage table on the fitness floor as well as the group exercise studios when not being used for group classes. The fitness staff have quick access to all necessary needs and functions very smoothly.
- The MOps Coordinator's office is located inside the main office in close proximity to the front desk, and houses department safe and key lock box. A computer station is set up for an hourly graphic designer which crowds the space and impacts ability for confidential conversation.
- Student break room is located in the 101 office suite and has small refrigerator, microwave, storage cubbies, and table/chairs and counter space for studying.
- The Outdoor Program is housed in annex 9, a residential house renovated to accommodate program operations. The coordinator and two assistant coordinators share an office, impacting ability for confidential conversation. Additional office space is needed, and we've discussed renovating the kitchen space as well as enclosing the patio to meet this need. There is a reception area with couches where the hourly staff can hang out as well as a small kitchen. The basement, garage area, and outside gated area serves as storage space for a rental and trip equipment.

EQUIPMENT

Campus Recreation shares Aquatics equipment costs with HPHP Facility Coordinator (items such as lane lines and pool vacuum) 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. In 2013, CR invested ~\$11,000 in an inflatable obstacle course (Wibit) for the pool, which has greatly enhanced pool programming. We maintain an extensive inventory of manikins and training AEDs for the Safety Program.

Equipment purchased by Rec Clubs are the property of Weber State University, and the IMRC coordinator has been charged with creating and tracking a club sports equipment inventory (not fully in place yet). Equipment is replaced as needed at the request of the clubs and when they have sufficient funds to do so. The biggest issue is trying to get inventory from clubs and finding the means to track it. Current method of using spreadsheets does not seem to work.

Intramural Sports (IMs) 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. Equipment is purchased at the end of the fiscal year with remaining budget. Sports are rotated in terms of when equipment is replaced. Currently, the IMs program would benefit from all sport equipment being replaced (basketballs, volleyballs, volleyball posts/nets, footballs, etc.).

Marketing and Operations is responsible for department copiers/printers, facility tvs, and sound systems. Equipment needs include a commercial color printer to create quality in-house promotional materials.

CR is responsible for the group exercise and strength and cardio equipment in the Wildcat Center expansion and Davis Fitness Center, most of which was purchased in 2013. The new Fitness Coordinator will be charged with creating a solid equipment replacement plan. Equipment types include treadmills, incline trainers, elliptical crosstrainers, rowers, recumbent and upright bikes, cable-based resistance machines, multi-station functional pieces and lighter dumbbells. We also have a line of “green” equipment at the Ogden campus designed to put energy back on the grid. We work with Housing and Residence Life on replacing strength and cardio equipment in res hall fitness centers (usually shared cost, or replacing older equipment with pieces from Wildcat Center that are being changed out. Facilities Management has one full-time Fitness Equipment Manager that came out of CR’s request for our own facilities/equipment person. This position is responsible for fitness equipment at all WSU locations including athletics, and while this position has recently acquired 1-2 hourly staff, it still seems like too much ground to cover for a team this small.

Outdoor Program equipment is replaced as needed in order to maintain safety and functionality. Each fleet has a different life span and replacements are reviewed on an annual basis. Most fleets have a life span of three years. As mentioned above, we have reached storage space capacity, and do not have the equipment to meet rental demand as we do not have space to store additional inventory.

TECHNOLOGY

Campus Recreation continues to struggle with finding effective technology for efficient operations. We need a card swipe system that accurately identifies valid WSU students/staff/faculty and provides facial recognition, as well as one that accepts/recognizes community members. It is our understanding the university is exploring a new system that may alleviate the challenges; we should know more this summer. We have attempted to utilize iPad technology to track program-specific participations with varied success.

FACILITY, EQUIPMENT, and TECHNOLOGY NEEDS SUMMARY

Campus Recreation **facility needs** include the following:

- The Outdoor Program would benefit from having office space sufficient for three full-time professionals as well as an equipment storage/workshop facility large enough to meet rental demands. The storage facility should be a secure building, with electricity, proper

drainage, and an industrial washer to properly clean lifejackets. Dreaming big, a new facility on a larger site could take care of office and storage needs, and also provide space for experiential learning classrooms/presentations.

- Lighting on turf and grass fields would allow more opportunities for Intramural Sports and Rec Club activities
- A high elements course would greatly enhance Challenge Course programming

Campus Recreation **equipment needs** include the following:

- OP would benefit from a new boat trailer (4-8 boats), a ski tuning machine, and a belt waxer
- IMs needs 2 new volleyball systems (nets, stands, balls); we could split the cost with HPHP
- A commercial color copier/printer would enhance marketing/promotional items

Campus Recreation **technology needs** include the following:

- Efficient and reliable card swipe system that accurately provides access security and that accurately tracks participant usage (we need to get away from pen/paper sign-in sheets)
- Efficient POS system that integrates with rental contracts and inventory database (OP)
- Efficient electronic inventory tracking system for all program areas (bar code scans?)

DEPARTMENT ETHICAL and LEGAL RESPONSIBILITIES

ETHICAL AND LEGAL RESPONSIBILITIES

Industry Standards –Campus Recreation abides by national, state, and WSU regulations and standards regarding ethical and legal responsibilities and risk management. We follow industry standards set by professional associations including the NIRSA-Leaders in Collegiate Recreation, 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. In addition, Campus Recreation follows the ethical standards and guidelines set forth by the Council for the Advancement of Standards in Higher Education (CAS).

Security –Campus Recreation abides by WSU policies and procedures including the Information Security Policy (PPM 10-1). Security concerns for Campus Recreation include securing offices and inventory, staff access to facilities, and patron access to facilities.

Cash handling –Campus Recreation also abides by WSU policies and procedures related to cash handling and PCI Compliance (PPM 10-4). Employees who handle monetary transactions receive on the job training on cash handling procedures. Although these procedures are in place and are outlined in employee manuals, regular hourly staff turnover requires constant training to ensure compliance.

RISK MANAGEMENT

Overview –Campus Recreation takes a proactive approach to risk management by involving employees at every level in the risk management plan. The Aquatics and Safety Coordinator acts as the Risk Management Officer for the department and works with University Risk Management to ensure that the department is providing a safe environment and meeting ethical and legal standards. Currently there is no risk management committee; however a goal for the future is to create a committee consisting of hourly and full time employees in order to get staff in all areas engaged in the risk management process. We recognize we can do a better job of having a consistent approach across the department on equipment and shift checklists for proper documentation.

Staff Certifications –All Campus Recreation hourly employees are required to possess certifications in American Red Cross CPR/AED for the Professional Rescuer and Basic First Aid. The Aquatics and Safety Coordinator tracks certifications for each employee and keeps copies of certifications on file in the CR Risk Management folder on the shared drive. In addition to basic certification requirements, employees are required to undergo EAP training once per year through an online course facilitated by Canvas. Once per semester, employees are audited on safety skills related to their certifications and online Canvas trainings. The purpose of this process is to ensure that all employees are receiving equal risk management training, to test

them on the skills they have learned, and to prepare them to be confident when a real emergency situation arises. Program coordinators track staff exercise, personal trainer, etc.). Professional staff acquire and maintain certifications specific to their expertise (AIARE, river guide, rock climbing guide, group exercise, officiating, certified pool operator, etc.)

DEPARTMENT ASSESSMENT and EVALUATION

METHODS

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 J). Campus Recreation aspires to this model, and we have made great strides in the past five years. We do a okay job collecting headcount information as well as indirect assessment measures (e.g., satisfaction surveys, focus groups). We began our cohort information level by tracking student employees and have gradually added program area participants (see Campus Recreation Cohort Data, appendix K). We have gotten better at writing student learning outcomes and applying the information learned. Like most SA departments, Campus Recreation uses the 6-column model (appendix C) to tie the assessment process together into a comprehensive document.

OUTCOMES

Core student learning outcomes the department has focused on include specific skill acquisition (e.g., teach a group exercise class, lead an outdoor trip, officiate a flag football game, etc.) as well as communication skills, diversity awareness, and other division learning outcomes. Each year CR chooses one-three of the Student Affairs Student Learning Outcomes as a focus for our student employees (as noted in Hourly Staff Evaluation section on page 29 of this document). Outcomes are measured during employee evaluations, via training and focus group pre- and post-testing, and by observation and documentation of learning. Results have been used to enhance training and workshops, as well as enhance how the department is promoted. We have examined core program outcomes including documenting whether participation in Campus Recreation programs and services enhance participants' academic performance, connection to WSU, and desire 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. Results have also been used to enhance staff training as well as confirm the importance of having students involved with professional searches. See Appendix C, 6-Column Model for more examples of how results are used.

STRATEGIC PLAN

Annually during strategic planning sessions, the Director and Coordinators update the department 5-Year Strategic Plan (see Appendix L) and discuss what will go into the department 6-column annual planning 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.

COHORT INFORMATION

Data collected fall 2013 show the following:

- Aquatics drop-in swim cohort data:
 - 42% female, 58% male
 - 2% Native American, 2% Native Hawaiian/Pacific Islander, 5% Hispanic, 77% Caucasian, 14% Other
- Rec Clubs cohort data:
 - 25% female, 75% male
 - 5% African American; 1% Native Hawaiian/Pacific Islander, 8% Hispanic; 74% Caucasian; 1% International; 11% Other
- Intramural Sports cohort data:
 - 26% female, 74% male
 - 1% African American; 3% Asian/Pacific Islander, 1% Native American, 8% Hispanic; 53% Caucasian; 25% International; 8% Other
- Outdoor Program Adventure Program cohort data:
 - 46% female, 54% male
 - 4% African American, 4% Asian/Pacific Islander, 4% Hispanic; 83% Caucasian
- Outdoor Program Challenge Course cohort data:
 - 75% female, 25% male
 - 4% Asian/Pacific Islander, 1% Native American, 1% Native Hawaiian/Pacific Islander, 7% Hispanic; 75% Caucasian; 1% International; 9% Other
- Outdoor Program Rental Center cohort data:
 - 39% female, 61% male
 - 1% African American, 2% Asian/Pacific Islander, 1% Native American, 1% Native Hawaiian/Pacific Islander, 7% Hispanic; 80% Caucasian; 2% International; 7% Other
- Campus Recreation student employee cohort data:
 - 51% female, 49% male
 - 3% African American; 1% Asian/Pacific Islander, 1% Native American, 3% Native Hawaiian/Pacific Islander, 4% Hispanic; 86% Caucasian; 1% International
- Group exercise cohort data:
 - No demographic data collected for fall 2013 (removed W# from paper sign-ins; moving to card swipes)

Please see appendix K for more cohort details.

STUDENT NEEDS AND SATISFACTION

Each Campus Recreation unit conducts participant satisfaction surveys at the completion of a program (e.g., special event, outdoor trip, intramural league) or annually for ongoing programs (e.g., drop-in group exercise, drop-in swim). Results have been used to confirm pool drop-in

hours, add programming (IMs Kickball, group exercise classes, Wibit Nights in the pool), and enhance website pages. The department conducts benchmarking surveys every couple of years. For the academic year 2015-16, Campus Recreation conducted the 2015 NASPA Consortium Campus Recreation survey. Based on overall feedback, students are still 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, and interactive tabling. We utilize a comprehensive department Program Guide outlining the programs that comprise Campus Recreation, however print materials may not be as impactful as digital promotion now are. Also based on feedback we have adjusted the drop-in group exercise times, purchased stand-up paddle boards, cross-country and alpine touring skis for the outdoor equipment rental program, and expanded hours for of the Wildcat Center expansion during breaks.

BASIC STUDENT DATA

Student usage is tracked via sign-in sheets, registration sheets, and number of rental contracts (Outdoor Program). Programs and services have been attempted to be tracked in a few different ways over the years including iPads tracking student W#s. Because of issues with implementation including challenges with updates and unreliability in app productivity and wireless internet, some of our services are now using surveys on iPads instead of a formal swipe systems. It would be very helpful to have a reliable way to gather this information electronically with card swipes, as does Arizona State University. Implementing an efficient and reliable card swipe system would be a great help, particularly in tracking where students go once they enter the Wildcat Center or Swenson building. As of now, students swipe upon entering the center, but we do not know to which program these individuals are going or if they're simply going to a meeting or class (or possibly both).

Student Demographics gathered from card swipes at Ogden and Davis access points:

2013-14

Average Age: 23

Average Cumulative GPA: 3.14

Average Total Credit Hours: 49

Gender: Female 50%, Male 47%, N3%

Ethnicity: Asian 3%, African American 3%, Hispanic 10%, American Indian 1%, Non-Resident 5%, Pacific Islander/Native Hawaiian 1% , Unknown 11%, White 65%

Graduation: 19%

2014-15

Average Age: 23

Average Cumulative GPA: 3.13

Average Total Credit Hours: 42

Gender: Female 49%, Male 51%

Ethnicity: Asian 3%, African American 3%, Hispanic 11%, American Indian 1%, Non-Resident 4%, Pacific Islander/Native Hawaiian 1% , Unknown 11%, White 65%
Graduation: 8%

July 2015-April 2016

Average Age: 22

Average Cumulative GPA: 3.18

Average Total Credit Hours: 36

Gender: Female 52%, Male 48%

Ethnicity: Asian 3%, African American 4%, Hispanic 11%, American Indian 1%, Non-Resident 5%, Pacific Islander/Native Hawaiian 1% , Unknown 13%, White 61%

Graduation: tbd

DISSEMINATION

Goals and initiatives are shared with hourly staff at department meetings held at the beginning of fall and spring semester. We currently do not have a succinct way of sharing goals and initiatives with participants. Other stakeholders include the CR Advisory Board, the director's supervisor, and the Vice President of Student Affairs office, who receive this information in the 6-column model and annual reports.

SUMMARY

Campus Recreation has gone through immense change over the past five years. We've seen our programming opportunities expand with the new Wildcat Village residence hall, the Marquardt Field House, the Wildcat Center, and Davis Fitness Center. The Wildcat Center expansion and Davis Fitness Center have afforded us facility and programming space dedicated to the drop-in fitness participant. The Wildcat Center arena project has alleviated previous risk management concerns with participant flow via the elevated recreational track and elevated walkway. Our too-oft-neglected rec club teams now have dedicated space to meet with the athletic trainer and to have club meetings. We have a true office suite which has assisted with our department identity and connection with hourly staff (hourly staff have their own break room). We've gotten creative with Annex 9 storage solutions, and enhanced the safety of the facility by regarding and updating the parking lot and installing lighting and security cameras.

The Davis Fitness Center provides excellent fitness opportunities for our WSU Davis community. We have grown our staff from five full-time professionals to nine, and nearly doubled our hourly staff (just under 100 currently). Creating a formal Aquatics and Safety Coordinator, Marketing and Operations Coordinator, and OP Assistant Coordinator for the Rental Center has fulfilled aspects of our vision from our last program review. Our programs are safer, our brand better known, our revenue potential has increased, and our participants have comprehensive recreational opportunities available to them.

This growth also brings challenges. Whereas we used to be a department programming out of another department's space, we are now two departments (CR/HPHP) managing our own spaces with the need to operate seamlessly as one facility. We have identified the need to better collaborate on facility access/facility usage policies, facility risk management and cleanliness, policies involving membership and pass sales, and co-training of the CR and CSC hourly staff to ensure industry standards are being met.

We know we need effective and efficient technologies that will allow us to accurately monitor valid access into our facilities, accurately track participation across programs, as well as integrate POS/contract/equipment inventories for our Outdoor Program. Creating Assistant Coordinator positions in IMRC and Fitness would allow us to enhance program offerings, safety, support for hourly staff, and revenue in those areas. Installing lighting on play fields would allow more programming for IMs and Rec Clubs, and an updated Outdoor Program facility would provide needed professional office space and equipment storage space that would allow us to meet demand on rental equipment. We need to enhance our efforts to increase participation at the Davis Campus, particularly in the Fitness Center, as well as in residence halls. We also experience a lot of professional staff turnover and need to continue to explore and implement methods that encourage staff retention. Coordinator positions are generally three-to-five year positions in the industry, and therefore creating continuity manuals will make transitions smoother and less impactful on hourly staff and operations.

We are very proud of the accomplishments of the past five years, yet we realize there are still areas of growth and development to be obtained. The self-study process has helped us understand 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 that afford us those opportunities.

APPENDICES

- A. CR Organization Chart
- B. CR Staff Profile
- C. 2015-16 Six Column Model (and 2014-15)
- D. Fiscal budgets
- E. Professional Development Scholarship Application
- F. CREW Eval
- H. Hourly Pay Structure
- I. Details of Facilities
- J. Assessment Pyramid
- K. Cohort Data
- L. Five-Year Strategic Plan
- M. Safety Audit Checklist

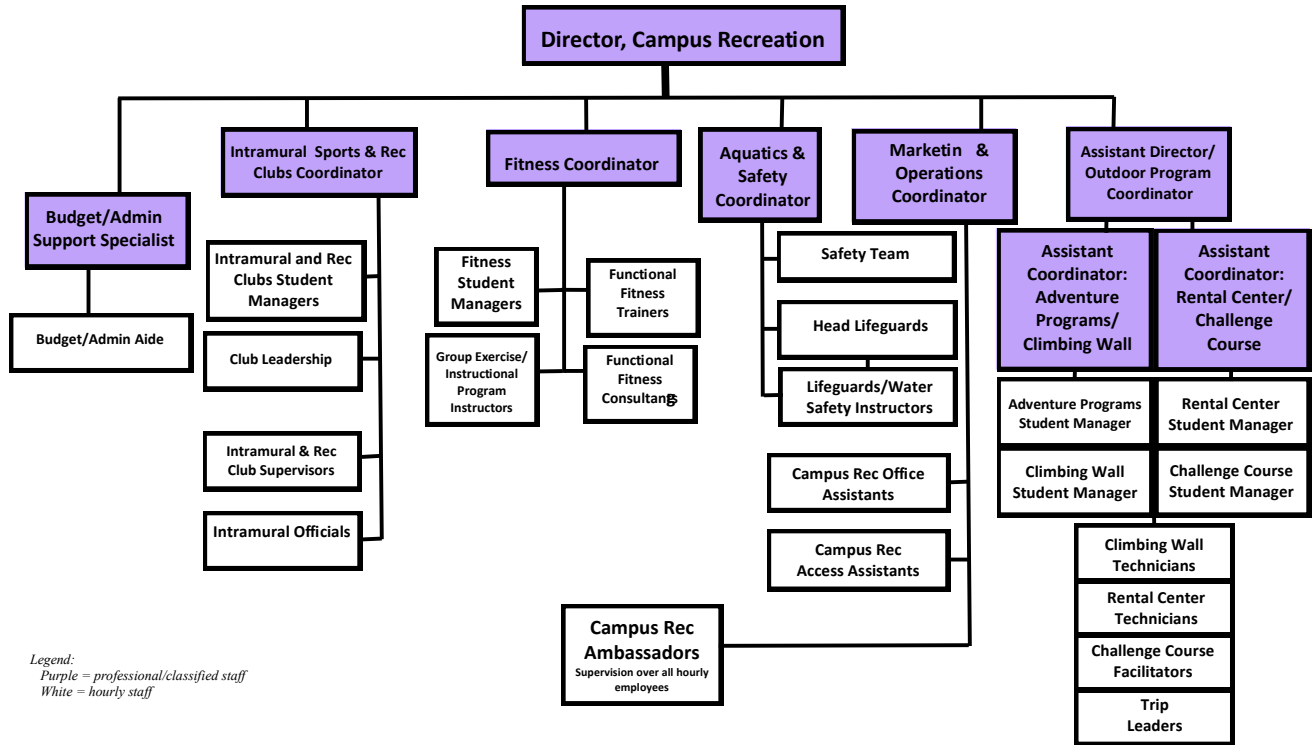
Appendix A Organizational Chart



WEBER STATE UNIVERSITY
Campus Recreation

DEPARTMENT OF CAMPUS RECREATION Organizational Chart

Last updated 1/6/16



Appendix B Staff Profile

CAMPUS RECREATION DEPARTMENT STAFF PROFILE

	Professional	Support	Student	Non-Student
Female	3	1	35	15
Male	4		35	9
Degrees: PhD, EdD				
MD, JD, MSW				
MA, MS	5			
BA, BS	2			
AA, AAS, Certificate, etc.				
Years expertise in field:				
None				
Less than 5	5			
5 – 10	1			
11 – 15		1		
16 – 20	1			
More than 20				
Full-time: 9/20 months				
12 months	7	1		
Part-time: 9/10 months				
12 months				

One vacant position not reflected above

Revised 5/3/16

Appendix C Six Column Models

Department of Campus Recreation 6-Column Model 2015-16

Unit Goals	Means to Achieving Goal	Student Learning Outcomes	Methods of Assessment	Results	Use of Results
<p>University Objective: Other</p> <p>SA Objective: Engaging students in meaningful learning opportunities</p> <p>Goal: Hire 3 and train 5 positions: Outdoor Program Assistant Coordinator, Budget & Administrative Support Specialist, Fitness Coordinator, Marketing & Operations Coordinator, Aquatics & Safety Coordinator</p>	<p>Determine screening committees. Post positions. Facilitate search and hire processes. Set up new hires with prox Wildcard, keys, parking pass, computer access, phone access, etc. New hires attend university, division, department, and program orientation meetings. Set up meetings w/position stake holders. Meet regularly w/supervisor on position expectations and duties.</p>	<p>Students serving on screening committee gain understanding of interview skills and process.</p>	<p>Students articulate what they have gained by being involved with search. New hires perform job duties to expectation.</p>	<p>Hired Budget & Admin Support Specialist with 11/17/15 start date and hired OP Assistant Coordinator with 12/7/15 start date; both have gone through department orientation and are completing university and SA orientations. Fitness Coordinator search will begin in Feb. 2016. Marketing & Operations Coordinator (7/1/15 start date) and Aquatics & Safety Coordinator (7/13/15 start date) have completed department, SA, and university orientations and are performing well in their duties.</p>	
<p>University Objective: Learning</p>	<p>Create Assistant Director "ladder" position to direct</p>	<p>Interpersonal Communication</p>	<p>Interpersonal Communication and</p>	<p>Assistant Director position implemented</p>	

<p>SA Objective: Engaging students in meaningful learning opportunities.</p> <p>Goal: Revise and implement Student Employee Development Program</p>	<p>initiative. Standardize position descriptions and hiring process across the department. Develop and implement Student Employee Professional Development Fund process. Have student employees attend GetSET training. Have student employees and Rec Club leaders complete Safe @ Weber training. Apply the CREW evaluation tool. Input rubric results online.</p>	<p>Skills and Intrapersonal Competence; student employees understand issues related to sexual assault, relationship violence, and bystander intervention.</p>	<p>Intrapersonal Communication rubrics, Safe @ Weber statistics, professional observation.</p>	<p>fall 2015. Hourly staff position descriptions have been updated and hiring process standardized across department. Student Employee Development Fund process implemented with \$1,467 to date awarded to 6 student employees. Rubric results to date: Interpersonal Communication -9 (out of 12); Intrapersonal Communication -15 (out of 20).</p>	
<p>University Objective: Learning</p> <p>SA Objective: Engaging students in meaningful learning opportunities.</p> <p>Unit Goal: Increase participation at Davis Campus.</p>	<p>Create more visible promotional banners/posters/flyers. Ensure Campus Recreation activities are listed on weekly Davis email announcements. Have engaging presence at fairs and tabling events. Collaborate with student program leaders to activate programs in Davis Fitness Center.</p>	<p>Students learn about recreational opportunities available to them via Campus Recreation programs/services.</p>	<p>Participation counts, surveys.</p>	<p>Marketing & Operations Coordinator serves on Davis Promotion committee, promo materials are being developed. Need to pull card swipe data.</p>	
<p>University Objective: Access</p> <p>SA Objective: Ensuring underrepresented student success. (Diversity)</p> <p>Goal: Enhance female participation in</p>	<p>Target promotion and recruitment efforts to Women’s Center, Nontraditional Student Center, Diversity & Inclusion Programs, Veterans Services, Services for Students with Disabilities, Center for Multicultural Excellence, International Student Services, LGBT Resource Center. Recruit</p>	<p>Cultural Competency</p>	<p>Demographic statistics, Cultural Competency rubric, professional observation.</p>	<p>At mid-year, we have an 8% increase over last year’s total IM female participation. Need to collect OP cohort demographics to report on that.</p>	

Intramural Sports. Enhance underrepresented student participation in OP Adventure Program.	and hire underrepresented student employees in all program areas.				
University Objective: Other SA Objective: Other Goal: Conduct Department Program Review	Determine members of Review Team (internal/external) and begin process.	NA	Review Team solidified, process gets underway.	Site Review Team is currently being determined, and process timeline is being solidified.	

**Department of Campus Recreation
6-Column Model 2014-15**

Unit Goals	Means to Achieving Goal	Student Learning Outcomes	Methods of Assessment	Results	Use of Results
<p>University Objective: Other</p> <p>SA Objective: Expanding staff development</p> <p>Goal: Acclimate new OP Assistant Coordinator and Intramurals & Rec Clubs Coordinator to duties</p>	<p>Get new hires set up with Wildcard, keys, parking pass, computer access, phone access, etc. New hires attend university, division, department, and program orientation meetings. Set up meetings w/position stake holders. Meet regularly w/supervisor on position expectations and duties.</p>	NA	New hires perform job duties to expectation.	<p>IMRC Coordinator has attended trainings and gotten needed access and supplies; is functioning well and has taken on full club responsibilities. Outdoor Program Assistant Coordinator has completed trainings and is functioning well.</p>	Continue to work with new hires to ensure they have what they need to be successful.
<p>University Objective: Other</p> <p>SA Objective: Engaging students in meaningful learning opportunities.</p> <p>Goal: Hire Marketing & Operations Coordinator</p>	<p>Determine screening committee. Post position. Facilitate search and hire process.</p>	<p>Students serving on screening committee gain understanding of interview skills and process.</p>	<p>Students articulate what they have gained by being involved with search.</p>	<p>Search conducted in late spring; offer has been extended. Students report an understanding of the importance of being succinct when answering interview questions, and the importance of demonstrating genuine interest in position and location.</p>	<p>Continue to have students involved in search processes so they gain valuable interviewing skills.</p>
<p>University Objective: Other</p> <p>SA Objective: Engaging students in meaningful learning opportunities.</p> <p>Goal: Hire Aquatics & Safety Coordinator</p>	<p>Determine screening committee. Post position. Facilitate search and hire process.</p>	<p>Students serving on screening committee gain understanding of interview skills and process.</p>	<p>Students articulate what they have gained by being involved with search.</p>	<p>Search currently in progress.</p>	<p>Continue to have students involved in search processes so they gain valuable interviewing skills.</p>

Unit Goals	Means to Achieving Goal	Student Learning Outcomes	Methods of Assessment	Results	Use of Results
<p>University Objective: NA</p> <p>SA Objective: NA</p> <p>Goal: Complete Annex 9 Project.</p>	<p>OP Coordinator and Director attend project meetings; continue to provide input and direction. Protect and apply department funding to project.</p>	<p>NA</p>	<p>Project completed to satisfaction.</p>	<p>Project completed fall 2014.</p>	<p>Annex 9 has a graded, drive-through lot providing more accessibility to users, more safety for snow removal, and a more aesthetically-pleasing entrance to that side of campus.</p>
<p>University Objective: Learning</p> <p>SA Objective: Engaging students in meaningful learning opportunities.</p> <p>Goal: Build on CREW philosophy</p>	<p>CREW expectations clearly stated in job descriptions and hiring process. Hourly student staff attend GetSET trainings. Have student leaders develop spring co-staff training. Apply the CREW evaluation tool. Input rubric results online.</p>	<p>Critical Thinking, Leadership and Management Skills</p>	<p>Rubrics, Focus Groups, Professional Observation</p>	<p>CREW expectations are outlined in position descriptions and hiring process. Twenty-ish student staff attended fall GetSET training. CREW evaluation timeline solidified and being implemented. Student managers were integral in developing and implementing spring staff training facilitated 1/23/15. Average score for Critical Thinking is 15 (out of 20) and average score for Leadership and Management Skills is 14.5 (out of 20).</p>	<p>Continue to have students involved in GetSET trainings. Continue to have student staff leaders involved in developing/implementing staff trainings.</p>
<p>University Objective: Learning</p>	<p>Research and implement online rental reservations. Add Instagram to social media and increase followers on all other</p>	<p>IMs/Rec Clubs student staff learn to implement iPads into daily duties.</p>	<p>Online reservations implemented. Number of followers on social media.</p>	<p>Facebook - increased followers by 43%; Twitter – 377 followers;</p>	<p>We will continue to promote these venues and create exciting</p>

Unit Goals	Means to Achieving Goal	Student Learning Outcomes	Methods of Assessment	Results	Use of Results
<p>SA Objective: Engaging students in meaningful learning opportunities.</p> <p>Unit Goal: Increase the productivity of technology available.</p>	<p>social media networks (facebook, twitter, youtube). Update and increase user engagement with webpages. Fully implement iPads in IMs/Rec Clubs and Fitness.</p>	<p>Marketing & Operations student staff learn to use social media to enhance department user engagement.</p>	<p>Number of hits on webpages. iPads successfully implemented.</p>	<p>YouTube (a little different measurement) - 268 video views from July - December (up 69 views from Jan-Jun '14)</p> <p>Instagram - Started in August '14 and currently have 215 followers</p>	<p>competitions, videos, and other engaging activities to increase interactions with our webpages and social media.</p>
<p>University Objective: Learning</p> <p>SA Objective: Engaging students in meaningful learning opportunities.</p> <p>Goal: Wellness</p>	<p>Read "Well-being: The Five Essentials Elements". Determine as a group our departmental approach to well-being and balance: how to strive for balance while getting our work done.</p>	<p>Student employees will gain understanding of areas of well-being and strategies to boost areas of well-being.</p>	<p>Surveys, professional observation, self-reporting.</p>	<p>It was very difficult for staff to find time to read book. Director conducted presentation to staff on the material in book. Discussions during pro staff meetings include the importance of taking compensatory time to balance the odd hours worked. Discussion during student employee meetings include the importance of having fun while on the job (while still maintaining professionalism). Emphasis on taking time to rejuvenate in order to avoid burn-out.</p>	<p>Staff fairly good about taking time when working longer hours; still need to be diligent with this.</p>

Unit Goals	Means to Achieving Goal	Student Learning Outcomes	Methods of Assessment	Results	Use of Results
<p>University Objective: Access</p> <p>SA Objective: Ensuring underrepresented student success. (Diversity)</p> <p>Goal: Enhance programs and services.</p>	<p>Explore offering special hours in pool for female-only swim time. Work w/university partners on gender-neutral locker room/shower for pool.</p>	<p>Student staff will understand the cultural significance of offering this program and service.</p>	<p>Cultural Competency rubric, focus groups, professional observation.</p>	<p>Project completed October 2014. Student staff focus group demonstrates they understand the importance of offering this service.</p>	<p>We will continue to educate staff on diverse populations and how we can better serve all populations.</p>

Campus Recreation Prior Six Column Models

2013-2014 Six Column Model: http://www.weber.edu/SAAssessment/Archives/CampusRec_13.html

2012-2013 Six Column Model: http://weber.edu/SAAssessment/Archives/CampusRec_12.html

2011-2012 Six Column Model: http://weber.edu/SAAssessment/Archives/CampusRec_11.html

Appendix D Budgets

Campus Recreation Budget past history showing recent four fiscal years

CAMPUS RECREATION BUDGET 2015-16

2015-16 BUDGET	SFA Budget	Revenue Budget	TOTAL BUDGET		Salaried Wage	Hourly Wage	Total Benefits	Travel	Current Expense**	Capital Out	EXPENSES
Campus Rec Admin	155,694.39	0.00	155,694.39		96,990.78	2,720.00	36,906.81	2,006.82	17,069.98	0.00	155,694.39
Intramural Sports	89,464.76	2,600.00	92,064.76		36,700.00	29,245.00	16,069.12	1,000.00	9,050.64	0.00	92,064.76
Strength/Cardio	169,074.28	0.00	169,074.28		37,421.31	103,879.04	22,793.48	1,000.00	3,980.45	0.00	169,074.28
Personal Fitness Training	6,850.00	\$2,000.00	8,850.00		0.00	5,818.77	494.60	536.63	2,000.00	0.00	8,850.00
Aquatics	68,486.88	18,000.00	86,486.88		37,000.00	22,080.08	17,786.80	1,100.00	8,520.00	0.00	86,486.88
Safety	8,000.00	1,000.00	9,000.00		0.00	7,373.27	626.73	0.00	1,000.00	0.00	9,000.00
Group Exercise	28,566.45	1,000.00	29,566.45		0.00	26,134.08	2,221.40	0.00	1,210.97	0.00	29,566.45
Marketing	61,148.14	2,000.00	63,148.14		37,950.31	921.66	13,941.31	0.00	10,334.86	0.00	63,148.14
Operations	147,330.88	0.00	147,330.88		0.00	130,328.00	11,077.88	0.00	5,925	0.00	147,330.88
Outdoor Program	68,504.24	32,500.00	101,004.24		32,500.00	7,000.00	18,678.84	13,600.00	29,225.40	0.00	47,748.00
Outdoor Program Rentals	122,351.35	139,000.00	261,351.35		80,041.18	49,000.00	43,262.68	4,500.00	45,547.49	39,000.00	261,351.35
OP Challenge Course	0.00	7,000.00	7,000.00		0.00	3,500.00	297.50	0.00	3,202.50	0.00	7,000.00
OP Climbing Wall (will be added FY17)											
Rec Clubs Admin	20,190.52	0.00	20,190.52		0.00	0.00	0.00	0.00	20,190.52	0.00	20,190.52
Rec Clubs 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
Rec Clubs (all)*	79,610.00	79,810.00	159,420.00		0.00	0.00	0.00	0.00	159,420.00	0.00	159,420.00
TOTALS:	1,035,625.88	284,910.00	1,320,535.88		358,603.58	387,999.90	184,157.15	23,743.45	313,094.79	39,000.00	1,320,535.88

* 16 total clubs

CAMPUS RECREATION BUDGET 2014-15

2014-15 BUDGET	SFA Budget	Revenue Budget	Total Budget		Salaried Wage**	Hourly Wage	Total Benefits	Travel	Current Expense	Capital Out	EXPENSES
Campus Rec. Admin	155,680.27	0.00	155,680.27		96,991.19	3,620.00	36,892.02	2,006.82	16,169.98	0.00	155,680.01
Intramural Sports	79,631.85	4,600.00	84,231.85		35,280.00	20,028.40	16,872.81	1,000.00	11,050.64	0.00	84,231.85
Strength/Cardio	169,059.91	0.00	169,059.91		37,421.31	103,879.04	22,778.60	1,000.00	3,980.45	0.00	169,059.40
Aquatics	75,810.65	18,000.00	93,810.65		37,625.42	22,800.08	24,484.56	1,100.00	7,800.00	0.00	93,810.06
Group Exercise	28,566.45	2,000.00	30,566.45		0.00	26,134.08	2,221.40	0.00	2,710.97	0.00	31,066.45
Operations	147,330.88	0.00	147,330.88		0.00	130,328.00	11,077.88	0.00	5,925.00	0.00	147,330.88
Outdoor Program	30,980.53	15,555.00	46,535.53		17,517.03	3,720.00	7,797.63	1000.00	16,500.90	0.00	46,535.56

Outdoor Program Rentals	122,320.74	99,000.00	221,320.74	80,041.18	35,720.00	42,042.25	4,500.00	38,652.49	0.00	200,955.92
OP Challenge Course	5,670.00	0.00	5,670.00	0.00	2,000.00	170.00	0.00	3,500.00	0.00	5,670.00
Wellness	12,609.06	0.00	12,609.06	3,720.50	0.00	3,377.99	0.00	5,510.57	0.00	12,609.06
Personal Fitness Training	6,850.00	9,000.00	15,850.00	0.00	6,514.77	494.60	536.64	8,304.00	0.00	15,850.01
Club Sports Admin	27,007.77	0.00	27,007.77	0.00	0.00	0.00	0.00	27,007.77	0.00	27,007.77
Marketing	61,148.14	0.00	61,148.14	37,950.31	720.00	13,848.14	0.00	8,630.00	0.00	61,148.45
Safety	8,000.00	2,100.00	10,100.00	0.00	7,373.27	626.73	0.00	2,100.00	0.00	10,100.00
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)*	82,792.75	82,792.75	165,586.00	0.00	0.00	0.00	0.00	165,586.00	0.00	165,586.00

TOTALS: 1,023,813.00 233,047.75 1,256,860.75 346,546.94 362,837.62 182,684.61 11,143.46 333,782.77 0.00 1,236,995.40

*20 total clubs

CAMPUS RECREATION BUDGET 2013-14

2013-14 BUDGET	SFA Budget	Revenue Budget	Total Budget	Salaried Wage	Hourly Wage	Total Benefits	Travel	Current Expense	Capital Out	EXPENSES
Campus Rec Admin	152,252.76	0.00	152,252.76	94,496.98	3,620.00	16,852.79	2,006.82	0.00	0.00	116,976.59
Intramural Sports	79,562.58	4,600.00	84,162.58	36,995.69	20,028.40	15,087.85	1,000.00	1,1050.64	0.00	84,162.58
Strength/Cardio	165,133.43	0.00	165,133.43	35,280.31	103,879.04	22,068.63	1,000.00	2,905.45	0.00	165,133.43
Aquatics	70,752.74	18,000	88,752.74	36,686.83	22,800.08	20,365.84	1,100.00	7,800.00	0.00	88,752.75
Group Exercise	28,566.45	2,500	31,066.45	0.00	26,134.08	2,221.40	0.00	2,710.97	0.00	31,066.45
Outdoor Program	29,845.10	15,555.00	45,400.00	17,300.77	3,720.00	6,977.43	1,000.00	16,401.90	0.00	45,400.10
Outdoor Program Rentals	119,476.53	99,000.00	218,476.53	45,443.14	35,720.00	41,795.90	0.00	38,652.49	0.00	161,611.53
OP Challenge Course	8,000.00	0.00	8,000.00	0.00	6,000.00	510.00	0.00	690.00	800.00	8,000.00
Wellness	12,286.19	0.00	12,286.19	8,908.20	0.00	3,377.99	0.00	0.00	0.00	12,286.19
Personal Fitness Training	6,850.00	9,000.00	15,850.00	0.00	0.00	6,313.36	536.64	9,000.00	0.00	15,850.00
Club Sports Admin	26,989.26	0.00	26,989.26	0.00	0.00	0.00	0.00	26,989.26	0.00	26,989.26
Marketing	201,056.52	0.00	201,056.52	0.00	130,328.00	26,447.52	0.00	9,350.00	0.00	166,125.52
Safety	8,000.00	2,100.00	10,100.00	0.00	7,373.27	626.73	0.00	2,100.00	0.00	10,100.00
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)*	82811.26	82811.26	165623.00	0.00	0.00	0.00	0.00	165623.00	0.00	165623.00

TOTALS: 1,001,936.82 233,566.26 1,235,503.08 275,111.92 359,602.87 162,645.44 6,643.46 303,627.71 800.00 1,108,431.40

*16 total clubs

CAMPUS RECREATION ACTUAL BUDGET 2012-13

2012-13 BUDGET	SFA Budget	Revenue Budget	Total Budget	Salaried Wage	Hourly Wage	Total Benefits	Travel	Current Expense	Capital Out	EXPENSES
Campus Rec Admin	185,204.39	0.00	185,204.39	92,373.24	19,998.00	35,609.00	2,007.00	35,217.00	0.00	185,204.24
Intramural Sports	79,078.22	4,600.00	83,678.22	36,134.35	16,720.00	14,332.00	1,000.00	15,492.22	0.00	83,678.57
Strength/Cardio	96,003.85	0.00	96,003.85	34,930.85	37,244.71	15,569.58	1,000.00	7,258.71	0.00	96,003.85
Aquatics	69,350.20	14,000.00	83,350.20	35,383.00	24,820.00	19,745.50	1,000.00	2,401.70	0.00	83,350.20
Group Exercise	28,855.00	2,500.00	31,355.00	0.00	26,134.08	2,221.40	0.00	2,999.52	0.00	31,355.00

Outdoor Program	29,725.38	15,555.00	45,280.38		17,055.22	3,720.00	6,445.00	1,000.00	17,060.16	0.00	45,280.38
Outdoor Program Rentals	117,205.69	84,000.00	201,205.69		43,755.58	62,775.97	28,254.74	2,000.00	35,918.98	8,000.00	180,705.27
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
Wellness	12,362.58	0.00	12,362.58		9,119.53	0.00	3,242.58	0.00	0.00	0.00	12,362.11
Personal Fitness Training	6,850.00	9,000.00	15,850.00		0.00	0.00	6,313.36	536.64	9,000.00	0.00	15,850.00
Club Sports Admin	34,153.07	0.00	34,153.07		0.00	21,466.62	1,824.66	0.00	10,861.79	0.00	34,153.07
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
Safety	8,000.00	2,100.00	10,100.00		0.00	7,373.27	626.73	0.00	2,100.00	0.00	10,100.00
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)*	98,938.73	98,938.73	197,877		0.00	0.00	0.00	0.00	197,877	1000.00	197,877
TOTALS:	785,431.11	236,363.73	1,021,794.84		268,751.77	222,252.65	134,354.55	8,543.64	359,391.08	9,000.00	1,002,293.69

* 16 total clubs



Appendix E
WEBER STATE UNIVERSITY
 Professional Development Scholarship
 Campus Recreation

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Campus Recreation Professional Development Scholarship Application

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Terms: For the 2015-2016 funding cycle, the Campus Recreation Professional Development Fund will provide partial/full funding for students who wish to further their development as both a Weber State student, and Campus Recreation employee. Not all projects will be funded. Upon funding approval an individual contract will be entered. Failure to fulfill full commitment will result in collection of funding.

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Application Deadlines:

All applications are to be emailed to danieltturner1@weber.edu by the deadlines below.

Applications must include this coversheet in order to be considered. Scholarship funds must be used within 6 months from the date of recipient notification, and applicants are to submit a 1000 word essay/debrief outlining benefits of program participation, (due within 1 month return from program) as well as present a short synopsis of project and benefits at the annual CR training.

October 15, 2015

December 11, 2015

March 4, 2016

May 30, 2016

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Applicant's Information:

Name: [Click here to enter text.](#)

Email: [Click here to enter text.](#)

Phone: (###) ###-####

Campus Recreation Program Area: [Click here to enter text.](#)

Supervisor acknowledges application for funding:

How long have you worked for CR? [Click here to enter text.](#)

How long do you intend to work for CR after project? [Click here to enter text.](#)

Project title: [Click here to enter text.](#)

Cost of project: \$ [Click here to enter text.](#)

Amount of personal contribution: \$ [Click here to enter text.](#)

Requested funding from CR Scholarship: \$ [Click here to enter text.](#)

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Essay Submission (1000 words or less): The funding will be awarded based on the applicant's written response to the following. The Weber State University Campus Recreation vision statement is "We inspire and lead a recreation legacy that enhances the experiential learning, development of leaders, and wellbeing of our campus community." Our Purpose is to "create opportunities that inspire engagement and healthy, active lifestyles." Please describe how the participation and receipt of a Campus Recreation Professional Development funding will further the vision and purpose of Weber State University Campus Recreation and you as an individual. Topics to include in your essay:

- Description of project
- Benefit to Department
- Benefits to Individual
- Benefits to University

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Appendix F CREW Evaluation

CREW



Employee: _____ Semester Evaluation
Supervisor: _____

Creates Community:	C Score =
Attitude	_____
Empathy	_____
Co-worker Relations	_____
Friendly and Approachable	_____
Team Attitude	_____
Comments:	

Risk Management:	R Score =
Pro-active risk management	_____
Safety Audit Scores	_____
Enforcing policies and procedures	_____
Filling out incident and accident forms correctly	_____
Ensuring participants have waivers	_____
Comments:	

Experiential Learning:	E Score =
Student Affairs Learning Objectives and CRec Knowledge	_____
Certifications	_____
Self-Motivated	_____
Student Development	_____
Professional Development	_____
Comments:	

Workplace Skills:	W Score =
Hard Work	_____
Solution Oriented	_____
Job Specific Skills	_____
Reliability	_____
Accountability	_____
Comments:	

Overall Comments:

TOTAL SCORE = _____ / 100

Point Breakdown:

1 (20) – Inadmissible 2 (40) – Needs Improvement 3(60) – Meeting Expectations

4 (80) - Exceeding Expectations 5 (100) – Role Model

RESOLUTION GOALS:

SIGNATURES:

Employee Signature

Date

Supervisor Signature

Date

Appendix H
Campus Recreation Pay Structure
These rates will increase by \$1.00 July 1, 2016

\$7.25	Meetings/Trainings
\$7.50 - \$8.00	Access Assistant OP Rental Technician
\$7.75 - \$8.25	Office Assistant Budget/Admin Assistant
\$8.00 - \$8.50	Lifeguard Equipment Technician Functional Fitness Consultant IMs official Adventure Program Trip Leader Challenge Course Assistant
\$8.50	Water Safety Instructor IMRC Supervisor Challenge Course Facilitator
\$9.00	Head Lifeguards IMRC Student Manager Fitness IMRC Student Manager Challenge Course Student Manger Adventure Program Student Manger Climbing Wall Student Manger Rental Center Student Manger
\$10.00	Ambassador Student Group Exercise Instructor/Personal Fitness Trainer

Appendix I Details of Facilities

Last updated 3/15/16

Purple = Campus Recreation-managed space

Stromberg Complex

Courts (BB/VB)

Wildcat Arena –20,088 sqft

Swenson Gym –15,315 sqft

Courts (RB) –4932 sqft

Locker Room Facilities

Day-use up corridor from Arena –Women's: Lockers 198 sqft/shower 113 sqft/toilet 84 sqft = 395 total sqft

–Men's: Lockers 116 sqft/shower 76 sqft/toilet 120 sqft = 312 total sqft

Men's Student (Swenson) –Lockers 690 sqft/ Shower 316 sqft/ toilet 152 sqft = 1158 total sqft

Women's Student (Swenson) –Lockers 683 sqft/Shower 148 sqft/toilet 144 sqft = 975 total sqft

Pool –Women's: Lockers 304 sqft/Shower 97 sqft/toilet 104 sqft = 505 total sqft

–Men's: 185 sqft/Shower 81 sqft/toilet 86 sqft = 352 total sqft

Running Track

Wildcat Arena – 16,032 sqft

Upper Track – 7,580 sqft

Swenson Gym – 23,612 sqft

Strength and Cardio

Wildcat Arena North End (cardio and strength) –3,777 sqft

Wildcat Arena South End (free weights) – 3,778 sqft

Treadmills in alcoves of Wildcat Arena – 224 sqft

Stretch/Core training areas –northeast corner of Wildcat Arena, where long jump is located – 1,076 sqft

Cardio around Swenson Gym Track – four corners of the elevated running track in upper gym – 1,066 sqft

Group Exercise

Grp Cycling northwest corner of Wildcat Arena –1,086 sqft

Dance Studio Swenson 119 –2,413 sqft

Climbing Wall northwest corner of Wildcat Arena –1,052 sqft

Swenson Pool –6,272 sqft pool and surrounds

Fields

PE Playfield – 173,136 sqft

PT Playfield – 216,738 sqft

Lower Quad – 118,403 sqft

Wildcat Center Expansion

Strength and Cardio – 3009 sqft

Group Exercise – 2805 sqft

Locker Rooms – 1276 sqft
Club Space – 391sqft
CR Office Space – 2431 sqft

University Village

Group Exercise/Cardio (2 studios) –1586 sqft

Wildcat Village

Strength and Cardio –764 sqft
Group Exercise (shared meeting space) –1576 sqft

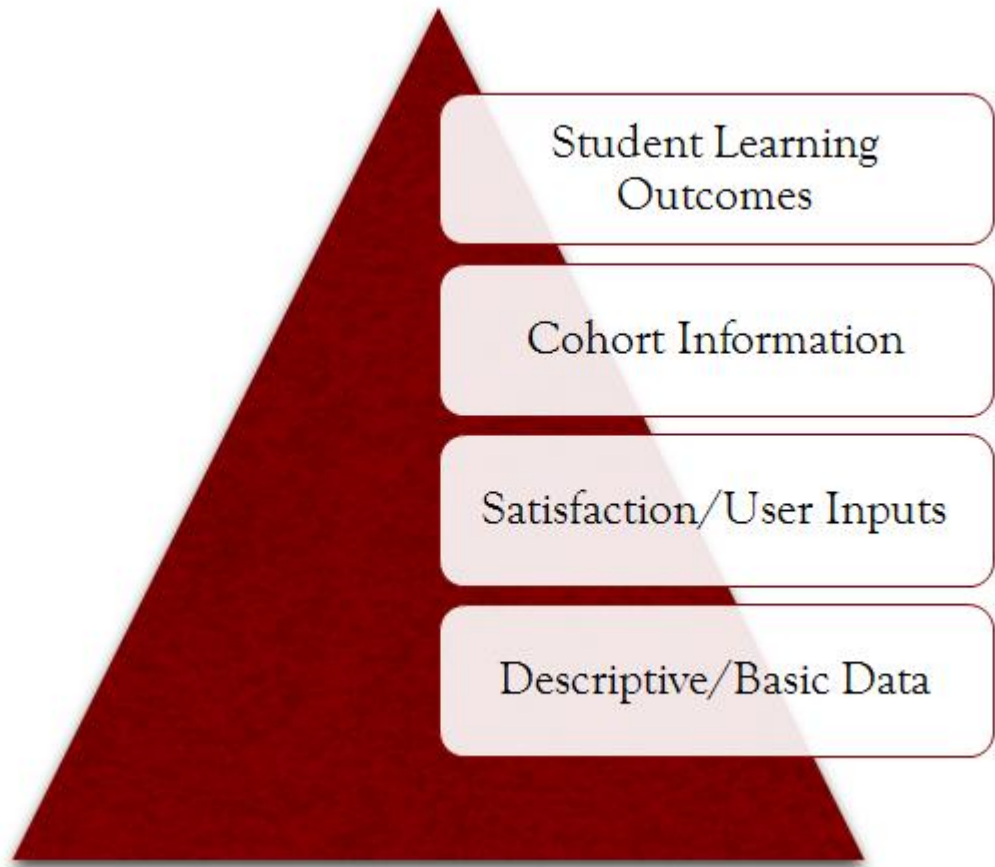
Davis Campus

Strength and Cardio –3014 sqft
Group Exercise (2 studios) –1570 sqft
Locker Rooms –903 sqft
CR Office Space (including reception) –422 sqft
Outdoor Basketball –2968 sqft
Outdoor Volleyball –3042 sqft

Outdoor Program

Rental Center – 3,135 Sqft
Challenge Course – 41,431 sqft

Appendix J
Student Affairs Assessment Pyramid



Appendix K Campus Recreation Cohort Data Fall 2012 Campus Rec Aquatics Drop-In Swim Cohort¹

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Campus Rec Drop-In Swim Cohort Information							
Total Number of Students	101	39					
Cohort Average Term G.P.A.	3.35	3.23					3.29
Cohort Average Cumulative G.P.A	3.34	3.32					3.33
Change in Cumulative G.P.A. from Last Term	N/A	-0.02					
Avg. # Total Credit Hours	68	84					
# Students Graduated with Associate's Degrees	6						
# of Students Graduated with Bachelor's Degrees	0						
# of Students Graduated with Master's Degrees	0						
Avg Years to Complete Bachelor's Degree	N/A						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	101						
Retention Rate	N/A	38.61%					38.61%

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
SA Cohort Information²							
Total Number of Students	1852	1176					
Cohort Average Term G.P.A.	2.79	2.92					2.86

Cohort Average Cumulative G.P.A	2.97	3.06					3.015
Change in Cumulative G.P.A. from Last Term	N/A	0.09					
Avg. # Total Credit Hours	45	68					
# Students Graduated with Associate's Degrees	109						
# of Students Graduated with Bachelor's Degrees	130						
# of Students Graduated with Master's Degrees	2						
Avg Years to Complete Bachelor's Degree	3.91						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	1720						
Retention Rate	N/A	68.37%					68.37%

WSU Student Body Cohort Information	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	26193	13360					
Cohort Average Term G.P.A.	2.89	3.1					2.995
Cohort Average Cumulative G.P.A	3.09	3.13					3.11
Change in Cumulative G.P.A. from Last Term	N/A	0.04					
Avg. # Total Credit Hours	39	60					
# Students Graduated with Associate's Degrees	1667						
# of Students Graduated with Bachelor's Degrees	1756						

# of Students Graduated with Master's Degrees	213						
Avg Years to Complete Bachelor's Degree	4.64						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	24224						
Retention Rate	N/A	55.15%					55.15%

Campus Rec Drop-In Swim Cohort Characteristics:		Demographic Information					
Female	41%	African American	1%	Hispanic	5%		
Male	59%	Asian/Pacific Islander	0%	Caucasian	75%		
Not Specified	0%	Native American	0%	International	7%		
Avg. ACT Score	23	Native Hawaiian/Pacific Islander	0%	Other	12%		
Avg. Age	25						
SA Cohort Characteristics:		Demographic Information					
Female	48%	African American	5%	Hispanic	12%		
Male	52%	Asian/Pacific Islander	4%	Caucasian	49%		
Not Specified	0%	Native American	2%	International	23%		
Avg. ACT Score	22	Native Hawaiian/Pacific Islander	2%	Other	4%		
Avg. Age	22						
WSU Cohort Characteristics:		Demographic Information					
Female	53%	African American	2%	Hispanic	9%		
Male	47%	Asian/Pacific Islander	2%	Caucasian	56%		
Not Specified	>1%	Native American	1%	International	2%		
Avg. ACT Score	22	Native Hawaiian/Pacific Islander	1%	Other	29%		

Avg. Age 24

Pacific Islander

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2013 Campus Rec Aquatics Drop-In Swim Cohort¹

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Campus Rec Drop-In Swim Cohort Information							
Total Number of Students	57						
Cohort Average Term G.P.A.	3.24						3.24
Cohort Average Cumulative G.P.A	3.24						3.24
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	75						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

SA Cohort Information ²	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students							
Cohort Average Term G.P.A.							#DIV/0!
Cohort Average Cumulative G.P.A							#DIV/0!
Change in Cumulative G.P.A. from Last Term							
Avg. # Total Credit Hours							
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate							

WSU Student Body Cohort Information	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students	25210						
Cohort Average Term G.P.A.	3.1						
Cohort Average Cumulative G.P.A	2.53						
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	39						
# Students Graduated with Associate's Degrees							

# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

Campus Rec Drop-In Swim Cohort Characteristics:		Demographic Information					
Female	<u>42%</u>	African American	<u>0%</u>	Hispanic	<u>5%</u>		
Male	<u>58%</u>	Asian/Pacific Islander	<u>0%</u>	Caucasian	<u>77%</u>		
Not Specified	<u>0%</u>	Native American	<u>2%</u>	International	<u>0%</u>		
Avg. ACT Score	<u>23</u>	Native Hawaiian/ Pacific Islander	<u>2%</u>	Other	<u>14%</u>		
Avg. Age	<u>25</u>						
SA Cohort Characteristics:		Demographic Information					
Female	_____	African American	_____	Hispanic	_____		
Male	_____	Asian/Pacific Islander	_____	Caucasian	_____		
Not Specified	_____	Native American	_____	International	_____		
Avg. ACT Score	_____	Native Hawaiian/ Pacific Islander	_____	Other	_____		
Avg. Age	_____						
WSU Cohort Characteristics:		Demographic Information					
Female	<u>53%</u>	African American	<u>2%</u>	Hispanic	<u>9%</u>		
Male	<u>46%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>54%</u>		

Not Specified	<u>1%</u>	Native American	<u>1%</u>	International	<u>2%</u>
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>31%</u>
Avg. Age	<u>24</u>				

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2012 Campus Recreation Intramurals Cohort¹

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Campus Rec Intramurals Cohort Information							
Total Number of Students	94	59					
Cohort Average Term G.P.A.	2.83	2.68					2.755
Cohort Average Cumulative G.P.A	3.00	3.02					3.01
Change in Cumulative G.P.A. from Last Term	N/A	0.02					
Avg. # Total Credit Hours	42	63					
# Students Graduated with Associate's Degrees	12						
# of Students Graduated with Bachelor's Degrees	3						
# of Students Graduated with Master's Degrees	0						
Avg Years to Complete Bachelor's Degree	4.77						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	91						
Retention Rate	N/A	64.84%					64.84%

SA Cohort Information ²	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	1852	1176					
Cohort Average Term G.P.A.	2.79	2.92					2.86
Cohort Average Cumulative G.P.A	2.97	3.06					3.015
Change in Cumulative G.P.A. from Last Term	N/A	0.09					
Avg. # Total Credit Hours	45	68					
# Students Graduated with Associate's Degrees	109						
# of Students Graduated with Bachelor's Degrees	130						
# of Students Graduated with Master's Degrees	2						
Avg Years to Complete Bachelor's Degree	3.91						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	1720						
Retention Rate	N/A	68.37%					68.37%

WSU Student Body Cohort Information	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	26193	13360					
Cohort Average Term G.P.A.	2.89	3.1					2.995
Cohort Average Cumulative G.P.A	3.09	3.13					3.11
Change in Cumulative G.P.A. from Last Term	N/A	0.04					
Avg. # Total Credit Hours	39	60					
# Students Graduated with Associate's Degrees	1667						

# of Students Graduated with Bachelor's Degrees	1756						
# of Students Graduated with Master's Degrees	213						
Avg Years to Complete Bachelor's Degree	4.64						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	21224						
Retention Rate	N/A	55.15%					55.15%

Campus Rec Intramurals							
Cohort Characteristics:		Demographic Information					
Female	<u>26%</u>	African American	<u>2%</u>	Hispanic	<u>13%</u>		
Male	<u>74%</u>	Asian/Pacific Islander	<u>0%</u>	Caucasian	<u>51%</u>		
Not Specified	<u>0%</u>	Native American	<u>1%</u>	International	<u>29%</u>		
Avg. ACT Score	<u>23</u>	Native Hawaiian/ Pacific Islander	<u>0%</u>	Other	<u>4%</u>		
Avg. Age	<u>21</u>						
SA Cohort Characteristics:		Demographic Information					
Female	<u>48%</u>	African American	<u>5%</u>	Hispanic	<u>12%</u>		
Male	<u>52%</u>	Asian/Pacific Islander	<u>4%</u>	Caucasian	<u>49%</u>		
Not Specified	<u>0%</u>	Native American	<u>2%</u>	International	<u>23%</u>		
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>2%</u>	Other	<u>4%</u>		
Avg. Age	<u>22</u>						
WSU Cohort Characteristics:		Demographic Information					
Female	<u>53%</u>	African American	<u>2%</u>	Hispanic	<u>9%</u>		
Male	<u>47%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>56%</u>		

Not Specified	<u>>1%</u>	Native American	<u>1%</u>	International	<u>2%</u>
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>29%</u>
Avg. Age	<u>24</u>				

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2013 Campus Recreation Intramurals Cohort¹

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Campus Rec Intramurals Cohort Information							
Total Number of Students	72						
Cohort Average Term G.P.A.	2.63						2.63
Cohort Average Cumulative G.P.A	2.94						2.94
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	59						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

SA Cohort Information ²	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students							
Cohort Average Term G.P.A.							#DIV/0!
Cohort Average Cumulative G.P.A							#DIV/0!
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours							
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

WSU Student Body Cohort Information	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students	25210						
Cohort Average Term G.P.A.	3.1						3.1
Cohort Average Cumulative G.P.A	2.53						2.53
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	39						
# Students Graduated with Associate's Degrees							

# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

Campus Rec Intramurals							
Cohort Characteristics:		Demographic Information					
Female	<u>26%</u>	African American	<u>1%</u>	Hispanic	<u>8%</u>		
Male	<u>74%</u>	Asian/Pacific Islander	<u>3%</u>	Caucasian	<u>53%</u>		
Not Specified	<u>0%</u>	Native American	<u>1%</u>	International	<u>25%</u>		
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>0%</u>	Other	<u>8%</u>		
Avg. Age	<u>23</u>						
SA Cohort Characteristics:		Demographic Information					
Female	_____	African American	_____	Hispanic	_____		
Male	_____	Asian/Pacific Islander	_____	Caucasian	_____		
Not Specified	_____	Native American	_____	International	_____		
Avg. ACT Score	_____	Native Hawaiian/ Pacific Islander	_____	Other	_____		
Avg. Age	_____						
WSU Cohort Characteristics:		Demographic Information					
Female	<u>53%</u>	African American	<u>2%</u>	Hispanic	<u>9%</u>		
Male	<u>46%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>54%</u>		

Not Specified	<u>1%</u>	Native American	<u>1%</u>	International	<u>2%</u>
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>31%</u>
Avg. Age	<u>24</u>				

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2012 Campus Rec Outdoor Program Challenge Course Cohort¹

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Challenge Course Cohort Information							
Total Number of Students	99	60					
Cohort Average Term G.P.A.	2.70	2.93					2.815
Cohort Average Cumulative G.P.A	2.93	3.01					2.97
Change in Cumulative G.P.A. from Last Term	N/A	0.08					
Avg. # Total Credit Hours	43	65					
# Students Graduated with Associate's Degrees	6						
# of Students Graduated with Bachelor's Degrees	12						
# of Students Graduated with Master's Degrees	0						
Avg Years to Complete Bachelor's Degree	4.7						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	87						
Retention Rate	N/A	68.97%					68.97%

SA Cohort Information ²	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	1852	1176					
Cohort Average Term G.P.A.	2.79	2.92					2.86
Cohort Average Cumulative G.P.A	2.97	3.06					3.015
Change in Cumulative G.P.A. from Last Term	N/A	0.09					
Avg. # Total Credit Hours	45	68					
# Students Graduated with Associate's Degrees	109						
# of Students Graduated with Bachelor's Degrees	130						
# of Students Graduated with Master's Degrees	2						
Avg Years to Complete Bachelor's Degree	3.91						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	1720						
Retention Rate	N/A	68.37%					68.37%

WSU Student Body Cohort Information	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	26193	13360					
Cohort Average Term G.P.A.	2.89	3.1					2.995
Cohort Average Cumulative G.P.A	3.09	3.13					3.11

Change in Cumulative G.P.A. from Last Term	N/A	0.04					
Avg. # Total Credit Hours	39	60					
# Students Graduated with Associate's Degrees	1667						
# of Students Graduated with Bachelor's Degrees	1756						
# of Students Graduated with Master's Degrees	213						
Avg Years to Complete Bachelor's Degree	4.64						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	24224						
Retention Rate	N/A	55.15%					55.15%

Challenge Course Cohort Characteristics:		Demographic Information					
Female	<u>65%</u>	African American	<u>15%</u>	Hispanic	<u>21%</u>		
Male	<u>34%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>47%</u>		
Not Specified	<u>1%</u>	Native American	<u>2%</u>	International	<u>4%</u>		
Avg. ACT Score	<u>20</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>7%</u>		
Avg. Age	<u>21</u>						
SA Cohort Characteristics:		Demographic Information					
Female	<u>48%</u>	African American	<u>5%</u>	Hispanic	<u>12%</u>		
Male	<u>52%</u>	Asian/Pacific Islander	<u>4%</u>	Caucasian	<u>49%</u>		
Not Specified	<u>0%</u>	Native American	<u>2%</u>	International	<u>23%</u>		
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>2%</u>	Other	<u>4%</u>		
Avg. Age	<u>22</u>						
WSU Cohort Characteristics:		Demographic Information					

Female	<u>53%</u>	African American	<u>2%</u>	Hispanic	<u>9%</u>
Male	<u>47%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>56%</u>
Not Specified	<u>>1%</u>	Native American	<u>1%</u>	International	<u>2%</u>
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>29%</u>
Avg. Age	<u>24</u>				

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2013 Campus Rec Outdoor Program Challenge Course Cohort¹

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Challenge Course Cohort Information							
Total Number of Students	68						
Cohort Average Term G.P.A.	3.25						3.25
Cohort Average Cumulative G.P.A	3.28						3.28
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	69						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							

Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

SA Cohort Information ²	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students							
Cohort Average Term G.P.A.							#DIV/0!
Cohort Average Cumulative G.P.A							#DIV/0!
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours							
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

WSU Student Body Cohort Information	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	25210						
Cohort Average Term G.P.A.	3.1						3.1
Cohort Average Cumulative G.P.A	2.53						2.53

Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	39						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

Challenge Course Cohort Characteristics:		Demographic Information			
Female	<u>75%</u>	African American	<u>0%</u>	Hispanic	<u>7%</u>
Male	<u>25%</u>	Asian/Pacific Islander	<u>4%</u>	Caucasian	<u>75%</u>
Not Specified	<u>0%</u>	Native American	<u>1%</u>	International	<u>1%</u>
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>9%</u>
Avg. Age	<u>21</u>				
SA Cohort Characteristics:		Demographic Information			
Female	_____	African American	_____	Hispanic	_____
Male	_____	Asian/Pacific Islander	_____	Caucasian	_____
Not Specified	_____	Native American	_____	International	_____
Avg. ACT Score	_____	Native Hawaiian/ Pacific Islander	_____	Other	_____
Avg. Age	_____				
WSU Cohort Characteristics:		Demographic Information			

Female	<u>53%</u>	African American	<u>2%</u>	Hispanic	<u>9%</u>
Male	<u>46%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>54%</u>
Not Specified	<u>1%</u>	Native American	<u>1%</u>	International	<u>2%</u>
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>31%</u>
Avg. Age	<u>24</u>				

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2013 Campus Recreation Outdoor Rental Participant Cohort¹

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Campus Rec Employees Cohort Information							
Total Number of Students	158						
Cohort Average Term G.P.A.	3.21						3.21
Cohort Average Cumulative G.P.A	3.19						3.19
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	75						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							

Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

SA Cohort Information ²	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students							
Cohort Average Term G.P.A.							#DIV/0!
Cohort Average Cumulative G.P.A							#DIV/0!
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours							
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

WSU Student Body Cohort Information	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
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Total Number of Students	25210						
Cohort Average Term G.P.A.	3.1						
Cohort Average Cumulative G.P.A.	2.53						
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	39						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

Campus Rec Employees Cohort Characteristics:		Demographic Information			
Female	<u>39%</u>	African American	<u>1%</u>	Hispanic	<u>7%</u>
Male	<u>61%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>80%</u>
Not Specified	<u>0%</u>	Native American	<u>1%</u>	International	<u>2%</u>
Avg. ACT Score	<u>21</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>7%</u>
Avg. Age	<u>26</u>				
SA Cohort Characteristics:		Demographic Information			
Female	_____	African American	_____	Hispanic	_____
Male	_____	Asian/Pacific Islander	_____	Caucasian	_____
Not Specified	_____	Native American	_____	International	_____

Avg. ACT Score _____	Native Hawaiian/ Pacific Islander _____	Other _____
Avg. Age _____		
WSU Cohort Characteristics:		
Demographic Information		
Female 53%	African American 2%	Hispanic 9%
Male 46%	Asian/Pacific Islander 2%	Caucasian 54%
Not Specified 1%	Native American 1%	International 2%
Avg. ACT Score 22	Native Hawaiian/ Pacific Islander 1%	Other 31%
Avg. Age 24		

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2012 Outdoor Program Trips Cohort¹

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Outdoor Program Trips Cohort Information							
Total Number of Students	65	40					
Cohort Average Term G.P.A.	2.87	2.77					2.82
Cohort Average Cumulative G.P.A	2.97	3					2.99
Change in Cumulative G.P.A. from Last Term	N/A	0.03					
Avg. # Total Credit Hours	37	56					
# Students Graduated with Associate's Degrees	5						
# of Students Graduated with Bachelor's Degrees	2						

# of Students Graduated with Master's Degrees	0						
Avg Years to Complete Bachelor's Degree	3.82						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	60						
Retention Rate	N/A	66.67%					66.67%

SA Cohort Information ²	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	1852	1176					
Cohort Average Term G.P.A.	2.79	2.92					2.86
Cohort Average Cumulative G.P.A	2.97	3.06					3.015
Change in Cumulative G.P.A. from Last Term	N/A	0.09					
Avg. # Total Credit Hours	45	68					
# Students Graduated with Associate's Degrees	109						
# of Students Graduated with Bachelor's Degrees	130						
# of Students Graduated with Master's Degrees	2						
Avg Years to Complete Bachelor's Degree	3.91						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	1720						
Retention Rate	N/A	68.37%					68.37%

WSU Student Body Cohort Information	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	26193	13360					
Cohort Average Term G.P.A.	2.89	3.1					2.995
Cohort Average Cumulative G.P.A.	3.09	3.13					3.11
Change in Cumulative G.P.A. from Last Term	N/A	0.04					
Avg. # Total Credit Hours	39	60					
# Students Graduated with Associate's Degrees	1667						
# of Students Graduated with Bachelor's Degrees	1756						
# of Students Graduated with Master's Degrees	213						
Avg Years to Complete Bachelor's Degree	4.64						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	24224						
Retention Rate	N/A	55.15%					55.15%

Outdoor Program Trips Cohort Characteristics:		Demographic Information			
Female	<u>52%</u>	African American	<u>5%</u>	Hispanic	<u>29%</u>
Male	<u>48%</u>	Asian/Pacific Islander	<u>3%</u>	Caucasian	<u>52%</u>
Not Specified	<u>0%</u>	Native American	<u>3%</u>	International	<u>2%</u>
Avg. ACT Score	<u>21</u>	Native Hawaiian/ Pacific Islander	<u>0%</u>	Other	<u>6%</u>
Avg. Age	<u>21</u>				

SA Cohort Characteristics:		Demographic Information			
Female	48%	African American	5%	Hispanic	12%
Male	52%	Asian/Pacific Islander	4%	Caucasian	49%
Not Specified	0%	Native American	2%	International	23%
Avg. ACT Score	22	Native Hawaiian/ Pacific Islander	2%	Other	4%
Avg. Age	22				

WSU Cohort Characteristics:		Demographic Information			
Female	53%	African American	2%	Hispanic	9%
Male	47%	Asian/Pacific Islander	2%	Caucasian	56%
Not Specified	>1%	Native American	1%	International	2%
Avg. ACT Score	22	Native Hawaiian/ Pacific Islander	1%	Other	29%
Avg. Age	24				

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2013 Outdoor Program Trips Cohort¹

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Outdoor Program Trips Cohort Information							
Total Number of Students	24						
Cohort Average Term G.P.A.	2.81						2.81
Cohort Average Cumulative G.P.A	3.14						3.14

Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	49						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

SA Cohort Information ²	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students							
Cohort Average Term G.P.A.							#DIV/0!
Cohort Average Cumulative G.P.A							#DIV/0!
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours							
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							

Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

WSU Student Body Cohort Information	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students	25210						
Cohort Average Term G.P.A.	3.1						3.1
Cohort Average Cumulative G.P.A.	2.53						2.53
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	39						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

Outdoor Program Trips Cohort Characteristics:

Female	<u>46%</u>
Male	<u>54%</u>
Not Specified	<u>0%</u>
Avg. ACT Score	<u>21</u>

Demographic Information

African American	<u>4%</u>	Hispanic	<u>4%</u>
Asian/Pacific Islander	<u>4%</u>	Caucasian	<u>83%</u>
Native American	<u>0%</u>	International	<u>0%</u>
Native Hawaiian/	<u>0%</u>	Other	<u>0%</u>

Avg. Age	25	Pacific Islander	
SA Cohort Characteristics:		Demographic Information	
Female	_____	African American	_____
Male	_____	Asian/Pacific Islander	_____
Not Specified	_____	Native American	_____
Avg. ACT Score	_____	Native Hawaiian/ Pacific Islander	_____
Avg. Age	_____	Hispanic	_____
		Caucasian	_____
		International	_____
		Other	_____
WSU Cohort Characteristics:		Demographic Information	
Female	53%	African American	2%
Male	46%	Asian/Pacific Islander	2%
Not Specified	1%	Native American	1%
Avg. ACT Score	22	Native Hawaiian/ Pacific Islander	1%
Avg. Age	24	Hispanic	9%
		Caucasian	54%
		International	2%
		Other	31%

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2012 Campus Recreation Club Sports Cohort¹

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Campus Rec Club Sports Cohort Information							
Total Number of Students	180	132					
Cohort Average Term G.P.A.	2.59	2.95					2.77
Cohort Average Cumulative G.P.A	2.78	2.93					2.86

Change in Cumulative G.P.A. from Last Term	N/A	0.15					
Avg. # Total Credit Hours	37	66					
# Students Graduated with Associate's Degrees	14						
# of Students Graduated with Bachelor's Degrees	7						
# of Students Graduated with Master's Degrees	0						
Avg Years to Complete Bachelor's Degree	4.79						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	166						
Retention Rate	N/A	79.52%					79.52%

SA Cohort Information ²	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	1852	1176					
Cohort Average Term G.P.A.	2.79	2.92					2.86
Cohort Average Cumulative G.P.A	2.97	3.06					3.015
Change in Cumulative G.P.A. from Last Term	N/A	0.09					
Avg. # Total Credit Hours	45	68					
# Students Graduated with Associate's Degrees	109						
# of Students Graduated with Bachelor's Degrees	130						
# of Students Graduated with Master's Degrees	2						
Avg Years to Complete Bachelor's Degree	3.91						

Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	1720						
Retention Rate	N/A	68.37%					68.37%

WSU Student Body Cohort Information	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	26193	13360					
Cohort Average Term G.P.A.	2.89	3.1					2.995
Cohort Average Cumulative G.P.A.	3.09	3.13					3.11
Change in Cumulative G.P.A. from Last Term	N/A	0.04					
Avg. # Total Credit Hours	39	60					
# Students Graduated with Associate's Degrees	1667						
# of Students Graduated with Bachelor's Degrees	1756						
# of Students Graduated with Master's Degrees	213						
Avg Years to Complete Bachelor's Degree	4.64						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	24224						
Retention Rate	N/A	55.15%					55.15%

Campus Rec Club Sports Cohort Characteristics:		Demographic Information			
Female	<u>24%</u>	African American	<u>3%</u>	Hispanic	<u>13%</u>
Male	<u>76%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>67%</u>
Not Specified	<u>0%</u>	Native American	<u>2%</u>	International	<u>1%</u>
Avg. ACT Score	<u>21</u>	Native Hawaiian/	<u>1%</u>	Other	<u>11%</u>

Avg. Age	22	Pacific Islander			
SA Cohort Characteristics:		Demographic Information			
Female	48%	African American	5%	Hispanic	12%
Male	52%	Asian/Pacific Islander	4%	Caucasian	49%
Not Specified	0%	Native American	2%	International	23%
Avg. ACT Score	22	Native Hawaiian/ Pacific Islander	2%	Other	4%
Avg. Age	22				
WSU Cohort Characteristics:		Demographic Information			
Female	53%	African American	2%	Hispanic	9%
Male	47%	Asian/Pacific Islander	2%	Caucasian	56%
Not Specified	>1%	Native American	1%	International	2%
Avg. ACT Score	22	Native Hawaiian/ Pacific Islander	1%	Other	29%
Avg. Age	24				

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2013 Campus Recreation Club Sports Cohort¹

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Campus Rec Club Sports Cohort Information							
Total Number of Students	96						
Cohort Average Term G.P.A.	2.62						2.62
Cohort Average Cumulative G.P.A	2.64						2.64

Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	43						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						79.52%

SA Cohort Information ²	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students							
Cohort Average Term G.P.A.							#DIV/0!
Cohort Average Cumulative G.P.A							#DIV/0!
Change in Cumulative G.P.A. from Last Term							
Avg. # Total Credit Hours							
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							

Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						68.37%

WSU Student Body Cohort Information	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students	25210						
Cohort Average Term G.P.A.	3.1						3.1
Cohort Average Cumulative G.P.A.	2.53						2.53
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	39						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						55.15%

Campus Rec Club Sports Cohort Characteristics:		Demographic Information			
Female	<u>25%</u>	African American	<u>5%</u>	Hispanic	<u>8%</u>
Male	<u>75%</u>	Asian/Pacific Islander	<u>0%</u>	Caucasian	<u>74%</u>
Not Specified	<u>0%</u>	Native American	<u>0%</u>	International	<u>1%</u>
Avg. ACT Score	<u>21</u>	Native Hawaiian/	<u>1%</u>	Other	<u>11%</u>

Avg. Age	22	Pacific Islander			
SA Cohort Characteristics:		Demographic Information			
Female	0%	African American	0%	Hispanic	0%
Male	0%	Asian/Pacific Islander	0%	Caucasian	0%
Not Specified	0%	Native American	0%	International	0%
Avg. ACT Score	0	Native Hawaiian/ Pacific Islander	0%	Other	0%
Avg. Age	0				
WSU Cohort Characteristics:		Demographic Information			
Female	53%	African American	2%	Hispanic	9%
Male	46%	Asian/Pacific Islander	2%	Caucasian	54%
Not Specified	1%	Native American	1%	International	2%
Avg. ACT Score	22	Native Hawaiian/ Pacific Islander	1%	Other	31%
Avg. Age	24				

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2012 CR Fitness Group Exercise Cohort¹

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
CR Fitness Group Exercise Cohort Information							
Total Number of Students	210	71					
Cohort Average Term G.P.A.	3.10	3.23					3.165

Cohort Average Cumulative G.P.A	3.18	3.27					3.23
Change in Cumulative G.P.A. from Last Term	N/A	0.09					
Avg. # Total Credit Hours	59	77					
# Students Graduated with Associate's Degrees	15						
# of Students Graduated with Bachelor's Degrees	10						
# of Students Graduated with Master's Degrees	0						
Avg Years to Complete Bachelor's Degree	5.04						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	200						
Retention Rate	N/A	35.50%					35.50%

SA Cohort Information ²	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	1852	1176					
Cohort Average Term G.P.A.	2.79	2.92					2.86
Cohort Average Cumulative G.P.A	2.97	3.06					3.015
Change in Cumulative G.P.A. from Last Term	N/A	0.09					
Avg. # Total Credit Hours	45	68					
# Students Graduated with Associate's Degrees	109						
# of Students Graduated with Bachelor's Degrees	130						
# of Students Graduated with Master's Degrees	2						

Avg Years to Complete Bachelor's Degree	3.91						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	1720						
Retention Rate	N/A	68.37%					68.37%

WSU Student Body Cohort Information	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	26193	13360					
Cohort Average Term G.P.A.	2.89	3.1					2.995
Cohort Average Cumulative G.P.A.	3.09	3.13					3.11
Change in Cumulative G.P.A. from Last Term	N/A	0.04					
Avg. # Total Credit Hours	39	60					
# Students Graduated with Associate's Degrees	1667						
# of Students Graduated with Bachelor's Degrees	1756						
# of Students Graduated with Master's Degrees	213						
Avg Years to Complete Bachelor's Degree	4.64						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	24224						
Retention Rate	N/A						

CR Fitness Group Exercise Cohort Characteristics:		Demographic Information			
Female	83%	African American	4%	Hispanic	17%
Male	17%	Asian/Pacific Islander	5%	Caucasian	63%
Not Specified	0%	Native American	1%	International	>1%
Avg. ACT Score	22	Native Hawaiian/ Pacific Islander	0%	Other	10%
Avg. Age	22				

SA Cohort Characteristics:		Demographic Information			
Female	48%	African American	5%	Hispanic	12%
Male	52%	Asian/Pacific Islander	4%	Caucasian	49%
Not Specified	0%	Native American	2%	International	23%
Avg. ACT Score	22	Native Hawaiian/ Pacific Islander	2%	Other	4%
Avg. Age	22				

WSU Cohort Characteristics:		Demographic Information			
Female	53%	African American	2%	Hispanic	9%
Male	47%	Asian/Pacific Islander	2%	Caucasian	56%
Not Specified	>1%	Native American	1%	International	2%
Avg. ACT Score	22	Native Hawaiian/ Pacific Islander	1%	Other	29%
Avg. Age	24				

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2013 Campus Recreation Davis Fitness Center Participant Cohort¹

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Campus Rec Employees Cohort Information							
Total Number of Students	49						
Cohort Average Term G.P.A.	3.15						3.15
Cohort Average Cumulative G.P.A	3.03						3.03
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	63						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
SA Cohort Information²							
Total Number of Students							
Cohort Average Term G.P.A.							#DIV/0!
Cohort Average Cumulative G.P.A							#DIV/0!
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours							

# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

WSU Student Body Cohort Information	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students	25210						
Cohort Average Term G.P.A.	3.1						
Cohort Average Cumulative G.P.A.	2.53						
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	39						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							

Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

Campus Rec Employees Cohort Characteristics:		Demographic Information					
Female	<u>41%</u>	African American	<u>0%</u>	Hispanic	<u>4%</u>		
Male	<u>59%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>69%</u>		
Not Specified	<u>0%</u>	Native American	<u>0%</u>	International	<u>4%</u>		
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>2%</u>	Other	<u>18%</u>		
Avg. Age	<u>27</u>						
SA Cohort Characteristics:		Demographic Information					
Female	<u> </u>	African American	<u> </u>	Hispanic	<u> </u>		
Male	<u> </u>	Asian/Pacific Islander	<u> </u>	Caucasian	<u> </u>		
Not Specified	<u> </u>	Native American	<u> </u>	International	<u> </u>		
Avg. ACT Score	<u> </u>	Native Hawaiian/ Pacific Islander	<u> </u>	Other	<u> </u>		
Avg. Age	<u> </u>						
WSU Cohort Characteristics:		Demographic Information					
Female	<u>53%</u>	African American	<u>2%</u>	Hispanic	<u>9%</u>		
Male	<u>46%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>54%</u>		
Not Specified	<u>1%</u>	Native American	<u>1%</u>	International	<u>2%</u>		
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>31%</u>		
Avg. Age	<u>24</u>						

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2012 Campus Recreation Employees Cohort¹

(Includes Office Aides & Outdoor Program)

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Campus Rec Employees Cohort Information							
Total Number of Students	46	33					
Cohort Average Term G.P.A.	2.75	2.78					2.765
Cohort Average Cumulative G.P.A	3.00	3.01					3.01
Change in Cumulative G.P.A. from Last Term	N/A	0.01					
Avg. # Total Credit Hours	50	72					
# Students Graduated with Associate's Degrees	3						
# of Students Graduated with Bachelor's Degrees	2						
# of Students Graduated with Master's Degrees	0						
Avg Years to Complete Bachelor's Degree	5.45						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	44						
Retention Rate	N/A	75.00%					75.00%

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
SA Cohort Information²							
Total Number of Students	1852	1176					
Cohort Average Term G.P.A.	2.79	2.92					2.86

Cohort Average Cumulative G.P.A	2.97	3.06					3.015
Change in Cumulative G.P.A. from Last Term	N/A	0.09					
Avg. # Total Credit Hours	45	68					
# Students Graduated with Associate's Degrees	109						
# of Students Graduated with Bachelor's Degrees	130						
# of Students Graduated with Master's Degrees	2						
Avg Years to Complete Bachelor's Degree	3.91						
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	1720						
Retention Rate	N/A	68.37%					68.37%

WSU Student Body Cohort Information	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Overall Average
Total Number of Students	26193	13360					
Cohort Average Term G.P.A.	2.89	3.1					2.995
Cohort Average Cumulative G.P.A	3.09	3.13					3.11
Change in Cumulative G.P.A. from Last Term	N/A	0.04					
Avg. # Total Credit Hours	39	60					
# Students Graduated with Associate's Degrees	1667						
# of Students Graduated with Bachelor's Degrees	1756						
# of Students Graduated with Master's Degrees	213						
Avg Years to Complete Bachelor's Degree	4.64						

Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)	24224						
Retention Rate	N/A	55.15%					55.15%

Campus Rec Employees Cohort Characteristics:		Demographic Information					
Female	<u>48%</u>	African American	<u>2%</u>	Hispanic	<u>11%</u>		
Male	<u>52%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>83%</u>		
Not Specified	<u>0%</u>	Native American	<u>0%</u>	International	<u>0%</u>		
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>2%</u>	Other	<u>0%</u>		
Avg. Age	<u>23</u>						
SA Cohort Characteristics:		Demographic Information					
Female	<u>48%</u>	African American	<u>5%</u>	Hispanic	<u>12%</u>		
Male	<u>52%</u>	Asian/Pacific Islander	<u>4%</u>	Caucasian	<u>49%</u>		
Not Specified	<u>0%</u>	Native American	<u>2%</u>	International	<u>23%</u>		
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>2%</u>	Other	<u>4%</u>		
Avg. Age	<u>22</u>						
WSU Cohort Characteristics:		Demographic Information					
Female	<u>53%</u>	African American	<u>2%</u>	Hispanic	<u>9%</u>		
Male	<u>47%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>56%</u>		
Not Specified	<u>>1%</u>	Native American	<u>1%</u>	International	<u>2%</u>		
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>29%</u>		
Avg. Age	<u>24</u>						

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Fall 2013 Campus Recreation Employees Cohort¹

(Includes Office Aides & Outdoor Program)

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Campus Rec Employees Cohort Information							
Total Number of Students	71						
Cohort Average Term G.P.A.	2.91						2.91
Cohort Average Cumulative G.P.A	2.99						2.99
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	53						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
SA Cohort Information²							
Total Number of Students							
Cohort Average Term G.P.A.							#DIV/0!
Cohort Average Cumulative G.P.A							#DIV/0!

Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours							
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							
Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

WSU Student Body Cohort Information	Fall 2013	Fall 2014	Fall 2015	Fall 2016	Fall 2017	Fall 2018	Overall Average
Total Number of Students	25210						
Cohort Average Term G.P.A.	3.1						
Cohort Average Cumulative G.P.A.	2.53						
Change in Cumulative G.P.A. from Last Term	N/A						
Avg. # Total Credit Hours	39						
# Students Graduated with Associate's Degrees							
# of Students Graduated with Bachelor's Degrees							
# of Students Graduated with Master's Degrees							
Avg Years to Complete Bachelor's Degree							

Potential Students Remaining in Cohort (Total # of Students-Bachelor and Master Grads)							
Retention Rate	N/A						

Campus Rec Employees Cohort Characteristics:		Demographic Information					
Female	<u>51%</u>	African American	<u>3%</u>	Hispanic	<u>4%</u>		
Male	<u>49%</u>	Asian/Pacific Islander	<u>1%</u>	Caucasian	<u>86%</u>		
Not Specified	<u>0%</u>	Native American	<u>1%</u>	International	<u>1%</u>		
Avg. ACT Score	<u>21</u>	Native Hawaiian/ Pacific Islander	<u>3%</u>	Other	<u>0%</u>		
Avg. Age	<u>22</u>						
SA Cohort Characteristics:		Demographic Information					
Female	<u> </u>	African American	<u> </u>	Hispanic	<u> </u>		
Male	<u> </u>	Asian/Pacific Islander	<u> </u>	Caucasian	<u> </u>		
Not Specified	<u> </u>	Native American	<u> </u>	International	<u> </u>		
Avg. ACT Score	<u> </u>	Native Hawaiian/ Pacific Islander	<u> </u>	Other	<u> </u>		
Avg. Age	<u> </u>						
WSU Cohort Characteristics:		Demographic Information					
Female	<u>53%</u>	African American	<u>2%</u>	Hispanic	<u>9%</u>		
Male	<u>46%</u>	Asian/Pacific Islander	<u>2%</u>	Caucasian	<u>54%</u>		
Not Specified	<u>1%</u>	Native American	<u>1%</u>	International	<u>2%</u>		
Avg. ACT Score	<u>22</u>	Native Hawaiian/ Pacific Islander	<u>1%</u>	Other	<u>31%</u>		
Avg. Age	<u>24</u>						

¹Data 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)

²SA Cohort includes all individual departmental cohorts submitted by the appropriate deadline.

Appendix L Five-Year Strategic Plan

Department of Campus Recreation 5-Year Strategic Plan

Goal	2015-16	2016-17	2017-18	2018-19	2019-20
Facilities		Develop plan/concepts for Challenge Course (CC) upgrades; define resources.	Implement CC upgrades. Alpine tower/tower climbing wall.	Define proposal for new OP facility; define resources.	Present proposal for new OP facility; procure resources.
Staffing	Hire and train new Fitness Coordinator, Budget/Admin Support position, and OP Assistant Coordinator-Adventure Program. Continue training new Marketing & Operations (MOps) Coordinator and new Aquatics & Safety (AQS) Coordinator. Create Assistant Director “ladder” position. Define needs and resources for graduate assistant positions, student managers, and/or fulltime assistant in Fitness program. Define AQS student manager. Develop position description and hire MOps graphic designer. Investigate options for Athletic Trainer GA for IMRC. Develop staffing structure of marketing team for promotion of CR.	Pursue internships with Health Promotion Human Performance department. Evaluate Budget/ Admin Support Specialist position for department needs. Procure resources for graduate assistants, student managers and/or fulltime assistant for Fitness. Implement marketing team for promotion of CR.	Recruit/hire graduate assistants and/or full-time assistant for Fitness. Develop and implement training models for risk management and swim lessons. Review and adjust marketing team for promotion of CR.	Review and adjust staff position duties to meet department needs.	Review and adjust staff position duties to meet department needs.
Programs & Operations	Create and implement model for drop-in recreation at Weber Rocks Climbing Wall under new HPHP structure. Increase participation at Davis Fitness Center. Implement new aquatics programming. Acquire 8-passenger vehicle for departmental use; create and implement vehicle use policies and procedures; development vehicle maintenance budget; Increase offerings and	Explore new aquatics programming. Maintain 8-passenger vehicle for CR. Implement Rec Club leader transitional training. Develop Rec Club end-of-year banquet. Increase intramural offerings by 20%. Demonstrate need	Implement Rec Club end-of-year banquet. Increase quality and quantity of promotion via set student marketing team, enhancing CR brand and presence on campus.	Create new approach to training swim lessons instructors.	Review and adjust programs and services to meet participant needs.

Goal	2015-16	2016-17	2017-18	2018-19	2019-20
	participation in IMs. Have marketing presence at each IM sport highlighting engagement via social media. Develop Rec Club leader transitional training. Increase overall group exercise class participation.	for more and diverse group exercise offerings.			
Diversity	Enhance female participation throughout all areas of CR. Enhance underrepresented student participation in OP Adventure Program.	Develop plan for direct access to pool from gender neutral locker room.	Explore ways to diversify staff and programs.	Explore ways to diversify staff and programs.	Explore ways to diversify staff and programs.
Staff Development (CREW Philosophy)	Implement updated Student Development Program (standardize position descriptions, hiring process, eval tools, protocols, etc.). Develop/implement Professional Development Scholarship for hourly student staff. Focus on Interpersonal Communication Skills and Intrapersonal Competence. Create AQS staff culture centered on customer service, responsibility, and accountability. Improve RC leadership series to focus on transferable skills and transitional leadership training. Develop officials to attend NIRSA tournaments.	Continue to develop/track student learning outcomes. IMs officials improve tournament performance (accepted to work semi-finals, finals, and national tournaments). Explore implementation of RC awards banquet (award categories, layout, etc.).	Continue to develop/track student learning outcomes. IMs officials to officiate NIRSA regional and national tournaments. Implement end-of-year RC banquet. Develop and implement training models for risk management and swim lessons.	Continue to develop/track student learning outcomes.	Continue to develop/track student learning outcomes.
Technology	Transition to predominantly online marketing mediums. Streamline social media for CR (@weberrec). Implement online Rental Module for OP. Review iPad use for each program area. Ensure Accudemia meets needs.	Review card-swipe abilities to better meet department needs. Conduct department computer audit for updating equipment.	Investigate efficient methods for data collection. Evaluate TouchNet's ability to meet department needs.		
Well Being	Partner w/Student Wellness Coordinator to cross-promote programs. Work with division and university partners to explore university approach to well-being.	Work with division and university partners to explore university approach to well-being.	Work with division and university partners to explore university approach to well-being.	Work with division and university partners to explore university approach to well-being.	Work with division and university partners to explore university approach to well-being.
Department Program Review	Determine members of Review Team (internal/external) and begin process.	Conduct review process.	Review Action Plan for progress; address as needed.	Review Action Plan for progress;	Review Action Plan for progress;

Last updated 7/28/15

Goal	2015-16	2016-17	2017-18	2018-19	2019-20
				address as needed.	address as needed.

Appendix M Safety Audit Checklist

Campus Recreation
Audit Scenario—One Rescuer CPR with AED
2015-2016

Name: _____ Area: _____ Date: _____

Scenario:

You are doing an hourly locker room check and you see an adult patron who appears to be unconscious on the ground. No one around you is trained in CPR. There is an AED in the building.

***Audits are a test of the employee's knowledge and skill ability to respond in an emergency. Auditors are not to prompt or hint outside of the speaking points given here.**

Rescuer: Determines the scene is safe, puts on gloves, checks victim for consciousness by tapping

Auditor: "Victim is unresponsive"

Rescuer: Activates the EAP, radios for EMS and an AED, opens the airway, and checks breathing and pulse for no more than 10 seconds

Auditor: "Victim has no breathing, no pulse"

____ Primary Assessment/EAP

- 5 Points: No mistakes in primary assessment, correct order (Scene Safe, PPE, Responsiveness, EMS, Check ABC's), Follows Facility EAP
- 3 Points: Few mistakes in order of primary assessment, may forget one step, activates EAP
- 1 point: Major mistakes in order of primary assessment, forgets multiple steps, or does not do primary assessment

Rescuer: Begins CPR, cycles of 30 compressions to 2 ventilations

____ Compressions

- 5 Points: Gives Effective chest compressions—hand placement, compression depth, chest fully recoils, compressions at a minimum of 100 beats/ min.
- 3 Points: Minor errors in chest compressions—hand placement, rate of compressions, # of compressions, compression depth
- 1 Point: Major errors in hand placement, doesn't press deeply enough, rate of compressions, or does not do compressions

____ Ventilations

- 5 Points: Opens Airway properly, seals mask, breaths last 1 second, breathing is natural and not forced
- 3 Points: Breathes may be too long or too short, doesn't tilt head far enough
- 1 Point: Doesn't open airway, breaths are ineffective, or does not give ventilations

____ Cycles of CPR

- 5 Points: Gives 30 compressions for every 2 ventilations
- 3 Points: Minor counting mistakes
- 1 Point: Major mistakes in counting (gives 15:2 for example), constantly rechecks breathing and pulse, or does not do CPR in cycles

—After 3-4 Cycles of CPR—

Auditor: "AED Arrives"

Rescuer: Stops CPR, removes victim's clothing, turns on AED, applies pads to victim's bare chest, tells everyone to stand clear while AED analyzes.

Auditor: "A shock is advised"

Rescuer: advises everyone to stand clear of victim, administers one shock

Auditor: "There are no obvious signs of life"

Rescuer: Continues with 5 cycles of CPR, then reanalyzes with the AED.

Auditor: "A shock is advised"

Rescuer: Tells everyone to stand clear and gives one shock.

Auditor: "There are obvious signs of life"

Rescuer: Monitors victims ABC's and waits for EMS to arrive

____ AED

- 5 Points: Pads on correctly, not over jewelry or medication patch, doesn't touch victim during analysis, continues CPR after shock/no shock given for 5 cycles
- 3 Points: Pads are correct, doesn't touch victim, hesitates after shock/no shock is advised
- 1 Point: Pads are incorrect, touches victim, doesn't continue CPR, or does not use AED

____ Total Points

- Passing: 20 points out of 25

Evaluation:

Student Strengths: _____

Student Weaknesses: _____

Auditor Recommendation: _____

I understand that I have been evaluated on my ability to perform lifesaving skills as outlined above. I agree to follow through on any and all recommendations my employer has stated in the Auditor Recommendation area.

Employee Signature: _____ Date: _____

Auditor Signature: _____ Date: _____