

Division	Enrollment Management & Student Affairs
Department	Campus Recreation

**1. What are the main objectives of your unit, and how do you measure success in achieving them?**

Campus Recreation's main objectives are to offer recreational/wellness opportunities and student/professional development through the following areas:

- SRC facility management and operations  
Success is measured by:
  - Maintaining a Inclusive, safe, welcoming, clean, and functioning environment
  - Adjusting operation hours to balance access trends with budget variations
  - Providing quality customer service to members, internal groups (including the provision of academic space) and external groups
  - Assigning, and regularly re-evaluating for efficiency, facility tasks to contractors, SOU support staff, pro-staff and student-employees
  - Integrating technology for business efficiency and optimal experience
  - Creating, pushing, monitoring and evaluating pertinent marketing and platforms
  - Analyzing data for visits and feedback from members, groups and tours
- Outdoors, intramural sports and wellness programs  
Success is measured by:
  - Involving student-employees as key stakeholders of all levels of programming (from planning to implementing and evaluating)
  - Organizing quality events and leading quality trips, clinics and tournaments
  - Maintaining a inclusive, safe, welcoming and engaging environment
  - Creating, implementing, monitoring and evaluating pertinent marketing and platforms
  - Facilitating unique experiences for students to engage in new activities they never tried, to develop lifelong healthy habits and build community.
  - Analyzing and creating programmatic changes based on engagement data and participants' satisfaction
- Student-employment program, student and professional development and work culture  
Success is measured by:
  - Engaging employees with successful leadership models (Gallup and Ken Blanchard)
  - Enabling the authority of student governance through strong relationships and transparency with ASSOU, Senate, SRC Advisory Committee, and the Student Fee Committee
  - Providing work-study employment opportunities for students.
  - Nurturing a welcoming and positive work environment
  - Provide comprehensive training and professional development on transferable skills, such as Equity, Diversity, and Inclusion, Conflict Resolution, Customer Service, Risk Management, and more.

- Providing opportunities to learn and grow for all, student-employees and professional staff
- Reflecting the institution and department's values in all aspects/levels of business practices

#### **KPI DATA** (September 21 2022 to November 23 2022)

54% of the student body activated their memberships and are visiting the SRC

61 hours of operations per week (Sunday through Friday)

Busiest days of the week are Mondays through Thursdays, with an average of 300 visits/day

Busiest weeks (most visits/week) coincide with REC programs and events hosted in the SRC

- Week 2 (9/26-10/02): REC Night with record breaking number of visits since SRC opened in 2018: 611 visits
- Week 3 (10/03-10/09): Memberships and belay clinics
- Week 7 (10/31-11/06): Glow Climbing Halloween night
- Week 9 (11/14-11/20): Volleyball intramurals

30% of yearly operating budget goes to student-employment (\$¼ million/year)

With a similar structure and amount of pro-staff, our operating budget is 19.3% less than WOU Campus Recreation

#### **2. What are the services that your unit provides and to which customers (students, faculty, staff, donors, others)?**

- Access to the SRC for students, SOU employees, and community members through memberships and day passes.
- A "third space" (in addition to residence and classroom) for students and members to build community and develop social/personal wellbeing.
- Provision of academic spaces for OAL, HPEL, ED and PEA
- Facility rentals to internal and external groups
- Outdoor Program Adventure trips to students and employees
- Equipment rental (fitness, sports and outdoor equipment) to students, employees and community members
- Expertise, clinics and certifications about climbing, water rescue, safety (from First Aid to Wilderness First Responder), fitness equipment and other recreation technical areas to students, employees and volunteers
- Intramural drop-in, day/league tournaments to students and employees
- Wellness services for students and employees
- Employment and volunteer opportunities for students and community members
- Large renown region-wide events such as the Banff Centre Mountain Film Festival World Tour, and the Ashland Ski Swap.
- Recreation Center and programming is a key component of recruiting prospective students and employees.
- Lifetime memories and friendships to all engaged in services listed above

**3. List each position in your unit, and briefly describe the responsibilities of each. Include part-time and work-study student hours. Indicate if functionality of the position is tied to federal, state, or institutional compliance.**

- Director - full time  
Oversee the Campus Recreation department and budgets  
Establish organization goals and objectives  
Implement staffing plan for pro staff and student-employees  
Oversee overall operations and recreation programs, assessment, risk management
- Assistant Director, Facility Operations and Marketing - full time  
Oversee SRC operations and maintenance from SOP to EAP  
Oversee all aspects of recreation marketing from website to social media  
Manage business operations  
Manage all aspects of SRC facility rentals  
Oversee all tech platforms and software
- Assistant Director, Climbing Center and Outdoor Program - full time  
Oversee operations and maintenance of the climbing center from SOP to EAP  
Manage all aspects of the climbing center facility rentals  
manage all aspects of the outdoor equipment rentals  
Oversee Adventure trips  
Oversee Outdoor Program on campus events  
Supervise Trip Staff, Office Staff, Climbing Center Student and volunteers
- Membership and Programs Coordinator - full time - Vacant as of 12/10/2022 - Position currently posted and search started  
Manage all aspects of membership services  
Oversee intramural sports program  
Oversee Fitness & Wellness program  
Supervise operations and intramural sports student-staff and volunteers
- Custodian (FMP) - full time  
Perform general and routine cleaning, maintenance and disinfecting of all areas of the SRC facility
- About 35 student-employee positions - part-time, about 5 FWS  
Implement all position functions in their respective area of responsibility: operations, wellness, marketing, outdoor program, climbing center, intramural sports and special events

**4. Do you see needs and demands for services that your unit cannot currently meet? If so, what are they, and how do they relate to the university's mission?**

- Demand for additional drop-in fitness classes and for personal trainers. This would allow the inclusive introduction to activities such as Zumba, yoga, meditation, pilates, barre, bootcamp, along with their positive impacts on mental health and wellbeing . We currently just offer classes for cycling a few times a term as we do not have a budget to pay instructors.

- Demand for longer operation hours for the SRC and for additional adventure equipment rental hours. A traditional REC facility is open 6a-10p including some weekend hours. This has a cost in student-employment labor. The budget constraints of a very high debt service have shadowed these operations since 2018.
- Add an additional turf field with lights for sport club and intramural use (great demand for sport clubs, intramural sports and pick-up games/open access)

The items above relate to the University mission with student success, professional preparation, innovative curriculum, access and EDI, and learners' preparedness to be responsible engaged citizens, along with the SOU values of well-being, EDI and healthy campus.

**5. How could the university help your unit do its job better?**

- We have excellent relationships with all university departments including FMP, the Service Center, IT, Academics, Enrollment, Finance and Administration, Athletics and the Student Affairs units.
- Implement an operating reserve with Incidental Fee funds for units operating under the Incidental Fee FY23/24. This would allow these units to absorb/respond to temporary changes in environment/circumstances. All Campus Recreation indexes funded by the Incidental Fee include pro-staff/student-employee labor and S&S. It is industry standard to have and use this operating reserve when budgets become insufficient to support operations. Standard recommendation is 3 to 6 months (25% to 50%) of budgeted operating costs.
- The development of an additional SOU position focused on communication to include internal, external communications.
- Continue to tune-up the process of the student fee budgeting (timeline and projections)
- Continue to streamline the student-employment process.
- Establish a transparent campus-wide budget-reserve model.
- Provide support (collaboration and funding) for efficient student recruitment/retention strategies/initiatives such as the Raider Wilderness Experience (cohort-based outdoor trips for incoming students) and esports.

**6. In what ways does your unit relate to other units of the university, academic and non-academic? For example, what services do you provide to other units? What services do other units provide to you? On what tasks do you collaborate with other offices?**

- Operations of the Esports Hub through collaboration with academics
- Hosting PEA/OAL/HPEL/ED classes with the provision of SRC spaces
- Campus Recreation pro staff regularly serves as adjunct professors
- CPR classes and certifications - provided by Russell/FMP
- Provision of overflow spaces for Athletics practices
- Provision of safe spaces during inclement weather (SOU and community)
- Provision of internship opportunities to Practicum students
- Shared adventure equipment storage, maintenance, and use with Outdoor Adventure Leadership and Outdoor Program

**7. What skill sets and resources does your unit possess that can be shared with other units at slack times?**

- Campus Recreation has year-round business operations/programming. We have an obligation to provide a level of service to Fee-paying students year round, including the students taking summer courses. With the downsizing of the employee structure since 2017, there is no slack time. Below are some resources/skills we currently share:
  - Facility reservation (EMS)
  - Physical space for experiential learning
  - Student-development practices and mentorship through student-employment and programming
  - Collaborative programming support in areas of recreation, outdoors, and leadership
  - Equipment use for programming and academic courses

**8. Which individuals in your unit are cross-trained and in what areas?**

- Each Campus Recreation employee is a champion in their own specific/technical area (facility operations, climbing, outdoor adventures, sport programming, marketing)
- All members of the team share efficient student-development and mentorship ethics/skills
- Shared efficiencies with specialty technology and software platforms (Fusion, Connect2, SubItUp)
- Budgeting and financial management
- Administrative tasks and basic paperwork (we do not have an admin assistant in our team)

**9. What resources do you need to improve your services to a superior level?**

Step 1

- Funding to preserve and increase Campus Recreation hours of operation including access to the SRC, the Outdoor Program and the Climbing Center.

Step 2

- 1 full-time staff Club Sports, and Intramurals
- 1 part-time staff for fitness instruction and personal training
- 1 part-time staff for esports
- Campus-wide budget-reserve model

**10. What technologies are available to you to provide your services better? What training do you need to be more effective users of the technology?**

- We currently utilize several software programs that are the pinnacle of recreation operations including EMS, Fusion, SubItUp and Connect2. Staff is actively training and attending continuing education and certification classes for these programs.
- We anticipate that the Workday implementation will streamline administrative tasks that we currently use Banner for.

- In order to remain effective users, we need to continue attending the specialized training from our platforms/software and association annual conference

**11. What one thing do you wish you could do differently to improve your effectiveness but have not had the opportunity, time, or resources to do?**

- Return to our previous (circa 2018) staffing model of five full-time, and one part-time professional staff.
- Bring an Administrative Assistant in our team

**12. How do you review and evaluate your department's yearly performance?**

See Appendix for additional performance data from Improve data

- Primary tools include assessment and internal audits of staff and patron experiences
- Participate in the annual University-wide assessment/accreditation project (Improve).
- Utilize usage reports from our Membership and Access software to see trends in usage and access to the facility.
- Utilize COGNOS to run financial reports to assess fiscal efficiency and accuracy.
- Collect quantitative and qualitative program participation data.
- Professional staff participate in internal review exercises such as SWOT analysis, debriefs with student-staff, staff exit interviews.
- Student-employees retention, student-employees and pro-staff progression with training and pro devo, completion of goal-setting process and annual student and professional staff performance evaluations.

**13. Explain how your unit could function with:**

See answer #24 for context.

The Campus Recreation team has been downsizing since the creation of the department (2017) due to the budget constraints of the debt service (stemming from a smaller enrollment than anticipated on the pro-forma). Further reduction of professional staff would deeply compromise an entire area of services.

- A 10 percent reduction to staff
  - i. Further reduction of SRC open hours and student-employee labor (furthering the ongoing reduction since 2020)

Expected impacts: Further reduction of SRC open hours, which would be controversial as access reduces but the REC Center Fee increases. Threat that academic courses taught in the SRC occur when the building is closed.

- ii. Furlough levels during summer for some employees

Expected impacts: reduction of services to the extent of the furlough, delays in customer service and program planning, need for pro staff to support responsibilities of their peers (so functional areas are covered while area supervisor is away) which will have some limitations based on technical knowledge/skills (operations, climbing center and

outdoor trips), lower productivity and morale. No recruiting power and high threat on employee retention.

- A 20 percent reduction to staff

- i. Further reduction of SRC open hours and student-employee labor (furthering the ongoing reduction since 2020)

Expected impacts: Further reduction of SRC open hours, which would be controversial as access reduces but the REC Center Fee increases. Threat that academic courses taught in the SRC will have to occur when the building is closed.

- ii. Furlough levels yearlong for some employees

Expected impacts: reduction of services to the extent of the furlough, delays in customer service and program planning, reduction of programming, reduction in operation hours, need for pro staff to support responsibilities of their peers (so functional areas are covered while area supervisor is away) which will have some limitations based on technical knowledge/skills (operations, climbing center and outdoor trips), lower productivity and morale. No recruiting power and high threat on employee retention.

- A 30 percent reduction to staff

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With the budget reductions made every year since 2017, the S&S budget (bare bone) funds fixed costs: maintenance, computers, software, utilities and basic office supplies.

- A 10 percent reduction to non-personnel resources

- i. Reduce funds moving into the reserves (building and equipment), which will generate delays in meeting our reserves timeline.

- A 20 percent reduction to non-personnel resources

- i. Completely stop funds moving into the reserves (building and equipment), which will generate delays in meeting our reserves timeline.

- A 30 percent reduction to non-personnel resources

- i. Unable to meet the target. With the obligation to run the operations of the SRC (Rec Center fee), this level of funding (or lack of) would compromise the ability to keep the facility open.

**14. What opportunities exist for greater collaboration and team approaches in the delivery of services?**

- The staff team within the Campus Recreation department is highly collaborative as a unit and efficient in the delegation and delivery of our services.
- Expanding or collaboration in the delivery of services with other departments could include
  - i. Campus-wide student staff onboarding and training opportunities
  - ii. Working with HRS, Payroll, and Financial Aid to more efficiently hire Work-Study students.
  - iii. Working with academic practicum courses to identify more student internship opportunities.
  - iv. Collaborating with FMP and Grounds to identify more tasks that can be completed by student employees.

**15. How many “middle managers” do we have? Are there opportunities to reduce the middle state in the organization and expand the span of control?**

- There are only two middle manager positions that are each attached to a very specific/technical area (Facility Operations and Outdoor Program). As a result of their specialty focus and breadth of responsibilities/overall workload, there is no opportunity to reduce the middle state. Campus Recreation is a small structure that has been continuously downsized since its inception due to lack of budget.

**16. What technological improvements could be made that would result in labor savings?**

- We currently utilize several technologies (Fusion, Connect2, SubItUp, GoogleSuite) that allow us to save significant person-hours. A few improvements that would allow SOU as a whole to save additional time includes:
  - i. Digital forms for purchasing/accounting reconciliations, instead of paper/pdf.
  - ii. Digital forms to replace “paper timesheets” for when a student employee misses their WTE window.
  - iii. Implementing an overhaul of Inside SOU to streamline, correct, and improve internal information sharing.

**17. How can a service be more efficiently delivered?**

- Offering on demand resources for the use of new university wide technologies in addition to scheduled training.

**18. What processes do we have that can be streamlined or eliminated to improve service delivery?**

- Processes related to purchasing, accounting, and cash handling. These could be moved into a digital workflow instead of relying on a paper system.



- Implementing a university-wide assumption of risk form to cover all areas and activities (maybe collection of this one form by Admission platform?).
- Creating a “batch” student-employee reappointment and mid-year change form that could be filled out once for a group of students.
- The process of hiring for professional staff positions needs to be streamlined and shortened. Long wait times between interviews and offering a position results in losing the top applicants.

**19. Restructuring: What efficiencies might be gained by consolidating similar entities?**

- No fiscal efficiency anticipated from consolidation with another entity. With the staff reduction led since 2018, the current team is working at full capacity and cannot take additional work.
- At this time, there are no similar entities on campus. We provide specialized programs, activities, and resources that are open and inclusive to ALL students, regardless of academic major, experience, financial situation, or affiliation to a specific student/community organization.
  - i. Open recreation spaces (fitness floor, fitness studios, gymnasium, Climbing Center, indoor track)
  - ii. Recreation resources (sports equipment rentals, adventure equipment rentals, facilitated adventure trips, organized team sports)
- Considering how small and efficient the current team is (with its hands full), a consolidation with another entity will probably just impact the reporting line and would not create any efficiency.

**20. Personnel: Have we worked around or structured around non-effective personnel and other personnel issues, and is this the time to stop indulging and start confronting the issue(s)?**

- Campus Recreation is currently a high functioning department with outstanding staff. We don't have non-effective personnel. The Campus Recreation personnel has been downsized since 2018. Current employees have already accepted to take on more duties and responsibilities, and are greatly contributing to the multi-level efficiency of the department.

**21. Outsourcing: Are there other opportunities to outsource non-mission-critical services to private contractors who could do it better, faster, cheaper?**

- Campus Recreation currently outsources to private contractors when it is more efficient or sustainable. An example is Indigo Creek Outfitters who manages the Ashland Ski Swap, outsourced by the Outdoor Program to improve financial and personnel efficiencies.
- Some specialty services are currently outsourced with the coordination of FMP: elevators, alarms, overhead (garage-type) doors, and some equipment repairs.

**22. Customer focus: How might our services be structured or delivered to meet the needs of students, faculty, staff, donors, and others better?**

- Campus Recreation currently uses patron access data to align operation hours with peak demand times.

**23. Benchmarking: Compare your unit with similar units at other institutions or national norms.**

Most comparable institutions have similar staffing but greater funding for operations and programs (S&S). Our issue is not fiscal inefficiency but a disproportionate debt service obligation.

**WOU**

- Similar structure with 1 Director, 2 ADs and 1 Coordinator
- \$43 REC building fee + a portion of the \$372 Incidental Fee (IF remains the same starting at 1+ credits)
- \$35 for the HWC building debt, \$7 for the Turf Field debt, and \$96 for operations of the entire Campus Recreation department (building and all program areas).
- \$1,097,934 total operating budget (operations and programs FY22/23).

**EOU**

- Portion of the \$334 Incidental Fee (IF remains the same starting at 1+ credits)
- Services are mostly access to a few shared facilities and the Outdoor Adventure Program with a recently opened Climbing Wall

Cal Poly Humboldt: 6 employees

**24. What can we stop doing?**

- Lack of fiscal accountability and lack of incentive for fiscal efficiency
- Distinguish the debt service from operations, IF and IF reserve practices

The Campus Recreation department has been challenged with revenues since its inception (with the misprojection of the debt service/pro forma) and has implemented cost management strategies since then. A serious restructuring occurred before the SRC opened in 2018 with the suppression of 2 full-time positions (fitness/wellness Coordinator and Administrative Assistant). The overall SOU budget context between 2018 and 2022 forced the suppression of 1 additional position (REC sports Coordinator) and a deep reduction of the S&S to its current bare limit.

Over the Pandemic, our fee revenues were reduced to issue refunds to the student body. Included in this were refunds made from the SRC fee, which posed an unequal burden as these funds were intended to cover fixed costs from the SRC's facility debt service. These pandemic-triggered refunds and reductions also triggered additional cuts on the operations and programming indexes.

In addition to these efficient cost management measures, not only was no deficit generated on any REC index, but all mid-year requests from the Student Fee Committee

to lower spending to refuel the Incidental Fee reserve, were met and surpassed. In 5 years of operations, over \$300,000 of REC-allocated funds have been returned to the Incidental Fee to refuel IF reserves.

With the current status of the IF reserves (about \$125K, with a loss of over \$500K last year alone), and with the units funded with the Incidental Fee unable to request access to the reserve to absorb climates of reductions/cuts for their operations/programming (including salaries), there is a need for better fiscal accountability, better transparency and for bringing back incentives for fiscal efficiencies.

With this historical context in mind and with the data presented in this report, a new/high level of additional cost management strategies imposed on Campus Recreation would be counterproductive and continue to set the precedents/norms for unfair/disproportional fiscal accountability among SOU units and departments.

- Fund the SRC debt service from the SOU Building Debt Service Fee and no longer from the Rec Center Fee. This would allow the SRC fee to fund Campus Recreation operations and programming relieving pressure from the Incidental Fee.
- Identify alternative funds to support Athletics overall budget and independence from the Student Fee Committee process.

**25. How and where might we apply an EDI lens to this cost management discussion?**

- Campus Recreation is an area that serves diverse populations and enables unique experiences for patrons of various backgrounds. We regularly hold events aimed at underrepresented user groups, such as Queer and Deaf Climb nights, host introductory fitness classes, and have non-traditional spaces within the Student Recreation Center. Campus Recreation also provides free and reduced cost access to student clubs and organizations, including affinity-based student orgs.

## **Appendix**

### **CAMPUS RECREATION**

#### **SUPPORT PROGRAM ASSESSMENT REPORT (Improve 2021-2022)**

## I. Alignment of Program Outcomes

*A. Describe how the program's outcomes align with the program's mission and the university's mission.*

**Mission** - Campus Recreation enhances the educational experience of the SOU Community by promoting wellness, personal development, and leadership through inclusive programs, services, and facilities.

- **Student Development** - Providing personal and professional development opportunities to the Campus Recreation student staff through mentoring and tasks.
- **Programming** - Promoting opportunities for the SOU community to connect with their physical and mental wellbeing through inclusive recreation programming.
- **Digital Outreach** - Creating a digital space for alternative/inclusive programming, and providing extra customer service opportunities through an interactive online community.
- **Facility Usage** - Providing the SOU community with access to the facility to focus on individual wellness and participate in programming.
- **Revenue Generation** - Focusing on sustainable fiscal management and increasing revenue to provide more engagement opportunities for students.

*B. Briefly describe the extent to which outcomes are measurable and well-defined.*

The Campus Recreation Improve and narrative report covers data from five program areas: Outdoor Program, Marketing, Sport Clubs, Intramural Sports, and Operations. The outcomes being measured are Student Development, Programming, Digital Outreach, Facility Usage, and Revenue Generation. These outcomes represent areas of significant focus across each program department within Campus Recreation. Each outcome has 2-4 means of assessment. These assessments are in the following areas: counts, training/professional development, surveys, exams, tasks, and financial analysis.

*C. Program Outcomes align with related Strategic Direction Goals.*

The Campus Recreation goals are in alignment with Southern Oregon University's institutional goals. The following is a list of goals that are in alignment with those of Southern Oregon University and Campus Recreation.

**Outcome: Student Development**

**Strategic Direction 1, Goal 1: SOU will develop curriculum and provide learning experiences that prepare all learners for life and work in an evolving future.**

Strategic Direction 1, Goal 1 is related to the Student Development outcome. Our student staff and student leader's training and daily work environment are designed to highlight the professional expectations that students will likely see in their future careers. For example, Sport Club officers attend training focused on budgeting and fiscal management, Allyship, risk management, and other professional skills. These students use the skills developed in these trainings to manage their individual clubs and solve problems through the Sport Clubs Council.

**Strategic Direction 2, Goal 1: SOU will develop effective orientation, training and professional development programs as well as a performance management process that rewards employees for continuous improvement.**

Strategic Direction 2, Goal 1 is related to the Student Development outcome. Student employees who start as Assistants in Campus Recreation are trained and developed with the intention that they will move into a Lead position. Campus Recreation pro-staff continuously mentor student employees and provide feedback and suggestions for professional improvement.

**Outcome: Programming**

**Strategic Direction 4, Goal 1: SOU will replace structural and systemic barriers with equitable processes and practices that promote a sense of belonging and ensure the success of a diverse "new majority."**

Strategic Direction 4, Goal 1 is related to the Programming outcome. Campus Recreation programming is designed to break down barriers to access and participation. Programs are designed to be inclusive and accessible, especially to students who have never participated in a certain activity before. Our programs, including Outdoor trips and Intramural sports, allow the SOU community to play, find their people, and promote belonging.

**Strategic Direction 6, Goal 1: SOU will utilize universal design principles to transform learning spaces to inspire creativity, collaboration and intellectual growth in all of the learning communities we serve.**

Campus Recreation transforms learning spaces. Inspires creativity and intellectual growth through the use of non traditional activities in non traditional spaces. For example, the Outdoor Program utilizes the outdoors in the Pacific Northwest as a way to inspire and facilitate intellectual growth. Intramural sports uses courts, fields and non-traditional recreation spaces to provide collaborative spaces for the SOU Community.

**Outcome: Digital Outreach**

**Strategic Direction 2, Goal 2: SOU will improve its customer experience by streamlining business processes.**

Strategic Direction 2, Goal 2 of SOU is related to the Digital Outreach outcome. The Campus Recreation website and blog will streamline business processes by consolidating Campus Recreation information in one site. The site is specifically designed around friendly user experience and will help customers find essential information in the most efficient way possible.

**Strategic Direction 6, Goal 2: SOU will provide opportunities for all learners to be effective users of immersive, accessible and virtual technologies and spaces.**

Strategic Direction 6, Goal 2 is related to the Campus Recreation Digital Outreach outcome. Creating a vibrant blog and social media community focused on recreation and wellness gives students an accessible outlet to connect with the department without having to physically enter the Rec Center. Additionally, social media provides a space to host and promote virtual programming, which becomes especially important when on-campus programming might not be possible.

**Outcome: Facility Usage**

**Strategic Direction 2, Goal 2: SOU will improve its customer experience by streamlining business processes.**

Strategic Direction 2, Goal 2 is related to the Facility Usage outcome. Periodic reviews are done to identify peak usage in the facility and ensure that hours of operation are aligned with peak usage and adequate staffing is maintained to improve the customer experience.

**Strategic Direction 3, Goal 1: SOU will be a model sustainable institution of higher education, integrating sustainable planning, practices, policies, and education throughout the university.**

Strategic Direction 3, Goal 1 is related to the Facility Usage Outcome. Campus Recreation utilizes facility use reports to identify high and low usage times. This information is used to determine the operating schedule of the building. Additionally, facility use reports are used to inform the number of operational staff hired each year. CR strives to hire an appropriate and sustainable number of student staff.

**Outcome: Revenue Generation**

**Strategic Direction 5, Goal 3: SOU will enhance opportunities to leverage its existing assets to increase revenue.**

Campus Recreation leverages its existing assets in the form of facility and equipment rentals to generate revenue. Facility rentals are available to both internal (SOU) and

external (public or private, non-SOU) groups. The second is the Outdoor Program utilizes its adventure equipment fleet to operate a rental program for SOU students and the community.

**Strategic Direction 7, Goal 1: SOU will be a resource and collaborative partner for the economic, cultural, artistic and social betterment of the region.**

Strategic Direction 7, Goal 1 is related to the Revenue Generation outcome. Many of the programs and revenue-generating efforts of the Outdoor Program are collaborative in nature. Examples are; The Ashland Ski Swap which is a fundraising collaboration between the Outdoor Program and Indigo Creek Outfitters. The Banff Mountain Film Festival generates revenue for the Outdoor Program through ticket sales, and for the university through parking fees and building rentals. SRC facility rentals create partnerships with Ashland and Medford Schools, Ashland Parks and Recreation, and other local organizations.

*D. Program Outcomes Match Related Core Themes.*

The Campus Recreation goals are in alignment with Southern Oregon University's core themes. The following is a list of themes that are in alignment with those of Southern Oregon University and Campus Recreation.

**Outcome: Student Development**

**Related Theme I. Student Learning and Success B. Professional Preparation**

Professional preparation is a core theme related to the Student Development outcome. Student employees in each programming area of Campus Recreation complete specialized training related to their area. These trainings are specifically developed to set students up for success over the course of their positions and in their future careers. Additionally, the Outreach lead and Operations leads are assigned projects that require high degrees of collaboration and critical thinking. This provides them with unique student learning opportunities.

**Related Theme II. Institutional Practices B. Service Excellence**

Service excellence is a core theme related to the Student Development outcome. The training completed by the student staff prepares them to provide the best possible customer service and high quality programming. For example, once each climbing center staff passes the staff skills exam, they are able to provide quality Climbing Center welcome speeches, proper instruction, and manage risk to create a safe and fun event for participants.

**Outcome: Programming**

**Related Theme I. Student Learning and Success D. Curiosity and Creativity**

Curiosity and Creativity is a core theme related to the Programming outcome. Campus Recreation programming is designed to provide the SOU community with opportunities to participate in an activity they have never tried before. For example, participants are provided opportunities to exercise their curiosity through new sports or Outdoor Program adventure trips.

**Related Theme III. Institutional Beliefs and Values E. Well-being**

Well-being is a core theme related to Programming outcome. A core component of Campus Recreation's mission is to provide inclusive programming to enhance the well-being of the SOU community. For example, participation in Intramurals allows the SOU community to remain active and healthy. Students can find a sense of belonging and inclusion through their participation in the Intramural program.

**Outcome: Digital Outreach**

**Related Theme II. Institutional Practices B. Service Excellence**

The Digital Outreach outcome relates to the theme of Service Excellence. The Campus Recreation website serves the campus community by creating accessible information about Campus Recreation and consolidating important program schedules and links in one place. The Campus Recreation social media accounts provide important facility and program updates to members.

**Related Theme III. Institutional Beliefs and Values E. Well-being**

Wellbeing is a core theme related to the Digital Outreach outcome. The Campus Recreation blog will also provide a platform for the community to learn about their well-being outside of a program or facility by offering virtual resources and engagement opportunities. Campus Recreation social media accounts provide a platform for on-demand well-being programming, and sharing information on mental, social, and physical wellness.

**Outcome: Facility Usage**

**Related Theme II. Institutional Practices A. Efficiency and Sustainability**

The Facility Usage outcome relates to the theme of efficiency and sustainability by using the facility usage data to determine staffing schedules and operation hours. This ensures that over-staffing does not occur and that the Student Recreation Center is open during optimal hours for use.

**Related Theme II. Institutional Practices D. Institutional Improvement**

The Facility Usage outcome relates to the theme of Institutional improvement and institutional practices by determining optimal staffing schedules and operational hours.



Periodic reviews are done to identify changes in facility use and recognize where adjustments can be made.

**Outcome: Revenue Generation**

**Related Theme II. Institutional Practices A. Efficiency and Sustainability**

The Revenue Generation outcome is related to the theme of efficiency and sustainability. Generating revenue through fundraising, equipment rentals and facility rentals provides Campus Recreation with additional operating funds as budget allocations from the university decrease.

**Related Theme III. Institutional Beliefs and Values B. Economic Vitality**

The Revenue Generation relates to the theme of economic vitality. Generating revenue through fundraising and facility rentals decreases Campus Recreation's dependence on funds allocated by the SFAC and SOU. Additionally partnering and contracting with Indigo Creek Outfitters to run the Ashland Ski Swap provides economic support and stimulus to the Outdoor Program, Indigo Creek Outfitters, and the Rogue valley through the local multiplier effect. The local multiplier effect (sometimes called the local premium) is the additional economic benefit accrued to an area from money being spent in the local economy.

## **II. Assessment of Outcomes**

- A. Describe how each program outcome has appropriate assessments with measurable targets.*

**Outcome: Student Development** - This outcome will be measured with one Exam Assessment, three Training/Professional Development assessments, and one Task Assessment. The Exam Assessment will be successful if 85% of Climbing Center staff pass the climbing skills exam. The three Training/Professional Development assessments will be successful if Rec Sports student employees are trained to officiate at least 5 different recreational sports, and 90% of club officers complete the fall training modules. The Task assessment will be successful if the Campus Recreation Outreach Lead plans and executes three or more digital media campaigns.

**Outcome: Programming** - This outcome will be measured with two Counts Assessments and one Survey Assessment. The two Counts assessments will be successful if the Outdoor Program offers 8 adventure trips for SOU students, and if the Outdoor Program facilitates 200 student user days on adventure trips (one student user day is defined as one student in the field for one day). The Survey Assessment will be

successful if the Programs and Marketing Coordinator sends a survey to all Intramural league participants.

**Outcome: Digital Outreach** - This outcome will be measured with two Counts Assessments. The two Counts Assessments will be successful if Campus Recreation publishes at least 1 blog posts each term, and if the Campus Recreation Instagram account reaches 850 followers by June 30, 2022.

**Outcome: Facility Usage** - This outcome will be measured with one Counts Assessment and one Task Assessment. The Counts Assessment will be successful if the Student Recreation Center has 45,000 or more students access the facility per academic year. The Task Assessment will be successful if the Operations team completes hourly headcounts of the facility and each space using headcount software (Connect2) for the 2021-2022 academic year.

**Outcome: Revenue Generation** - This outcome will be measured with two Financial Analysis Assessments, and one Task Assessment. The two Financial Analysis Assessments will be successful if Campus Recreation generates \$25,000 in revenue from facility rentals in the 2021/22 academic year and, the Outdoor Program generates at least \$10,000 in revenue during the 2021/22 fiscal year. The one Task Assessment will be successful if the Outdoor Program completes 2 or more significant revenue-generating efforts each year.

*B. Describe data collected to analyze your outcomes. Do you have results for all of your program outcomes? Is the data current? How could you improve the nature of the data you collect for assessment purposes?*

The assessment data collected is well suited as a departmental and programmatic planning tool. All outcomes have two or more assessments with results. All data is from the 2020/2021 academic year. Individual Outcome results are described below:

- 1. Outcome Results - Student Development:** The four targets for this outcome were met. 95% (18 of 19) climbing student staff passed the climbing center exam, which exceeded the target of 85%. Rec Sports staff were trained to facilitate seven sports, including Disc Golf, Pickleball, Sand Volleyball, Indoor Volleyball, Basketball, Spikeball, and Dodgeball which met the target for the first training/professional development assessment. 100% of Sport Club officers completed the fall training modules, which exceeded the target of 90% for the third training/professional development assessment. The Campus Recreation Outreach Lead planned and executed four social media campaigns which exceeded the target for the task assessment.

Campus Recreation will continue to provide professional development opportunities to our student staff. The department will continue to track data related to student development in the form of exams, tasks, and training/professional development.

2. **Outcome Results - Programming:** The three targets for this outcome were met. The Outdoor Program offered 10 adventure trips and facilitated 313 student user days on adventure trips (one student user day is defined as one student in the field for one day) which exceeded both counts assessments. The SOU Intramural Leagues survey was sent to all 21-22 Intramural league participants, which met the target for the survey assessment.

Campus Recreation will continue to track data related to programming. We plan to have more accurate targets next year due to fewer COVID restrictions.

3. **Outcome Results - Digital Outreach:** The two targets for this outcome were met. 4 blog posts (average of 1 per term) were published by the Programs and Marketing Coordinator and Outreach student employees, which met the target for the first count assessment. The Campus Recreation Instagram account reached 892 followers by June 30, 2022 which exceeded the target of 850 followers in the second counts assessment.

Campus Recreation will continue to track data related to our website, social media, and blog.

4. **Outcome Results - Facility Usage:** The target for the count assessment for this outcome was not met, and the target for the task assessment was met. The Student Recreation Center had 32,633 facility entrances during the academic year, which was below the target of 45,000 facility entrances. The Operations staff conducted hourly head counts in each area of the SRC which met the target for the task assessment.

Campus Recreation will continue to track data related to facility entrances and space usage. We estimate that our facility counts will be higher during the 22/23 due to in-person classes and programming.

5. **Outcome Results - Revenue Generation:** The targets for the two financial analysis assessments and the task assessment were met. Campus Recreation generated \$57,006 in facility rental revenue in fiscal year 21/22, which met the target of \$25,000. The Outdoor Program generated \$46,167 in revenue during the 21/22 fiscal year, which met the target of generating \$10,000. The Outdoor Program completed two unique revenue generating events (Ski Swap and Banff

Center Mountain Film Festival) during the academic year, which met the target for the task assessment.

Campus Recreation will continue to focus on revenue generation and financial analysis during the 22/23 fiscal year. We anticipate similar levels of revenue for facility rentals, and decreased revenue from the Outdoor Program due to programming changes.

- C. Describe how your program's data is meaningful and sufficient for analysis of its outcomes. Be sure to explain how the data provides evidence that you are achieving your program outcomes.*

Each outcome is related to an area of Campus Recreation that is integral to the success of the department. The type of data presented for each outcome was designed to clearly show success in each of these areas year to year. Student development is assessed with professional development and exam assessments to determine the department's success in assisting students with professional preparation and skill-building. Program participation data and facility usage is measured with tasks, surveys, and counts assessments designed to highlight growth in our programs year to year. Marketing data is measured with counts to show growth and engagement in our online communities. Revenue generation is assessed using financial analysis to determine if the department is meeting our financial goals and creating a stable financial plan. The meeting (and not meeting) of these targets will be analyzed and used to directly influence the decisions made by the Campus Recreation department in the coming year.

### **III. Communication and Continuous Improvement Efforts**

- A. Describe the extent to which program personnel are engaged in assessing program outcomes.*

The Campus Recreation professional staff have all been involved in the planning and completion of the departmental Improve and Assessment Narrative. At the beginning of the academic year the pro-staff met to identify outcomes and data to track for the current academic year. Each staff member is responsible for tracking and reporting data related to their area of Campus Recreation. Each staff member gathers data that is compiled into one annual narrative document. The Director of Campus Recreation will share this report with the VP of Enrollment Management and Student Affairs. Applicable data and results are shared with the Student Recreation Center Advisory Committee, the SOU

community, and SRC patrons through marketing materials and social media. The Campus Recreation professional staff share the outcomes and results with student staff during annual staff training and during staff meetings.

*B. Describe the extent to which the program integrates the results of its assessment process into its operations. How could this integration be improved?*

The Campus Recreation Department reviewed our 2020/2021 Assessment Report and made adjustments suggested by the assessment committee. The feedback from the committee was reviewed individually by Campus Recreation staff members, and discussed in a staff meeting during fall 2021.

When possible operational decisions made by the department are based on data gathered during the assessment process. The outcomes that have the most effect on the operations of the department are Facility Usage and Revenue Generation. Through the tracking of facility usage data such as hourly headcounts and total facility entrances, the department can adjust operation hours, operational days, and staffing numbers to better meet the demands of the SOU community. With the financial analysis revenue generated by facility rentals and revenue generated by the Outdoor Program, Campus Recreation can more accurately forecast the operational budget of the next fiscal year. An increase in the revenue generated for the department takes some of the pressure off of our allocated budget, and allows for an increase in operational hours and programming. Forecasting and revenue generation allows for an increase in accuracy for fund requests from the SFAC.

An improvement recently implemented in our operations data is the Outdoor Program will now track entrances and exits into the Climbing Center. This will allow department staff to generate more accurate reports highlighting usage based on day and time.

*C. Describe how the program applies data from assessment results to inform program improvements. Provide specific examples. If specific examples are not available, please explain your program's future plans. Were improvements the result of changes to operations, procedures or measurement methods?*

The Campus Recreation outcomes that have the most influence over program improvements are Programming, Digital Outreach, and Student Development. Program data is assessed on a regular basis through reports, debriefs, and staff meetings. This assessment data is used to make high-level changes to programs for the following year.

Through tracking program participation in Intramurals, and Outdoor Program trips and events the department can make informed improvements in the type of programs, timing of programs and quantity of programs. For example, Intramural participants' answers to the SOU Intramural Leagues survey will help to inform what leagues are offered during the next academic year.

Programming is constantly being assessed to see where improvements can be made immediately. For example, Digital Outreach data is used to determine what type of content to use when creating and posting social media content or writing blogs. Based on past social media engagement data, we designed better communications and content that would clearly address the most important information members wanted to know.

Assessment data on Student Development is used to design training and evaluations that will elicit the most engagement and professional development from Campus Recreation student employees. For example the completion rates of Climbing Center Skills exams are used to understand the need for additional Climbing Center staff training.

The Campus Recreation Department will continue to identify new ways to collect and analyze pertinent data related to facility usage, programming efficiency, student development, digital outreach and revenue generation. The software facilitating this data collection are Innosoft Fusion, EMS, Connect2, Fusion IM, Google Analytics, Cognos, Presence and SiteImprove.