Office of the Vice President
for Student Affairs

SWT

September 25, 1997

MEMORANDUM

TO: Mr. John Campbell

FROM: James D. Studer

SUBJ: Site Review Committee Report

Attached is a copy of the final Site Review Committee Report that I have received from Mr. Kuykendall. Please review the recommendations contained within the report and prepare a plan of action that will be responsive to the recommendations.

I will schedule a meeting within a month with you, Dr. Garrison, and Dr. Brigman to discuss your plan of action.

Congratulations on a very good report and the completion of this stage of your Comprehensive Review.

JDS:nh

cc: Dr. John Garrison
Dr. Leellen Brigman
Dr. John Powell
Dr. Ed Burkhardt
Dr. Janet Bezner
Dr. Emilio Carranco

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UTA
THE UNIVERSITY OF TEXAS AT ARLINGTON

September 20, 1997

Dr. James Studer
Vice President for Student Affairs
Southwest Texas State University
San Marcos, Texas 78666-4615

Dear Dr. Studer:

Enclosed please find the revised Site Review Committee Report for The Department of Recreational Sports. I would like to thank the Site Review Committee members that contributed to this report.

It was indeed an honor to be selected as external consultant for this process. If additional information is needed please contact me.

Sincerely,

Doug

Doug Kuykendall
Director

DEPARTMENT OF RECREATIONAL SPORTS
Box 19268 • Arlington, Texas 76019-0268 USA • Metro 817-272-3277

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STUDENT AFFAIRS

Southwest Texas State University
The Department of Recreational Sports
Comprehensive Program Review

Site Review Committee Report

Prepared By
Doug Kuykendall
External Consultant

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Section I

INTRODUCTION

A. The following individuals served on The Department of Recreational Sports Site Review Committee:

Mr. Doug Kuykendall, Chair - External Consultant - Director of Recreational Sports, UT-Arlington
Dr. Emilio Carranco - Director of the Student Health Center, SWT
Dr. John Powell - Director of Continuing Education, SWT
Dr. Janet Bezner - Assistant Professor, Physical Therapy, SWT
Dr. Ed Burkhart - Chair of Health, Physical Education, and Recreation, SWT

B. Site Visit Schedule and Procedures:

The Site Review took place April 21, 22, and 23, 1997. The external consultant and the Director of Recreational Sports visited and toured the University Camp the first afternoon. Over the next three (3) days, the Committee met the Recreational Sports professionals, support staff, advisory councils, the Assistant Vice President and Dean of Students, Recreational Sports classified staff, graduate assistants, University departments that interact extensively with Recreational Sports, student participants and users, the Student Affairs Council, academic representatives and selected undergraduate student employees (a copy of the meeting schedule of the Committee appears in Appendix A). Two (2) students were assigned to be part of the Committee but were not able to attend the majority of meetings. All other Committee members were able to meet with all groups or individuals.

This report is compiled by the external consultant and reflects the views of the Committee derived from the Self-Study Report and the interviews conducted during the review.

C. General Instructions and Requests given to the Site Review Committee by the Vice President for Student Affairs, Dr. James Studer, on April 21, 1997.

1. Dr. Studer asked the Site Review Committee to review and evaluate the program of Recreational Sports and address the following issues:

   a. Generally, assess the strengths and weaknesses of the six program areas.

b. Are there any activities or program directions lacking in order for Recreational Sports to have a complete, comprehensive program?

c. Provide us with ideas on how we can strengthen the Recreational Sports Assessment program.

d. How can Recreational Sports improve its relationships with its constituent groups?

e. Are the graduate assistants being fully and productively utilized? Do you have any suggestions relative to the use of graduate assistants? Are they given adequate training and supervision?

f. What is your assessment of the quality of training student supervisors and other student workers receive?

g. What is your assessment of the quality of the risk management program?

h. Do you have new ideas on how to improve student participation in (a) the outdoor recreation program and (b) intramurals, especially women and commuters?

i. Are we properly managing our budgets relative to the amount of money being spent on staff, operations, equipment, and reserves? What is your opinion about the size of the reserve we should maintain for major repairs, renovations, and replacements?

j. Do you have new ideas on how to generate additional income?

k. Is the organizational structure of Recreational Sports appropriate for its mission and programs, i.e., can we be more efficient and/or effective if we had a different structure?

l. Are there professional development opportunities that the full-time, professional staff should be attending other than NIRSA related programs?

D. The external consultant met with the Site Review Committee to discuss the following items and issues:

1. Each team member received a copy of the standards assessment tool developed by NIRSA. They were asked to familiarize themselves with the document and to fill out the evaluation tool after the review

had taken place. The external consultant utilized the results to prepare this document.
Significant results and a copy of the assessment tool can be found in Appendix B.

2. Additional issues were distributed to the team and discussed. A list of these issues can be found in Appendix C. The Committee decided to focus on internal controls from the list of issues distributed.

Section II

SUMMARY OF COMMITTEE OBSERVATIONS & RECOMMENDATIONS

1. *Generally, assess the strengths and weaknesses of the six program areas.*

The committee felt that the staff of the Department of Recreational Sports did an outstanding job in outlining not only their strengths but also their weaknesses (obstacles) in the Self Study. This seems to be a very honest evaluation of the Department. Additionally, strengths and weaknesses are dealt within the remaining text of this report.

It is apparent that a major strength within the Department of Recreational Sports is the staff that has been assembled. The Director, John Campbell, has put together one of the premier departmental staffs in the country. Although young, many are considered to be leaders or potential leaders in the profession. They are also very involved on the campus of SWT either serving on or chairing committees.

It should be noted that Southwest Texas is becoming recognized as a leading university dealing with student development within the recreational sports profession. Their work with the NIRSA sponsored Emerging Recreational Sports Professional Workshops along with Student Lead-On Workshops is to be commended.

The interviews with each professional staff member were designed to obtain information that was dealt with specifically in the Self Study. For the most part, these discussions dealt with risk management and internal controls. Both areas are dealt with later. Some general observations about each program follow:

<u>Sport Clubs</u>
Professional Staff - Jen Beck
Strengths:

- Good line of communication with the clubs
- Workshops for the students dealing with leadership skills, financial management, risk management
- Student staff which seems to be doing a good job with supervising club activities

- A system for operating clubs which includes more than competition (students verified this was well accepted)

Weaknesses:

- First full-time professional hired in 1996
- Lack of research on need for insurance

Intramurals

Professional Staff - Mr. Terrance Wright

Strengths:

- Student staff seems to be doing an adequate job
- Participants in this component are always the most vocal

Weaknesses:

- Participation rate
- Officials and sportsmanship

Fitness

Professional Staff - Ms. Laura Hulse

Strengths:

- Ms. Hulse is studying for the ACSM certification
- The program seems to be growing

Weaknesses:

- Activities are offered that are categorized in the physical dimension of wellness versus an overall wellness approach
- Assessments need to be done to determine the direction of the program
- Clear goals must be established
- Non-mainstream programming (aroma therapy)

Outdoor Recreation

Professional Staff - Mr. John Johnson

Strengths:

- Great on-campus facilities

Weaknesses:

- Concern regarding declining participation
- Student staff concerns (outlined later in text)

Informal Recreation

Professional Staff - Mr. Tony Daniels

Strengths:

- The largest component
- Student staff seem to be doing an adequate job

Weaknesses:

- Need for reserve account to handle repairs and replacement costs
- Recreational Swim needs to implement the Phase II passage

Golf Course
Professional - Sandi Carlisle
Strengths:
- Good community relations component
- Potential for revenue generation
- Positive experience for Graduate Assistant

Weaknesses:
- Lack of funding
- Need improved golf shop
- Each golf cart path needs to be paved

2. *Are there any activities or program directions lacking in order for Recreational Sports to have a complete, comprehensive program?*

The two (2) areas that need further investigation for inclusion into the program would be aquatics and non-credit instruction components. It is apparent that the staff has discussed these areas at length. The committee's observations and recommendations are as follows:

Aquatics
- The program should provide opportunities and assistance to participants on all levels involved in the aquatic environment.
- The Aqua Sports center is a shared facility with Recreational Sports, Athletics, and Health, Physical Education and Recreation.
- Recreational Sports has a very limited amount of time for recreational swim.
- While it is apparent from the usage numbers reported that the recreational swim program is successful, the program is very limited in its scope due to facility limitations.
- It is recommended that SWT offer the students the opportunity to again vote on Phase II of the SRC. The addition of an aquatics center would definitely enhance the program offerings.
- If the referendum is offered to the student, it is imperative that support for the passage be actively demonstrated by the Administration.

Non-Credit Instructional Programs

- These programs should provide learning opportunities for participants in such a way as to improve their skills and knowledge thus enhancing enjoyment relative to sports participation and overall wellness. Clinics, workshops, and skill sessions should be used towards achieving this end.
- A very brief discussion took place specific to this area. It was fortunate that the committee had two (2) members that could be directly affected by the development of this program (Health, Physical Education, and Recreation and Continuing Education). The discussion centered

around whether the addition of this program area in Recreational Sports would possibly hurt the current program offerings in Health, Physical Education, Recreation, and Continuing Education. The Director of Continuing Education stated as long as the target audience was students, he would not have a problem. The chair of Health, Physical Education, and Recreation indicated he would not have a major problem as long as his Department was involved in the program development to ensure there would not be any duplication of services. He thought a problem might develop because of the Southwest Texas requirement of physical activity classes.

- The Director of Recreational Sports has stated that he supports the development of this program area but understands the problems and issues as stated above.
- The committee's recommendation would be to establish a committee with representatives from Recreational Sports, Health, Physical Education, Recreation and Continuing Education to develop the guidelines for the development of a non-credit instructional program with the Department of Recreational Sports.

3. *Provide us with ideas on how we can strengthen the Recreational Sports assessment programs.*

The information provided in the Self Study and information provided during interviews indicate that The Department of Recreational Sports is doing an adequate job in some areas of assessment. Most of the efforts seem to be in the area of customer satisfaction with current services. This type of evaluation is extremely important when evaluating existing programs, rules, regulations and facilities. It is also very evident that the advisory councils are utilized extensively to provide feedback.

The committee felt that there are a number of areas of assessment that should be initiated in the near future. These would include facilities assessments, needs assessments, characteristics/demographics of non-users, and leisure interest surveys.

The external consultant would also strongly urge The Department of Recreational Sports to devote immediate attention to the area of outcome assessments. What impact does what they are doing have on recruitment, retention, graduation rate, G.P.A., student development, and satisfaction with the college experience? Existing studies show that recreational sports can have a very positive impact on students. As it becomes more and more important to validate the existence of these programs, this type of research becomes extremely important.

The committee would also like to see a systematic approach to assessment within the Department. An additional staff person assigned to departmental assessment and research could provide this.

4. *How can Recreational Sports improve its relationships with its constituent groups?*

The Department of Recreational Sports works very closely with many groups and departments on the Southwest Texas campus. The interviews conducted during the review illustrated that the vast majority felt Recreational Sports was doing a great job not only with their own programs, but also with cross campus relations. The departments outside Student Affairs that were interviewed felt Recreational Sports is making every effort possible toward the development of positive and progressive relations with their units. The departments that make up the Student Affairs Council also felt that The Department of Recreational Sports was very vital to the success realized in the areas of recruitment, retention and student development on campus. Several of the Departments were very complimentary of the Department's willingness to assist with their programs and activities (Athletics, Residence Life).

There were some issues or concerns that came out during the discussions. These were:

- Grounds felt that the golf course maintenance equipment was an issue. They would like more input into future purchases. They would also like to hear more feedback when they do a good job. It was pointed out that they always hear about poor performance.

- The Director of Multicultural Student Affairs voiced concerns about the rates being charged by The Department of Recreational Sports for summer camps and groups brought on campus. Others expressed the same concerns but understood the need for external users to pay for usage because the Student Recreation Center is funded by student fees.

- Other areas for improvement were: increased hours in the Student Recreation Center on Thursday and Friday, music selection in Student Recreation Center, equipment maintenance, tracking system for injuries, re-assessment of program offerings (given that student demographics are changing) and expansion of marketing efforts.

- The academic areas interviewed suggested that Recreational Sports could utilize their expertise by using faculty as guest lecturers in some programs. It was also suggested that the staff of Recreational Sports might want to teach classes in appropriate areas. Consumer Sciences would like to be included in training aerobic instructors on nutrition. They are very supportive of the expansion of Recreational Sports into Wellness. The Department of Marketing would also like to provide Recreational Sports with marketing interns. This would be very beneficial to all involved.

- There was little evidence that Recreational Sports cultivates relationships with the Alumni Association. In addition to the obvious benefits, this could prove to be an area of revenue generation.

- During the discussions about the failed referendum, it was apparent that the Student Government Association plays an important role on campus and had a major impact on this vote. The committee would recommend that efforts be made to establish positive relations with Student Government.

5. *Are the graduate assistants being fully and productively utilized? Do you have any suggestions relative to the use of graduate assistants? Are they given adequate training and supervision?*

The Department of Recreational Sports uses graduate assistants extensively throughout their programs. The commitment to student development and the provision of professional experience should be commended.

The interviews with the graduate assistants produced some interesting issues, concerns, and comments. They are as follows:

- Most of the Graduate Assistants felt their experience was very beneficial and were mostly satisfied.

- Graduate Assistants do not receive a systematic departmental orientation to policies and procedures. The absence of a systematic approach leads to a significant variance in the amount of orientation and training provided to the Graduate Assistants by the Assistant Directors.

- The Graduate Assistants requested that more on-site supervision be provided especially early on. It was felt by some that they had to learn many things on their own.

- Some also suggested they would like more experience with budgets and program management.

- Individual concerns were as follows:
  - Marketing - had to purchase her own computer; very little supervision provided; no mentor on staff.
  - Informal Recreation - disappointed by poor quality of pool and time to get repairs done.
  - Outdoor Recreation - not much formal management training; the program was too small.
  - Golf Course - required to do everything.

- The Graduate Assistants would also like to see an emphasis placed on technical and resource support.

The committee felt that The Department of Recreational Sports is generally utilizing the Graduate Assistants fully but would recommend the following:

- Develop a training manual for graduate assistants that would provide the necessary information needed concerning the Department and the University.
- Develop realistic job descriptions/performance expectations.
- Although the internal training received was reported as adequate, it needs to be much more extensive.
- In order to provide the Graduate Assistants with experience and to make them part of the decision making team, it is recommended that they be included in the weekly staff meetings conducted by the Director.
- Provide additional on-site supervision. This would need to be conducted during the actual programs that the Graduate Assistants are supervising.
- Develop a mentor system for the marketing Graduate Assistant. This may require going outside the department (i.e., Marketing Department, Business Department).
- Develop an immediate and long-range plan to address the technology short falls.

6. *What is your assessment of the quality of the training student supervisors and other student workers receive?*

As with the Graduate Assistants, the committee felt that for the most part, the student staff was receiving adequate training. The responsibility for staff training is delegated to each Assistant Director. The lack of a systematic approach to staff development was a concern voiced by some committee members.

The interview process with the student staff proved to be very beneficial. Some points/issues discussed were as follows:

- The students felt that they were receiving adequate training and supervision by the professional staff and Graduate Assistants.
- They wanted the opportunity to evaluate their peers because of the perceived inequities which exist in the amount of work being performed.
- They would like to see a more defined and equitable pay scale developed. It was suggested that pay increases be awarded when certifications are attained.
- The Outdoor Recreation student staff had the most complaints. Some of the complaints were that trip leaders were not paid for the job performed or the certifications held, minimal supervision and little technical support.

- The students expressed the need for additional computer equipment and access.

The committee recommends that an organized, systematic training and orientation program be developed and implemented as quickly as possible. This would include a comprehensive student staff handbook that would cover areas such as risk management, ethics and emergency procedures. It should also include information pertinent to pay scales and pay justifications and policies specific to increasing hourly rates for acquiring certifications. The committee also suggests that the The Department of Recreational Sports document all training sessions performed.

7. *What is your assessment of the quality of the risk management program?*

This area was discussed by the committee at length. The responsibility for addressing risk management is delegated to each Assistant Director. There seems to be a wide variance among the Assistant Directors on how this issue is addressed. Basic principles of first aid, facility and equipment safety, incident reporting and responsible behavior are apparently discussed with area managers and supervisors. There doesn't seem to be any documented evidence that the broader areas of individual rights, non-discriminating personnel policies, sexual harassment, appropriate staff training and availability of legal resources are an integral part of a risk management program.

When new employees are hired by the Department, there is no evidence of an organized orientation to risk management issues. No orientation checklist exists to document appropriate training of new employees at all levels. The committee members from Southwest Texas pointed out University Policy and Procedure Statements which address some risk management issues on a broad scale. There is no evidence that these are reviewed systematically with each new employee or kept on file for easy reference. The Department is to be commended for requiring CPR and bloodborne pathogens training for all managers and staff.

It is recommended that the Department address a number of concerns. They are:

- Appoint a professional staff member as the risk management coordinator.
- Develop a Departmental risk management manual.
- Document date, time and attendance of all meetings.
- Implement a systematic and comprehensive approach to risk management.

8. *Do you have new ideas on how to improve student participation in (a) the outdoor recreation program and (b) intramurals, especially women and commuters?*

The concern about participation in these areas is not unique to Southwest

Texas. Many universities are trying to solve the same issues. During the interview process it became evident that there were some areas of concern with outdoor recreation and intramurals. They are as follows:

- Outdoor Recreation - the student staff felt that they were not being supervised or trained adequately. The trips being offered at Southwest Texas do not "match up" with those trips being offered at comparable universities. The lack of technological support for this area was viewed as a problem in meeting the users' needs.

- Intramurals - The scope of intramurals is changing. There is a much stronger demand on a student's time. Intramurals is largely a team oriented program area. Students are finding that it is much easier to participate in informal recreation on an individual basis, as opposed to relying on a number of other students to form a team to play in a scheduled intramural league. While this may explain some of the decline, The Department of Recreational Sports needs to pay attention to officiating and sportsmanship. Most of the students interviewed considered officiating to be the number one problem with the program. This is not a unique complaint to Southwest Texas but does warrant significant attention. It should also be noted that participation rates were effected in FY 96 because of a staff change. The program was managed by a student assistant during this time. It may take some time to reestablish the program under new leadership.

The committee would like to recommend the following:

Outdoor Recreation

- Create an advisory council to assist with trip planning, equipment needs, assessments.
- Conduct needs and interests assessments within the campus community.
- Update technological support (computers, cash registers, inventory).
- Develop and publish guidelines to accommodate students with disabilities.

Intramurals

- Increase emphasis on developing quality student officials. The use of additional training sessions during each sport might help. Provide ongoing feedback and counseling during the season.
- Increase the role of the Sports Officials Club. This would increase the camaraderie and sense of community among the officials.
- Actively solicit officials from the "problem" areas, such as the Greek system.
- Evaluate the current system of scheduling games. Consider the changing demographics of the Southwest Texas student and implement changes as needed.

- Improve the strategies outlined in the Self Study report.
- Utilize local professional officials in clinics. Scott Burton and Jon Bible were mentioned specifically.

The committee discussed the concern about participation rates among females and commuters. Interviews with Assistant Directors substantiated that there is participation on an acceptable level in programs in other areas of the Department. Some female participants (both student and faculty) voiced their concerns about the sportsmanship being displayed in intramural competition. One student acknowledged that a team decided not to play the remaining spring intramural offerings because of the negative sportsmanship displayed during basketball. While this is in large part a societal problem, the Department needs to develop policies that would encourage sportsmanship among the participants.

There are a number of methods that may be used to attempt to increase the participation rates among commuter students. Some are:

- Identifying "residential pockets" and provide "off-site" programs in these locations (ie., apartment complexes).
- Offer programs when students are either on campus or make it easy for the students to return to play. This may be accomplished by offering leagues early morning and/or at noon and by establishing shorter, one (1) day tournaments.

9. *Are we properly managing our budgets relative to the amount of money being spent on staff, operations, and reserves? What is your opinion about the size of the reserve we should maintain for major repairs, renovations, and replacements?*

While the committee did not spend a substantial amount of time on this subject, it was generally felt that the Director of Recreational Sports is doing a very good job of budget management. None of the Assistant Directors voiced major concerns about a lack of financial resources. The addition of management of the golf course and the development of sufficient reserves are the main areas of financial concern. It is apparent that even though the golf course has created additional management and financial burdens, The Department of Recreational Sports seems to be handling this as well as can be expected. The golf course is breaking even, and investigating methods to generate additional funds is an issue that must be dealt with immediately. While the current funding system is adequate for some maintenance and programs, the Self Study Report shows the need for planned replacement of existing equipment. The external consultant suggests that the current fee assessed each student be increased to the maximum in order to establish the reserve account needed. It was suggested by the committee that fees from this increase be set up in a separate account to be used for repairs, renovations and replacements. While there was no general consensus, the committee agreed that a target of 10% of the total budget be established for a reserve account.

10. *Do you have new ideas on how to generate additional income?*

Additional income may be generated by the following:

- Increase the Recreational Sports Fee.
- Increase efforts to market the Department to companies and businesses for program sponsorships.
- Increase fees at the golf course.
- Develop a non-credit instruction component.
- Develop a more extensive membership program into the facilities for the alumni and general public.
- Increase camp and class offerings during down times in the Student Recreation Center. The Health, Physical Education and Recreation Department has expressed an interest in the use of the facility for classes. This agreement is low on the list of priorities for the external consultant.

11. *Is the organizational structure of Recreational Sports appropriate for its mission and programs, i.e., can we be more efficient and/or effective if we had a different structure?*

Currently, the Director of Recreational Sports, John Campbell, reports directly to the Assistant Vice President, Dr. John Garrison. Mr. Campbell felt that this system was not an obstacle at this time due largely to the great relationship he has with Dr. Garrison. He would be concerned if someone else was in that position. The external consultant questioned why the Director of a department as important as Recreational Sports (budget, programs, students served) did not report directly to the Vice President for Student Affairs. Mr. Campbell felt that when needed this line of communication was open to him and was not a major problem. It is suggested that this reporting sequence be re-evaluated in the future.

The Department reporting sequence is more of a concern to the committee. The most important job for the Director of Recreational Sports is to manage the budget and represent the Department on campus. These functions are greatly hampered because of the reporting system in place. The Director currently directly supervises all the professional staff. This is a very cumbersome system. Mr. Campbell stated that because of time constraints, he doesn't manage the staff or other duties as well as he could. The committee strongly recommends that this internal system be adjusted. The Associate Director not only could but should share these duties with the Director. This realignment would depend upon the strength and experiences of the Associate Director. The committee does not have recommendations concerning which Assistant Directors would report to the Associate and which to the Director. This should be an internal decision.

As services and programs continue to grow, the staff needs to grow also. An additional Associate Director may need to be appointed to more effectively deal with the growth.

12. *Are there professional development opportunities that the full-time*

Appendix