

Florida Atlantic University  
Campus Recreation  
External Program Review  
Fall 2012



## CAMPUS RECREATION

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## **Review Process**

In early September of 2012, the Director of Campus Recreation, Dax Kuykendall contacted and subsequently retained David Bowles, the Director of Recreational Sports at the University of Florida, and Eric Nickel, Director of University Recreation at James Madison University, to conduct an independent external review of the Campus Recreation unit at FAU. This review was part of a standard procedure of program review and evaluation within the Division of Student Affairs. Certain criteria were created for the review to include feedback on: mission and vision, facilities, staffing and resources, among other things that the consultants observed during the process.

The process started in early October, with a review of electronic documents and websites. A list of those materials reviewed is listed below. The consultants visited campus for three days, from October 29-31, 2012 to conduct a series of interviews and focus groups with key constituents, and tour the campus. All recreation and athletic facilities were specifically visited, including the satellite campus in Davie, FL. The schedule of these meetings is included in the appendix of this report.

The consultants found the professional staff in the department to be energetic and very interested and engaged in the review process. The access to all levels of administration within and outside of the Student Affairs unit was also very helpful during the campus visit. The director in particular, was very responsive to requests for information and flexible in scheduling additional meetings as they became necessary. All of this was very helpful to our discovery and ability to learn the language and culture of FAU. As a result, we feel very well prepared to offer some observations and recommendations that will prove to be useful in planning for the future of the campus recreation unit.

## **Documents Reviewed**

- Annual budgets from 2008-9 to present
- Department Annual Reports from 2010-11 to present
- Organizational Chart (University/division and department)
- Policies and Procedures Manual (staff and participants)
- Goals and Action Plans for most recent 3 years
- Assessment Results (satisfaction surveys, program evaluations)
- Department literature (sample calendars, brochures, etc.)
- FAU Recreation website
- Campus Recreation and FAU Student Affairs salaries
- Contracts for outsourced services
- All Campus Recreation position descriptions
- Building usage and participation rates

## **Overview**

The Campus Recreation unit has grown significantly over the past five years, both in terms of participation of the university in its programs and services and in terms of the resources the institution has invested. The addition of the 77,000 square foot Recreation and Fitness Center in 2010 has had a very positive effect on participation rates, and on the campus culture for health and wellness. The unit seems to have a healthy operating culture, with a great deal of positive energy and support for new ideas.

The overall strength of the unit became clear early in the process, as many of the peers and colleagues corroborated the opinion that the Campus Recreation staff was energetic and enthusiastic in their pursuit of their mission. We felt this passion and energy throughout the process, particularly when it came to their interactions and employment relationships with students. The facility itself is also a strong asset, although it may already be undersized for the population it serves. The policies and operational procedures are also up to current standards, with a very well-trained, service-oriented staff of students staffing the building. The use of technology is also at or above the norm, with some exceptions in the area of student payroll. The unit has appropriate collaborative efforts with other units within and outside of the Division of Student Affairs. The support for the unit, both in terms of access to resources and its reporting line to the Vice President appears to be very good.

## **Format**

The report is divided up into six primary areas, including: Mission, Vision and Culture; Staffing and Organizational Structure; Facilities (including outdoor spaces); Programming; Collaboration and Campus Contributions; and Financial Resources. Each area contains specific findings and recommended actions. Findings will focus on areas where we could corroborate the facts, or find one or more examples where we found it to be true. Recommendations are as specific as possible, but allow for flexibility in terms of resources that may be available to the department.

## **Mission, Values and Vision**

We found the mission statement (below) to be appropriate for the unit, and the spirit of it aligned with the staff culture. The core values were also clearly integrated into the operating culture. What we found was missing was an aspirational statement, or a clear statement of vision for the future. As is the case in many programs at this stage of development, the focus has been on the facility and the staff to operate it. But the larger questions of the role that Campus Recreation should play at FAU, and the specific impact that the program will have on students and the FAU community is less clear at this point.

## **Mission Statement**

The mission of Campus Recreation is to ‘enhance the quality of life of the Florida Atlantic University community by encouraging active and balanced life styles and facilitates student learning through participation in Campus Recreation programs, services and facilities’.

## **Core Values**

To accomplish this mission, the department will:

- Offer high quality programs and services that are diverse and innovative
- Maintain progressive and well-managed facilities in a safe and enjoyable environment
- Provide experiential learning and foster the development of leadership, social and management skills through employment and participation opportunities
- Effectively and ethically manage human, financial and physical resources
- Recruit, develop and retain a committed, high achieving staff

## **Findings**

- The mission is well established with the student and professional staff, and there seems to be a passion for it among both groups.
- The core value for student learning and development of leadership, social and management skills is primarily addressed through student employment opportunities at this point (as opposed to a central focus in all programs for participants). The ‘outcomes’ listed for programs are not learning outcomes.
- A strong value for collaboration was clearly evident, but is not included in the core values for the department. We saw some evidence that there is some discrepancy between what the department sees as collaboration and what peers and colleagues think.
- There is currently no clear statement of vision or strategic plan for the department. The staff is very focused on incremental growth of programs and facilities, but the larger view of what Campus Recreation can provide to the campus in the future is not established.

## **Recommendations**

- Develop a clear vision for the future of Campus Recreation at FAU. Thoughtfully craft a statement that outlines what impacts Campus Recreation will have on students, campus issues and on the quality of student life on campus.
- Use the new vision statement to drive the creation of an inclusive strategic plan for the next 5-8 years. Conduct a SWOT analysis and focus on opportunities for linking with the University’s strategic plan (ex. graduation rate).
- Identify mission-driven learning outcomes for students in recreation programs and services. Develop the programs/interventions around the intended outcomes and conduct pre and post tests to assess the value of these interventions.

- Define expectations for collaboration and campus partnering for each professional position. Consider including this expectation for collaboration as a core value.

## **Staffing and Organizational Structure**

The review of this area started with a review of the table of organization and reporting lines, including eleven full-time staff members (one vacant) and four graduate assistants, who supervise over 200 student employees. The departmental director reports to the Associate Vice President for Student Affairs and Dean of Students, who reports to the Vice President of Student Affairs. This is a fairly common arrangement for institutions of this size, and seems to be working well at FAU. Reporting lines were examined through interviews with all levels of Campus Recreation staff, including student employees.

## **Findings**

- There is one associate director for the department, who supervises both programs and operations, has four professional staff and three graduate assistants as direct reports, and is also responsible for coordinating departmental assessment efforts.
- The assistant director for facilities is responsible for the 'day to day management of the facilities', maintenance, pool chemicals and filtration and cleaning of the facilities but does not supervise any full-time staff or the student operations staff. It appears that the main responsibility of this position is the reservation and scheduling of facilities, and monitoring various maintenance contracts.
- There is no full-time aquatics staff person. The responsibilities for managing the pool (cleaning and chemicals and filter) are contracted to a private entity. Lifeguards are trained and supervised by a graduate assistant. There does not appear to be anyone directly responsible for aquatic programming.
- A new position as Assistant Director for Outdoor Recreation was added last year and is in the first few weeks of employment with FAU. This role is currently evolving.
- There is currently no staff member with any hands-on custodial or repair abilities or responsibilities. All maintenance work, large and small, is outsourced through maintenance contracts for: pool operations, fitness equipment repair, grounds maintenance, cleaning and custodial, and work orders to facilities management.
- There was some sentiment that professional staff salaries are low, but the examination of them against other student affairs departments at FAU and NIRSA regional benchmarks does not support that there is a significant problem.
- All but one professional position (vacant Coordinator of Fitness) report directly to either the director or associate director.
- There is currently no one in the department with specific responsibility for wellness education and programming. While there is significant energy given to the campus wellness effort through participation on the wellness functional team there is no one assigned to leading this effort from the campus recreation unit.

- The business manager position is shared between Campus Recreation and the Student Union. This individual has two offices, and shares his time in both facilities. This shared position is relatively new and is still evolving.

## **Recommendations**

- Re-align the day-to-day operations of the indoor recreation facility under the Assistant Director for Facilities. This position could supervise the Coordinator for Informal Recreation and Student Development, and the other full-time facilities position recommended below. This will allow the associate director to focus on programs and developing the student learning ‘curriculum’ of the department. As the facilities area grows, consider raising this position to the associate director level.
- Propose a new facility maintenance position to handle basic repairs to facilities and equipment. Primary area of expertise could either be pool or fitness equipment maintenance, with training in the other skill area provided to allow for the elimination of both outsourced contracts. This would also allow for quick turnaround of small repairs (ex. five of 21 cycle bikes were not operable during our visit, windscreens on the tennis courts were falling off the fence, many lights in the fitness area were out and multiple holds on the climbing tower were not usable).
- Utilize the open fitness coordinator position to support group fitness and wellness education and programs. Either the (fitness) coordinator or the assistant director could coordinate wellness efforts for the department with the Wellness Functional Team, and collaborate on university policy and initiatives regarding personal health and wellness.
- Evaluate the effectiveness of the shared relationship with the two units relative to the needs for a business manager at the end of the first year.

## **Facilities and Outdoor Spaces**

The 77,000 square foot indoor facility was opened in 2010, and has been a tremendous addition to the quality of student life at the Boca Raton campus. The department still makes some use of the balcony space in the basketball arena, primarily in the evenings following use by academic programs during the day. The Henderson Fields consist of two full-sized lighted soccer fields, which are used primarily for intramurals and sport clubs. The department also makes some use of the track infield, which houses one sports field. The department also supervises outdoor tennis courts, basketball courts, and a small picnic area adjacent to the outdoor pools operated by Intercollegiate Athletics. The outdoor ropes and challenge course, and climbing tower were recently moved under the auspices of the department, and they recently completed the first year operating that outdoor area. There is some question as to how long they can remain at their current location, but they have been a good addition to the Campus Recreation facilities inventory.

The indoor facility has proven to be very popular among students, faculty and staff. It appears that the facility may already be under-sized for the campus, especially in terms of fitness, group fitness and gymnasium space. The growth of staff and program resources

has only exacerbated an acute crowding issue, especially during hours of peak demand. The good news is that the department is doing a wonderful job of marketing and operating its programs and services...the bad news is that it will soon become a limiting factor for student use and membership sales, if it is not the case already.

## Findings

- The indoor facility is in very good condition generally, and we found it to be clean and inviting. The operations staff was well trained, friendly and helpful.
- The finger-scanners at the entry point were used by most participants we witnessed entering the building. There seems to be some discrepancy as to how effectively this technology is working. Student staff seemed to feel that it is frequently an issue, and the professional staff seem to feel that it is working well.
- The facility design included a lounge at the rear of the building that appears to be an under-utilized space. This was confirmed by many of the staff.
- The pool at the recreation and fitness center is designed primarily for leisure use, and does not meet the needs of lap swimmers. The use of the competitive outdoor pools for lap swimming was discontinued after the opening of this new pool.
- The locker rooms appear to be utilized at a rate well under capacity, as whole sections (typically closer to the pool) were not occupied. Staff suggested that this was typical occupancy for these areas.
- Four professional staff members are currently sharing two office spaces.
- The two designated group fitness spaces are utilized almost all hours of operation. One is a multi-purpose group fitness/mind body space and the other is dedicated to group cycling.
- The two court gymnasium space is used almost literally all hours of operation. It is utilized for volleyball, basketball and all other indoor sports...club, intramural and open recreation. There is also one single court MAC space. The combined three courts are well below national standards for the quantity of courts at an institution of this size.
- The massage therapy space is located on the main corridor, where only a smoked glass door protects the client from the noise and activity of a busy recreation center.
- The assistant director for fitness is currently located in a combination office/physical assessment center off of the main hallway, away from the administration area.
- The recreation staff has prepared a plan to add a phase III to the center that would add a sport club/multi-purpose space onto the far side of the current facility at a cost of \$1.2 M.
- The department uses the balcony space in the basketball arena, primarily for sport club practices in the evenings. This space is shared with academic programs and is not available on home basketball nights.
- The outdoor ropes course area is located at a site that is designated for the future development of additional student housing. The recreation department has invested about \$10,000 into the wires and other hardware recommended after an inspection last year.



- The outdoor ropes course site does not have electricity or water currently. There is also a good deal of maintenance required to bring the area up to the standard of other facilities at FAU including: climbing wall holds that need to be repaired/replaced, wood that needs to be treated/painted, and general grounds maintenance.
- The entry into the Henderson fields has a transition from sidewalk to field level that is dangerous, and raises a potential liability to the university.
- The recreational tennis courts are in a poor state of repair, with large cracks in the surface and windscreens torn and hanging off of the fences.
- The outdoor basketball courts are underutilized, and are located in an auxiliary parking area. They did receive some use and goals were in operable condition.
- There is a plan being developed by athletics in collaboration with recreation to develop sand volleyball, additional tennis courts and recreational basketball courts to the area outside the track.

## **Recommendations**

- Conduct a needs assessment and develop a strategic plan for the development of indoor and outdoor recreational facilities. Create short and long term plans to augment indoor facilities to address immediate and long term program needs.
- Short-term plan should include the phase III addition, which seems to fit well with the existing building and solve a pressing need for space for sport clubs. This plan also should address the immediate need for additional fitness space through the re-design of the current lounge area. Consider re-locating the massage and personal training spaces to a small expansion off of the back of the building, at the end of the corridor where sound and traffic may be better controlled and intentional design for privacy may be achieved. Create a new office suite in the current massage/personal training area to meet demand for professional and GA office space.
- Assess and log the trouble rate of the finger scanners and share data across all levels of the department, to come to agreement on the effectiveness of this entry technology.
- Approach athletics about the need for lap swim hours at the competitive pool during certain times of the day. Partner with them to offset any direct cost to athletics, and offer to assist with indirect operating costs.
- Employ a full-time maintenance position to handle fitness equipment repairs, as well as other small facility repairs. Purchase a tool and equipment inventory to equip a small shop.
- Create an outdoor equipment center in the current pool equipment room. Develop an access for vehicle loading on the roadside of this space. Relocate pool equipment into either the current GA office (with GA's moved to new office suite), or create a new space by re-purposing a portion of both locker rooms closest to the pool.
- Repair the entry walk into the Henderson Fields immediately, to be safe and ADA compliant.
- Continue discussions with athletics to develop new tennis, sand volleyball and basketball courts. Determine feasibility of repairs to current outdoor court facilities,

and consider re-purposing these spaces if the new courts will meet demand for these spaces.

- Work with campus planners to identify potential sites for the relocation of the outdoor climbing and ropes area, and include these costs in any estimates to build new student housing on the current ropes/climbing site. Research whether or not the ropes course can be built in the sanctuary area without violating any of the requirements of that area of campus.

## **Collaboration and Campus Partners**

Campus Recreation staff members are recognized as “great partners” by leaders on campus. They have a very positive outlook on the university and the Division of Student Affairs. Recreation staff members are valued for their ability to assist with campus events, lead assessment efforts, and provide outstanding programs for various campus constituencies. Upper administration views the recreation center as critical to the academic success of students. This is especially significant as FAU works to improve the university’s graduation rate. Campus Recreation is positioned to expand their influence on campus and their impact on student success.

Collaboration occurs within Student Affairs that benefits Campus Recreation. The Housing department provides computer/technology support for Campus Recreation. The arrangement provides efficiencies and avoids duplication. Housing is in a position to provide desktop support, sufficient infrastructure and security. There is some efficiency offered by the Union and Campus Recreation sharing a finance assistant director. The arrangement will need to be evaluated over time to determine if one person can adequately provide the necessary service. Campus Recreation was recognized for their work to support the Office for Students with Disabilities. They organized very successful events for the students with disabilities, e.g. goal-ball and wheelchair basketball. They are active participants with the Wellness Functional Team and Wellness Task Force in providing wellness programming on campus. The department can continue to seek additional opportunities to collaborate with campus partners to benefit the university.

## **Findings**

- Campus Recreation is considered to be a leader in assessment by their partners in Student Affairs. Joanna Prociuk was specifically mentioned for her contributions in the division’s assessment efforts.
- There is a misperception among Campus Recreation staff that only assistant directors are allowed to serve on division committees. Leadership in the division indicated opportunities for participation exist based on recommendations by the department directors.
- Campus Recreation staff members are active participants with the Wellness Functional Team and the Wellness Task Force. Members of the Campus Recreation staff regularly attend and participate in the wellness events.

- The Vice President of Student Affairs values Campus Recreation as important to student academic success.
- Campus Recreation collaborates with Housing for computer/technology support and with the Union for financial accounting.
- The recreation director was cited for his collaborative efforts by leaders in the Exercise Science Department.
- Exercise Science is the sixth largest academic degree program at FAU and Campus Recreation employs many of the Exercise Science students.
- Campus Recreation is a site for internships for Exercise Science students.
- Exercise Science holds classes in the recreation center weight room; the varsity basketball team and Exercise Science work with Campus Recreation to use the recreation center when beneficial to all involved.
- The Associate Director at the Davie campus values his relationship with the current director and the associate director for Campus Recreation.
- Campus Recreation was recognized for their work to support the Office for Students with Disabilities. They organized very successful events for the students with disabilities, e.g. goal-ball and wheelchair basketball.

## **Recommendations**

- Evaluate current participation by Campus Recreation staff members on division and campus committees and develop a plan to allow staff to engage in future opportunities to serve FAU. The director should take the opportunity to recommend staff members for committee involvement.
- Pursue opportunities to collaborate with the Exercise Science department and other academic units to better serve students and impact metrics such as retention and graduation rates.
- Work with campus leadership to determine the relationship with the program on the Davie campus to determine what will best serve the communities on the two campuses.
- Continue to work closely with the other leaders on campus that provide wellness services (Office of Health and Wellness Education, Wellness Functional Team) to maximize the success that can come from a concerted effort to impact the health of the students. Develop the unique niche that Campus Recreation can fill in promoting and advancing wellness in the campus community.

## **Financial Resources**

Campus Recreation is in a solid financial position. A significant portion of the department's funding is from the Activity & Service fees paid by students on a per credit hour basis and allocated by student government. The university plans to continue to increase enrollment. Therefore, more Activity & Service fee funds will be available. Campus Recreation's standing as an important campus service for student success puts the department in a position to increase Activity & Service fee funding in future years.

The department offers fee based programs and services that are self-supporting. Some of the programs have only existed for a couple of years. The programs have experienced significant increases in participation and revenue. Opportunities exist to evaluate and adjust the programs and the fees to guarantee their continued success. Memberships for non-students are inexpensive. There has been growth in the number of members. With strong programs and a well-maintained facility the membership base will stay strong. The department depends heavily on outside vendors for maintenance and other services. There are limitations to the effectiveness of such arrangements. Alternative use of the resources that fund some of the contracts might be more effectively used in-house.

## Findings

- Support exists for the director to submit a proposal to use Campus Recreation reserve funds to construct phase III of the recreation center and to create a functional training area in the underutilized social lounge.
- Current operating funds are not adequate to support future expansion of the recreation center with the associated increase in program offerings, maintenance and management costs.
- Campus Recreation continues to experience increased auxiliary revenue from memberships, locker rentals, guest passes, facility rentals and the pro-shop.
- Personal Training revenue has increased significantly since moving into the recreation center. The addition of personal training packages with 15 and 20 sessions in FY12 experienced little success in the first year.
- Instructional Programs experienced an increase in revenue of greater than 100% in FY12, the program's second year. Significantly more sessions were offered, there were more unique participants and more participation hours.
- Massage Therapy experienced an increase of over 100% in sessions and 61% in revenue in the program's second year (FY12) despite a location that is less than ideal.
- The Challenge Course had over \$86,000 of revenue from 127 non-student groups in FY12, the program's first year under Campus Recreation.
- The revenues and expenses for revenue producing programs and facilities as reported in the FY12 annual report indicate small margins that might mean greater risks if projections are not met.
- Branch campuses are required to charge student fees equal to those charged students on the Boca campus although services are not equal.
- Campus Recreation contracts with a vendor for custodial care of the recreation center. The contract provides specific tasks to be completed per a specific schedule.
- Campus Recreation contracts with a vendor for the maintenance and repair of the exercise equipment. The contract is favorable to the vendor. Service is provided once per month with considerable upcharges for unscheduled service calls.
- Five of the 21 spinning cycles were out-of-order at the time of the consultants' visit.
- Maintenance of the landscaping around the recreation center as provided by a company contracted by the university is not done according to appropriate standards. The grass becomes too long during the growing season. The lawn in

front of the recreation center was muddy and rutted from mowing at an inappropriate time during the consultants' visit.

## **Recommendations**

- Propose funding phase III of the recreation center and the social lounge renovation with funds from the reserve account.
- Consider raising the price of non-student memberships relative to competitors in the local market.
- Evaluate the potential to continue to grow the Instructional Programs offerings to determine the demand, impact the current and future health of participants, and generate more revenue.
- The use of revenue from the Challenge Course should be evaluated with consideration given to investing funds into the maintenance and repair of the course and climbing wall.
- Include revenue targets in the yearly Campus Recreation goals.
- Include plans for funding future construction and program growth in the department's strategic plan.
- Evaluate the ability of the Finance Assistant Director to complete the necessary accounting functions in shared position with the Union.
- Explore alternatives to a vendor being contracted to provide maintenance and repair of the exercise equipment. Consider developing an in-house program to include creating a maintenance position to provide a variety of services for the department. (see Staffing and Organizational Structure section).
- Begin a conversation with the campus department that manages the contract for mowing and landscaping to determine how higher standards can be maintained around the Campus Recreation facilities.

## **Programming**

Campus Recreation provides the campus community with a diverse offering of programs. The programs provide opportunities for the student population to discover their passions for being active. Well-established programs such as intramural sports and club sports continue to be successful. Improvements and new facility resources have led to more efficient execution of necessary procedures in both program areas. The addition of the recreation and fitness center brought new fitness and group fitness programs that continue to grow in participation and in some cases revenue generation. The fitness programs have the potential to continue to flourish. Only facility limitations will diminish their potential. The department offers a fairly robust program mix to reach a diverse student body, but there are not specific programming units in aquatics or wellness.

The additions of the outdoor adventure program and the challenge course last year have expanded the department's reach to students who may not have been served in the past. Further development of the program by creating a staff of trip leaders with the necessary resources to be successful should serve the campus well. Some of the structures that the

department inherited are in bad need of repair and replacement resources for proper maintenance in the future. The potential for success of the programs seems evident by recent participation levels and revenue generation.

## **Findings**

### **Fitness Services**

- Massage Therapy participation and revenue has increased although the space is not ideal. The space is in a noisy area of the recreation center. The bed is a folding bed more suited for travel off site.
- The group fitness program has experienced increases in participation despite reducing the number of sessions available each week.
- Group fitness opportunities are limited by the amount of space available in the current recreation center. There is one dedicated multi-purpose studio and one dedicated cycling studio.
- The personal training, massage therapy and instructional programs have been very successful with increases in participation and revenue. They are operated on a relatively small scale due to facility limitations.

### **Competitive Sports**

- Campus Recreation has only three indoor courts to accommodate intramural sports, club sports and open recreation. This can have a limiting effect on all three programs as they vie for space during the most popular hours.
- Considerable improvements have been made in the paperwork procedures for travel for the club sports teams. Students shared much enthusiasm for new efforts to streamline these procedures.
- Campus Recreation staff was recognized for communicating effectively with officers of club sports.
- The policy requiring the clubs to submit their travel plans by one date early in the semester is perceived to be too restrictive to allow further travel opportunities for the clubs.
- Campus Recreation provided sports demonstrations and tournaments for students with disabilities that were recognized for their quality by the Office for Students with Disabilities and national leaders.
- The Sailing Club needs access to open water for their activities. The club would like to have access to the US Sailing Center in Martin County as the FAU-Jupiter Club does currently.
- Three of the seven FAU-owned sailboats are currently in working order.
- The use of iPads by the staff for the intramural sports program has saved a considerable amount of paper and improved record keeping for the sports and the sports officials.
- The forfeit fee led to a significant reduction in forfeits; however, participation declined. The reduction in participation was thought to be caused by people experiencing difficulties with the registration process.

### **Outdoor Adventures**

- The challenge course does not have water or electricity at the site.
- The outdoor adventure program does not have a staff of trained student trip leaders developed.
- One challenge to hiring trip leaders has been determining how to pay them, as they are often on the trips for entire 24-hour periods, although they are not working all of that time.
- Currently, outdoor adventures stores equipment in a mechanical room on the second floor, off of the pool deck.
- There is a desire by staff members to have the department own one or more vans for outdoor adventure trips and other purposes.
- Only one employee staffs the climbing wall during the time the open climbing times. The majority of the participants who attend the open climbing time are first time climbers and require a dedicated belayer. The first climber then ties up the only available staff at the site.
- The climbing wall and challenge course are in disrepair. Approximately 40% of the hand-holds on the climbing wall are stripped out. There is a broken element on the climbing wall that requires one climbing path to be closed. The wood on the wall has not had appropriate preventive maintenance. Staff will need to determine the cost effectiveness of investing in the climbing wall and challenge course if they will be moved to construct new housing units.

### **Aquatics**

- The pool at the recreation center provides the opportunity for adding programs. The pool is currently used as a leisure pool primarily for socializing.
- The pool at the recreation center is not adequate to accommodate the level of demand for lap swimming.
- The Exercise Science department uses the competition pool for a couple of classes. Athletics operates the competition pool and uses it for the swim team. Athletics allows other groups to use the pool for a fee when available but there is no longer any open recreation hours since the recreation and fitness center opened.

### **Additional Findings**

- A cumbersome method exists for refunding staff and club members for gas purchases.
- The department provided a wide array of special events that contributed to the exposure of the programs and the opportunities for students to participate and be active.

## **Recommendations**

### **Competitive Sports**

- Consider giving clubs more latitude in planning for travel for their competitions through the semester, utilizing some kind of minimal advance period or multiple deadline dates.
- Pursue access to the US Sailing Center for the Boca Club.
- Monitor the participation levels, waiting lists and forfeit rates in intramural sports to determine if there are trends and to inform program decisions and requests for space.

### **Outdoor Adventures**

- Move the outdoor adventures equipment to the room between the pool deck and the service drive behind the building. The move would create a place to promote and display equipment and provide easy access to pick it up from the service drive. This change would also remove the equipment from the mechanical room, where it is likely a code violation.
- Pursue the ability to provide trip leaders and other Campus Recreation staff with a gas card, or the ability to access gas as needed without the current bureaucratic challenges.
- Evaluate the feasibility of providing transportation (department-owned vehicles) for trips and club sports teams.
- Provide more staff at the climbing wall during open climbing times to allow more people to climb and discover their appreciation for the activity.
- Determine the permanent location of the challenge course and climbing wall so staff can determine the cost effectiveness of the necessary repairs and upgrades.

### **Aquatics**

- Propose allowing the campus community to use the competition pool for lap swimming as part of a collaborative program with Athletics. Campus Recreation can provide the lifeguards for lap swimming.
- Assign formal responsibility for aquatic programming to a program staff member (see Staffing section) to develop a more robust aquatic program.



## Appendix

### Monday, October 29, 2012

2:49pm	Eric Nickel arrives on US Air 1015 in West Palm Beach
3:45pm-4:30pm	Meet David Bowles and depart for the Davie Wellness Center
4:30pm-5:00pm	Tour Davie Wellness Center-Kyle Johnson, Associate Director, Davie Wellness
5:30pm-7:00pm	Tour FAU Recreation and Fitness Center
7:00pm	Dinner with Dax Kuykendall

### Tuesday, October 30, 2012

Breakfast at Hotel-Consultants

8:00am-9:00am	Tour Outdoor Recreation Fields and Facilities
9:00am-10:00am	Campus Recreation Program Staff
10:00am-11:00am	Campus Recreation Facility, Marketing and Informal Recreation Staff
11:00am-12:00pm	Dr. Charles Brown, Senior Vice President for Student Affairs
12:00pm-1:30pm	Lunch with Dr. Corey King, Associate VP for Student Affairs/Dean of Students
1:30pm-2:30pm	<b>Student Affairs Collaborative Partners</b> Dr. Larry Faerman, Director of the Student Union Jill Eckardt, Director of Housing and Residential Life Alicia Keating, Director of Student Involvement and Leadership Dawn Howard, Director of Marketing and Communications-Student Affairs Nicole Rokos, Director for Office for Students with Disabilities Terry Mena, Director of Student Government Ilene Mates, Director of Operations-Student Affairs
2:30pm-3:30pm	<b>Wellness Functional Team</b> Cathie Wallace, Director of Student Health Services Chris Hall Lynch, Director of Today and Beyond Wellness Dr. Kirk Dougher, Director of Counseling and Psychological Services
3:30pm-4:15pm	Campus Recreation Student Employees
4:15pm-5:00pm	Campus Recreation Student Participants

### Wednesday, October 31, 2012

Breakfast at Hotel-Consultants

8:30am-10:00:00am	<b>Non-Divisional Partners</b> Dr. Sue Graves, Chair Exercise Science and Health Promotion Azita Dashtaki Dotiwala, Associate VP, Division of Facilities
10:00am-10:30am	<b>Partner Campus Recreation Staff</b> Kyle Johnson, Associate Director of Davie Wellness Dr. Rozalia Williams, Associate Dean of the Broward Campuses
10:30pm-11:15pm	Dax Kuykendall
11:15am-11:45am	Joanna Prociuk, Associate Director of Programs
11:45-12:30	Wrap up with Dr. Corey King