

Division of Recreational Sports
Comprehensive Review
December 9-12, 2003

Findings and Recommendations Compiled by the External Review Team

Presented to Dr. Thomas B. Robinson
Vice President for Student Services
Purdue University

By

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Overview of the Comprehensive Review Process at Purdue University

Dr. Tom Robinson, Vice President for Student Services, appointed a Division of Recreational Sports Program Review Ad Hoc Advisory Group. The group consisted of Morgan Burke, Director of Intercollegiate Athletics; Vince Daino, Assistant Director of Recreational Sports, Lee Gordon, Assistant Vice President for Student Services Technology and Assessment; Terry Stewart, Professor of Animal Sciences and Past Chairperson of the University Senate; Tom Templin, Department Head and Professor of Health Kinesiology; and Stephanie Warner, Past President of the Purdue Student Government and a current member of the Recreational Sports Advisory Committee. Additionally, three individuals selected for their professional expertise in conducting program reviews within the field of recreational sports administration were contracted to serve as the review team. The consultants were Sue Ivie Boling, Virginia Commonwealth University; Stan Campbell, University of Nebraska; and Dennis Corrington, Texas A&M University. The contact information for the review team is provided in Attachment I to this report. The Advisory Group developed the charge that formed the basis for the review team's discussions with representatives of the Purdue University community and employees within the Division of Recreational Sports. The charge is provided in Attachment II to this report.

In forming these findings and recommendations, the review team was provided a copy of corresponding materials that described division programs, facilities, services, and policies. Additionally, the review team participated in a two and one-half day site visit on December 9-12, 2003, during which in-person interviews of the major constituent groups and peer organizations of the division were conducted. A schedule of the groups interviewed throughout the site visit is included in Attachment III to this report.

As the review team understood its charge, we were to provide an external perspective on the strengths and deficiencies of the Division of Recreational Sports (DRS) organization, leadership, human resources, programs and services, and to make recommendations on how DRS could operate at optimum levels to achieve excellence. In response to the identified charge the review team focused its attention on three primary levels of inquiry. These included:

- ◆ the extent to which departmental objectives and planning initiatives were congruent to, and reflective of institutional and divisional goals and strategic initiatives;
- ◆ the appropriateness, coherence, effectiveness and quality of divisional management and leadership, including, by example, such measures as organizational structure, strategic planning, financial management, communication mechanisms, programming, service delivery, facility management and maintenance, marketing, technology, and assessment; and
- ◆ specific operational issues and proposed solutions.

Reflecting and encompassing these broad levels of inquiry, the review team will respond to the issues raised in the charge by the Division of Recreational Sports Program Review Ad Hoc Advisory Group. The structure of this report is organized by the following twelve core categories:

- ◆ Mission/Vision and Guiding Philosophic Orientations;
- ◆ Assessment, Evaluation and Strategic Planning;
- ◆ Breadth of Recreational Sport Programs and Services;
- ◆ Leadership, Ethical Decision Making and Empowerment at Various Levels of the Organization;
- ◆ Organizational Structure, Climate and Culture within the Division of Recreational Sports;
- ◆ Communication, Public Relations, Marketing and Departmental Image;
- ◆ Technology and Equipment;
- ◆ Risk Management and Legal Responsibilities;
- ◆ Equal Opportunity, Access, Affirmative Action and Diversity;
- ◆ Financial Resources, Revenue Generation and Fiscal Management;
- ◆ Facility Planning, Operation, Housekeeping and Maintenance;
- ◆ Collaborative Efforts and Partnerships with Other Campus Units.

Following the discussion of these core issues, this report includes an additional section that provides a summary of quotations that have been extracted from the participant interviews. The intent of such information is to provide the reader with some of the “flavor” of the interviews and the sentiments that contributed, in part, to the findings and recommendations of the review team. For purposes of confidentiality, none of the quotations are attributed to a particular speaker.

The findings and recommendations provided in this report reflect a consensus opinion of the members of the review team. They are provided as both validation and constructive criticism and should be viewed not as definitive solutions, but rather as catalysts for further reflection, inquiry and action.

The willingness of everyone involved in the review process to share their experiences, perceptions and excitement, as well as their frustrations, made for a cordial and productive work environment. The review team would like to acknowledge the wonderful hospitality extended by Tom Robinson, Lee Gordon and the Student Services staff, staff members in the Division of Recreational Sports, and the many individuals that participated in the interview process.

Overall Perception and Reputation of the Division of Recreational Sports

It was evident that a strong desire exists at Purdue University to provide quality programs to the students, faculty and staff of the University community. Participants generally reported that they felt well served by the breadth and depth of current offerings. They appreciate the most recent facility improvements of the Boilermaker Aquatic Center and the Colby Fitness Center and the response has been significant. However, there are significant obstacles to overcome if the Division of Recreational Sports is truly going to realize its stated vision. We will delineate specific issues and offer recommendations in this report.

REVIEW OF CORE CATEGORIES

Mission/Vision and Guiding Philosophic Orientations

Review Findings:

- ◆ The stated vision of being “a national leader by offering the most integrated and comprehensive recreational programs, services, and facilities” is lofty, yet appropriately ambitious. However, there appears to be a lack of commitment, including financial commitment, to make the vision a reality.
- ◆ The Division of Recreational Sports (DRS) mission supports and complements the mission of Purdue University.
- ◆ A need exists for enhanced communication of vision, mission, values, academic partnerships and participation outcomes to internal and external constituencies.

Recommendations:

- ◆ Through discussion, clarify the role each DRS staff person plays in assisting the division to achieve its vision, mission and values.
- ◆ Investigate participation and use patterns for the Aquatic Center. Assess financial impacts or advantages, institutional benefits, and potential community response to hosting a more diverse range of events.
- ◆ Aggressively pursue additional opportunities for collaboration with academic units and intercollegiate athletics, i.e., co-sponsorships, integrated programming, internships, facility enhancements.
- ◆ Utilize the vision, mission and values statements to help guide performance planning and evaluation, strategic planning initiatives, and internal and external communication efforts.
- ◆ Review the values statements to determine if DRS staff members have truly embraced the content of these statements. We heard conflicting reports regarding the willingness of DRS to work cooperatively with other campus units to achieve mutual goals and objectives.
- ◆ Through discussion, annually review the vision, mission and value statements to determine if they still represent the consensus of DRS staff members.

Assessment, Evaluation and Strategic Planning

Review Findings:

- ◆ While the review team saw evidence of strategic planning documents, staff members did not appear to have a clear understanding of how their responsibilities fit into the strategic plan's implementation. Concern was expressed that the strategic plan's priorities kept changing.
- ◆ This fall, the senior leadership in the department did not meet regularly as a group. This prevents opportunities to focus on and discuss issues related to the strategic plan, examine current resource allocation and/or to work as a team to make decisions.
- ◆ Appropriate assessment is being conducted by the Marketing area.

Recommendations:

- ◆ Consider scheduling weekly or biweekly senior leadership team meetings in order to improve communication, decision-making and accountability for strategic initiatives. Develop an agenda for distribution to all DRS staff a minimum of 24 hours prior to the meeting. Invite staff members who are not part of the senior leadership team to attend as their interest warrants. Distribute meeting minutes to all members of the DRS staff.
- ◆ Individual staff members' performance planning and evaluation should be linked to the strategic plan.
- ◆ As a DRS exercise, complete the Self-Assessment Document available from the Council for the Advancement of Standards in Higher Education (CAS) and the NIRSA Recreational Sports Specialty Standards.

Breadth of Recreational Sport Programs and Services

Aquatics Programming & Facilities

Review Findings:

- ◆ The Boilermaker Aquatic Center is an outstanding facility in which the university can take immense pride. It is the only 50-meter pool in the greater Lafayette area. There are some simultaneous programming limitations due to the shallow water component being located in the 50-meter pool (single pool configuration) compared to other new university aquatic centers with shallow water located in a separate pool (dual pools).

- ◆ There are many aquatic programming opportunities that are not currently being offered, both for recreational sports and for community outreach in hosting events, i.e., Learn to Swim, shallow water fitness classes, Stroke Clinic, Lifeguard Training, SCUBA, snorkeling, and more aggressive hosting of events from age group swimming to NCAA events.
- ◆ The Intercollegiate Athletic Department requested the opportunity to host Junior National and Senior National meets as they would provide Purdue University with an edge in recruiting.
- ◆ A priority use document was developed to delineate times for intercollegiate athletics and the DRS. The plan was to review the document annually; however, this was not done in the first year. Most issues have been resolved without having to change the document.
- ◆ The Assistant Director does not have full authority for all management aspects of the Aquatic Center.
- ◆ There appears to be a discrepancy in expectations for how the Aquatic Center will operate and the level of services the DRS provides to intercollegiate athletics. It appears that athletics is accustomed to a higher level of service than that currently being provided by DRS. Issues exist with management of athletic events and whether the DRS can provide qualified staffing for key functions such as timing, etc.
- ◆ There were some comments that indicated it made sense for the DRS to continue management of the facility and daily operations since a majority of the hours are for casual swimmers.
- ◆ There have been problems with adequate staffing levels and performance in housekeeping.
- ◆ There are concerns regarding the water clarity and quality that have existed since the pool opened.
- ◆ Individuals in both intercollegiate athletics and the DRS indicated that the costs for renting/using the Aquatic Center were too high with the current structure of charging a rental fee and then assessing an additional user fee. There was not a good understanding of what happens to revenue generated in the Aquatic Center.
- ◆ Some concerns were expressed regarding the mixing of recreation patrons with event participants during major events. A desire was expressed for non-recreation use during high profile events.
- ◆ Parking for events is challenging, especially for the visiting teams' buses.

- ◆ Adequate training for aquatic staff appears to be lacking, i.e., lifeguard skills, proper procedure for changing lane lines, maintenance, etc.
- ◆ Concerns were expressed regarding a lack of consistent enforcement for the staff discipline policy.
- ◆ Lack of a separate shallow water pool causes scheduling problems, especially in the summer when teams are swimming long course and when National Youth Sports Program participants are using the facility.
- ◆ One graduate assistant position and 15% of the aquatics student staff budget have been lost due to DRS budget constraints.

Recommendations:

- ◆ The directors of each department and involved staff should meet to resolve differences in the expectations and service provision. Specifically, roles and responsibilities during intercollegiate athletic events should be further clarified along with expectations for qualifications of staff for specific duties, i.e., timing system management, scoreboard, PA, etc. along with a process for post-event debriefing and evaluation to make the next event even more successful.
- ◆ The Assistant Director for Aquatics should have full authority, responsibility and accountability for all aspects of the Aquatic Center. This includes reserving and scheduling the facility, event management, staffing, security, maintenance, program management, and maintaining a close working relationship with the DRS housekeeping staff.
- ◆ Consider adding the following new recreation programs: Learn To Swim, shallow water fitness classes, Stroke Clinics, Lifeguard Training, SCUBA and snorkeling.
- ◆ All user groups should present new programming initiatives that identify what can be accommodated within the existing user times vs. what may require modifications or periodic adjustments to the priority document. This should include a review of the pros/cons of closing the Aquatic Center for recreation during selected major events and studying the actual recreational usage during event times to determine the impact of any decision to close.
- ◆ Recommend changes in rental rate structures that would facilitate more aggressive hosting of events from age group swimming to NCAA events. Additional benchmarking of rates charged at similar facilities is suggested.
- ◆ Recently, the DRS combined the housekeeping staff from the Recreational Sports Center and the Aquatic Center. This change alone may not be enough to provide sufficient housekeeping services since the initial increase in staffing with the Colby

Fitness Center and the Boilermaker Aquatic Center appears to have been inadequate. This should be monitored closely to determine if staffing levels are appropriate to provide the desired cleanliness standards. Utilizing lifeguards for housekeeping duties on the deck may improve this situation.

- ◆ Maintenance and corrective action must be taken regarding the water clarity and backwashing issues. The aquatics director should aggressively pursue remedial action from the vendor and not accept inaction as a response. Timing is of the essence due to warranty issues. If necessary, solicit the assistance of the DRS director and/or vice president for student services to resolve this issue.
- ◆ Consider adjusting the parking plan for a few selected major events to accommodate Aquatic Center patrons while monitoring Recreational Sports Center complaints regarding the inconvenience.
- ◆ Clarify the uses of Aquatic Center revenue for all involved parties and staff.
- ◆ Follow state requirements for lifeguard training and benchmark training standards with peer institutions.
- ◆ Develop and consistently enforce an aquatic staff discipline policy that is harmonious with the DRS policy.
- ◆ Treat intercollegiate athletics as a partner. Include appropriate intercollegiate athletics staff members in the performance evaluation process for the Aquatics Director.
- ◆ Develop a plan for hosting events that treats the needs of intercollegiate athletics on a par with other customers.
- ◆ Design a physical connection between the Recreational Sports Center and the Aquatics Center that is attractive and meets the needs of both departments.
- ◆ Schedule a meeting between the swimming coaches, athletic director, DRS director and the aquatics director to develop a set of expectations and a communication plan.
- ◆ Improve communication between the aquatics director and the aquatics graduate assistant with respect to advanced preparation for staff training seminars.

Athletic Training

Review Findings:

- ◆ Two graduate assistants, who possess athletic trainer certification (ATC), provide athletic training services. Providing certified athletic trainers for recreational sport participants is on the “leading edge” of the profession.
- ◆ Due to time constraints, the current staffing level is not adequate to meet the demand for service.
- ◆ DRS staff members respect the knowledge and expertise of the athletic trainers.
- ◆ The physical space dedicated to athletic training services appears adequate to provide the current level of service.

Recommendations:

- ◆ Assess the feasibility of providing full-time athletic training services and the required staffing levels to provide this service.
- ◆ Assess the feasibility of and the demand for providing additional athletic training services.

Business Services

Review Findings:

- ◆ The business office is staffed at an appropriate level to accommodate the needs of DRS.
- ◆ Communication between the business office and the DRS staff is inadequate.
- ◆ Proposals for new programs and/or fees are not formalized and lack consistent follow-through.
- ◆ Some processes in the department appear to create unnecessary steps for the customer and should be reviewed for refinement. Examples would be: (1) making a patron go to the Colby Fitness Center to pick up forms to register for fitness programs and then bring the form back to the Welcome Center to pay for the service, and (2) making a patron go the Equipment Issue area to obtain paperwork regarding lost equipment and then having to make actual payment at the Welcome Center.
- ◆ Staff members seek more responsibility and authority with regards to budget and being included more in business processes. The business office staff indicated that

this is possible with their involvement on the front end or post-audit and agree that there are more budget checkpoints in place now that could be removed.

- ◆ The business staff is willing to take well-planned exception and fee/program requests forward.

Recommendations:

- ◆ Streamline internal business processes for the “customer’s benefit” with the “one-stop-shopping concept” while implementing any technology changes that may assist with this effort.
- ◆ Develop a “Decision Matrix” and standardized format for staff to propose new programs and relevant information that is required for forwarding the proposal for approval. Have the staff agree to assign responsibilities for researching and forwarding proposals on some of the programs where many seemed to agree the students would want to participate: climbing wall, outdoor programs and group cycling.
- ◆ Ensure that near-term goals are connected to the DRS strategic plan.
- ◆ Division staff should be informed concerning the appropriate approval process for requests.

Club Sports

Review Findings:

- ◆ The program is operating within recognized standards.
- ◆ The number of clubs supported by the DRS is approximately 26. The number of clubs and funding allocation appear to have remained relatively constant over the past 15-20 years.
- ◆ The DRS seems to accommodate club space needs well, especially field space. Some concerns were raised regarding the condition of the fields used for parking during intercollegiate home football games. Other concerns were raised regarding future residence halls and/or other facility construction projects that might eliminate fields on campus.
- ◆ The competitive status is appropriate for Big Ten teams and for success in regional/national competition.
- ◆ The Crew Club is an anomaly regarding the amount of financial support provided to the club from the university without the club being considered a team within

intercollegiate athletics. It appears as if alumni pressure played a role in creating paid coaching positions. The special status and resources given to the Crew Club appear to be creating tension among the other club sports.

- ◆ The Club Sports Program members, both past and present, are prospective donors for the program, the DRS and the university.

Recommendations:

- ◆ Clarify the history and rationale for the special status afforded the Crew Club to all DRS staff and student club sport participants.
- ◆ Continue efforts to secure donations from club sport participants and alumni.
- ◆ Continue to work with intercollegiate athletics regarding management of facilities and possible use of athletic managed space for special club needs.
- ◆ The assistant director should continue to have budget authority to allocate funds to clubs and oversee financial transactions.

Fitness

Review Findings:

- ◆ The Colby Fitness Center is an exceptional facility and equals or exceeds similar facilities found at peer institutions.
- ◆ We do have strong concerns about the number of supervisors assigned based on the square footage, number of exercise stations and volume of use.
- ◆ The number of fitness class offerings is slightly below peer institutions. This may be a result of facility and budget constraints. Participants expressed a desire to see additional classes offered in “spinning” as well as ones that would appeal to diverse audiences such as Hip Hop, Reggae and Country Western.
- ◆ Holding classes in a large gymnasium space allows for larger classes, but it is not the optimum environment for the classes.
- ◆ Fitness leaders and personal fitness trainers are not hired and trained according to national standards. This situation was attributed to budgetary constraints as well as the lack of CPR and First Aid/Sport Safety Training.
- ◆ Participant registration for Personal Fitness Training was not consolidated in a one-stop shopping format.

Recommendations:

- ◆ Set staffing levels for the Colby Fitness Center based upon industry standards derived from benchmarking best practices.
- ◆ Survey participants to determine optimum number and diversity of class offerings.
- ◆ Select and train fitness leaders and personal trainers based upon industry standards derived from benchmarking best practices.
- ◆ Continue to plan for better designed studio space for fitness classes to include integrated sound systems, resilient flooring, mirrors, storage, etc. to improve the environment in which classes are held.

Informal Recreation

Review Findings:

- ◆ A wide variety of activities, with designated times and priorities is well defined and a source of pride for the division.
- ◆ Staff members report that they are unable to meet the demand for indoor recreation reservation requests; however, they are better able to meet the demand for outdoor recreation space requests.
- ◆ There are facilities and activities that attract diverse students.
- ◆ The rear entrance (non-paved) access is creating housekeeping difficulties due to mud, gravel and sand being tracked into the facilities and onto the courts, especially in the west gym adjacent to the entrance.
- ◆ Improved technology could greatly enhance the reservation system and allocation of facilities for patron requests.
- ◆ Accountability for this program does not appear to be housed within one person's position description.
- ◆ Facility managers are prepared to deal with patron injuries in the indoor facilities and receive assistance from the Athletic Trainers assigned to Recreational Sports in the hours they are scheduled.

Recommendations:

- ◆ Review position descriptions to determine the appropriate placement for Informal Recreation accountability.
- ◆ Review options for first response to injuries and for transportation of injured to insure a safe environment for customers.

Intramural Sports

Review Findings:

- ◆ The intramural sports program serves a large portion of the market and compares favorably with benchmarks.
- ◆ Offerings and participation figures appear to be in line with peer institutions.
- ◆ There is no entry fee for intramural sports participation. Purdue is currently spending considerably less (approximately 70%) on intramural sports compared to benchmarks.
- ◆ Officials' training is not mandatory due to lack of funding.
- ◆ Team and individual awards are not provided.
- ◆ Morale appears low among staff members in this program due to a high turnover rate and a perception that DRS and Purdue administration do not appreciate them.
- ◆ There is evidence of unmet demand in existing programs. For example, we were told that not all flag football teams were able to be accommodated due to field and budget constraints.

Recommendations:

- ◆ All supervisors should be required to have certification in CPR and First Aid/Sport Safety.
- ◆ Consider mandatory training for intramural officials.
- ◆ Investigate the feasibility of increasing revenues via the implementation of an entry and award fee for team sports.
- ◆ Assess the interest of participants in receiving incentive awards.
- ◆ Consider developing a schedule whereby the director and associate directors periodically attend intramural contests.

Learn to Play

Review Findings:

- ◆ Existing programs are very well received and patrons would like to see an expansion in this area to also include aquatic activities and sport instruction such as racquetball and tennis.

Recommendations:

- ◆ Learn to Play programs should be developed to meet the needs of customers and should be priced on a fee-for-service basis so as not to negatively affect on-going programs.

Outdoor Recreation

Review Findings:

- ◆ No organized program exists other than the Outing Club that is housed in the Club Sports area.
- ◆ Several peer institutions have structured outdoor recreation programs.
- ◆ As expressed through interviews and surveys, participants expressed interest in being provided with additional offerings. An indoor climbing wall was of particular interest. There are a variety of models for offering Outdoor Programs - from common adventure experiences which operate closer to the Outing Club format to leader led trips and programs that rely on commercial outfitters.
- ◆ The Boiler Challenge Program offers one of the components of an outdoor adventure experience; however, the trip, equipment rentals, common adventure, high challenge, and climbing wall opportunities do not currently exist.

Recommendations:

- ◆ Further assessment is needed to determine the program components best suited to meet the needs of the Purdue community.
- ◆ Identify sufficient space within the Recreational Sports Center to accommodate a climbing wall.

Special Events

Review Findings:

- ◆ There appear to be some good events offered such as the Boilermaker Gold Rush; however, there does not appear to be a focus or plan for development of events unless a partnership is created with another department.
- ◆ Without a budget for this program and additional staffing it will be difficult to program on a consistent basis.
- ◆ There was a concern that additional programming of special events which require indoor space will detract from existing informal recreation use.

Recommendations:

- ◆ Special events are a necessary vehicle to specifically target audiences that may not participate in more traditional program offerings. We recommend exploring additional activities that could be located in other indoor campus venues or at times of lower occupancy in the Recreational Sports Center.

Welcome Center

Review Findings:

- ◆ Budget cuts have affected both staffing levels and opportunities for training. Full-time staff members have been asked to fill in the gaps in scheduling.
- ◆ Technology needs to be connected and processes need to be streamlined to accommodate customer needs.
- ◆ Staff members are concerned about the lack of training and communication.

Recommendations:

- ◆ Consider remodeling the entrances to accommodate combining entry control, welcome center, and equipment center.
- ◆ Customer service training should be considered for this staff as they often provide the first impression for patrons.

Wellness

Review Findings:

- ◆ There are opportunities for collaboration with Student Health Center, Counseling Services, spiritual groups (i.e., Campus ministries).
- ◆ DRS has partnered with intercollegiate athletics on the NCAA Your Choice grant and several others.

Recommendations:

- ◆ Aggressively seek collaborative opportunities in order to enhance program offerings.

Leadership, Ethical Decision Making and Empowerment at Various Levels of the Organization

Review Findings:

- ◆ During the interview sessions, the review team received conflicting reports regarding these issues. It is difficult for the review team to reconcile these differences due to our short stay on campus. Issues that surfaced included: inadequate communication within DRS, lack of understanding regarding the decision-making process, and lack of support and appreciation both on an individual basis and for the programs and services being offered.
- ◆ Many of the staff reported that they do not feel valued as a division and did not feel valued for their work.
- ◆ Several staff members referred to a lack of leadership and a lack of ethical decision making, especially regarding merit pay increases and delays in the decision making process due to the pending departmental review.
- ◆ The review team received feedback that some staff members do not feel empowered to do their jobs. In our opinion, this can be partly attributed to what we view as a very cumbersome approval process. Because the approval process is so cumbersome, it limits staff members' ability to express their professional creativity and abilities.
- ◆ Staff members reported that they do not feel as if they have the authority to implement change in a timely manner; therefore, they are unable to respond effectively and efficiently to the needs of patrons.

Recommendations:

- ◆ Improving internal communication and creating a cohesive DRS team is absolutely vital to establishing a positive work environment.
- ◆ Hire an outside facilitator with expertise in organizational development to assess leadership, ethics, decision-making and empowerment within the division.
- ◆ Delegate appropriate decision making responsibility to the lowest possible level of the organization.

Organizational Structure, Climate and Culture within the Division of Recreational Sports

Review Findings:

- ◆ Staff members report receiving “mixed messages” regarding support for DRS and its efforts in general. On the one hand there have been significant facility additions and renovations; however, several staff members perceive that funding for requested programs have been denied and/or postponed while associated costs have increased. In spite of these issues, perceptions of patrons would seem to indicate that these issues have not negatively impacted the interaction between staff members and participants. Additionally, patrons have not described any negative impact to service delivery that could be attributed to these issues.
- ◆ The review team received conflicting reports regarding the culture and climate issues; however, issues that surfaced were lack of communication (inside and outside of the division), lack of understanding regarding the decision making process, lack of trust, lack of support and appreciation both on an individual basis and feeling valued as a division. It is difficult for the review team to reconcile these differences due to our short stay on campus.
- ◆ There have been internal university training programs provided to the department but individuals expressed that these were brought in “to put out fires” and some staff were only going through the motions but were not committed to improving the staff relations.
- ◆ Many people stated “change occurs slowly at Purdue.” The current university environment appears to have very cumbersome approval processes unlike any the review team members have experienced and/or seen at other institutions. This limits the ability of professionals to be creative, and utilize their talents and abilities to respond to change quickly. This combined with some other concerns expressed about the division’s culture, has negatively impacted staff members’ willingness to take risks.

- ◆ One direct quote was, “I don’t feel like people think I can do my job.” This quote summarizes the sentiments of several DRS staff members.
- ◆ Staff members expressed that hands-on training for student employees has been very limited due to budget constraints. This was frustrating for staff as leadership development is a critical part of the division’s mission statement, but efforts are undermined by continued reductions in student wages/positions.
- ◆ During our short stay, it appeared that there might be inconsistencies with respect to expectations for student staff on job performance, requirements for certification, and overall orientation to and understanding of the larger division and its full programs, facilities and services, and rewards and disciplinary processes. There were also no pay incentives for aerobic instructors to obtain certifications.
- ◆ The DRS is not currently targeting Health, Kinesiology and Leisure Service majors for employment opportunities.
- ◆ Staff members were not clear on what funds were available for staff training and development.
- ◆ Both administrative professional and clerical staff expressed concerns in how performance evaluations and raises were administered.
- ◆ The recent retirement of one of the associate directors provides the division with an opportunity to reorganize. The focus of this reorganization should be on positioning the division to achieve its strategic plan initiatives and to better serve both internal and external customers.

Recommendations:

- ◆ Hire an outside facilitator with expertise in organizational development to further assess the climate, culture and empowerment within the division. We believe these issues are so pervasive that DRS will not reach its full potential until these issues are resolved.
- ◆ The focus of the potential DRS reorganization, due to the recent associate director retirement, should be on better positioning the division to achieve their strategic plan initiatives and to better serve both internal and external customers.
- ◆ Conduct a thorough review of the processes required for approval. Streamline the processes to better serve the customer.
- ◆ The organizational development consultant we recommended earlier could also incorporate a review of the organizational structure, roles and responsibilities in relation to functional areas, customer needs, etc. to assist with reorganization options given the opportunities with the retirement.

- ◆ Regular and systematic methods of communication should be utilized to seek input of individuals/groups impacted by potential decisions and to better inform all staff about changes and plans in the department.
- ◆ The DRS funds for staff development do not meet the industry standard practice of dedicating 5% of the permanent salary lines for this development. Develop plans to obtain additional funding and to continue to find programs that are cost-effective for staff to attend.
- ◆ Consider restructuring the formal evaluation process to include opportunities for student employees and staff to evaluate their supervisor, co-workers, etc. (anonymously to the director and the director's supervisor) so each person receives feedback from multiple sources. Where the division serves other departments, such as intercollegiate athletics, etc., individuals from those departments should be invited to participate in the evaluation process. Each employee would then receive a summary of ratings/comments from their supervisor during the formal evaluation session.
- ◆ Develop a more intentional student employee recruitment program that targets students with related majors.
- ◆ Consider employing additional student staff as full-time staff attrition occurs or as staff members accept new job responsibilities within DRS.
- ◆ If feasible, within the Purdue University Human Resources policies, consider establishing merit pay increases by employee classification.

Communication, Public Relations, Marketing and Departmental Image

Review Findings:

- ◆ Student, faculty and staff users and Advisory Committee members were all very complimentary about the variety and options for programs, the quality of the Colby Fitness Center and the Boilermaker Aquatic Center. There were complaints that the Colby Fitness Center is too crowded during "prime time" hours.
- ◆ The users were complimentary of the staff indicating that they plan and manage well, are responsive to requests, survey frequently, are open, flexible, and are a caring and motivated staff. They stated that again they were appreciative of the opportunities, affordability of the facilities, variety and quality of the programs and especially the new facilities. Faculty and staff users appreciated the e-mail notice of membership renewals.

- ◆ The hours of operation overall were acceptable, with some suggestions for earlier opening (5:00 or 5:30 AM) and more convenient holiday hours. They generally thought facilities were clean. It was seen as positive that the division had their own maintenance crew but some patrons thought more funding needed to be put toward preventative maintenance. Several mentioned they didn't like the t-shirt sleeve rule for the Colby Fitness Center and lack of music options.
- ◆ Participants would like to see the programs and clubs broadened and expand the user base by bringing in some new people through alternative activities and more diverse offerings/staff, (i.e., reggae aerobics, indoor climbing wall, information on nutrition, more Learn to Play classes, group exercise cycling, racquetball and indoor tennis instruction, incentive programs for year round participation in activities, Master's Swim Group and shallow end water aerobics for people who can't swim. They also wanted the Colby Fitness staff to be more knowledgeable in order to better assist customers.
- ◆ Participant suggestions for additional facility enhancements included: juice bar, more gathering/social and lounge space and a computer lab in the facilities because they are lacking on that end of campus, way-finding signage system, better parking, a skate park, more and better quality aerobic/fitness class space. They also wanted the men's locker room to be renovated and air-conditioned. They would like to see the back entrance paved as the floor in the West Gym gets dirty since it is adjacent to this entrance.
- ◆ Participants thought the department could continue to improve on its visibility and outreach where students could "stumble" onto things on the sidewalks. They said continue to use the *Exponent* to advertise, although one student has conducted focus groups and said students didn't read the paper. They thought the Website could be easier to navigate. They liked the idea of having a Rec Sports listserv to get regular updates for building hour changes and other important updates. They requested that there be a phone recording about hours changes vs. referring callers to the Website. Students indicated that the Student Government Association is working on developing a portal for student communication that Recreational Sports could utilize. They would like to see customer service as a continuing priority for staff training indicating some staff could be more personable.
- ◆ Students were unanimously willing to pay more for continued growth of program offerings and facility improvements.
- ◆ Some faculty would like to have the alternative programs such as Learn To Play part of the membership while others thought it best to keep it separate.
- ◆ Requests were made to market Intramural Sports to faculty and staff and schedule at times closer to the normal workday.
- ◆ The DRS produces quality publications to promote the programs and share messages.

- ◆ The \$20,000 supply and equipment budget for Marketing is low for the size and scope of the department.
- ◆ No strategic target markets were identified for membership growth. The Assistant Director for Marketing has access to but has not fully utilized the database that tracks current users in order to develop a targeted marketing plan.
- ◆ The assistant director has successfully utilized free interns to augment his staff, as funding for student assistants was not available.

Recommendations:

- ◆ Continue to obtain systematic participant feedback. Implement immediate changes as feasible and incorporate other actions into short and long term planning for further consideration.
- ◆ The full-time marketing position is essential for successfully promoting the DRS to the university community and prospective students and should be more fully utilized with regard to membership recruitment and target marketing.
- ◆ The Assistant Director for Marketing should work more closely with DRS staff to clearly identify specific goals for growth with target audiences. Students expressed concern that the “same” audience was being reached on a regular basis – the “health conscious group” vs. others who also need the available programs and services.
- ◆ Benchmark with other comparable programs to determine appropriate staffing and funding levels for marketing functions, promotions, incentives, etc.

Technology and Equipment

Review Findings:

- ◆ The staff has had some negative experiences in the past with technology that may have impacted some of the current issues with the Tech @ Play project.
- ◆ Some staff members appear reluctant to embrace technology as a way to better deliver service to the customer.
- ◆ The DRS is very fortunate to have an IT Manager assigned to work to implement technology change and to support, educate and train staff with software as new initiatives are implemented. This position appears to receive excellent support from the other IT staff in the Division of Student Services, which is also a positive for the department.

Recommendations:

- ◆ Continue to move forward with the Tech @ Play project and purchase the software based on the original vote.

Risk Management and Legal Responsibilities

Review Findings:

- ◆ The DRS currently does not have an individual designed as the Risk Manager.
- ◆ Staff reported that senior staff often doesn't respond to radio calls for on-call.
- ◆ Staff must look at benchmarks, best practices and standards of care as their current practices are putting them at risk.

Recommendations:

- ◆ Appoint a DRS Risk Manager and have each area appoint a person to serve on a Safety Committee.
- ◆ Develop manager-on-duty procedures that do not utilize full-time staff as they have duties that conflict with the on-call concept.
- ◆ The staff should acknowledge the standard of care and use only certified employees where appropriate.
- ◆ Investigate the feasibility of professional and graduate assistant staff members obtaining CPR and First Aid/Sport Safety instructor certifications. This might provide a lower cost option for expanding the availability of these certifications to DRS student employees.

Equal Opportunity, Access, Affirmative Action and Diversity

Review Findings:

- ◆ The review team was not provided with DRS staff profiles information; therefore, we were unable to determine if the ethnicity and gender of the staff is reflective of the campus population.

Recommendations:

- ◆ Work with appropriate Purdue University departments to ensure that employment and program opportunities are adequately marketed to members of under-represented groups.
- ◆ Investigate technological enhancements that would permit the collection and management of participant information for reporting purposes.

Financial Resources, Revenue Generation and Fiscal Management

Review Findings:

- ◆ Students in the university are not empowered or given authority to control funds regarding student programs/activities.
- ◆ The department funding is significantly lower than peer institutions.
- ◆ There does not appear to be a comprehensive budget and financial management process in place that is inclusive and well understood by all professional and support staff.
- ◆ Staff members lack full budget responsibility and the corresponding accountability for their respective budgets. Budget authority has not been fully delegated to staff below the director other than with selected programs such as Club Sports and Fitness/Wellness.
- ◆ The “Purdue process” of requesting and receiving approval for program changes and associated fee structures is very cumbersome and does not permit flexibility for the staff to adapt to dynamic program changes requested by patrons. This process is very unusual compared to most of the review team’s experience at other institutions.
- ◆ Staff is not clear and is frustrated by the process required to create change where fees are involved. This does not create an environment of empowerment where decision-making is at the lowest level possible in the organization.
- ◆ Staff has not been included in the decision-making process and is not clear on the budget cuts that have been implemented. The impact of these decisions is widely felt, particularly in the areas of student employment/development. Comments were made that the strategic plan and values indicate that student development is a value and yet there is a feeling that the budget cuts have directly run counter to this value. There is resentment and frustration at decisions that have been made both on principle and without their input or ability to offer creative alternatives.

- ◆ A fund-raising campaign is in progress with the Vice President for Student Services Development Staff.
- ◆ Purdue University has had large tuition increases and is concerned with holding fee increases down other than for university strategic initiatives.
- ◆ Students were unanimously willing to pay more for continued growth of program offerings and facility improvements. The Colby Fitness Center and the Boilermaker Aquatic Center have the raised the bar of student, faculty and staff expectations for future renovations and new construction. They thought students would prefer to pay more in fees up front to avoid out-of-pocket costs for new programs.

Recommendations:

- ◆ We recommend that the leadership in Student Services develop strategies for challenging the status quo and cumbersome approval processes to have more authority delegated to the division level for program and fee changes. This change will create a more empowering and entrepreneurial environment that will be critical for Purdue University to achieve the excellence as per the mandate in the university's strategic plan.
- ◆ The DRS staff needs to build on other successes such as the approval for the Intramural Forfeit Fee and continue to develop sound proposals and/or exception requests to forward until such time as authority is delegated for decision making at their level.
- ◆ The budget process and financial management should be open and delegated to individuals responsible for program areas, facilities, etc. in order to empower the staff to make decisions and be fully accountable for their areas or responsibilities. Training programs should be implemented to ensure a successful transition.
- ◆ Continue to benchmark and share information with senior university administration regarding the need to increase funding in order to achieve the strategic plan goal of "being a national leader." Invite senior leadership on a trip to tour other benchmark institutions to learn what resources will need to be committed to bring facilities and programs up to a nationally recognized level per the goals for excellence in the university strategic plan.
- ◆ Continue to pursue development options given that it seems unlikely that student fees will be increased significantly in the immediate future.
- ◆ Work with the Vice President for Student Services to get the existing dedicated DRS fee exempt from budget reductions to reduce the impact of enrollment changes and/or consolidation of fees.

- ◆ Establish a Renewal and Modification account (funded equipment depreciation account) based on 2% of replacement cost. The account that is currently in place to accommodate these costs has no financial philosophy, e.g. a line item in the operating account, and is extremely under funded. Under funding this account can lead to a tired looking facility.
- ◆ Student development and adequate funding for training must be a high priority.
- ◆ Pursue a payroll deduction option for faculty and staff membership payments.
- ◆ Develop justification to permit more fee-for-service programs similar to benchmark institutions.

Facility Planning, Operation, Housekeeping and Maintenance

Facilities Planning and Operation

Review Findings:

- ◆ The Recreational Sports Center (RSC) was a premiere facility in its time and has served the university needs well in the past. The Boilermaker Aquatic Center and Colby Fitness Center are excellent facilities and will serve the university community well for many years. The DRS should be proud of these facility enhancements. Staff members recognize that much of the facility is outdated and in need of additional renovation to positively compare to newer modern facilities on competitor campuses. In particular, many people had the perception that accessing the RSC was like “getting into Fort Knox” which clearly creates an unfriendly and unwelcoming environment.
- ◆ The DRS has engaged in some master planning. The DRS is fortunate to have some existing space (old swimming pool and unfinished Fitness Center space) available for renovation within the RSC. This is unusual and offers a great opportunity to meet more needs with a careful planning and redesign of the functions for these areas. Several options have been considered; however, it was not clear if all priorities have been well integrated into the larger facility in a comprehensive approach.
- ◆ Some staff expressed concerns that the redesign and consolidation of the entry control, welcome center and equipment issue will not function well if staffing patterns remain the same. In addition, they expressed concern about design of the space with respect to adequate and appropriate adjacencies of space for the various functions (i.e., laundry facilities near copying machines, etc.) The review team did not see any preliminary plans for these spaces.
- ◆ The facilities are clean and by cursory tours appear to be well maintained. The review team has concerns that the staffing in housekeeping and maintenance has not

increased in proportion to the additional square footage with new facilities and the more intense cleaning requirements of the equipment in the Colby Fitness Center.

- ◆ Staff members indicated that the facilities operate at capacity during many times of the day.
- ◆ The older design with less visual access to recreation spaces from the hallways makes the RSC difficult to navigate for someone unfamiliar with the design, especially with the combination of the Boilermaker Aquatic Center.

Recommendations:

- ◆ The DRS should obtain plans and prices for adding newer security functions on the exterior doors that will greatly improve the entrances to the facility - creating a more welcoming environment. The DRS has already explored some options for creating a plaza between the Aquatic Center and the Recreational Sports Center that should be integrated with the door security planning. The redesign of the front entrance along with possible combination of other functions (i.e., welcome center, equipment issue, etc.) should be carefully examined with staffing and functions fully in mind as well as a “one-stop-shopping” concept for customers.
- ◆ Improved way-finding signage and/or a facility layout brochure may assist new users in better utilizing the variety of spaces available.
- ◆ The Web page and bulletin boards in the Colby Fitness Center and other locations may provide a vehicle to educate users about lower usage times in the facilities. Individuals who may be able to adjust their workout/recreation schedules may shift their workout times from peak hours alleviating some of the crowding.
- ◆ Initiate a planning process for maximum utilization of the “old” swimming pool area and the unfinished Fitness Center space. Ensure that the plan incorporates an integrated comprehensive design concept for the entire Recreational Sports Center.
- ◆ To better accommodate the needs of DRS patrons, investigate the feasibility of installing lights on additional recreational fields.

Housekeeping and Maintenance

Review Findings:

- ◆ The Aquatic Center has required more cleaning and maintenance than anticipated.
- ◆ The budget for housekeeping appears to be inadequate, i.e., the Colby Fitness Center and the In-Line Area both require specialized cleaning but the size of the staff has not

increased to adequately clean these areas. A perception exists that the housekeeping budget has not increased significantly during the past 20 years.

- ◆ Concern was expressed that wages for the housekeeping staff were below those of others holding similar positions at Purdue.
- ◆ A perception exists among housekeeping staff that they continue to fall farther behind in meeting cleaning expectations.
- ◆ The Housekeeping staff feels appreciated by the DRS professionals and students. Professional staff members were characterized as “nice, friendly, good people.”
- ◆ Communication needs improvement regarding objectives and standard of cleanliness.

Recommendations:

- ◆ Confirm appropriate staffing levels using Purdue benchmarks and benchmarks from similar facilities at other universities.
- ◆ Lifeguards could reduce the burden on the housekeeping staff by performing some deck cleaning as a part of their guarding rotation.
- ◆ Consider utilizing student employees where appropriate to assist with housekeeping and maintenance duties.
- ◆ Review industry standards to compare housekeeping and maintenance ratios to square footage and required equipment cleaning or specialty use space such as the Aquatic Center to better determine appropriate staffing levels.

Collaborative Efforts and Partnerships with Other Campus Units.

Review Findings:

- ◆ There were some comments that reflected normal facility tensions between Intercollegiate Athletics, Health, Kinesiology and Leisure Services and Recreational Sports recognizing that each area is an advocate for their program needs.
- ◆ The division has some positive partnerships and should continue to develop more, especially when resources may be shared for mutual benefit of divisions/departments.
- ◆ There are some partnerships in the development stage.

Recommendations:

- ◆ Recreational Sports, Intercollegiate Athletics and Health, Kinesiology and Leisure Services should continue to work together for facility scheduling that is mutually beneficial without any department incurring unfair costs.
- ◆ Internships are a very positive partnership and should be expanded beyond the current areas where utilized in the division to other areas where majors relate to DRS functions.
- ◆ Further refine partner opportunities and more clearly define goals of the partnership, target audiences, resource requirements, marketing strategies and anticipated duration of the program (i.e., pilot program, longer term) and evaluation plans.

Summary

As a review team, we have identified some issues that present cause for concern; however, it is important to note that in our opinion the staff members within the Division of Recreational Sports possess the ability, with outside assistance, to resolve these issues. We strongly encourage DRS to hire a consultant with expertise in organizational development to further assess the work environment and to assist the DRS staff to resolve the issues identified in this report. In order for the division to achieve its vision and mission, staff members must work together to improve lines of communication, establish trust, develop a team approach to problem solving, and create an atmosphere where risk taking is encouraged.

Recent improvements to the Recreational Sports Center are encouraging and indicate support by the University administration. This facility requires additional updating if it is to adequately meet the needs of the University community. Outdoor recreation field space appears adequate to meet current programming needs; however, developing plans to enhance these spaces will be critical if the division is to meet the future recreation needs of the Purdue community. The review team did not have an adequate opportunity to assess the quality and quantity of other outdoor recreation spaces.

In closing, the review team would like to acknowledge the willingness of those we interviewed to share their perspectives and perceptions regarding the Division of Recreational Sports. In our opinion, DRS can take pride in the quality of its programs and the expertise of its staff. In order to achieve its vision and mission, leadership within DRS must dedicate themselves to improving internal and external communication, seeking collaborative opportunities, improving the work environment, fostering a desire for excellence, and to removing obstacles that impede the delivery of quality programs and services. In addition, the Purdue administration will need to provide additional financial support for facility improvements and program enhancements. The potential exists for Purdue Recreational Sports to become a leader in the field of collegiate campus recreation; however, it will require dynamic leadership and a commitment from all facets of the university in order to fulfill that potential.

Anecdotal Information Gathered During Interviews

The following selected quotations were gathered from a variety of individuals participating in the interviews conducted by the Review Team. They are intended to communicate a representative sampling of the opinions and sentiments expressed during the interview sessions. To insure the anonymity of the individual speaker, care has been taken to list the remarks in random order and without attribution. This form of qualitative data is not intended as statistically valid; rather it is intended to provide a “flavor” of the diverse perspectives that contributed, in part, to the findings and recommendations of the Review Team.

“The Colby Fitness Center has helped get women into the facility.”

“Recreational Sports is a main contributor to the student experience.”

“I would like to see Recreational Sports reach out more to international students.”

“The DRS Website is not user friendly.”

“The staff is nice.”

“Recreational Sports provides good quality for the price.”

“The Recreational Sports staff is a caring and highly motivated staff.”

“Please add free or low cost yoga and spinning classes.”

“DRS has communication issues, leadership concerns, and personality barriers to overcome.”

“The spouse membership plan is really nice.”

“I wish we had an indoor climbing wall.” – *several similar comments were received*

“The Rec. Sports Center needs a computer lab, better lounge space, protein bars and smoothies.”

“The campus shuttle system limits late night access to the Rec. Center.”

“The staff is accommodating, friendly and welcoming.”

“I wish DRS staff had more autonomy to make decisions for their programs.”

“I would like the Rec. Center to be open later than midnight.”

“The Rec. Sports Center is too crowded.” – *several similar comments were received*

“Build a skate park to reduce damage on campus caused by skateboarders.”

“DRS does OK at serving the needs of the University community but are slow to try new things.”

“The access points to the facility are not welcoming.”

“DRS staff are willing to assist others.”

“Andy has done a wonderful job of marketing since he has been here.”

“As a staff we talk about the easy issues instead of the difficult but important items.”

“DRS staff are nice, friendly, good people.”

“The Rec. Sports staff seems to find 100 ways to tell someone no but doesn’t seem to try very hard to say yes.”

“DRS accepts ‘no’ too easily ... need to ask why?”

“Staff and students appreciate our work.”

“Staff morale has been declining.”

“There is a perception that DRS is under funded.”

“Recreational Sports is highly regarded by the Purdue community.”

“DRS has made a good effort to accommodate athletics, but coaches may disagree.”

“Being understaffed is a concern throughout DRS.”

“The Welcome Center staff are underpaid for what they are required to know.”

“It appears that some DRS staff members do not place wellness as a personal priority. It would be inspiring to student staff to see them working out regularly.”

“The staff respects our knowledge.”

“The Website needs to be kept current ... information is sometimes old.”

“ It appears that priorities change frequently and are not always connected to the strategic plan.

“I would like to think DRS staff do a good job of listening to our customers.”

“Maybe DRS could better utilize on-line training for student staff.”

“Student staff positions have been reduced due to budget constraints.”

“Lifeguards would like an opportunity to provide input regarding in-service training.”

“DRS is perceived as a good place to work by students.”

“I feel valued and appreciated by my direct supervisor.”

“DRS needs to assign more student employees to the Colby Center.”

“I would like to see information shared more freely with all DRS staff members.”

“DRS needs to improve the orientation for new employees.”

“Recent efforts to improve interaction and communication at DRS have been positive. I hope they continue.”

“The University wants DRS to grow but funding is not available.”

“If I could change one thing it would be for upper University administrators to believe in and value what we do.”

“I think DRS has an outstanding relationship with Athletics.”

“I would like to see the DRS relationship with Athletics improve.”

“We try to make dollars go far.”

“Club Sports brings visibility to the division and the University.”

“The work ethic in the DRS staff may not be as strong as it once was.”

“DRS staff communication and breaking barriers have been problems.”

“DRS is reluctant to change.”

“Given the large international student population, why does the Rec. Center close during semester break?”

“Collaborate with Housing to provide workout facilities in the Residence Halls.”

“Expand the Learn to Play Program to the Aquatic Center.”

“Better parking and later hours would get me over to the building more often.”

“The Colby Fitness Center is great and the Aquatics Center is amazing!”

“DRS needs to improve its visibility and outreach.”

“The DRS staff are the ones that kept me in school.”

“The attitude of DRS student employees needs improvement.”

“Find a way to break down the barriers between DRS and Athletics.”

“DRS needs to implement an incentive program to keep people coming back.”

“The DRS management staff is great. They let us know that they are here for us and are very helpful in working things out.”

“The Club Sports staff does an amazing job.”

“The Learn to Play Program is excellent and should be expanded.”

“DRS is a difficult unit to work with. The chain of command thinking is difficult to understand.”

“DRS is responsive when problems arise.”

“At one time DRS was an island unto itself; however, that has improved somewhat.”

“I wish the Club Sport athletes were perceived as an asset by DRS instead of a burden.”

“We sometimes hit dead ends and don’t get support from upper DRS staff for finding ways to resolve the issues.”

“DRS should have the attitude that anything is possible. The question should be, can we make this happen?”

Attachment I

Review Team Members

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Attachment II

Division of Recreational Sports Program Review

Ad Hoc Advisory Committee Charge to the 2003 Program Review Team

The following are specific areas the Ad Hoc Advisory Committee requests the Program Review Team focus on:

- Does Purdue University offer the breadth of recreational sports programs and services commensurate with other institutions its size? Should additional or alternative programs be considered? Should some current programs be altered or eliminated?
- Is the climate and culture within the Division of Recreational Sports one that fosters teamwork, collaboration, and respect for one another?
- Are staff in the Division of Recreational Sports empowered to do their jobs?
- Does the Division of Recreational Sports embrace partnerships with other units on campus?
- Is positive leadership evident at various levels of the organization in the Division of Recreational Sports?
- Do staff working in the Division of Recreational Sports feel positive about the future direction of their department?
- Do Purdue students generally have a positive impression of the Division of Recreational Sports?
- Do Purdue staff generally have a positive impression of the Division of Recreational Sports?

We will appreciate affirmation of what we do well, and we will appreciate suggested areas for improvement, barriers to working relationships, collaboration, and communication, etc.

PROGRAM REVIEW CONSULTING TEAM SCHEDULE

12/08/03

December 9, 2003 Tuesday

- 6:30 PM** **Dinner with Recreational Sports Program Review Ad Hoc Advisory Group**
(Purdue Memorial Union, Lafayette Room #230)
Morgan Burke, Director of Intercollegiate Athletics
Vince Daino, Assistant Director of Recreational Sports
Lee Gordon, Assistant Vice President for Student Services Technology and Assessment
Terry Stewart, Professor of Animal Sciences, Past Chairperson of University Senate
Tom Templin, Department Head and Professor of Health Kinesiology
Stephanie Warner, Senior, Past President of Purdue Student Government, and member of the
Recreational Sports Advisory Committee

December 10, 2003 Wednesday

- 7:00 to 8:30 AM** **Breakfast with Tom Robinson, Vice President for Student Services**
*(Purdue Memorial Union, Director's Dining Room – Dr. Robinson will meet the
program review team at 7:00 a.m. in the Union Club Hotel lobby)*

-30 MINUTE BREAK-

- 9:00 to 9:15 AM** **Tom Robinson introduces Program Review Consulting Team to DRS Staff**
(Recreational Sports Center (RSC), Room 122)
- 9:15 to 10:30 AM** **Meeting with Carol Stickel, Director of Recreational Sports, and facility tour**
(Director's Office—RSC Room 106B)

-15 MINUTE BREAK-

- 10:45 to 11:30 AM** **Meeting with Recreational Sports Senior Staff (RSC, Room 135)**
Jim Marciniak, Associate Director; Facilities, Equipment Center, and Front Door Access
David Fraseur, Associate Director; Aquatics
Kathy Lawhead, Associate Director; Programs
- | | |
|--|---|
| 11:30 to 12:15 PM Meeting with Aquatic Center Staff
<i>(Aquatic Center, Room 1003)</i>
Steve Zimmerman, Grad Assistant, Aquatic
Center
Darel Bangel, Pool Operator | Meeting with Crew Coaching Staff
<i>(RSC, Room 122)</i>
David Kucik, Head Crew Coach
Thomas Fries, Assistant Crew Coach
Jere Jenkins, Assistant Crew Coach
Joe Palmer, Assistant Crew Coach |
|--|---|

12:15 to 1:15 PM **LUNCH IN EARHART HALL DINING COURT (ESCORTED BY VINCE DAINO)**

December 10, 2003
Wednesday
(Continued)

1:15 to 2:00 PM	Meeting with Health and Kinesiology Faculty/Staff (RSC, Room 135) Tom Templin, Department Head and Professor of Health Kinesiology Kim Lehnen, Administrative Assistant, Department of Health Kinesiology Bill Harper, Professor of Health Kinesiology	Meeting with Business Office Staff (RSC, Room 122) Cheri Davidson, Business Manager for Student Services Norma Douglas, Business Office Manager Melanie Moehring, Business Office Account Clerk
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-15 MINUTE BREAK-

2:15 to 3:15 PM **Meeting with Recreational Sports Advisory Committee (RSC, Room 122)**
Kari Miller, Facility Manager; Cindy Brewer, PU Staff; Kara Gootee, Fitness; Stephanie Warner, A Large Student; Chris Marks, PU Staff; Terrell Morgan, Intramural Sports; Tom Sparrow, PU Faculty; Sara Venn, Purdue Student Government; Brian Phillips, Club Sports Council

-30 MINUTE BREAK-

3:45 to 4:30 PM	Meeting with Intercollegiate Athletics Staff (RSC, Room 122) Nancy Cross, Associate Athletic Director, Development and Marketing Roger Blalock, Associate Athletic Director	Meeting with Club Sports Staff (RSC, Room 135) Vince Daino, Assistant Director, Club Sports and Camps Pam Pence, Clerk, Club Sports
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December 11, 2003
Thursday

8:00 to 8:55 AM	Meeting with Fitness/Wellness Staff (RSC, Room 122) Tarra Hodge, Interim Assistant Director, Fitness Joellan Muyskens, Grad Assistant, Fitness	Meeting with Front Desk/Welcome Center Staff (RSC, Room 135) Kris Swank, Administrative Assistant, Welcome Center Head Mary Helen Nesbitt, Past Student Manager of Welcome Center Sarah Schomburg, Student Manager of Welcome Center
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-5 MINUTE BREAK-

9:00 to 9:55 AM

Meeting with Intercollegiate Athletics Staff (RSC, Room 135)

Dan Ross, Head Swimming Coach
Cathy Wright-Eger, Women's Swimming Coach
Wenbo Chen, Head Diving Coach

Meeting with Student Employees (RSC, Room 122)

Adam Meyers (Colby Fitness Center); Sarah Schomburg (Welcome Center); Jessica Lowe Christie O'Brien, Jeremy Littell (Lifeguards Josh McCullough, Ben George, Chad Rober (Facility Managers)

-5 MINUTE BREAK-

December 11, 2003

**Thursday
(Continued)**

10:00 to 10:45 AM

Meeting with Steve Simmerman, Assistant Athletic Director, Facilities (RSC, Room 135)

Meeting with Equipment Center and Entry Control Staff (RSC, Room 122)

Mary Tague, Equipment Center
Anna Grady, Entry Control
Eugene Pritchard, Entry Control

-15 MINUTES BREAK-

11:00 to 11:30 AM

Meeting with Dr. Sally Mason, Provost - **CANCELLED (Hovde Hall, Room 100)**

11:30 to 12:30 PM

LUNCH IN EARHART HALL DINING COURT (ESCORTED BY VINCE DAINO)

12:30 to 12:55 PM

Meeting with Andy Milton, Assistant Director, Marketing and Membership Services (RSC, Room 122)

Meeting with Athletic Training Staff (RSC, Room 135)

Ben Emke, Grad Assistant, Athletic Training
Stacy Fenwick, Grad Assistant, Athletic Training

-5 MINUTE BREAK-

1:00 to 1:25 PM

Meeting with Custodians (RSC, Room 122)

Dave Frist, Service Maintenance Worker, Crew Chief
Becky Worthington, Custodian Crew Chief
Custodians: Doug Akridge, Joan Aynes, Steve Bagwell, Cathy Bridges, Ken Davis, John Dawson, Ken Dickman, Tim Gourley, Ana-Lidia Huizar, Bruce Polstra, Glen Treadway

Meeting with IT Staff (RSC, Room 135)

Dee Schlatter, IT Project Manager
Janet Moore, Project Manager of Tech@Play

-5 MINUTE BREAK-

1:30 to 1:55 PM

**Meeting with Reservation Staff
(RSC, Room 122)**

Jim Marciniak, Associate Director; Reservations,
Equipment Center, Entry Control
Clint Hafliger, Assistant Director

**Meeting with David Fraseur, Assoc
Director, Aquatic Center
(Aquatic Center, Room 1003)**

-5 MINUTE BREAK-

**December 11, 2003
Thursday
(Continued)**

2:00 to 2:25 PM

**Meeting with Field Crew
(RSC, Room 122)**

Dave Frist, Service Maintenance Worker, Crew
Chief
Field Crew: John Baumgardt, Jeff Guingrich, Steve
Hurt, Mike Johnson

**Meeting with Club Sports, Camps,
and Special Events Staff
(RSC, Room 135)**

Vince Daino, Assistant Director, Club Spo
and Camps
Sam Axley, Assistant Director, IM and
Special
Events

-20 MINUTE BREAK-

2:45 to 3:15 PM

**Meeting with Intramural Program Staff
(RSC, Room 122)**

Sam Axley, Assistant Director, IM and Special
Events
Clint Hafliger, Assistant Director, IM
Carol Derringer, Clerk, IM

**Meeting with Kathy Lawhead,
Associate Director, Programs
(RSC, Room 135)**

-15 MINUTE BREAK-

3:30 to 4:15 PM

Meeting with Students (RSC, Room 135)

Jalyn Travis, Terry Tsai, Kirk Smiley, Mary Nesbitt, Jason Morehouse, Jenny Hilton, & Mark Masloul

-15 MINUTE BREAK-

4:30 to 5:15 PM

Meeting with Faculty/Staff (RSC, Room 135)

Kellie Cox, Jim David, Patty Dulick, Tom Ganz, Alan Welch, Steve Akers, Kelly Tsai

December 12, 2003
Friday

**7:30 to 9:30 AM Breakfast with Recreational Sports Program Review Ad Hoc Advisory Group
and Division of Recreational Sports Senior Staff**

(Purdue Memorial Union, Room 112)

Tom Robinson, Vice President for Student Services (Chair)

Morgan Burke, Director of Intercollegiate Athletics

Vince Daino, Assistant Director of Recreational Sports

Lee Gordon, Assistant Vice President for Student Services Technology and Assessment

Terry Stewart, Professor of Animal Sciences, Past Chairperson of University Senate

Tom Templin, Department Head and Professor of Health Kinesiology

Stephanie Warner, Senior, Past President of Purdue Student Government, and member of the
Recreational Sports Advisory Committee

Carol Stickel, Director of Recreational Sports

Jim Marciniak, Associate Director of Recreational Sports

Kathy Lawhead, Associate Director of Recreational Sports

David Fraseur, Associate Director of Recreational Sports

Norma Douglas, Business Administrator of Recreational Sports

Andy Milton, Assistant Director, Marketing and Membership Services

9:30 AM Guests Depart