

Departmental Review
October 15-17, 2007

Findings and Recommendations Compiled by the External Review Team

Responses prepared by:

Charles B. White, Jr. M.Ed.

Director Recreational Sports Department
Koret Health and Recreation Center
University of San Francisco
San Francisco, Ca.

Overview of the Departmental Review Process

The Department of Recreational Sports at the University of San Francisco began a comprehensive planning and review process. As such, it compiled an internal self-study document that was forwarded to the external review team. The internal review utilized the General and Specialty Standards developed by the National Intramural-Recreational Sports Association (NIRSA) and adopted by the Council for the Advancement of Standards in Higher Education (CAS), as well as performed a national benchmarking survey through Student Voice. The department is to be commended for undertaking this significant effort, as this information was very helpful in preparing the external review team for its site visit.

The external team was composed of three individuals: Juliette Moore, Director of Campus Recreation at the University of Arizona, John Sweeney, Director of Campus Recreation at Marquette University, Rin Seibert, Director of Recreational Sports, Assistant Director of Athletics at Valparaiso University. The contact information for the external review team is provided in Appendix I.

In forming these findings and recommendations, the external review team was provided a copy of the department's self-study report and corresponding materials that described department programs, facilities, and services. Additionally, the consultant team participated in a site visit on October 15-17, 2007, during which interviews with Vice President for University Life, Dr. Margaret Higgins; Vice President, Administration and Acting Dean, College of Professional Studies, Dr. John Fitzgibbons; Vice President for Business and Finance, Charlie Cross, and major constituent groups, peer organizations of the department, and staff members of Recreational Sports. A schedule of the interviews is included as Appendix II.

The review team focused its findings and recommendations in five primary areas. These areas are listed below and organize the structure of the report:

- Mission Statement, Strategic Planning, Reporting Structure
- Human Resources
- Funding
- Facility Issues
- Programs and Services

It should be noted that the review team's response to these primary charges is somewhat limited. The specificity of each issue and the concomitant background needed to fully address the charges do not lend themselves well to an in-depth analysis during a three-day site visit. Hence, the conclusions or suggestions provided in this report should be viewed as preliminary responses to the identified issues. Additional review of these specific charges by Recreational Sports, particularly viewed in the larger context of the campus review process, is recommended.

The findings and recommendations provided in this report reflect a consensus opinion of all three members of the external review team. We suggest that they be viewed not as definitive solutions, but rather as catalysts for further reflection, inquiry and action.

Although we are not following the guidelines given for submitting the report, we feel the overall structure of our report will garner all the necessary answers and recommendations needed to take action and are formulated in such a way to address each concern systematically and succinctly. Each general issue was sectioned into broad categories and addresses both the positive and “not so positive” issues, with rationale for each recommendation given by the committee.

Overall Perception and Reputation of the Department of University Recreation

Before moving directly into the body of the report, it is important to note the overall perception of the Department of Recreational Sports. In short, the department is viewed as an outstanding organization; one that is characterized by a commitment to excellence. The department is well regarded by peer organizations and perceived as an important university asset. While there is room for improvement in any organization, the Department of Recreational Sports appears to be an organization in “very good operating order” that is positioned well for the opportunities that await the University of San Francisco and the Division of University Life.

Many positive comments were made regarding the Department of Recreational Sports’ ability to work together for the good of all entities. The willingness of the Recreational Sports staff to become involved with various campus and community initiatives (i.e., University Life programming, Orientation, ICA, Counseling, e.g.) has fostered an appreciation of their knowledge and expertise. This involvement has increased the potential for future collaborative efforts.

"Koret is a well run facility and very user friendly. It helps to educate the whole person, spiritual well being and physical well being. It is an essential part of the educational process." That statement was indicative of the positive comments that we heard from members of the University of San Francisco community. "The service and expertise of the Koret staff is great!" was a statement that we heard from several students, faculty and staff. In addition, the leadership of the department was consistently given very high marks.

The Recreational Sports program at The University of San Francisco in comparison to other well established/recognized programs nationally, has proven to be extremely competitive with these institutions across the board with regards to the importance of the program to students in choosing to attend USF, according to the usage data. According to the recent Student Voice Benchmarking survey, USF Recreational Sports is above the national average in participation rates for students utilizing its facilities. The survey corresponds with all the positive comments we heard from students, faculty and staff. They like the facility and take full advantage of the services provided.

The satisfaction level in regards to the lack of outdoor space was way below the national average. Even though lack of outdoor field space is a major issue of concern, Recreational Sports was praised for their proactive approach to working out viable solutions. The general view across campus is that Recreational Sports is a dynamic, productive, and cooperative department.

Review of Core Categories

Mission Statement, Strategic Planning, and Reporting Structure

Review Findings:

- The departmental mission statement supports and complements the University of San Francisco's mission statement. In addition, the Recreational Sports Goals are in concert with the stated University of San Francisco and University Life's Goals.
- The departmental mission and goals have been well articulated to university constituencies.
- The internal assessment and the external review are being conducted as precursors to the departmental strategic planning process.
- A true commitment to Diversity is evident within the department and the university.
- The Recreational Sports Department provides a multitude of programs and services that meet the health and wellness needs of the entire university community.

Recommendations:

- Through discussion, clarify the department's primary audience(s) and investigate the variety of implications (examples: budget, staffing levels) for serving additional clientele.

Response: Our primary mission was established when Koret originally opened, and was set by the University. Our first priority is to serve students, staff, and faculty; surrounding neighbors are the last constituency to whom we cater our services. This is reflected in both our mission statement and our policies. Per our use permit with the City of San Francisco, we are required to serve the surrounding neighborhood community.

June 2008 Update: We have always prioritized student-use first, so that there is minimal impact by neighborhood constituencies. In addition, we are required to generate over \$1.7 million each year in revenue. We have successfully accomplished this, with little or no impact on student use. The majority of neighborhood users visit the facilities during non-prime time for students. (Neighborhood use is from 6:00 a.m. to 2:00 p.m., Monday – Thursday, and anytime on Friday, Saturday, and Sunday.) Student use is highest on weekdays from approximately 3:30 p.m. – 9:00 p.m., with low use on the weekends.

- Consider revising the departmental mission statement to make it succinct and easier for staff and constituents to remember and value. Separate value and vision statements from mission statement.

Response: The full-time staff will review and update the mission statement.

June 2008 Update: The Recreational Sports Department and Koret Health and Recreation Center are dedicated to providing the desired recreational sport activities, programs, and services to USF students, faculty, staff, alumni, and limited neighborhood patrons. Through

recreation we offer these groups a way to enhance their knowledge, interest, and behavior to promote healthy lifestyles. We strive to provide programs and activities that encourage student participation that will enhance student engagement and retention.

- Involve the entire staff in the re-development of formal vision and values statements included in current mission statement, to help guide strategic planning initiatives and external communication efforts.

Response: Currently, all full-time staff members are included in the department's adherence to CAS Standards. They are involved with, and responsible for, ensuring best practices and following the department's mission, vision, and values statement. This ensures that our department operates in a way that adheres to best practices considered standard for the field.

June 2008 Update: The staff has been involved in the revision of the mission statement.

- Research online payments for memberships and all services, as well as credit card transactions.

Response: The department has been researching this option for several years but has yet to find a suitable option.

June 2008 Update: Upon further research, our department has found that this is not a cost-effective possibility, due to the fees that outside companies charge for such services. Additionally, we would be unable to monitor special-use passes, which are the department's main source of revenue, and the number of entries purchased by an individual.

- Continue to expand diversity efforts regarding staff recruitment and retention.

Response: The department has one of the most diverse staffs on campus.

June 2008 Update: Our student staff of more than 250 students reflects not only the diversity of the University, but also of San Francisco. This is something that has always existed within the department and something the staff is quite proud of. We look forward to continuing our diversity efforts regarding staff recruitment and retention.

- Reporting structure – Align Recreational Sports with the Dean of Students office. Rationale submitted previously. A copy of this rationale is included as Appendix III. If this is not possible, it would be feasible to align Recreational Sports under the Vice President for Business and Finance. Recreational Sports currently operates as an auxiliary service and should be treated as such. It does not rely on any student fee monies to operate at present.

Response: This recommendation is being taken under review.

June 2008 Update: Recreational Sports now reports to the Dean of Students and works collaboratively with the Dean's Team. This was implemented with the arrival of a new Dean of Students/Associate Vice President during the 2007-2008 academic year.

- Move the Department of Health and Promotion Services under the supervision of Recreational Sports (see Appendix III for additional information and the rationale).

Response: This decision would need to be made at a higher level than our department (possibly by the Vice President for University Life).

June 2008 Update: Health Promotion and Services will retain its current reporting structure.

- Change Recreational Sports to Recreational Sports, Health and Wellness. (See Appendix III for additional rationale).

Response: We do not believe this is necessary.

- Continued verbal and written support from University Life for the Recreational Sports programs and services that support the mission of the University of San Francisco.

Response: This has also been evident in the past.

June 2008 Update: This has been an integral part of University Life, and has been reflected by the strong advocacy of the Dean of Students/Associate Vice President. She has been an outstanding supporter of our department.

Human Resources

Review Findings:

- The Recreational Sports staff was consistently viewed by their colleagues and clientele as professional, competent, fair, accessible, and willing to assist others.
- Currently Recreational Sports employs 7 full-time professionals. In addition, the department annually employs in excess of 250 students and part time employees in a variety of capacities.
- The workload for current staff members is considerable. Staff members reported anxiety over being “stretched” above and beyond their normal duties and responsibilities.
- The department's staff members are viewed as being excellent managers of their resources.
- Recreational Sports staff members are given very high marks for their willingness to collaborate with campus and community agencies.
- The department is characterized as customer service oriented and the student staff members are viewed as being attentive to their job responsibilities.
- Student employees indicated that their friends are envious that they work for Recreational Sports and at the Koret Center and often ask how they can get jobs there. Clearly, Recreational Sports is a preferred employer for students.

- Student employment provides social interaction, flexible hours, a relaxed work environment, marketable leadership skills, and a sense of belonging to the campus community. Students recommended that creation of a leadership track for employees (providing ways for staff to move up through the program to higher paying position).
- Recreational Sports was praised for working to support the academic mission of the University of San Francisco by providing internships, graduate assistantships, and relevant student job experiences, in addition to research opportunities for numerous academic departments.
- Graduate assistants expressed a desire for an improved formal performance evaluation process.
- The financial impact of Federal Minimum wage and compression of wages for students, GA's etc.

Recommendations:

- An assessment of staffing needs should be conducted as part of the upcoming strategic planning process (i.e., workload, current and future program and service demands, current job responsibilities, reporting structure).

Response: This is ongoing, as we have updated job descriptions within the past several years.

June 2008 Update: In response to the review committee's suggestions, we have reassigned responsibilities to certain staff positions (e.g., supervisors now report to the Associate Director). We are limited, however, by financial constraints and other employment-related restrictions.

- Consider involving staff, in addition to the direct supervisor, in the evaluation process in order to gather additional feedback on professional and graduate assistant job performance.

Response: Per the University Human Resources Department, all professional staff members are to be reviewed by their immediate supervisors.

June 2008 Update: The staff follows the guidelines of the Human Resources Department in respect to full-time professional staff, in adherence to University policy. Student staff are evaluated every semester per student employment guidelines.

- Add a Technology Specialist position to University Life that would manage all technology issues that arise in all areas within the division. Each area would provide funding support to this position and allow for support in all areas within the division. This has been done at other institutions to provide the necessary technological support.

Response: This addition would need to be reviewed and approved at the divisional level, not by the Recreational Sports Department.

- The structure, responsibilities, and job descriptions for all full time staff should be reviewed. We are making a few recommended changes for the realignment of staffing and responsibilities. This should not require any pay grade changes and are strictly based on structure and not job performance. (A recommended flow chart is listed in Appendix V). Our recommendations are as follows:

1. Associate Director for Facilities and Marketing– expand duties and responsibilities to include supervision of all building supervisors, equipment room staff, as well as front desk staff. (a) This person will also provide direct supervision of the Business Manager. (b) This recommendation is important to ensure all facilities and building operations are centralized. The Associate Director’s office should also be relocated to the main office complex adjacent to the Building Manager’s office and the front desk. The Marketing responsibilities of the job will remain the same. (c)

(a) Response: This recommendation is being taken under review.

(a) June 2008 Update: This will be implemented in respect to overseeing the Building Supervisors and the Front Desk Staff. There is a direct connection between these two areas. The crossover of information makes the recommendation unfeasible, however, for the Equipment Desk reporting structure; that will remain the same. The person overseeing this area is also responsible for Intramurals and the equipment is provided through the desk. All changes have been completed.

(b) Response: The Business Manager, who oversees the departmental budget, needs to report to the Director due to the confidentiality and sensitive information inherent in this responsibility. There is not a good fit in reporting to any other area.

(c) Response: The relocation and expansion of our current office area has been presented to the Facilities Management Department. This expansion would provide space for the Associate Director without moving the current office from a central location.

(c) June 2008 Update: The proposal is under review and the architectural considerations are being considered.

2. Currently the Intramural/Outdoor Adventures Coordinator’s position includes supervision of building supervisors as well as Club Sports and not just Intramurals and Outdoor Adventures. It is critical to move the building supervisors to the Associate Director to consolidate all facilities and operations under one individual. It is also recommended that the Intramural/Outdoor Adventures Coordinator’s office is moved to the area currently occupied by the Associate Director. The Coordinator is responsible for three major areas: to provide for growth and expansion of these three areas, the other responsibilities should be removed from the job description. As the program grows, it is further recommended that this position is upgraded to an Intramurals/Outdoor Adventures/Club Sports Director. Part time and eventually full time staff would be hired to manage these expanded programs.

Response: *The committee's suggestion is under review.*

June 2008 Update: *Part-time staff will be hired as needed, as has always been done in the past. A title change was effective as of June 1, 2008. The current office space and occupancy remains the same.*

3. The Business Manager position should include not only all major aspects of budget management, and coordinate all areas related to financial viability of the department. Develop a centralized online registration process for all program registrations and membership operations to improve service and decrease paper dependence. The Business Manager would also assist with marketing for memberships and program registrations. This position can be expanded by adding technological duties to assist (the recommended) technology specialist for University Life thereby increasing the ability to manage all of Recreational Sports technological needs.

Response: *The position currently assists with marketing of memberships and programs.*

June 2008 Update: *Online registration processes are not considered feasible for reasons mentioned earlier in this report. The Business Manager's assistance with marketing is already included in the position's job description and exists both in theory and in practice for the department.*

4. The Director, Fitness and Wellness position should focus specifically on the fitness and wellness programs and instructional classes. We recommend transferring the marketing duties to the Business Manager.

Response: *Per discussions with the review committee for further clarification, we learned that this recommendation was written erroneously. Their intended recommendation was clarified to mean that marketing duties should be transferred to the Associate Director.*

June 2008 Update: *Staff members within the department develop their own marketing articles. (The Business Manager is not explicitly familiar with the specifics of the Fitness Programs, for example.) Currently, marketing and PR materials are developed by student staff who work directly with the Fitness and Wellness Director. The students create materials that are then approved by the Director in each of their areas..*

5. Add an administrative assistant/executive assistant to the Director position. This individual would assist the Director in all clerical, administrative and office management for the department. This individual would also assist the front office staff in managing the day to day operations of that area. The administrative assistant would report to the Director. This position has been submitted for the next budget cycle.

Response: *Prior to the external review, the request for an administrative assistant was approved and "in queue" for a future (but unspecified) hiring cycle.*

June 2008 Update: The department eagerly looks forward to implementing this position when doing so becomes fiscally possible.

6. Review all part time employee positions and determine the critical needs of the program and eliminate non essential part time staff and hire students in their place.

Response/June 2008 Update: Review of non-essential positions has been common practice for the department, and thus completed. All part-time positions that are not essential to programs have been eliminated.

Funding

Review Findings:

- Pressure to generate revenue at the Koret Center reduces the amount of time and space allocated for student and Faculty/Staff members.
- Recreational Sports no longer receives revenue from outdoor soccer field rentals, but continues to pay for all maintenance of the field.
- The Recreational Sports staff was given high marks for their financial resource management.
- Recreational Sports should be given a higher priority in allocation of space on the outdoor soccer field. There hasn't been any consistency in the implementation of this priority ranking in use of the outdoor soccer field. High School groups and Athletic Camps have taken a priority for use of the field over the student use of the field.
- Memberships are marketed and sold to community members.

Recommendations:

- Outdoor recreation field space is totally inadequate for a campus the size of the University of San Francisco to meet current demand for open recreation and programmed activities for Recreational Sports. Transfer the management of the scheduling and maintenance of the outdoor soccer field to the Recreational Sports Department instead of Athletics. This field is adjacent to the Koret Center and was managed by the department for over 15 years previously. The maintenance costs for the fields are a part of the budget for Recreational Sports and scheduling as well as any revenue from the use of the fields should be directed to the department.

Response: The department has always worked with Athletics for scheduling.

June 2008 Update: Since the review, Recreational Sports has obtained more field time and significantly strengthened the strength and channels of communication between themselves and Athletics.

- Develop an equipment depreciation schedule. Funding for the replacement of equipment should come from the repair and improvement budget, not from internal reallocations in the operating budget.

Response: This was a misunderstanding by the review committee. There are two budgets within the department: one for revenue and one for operations. These two budgets are to be balanced at the end of each fiscal year. Currently, due to the lack of revenue, we have had to reduce expenditures in the operations budget to meet an annual \$150,000 shortfall. A reduction in revenue expectations has been submitted.

June 2008 Update: The request for the reduction in revenue expectations has been approved. In this context, there are now adequate funds in the operations budget (under capital expenses) to purchase new equipment. We are now on schedule with the new revenue expectations approved for this year.

Facilities

Review Findings:

- The Koret Center is considered a “showcase” facility for the University of San Francisco. It was generally reported in our interviews that the facility is utilized to recruit prospective students and plays an important role in student retention.
- It was reported that the Koret Center plays an important role in providing a positive interface between the local community and the University of San Francisco (i.e. community memberships, master’s swim program, Red Cross swim lessons, facility rentals).
- International students utilize Koret Center heavily, especially on weekends and during break periods.
- Recreational Sports appears to have a good working relationship with Intercollegiate Athletics, and Physical Education and the sharing of facilities was generally seen as a positive experience. However, additional sport club and intramural sport use of the outdoor synthetic turf area is desired and critical to the growth and development of the program.
- The heaviest use of the Koret Center appears to occur from 4:00 p.m. to 9:00 p.m. during the week.
- Students expressed concern that the rental of Koret Center too often made it unavailable for student use.

Recommendations:

- As mentioned under the funding section of this report it would be essential to move the management of the Outdoor Soccer Field to Recreational Sports in the place of Intercollegiate Athletics. We strongly recommend this item to ensure that the fields provide

open recreational use for students; and the priority established by the University in the usage of this field is followed appropriately. The current priority usage is Intercollegiate Athletics first; Recreational Sports second, and then outside community rentals. These priorities have not been followed recently and should be monitored to ensure proper usage for all involved. If the management is not switched, we recommend that when outside rental groups utilize the fields that a monitor is provided to ensure the fields are not abused or left unattended for risk management concerns. If left unattended the university is at risk for any injury that occurs without adequate supervision.

Response: This would need to be decided at the divisional or institutional level. Although it is not a Recreation Sports decision, it would be very strongly supported by the department.

- The fitness space and weight room equipment, as well as cardiovascular equipment appear to be inadequate to meet current demand. Currently plans are underway to convert storage space into a new weight room. Additional space is needed for Cardio-vascular equipment as the interest in this activity continues to grow. This is a nationwide trend that increases each year, as more people are concerned for their health and are looking for ways to prevent diabetes and heart disease. This form of exercise (utilizing cardio-vascular equipment) is the one of the recommended ways to achieve good health.

Response: This recommendation is under review.

June 2008 Update: This recommendation has been approved and work is now beginning, with a targeted opening of fall 2008.

- Review the safety and risk management plan as students reported that there was only 1 AED available for the entire facility. Given the size and location of the Koret Center and Outdoor Soccer Field it is strongly recommended that two additional AED should be purchased. One for Hagan Gym and one for the Outdoor Soccer Field. The university should provide these through the risk management budget process. The entire risk management plan should be reviewed and a risk management officer should be appointed for the department. This person would be responsible for all risk management issues as they relate to Recreational Sports.

Response: The AED is located in as central of a location within Koret as is possible. The department's risk management plans and procedures are under constant review internally and are amended as needed.

June 2008 Update: The placement and availability of AEDs on campus is under review by the Health and Safety Committee.

- Ventilation of the entire facility needs an overhaul and is inadequate for the tremendous usage of the facility throughout the day. This can become a long term risk management concern especially for those areas that are highly populated with students and members, (particularly those suffering from asthma). This is also true in the office complex and all staff offices in the building. These individuals occupy these spaces for extended periods of time, and the circulation isn't sufficient to provide good air quality. We experienced the problem during our site visit. There wasn't proper ventilation in these areas and one of our reviewers had to leave the space to get relief.

Response: This recommendation is under review.

June 2008 Update: It was confirmed that the ventilation has indeed deteriorated in the building. The building has been assigned a full-time engineer and all equipments is back online and fully functional.

- In order to meet the increased demand for programs and services, additional staff will be required. Office space will need to be identified for the additional staff members. We recommend that current spaced occupied by Faculty (once their building is completed, this space will open up again) is returned and used for office space and other needs.

Response: This recommendation is under review and the department is looking at specifics.

June 2008 Update: It is hoped that the administrative assistant position suggested in an earlier recommendation will be both administrative in nature and requiring a professional background and training in the field.

Programs and Services

Review Findings:

- Recreational Sports serves a diverse constituency through a wide variety of program offerings.
- The increasing number of program participants has created a greater demand for facility space.
- The variety and quality of the programs offered by Recreational Sports is impressive. These programs include: aquatics, facility operations and management, family and youth, intramural and extramural sports, fitness/wellness, informal/open recreation, sport clubs, special events, community involvement, and facility rentals. Each program area is purposeful and attempts to be responsive to the needs of its constituents.
- Numerous concerns were expressed regarding the increasing space conflicts between informal recreation participants and facility rental groups.
- Due to budgetary issues, pressure has been placed on Recreational Sports to increase its self-generated income. The primary source of increased self-generated revenue has been facility rentals. Increasing facility rentals is in direct conflict with the increasing student demand for recreation activity space.

Recommendations:

- Continue to monitor program and service participation statistics to determine trends and interest levels.

Response: This has always been done in the past; continuation is a high priority.

June 2008 Update: Program monitoring continues and have recently increased due to improved capabilities of computer software. We have the capability to track all users and individual use. This includes Freshman, Sophomore, Juniors, Seniors, Graduate, and community users.

- A potential fitness growth area is mind/body/spirit classes. This program offering has recently experienced explosive growth throughout the U.S. However, space could be a limiting factor in the growth of this popular program at the University of San Francisco. Additional quiet spaces must be identified to accommodate these classes.

Response: The department runs over 60 classes a week and is scheduled at maximum capacity.

June 2008 Update: The department continues to examine how best to use its space based on institutional needs and space restrictions.

- Conduct a thorough assessment of the revenue generation requirements from facility rentals and its impact on providing space for student recreation programming. Increasing student dissatisfaction with the frequency of Koret and Outdoor soccer field rentals was reported; therefore, this study is warranted. Consideration should be given to developing a policy regarding the maximum number of times areas within the Koret Center and Outdoor Soccer Field can be rented each semester to outside groups.

Response: We have always scheduled facility rentals so that it complies with the department's mission and policies of having student use and access as a top priority. Facility rentals are when there is none or minimal on student use. Exceptions are Presidential functions and University functions that are high priority as determined by the Executive Administration at the highest level.

June 2008 Update: The department is working to increase structured play (e.g., intramurals) but is still unable to offer free recreation time on the soccer field due to third (non-USF) parties.. We need to balance student use with the ongoing need for the soccer fields; this is complicated by the fact that we are not responsible for renting the soccer field itself.

- Continue collaborative efforts with colleagues in university departments (i.e., Residence Halls, Dance, University Life units, Physical Education, Health Education) as combining resources can move programs forward during difficult economic times.

Response/June 2008 Update: The department continues to keep this as a high priority.

- Continue to develop and utilize assessment tools to ascertain if existing programs and services are meeting the needs of target populations.

Response/June 2008 Update: The department continues to keep this as a high priority, and continues to use student feedback as a major benchmark. Two years ago we were involved with Student Voice which conducted a bench marking survey for our department. This survey compared us to other/similar Universities and benchmarked our results. We currently in contact with this service in anticipation of participating in another national bench mark survey.

- Identify additional instructional programs and assess the market demand for these programs.

Response/June 2008 Update: This is on-going, as the department continues to add new classes based on student requests and interest. We currently offer approximately 60 fitness/wellness classes per week during each semester.

- Review the feasibility of providing athletic trainers for indoor and/or outdoor recreation activities.

Response: The University does not have an athletic training major or program, thereby making it difficult to provide athletic trainers. Additionally, based on the type of injuries and the department's historical response, having full-time trainers is not warranted. There are legal implications of having athletic trainers on site, and the department currently handles emergency situations by calling paramedics or utilizing the closeness of St. Mary's.

University Recreation Advisory Board, Sport Club and Intramural Sport Advisory Boards

Review Findings:

- A Sport Club and/or Intramural Sports Advisory board, available to handle disciplinary or infringement of any and all policies governing these areas and making recommendations for program improvement and growth doesn't exist.
- A Recreational Sports Advisory Board is currently inactive.

Recommendations:

- Consider reinstitute a Recreation Sports Advisory Board comprised of student, faculty, staff, and community representatives. This would create more student development opportunities for students actively engaged in these programs and services. Leadership responsibilities would exist for students to gain valuable hands-on experience working with their peers. The Recreational Sports Advisory Board could have a direct link to the Student Government or Associated Students.

Response: The Recreation Sports Advisory Board existed for 15 years. All of its functions have been incorporated into current departmental structure.

- Consider creating an Intramural Sports Advisory Board and/or a Sport Club Council, comprised of only students.

Response: The number of students and club sports teams involved isn't large enough to warrant a board or council. Each team requirements for equipment, space and funds are specific to each team. . These needs are meet by meeting with their Student Representative, Coach, Professional Advisor and Recreational Department professional staff.

- A copy of the advisory boards constitutions/bylaws from the University of Arizona are provided as Appendix IV. A model should be selected that would best serve the needs of the University of San Francisco.

Response: *See above response.*

- If established, the board should serve in an advisory capacity to the director of each program it serves.

Response: *See above response.*

Summary

The External Review Team found the variety and quality of the programs offered by Recreational Sports at the University of San Francisco to be excellent. It appears that the various programs and services serve a diverse constituency. As mentioned in the Facilities section of this report, Recreational Sports has totally inadequate outdoor facilities to meet the current demand from the students and the outside community. We recommend transferring the management of the scheduling and maintenance of the outdoor soccer field to the Recreational Sports department instead of Athletics. This field is adjacent to the Koret center and the Center can provide better supervision of the area than the Athletic Department. It was managed by the Recreational Sports department for over 15 years previously. The maintenance costs for the fields are a part of the budget for Recreational Sports and scheduling as well as any revenue from the use of the fields should be directed to the department.

Funding stability has been identified as a significant concern for Recreational Sports. It will be very difficult, if not impossible, to significantly enhance the existing programs and services under the current funding constraints. In fact, unless this issue is addressed, the only way to maintain the current offerings will be to increase self-generated income. If rentals of the Koret Center continue to increase as a means of producing self-generated income, student dissatisfaction will escalate. It will be critical to find an acceptable balance between providing recreation space to meet the needs of the University community, accommodating the demands of outside rental groups, and providing the necessary self-generated income.

The Koret Center is an award winning facility and has many excellent features. Recreational Sports manages this facility very well. However, it is deficient in providing adequate space for outdoor field space. To adequately meet the demands of current enrollment, the outdoor field will need to provide open recreational times for use by students, Intramural Sports and Club Sports.

The Koret Center represents a significant investment and is highly utilized; therefore, providing adequate funding for facility and equipment maintenance is critical. Currently, adequate funding is being developed but further exploration (with emphasis on the aging center) is needed. The ventilation and air circulation of the facility needs to be reviewed and updated before any risk management issues arise.

The Review Team found the Recreation Sports staff members to be highly skilled professionals. The scope of programs and services is very impressive and is a testimony to the efficiency of a comparatively small staff. An assessment of staffing needs is critical and should be conducted as part of the upcoming strategic planning process. As mentioned earlier in the report, the Recreational Sports staff utilized the NIRSA General and Specialty Standards to prepare for this review. The Review Team concurs with those findings and suggests the

department move forward with the strategic planning process. We are confident in the ability of the Recreational Sports staff to develop objectives and strategies to overcome the obstacles that have been identified in this report.

Staff changes in the area of their responsibilities and locations are critical. Considerations should also be given to adding staff where financially feasible. The technology position is critical to the advancement of all programs within University Life. The students and staff are highly skilled in the technological area. There is a lot to be said for one-on-one face to face contact, but in order to be competitive in this highly technological society this position should be given every consideration.

In closing, we thank the members of the University of San Francisco community for sharing their candid responses to the questions we posed regarding Recreational Sports and the Koret Center. It is clear that the department is held in high esteem and is a valuable contributor to the quality of life at the University of San Francisco, as well as the community surrounding the campus

Anecdotal Information Gathered During Interviews

The External Review Team gathered the following selected quotations from a variety of individuals participating in the interviews. These are intended to communicate a representative sampling of the opinions and sentiments expressed during the interviews. To ensure anonymity, care has been taken to list the remarks in random order (not reflective of the order of interviews conducted) and without attribution. This form of qualitative data is not intended as statistically valid; rather, it is intended only to provide a flavor of the diverse perspectives that contributed, in part, to the findings and recommendations of the External Review Team.

"Koret is well maintained and has great opportunities for trips and outings for the campus community."

"Koret is a well run facility and very user friendly. It helps to educate the whole person, spiritual well being and physical well being. It is an essential part of the educational process and helps the law school by humanizing the law."

"After being gone for sometime from Koret, when I returned the student staff said " Hi name, I missed you so much" I melted."

"The service and expertise of the Koret staff is great!"

"He does a great job supporting the Mission of the University"

"Koret plays a positive role in indoctrinating students to the Urban Lifestyle"

"I've worked at Creighton and Marquette. The facilities at Koret are as good, or better than these institutions"

"Chuck is concerned with income generation and pulling his own weight"

"Chuck does a tremendous job providing opportunities for students."

"Chuck really listens. He brings people together and is dedicated to all, male and female."

"Chuck has done an excellent job in supporting the community with creative use of space"

"Chuck is collaborative to a fault, but runs an excellent ship. Koret is a well managed facility."

"Chuck is like the energizer bunny. I appreciate his willingness to collaborate with any worthy cause."

"Chuck is a good visionary"

"The personal training sessions I have had with Scott are the best thing I have ever done."

"Shanie is extremely helpful and good at her job."

"Chuck is very easy to work with. He includes other administrators to keep them informed."

Appendix I

University of San Francisco **External Review Team**

Juliette Moore
Director of Campus Recreation
University of Arizona
Recreation Center
PO Box 210117
1400 East 6th Street
Tucson, AZ 85721-0117

(520) 621-8707, Phone
(520) 621-9973, Fax
juliette@u.arizona.edu

John Sweeney
Director of Campus Recreation
Marquette University
Helfaer Recreation Center
525 N.16th. Street
P.O. Box 1881
Milwaukee, Wisconsin 53201-1881

414 - 288-6975, Phone
414 – 288-1588, Fax
john.j.sweeney@marquette.edu

Rin Seibert
Director of Recreational Sports
Assistant Director of Athletics
Valparaiso University
1009 Union Street
Valparaiso, IN 46385

219-464-5211, Phone
219-464-5762, Fax

Appendix II

Schedule for University of San Francisco

Sunday, October 14, 2007

9:30 am Rin Arrives in Morning – Renting car – the Laurel Inn
3:30 pm Juliette Arrival in Afternoon also staying at Laurel Inn
6:00 pm Dinner with Chuck

Monday, October 15, 2007

10:30 am Debi Gore-Mann: Athletic Director
11:00 am Jeffrey Brand (Dean Law School) user
11:30 am Club Sport Coaches (David Lee, Rifle: Angelo Merino, Boxing)
12:00 noon Lunch with STAFF
1:00 pm Shanie Chamber; Fitness/Wellness Director: RSD
1:30 pm Mike Kelly, Intramurals/Outdoor Adv/Club Sports: RSD
2:00 pm Fr. Lo Schiavo SJ. Chancellor/ USF Past President, built Koret, user
2:30 pm Joanne Campbell; Assoc Dir; Facilities/Marketing
John Sweeney Arrives in the early evening.
6:00 pm Dinner with Chuck

Tuesday October 16, 2007

8:30 am – 9:30 am	Breakfast meeting - Review Facility Use and Field Space with Director
9:30 am – 10:00 am	Tour of the campus and Koret Facility and meet staff
10:00 am – 11:00 am	UL Directors Meeting UC 425
11:00 am – 12:00 noon	Meet with Dr.Margaret Higgins, Linda Thomas, and Andy Thompson // Koret Deli orUC 405
12-00 – 1:00 pm	Lunch with Students
1:00 pm – 2:00 pm	Jon Tao Business Manager/Membership Coordinator RSD
2:00 pm – 3:00 pm	Meet with Charlie Cross, VP Business and Finance
3:00 pm – 4:00 pm	Meet with Martha Peugh, Dianne Sweeney in Martha's office
4:00 pm – 4:30 pm	Meet with Mike London, Facilities Management Director
6:00 pm	Dinner with Chuck

Wednesday, October 17, 2007

8:00 am – 9:00 am	Breakfast meeting
9:00 am – 9:30 am	Meet with David McMillan
9:30 am – 10:30 am	Meet with Dr. Gerrado Marin
10:30 am – 11:30 am	Meet with Cathy Huang
11:30 am – 12 noon	Peter Novak, Dean for Arts and Humanities

12:00 noon – 1 pm	Lunch with Students/etc.
1:00 pm – 2:00 pm	Meet with Dr. Margaret Higgins – Margaret’s office for wrap up with reviewers.
2:00 pm – 3:00 pm	External review Wrap up with Chuck White
3:00 pm	Bring Juliette to Airport

Appendix III

External Review Team Recommendation for University Life Division Leadership Team

The External Review Team consisting of John Sweeney, Director of Campus Recreation, Marquette University, Rin Seibert, Director of Recreational Sports, Assistant Director of Athletics, Valparaiso University, and Juliette Moore, Director of Campus Recreation, University of Arizona, reviewed all the information gathered from the recent site visit and offer the following recommendations for consideration for University Life’s Leadership Team organizational structure:

- Place Health and Promotion Services as a direct report to Recreational Sports Department. The newly created area within University Life would be titled “Recreational Sports, Health and Wellness. “

Rationale: Currently Recreational Sports encompasses fitness, wellness as well as an active sport program for students, faculty, staff as well as community members that create and promote healthy lifestyles for all users. “Health Promotion and Services provides learning opportunities, leadership opportunities, and direct clinical and insurance services to support the health of USF students. HPS works with students, staff, faculty, and community leaders to develop and sustain a campus environment supportive of health in areas such as interpersonal relationships, alcohol, and other drugs, sexual health, and stress management.”¹

The proposed new area would provide a collaborative learning environment that demonstrates the active pursuit of healthy lifestyle choices and foster a supportive wellness culture on the campus. This is a new direction many campuses throughout the country are taking in structuring units within Student Affairs/University Life divisions. With the obesity epidemic, the emphasis on health and wellness initiatives are driving forces for universities to consider new collaborative ventures to tackle this problem facing young people on our campuses.

It is also recommended that both areas are housed in the Koret Center. This will be addressed fully in the report to follow in November along with specific examples of how this would work effectively for both departments. Please let us know if you need that information sooner.

¹ University Website on Health Promotion and Services <http://www.usfca.edu/hps/>

- This newly proposed area would then report through the Associate Vice President/ Dean of Students.

Rationale: The Associate VP / Dean of Student unit under University Life “Promote student success through:

- communicating and collaborating with multiple USF constituencies
- services
- retention initiatives
- integrated learning opportunities
- fostering a divisional culture of service and student response that promotes student and staff success and satisfaction”²

This new department within the Dean of Students’ area will provide a variety of services to the USF campus. This area will make learning more inclusive and integrated into the mission of the University. As a multi disciplinary area, Recreational Sports, Health and Wellness will provide a dimension that allows for an enhanced communication network within the Dean’s team. It is a natural fit within the Dean of Students area, as this unit is a strong advocate for students and their needs. Recreational Sports, Health and Wellness will provide for the needs of all students and provide an environment conducive to life long transformative learning.

The Koret Center provides retention initiatives, and also serves as a strong recruitment tool for the USF campus. Growing number of students have facilities like Koret at their high schools. Having the availability of the facilities and services at Koret makes it an attractive recruitment tool for the university. This is evident through the many tours of students and parents through the facility during orientation. The Center also hosts one of the largest orientation events on campus, involving all the units within University Life and campus wide. Students are healthier and are able to manage the day to day stresses of life on campus. They learn to balance their studies with their personal life and develop the whole person through the variety of programs offered through Recreational Sports.

The Recreational Sports, Health and Wellness department provides tremendous service to students with a plethora of free resources. The students' social, personal, physical and cultural growth is enhanced by the positive environment this department creates. The many events and activities that take place within the walls of Koret, showcases this growth through tournaments, fitness and wellness classes, special events and intramural and sport club sporting events, as well as open recreational activities. Students interact, learn and grow through their experiences at Koret on a daily basis. With over 200 students employed for Recreational Sports, they are also providing career training that cuts across all major areas of studies.

One cannot forget the management of the many crisis faced by students throughout their stay on campus. The Koret center, as well as the programs from both Recreational Sports and Health Promotion, provides support in the form of personnel and facilities for all crisis situations that occur on the campus. The obesity crisis as previously mentioned is one that students have to combat on a daily basis. It will take a concerted effort of all units within the deans’ office to combat this crisis. Recreational Sports, Health and

² Description of units with University Life provided through the VP office.

Wellness can take the lead on ensuring that a difference is made on the lives of the students and the university community. Their placement under the Dean of Students area is critical to student success. There are numerous examples to show crisis management in practice at Koret and we can provide them upon request.

If it is difficult or unrealistic to combine Recreational Sports and Health Promotions and create a new department entitled “Recreational Sports, Health and Wellness,” it is strongly recommended that Recreational Sports be placed under the Dean of Students for all the reasons previously stated. The collaborative nature that currently exist with all Dean of Student departments and Recreational Sports, as well as the shared values and goals of these units, makes a strong, positive rationale for moving Recreational Sports to the Dean of Student’s team. Recreational Sports provide numerous services to all students and staff, and these individuals expressed a tremendous level of satisfaction and support for the program and facilities. This was obvious through our interactions with faculty, staff and students during our recent visit as well as through the benchmarking study done through Student Voice. They only expressed praise and support for the program, staff and the facilities for Recreational Sports.

If you have any questions or would like to discuss it with us further, please feel free to contact Juliette Moore, chairperson of the external review team at (520) 237-3969 or email her at Juliette@u.arizona.edu.

Appendix IV

UNIVERSITY OF ARIZONA RECREATION ADVISORY COUNCIL BY-LAWS

September 29, 1997
Amended in March 1999
Amended in October 2000
Amended in September, 2002

ARTICLE 1: FUNCTION AND PURPOSE

Section 1: Function

The name of this organization will be the Department of Campus Recreation Advisory Council of the Associated Students of the University of Arizona (ASUA). The Campus Recreation Department, through full use of its personnel, both students and staff, facilities and services, will provide such programs as will (1) complement and supplement the academic mission of the University; (2) provide lifetime appreciation of and involvement in physical fitness and recreational activities and enhance the students' educational experience; (3) encourage a commitment to effective participation in the community at large; (4) provide multi-faceted recreational, fitness and wellness programs and opportunities which seek to meet the diverse needs of our students and the campus community; (5) assist our campus recreation users in developing the highest possible quality of life; (6) promote interpersonal development based upon appreciation of diversity.

The Recreation Advisory Council participates in the review of operational decisions and policies and procedures, assist in the development of departmental goals and vision statements, and serves as the sounding board for suggestions from the campus community on improving services provided by the Campus Recreation Department. Based upon these involvements the Recreation Advisory Council will initiate recommendations to the Campus Recreation Administration and to campus constituencies on behalf of the Campus Recreation Department. The Recreation Advisory Council will also determine the priorities of all overage dollar expenditures from all revenues from the Student Bond Fee.

Section 2: Purpose

The Recreation Advisory Council (hereafter referred to as the R.A.C.) as established in cooperation with the Department of Campus Recreation administration will be involved in an advisory capacity for all Campus Recreation policy decisions and issues. It will have the responsibility for reviewing long-range strategic plans and campus recreation program plans, budget and facility development and renovations for the Department of Campus Recreation.

ARTICLE 2: RECREATION ADVISORY COUNCIL (R.A.C.)

Section 1: Composition of the R.A.C.

The composition of the R.A.C. will consist of:

Ex-Officio (non voting) members to include-

The Director of the Department of Campus Recreation

Associate Director and Assistant Directors of the Department of Campus Recreation (when needed).

Voting members will consist of:

Ten Students (Amended, September 2002)

One Classified Staff Member/Appointed Personnel Organizational Council member (rotating terms)

One Faculty Member

One campus community or alumni member

Selection process for members of the R.A.C.

- **The University Relations Director for ASUA**, will appoint a student representative of the Associated Student of University of Arizona (ASUA) to serve as chair for a one-year term. **(Amended October, 2000)**
- The incoming ASUA Senate, following spring elections, will select a student senator to represent the Senate for a one-year term, during the spring for the following year.
- One student member representing the Residence Hall Association (RHA), selected by the general body of the RHA or appointed by the RHA President, for a one-year term, following the Spring RHA elections.
- One student member representing students with disabilities selected by the Director (or designated Representative) of the **Disability Resource Center**, for a one year term, during the Spring for the following year. **(Amended October, 2000)**
- One student member representing the Graduate/Professional Student Council selected by the general body of the GPSC for a one-year term, during the spring for the following year.
- One student member representing Greek affiliated students, recommended by the Program Director for Greek Affairs for a one-year term, during the spring of the following year.
- One student member representing minority students, recommended by the Program Director for Minority Student Affairs for a one year term, during the Spring for the following year.

- The incoming ASUA President shall appoint a member of the Appropriations Board from ASUA, for a one-year term during the spring for the following year.
- One student member from the Campus Recreation Student Staff, recommended by the Staff from Campus Recreation for a one year term, during the Spring for the following year.
- One Career Staff representing Classified Staff or one Appointed Personnel Staff member, recommended by the Staff Advisory Council or Appointed Personnel Organizational Council for alternating one year terms, during the spring for the following year.
- One faculty member recommended by the Chairman of the Faculty or **appointed through a volunteer process** for a two-year term every second year during the spring for the following year. **(Amended October, 2000)**
- One member from the campus, Tucson community or an alumnus to serve as a Standing Committee member of the Recreation Advisory Council, appointed to terms as deemed appropriate by the Director of Campus Recreation.
- **One student member from the Freshman Class Council (FCC) to be appointed by the director or co-director of FCC. This individual will serve a one year term on the committee. (Amended, September, 2002)**

Section 2: Appointment of a Student Chairperson and student Vice-Chairperson

R.A.C. will consist of **ten (10)** student voting members, one (1) faculty voting member, one (1) appointed personnel or classified staff voting member, and one (1) community voting member. **(Amended, September, 2002)**

The student chairperson will be appointed **by the University Relations Director** during the spring for the following year to the R.A.C. and will hold the position for a one-year term. **(Amended October, 2000)**

The student chairperson will appoint the student Vice-Chairperson during the spring semester for the following year.

The Director of Campus Recreation on a permanent basis will serve as the Executive Secretary to the R.A.C. and as an advisor.

In the absence of the student Chairperson, the Student Vice-Chair will assume leadership responsibilities for the R.A.C. in cooperation with the Director of Campus Recreation.

Section 3: Voting Procedure

A simple majority of current voting members of the R.A.C. will constitute a quorum. The R.A.C. without a quorum present may take no action.

The student Chairperson shall only vote in the case of a tie.

No member will vote by proxy.

Robert's Rules of Order will be the official guide of the R.A.C. meetings.

Section 4: Vacancies

The student Chairperson of the R.A.C. will fill vacancies in any student position to the R.A.C. upon receipt of nominations, completion of a thorough interview process, and with the advice and consent of the R.A.C. Persons filling vacancies will serve out the balance of the term vacated.

Section 5: Recall/Remove

Any member of the R.A.C. and/or appointed subcommittees of the R.A.C. may be recalled upon a two-thirds (2/3) vote of the voting membership.

A two-thirds (2/3) vote may remove a R.A.C. member who misses three meetings of the R.A.C., without excuse and notification to the Chairperson. An appointed subcommittee member who is not a voting member of the R.A.C., who misses three meetings of the subcommittee without excuse and notification, may be removed by a two-thirds (2/3) vote.

In case of non-performance of duties by a faculty member, resulting in that member's removal from the R.A.C., the Chair under guidance by the Director of Campus Recreation may appoint a replacement to fill the remaining term.

Section 6: Frequency of Meetings

The R.A.C. will meet regularly, at least once every six weeks, or more often at the discretion of the R.A.C. The R.A.C. will set the meeting time at the beginning of each term.

ARTICLE 3: RECREATION ADVISORY COUNCIL

MEMBERS' RESPONSIBILITIES

Section 1: Officers of the R.A.C.

Chairperson

The student Chairperson of the R.A.C. will:

In cooperation with the Director of Campus Recreation, preside at all meetings of the R.A.C.

Prepare and distribute agendas to all R.A.C. members at least twenty-four (24) hours before each scheduled meeting. These agendas will consist of times suggested to the Chairperson from university students, faculty and staff members, community members, and R.A.C. members, the Director of Campus Recreation and the Director's Staff.

Act responsibly in seeing that the business of the R.A.C. is carried out.

Represent the R.A.C. to the wider campus community.

Hold office hours.

On March 9, 1999, the R.A.C. members voted to approve the Chair position to become a paid position with a stipend of \$1800.00 this amendment was approved by the Director and became effective Fall Semester, 1999.

Vice-Chairperson

Assist the student Chairperson
Serve in the absence of the Chairperson
Conduct such other business as requested

Summer R.A.C.

A quorum of those members of the R.A.C. who are on campus during the summer will conduct the business of the R.A.C. during the summer. A review and approval of the minutes of the summer meetings will take place at the R.A.C.'s first fall term meeting.

A Summer R.A.C. student Chairperson will be elected at the R.A.C.'s May Meeting or an incoming University Relations Director may serve in the capacity of not only the chair, but also make any emergency decisions for the board as needed during the summer or until a new chair has been appointed. (Amended, October 2000)

Duties of all R.A.C. members

Must attend full R.A.C. meetings.

Establish R.A.C. subcommittees and make necessary appointments to these subcommittees.

Must attend all subcommittee meetings.

Must perform other duties as requested by the R.A.C. Chairperson

Section 2: Changes to the Bylaws

Amendments

The Recreation Advisory Council is required to review its by-laws each year. Amendments will be presented to the R.A.C. for consideration.

These By-Law Rules and Regulations may be amended upon a two-thirds (2/3) vote of the membership.

The procedure for an amendment will be as follows:

Propose amendments will be presented at a regularly scheduled meeting.

A Vote by the memberships of the R.A.C. will be taken at the following regularly scheduled meeting.

The R.A.C. will present the new amendments to the Director of Campus Recreation for approval and implementation. The Director may choose to override the new amendment. In case of an override, the R.A.C. may decide to re-evaluate the proposal and make adjustments, or appeal the Director's decision by referring the matter to the **Assistant Vice President for Campus Life.**
(Amended October, 2000)

The Campus Recreation Administration and the Recreation Advisory Council of The University of Arizona created these by-laws fall 1997.

The Governing Body of Sport Clubs



The Sport Club Council

The Sport Club Council is composed of the president or a representative from each of the Sport Clubs. The Sport Clubs' representatives will elect five individuals to the Sport Club Executive Council. In representing the different facets of the Sport Club Program, the Executive Council will assist the Sport Club Administrative Staff in administrative affairs.

With the Sport Club Administrative Staff advising, The Sport Club Executive Council will make recommendations concerning such matters as:

1. Disciplinary Actions
2. Funding Allocation
3. Sport Club Policies
4. Related Appeals and Petitions

Sport Club Council Disciplinary Actions

All club members, coaches, and advisors are required to adhere to all Department of Campus Recreation Sport Club and The Center for Student Involvement and Leadership policies and procedures stated in their respective handbooks.

Conduct

- A. Sport Club Members have an obligation to conduct themselves and their organization in a manner compatible with the philosophy and goals of the Department of Campus Recreation as well as with the University's function as an educational institution.
- B. Club members are expected to act in a mature and responsible manner both on and off campus especially while participating in club activities.
- C. Club members are expected to comply with all club policies and university regulations as well as any requests/directives from the Department of Campus Recreation staff members.
- D. Inappropriate conduct or actions while participating in any club-related activity may result in disciplinary action against the individual member and the Sport Club by the Department of Campus Recreation and/or university officials.

The Process

Violation of The University of Arizona Department of Campus Recreation Sport Club policy and standards of conduct may result in revocation of membership or other disciplinary action to the Sport Club involved. This corrective process has been developed to assist club leaders in correcting mistakes that have or will cause problems.

Minor Infractions

1. First offense – If the violation is the club's first offense during the academic year and they are not under probation for the previous year, the following steps will be taken.
 - a. The club is placed on probation for a period of time until the club corrects the violation.
 - b. The Sport Club Administrative Staff will notify the club president stating:
 - The reason for the probation
 - The length of the probation period
 - The possible consequences of future violations
 - The club's right to appeal
2. Two infractions or more
 - a. Appropriate actions necessary to correct the problem will be taken by the Sports Club Administrative Staff.
 - b. Club is reminded of its right to appeal.

Examples of minor infractions include but are not limited to:

- a. Not submitting appropriate paperwork on time as directed by the Sport Club Handbook.
- b. Not following policies and guidelines set by the University and Sport Club Program.

Major Infraction

1. Major Infractions
 - a. Executive Council Hearing with a Sport Club member present
 - b. Sport Club Council recommends disciplinary action.
 - c. Sport Club Administrative Staff determines disciplinary action based on Executive Council recommendation.
 - d. Club is notified in writing and reminded of it's right to appeal.

Examples of major infractions include but are not limited to:

- a. Misuse of club funds.
- b. Ineligible participants participating in club activities.
- c. Incompatible conduct with University policy.

Disciplinary Actions

1. Probation
 - a. Extended for a period of one year.
 - b. Any disciplinary action occurring within the probation period will incur a freeze on accounts and/or facility reservation if not constituted in the original decisions.
2. Extended Probation – An extension of the year probation if the offending club does not meet satisfactory standing.
3. Loss of facility reservation.
4. Loss of club recognition.
5. Any other appropriate measures deemed necessary.

Appeal Process

The appeal process is administered to allow a club to review the sanctions levied against a club and/or club members that they feel may be too harsh. A club or member who wishes to appeal a disciplinary action must submit an appeal in writing within seventy-two hours to the Sport Club Administrative Staff. The appeal should include the basis by which the penalty should be reviewed. The following steps should be followed.

- A. The appeal to the Sport Club Administrative Staff should be completed within seventy-two hours after receiving the penalty in written form. The Sport Club Administrative Staff will confer with the Executive Council. The club involved should receive an answer to the appeal within ten working days.
- B. If a satisfactory answer is not received within ten days, file a written complaint with the Associate Director of Campus Recreation who will confer with the Sport Club Administrative Staff and the Executive Council Committee and a written decision will be provided within ten working days.

CODE OF CONDUCT

The following was taken from the University of Arizona Dean of Students Student Code of Conduct webpage. To see a complete copy of the Code of Conduct go to <http://dos.web.arizona.edu/uapolicies/>

Philosophy ::

- 1 The aim of education is the intellectual, personal, social, and ethical development of the individual. The educational process is ideally conducted in an environment that encourages reasoned discourse, intellectual honesty, openness to constructive change and respect for the rights of all individuals. Self discipline and a respect for the rights of others in the university community are necessary for the fulfillment of such goals. The Student Code of Conduct is designed to promote this environment at each of the state universities.
- 2 The Student Code of Conduct sets forth the standards of conduct expected of students who choose to join the university community.
- 3 Students who violate these standards will be subject to disciplinary sanctions in order to promote their own personal development, to protect the university community, and to maintain order and stability on campus

Individuals must always conduct themselves in a manner that does not detract from the reputation of the University of Arizona. This includes behavior in game situations as well as contact with other teams and event staff. When involved in off-campus events or when traveling, be aware that you are still representing The University of Arizona.