

## **EXECUTIVE SUMMARY**

### **Program Review**

Koret Health & Recreation Center

## **EXTERNAL REVIEWERS**

Greg Durham, Director of Recreation and Wellness at Creighton University  
Janice DeMonisi, Director of Recreation at Santa Clara University

## **CAMPUS VISIT:**

October 29, 2022 to October 29, 2022

### **Introduction**

Prior to the site visit the review team was provided with reference information related to the University of San Francisco and Koret Health & Recreation Center including:

- USF's Vision, Mission, and Values, and strategic goals.
- USF facts and information
- A comprehensive self-study written by Koret Health & Recreation Center and supporting information and data related to services, programs, staff, and resources.

During their site visit, the reviewers met with a variety of community stakeholders (staff, faculty, administrators, and students) who collaborate with or are served by Koret Health & Recreation Center. They were also able to tour campus spaces relevant to the programs and services of Koret Health & Recreation Center.

### **Overall Quality of Program**

The final report did not provide an overall departmental rating. However, throughout the narrative of the report there are numerous mentions of the quality of Koret's program. There are portions of the report that discusses how Koret compares to other campus recreation programs. This is sometimes done in a way to show how the Recreational Sports Department (RSD) exceeds in some capacities and are lacking in other capacities. Overall, Koret RSD seems to be on par or exceeding national programs in most areas. More explanation is provided in the sections below.

### **Important Issues Identified**

The report provided by the reviewers shared observations in the following categories: Human Resources, Facilities, Programming, Risk Management, Institutional Support, Budget Development, Revenue Generation, Community Members, and Branding. Based on the reviewers' observations and interviews, these were the areas that had the most impact on the current functioning of Koret.

## **Human Resources**

The are concerns about the length of time/hours spent at work by Koret's director and other full-time professional staff. It is highly suggested that professional staff rely more heavily on student staff (i.e. student coordinators), which is industry standard for most university recreation centers. In the opinion of the reviewers, incorporating student workers will help to alleviate the number of hours worked by full-time professional staff and lessen the potential for burnout. There was also a suggestion by the reviewers to hire an additional full-time staff member to assist with facility operations.

## **Facilities**

The reviewers mentioned the tension that exists between Koret RSD and Facilities in regards to advocacy, maintenance, repair and future planning. There is also confusion about which area has fiscal responsibility for facility issues. There was a suggestion to update the facility by updating the color of the building. There were also concerns regarding ventilation, temperature, deferred maintenance, and leaks. Finally, it is suggested that there be a more formal process regarding capital planning and strategy. There was a minor mention of academic departments using space within the center that does not necessarily align with the purpose or function of a recreation center, for example, Architecture courses held in the center.

## **Program Areas/Club Sports**

There seems to be a concern that Koret is overfunding club sports. The reviewers suggest that Koret is not following industry best practices with its current model. They offer incorporating the standards of NIRSA, the national organization for collegiate recreation.

## **Risk Management**

Reviewers believe there are challenges regarding risk management and risk mitigation. In particular, they have focused on lack of first aid training provided to student staff. They also mentioned the risk that is associated with Koret patrons, who are members of the recreation center, but not students, staff or faculty at the University. Many of the patrons are seniors so there is inherent risk due to their age.

## **Branding/Marketing**

The reviewers believe there is a branding issue due to the confusion between being known as Koret or Recreation Sports Department (RSD), this does not seem to be a major issue for members of our community. They also believe the term wellness should be incorporated in their department name.

## **Support of Strategic Initiatives**

While the reviewers did not mention support of strategic initiatives, the RSD has identified and articulated several programs, activities, and initiatives that directly support the universities strategic plan (USF 2027).

## **Standards and Best Practices**

There were a number of areas where the reviewers suggested better alignment with professionally accepted standards and best practices. Primarily, there were suggestions to align with best practices as outlined by NIRSA and CAS standards.

Those suggestions include:

- Encouraging full-time professional staff members to join NIRSA and interact with NIRSA members to get various perspectives and ideas. The reviewers made mention there is a loss of perspective since most full-time employees have had prior work experience within Koret. They believe the loss of perspective could be mitigated by interaction with NIRSA members from other institutions.
- Reviewers have suggested the Club Sports program should be aligned “...with the standard most prevalent in NIRSA and the wider field of collegiate recreation.”
- There was specific mention that Koret implements open recreation well.

## **Resources**

The reviewers have stated there needs to be at least one additional staff member to assist with facilities operations. Additionally, they believe it would be beneficial to include more student coordinators to assist with alleviating some of the time commitments by full-time professional staff. This will help lessen the likelihood of staff burnout.

Reviewers acknowledged Koret’s lack of financial support from the University and their need to generate funds to support operations. They have noted Koret does not appear in the master plan for the University. They suggest there needs to be a more formalized strategy around resource planning.

## **Learning Outcomes**

While the reviewers did not speak to learning outcomes, Rec Sports has relevant learning outcomes that were developed as part of a Student Life division learning outcomes initiative in academic year 2019-2020. Measurement of learning outcomes was put on hold during the pandemic in light of change of delivery of programs in a virtual and hybrid learning environment. Students engaged in RSD programming and employment opportunities will build communities of support, develop leadership skills and increase a sense of belonging at USF. Students participating in RSD programming will deepen their understanding and practice of self-care, sportsmanship, teamwork, well-being and resilience at USF.

## **Recommendations for Improvement**

Recommendations and implementation plans are outlined in the Action Plan.

## **Response to Recommendations**

A five-year action plan has been developed to address recommendations, opportunities, and needs identified in the program review process.

## **Additional Context or Information**

Please see full External Review report for more detail, if needed.