

## 2022 Recreational Sports Department PROGRAM REVIEW (Self-Study)

### I. MISSION

#### A. RSD Mission

1. The Recreational Sports Department (RSD) offers a variety of opportunities to help students build communities of support, learn self-care practices, develop leadership skills and increase engagement on campus. The department provides USF students with free and discounted recreational sports activities, wellness programs, and fitness services to encourage sportsmanship, teamwork, physical fitness and resilience at USF.
2. The facility closure due to Covid-19 pandemic (March 2020-July 2021) allowed the department to make several critical changes to our vision, mission and values:
  - a) Incorporate self-care strategies into departmental mission, programs, services and assessment
  - b) Clarify identity as Recreational Sports Department vs. Koret for all stakeholders, including University leadership
  - c) Prioritize oversight, accountability and a timely response in order to remedy episodes of bad behavior experienced within the Koret facility
  - d) Commit to improving racial justice efforts and decentering whiteness in RSD programs, services and facilities
  - e) Assess hiring practices to identify areas for improvement related to diversity, equity and inclusion

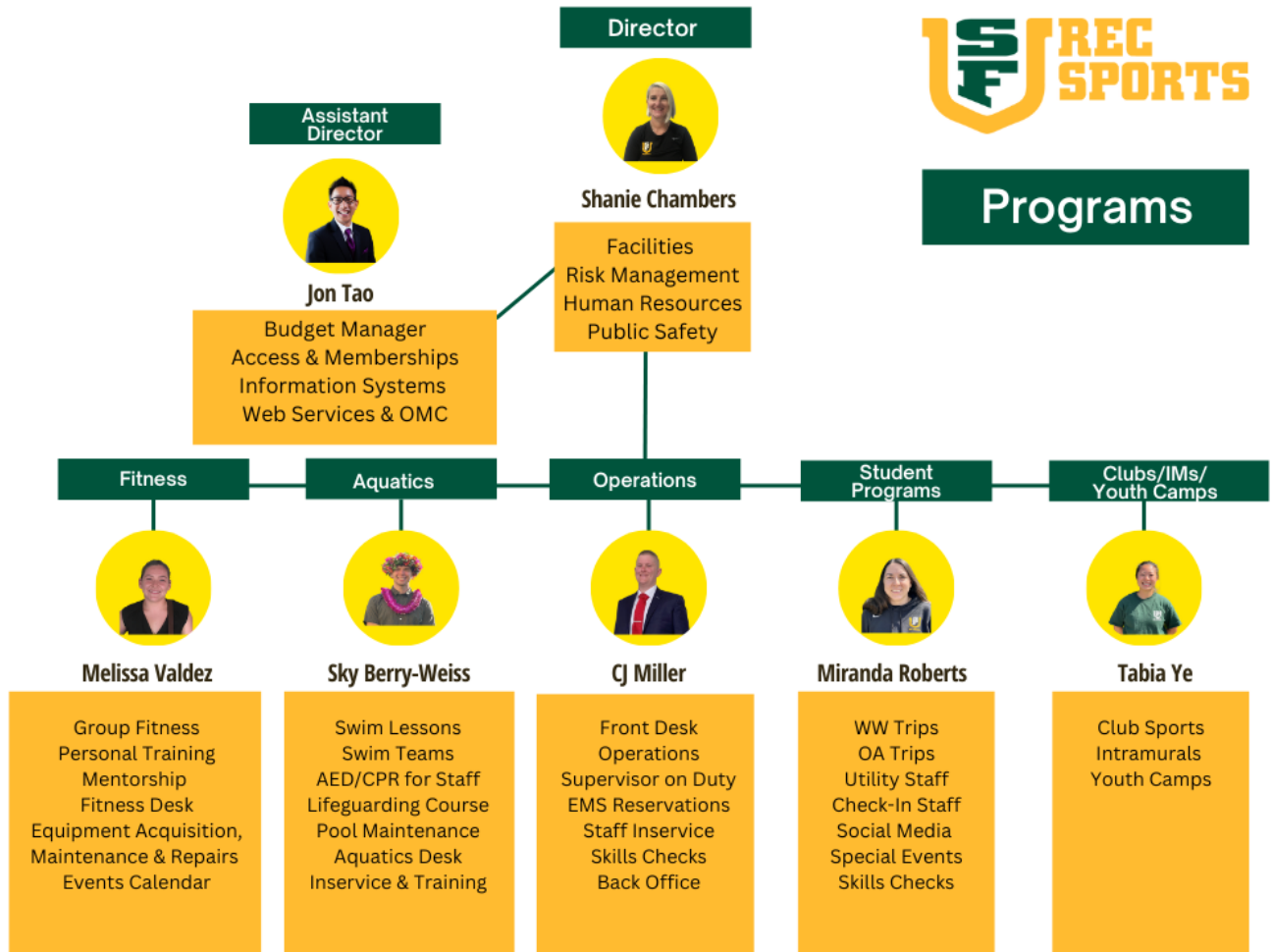
#### B. [USF Mission & Values](#)

1. ***Cura Personalis***: At USF we believe in the practice of cura personalis, or care for the whole person. We believe that your mind, body, and spirit deserve equal attention and consideration. The mission, programs, services and facilities offered by the Recreational Sports Department allow USF students to practically apply the concept of cura personalis. Students are connected to communities of support with programs including welcome weekends, intramurals, group fitness, outdoor adventures and club sports. The facility also supports and coordinates organized recreational opportunities (badminton/volleyball) and student special events throughout the academic year. The department provides a variety of accessible employment opportunities to help students develop a sense of belonging and connection to the campus community (paid on the job training is provided for most positions).
2. ***People for Others***: At USF, social service is as important as professional success. When you leave USF with a calling to serve others — in your career, in your community, in your life — you are proof that we are living our mission. By serving members of the university community, and the diverse community surrounding the USF campus, the department provides students with valuable opportunities to learn skills that will transcend college life, and prepare them for career opportunities beyond graduation. Koret staff receive annual training in the

following areas: AED/CPR certification, Concussion Education & Management, Title IX (Mandatory Reporter), Protection of Minors, Inclusive Practices: Gender and the LGBTQ+ Community, Koret CARES (Major & Minor Emergency Training), Emergency Evacuation Plan, Koret Platform Assessment and Active Shooter Response. Aquatics staff receive additional training including First Aid Techniques, Advanced Lifesaving, and Infant AED/CPR. Student trainers, instructors and coaches benefit from the opportunity to work with a varied and diverse group of clientele (age, race, culture, language, religion, etc.).

3. **Diversity:** Whatever your creed, culture, color, country, identity, and orientation, you are welcome at USF. The Recreational Sports Department works to decenter whiteness by performing ongoing critical assessments of facility rules, program policies, policy enforcement, staffing practices, training materials, marketing/promotions, signage and messaging. We perform outreach to find creative ways to engage students from marginalized communities on campus.
  4. [Fast Facts About USF](#)
  5. [USF Education Outcomes](#)
  6. 1989, The USF Board of Trustees approved a facility-use policy for the Koret Health and Recreation Center:
    - a) Primary use for formal and informal recreational sport activities
    - b) Priority given to Recreational Sports Department (RSD) for open recreation, scheduled classes, intramurals and club sports
    - c) ESS (now *Kinesiology*) classes given priority, in Hagan Gym ONLY, for physical education classes scheduled Monday-Thursday between 7am-7pm
    - d) Revenue-generating use that does not impact student use
    - e) Other university departments (with the prior approval of the RSD)
    - f) Facilities are not to be considered for graduations, convocations, or any athletic department use, unless approved by RSD in advance.
- C. The Recreational Sports Department is housed in the Koret Health and Recreation Center. The facility operates year-round, and serves USF students, faculty, staff, alumni, special affiliates as well as non-USF community members. Weekday hours: 6am-10pm (pool: 6am-9pm). Weekend hours: 8am-8pm (pool: 8am-6pm). The department currently uses [Active Net](#) CRM (membership sales and access), CS Gold (USF access), Workday (payroll) and EMS (facility scheduling).
1. [Facilities](#)
    - a) 2 [Weight Rooms](#)
    - b) 2 Levels of [Cardio Equipment](#)
    - c) 2 Gymnasiums
      - (1) Basketball (4 full-courts)
      - (2) Badminton (5 courts)
      - (3) Volleyball (3 courts)
    - d) [Olympic-sized Swimming Pool](#)
    - e) 2 Fitness Studios
      - (1) Spin Bikes

- (2) Ergs
- (3) Judo Mat
- (4) Steps & Risers
- f) Boxing Room
  - (1) Boxing Ring
  - (2) Retractable heavy bags
  - (3) TRX ceiling mounts
- g) Gendered Locker Rooms and an All-Gender Locker Room
- h) Architecture Studio (Academic Space)
- i) Dance Studio (Academic Space)
- j) Faculty Office (Academic Space)
- k) Study Area(Formerly Deli)
- l) Air Rifle Range (Club Sport Space)
- m) Billiard Table
- n) Table Tennis
- o) Sun Deck
- p) [Covid 19 Facility Updates](#)



## 2. Programs & Services

- a) [Intramural Sports](#) (Indoor Soccer, Volleyball, Co-Rec Basketball, Men's Basketball, Outdoor Soccer)
- b) [Club Sports](#) (Recreational and Competitive)
- c) [Outdoor Adventure Trips](#)
- d) [Welcome Weekend Trips](#)
- e) Fitness Mentorship Program
- f) [Group Fitness Classes](#)
- g) [Strength 101](#) (Small Group Training)
- h) [Training Subscription](#)

- (1) Fitness Coordinator (Melissa Valdez) and personal training staff developed a creative solution in response to the hesitation of personal training clients to return to in-person training
- (2) Easy-to-follow templates allow clients to enjoy an effective workout program while respecting personal boundaries (especially given the Covid-19 pandemic)
- (3) Options include 'At-Home' (equipment-free) & 'Beginner' (weight room) Templates to address the needs of a variety of client needs

- (4) Subscription offers limited access to personal trainer for advice and in-person or Zoom technique correction and clarification
- (5) Subscribers enjoy access to YouTube exercise library (created by RSD staff)

- i) [Personal Training](#) (In-Person)
- j) [Private Swim Lessons](#)
- k) [Swim Teams](#) (Youth & Masters) and [Student](#) Swim Club
- l) [Lifeguard Certification Courses](#)
- m) [On-Demand](#) Fitness, Wellness & Self-Care Resources
- n) [Summer Youth Camp](#)
- o) Locker Service

3. Online Resources

a) Social Media

- (1) IG [@usfkoret](#)
- (2) Twitter [@usfkoret](#)
- (3) Facebook [@usfkoret](#)

b) [MyUSF](#)

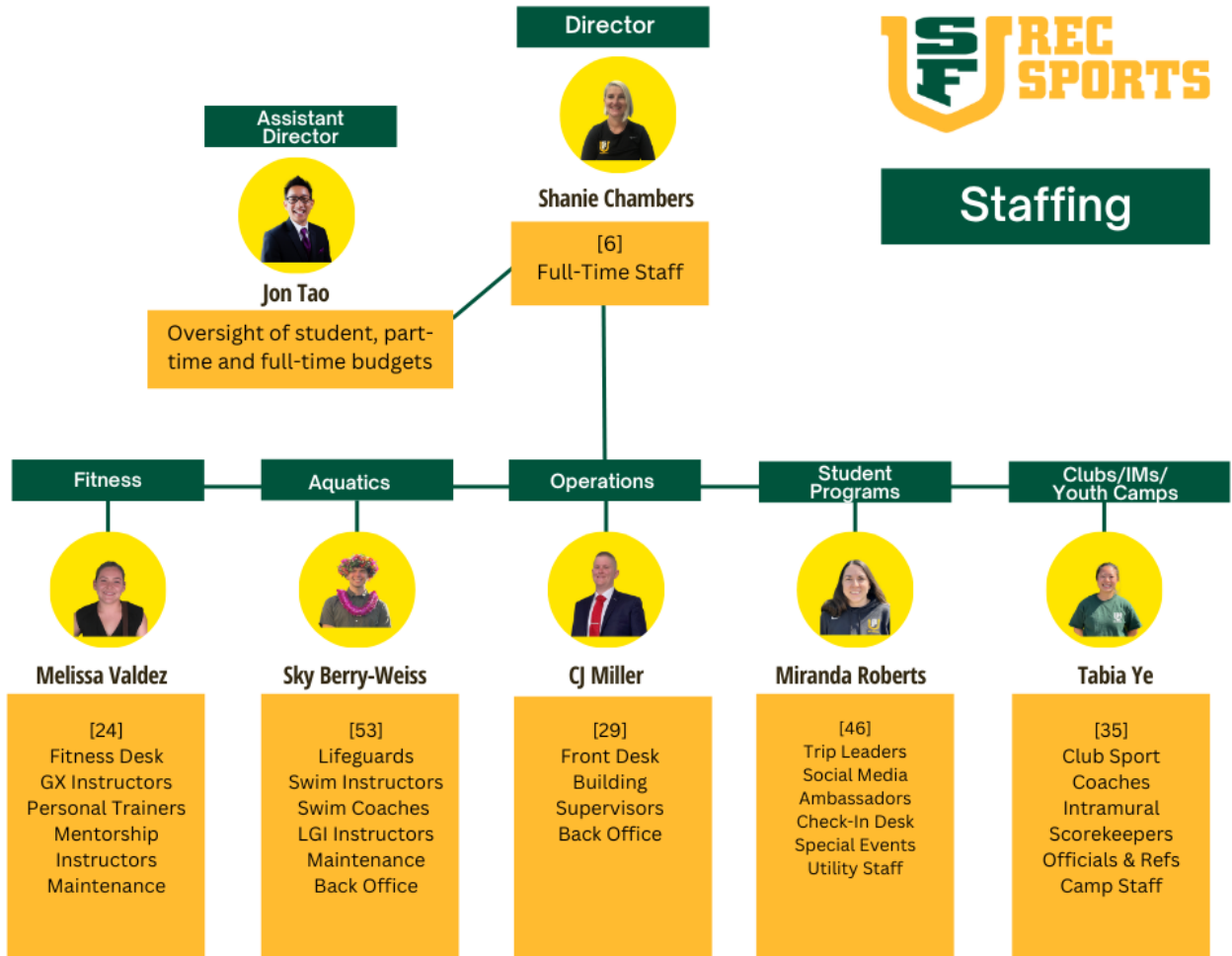
- (1) [Fitness 101 Video Library](#)
- (2) [Stretching and Relaxation Techniques](#)
- (3) [Dryland Swim Workouts](#)
- (4) [Wellness Routines 101](#)
- (5) [Running 101](#)
- (6) Exercise Subscription Video Library

c) [USF External Website](#)

4. [Employment Opportunities](#) (Work Study & Regular)



## Staffing



### 5. Staff

- a) Full-Time (7)
- b) Student
  - (1) Operations (42)
  - (2) Aquatics (37)
  - (3) Fitness (10)
- c) Part-Time
  - (1) Operations (2)
  - (2) Aquatics (12)
  - (3) Fitness (12)
  - (4) Maintenance (1)

### 6. Membership Options

- a) Student
  - (1) Academic Year: All students enrolled in at least one credit at USF enjoy free access to the Koret Health and Recreation Center (No student activity fee).

- (2) Summer: Students enrolled in at least 1 unit enjoy free access to Koret during the summer session. Other students have the option to pay \$37/month for unlimited access (\$100 for summer).
- (3) Student fees for summer are collected directly by the Rec Sports Department in the form of student membership fees collected on Active Net
- (4) Law students registered in the Bar Prep course enjoy complimentary access in the summer following graduation.
- b) Faculty/Staff
  - (1) All full-time faculty and staff members enjoy free access to the Koret Health and Recreation Center.
  - (2) All part-time faculty and staff members have the option to purchase a discounted (\$100/year) membership to enjoy unlimited access to the Koret Health and Recreation Center.
- c) Dependents
  - (1) Students have the option to purchase a discounted (\$37/month) membership for spouses and dependents.
  - (2) USFFA (Faculty Union) dependents and spouse enjoy free access to the Koret Health and Recreation Center
  - (3) Full-Time Staff have the option to purchase a discounted (\$380/year) membership for spouses and dependents.
- d) Alumni
  - (1) Annual: \$725
  - (2) Monthly: \$75
  - (3) Rec Pass (15-visit)
    - (a) \$105 (Under 55 years)
    - (b) \$60 (Senior/Disabled)
  - (4) Spouse
    - (a) Annual: \$725
    - (b) Monthly: \$75
  - (5) Child: \$350/year
- e) Special Affiliate
  - (1) Annual: \$725/year
  - (2) Spouse: \$725/year
  - (3) Child: \$350/year
- f) Community
  - (1) Neighborhood (Boundaries: 3rd. Ave., California Street, Lyon Street & Haight St.).
    - (a) Annual: \$725 (adult), \$350 (child). Minors are only allowed as part of an annual membership.
    - (b) Monthly: \$90
    - (c) Rec Pass (15-use): \$105 (No time restrictions)
    - (d) Senior/Disabled Rec Pass (15-use): \$60 (No time restrictions)

- (e) Rec Pass (15-use): \$95 (Time restricted)
- (f) Senior/Disabled Rec Pass (15-use): \$53 (Time restricted)
- (2) Outside Neighborhood (Time Restricted Only)
  - (a) Monday-Thursday = Must enter before 2pm
  - (b) Fri-Sun = No time restrictions
  - (c) Rec Pass (15-use): \$95 (Time restricted)
  - (d) Senior/Disabled Rec Pass (15-use): \$53 (Time restricted)
- g) Drop-In (Must create an Active Net account, provide proof of vaccination and sign an electronic waiver).
  - (1) \$25
  - (2) Alumni/Senior/Child: \$20

## II. HISTORY

### A. Last 5 years

#### 1. 2017-2018

- a) March 2017, Swig renovation (flooring and wall pads)
- b) January 2018, Locker room flooring renovation (Dri-Dek tiles installed in response to claim filed by patron injured in a fall)
- c) February 2018, RSD director retires (after 28 years)
- d) May 2018, Departure of full-time staff member (Club Sports/IM/Youth Camps)
- e) September 2018, RSD restructures Org Chart and staffing model in response to staffing change and updates mission to create a more student-centered experience
- f) October 2018, Onboarded full-time staff member (Club Sports/IM/Youth Camps)

#### 2. 2018-2019

- a) August 2018, Onboarded Fitness Coordinator
- b) August 2018, Onboarded Operations & Student Programs Coordinator
- c) October 2018, All-Gender Locker Room opens
- d) January 2019, Onboarded Operations Manager
- e) May 2019, Terminated Operations Manager

#### 3. 2019-2020

- a) Prioritized planning to create a more sustainable club sports budget process. Plan was to shift from a 80//20 funding model to a 70/30 model in order to move towards a more sustainable game plan.
- b) Achieved greater equity across club sports (as reported by participants, coaches and budgetary reports)
- c) September 2019, Onboarded replacement Operations Manager
- d) November 2019, Established Platform Pass Policy to address safety concerns in the Large Weight Room (combo rack and platform area)
- e) February 2020, Replaced damaged flooring in Large Weight Room

#### 4. 2020-2021



- a) Experienced facility closure (March 2020-July 2021) and pivoted to 100% virtual RSD programming/services
  - b) Expanded social media presence to engage students, faculty, staff and community members during facility closure
  - c) Expanded virtual programming in areas including fitness, club sports, intramurals, community meet ups
  - d) Developed an on-demand fitness content library featuring RSD student staff impacted by the facility closure related to Covid 19
  - e) Created a weekly e-newsletter to educate and engage stakeholders during the facility closure (minimize requests for membership refunds).
  - f) Pivoted orientation programs and signature (Koret Night and Day on the Green) to virtual format
  - g) Rebranded the department as Rec Sports Department due to facility closure, and educated outside community members on university status
  - h) Engaged DEI working group of students, part-time and full-time staff in order to prioritize employee safety during reopening
  - i) Engaged with colleagues from other NIRSA institutions and west coast universities
  - j) Summer 2020, Canceled Summer Kids Camp
  - k) Retained all pro staff positions during facility closure (head swim coach opted for voluntary retirement)
5. 2021-2022
- a) July 2021, Reopened facility starting with a 4-day soft opening to USF students, faculty and staff only.
  - b) July 2021, Recruited, hired and trained all new student staff members for reopening of facility (only returning staff were from aquatics department)
  - c) July 2021, Implemented global waiver, and used it to address bad behavior by patrons
  - d) July 2021-present, Temporary closure of Equipment Desk (towel service)
  - e) Engaged highest numbers for club sports in department history (586)
  - f) Struggled with enforcement of masking policy, bad behavior by patrons, and abuse of staff
  - g) Spring 2022, Pivoted to hybrid programming due to Omicron and other public health concerns (staff and stakeholder)
  - h) Restricted access to fully vaccinated stakeholders. Unvaccinated students (even those with approved exemptions) were not allowed into the facility (except to attend academic lecture classes).
  - i) July 2021-June 2022, Temporarily halted access to users under 12 years of age (swim lesson, swim team, member access).
  - j) Summer 2021, Canceled Summer Kids Camp
  - k) Covid-19 symptom screen (Dons Health Check) verified for all staff on-duty

- l) Face coverings required in the facility (July 2021-April 2022) including Club Sport practices/competitions, Intramurals and all workout areas (except in showers, pool and when actively hydrating).

6. 2022-2023

- a) Summer 2022, Canceled Summer Kids Camp
- b) Helping students identify effective self-care strategies for their unique needs
- c) Helping students develop problem solving skills to support their physical, emotional, mental wellness
- d) Engaging more students from underrepresented groups, especially those who may not already utilize our facility
- e) Engaging more graduate students, especially those who are in programs that have gone 100% virtual
- f) Engaging more international students in RSD programming and staffing opportunities
- g) Prioritizing critical facility and infrastructure upgrades, especially those related to ventilation, pool chemistry and locker room maintenance and repairs.
- h) Prioritizing upgrades related to sound systems and the potential for a PA system throughout the facility
- i) Developing a community agreement within the Koret Health and Recreation Center in order to provide a safe space for all stakeholders and on-duty staff.
- j) Determining the most effective way to rewrite the open full-time position that is currently funded for the RSD in order to best support facility operations, programs and services.
- k) Work to decenter whiteness in RSD programming, facility operations and staffing and work to achieve a more welcoming, inclusive and positive environment for all students at USF.

B. Collaborative partnerships

- 1. *Student Life*: RSD staff actively partner and collaborate with Student Life colleagues including Student Leadership and Engagement, New Student & Family Programs, Counseling and Psychological Services, Health Promotion Services, Title IX, Public Safety/Campus Resilience, Dean of Students Team, Community Housing, Office of Student Conduct, Rights and Responsibilities, Cultural Centers, Student Disability Services, University Ministry.
- 2. *Campuswide*: RSD staff work closely with colleagues across campus including General Counsel, Risk Management, Human Resources, School of Law, Facilities Management, Kinesiology, International Student Scholar Services, Athletics, Student Employment, Business & Finance, Web Services, Office of Communication & Marketing, Admission, Alumni Affairs, Advancement and Development.

3. *Academic Programs* housed at Koret include Kinesiology, Arts & Architecture and Performing Arts and Social Justice. The RSD also accommodates the needs of ROTC cadets (School of Management) for physical conditioning and swim testing.
  4. Whenever possible, the RSD accommodates space requests from *student groups* for on-campus activities and events. Groups booking space in the Koret Health and Recreation Center between 2021-2022 include Kasamahan, Black Student Union, Hawaiian Ensemble, Spirit Squad, Dons Esports, GO Team, Brother Connection, Campus Players (Rocky Horror Picture Show). RSD staff also accommodate requests from students coordinating drop-in play for volleyball (Friday nights) and badminton (Saturdays & Sundays).
- C. Recommendations from last review? What changed based on those recommendations?
1. COMPLETED
    - a) ***The Associate Director for Facility Operations should be relocated to the first floor of the Koret Center to better oversee the facility on a day to day basis.*** Under the restructured RSD organizational structure, the Operations Manager (CJ Miller) oversees the frontline operations staff (Front Desk & Building Supervisor). Their office is located on M2 in order to best support staff and operations.
    - b) ***Professional staff should be dressed in business casual attire to add a level of professionalism to the department and to demonstrate a level of authority when on campus and in the Koret Center.*** Purchased RSD staff jackets and name tags in order to present a professional and polished appearance when interacting with staff and stakeholders.
    - c) ***All student staff areas should be required to wear a uniform while on duty. Different areas and levels of responsibility could be acknowledged by shirt type and/or color. This allows customers to recognize the staff when requiring assistance or during an emergency.*** Operations staff wear green (short-sleeve) or black (long-sleeve) RSD gear, name tag and Adidas pouch when on-duty. Aquatics staff wear white (short-sleeve) or red (jacket) uniform, and red LG pouches when on-duty. Fitness staff wear green (short-sleeve) or black (long-sleeve) RSD gear and name tag when on-duty. Intramural staff wear green (short-sleeve) or black (long-sleeve) RSD gear and name tag when on-duty.
    - d) ***A formal training process should be established for all student staff including developing interactive and hands-on sessions and staff manuals which establish policies and procedures for each area.*** See SOP staff training materials
    - e) ***A gender neutral restroom/locker room with a shower and toilet should be constructed preferably near the current locker rooms.*** An all-gender locker room (ADA shower, toilet, sink, changing room) was constructed in 2018. The space is located at the shallow end of the pool

deck. The room is accessible during all facility hours. Lockers are located directly outside the space.

- f) Facility policies should be altered to decrease the number of non-USF members which will create a more student friendly facility. Students should become the primary user of the facility.**
  - (1) Ceased sales of Summer-Only Rec Passes
  - (2) Ceased sales of Outside Neighborhood Annual Memberships
  - (3) Implemented strict policy to follow-up with abusive patrons and episodes of harassment of on-duty staff
- g) One professional staff member should be in charge of a coordinated marketing effort including, print and social media. This individual should also coordinate facility signage and decrease the number of laminated signs posted.**
  - (1) Under the restructured RSD organizational structure, Recreation Manager-Student Programs & Operations (Miranda Roberts) oversees social media and outreach efforts related to student programs and special events.
  - (2) Magnetic sign holders are mounted throughout the facility to decrease the need for laminated signs
  - (3) RSD provides alternative options to campus partners seeking assistance amplifying their event promotions within Koret facility (Lobby TV, Preva-cardio screens)
- h) Add the department name to all program handouts, flyers, etc. to assist with branding Department of Recreational Sports; include a contact email or phone number for more information & an ADA statement.**
  - (1) Worked with OMC to create a RSD and Koret logos
  - (2) Worked with ITS to create the [KHRC@usfca.edu](mailto:KHRC@usfca.edu) email address to simplify and streamline access to RSD professional staff. This email is printed on all RSD marketing materials and signage. Incoming emails go to all professional staff members. This has been effective adding accountability, ensuring we are responsive to stakeholders (and providing a level of back up in case a member of our team is out of office (or if a stakeholder mistakenly uses the incorrect email address.
  - (3) Worked with SDS to ensure all signage, marketing and promotions include appropriate ADA verbiage.
- i) Club Sports should work with the officers of the club sport teams to ensure there are student development opportunities. Leaders of club sports have the ability to gain numerous skills in their roles budgeting, time management, project management, are just a few of the potential skills.**
  - (1) Worked with club sport coaches to identify opportunities for life-skill acquisition for club officers

- (2) Worked with RSD Assistant Director (Jon Tao) to develop budgeting expectations for club officers
  - (3) Partnered with Health Promotion Services and set requirement for all club officers to attend Brief Motivational Intervention training each year
  - (4) Identified a vendor ([Sport Risk](#)) and set requirement for all club officers to complete Concussion Education and Awareness Training each year
  - (5) Partnered with Office of the Dean of Students and set requirement to ensure all club officers attend Title IX Mandatory Reporter training each year
- j) ***Club Sports should look at models for a Club Sports Council. This voting body of students could then help to set the dues amounts per club (if the department continues to do them vs. the student organizations setting their own) and then the amount isn't tied to a full-time staff member. A Club Sport Council could also handle any disciplinary issues and determining punishment or fines for situations like teams playing with un-rostered participants, late travel forms, etc.*** Recreation Manager-Clubs/Intramurals/Youth Camps (Tabia Ye) has set this as a goal for the 2022-2023 academic year.
- k) ***Welcome weeks should work with campus groups and departments to advertise their programs.*** Recreation Manager-Operations & Student Programs (Miranda Robers) works closely with Student Engagement to effectively market and promote Week Of Welcome programming
- l) ***The aquatics program should evaluate their program to determine what the best use of their pool is for programs and rentals. Student groups should have access to program time that is appropriate for students schedules. The club sports swim team only has one day away 2 - 3 p.m. when a number of students might be in class.***
- (1) Swim Club practice times were moved to more student-friendly times (T/Th @ 7:15pm)
  - (2) Separated Masters and Swim Club in order to better address the needs of USF students
  - (3) Recreation Manager-Aquatics (Sky Berry-Weiss) created and worked diligently to perform outreach to student groups and campus partners to successfully promote a new signature event (Queer Pool Party)
  - (4) Hosted special event in collaboration with the Office of Community Living (RA Pool Party)
- m) ***The Director should report to the University administrator who understands and supports the important role the Department has in the USF Community.*** In 2021, the Division of Student Life moved to a Health and Wellness Model with the Recreational Sports Department, Health Promotion Services and Counseling and Psychological Services

reporting to the Dean of Students/Associate Vice President, Student Life (Shannon Gary).

- n) ***The newly renovated baseball field should be available for student recreation when not in use by the intercollegiate athletic team.*** In fall 2022 the Club Baseball team was finally given access to Benedetti Diamond (Tuesdays, Thursdays and Saturdays).
- o) ***The university should elevate the revenue expectations for Rec Sports to ensure that they are manageable and not overwhelming, thus changing the Rec Sports staff focus to providing student services.*** Student Life leadership engages in ongoing communications with the Recreational Sports Department to ensure that revenue expectations do not overwhelm or impact the ability of the department to prioritize the needs of USF students.
- p) ***The university should value the Rec Sports program and services & alter its policies and procedures to reflect its value and importance to campus life.***
  - (1) The RSD very much feels the support of Student Life and University leadership. The department was able to avoid significant layoffs during the facility closure since University leadership valued the efforts of the department to engage USF students and families in a virtual environment
  - (2) During the Covid-19 pandemic and facility closure the director was included in the Covid Task Force and ongoing conversations with University leadership
  - (3) The offices of the President, General Counsel, Human Resources and Public Safety have been extremely receptive to the needs of the RSD
- q) ***Revenue earned by Rec Sports should be dedicated to the Department to enhance their programs and facilities.*** Student Life leadership continues to ensure that RSD programs and facilities enjoy self-generated revenue to fund programs and facilities.

## 2. IN PROGRESS

- a) ***Develop student coordinator positions to assist with scheduling, hiring, training, and supervision of the student staff as well as overseeing the day to day operations of the facility. These student coordinators would add additional Student Development possibilities to the current structure of the student staffing model and enable the professional staff to step out of the day to day operations of the facility and its programs.*** The Covid-19 pandemic, and related facility closure (March 2020-July 2021), led to a significant loss of returning student staff. Although the department was able to successfully hire and train a new crew of student staff to support facility operations, the loss of departmental and institutional knowledge has

made it a challenge to create leadership opportunities for student staff. The very unique challenges that the staff faced in the 2021-2022 fiscal and academic years (mask enforcement, symptom screening, vaccination enforcement, mental health struggles, harassment and bad behavior by stakeholders) led to mental, emotional and psychological struggles for student staff (with female and trans BIPOC staff shouldering the worst of the abuse).

**b) A major renovation plan should be developed with funds dedicated to update the facility with new carpet, flooring, and paint. This plan should also include a major renovation of the locker rooms, construction to create a new members entrance including member services, and the refinishing of the Swig Gym floor.**

- (1) Worked with Project Management to complete Swig Gym floor repairs in 2017
- (2) M2 and M1 office renovation completed (carpet, painting, furniture) in 2018
- (3) The RSD director (Shanie Chambers) and Student Life VP (Julie Orio) presented a proposal to the Board of Trustees (2017) in support of a major renovation of the gendered locker rooms. Unfortunately, the proposal was not deemed viable given other priorities across campus.
- (4) Worked with Facilities Management, Project Management, Business and Finance and ITS to attempt to purchase and install a new turnstile system. Due to the challenges of installation the project was estimated to cost in excess of \$200k (for installation alone) so the project was canceled in 2018.

**c) A master plan of how additional revenue could be spent should be developed to ensure that all the spending is going back to the programs with the most need, or touch to students. A philosophy should be created to ensure that the money is used towards enhancing the student engagement experience.** The unique challenges related to the Covid-19 pandemic have caused the department to reflect, reimagine and reassess the priorities of the department related to this item.

**d) Rec Sports should meet monthly with Athletics, Facilities, and other members of the student life division doing similar jobs - campus programming for example. These meetings should discuss current issues, and look to develop ways to assist one another in their missions.**

- (1) This item has been a bit of a challenge due to campus politics, staff turnover, leadership change (among multiple departments) as well as varying priorities

- (2) The Covid-19 pandemic, facility closure and significant layoffs (facilities management and athletics) have further hindered forward momentum in this area
- (3) The director continues to participate in monthly Health and Safety Committee Meetings (coordinated by the Office of Risk Management), which includes representatives from Athletics, Facilities Management, HR, Environmental Safety, Public Safety, On-Campus Housing, Campus Resilience and Academics. Although the official charge of this committee is not related to programming, the meetings to provide access and critical conversations with campus partners

### 3. ON HOLD

- a) ***The ventilation system should be improved to provide better airflow (at a minimum) or add HVAC units which would provide chilled air to the activity and office areas. A guide to air circulation is The American Council Sports Medicine Health/Fitness Standards and Guidelines***

[https://books.google.com/books?id=euuSjsEE-d4C&pg=PA54&lpg=PA54&dq=ACSM+guidelines+for+air+circulation&source=bl&ots=W0mlW3183Q&sig=rU8\\_SC9ctbeORn7cRtfAlayUQ7M&hl=en&sa=X&ved=0ahUKEWjZzIXU3qnJAhUUXWMKHWI7DbkQ6AEIlzAB#v=onepage&q=ACSM%20guidelines%20for%20air%20circulation&f=false](https://books.google.com/books?id=euuSjsEE-d4C&pg=PA54&lpg=PA54&dq=ACSM+guidelines+for+air+circulation&source=bl&ots=W0mlW3183Q&sig=rU8_SC9ctbeORn7cRtfAlayUQ7M&hl=en&sa=X&ved=0ahUKEWjZzIXU3qnJAhUUXWMKHWI7DbkQ6AEIlzAB#v=onepage&q=ACSM%20guidelines%20for%20air%20circulation&f=false)

- (1) The department of Facilities Management believes they have assessed and addressed any ventilation concerns on campus

- b) ***The University Space Committee needs to reevaluate the space used for the Architecture Department to determine if this is the best use for this space. The Rec Sports program could utilize this space for their massage program, additional yoga class room space, cycling classes, or a conference room/meeting space for the department.***

- (1) In the years since the 2015 program review, the university has continued to experience challenges with necessary space on-campus. Instead of resisting the reality of the challenges, the department has worked to develop positive relationships with all academic departments housed in the Koret Health and Recreation Center.

- (2) The M2 level continues to house the Architecture Studio.

- (3) The L1 level continues to house the Performing Arts & Social Justice Dance Studio

- (4) Hagan Gymnasium continues to house Kinesiology classes (M-Th).

- (5) The Combatives Room (Basement Level) continues to house the Taekwondo class (Kinesiology)

- c) ***The University Space committee should evaluate the use of Hagan gym by Kinesiology to determine if the classes require such large***



**blocks of time during the day or if more time can be released back to the use by students, club sports or Athletics.**

- (1) In the years since the 2015 program review, the university has continued to experience challenges with necessary space on-campus. Instead of resisting the reality of the challenges, the department has worked to develop positive relationships with all academic departments housed in the Koret Health and Recreation Center.
- (2) Although it seems unlikely that the RSD will successfully move Kinesiology classes out of Hagan Gym, the department continues to prioritize the needs of student access to the space, especially drop-in badminton (weekends) and drop-in volleyball (Friday nights).

**d) *The University should negotiate with neighbors to allow for more hours of nighttime usage on the soccer field for Rec Sports programs due to the inadequate outdoor field space for the program it is important to try to work on a solution for more field light time even if until 9 p.m. that would provide additional time to run Rec Sports programs under the lights. A guide for the needs for the campus in recreation facilities that was written by NIRSA in 2009 is Space Planning Guidelines for Campus Recreational Sports Facilities***

<http://www.humankinetics.com/products/all-products/nirsa-college-recreational-sports-facility-space-guidelines>. **This book provides recommendations for outdoor field space, tennis courts, courts, weight room, locker rooms, etc. for the university's population.**

- (1) The Athletics Department continues to prioritize the needs of athletic teams and outside rentals (Olympic Club, SF Elite Soccer) for the evening hours (lights) on Negroesco Field
- (2) There was an attempt in Spring 2022 to offer the lights for Outdoor Soccer Intramural Playoffs. Unfortunately, it was a missed opportunity due to two critical issues
  - (a) Playoffs were scheduled for 6pm and it was daylight for the majority of competition
  - (b) The date of the Outdoor Soccer playoff games coincided with Ramadan (and several participants experienced cramping, injury or absence due to the restrictions of the religious holiday).
- (3) The Office of Facilities Management continues to work with neighbors in order to prioritize critical campus construction projects. This is not an ideal time to attempt to renegotiate any agreements considering the construction related to on-campus housing, practice facilities for athletics teams and the Co-Gen steam line renovations and repairs impacting Welch Field.

- e) The university should plan for the relocation of the tennis courts when the new dorm is built.**
- (1) Due to other priorities related to space needs and construction projects across campus, tennis courts are not a viable option at this time
  - (2) The department has identified off-campus options in Golden Gate Park (the newly renovated [Goldman Tennis Courts](#)). Unfortunately, the available times for the Club Tennis practice (Sundays @ 8-10pm) leave us searching for other accessible and student-friendly options.
- f) Faculty, Staff, and Student membership fees should be implemented with the funds dedicated to facility operations, maintenance, and renovations.**
- (1) Faculty and Staff (and dependent) membership fees already go directly to the RSD (membership sales in Active Net)
  - (2) The RSD does not believe the goodwill lost by implementing a student fee would be offset by any revenues generated. The department prefers to continue finding ways to reduce the negative impact of outside community users
- g) The non-USF requirements for usage should be confirmed and membership to those outside the requirements eliminated.** The budgetary impact of this recommendation has been discussed with leadership. At this time, eliminating outside users is not a viable solution without significant, albeit indirect, impacts to the student experience.
- h) The department should be rebranded as Campus Recreation to capture the nature of its programs, services, and facilities. The value should be placed on providing services to all of campus in a variety of recreational opportunities.**
- (1) Although University leadership and RSD pro staff appreciate this suggestion, the reality of the USF campus experience is that students, faculty and staff refer to the department as “Koret”
  - (2) The Koret Foundation has also donated to the USF School of Law and Koret Lodge (Lone Mountain Dining Hall) so it is possible opportunities will exist in the future for the RSD to rebrand to ‘Campus Recreation’
- i) Intramural Sports should have access to more facility space to provide more opportunities to the USF campus community.**
- (1) Outdoor space continues to be a challenge, especially coming out of the Covid-19 pandemic
  - (2) The space limitations in the City of San Francisco add to the challenge
- j) Due to the neglect of the Koret Center over a number of years, a significant amount of Capital Project money should be dedicated to the renovation of the facility.**

- (1) The RSD has been able to prioritize facility upgrades under their direct control (Swig Gym flooring, M2 & M1 office areas, Large Weight Room floor, locker rooms)
- (2) The RSD appreciates facility upgrades prioritized and funded by the Office of Facilities Management (Swig lighting, pool lighting)
- (3) The RSD is hopeful for improvements related to ventilation, pool systems, leaks, turnstiles and PA/sound systems.

k) ***Recreational space for students participation in intramural sports, club sports and open recreation should be considered when developing current locations on campus. Green space is important to the campus and needed for students. Intramural Sports and Club Sports could continue to grow and develop if there was more access to recreational spaces for them to use.*** Space on-campus (especially outdoor space) continues to be a challenge in a Post-Covid 19 pandemic environment

### III. DEPARTMENT/CENTER GOALS

#### A. Current goals

1. Make the facility a more welcoming and inclusive space, especially for student users
2. Engage more students from underrepresented groups in RSD programming and services
3. Increase student-centric programming within the Koret facility (especially the pool)
4. Expand partnerships and collaborations with other departments across campus
5. Improve staff training to better prepare Koret staff to remain resilient despite chaotic situations in the workplace
6. Develop a community agreement to provide all stakeholders with expectations for appropriate behavior within the Koret facility

#### B. Measurable performance objectives and/or student learning outcomes

1. At least 80% of participants will report that attending a RSD program or activity made them feel more connected to USF (on post-event feedback forms).
2. Experience a 10% increase in coupon codes related to ISSS, Cultural Centers or Culturally Based SLE Clubs participating RSD programs, services and activities.
3. Collaborate on 1-3 programs or special events with Cultural Centers during the 2022-2023 academic year to better support and serve underrepresented student populations on campus.
4. At least 80% of Conflict Resolution Training attendees will report that the training provided tools that can be used as effective bystander intervention strategies in the workplace.
5. Records and ongoing audits will reflect that 100% of Koret staff have completed required training during the 2022-2023 academic year including AED/CPR, Title IX, Koret CARES, Concussion Education and Management, Inclusive Practices: Gender and LGBTQ+ Community,, and Protection of Minors.

#### C. How are goals tied to the RSD mission?

1. RSD staff acknowledge that rec centers can be intimidating spaces where students experience shame or a sense of not being 'enough'. Our goals and mission aim to create a sense of community, comfort and belonging for all students. We don't want students to feel like they have to enjoy or participate in a certain activity, use a certain machine, or look or dress a certain way to be valued or validated. We strive to use innovation and student feedback to create joyful experiences that meet a student where they are at. We plan to host after-hours events, and off-site activities, to engage students who may feel intimidated by the reality (or reputation) of the department.
2. We don't want to be complacent and think that just because our facility or programs are busy it means we are doing everything right. Our goal is to identify students from marginalized groups who may or may not be utilizing our facility and programs, and work with them to promote existing RSD programming (or collaborate with them to create new offerings that might be more appealing). Events like the Queer Pool Party and Rocky Horror Picture Show helped us engage students who had previously felt disconnected from the RSD, or thought we were just a gym on-campus.
3. Since the Koret pool is a space that experiences heavy usage by outside members, students have expressed a desire to avoid the pool for fear of not being welcome. Our mission is to create opportunities for engagement, self-care and connection to community. During the soft opening in July 2021, we found that students were enjoying the pool for games, fun and joyful activities. Our observations of these informal forms of recreation in the pool further supported the need for us to create opportunities for students to better utilize the Koret pool.
4. RSD staff acknowledge that perception of the department and facility can play a key role in whether students will take the risk of engaging in our programs. We recognize that collaborative partnerships are a key way to meet students where they are comfortable and receptive.
5. A duty to support staff with a safe and healthy workplace comes from a desire to model the concepts of self-care, teamwork and resilience listed in our mission.
6. After barely surviving a brutal year of bad behavior by patrons, hostile interactions when on-duty, and ongoing harassment/abuse of staff, we are seeking positive solutions that may help us incentivize more kind, patient and compassionate behavior in the facility. At a bare minimum, we strive to set clear expectations for acceptable behavior when in this student space.

#### IV. QUALITY ASSURANCE

##### A. Who do we serve? These numbers are from 2021-2022 fiscal year

1. Sophomore Koret Night (600)
2. Koret Night (1,064) \*Freshmen and transfer students only
3. Day on the Green (510)
  - a) Freshman: (14.7%)
  - b) Sophomore (36%)
  - c) Junior (29.6%)
  - d) Senior (15.2%)

- e) Graduate (4.3%)
- 4. Club Sports (586). Top 3: Rock Climbing (100), Hip Hop (54), Tennis (51)
- 5. Intramurals: Fall 2021 (329/417), Spring 2022 (310/398)
- 6. Welcome Weekends (210)
- 7. Outdoor Adventures: Fall 2021 (167), Spring 2022 (239)
- 8. Fall Break Trips (90)
- 9. Junior Week Trips (90)
- 10. Group Fitness: Virtual (2,900), In-Person (504)
- 11. Personal Training (775)
- 12. Platform Assessments (697)
- 13. Swim Team
  - a) Masters (200)
  - b) Koret Youth Swim Club (45)
  - c) These numbers have jumped to 290 and 74 respectively (and all signs are pointing towards continued growth on both teams)
- 14. Swim Lessons: (827)
- 15. Academic Bookings: 1093 (PASJ, Kinesiology, Architecture)
- 16. Athletics Bookings: 516 (Triathlon, WBB, MBB, VB, Spirit Squad and Pool Recovery Workouts)
- 17. Student Group Bookings: 45
- 18. ROTC Bookings: Fall 2021 (52), Spring 2022 (50)

Koret Center Usage	2018	2019	2020	2021	2022
USF Students	211,263	212,659	162,792		187,370
USF Faculty/Staff	40,003	38,061	28,501		2,362
USF Subtotal	251,266	250,720	191,293		189,732
Alumni	29,339	38,479	27,861		14,772
Annual	48,262	44,798	35,724		25,191
Neighborhood Pass	36,417	35,739	27,084		13,204
Outside Pass	90,548	97,662	79,815		47,385
Masters	18,267	23,160	19,390		14,450
KYSC	6,980	6,212	5,794		1,966
Drop In	2,215	2,335	1,700		2,129
Outside Subtotal	232,028	248,385	197,368		119,097
<b>Grand Total</b>	<b>483,294</b>	<b>499,105</b>	<b>388,661</b>		<b>308,829</b>

B. Stakeholder feedback

1. Beginning in late 2018, the RSD began including two questions in all surveys and assessments for departmental programming in order to align with goals aimed to focus on student experience and retention at USF...
  - a) "Does participating in this program help you identify communities of support on-campus?"
  - b) "Does participating in this program make you feel more connected to USF?"
2. Since implementing these survey questions, the RSD routinely receives a response of 'yes' from 85% (or higher) respondents. For the question "Does participating in this program make you feel more connected to USF?", the answer is usually 'yes' for 100% of respondents.
3. Student feedback to these questions on surveys has helped to support the value of the RSD on the student campus experience. We believe this was vital in helping to preserve staff during the Covid 19 pandemic and facility closure.

C. Planning, decision making and evaluation processes?

1. The RSD staff works as a team to identify and prioritize projects related to facility improvements. The team engages in ongoing discussions, and works closely with colleagues in project management and facilities management to coordinate larger-scale projects.
2. Since our facility operates year-round, one of the biggest struggles related to preventative maintenance and repairs has been timing for larger scale projects that require a partial or complete facility closure in order to minimize impact on stakeholders.

D. Marketing/promotions to stakeholders

1. Email
2. Social Media
3. Preva (cardio screens)
4. Tabling at on-campus events
5. Newsletters (other departments)

V. BUDGET/EXPENDITURES (See attached pdf "[2022 RSD Program Review Budget 2018-2022](#)")

VI. ASSESSMENT

- A. Club Sports: End of year surveys (email)
- B. Intramurals: End of semester surveys (email)
- C. Welcome Weekends: Trip Exit Tickets (post-event evaluations)
- D. Outdoor Adventures: Trip Exit Tickets (post-event evaluations)
- E. Group Fitness: Attendance and [instructor/ class evaluations](#)
- F. Personal Training: In-person program tracking and interviews
- G. Mentorship: Final Project
- H. Swim Team: Ongoing surveys (email) and outreach (newsletters, in-person, etc.)
- I. Swim Lesson: In-water testing, certification and skill assignment in Active Net

## VII. CONSIDERATIONS FOR FUTURE DIRECTION

### A. Strengths? Long-term excellence? Recent accomplishments? How are we a leader in the field?

1. The RSD has always had a reputation on-campus as a great place to work. The department has operated with an organizational structure that incentivizes promotion from within, and recognizes work ethic, job performance, teamwork and a culture of care.
2. Students and alumni who have worked at Koret have shared how valuable the experience has been in helping them gain skills that transcend the college experience.
3. Due to the diverse population served by the facility, students are exposed to opportunities and challenges that they may not normally experience at a student-only facility.
4. Due to the ability to serve non-USF stakeholders, the department is able to keep student access free, and pricing free or discounted for student programs, activities and services.
5. We are especially proud of our ability to develop online content (in-house), pivot all programming to a virtual environment, and engage all stakeholders during the facility closure. We experienced a very low rate of requests for refunds from non-USF community members despite a 16 month facility closure.

### B. Weaknesses? Challenges/obstacles to overcoming weaknesses? What challenges do we foresee?

1. The Covid-19 pandemic caused a loss of departmental and institutional knowledge among student staff that has been a struggle to address, primarily related to the Building Supervisor on Duty position (this is a student position that is manager on duty and staffed during all operational hours).
2. The Koret facility requires significant upgrades in order to improve the user experience including ventilation, leak repair, locker room renovations, pool system operations and excessive damage to walls bordering Negoesco Field (leakage from underground water)
3. The proximity of the Koret facility to the St. Mary's hospital, and spiking levels of individuals experiencing mental health struggles, have left the RSD staff dealing with a significant increase in dangerous interactions, incidents and confrontations.
4. The RSD lacks access to field space, and outdoor spaces on-campus for outdoor programming
5. In an era when universities are struggling with the financial impact of the Covid-19 pandemic, it has become increasingly difficult to advocate for budgeting for critical infrastructure improvements related to an aging recreational sports facility.

### C. Changes in the past 5 years?

1. Swig Floor Refinished (2017)
2. New Director (2018)
3. Day on the Green (2018) \*New signature event

4. All-Gender Locker Room (2019?)
5. Accommodating pool time and practice space for the Women's NCAA Triathlon Team (2019)
6. Locker Room paint (2019)
7. Large WR Flooring Replacement/Platform Inlay (2020)
8. Covid Facility Closure (March 2020-July 2021)
9. Racquetball Court Closure (2021)
10. Equipment Desk Closure (2021)
11. Replacement student staff (July 2021)
12. Equipment Desk Temporary Closure (July 2021-present)
13. 3 Replacement Pro Staff: Aquatics, Clubs/IMs/Camps, Trips/Student Programs/Operations (June 2022)
14. Lighting Upgrades: Swig (2020) and Pool (2022)

#### VIII. PLANS FOR THE FUTURE

- A. Where the staff would like the department to go
  1. Prioritize inclusive self-care practices to support student wellness
  2. Reduce intimidation factor of facility, programs and services
  3. Improve staff training and student development opportunities
  4. Continue to prioritize facility improvements including ventilation, pool systems, sound systems
  5. Identify more outdoor space on-campus and near campus to allow for expanded programming options
- B. Where is the field going, and how are we ready to address those challenges/improvements?
  1. Students and staff are experiencing increased mental health struggles coming off of the pandemic and shelter-in-place
  2. Students are lacking problem solving skills that will help them remain resilient beyond college
  3. Struggles to prioritize and secure funding for university rec sports facilities (given the significant financial impact of the pandemic)
  4. Additional competition for outdoor spaces on campuses (and off-campus) given the uptick in participation (and demand for) outdoor activities.
  5. Determining how to address the needs of students who are unable to get vaccinations?