

Salt Lake Community College

Campus Recreation

External Review

Reviewers

Drew Farrar

Sports Information Director & Campus Recreation Coordinator

Office of Athletics and Recreation

College of Southern Nevada

Cheri Jenkins

Associate Director, Operations

Campus Recreation Services

University of Utah

Jacqueline Spoon

Assistant Professor

Department of Exercise Science

Salt Lake Community College

Table of Contents

Executive summary	3
External Review Committee Report	5
Recommendations Table	9
Site Visit Itinerary	13
References	14

Executive Summary

Salt Lake Community College Campus Recreation is an integral part of the student experience, promoting health and well-being through inclusive, dynamic, collaborative, and transformative quality experiences and facilities. Campus Recreation looks to increase inclusive recreation experiences by striving for best practices in campus recreation, intentional design of programs to optimize health and wellness of students, and to be a catalyst for education and training for student leaders in recreation, health, and sports.

Members of the external program review committee conducted a site visit to Campus Recreation facilities on the Taylorsville-Redwood, Jordan, and South City campuses on April 18, 2022. In addition to touring these facilities, the committee met with Campus Recreation staff and Salt Lake Community College administrators and stakeholders. The external review committee has provided recommendations based upon the review of the self-study, observations made during the site visit, and interviews with personnel.

This is the first formal program review for Campus Recreation. Though the self-study showed that the program has not grown or innovated over the years to match student interest or needs, the committee found significant adjustments and improvements have been made over the past three years and that the program has the potential for continued growth.

Campus Recreation has made significant adjustments and improvements since 2020 including:

- Hiring a full-time Recreation Manager
- Offering open recreation time, drop-in fitness classes, drop-in sports, personal training, a powerlifting club, workshops, and wellness programs for students
- Developing a progressive employment pathway that creates tiered learning opportunities for students/employees
- Creating an online reservations and payment system
- Updating the Campus Recreation website to be more inviting and interactive
- Opening a brand-new fitness center at the Jordan Campus with state-of-the-art equipment
- Hiring a diverse group of employees, including a bilingual personal trainer
- Installing new cameras at Taylorsville-Redwood Campus and updating training, policies, and procedures for increased safety and security of patrons and staff
- Starting the collection and review of data on usership of the recreation area

The external review committee identified several challenges and areas for continued improvement including:

- Risk management, security, and tracking for main entrance and other access points in the Lifetime Activities Center.
- Utilization of current space in the Lifetime Activities Center, Jordan campus fitness center, and South City fitness center.
- Usage of the Recreation side of the Lifetime Activities Center by Athletics.
- Intramurals & outdoor field space
- Appropriate staffing to ensure growth of the program

- More integration between the Center for Health and Counseling, Employee Wellness, Department of Exercise Science, and Campus Recreation

The review team makes the following high priority recommendations:

- Risk management and tracking for main entrance and other access points in the Lifetime Activities Center.
 - Seek out Risk Management Office on campus and have safety assessment done on facility and programs.
 - Installing turnstiles in main entrance is highly recommended. While in transition to a turnstile, access control can be moved to the entry side wall so it's more visible, and closer to the front desk.
 - One entrance to Recreation side of the facility, with all other entrances as emergency exit only. Other access points to the building should be secure and locked.
 - Implement a system for tracking entry and Rec facility usage.
 - Security camera monitors at the front desk should be upgraded and placed in a location that can be seen at all times while monitoring the main entrance.
 - Add cameras or redesign new access points for unsafe/isolated corridors such as the stairwell to track.
- Utilization of current space in the Lifetime Activities Center, Jordan campus fitness center, and South City fitness center.
 - Work with the Department of Exercise Science to assess current classroom, exercise room, racquetball court, and basketball court use and investigate more efficient usage of the spaces in the Lifetime Activities Center.
- Usage of Recreation side of the Lifetime Activities Center by Athletics.
 - Separate Recreation and Athletics areas with Recreation on the north side of the building and Athletics on the South side.
 - Take the two large areas above bleachers in the Bruin arena and repurpose into weight rooms, workout spaces, training rooms, etc. for Athletics.
- Appropriate staffing to ensure growth of the program
 - Hiring additional full-time staff to delegate responsibilities and bring more professional expertise on board.
 - A full- or part-time position dedicated to marketing for Campus Recreation.

Additional details on the recommendations above as well as other recommendations from the committee will be discussed later in this review.

External Review Executive Report

The review committee will now address the questions in bold below. Answers to these questions were garnered from the review of the self-study, observations made during the site visit, and interviews with personnel.

Overall, how well is the unit/department meeting its stated purpose in the context of SLCC's mission, vision, values, and goals?

The Campus Recreation program at Salt Lake Community College (SLCC) aligns with the mission, vision, values, and goals of the college. Campus Recreation supports the college's mission by providing a place for students to engage with their peers, faculty, and staff in a fun, safe, and relaxed environment. Students are supported in their educational pathways by being provided with time and space to de-stress, practice self-care, and increase knowledge of personal health and wellness. Employees learn valuable skills such as customer service, working with diverse populations, and being a meaningful part of a team. Students can learn these same skills while navigating good sportsmanship, teamwork, communication skills and the ability to set goals towards a common end.

The SLCC vision includes being a model for inclusive and transformative education, strengthening the communities served through the success of the students. Campus Recreation teaches inclusivity through fitness and sports. With training programs such as group fitness instructors, students are encouraged to continue to teach outside of SLCC, impacting communities where fitness instructors are becoming hard to find.

Campus Recreation works to demonstrate SLCC's values of collaboration, community, inclusivity, learning, innovation, integrity, and trust. Present examples of this include:

- Working with Special Olympics and continuing a partnership with Murray Adult Education
- Forming a diverse staff of international students, first year students, current students, retired professionals, and current professionals to create a warm, hospitable environment where everyone is welcome
- Hiring a bi-lingual personal trainer and future plans to hire and train instructors from different backgrounds who speak multiple languages
- Looking to create leadership opportunities for students both in athletics and fitness, such as short-term trainings to teach students how to conduct fitness classes, become personal trainer assistants, manage leagues, and run programs
- Providing showers at all 3 fitness centers for students, faculty, and staff to use, along with free locker rental at Redwood and South City campuses
- Conducting food drives for the Bruin pantry a few times a year and training front desk staff on other services available so students can be directed when the need arises
- Reducing equity gaps through eliminating the inability to pay as a barrier to services such as personal training
- Working on innovations for all campuses to create interest beyond fitness facilities which will expand into wholistic wellness practices for SLCC students, faculty, and staff
- Advocating for SLCC students to increase their access to limited space, clean and cared for equipment, and current trends.

- Demonstrating good teamwork of Recreation employees by meeting expectations of the department like showing up on time, being clean and neat as a representative of SLCC and going the extra mile for customer service.

How is the unit/department ensuring equitable and inclusive programs and services? How is it addressing the needs of historically marginalized populations?

The SLCC Campus Recreation team has worked to create more equitable and inclusive programs and services in recent years. They are addressing the issue of increasing equity and justice with research into industry best practices and planning additional staff training to be used for staff continuing education. The program would benefit from continuing to diversify their programs and services to reach underserved populations with more inclusive programming and environment.

How effective and efficient is the unit/department in delivering its programs and services and serving its current customer base? Are there potential customers who are not being served who should/could be considered for future services?

Campus Recreation serves a large population on various SLCC campuses including current students, full and part-time staff, full and part-time faculty alumni, and emeritus. There is also the opportunity for these groups to bring in guests or to purchase significant other passes. Despite the significant challenges presented during the COVID-19 pandemic, such as a total closure and slow reopening, the department has made improvements in the effectiveness of how it delivers its programs, services, and serves its current customer base since 2020. There is potential for continued growth in this area as well as the potential for significant growth in the efficiency of how Campus Recreation delivers its programs and services and serves its customer base.

The data and metrics provided from key fob and card entry since 2017 only account for students, faculty, and staff who used their campus OneCard or issued key fob at a main entrance. Campus Recreation staff estimate that about 50% of students follow other students into the Recreation side of the Lifetime Activities Center and do not use their own card to enter. There are also faculty and staff that use different access points; therefore, these individuals are not accounted for in the data. It is difficult to fully assess the customers/clients being served and those who are not being served with inaccurate data. Having more accurate data on total usage and who is using the facilities and services would be beneficial on many levels.

The review committee recommends refining metrics and data collection techniques. Limiting entry to one main entrance at all Recreation facilities and installing turnstiles at the Lifetime Activities Center main entrance would allow for more accurate facility usage data. Implementing a system for tracking daily entry and usage as well as memberships and guests passes is also recommended. Using an established recreation management system software program would be valuable and could help increase efficiency.

How well does the unit/department collaborate and cooperate with other departments?

During our interviews with SLCC administration, faculty, and staff, it was mentioned that though Campus Recreation is willing to cooperate and collaborate with the different health and wellness departments on campus, there is a lack of collaboration between these departments.

Collaboration has been difficult with other wellness entities on campus as health and wellness services are spread in different areas. This has created silos with departments such as the Center for Health and Counseling, Employee Wellness, the Department of Exercise Science, and Campus Recreation offering similar programming and services that are not well attended overall. Examples of this include Employee Wellness (through People and Workplace Culture) and Campus Recreation offering personal training services and yoga classes. The Exercise Science department and Recreation offer opportunities for students, faculty, and staff to attend fitness classes for nonacademic credit. Some programs and services do highlight needs for particular groups, but many of these offerings could fall under Campus Recreation or a clear collaboration between departments. This would create less confusion amongst the SLCC community and could possibly lead to better participation in the offerings. It would be beneficial to develop a wholistic approach to recreation with a strong emphasis on student wellness in collaboration with the Center for Health and Counseling and the Exercise Science department.

The relationship with student health and Center for Health and Counseling could be strengthened by creating a partnership with their Health Education and Promotion division, as it is currently not clear if exercise and recreation are emphasized in their programs and services and if students are directed to Campus Recreation. The relationship with People and Workplace Culture can be strengthened by merging their Employee Wellness personal training services and yoga classes with those offered by Campus Recreation.

Potential collaborations with the Department of Exercise Science include providing Outdoor Recreation program students with internship opportunities, providing low to no cost outdoor recreation equipment rentals for students, creating mentorship opportunities in personal training for students in the Fitness Technician Program, and working drop-in fitness class attendance into the HLAC 1540 Lifelong Wellness courses.

Do the programs and services offered align with best practices in the field and nationally? Are the program and services offered professional and meeting current practice standards?

For an institution as large as SLCC, Campus Recreation has not grown or innovated over the years to match student interest or needs. In comparison to other USHE institutions and similar sized community colleges, there is inadequate space for the athletic program, student recreation needs, and academic utilization. SLCC's Recreation programs and services are not as robust and developed. Services offered at these institutions that SLCC Campus Recreation is looking into creating include an outdoor recreation rental program and integration with smart phone technology so students can participate, reserve, or collaborate with Recreation programming and offerings.

There are current programs and services under SLCC Campus Recreation such as group exercise instructor training, clinics, drop-in fitness classes and sports, and personal training that are comparable to those offered at other institutions and national best practices. The Recreation Manager, personal trainers, and fitness instructors are certified by nationally accredited organizations. Various resources as well as site visits to other facilities are being utilized to stay current with research and wellness trends.

Does the unit/department have adequate processes in place to continually assess its programs and services and respond to assessment data?

The committee finds that the program does not have adequate processes in place to continually assess its programs and services and respond to assessment data. Data collection and analysis is an area for growth. The department deployed a college wide survey prior to the start of the Fall 2021 semester to assess customer/client satisfaction which provided valuable information. It is not clear if surveys such as this were administered on a regular basis prior to that time. This is also the first external review for the program. The review committee suggests constructing a framework for processes that can be put in place to regularly assess Campus Recreation programs and services and continuing with future program reviews.

What changes and improvements should be made in the unit?

Recommendations for changes and improvements that should be made will be provided in the following section.

Recommendations

Based upon the review of the provided self-study, observations made during the site visit, interviews with Campus Recreation staff, and meetings with Salt Lake Community College administrators and stakeholders, the following is a list of general and specific recommendations provided by the external review committee:

General Recommendations

- Enhance risk management, security, and tracking for main entrance and other access points in the Lifetime Activities Center. This will allow for increased safety and the ability to track usage of the facility.
- Utilize existing space within the Lifetime Activities Center, Jordan campus fitness center, and South City fitness center to full potential.
- Separate Recreation and Athletics areas in the Lifetime Activities Center. The use of the current Recreation center on the north side of the building should be used solely for Campus Recreation. The use of the Bruin Arena and repurposed spaces above it on the South side should be used solely by Athletics.
- Advocate for indoor & outdoor spaces for intramurals. For an intramural activities program to flourish, there must be indoor and outdoor spaces available on a regular basis and priority given to student use.
- Develop a strategy for hiring additional staff to ensure the advancement of Campus Recreation. This should include hiring additional full-time staff to delegate responsibilities and bring more professional expertise on board, as well as a position dedicated to marketing for Campus Recreation.
- Establish stronger integration between the Center for Health and Counseling, Employee Wellness, Department of Exercise Science, and Campus Recreation.
- Improve layout and utilization of spaces at Jordan and South City fitness centers.

Recommendations Table

Area for Improvement	Suggestions
Risk management, security, and tracking for main entrance and other access points in the Lifetime Activities Center	<ul style="list-style-type: none"> ○ Consult Risk Management Office on campus and have safety assessment done on facility and programs. ○ Transition to one main entrance for the Recreation Center side of the facility, with all other entrances as emergency exit only. Other access points to the building should be secure and locked. ○ Installing turnstiles in the main entrance is highly recommended. While in transition to a turnstile, access control can be moved to the entry side wall, so it is more visible, and closer to the front desk. ○ Security camera monitors at the front desk should be upgraded and placed in a location that can be seen at all times while monitoring the main entrance. ○ Add cameras or redesign new access points for unsafe/isolated corridors, such as the stairwell to track.

	<ul style="list-style-type: none"> ○ Provide radios for front desk staff and building monitors while roaming the building. ○ Implement a system for tracking daily entry and usage as well as memberships and guests passes. Using an established recreation management system software program would be beneficial. ○ Develop policy and procedures for yearly comparative numbers /monthly counts /daily counts. Depending on the area, rounds every 30 minutes or every hour are recommended.
<p>Utilization of current space in the Lifetime Activities Center, Jordan campus fitness center, and South City fitness center</p>	<ul style="list-style-type: none"> ○ Work with the Department of Exercise Science, Athletics, and other departments to assess current classroom, exercise room, racquetball court, and basketball court use and investigate more efficient space utilization. Many spaces in the Lifetime Activities Center and Jordan Campus fitness center rooms can be shared to maximize their use and serve more patrons. ○ Consider installing movable dividers in areas such as the basketball court and fitness studios to provide more space and flexibility. ○ Assess and make necessary updates to cardio and strength equipment/machines in Lifetime Activities and South City campuses.
<p>Usage of the Recreation side of the Lifetime Activities Center by Athletics</p>	<ul style="list-style-type: none"> ○ Separate Recreation and Athletics areas. ○ The use of the current Recreation center on the north side of the building should be used solely for Campus Recreation. The use of the Bruin Arena and newly repurposed spaces above on the South side should be used solely by Athletics. ○ Convert the two large areas above the bleachers in the Bruin Arena into weight rooms, workout spaces, training rooms, etc. for Athletics.
<p>Intramurals & outdoor field space</p>	<ul style="list-style-type: none"> ○ Advocate for indoor & outdoor spaces for intramurals. For an intramural activities program to flourish, there must be indoor and outdoor spaces available on a regular basis and students given priority. ○ Priority usage of the new turf soccer field and other outdoor spaces for open play should be given to students and those involved in intramural and Recreation activities. It will be important to have an agreement in place with Athletics for the usage of the new turf soccer field. ○ In expanding Campus Recreation offerings to include intramural sports and club sports, outdoor space and support from administration are key.

<p>Appropriate staffing to ensure growth of the program</p>	<ul style="list-style-type: none"> ○ Develop a strategy for hiring additional staff to ensure the advancement of Campus Recreation. ○ Hire additional full-time staff to delegate responsibilities and bring more professional expertise on board. ○ Bring on a full- or part-time position dedicated to marketing for Campus Recreation. There is a strong need for marketing, in-house would be the preference or having someone within the school dedicated to campus recreation. ○ Social media ties into marketing and is a must. Campus Recreation needs to have control over their social media as other departments (such as Athletics) do. ○ Continue to implement a progressive employment pathway that creates tiered learning opportunities for students/employees.
<p>Integration between the Center for Health and Counseling, Employee Wellness, Department of Exercise Science, and Campus Recreation</p>	<ul style="list-style-type: none"> ○ Establish stronger integration between the Center for Health and Counseling, Employee Wellness, the Department of Exercise Science, and Campus Recreation. ○ Move away from offering duplicate services, (yoga classes, fitness classes, personal training, etc.) in different departments. Many of these offerings could fall under Campus Recreation. This would create less confusion amongst the SLCC community and help lead to better participation in the offerings.
<p>South City and Jordan Campus Fitness Centers</p>	<p>South Campus</p> <ul style="list-style-type: none"> ○ Reassess the overall layout of area. The check-in area size could be decreased to allow for more usable space. ○ Add additional strength equipment (this could include a few machines, free weights, and/or functional strength equipment) for more diversity. Some of the lesser used cardio equipment could be removed to make space for the strength equipment or allow for open floor space. ○ Rubber flooring would be a better choice for function and cleanliness. ○ Create a small space for personal training. <p>Jordan Campus</p> <ul style="list-style-type: none"> ○ Evaluate the downstairs exercise room for better flow. This area could also be used as the personal training studio for the campus. ○ Offer added group fitness classes in the dance studio room and look into offering newer, trending classes to attract more students, faculty, and staff. ○ Increased marketing for both centers

<p>Planning for Growth and SLCC Administrative and Community Support</p>	<ul style="list-style-type: none">○ Develop a 5-year plan for annual growth with increased budget to meet growth potential. The plan should also include phases for hiring and program implementation.○ Create and administer a detailed survey and assessment of future recreation needs. Data collected can be used to shape a 5-year plan.○ Secure support for increased growth and funding from SLCC administration and stakeholders. This support is essential for the growth of Campus Recreation.
--	--

Site Visit Itinerary

8am:	Meet at the Lifetime Activities Center (LAC) on the Redwood campus
8:15am - 9am:	Tour the LAC
9am - 10am:	Meet with Campus Recreation personal trainers
10am -11am:	Meet with Dr. Lepper (Vice President for Student Affairs & Enrollment Management) and Kevin Dustin (Athletic Director)
11am - 12pm:	Meet with the LAC front desk staff
12pm - 1pm:	Lunch and commute to South City campus
1pm – 2pm:	Tour South City campus and meet with staff
2pm – 2:30pm:	Commute to Jordan campus and meet with staff
2:30pm - 3:30pm:	Tour Jordan campus
3:30pm - 4pm:	Return to LAC

References

Nielson-Williams, Paula. Rec Center Review Self-Study Outline. 2022

https://slccbruins-my.sharepoint.com/personal/jspoon_slcc_edu/Documents/Documents/SLCC/Recreation%20Review%202022/Rec%20Center%20Review%20Self-study%20Outline.docx