Recreation & Wellness

GOAL 1: RECREATION & WELLNESS PROGRAMS AND FACILITIES ENGAGE ALL EMORY COMMUNITY MEMBERS.

Objective 1.1: Discover the recreation and wellness needs of Emory community members.

A. Create an online survey to post on R & W website.
   Target date for completion: November 2016.

B. Create a 3-5 question survey to administer during Rec the Night, Orientation and New Student fairs to assess incoming first years wants and needs.
   Target date for completion: August 2017.

C. Develop a marketing campaign directed at hearing/learning what our community wants and needs.
   Target date for completion: May 2017.

D. Implement a marketing campaign directed at hearing/learning what our community wants and needs.
   Target date for completion: May 2017.

E. Conduct program assessment for all programs each semester.
   Target date for completion: May 2021.

F. Conduct a program review for all Recreation & Wellness programs.
   Target date for completion: December 2016.

G. Re-administer Recreation Needs Assessment to all Undergraduate and Graduate Students and WPEC/SAAAC Members.
   Target date for completion: March 2017

Update, September 2018:
1.1a - completed; 1.1c & 1.1d - start spring 2018

Update, March, 2018:
1.1c & 1.1d – completed

Update, September, 2017:
Team is in the process of implementing tactic 1.1d
Program review is scheduled to be completed by November 2017
**Objective 1.2:** Map out an engagement strategy targeting each academic class and/or community to increase awareness of and participation in Recreation & Wellness programs.

A. Create a student marketing team focused on awareness and engagement.  
   Target date for completion: November 2016.

B. Identify collaborative areas in Res Life Year Experience goals to target our programming.  
   Target date for completion: May 2017.

C. Create wording to promote R & W programs on all Play 4 Life syllabi.  
   Target date for completion: January 2017.

D. Set meetings with each college Student Affairs staff to discuss awareness, needs, etc.  
   Target date for completion: March 2017.

E. Based on data from First-Year Pre-Arrival questionnaire, establish ways to reach and engage first year students more effectively and more often.  
   Target date for completion: May 2017.

*Update, September 2018:*
1.2a - start spring 2018; 1.2c - completed; 1.2d - ongoing; 1.2e - ongoing

*Update, March 27, 2018:*
1.2a – completed, 1.2b – completed December 2016, team in the process of completing tactic 1.2e June 2018

*Update, September, 2017:*
Student marketing team created.
Objective 1.3: Develop diverse and innovative mobile programs.

A. Identify partners and spaces on campus where programs and services can be provided outside of main recreation facilities.
   Target date for completion: August 2017.

B. Identify current programs or classes that can become mobile.
   Target date for completion: August 2017.

C. Identify other campus partners who manage space.
   Target date for completion: December 2016.

D. Create a mobile “menu” listing mobile programs, locations and options for participation and/or purchase price.
   Target date for completion: August 2017.

E. Develop a sustainable budget and inventory for mobile programs.
   Target date for completion: August 2017.

Update, September 2018:
1.3a - 1.3c - ongoing; 1.3d - completed and updated Aug. 2018; 1.3e - completed

Update, March 2018:
1.3a – several connections have been established and we are currently researching more, 1.3b & 1.3e – completed December 2017 & August 2017 respectively, 1.3c & 1.3d - ongoing

Update, September, 2017:
A mobile menu of classes and a list of contacts for campus partners who manage space have been created.
Objective 1.4: Provide safe, sustainable and modern Recreation programs, facilities and equipment.

A. Work with Athletics & Recreation Facilities staff to determine a capital equipment replacement plan.
   Target date for completion: Ongoing.

B. Establish a programmatic equipment inventory and replacement plan.
   Target date for completion: August 2017.

   Target date for completion: August 2017.

D. Develop an annual calendar or CPR/AED/First Aid certification courses for professional and student staff.
   Target date for completion: August 2017.

E. Develop a weekly equipment cleaning and maintenance schedule/check.
   Target date for completion: August 2017.

F. Work with Athletics & Recreation Facilities staff to renegotiate custodial contracts.
   Target date for completion: August 2017.

G. Maintain a department-wide database of certifications, skills, trainings and licenses.
   Target date for completion: August 2017.

H. Engage in peer review of unit area risk management practices.
   Target date for completion: Ongoing.

I. Create and maintain a database to monitor and document incident trends within specific areas to ensure any necessary mitigation.
   Target date for completion: August 2017.

J. Partner with Athletics to construct new and adapt existing space to continually meet the needs of our constituents, internal and external.
   Target date for completion: Ongoing.

Update September 2018:
1.4f - completed

Update, March, 2018:
1.4e & 1.4f – ongoing, 1.4g – in progress
Update, September, 2017:
1.4a – This is an ongoing conversation. Meetings are currently being held with CL Business & Finance, Athletics and Recreation & Wellness around allocation. 6 new treadmills have been purchased and delivered to the WPEC as of September 2017. 1.4 c - A risk management manual has been drafted, recruiting has begun for the reviewing committee, and R&W and Athletic Facilities have developed a weekly gym maintenance schedule.
GOAL 2: RECREATION & WELLNESS SERVES AS A MODEL FOR EQUITY, INCLUSION AND COLLABORATION.

Objective 2.1: Establish new and inclusive programming that successfully builds community and creates a sense of belonging on campus.

A. Identify underrepresented groups in R & W programming.
   Target date for completion: June 2017.

B. Collaboratively host 2 signature events a year that promote community building and belonging.
   Target date for completion: December 2017.

C. Review LGBT Needs Assessment data from Spring 2016 to establish programmatic and partnership needs.
   Target date for completion: January 2017.

D. Offer dynamic and unique small group training focusing on functional training, adding value to life and developing a sense of belonging to a community.
   Target date for completion: August 2017.

E. Develop programs at the climbing wall to engage campus community members in conversations around community, difference, trust and fear.
   Target date for completion: December 2017.

F. Incorporate intentional community building through physical activity in Play 4 Life curriculum.
   Target date for completion: May 2018.

Update, September 2018:
2.1a, 2.1d - ongoing

Update, March, 2018:
2.1b – ongoing, 2.1c – met with and reviewed needs assessment with the office of LGBT life, it was agreed that they will be represented on the integrated wellness committee and healthy eagles, 2.1d – Established area and awaiting completion, 2.1f - ongoing

Update, September, 2017:
2.1a - R&W created an opportunity for Women in intramurals to attend the Panhellenic meeting this semester to increase participation in the program.
**Objective 2.2: Improve ease of access to community members.**

A. Partner with ADSR staff to determine access needs in facility and programs.
   Target date for completion: February 2017.

B. Make changes or create programs based on ADSR recommendations
   Target date for completion: Summer 2017.

C. Write an inclusion policy for R & W.
   Target date for completion: January 2017.

D. Write a transgender policy for club sports and intramural programs.
   Target date for completion: January 2017.

E. Post transgender policy in handbooks and website for easy access to participants.
   Target date for completion: January 2017.

F. Expand group fitness program to meet the needs of international, male and size sensitive members.
   Target date for completion: August 2017.

G. Have professional staff Safe Space trained.
   Target date for completion: Summer 2017.

*Update, September 2018:*
2.2a, 2.2d, 2.2e - completed

*Update, March, 2018:*
2.2a – areas have been addressed and implemented, 2.2b – ongoing, 2.2c – completed November 2016

*Update, September, 2017:*
Both an inclusion and transgender policy have been written and added to the handbook and/or website. Additionally, Fitness Emory has begun to collect data for tactic “F”.
Objective 2.3: Strengthen current collaborations and create new mutually beneficial partnerships.

A. Identify partners to create more opportunities for play and open recreation.
   Target date for completion: March 2017.

B. Identify better collaborative opportunities within current relationships with OHP, CAPS, and Student Health.
   Target date for completion: Ongoing.

C. Establish and identify criteria for partnerships and collaborations.
   Target date for completion: December 2016.

D. Create a “Prescription for Success” opportunity for students with OHP, CAPS, and SHS.
   Target date for completion: December 2017.

Update, September, 2018:
2.3a & 2.3b - ongoing

Update, March, 2018:
2.3a - created opportunities, ongoing; 2.3c - ongoing

Update, September, 2017:
Integrated Wellness conversation started and ongoing to help achieve 2.3b and 2.3d.
Objective 2.4: Integrate cultural competence, Title IX and collaboration into employee training, supervision and evaluations.

A. Identify specific needs for training.
   Target date for completion: December 2016.

B. Identify university staff to conduct training.
   Target date for completion: January 2017.

C. Conduct training.
   Target date for completion: Begin Spring 2017 - Ongoing.

Updated, September, 2018:
No updates

Updated, March, 2018:
2.4c - complete in August 2018

Update, September, 2017:
Staff trained on Title IX and Club Sports members trained on title IX annually. Staff also trained on cultural competence. Conversations are ongoing with Judith Panell in the Title IX office.
**Objective 2.5:** Increase student awareness of and participation in the Healthy Emory initiative.

A. Include Healthy Emory branding on program marketing and communication.
   Target date for completion: Ongoing.

B. Create Student Wellness Champion Model.
   Target date for completion: August 2017.

*Update, September 2018:*
No updates at this time

*Update, March, 2018:*
No updates at this time

*Update, September, 2017:*
2.5 b - Student Wellness Champion model completed September 2017 with recruitment underway.
GOAL 3: EXPERIENTIAL-BASED TEACHING AND LEARNING AFFECTS LIFELONG HEALTH AND WELLNESS BEHAVIOR CHANGE FOR EMORY STUDENTS AND COMMUNITY MEMBERS.

Objective 3.1: Present students the opportunity to initiate and lead meaningful health and wellness activities themselves.

A. Create an in-house group fitness instructor and personal training curriculum.
   Target date for completion: May 2018.

B. Develop student-led health promotion and education seminars.
   Target date for completion: May 2018.

C. Increase Play Fusion courses to allow students to create their own physical education curriculum/course or directed study
   Target date for completion: May 2018.

D. Identify replacement options for Play Emory Activity Tracking Software (PEATS).
   Target date for completion: December 2017.

Update, September, 2018:
3.1b - complete and ongoing; 3.1c - Needs revising current plan is cutting back on PF; 3.1d in progress instructors handle own course

Update, March, 2018:
3.1a – Ongoing, 3.1b - Staff has led seminars, ongoing, 3.1c & 3.1d - Play Fusion under program review spring 2018

Update, September, 2017:
3.1d - Play 4 Life piloted My Fitness Pal app in play fusion course for spring 2017.
Objective 3.2: Increase earlier student enrollment in P4L courses.

A. Increase seats available for first and second year students through tiered enrollment.
   Target date for completion: August 2017.

B. Work with College Advisors to encourage students to enroll earlier.
   Target date for completion: August 2017.

Update, September, 2018:
No updates

Update, March, 2018:
3.2a – completed, 3.2b – currently working with OUE

Update, September, 2017:
No updates at this time.
Objective 3.3: Increase research, assessment and education on recreation and leisure activities impact on student development, student success and student engagement.

A. Stay current with trends in K-12 and higher education with what is happening in recreation, physical education and wellness.
   Target date for completion: Ongoing.

B. Identify perceptions of Emory students relative to the understanding and importance of recreation, physical education and wellness to their success and engagement.
   Target date for completion: August 2017.

C. Create a useable and efficient tool to report program participation and outcomes.
   Target date for completion: December 2017
D. Conduct focus groups with Varsity Coaches and Student Athletes to evaluate current wellness needs of Student Athletes.
   Target date for completion: May 2017.

Update, September, 2018:
No updates

Update, March, 2018:
3.3a, 3.3c, 3.3d, – Ongoing: 3.3b - Ongoing. Questionnaire/evaluations dispersed in 2017-18 academic year.

Update, September, 2017:
No updates at this time
Objective 3.4: Offer programs and services that enable community members to understand and articulate how physical activity works with other aspects of health and wellness.

A. Submit curriculum proposal for Holistic Wellness class code.  
   Target date for completion: Spring 2017.

B. Partner with OHP, SHS and CAPS to revise club sports wellness sessions. 
   Target date for completion: December 2017.

C. Partner with SHS and Dining Services to offer nutrition and cooking classes.  
   Target date for completion: March 2017.

D. Survey current participants on lifestyle habits and holistic wellness awareness.  
   Target date for completion: September 2017.

E. Implement Club Sports wellness sessions.  
   Target date for completion: Spring 2018.

F. Redefine program philosophy focusing on community building and education as well as recreation, play and participation. Examples- Rockwall Clinics, IM Sportsmanship clinics, low ropes elements, etc.  
   Target date for completion: Spring 2018.

Update, September, 2018:
3.4b, 3.4c, 3.4e - ongoing

Update, March, 2018:
3.4a – completed December 2016, - 3.4c - Complete September 2017, 3.4f – Ongoing, 3.4d - Ongoing, surveying students

Update, September, 2017:
3.4a - Holistic Wellness course approved to be added permanently within Play 4 Life curriculum as part of the physical education general education requirement. 3.4c - Emory Fitness has an ongoing relationship with SHS and dining and periodically provides nutrition and cooking classes to the student body.
GOAL 4: TECHNOLOGY IS THE DRIVING FORCE TO CONNECT AND INTERACT WITH THE EMORY COMMUNITY.

Objective 4.1: Increase awareness of Recreation & Wellness website and social media sites.

A. Identify point person for website updates.
   Target date for completion: October 2016.

B. Create guidelines for appropriate and expected use of department-related social media.
   Target date for completion: January 2017.

C. Maintain current and relevant social media tools and websites.
   Target date for completion: Ongoing.

D. Analyze use and effectiveness of social media tools and websites.
   Target date for completion: Ongoing.

Update, September 2018:
4.1a - completed; 4.1b - d – ongoing

Update, March, 2018:
No updates at this time

Update, September, 2017:
4.1a - Website updates are now handled by department admin.
**Objective 4.2:** Analyze effectiveness of technological solutions to ensure best use of resources.

A. Create spreadsheet hosted in Box for all staff to see monthly Google Analytics on website.
   Target date for completion: January 2017.

B. Document issues with Play Fusion Activity Tracking Software semesterly to identify needs and effectiveness.
   Target date for completion: Ongoing.

C. Stay up-to-date on current recreation and wellness technology trends.
   Target date for completion: Ongoing.

*Update, September, 2018:*
4.2c - play fusion currently inactive

*Update, March, 2018:*
4.2c – ongoing

*Update, September, 2017:*
4.2 a - Google analytics complete, no additional updates at this time.
**Objective 4.3**: Educate and empower participants and staff with technology.

A. Develop an online exercise video library that will live on the R & W website. 
   Target date for completion: December 2017.

B. Establish a consolidated electronic reporting system for programs and facilities 
   (participation, equipment inventory/repairs, project management, etc.). 
   Target date for completion: May 2018.

C. Evaluate the option to use IM Leagues in programs other than just intramurals to create a 
   more seamless entry point to all R & W programs. 
   Target date for completion: August 2017.

*Update, September 2018:*
4.3a- PT ongoing and Group X being implemented; 4.3c - club sports uses IM leagues

*Update, March, 2018:*
4.3a - Implemented and ongoing, 4.3c - Not implemented due to new software (Spectrum)

*Update, September, 2017:*
4.3 b - Established consolidated reporting system as of September 2017.
GOAL 5: STUDENTS AND STAFF WORK TOGETHER TO CREATE INNOVATIVE AND UNIQUE PROFESSIONAL DEVELOPMENT PROGRAMS.

Objective 5.1: Expand and enhance the student employment and participant experience.

A. Identify what students want from their employment experience.
   Target date for completion: May 2017.

B. Develop an online student leadership module/training on ethics and integrity for student staff.
   Target date for completion: Summer 2017.

C. Create a student leadership team made up of student staff from all R & W programs and Athletics & Recreation facilities.
   Target date for completion: August 2017.

D. Work with Career Services to create career workshops specifically for student staff.
   Target date for completion: August 2017.

E. Create an educational message for the Captains Meeting that incorporate the connection to sportsmanship and integrity.
   Target date for completion: August 2017.

F. Provide an avenue/platform for students to creatively show their skills.
   Target date for completion: May 2018.

G. Develop an online student leadership module/training on ethics and integrity for club sports athletes.
   Target date for completion: Fall 2018.

Update, September, 2018:
5.1a, 5.1c, 5.1d, 5.1g - ongoing, 5.1b - not completed

Update, March, 2018:
5.1e – Ongoing, 5.1f - Ongoing

Update, September, 2017:
5.1a - Survey for what students want from their employment created and follow up in progress.
5.1 b - Meeting set with Emory Integrity Project to develop online module for student’s training and ethics.
5.1 d - Career services workshop scheduled for September or early October.
5.1 g - Men’s Lacrosse piloted Emory Integrity Project Fall 2017.
Objective 5.2: Increase opportunities for continuing education of student and professional staff.

A. Promote awareness of Lynda.com to professional staff.
   Target date for completion: Ongoing.

B. Develop an online and physical library of professional development resources for student and professional staff.
   Target date for completion: Summer 2017.

C. Conduct monthly in-service trainings around topics pertinent to the job and/or field of recreation.
   Target date for completion: Ongoing.

D. Encourage student staff to attend R & W conference, Emory University leadership retreats (Crossroads, Leadershape, etc.) and other avenues open to students.
   Target date for completion: Ongoing.

Update, September, 2018:
5.2d - ongoing

Update, March, 2018:
No updates at this time

Update, September, 2017:
No updates at this time
**Objective 5.3:** Evaluate how student staff and participants prefer to be recognized for their development efforts and achievements.

A. Identify student staff members and participants to serve on recognition committees.
   Target date for completion: Spring 2017.

B. Design a student staff advancement/recognition structure.
   Target date for completion: Summer 2017.

*Update, September, 2018:*
5.3a & 5.3b - ongoing

*Update, March, 2018:*
No updates at this time

*Update, September, 2017:*
No updates at this time
Objective 5.4: Create expectations for personal and professional excellence for all staff.

A. Create a departmental code of professional excellence.
   Target date for completion: May 2017.

B. Develop guidelines for professional development.
   Target date for completion: May 2017.

C. Identify monthly opportunities for 360 performance evaluation and review for all staff.
   Target date for completion: May 2017.

Update, September, 2018:
5.4 - ongoing

Update, March, 2018:
No updates at this time

Update, September, 2017:
No updates at this time
Objective 5.5: Create partnerships that provide avenues for career development.

A. Partnering with National organizations for leadership opportunities in teaching, instructing and potential career path in the fitness and wellness field.
   Target date for completion: May 2018.

B. Partner w/on campus departments for leadership training.
   Target date for completion: Summer 2017.

C. Have in-house professional development in various areas of management and administration.
   Target date for completion: Ongoing.

D. Attend financial management seminars/workshops at the university.
   Target date for completion: Ongoing.

E. Provide instructors opportunities to lead new classes in the curriculum.
   Target date for completion: Spring 2018.

F. Encourage staff to develop new courses within their expertise.
   Target date for completion: Ongoing.

Update, September, 2018:
5.5g - ongoing

Update, March, 2018:
5.5a – ongoing, 5.5b – completed fall 2017 & ongoing, 5.5f – ongoing, instructors constantly bringing new ideas. Hip Hop Dance and Triathlon training courses began spring 2018.

Update, September, 2017:
Emory Fitness has an ongoing relationship with AFAA and continues to host workshops annually.
GOAL 6: RECREATION & WELLNESS ADOPTS A FINANCIAL MODEL THAT PROMOTES SELF-SUFFICIENT GROWTH.

Objective 6.1: Examine resources to expand or change our offerings in order to continue to meet constituent needs.

A. Analyze current group fitness schedule, income and expenses to identify changes needed to schedule to ensure cost recovery.
   Target date for completion: August 2017.

B. Determine what programs need to cover all cost, generate revenue or be subsidized based on intended outcomes and population served.
   Target date for completion: May 2017.

C. Continually review rates and fees to ensure reflection of cost recovery and profit goals.
   Target date for completion: Ongoing.

Update, September, 2018:
6.1b - use of sports fitness camp for Kaminsky endowment

Update, March, 2018:
6.1a – ongoing, 6.1b – ongoing, scuba program being revamped for spring 2019 semester for revenue generation, 6.1c – ongoing

Update, September, 2017:
No updates at this time
Objective 6.2: Review the intent and principles of fund sources to ensure appropriate allocation and utilization.

A. Analyze current Athletics & Recreation Fee allocation.
   Target date for completion: May 2017.

B. Create an ideal budget model based on Fee and E & G resources.
   Target date for completion: Summer 2017.

Update, September, 2018:
No updates at this time

Update, March, 2018:
No updates at this time

Update, September, 2017:
No updates at this time
Objective 6.3: Develop plans for new revenue sources.

A. Create CPR/AED/First Aid offerings that will benefit campus community in both safety and departmental revenue.
   Target date for completion: December 2017.

B. Create a plan to expand non-credit options.
   Target date for completion: Spring 2018.

C. Identify grant sources and opportunities.
   Target date for completion: May 2017.

D. Educate staff in grant writing and other fund sourcing.
   Target date for completion: May 2017.

E. Evaluate the viability and financial gain of offering of new services (such as ropes course, group facilitation, massage therapy, retail stores or vendor space, expanded vending, golf simulator, and nutritional consulting).
   Target date for completion: Spring 2018.

Update, September, 2018:
6.3c & 6.3e - ongoing

Update, March, 2018:
6.3b – ongoing, working with Fitness Emory to potentially expand for-credit options.

Update, September, 2017:
One team member completed grant training and two others are scheduled for October.