

STRATEGIC PLAN



2019 – 2024

Updated August 2021 – April 2022



THE UNIVERSITY OF ARIZONA
**CAMPUS
RECREATION**



Strategic Plan for Campus Recreation

Effective July 1, 2019

Reviewed February, 2021

Reviewed/Updated September 2021 - Purple

Reviewed/Updated December 2021 – Red

Reviewed/Updated March 2022 – Pink

Reviewed/Updated April 2022 - Green

Mission Statement

We provide diverse opportunities for balanced and healthy lifestyles to the University of Arizona community through inclusive and quality programs, collaborations, and facilities.

Vision Statement

A *holistic partner in building a* healthy University of Arizona community that values lifelong wellbeing and belonging.

Inclusivity Statement

We believe a healthy, active, and engaged lifestyle is a right afforded to everyone.

Objectives and Strategic Goals

Objective 1: To create an accessible and welcoming environment.

- Continue to incorporate universal design principles into the planning phase for all programs and capital projects. *[Strategic Goal 1]*
- Utilizing CREC & University resources to increase value for programming & services to be able to offer & expand our free programming options. *[Strategic Goal 3]*
- Increase recruitment and retention of student employees to better represent the student population. Increase inclusive opportunities for all patrons using the Campus Recreation Facilities and Services. *[Strategic Goal 4]*

Objective 2: To ensure vibrant and sustainable facilities and programs.

- Explore alternate financial opportunities to continue to offer vibrant & exceptional facilities, programs, and services.
- Allocate resources appropriately, based on data collected annually and a review of emerging trends. *[Strategic Goal 5]*
- Implement an infrastructural maintenance and cleanliness plan with priorities set in place for 3-5 years, beginning spring 2020. *[Strategic Goal 6]*
- Research and identify at least 3 new revenue-generating and alternative sources, and evaluate them on an annual basis, beginning spring 2020. *[Strategic Goal 7]*

- Advance partnerships with University of Arizona Office of Sustainability, and annually review energy usages and implement mitigation. *[Strategic Goal 8]*
- Assess existing Campus Recreation spaces annually to identify opportunities for use to the fullest capacity. *[Strategic Goal 9]*

Objective 3: To support University of Arizona recruitment and persistence.

- Identify transition programs through Campus Recreation for new students, beginning fall 2022. *[Strategic Goal 10]*
- Identify the top Campus Recreation drivers for recruitment and persistence annually at the University. *[Strategic Goal 11]*
- Educate the University of Arizona community annually about the link between Campus Recreation engagement and personal success. *[Strategic Goal 12]*
- Partner with HR and/or Benefits to better communicate Campus Recreation opportunities annually to employees. *[Strategic Goal 13]*
- Continue to partner with established groups on campus that support marginalized students and evaluate new opportunities annually. *[Strategic Goal 14]*
- Contribute consistently to the University's commitment to the lifecycle of the University of Arizona community **by specific outreach to each stage of education from the early outreach (elementary & Jr. & Sr. High school education) to University student to Alumni.** *[Strategic Goal 15]*

Objective 4: To increase University of Arizona community engagement and satisfaction.

- Create a Campus Recreation Comprehensive Assessment Plan, beginning fall 2022 *[Strategic Goal 19]*
- Continue to expand outreach efforts to the University of Arizona community to understand and design programs and services that will attract Campus Recreation participation and involvement. **Utilize the interest form / survey all students receive about what resources are available on campus to target outreach efforts.** *[Strategic Goal 16]*
- Develop an accessible method for users to provide immediate communication regarding Campus Recreation, and a system by which Campus Recreation can make decisions based on that feedback, beginning spring 2020. *[Strategic Goal 17]*
- Identify Campus Recreation non-users **Staff, Faculty, area community, and students** to drive the membership engagement plan each year. *[Strategic Goal 18]*

SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

Strengths

- Assets include facilities, equipment (clean, safe, well-maintained, location, hours of operation, volume), motor pool, and institutional knowledge
- Programming and Services (Diversity, Volume, Unique Offerings)
- Professional Staff (Friendly, Knowledgeable, Available)
- Leadership
- Collaboration with Other Entities/Experts
- Flexibility
- Professional Development for Pro-staff and Student Staff
- Understanding to listen to student needs & governance groups
- Value of programs and services
- Large/Competitive Student Employer
- Student Engagement
- Commitment to Inclusion
- Holistic Student Mindset -

Weaknesses

- Space (Indoor & Outdoor Overcrowding)
- Parking (Availability, Cost)
- Lack of Adequately Sized Lockers
- Staff Training & Development
- Staff Diversity
- Wellness Opportunities
- Staff Pay compensation
- Difficulty of Centralized Campus Communication
- Student Fee clarity
- Capital Improvement Budget
- Price of Programs Security concerns
- Technology – RecTrac / WebTrac
- Laundry capacity
- Student Based marketing efforts
- Environment – lighting outside building and neighborhood
- IT Support - unknowns
- Campus Way Finding Maps to include CREC facilities
- Staff & Student Development inconsistencies related to budget

Opportunities

- Bear Down (2022)
- Basic Equipment/Weight Training Classes
- Extended Hours
- Sponsorships/Advertising
- Connecting with ~~People~~ individuals with Disabilities
- Expand DRC partnership
- Incentive Programs for Campus Employees
- Programming w/Housing
- Additional Staff with alternative funding methods
- Continued engagement w/Satellite Schools in Phoenix, The Tech Park, UA Global, Mansfield Middle School and Tucson High School.
- Utilize Technology to Meet People Where They Are
- Academic Collaboration
- Student Leadership Development
- Membership Specials
- E-sports programming
- Climbing wall
- Foundation gifts
- Naming rights
- Reaching out to departments on campus
- Virtual programming
- Enclosed area / secured area for bikes
- Streamlining CREC resources
- National Fitness Campaign
- Creative Revenue Development
- Examination of all alternative revenue opportunities
- Listening to students' needs and the student governance boards

Threats

- Competing Recreational Facilities Boutique &
- Busy Schedules/Not Enough Time to Use Facilities
- Non-Competitive Salaries for staff and student staff
- Aging Facilities & Equipment
- Wage Compression and Minimum Wage Increases (All Staff)
- Student Population Increases (Crowding) pre and post Covid
- Other Demands on Student Staff Time
- Pro Staff Turnover
- Parking changes
- H&R Fee unknowns Covid-19 / pandemic
- Societal issues
- Other campus groups competing with resources
- Mental & Physical health burnout
- Perceived Lack of University Leadership Emphasis on Wellness
- University Administration decision making
- Bureaucratic impacts

The 3-5 Year Plan: Objectives and Strategic Goals with Action Items

Objective 1: To create an accessible and welcoming environment.

Strategic Goal 1: <i>Continue to incorporate universal design principles into the planning phase for all programs and capital projects.</i>			
ACTION ITEMS	1. Conduct an inventory on accessible services & equipment. [O1-G1-A1]	2. Prioritize the equipment needed to increase accessibility which would include a submission Of costs. [O1-G1-A2]	3. Complete an annual inspection and audit of current facility structure to ensure accessibility. [O1-G1-A3]
Accountability	All facility & program areas - Areas - desks / workstations / screens / total facility to make sure they are accessible	Program areas, Management Team	Associate Director Facilities & Services, Assistant Director, Facilities Manager, Facilities Team
Timeline	2020/2021 School Year	2020/2021 School Year	Spring 2020
Measurement	Disability Resource Center Guidelines - What are the guidelines – ratio for equipment? Facility Standards Guide?	Disability Resource Center Guidelines What are the guidelines – ratio for equipment? Facility Standards Guide?	Disability Resource Center Guidelines What are the guidelines – ratio for equipment? Facility Standards Guide?
Resources	Disability Resource Center, Title IX	Disability Resource Center, Title IX	Disability Resource Center, Title IX
Partners	All Rec areas, Disability Resource Center additional partners as things change	Disability Resource Center additional partners as things change	Disability Resource Center additional partners as things change
Challenges	Appropriate staffing to inspect	Budget/Funding	Appropriate staffing to inspect
Communication	Campus Recreation Leadership, Disability Resource Center Leadership	Campus Recreation Leadership, Disability Resource Center Leadership	Campus Recreation Leadership, Disability Resource Center Leadership
Accomplishment	Accessible facilities utilized by all	Increase accessibility, inclusion and engagement	Ensure Rec is and remains accessible
Notes/Comments	To be completed on an annual basis	Do not have program specific accessible – have adaptations for programs as needed	
Progress of Action items / Strategic Goal	Facilities annual / ongoing Programs need to do		
Completion	Ongoing	Ongoing	Ongoing annually

Strategic Goal 2: <i>Ensure marketing materials use gender-neutral language and images that are representative of the diverse population, beginning Fall 2019.</i>			
ACTION ITEMS	1. Set up photo shoots and build a library of diverse population. [O1-G2-A1]	2. Roll out marketing materials. [O1-G2-A2]	3. Provide training for gender-neutral language. [O1-G2-A3]
Accountability	Assistant Director Marketing & Communication	Assistant Director Marketing & Communication, Sr. Graphic Designer, Marketing Team	Marketing Team
Timeline	July 2019, ongoing	Fall 2019 (ongoing)	Fall 2019 (ongoing)
Measurement	Effective advertisement; assessment of users affected	Effective advertisement; assessment of users affected	Effective advertisement; assessment of users affected
Resources	Access to models	Program & Facility users	Resource centers on campus
Partners	Program areas, Cultural Centers, Disability Resource Center	Marketing & Promotions, student government groups, members	Disability Resource Center, LGBTQ+
Challenges	Access to models	Cost, effectiveness of marketing means	Cost, effectiveness of marketing means
Communication	Appropriate Campus Recreation staffing, effective communication from marketing in Campus Recreation	Appropriate Campus Recreation staffing, effective communication from marketing in Campus Recreation	Appropriate Campus Recreation staffing, effective communication from marketing in Campus Recreation
Accomplishment	Diverse marketing and library material		Personal accountability on understanding gender-neutral language
Notes/Comments	Set up times with department areas to come to staff meetings to reach a more diverse population. Supervisor to inform staff about option to participate in Photoshoots.	Explore the use of item images instead of people images.	Could be a great speaker at a staff meeting. All gender/non-binary was noted from Josh that this is the preferred term.
Progress of Action items / Strategic Goal			
Completion	Completed – but ongoing with updates	Completed – but ongoing with updates	Completed – ongoing with new staff and as things evolve

Strategic Goal 3: CREC & University resources to increase value for programming & services to be able to offer & expand our free programming options.

ACTION ITEMS	1. Examine feasibility of reducing the cost for Group Fitness and Intramural Sports programs by increasing the Health & Recreation Fee. [O1-G3-A1]	2. Subsidize costs by developing youth sports. [O1-G3-A2] additional programming	3. Investigate alternative methods of funding i.e. grants, sponsorships, and partnerships. [O1-G3-A3]
Accountability	Campus Recreation professional staff, Associated Students of University of Arizona (ASUA), Health & Recreation Fee Advisory Board	Campus Recreation professional staff	Campus Recreation professional staff
Timeline	Ongoing	On Hold- rebuilding A camp and AYU. Possibly move to FY23	Ongoing
Measurement	Program participants, cost analysis, participant satisfaction	Program participants, cost analysis, participant satisfaction	Program participants, cost analysis, participant satisfaction
Resources	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis
Partners	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis
Challenges	Buy-in, time, institutional inertia, potential backlash	Buy-in, time, institutional inertia, potential backlash	Buy-in, time, institutional inertia, potential backlash
Communication	Engaged/intentional marketing plan (internal, external); transparency of budgets/assessments	Engaged/intentional marketing plan (internal, external); transparency of budgets/assessments	Engaged/intentional marketing plan (internal, external); transparency of budgets/assessments
Accomplishment	Increase usage/support of Campus Recreation, expand accessible footprint, increase impact	Increase usage/support of Campus Recreation, expand accessible footprint, increase impact	Increase usage/support of Campus Recreation, expand accessible footprint, increase impact
Progress of Action items / Strategic Goal	Has been done as a result of the Davis Gift with reduced options without raising H&R Fee which will be increased in the future	On hold for now will continue to review to see if a priority	
Completion	Ongoing		Ongoing

ACTION ITEMS	4. Analyze and develop market feasibility study for outside rentals. [O1-G3-A4]	5. Cross program with other groups and departments. [O1-G3-A5]	6. Increase student employee benefits. [O1-G3-A6]
Accountability	Campus Recreation professional staff	Campus Recreation professional staff	Campus Recreation professional staff
Timeline	2020/2021 School Year updated timeline FY23	2020/2021 School Year Ongoing	2020/2021 School Year Ongoing
Measurement making sure we use the data from surveys and not just to survey	Program participants, cost analysis, participant satisfaction	Program participants, cost analysis, participant satisfaction	Program participants, cost analysis, participant satisfaction
Resources	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis
Partners	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis
Challenges	Buy-in, time, institutional inertia, potential backlash	Buy-in, time, institutional inertia, potential backlash	Buy-in, time, institutional inertia, potential backlash
Communication	Engaged/intentional marketing plan (internal, external); transparency of budgets/assessments	Engaged/intentional marketing plan (internal, external); transparency of budgets/assessments	Engaged/intentional marketing plan (internal, external); transparency of budgets/assessments
Accomplishment	Increase usage/support of Campus Recreation, expand accessible footprint, increase impact	Increase usage/support of Campus Recreation, expand accessible footprint, increase impact	Increase usage/support of Campus Recreation, expand accessible footprint, increase impact
Progress of Action items / Strategic Goal		Ice plex fall 2024 Cats After Dark Camps Cultural Centers	Communication increase engagement when onboarding / orientation of staff. Make it all cohesive across all areas (newsletter, training, handbook etc.)
Completion		Ongoing	Ongoing

ACTION ITEMS	7. Investigate alternative membership categories for specific areas / programs such as aquatics, bouldering etc. (A la Carte = area memberships / passes such as aquatics pass / membership without being an overall member) [O1-G3-A7]
Accountability	Campus Recreation professional staff
Timeline	2020/2021 School Year ongoing
Measurement	Program participants, cost analysis, participant satisfaction
Resources	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis
Partners	Internal work teams, Associated Students of the University of Arizona (ASUA Student Government), Arizona Board of Regents, Campus Recreation staff, Health & Recreation Fee Advisory Board, Tucson competitors, surrounding area market analysis
Challenges	Buy-in, time, institutional inertia, potential backlash
Communication	Engaged/intentional marketing plan (internal, external); transparency of budgets/assessments
Accomplishment	Increase usage/support of Campus Recreation, expand accessible footprint, increase impact
Progress of Action items / Strategic Goal	
Completion	Ongoing

Strategic Goal 4: Provide monthly orientation / expectations student & Pro Staff, annual and regular area-specific inclusivity training.			
ACTION ITEMS	1. Provide annual cultural competencies training for professional, ancillary and student staff. [O1-G4-A1]	2. Analyze feasibility of an Equity and Accessibility professional position at Campus Recreation. [O1-G4-A2]	3. Utilize Multi-Cultural Centers' for programming inclusive learning sessions. [O1-G4-A3]
Accountability	Campus Recreation staff	Campus Recreation staff	Campus Recreation staff
Timeline	Fall 2020 and beyond ongoing	ongoing / in progress	On hold ongoing / in progress
Measurement	Climate surveys (pre & post), assessments	Best practices with peer institutions	assessment discussions / conversations
Resources	Buy-in from Campus Recreation staff, multi-cultural departments across campus	Benchmarking	Buy-in from Campus Recreation staff, multi-cultural departments across campus
Partners	University of Arizona community, Tucson peer organizations/peer institutions, National Intramural-Recreation Sports Association (NIRSA) benchmarking	University of Arizona community, Tucson peer organizations/peer institutions, National Intramural-Recreation Sports Association (NIRSA) benchmarking	University of Arizona community, Tucson peer organizations/peer institutions, National Intramural-Recreation Sports Association (NIRSA) benchmarking
Challenges	Buy-in, time, departmental leadership buy-in	Buy-in, time, departmental leadership buy-in	Buy-in, time, departmental leadership buy-in
Communication	Hiring process, onboarding, intentional marketing	Hiring process, onboarding, intentional marketing	Hiring process, onboarding, intentional marketing
Accomplishment	Better human beings, more knowledgeable & culturally educated staff, self-aware community	Better human beings, more knowledgeable & culturally educated staff, self-aware community	Better human beings, more knowledgeable & culturally educated staff, self-aware community
Progress of Action items / Strategic Goal	DEI university training that we are able to utilize		Continued education and awareness via through trainings, newsletters and plasmas
Completion			
ACTION ITEMS	4. Develop opportunities for Master levels students' inclusivity internships. [O1-G4-A4]	5. Develop a department work team for onboarding procedures for new employees. [O1-G4-A5] HR develop materials for staff education	
Accountability	Campus Recreation staff	Campus Recreation staff	
Timeline	Spring 2022	Fall 2022	
Measurement	Pre & post surveys	Pre & post surveys	
Resources	Buy-in from Campus Recreation staff, multi-cultural departments across campus	Buy-in from Campus Recreation staff, multi-cultural departments across campus	
Partners	University of Arizona community, Tucson peer organizations/peer institutions, National Intramural-Recreation Sports Association (NIRSA) benchmarking	University of Arizona community, Tucson peer organizations/peer institutions, National Intramural-Recreation Sports Association (NIRSA) benchmarking	
Challenges	Buy-in, time, departmental leadership buy-in	Buy-in, time, departmental leadership buy-in	
Communication	Hiring process, onboarding, intentional marketing	Hiring process, onboarding, intentional marketing	
Accomplishment	Better human beings, more knowledgeable & culturally educated staff, self-aware community	Better human beings, more knowledgeable & culturally educated staff, self-aware community	
Progress of Action items / Strategic Goal	Needs to be created with community buy-in from #3	Possible monthly welcome orientation for student and pro-staff	
Completion			

Objective 2: To ensure vibrant and sustainable facilities and programs.

Strategic Goal 5: <i>Allocate resources appropriately, based on data collected annually and a review of emerging trends.</i>		
ACTION ITEMS	1. Create and utilize assessment data from members/constituents and other documentation, plan to develop a process / document to present ideas / needs before making large purchases outside of program budget or space allocation. [O2-G5-A1]	2. Present work team recommendations to Management Team. [O2-G5-A2]
Accountability	Assessment & Communications Manager, Assistant Directors	Person making the request, Management Team
Timeline/Deadline	On hold	On hold
Measurement	Data will be collected, cross-checked to determine impact to students and members; to better understand what members want opposed to responding to trends without data.	Guidelines for larger purchases will be approved based on data collected rather than unilateral decision
Resources	Management Team support, Campus Labs	Management Team support
Partners	Campus Recreation staff, Student Affairs Assessment & Research Team	Campus Recreation staff
Challenges	Survey fatigue, staff & students	Data must be collected prior to budget planning for following fiscal year.
Communication	Email marketing, offer incentives for survey participation	
Accomplishment	Create a process for budget accountability. Communication related to large purchases that impact space in our facilities.	Members and staff will know that decisions will be based on data rather than a "whim". Campus Recreation will be fiscally responsible.
Notes/Comments	EX: F45, Weight Room Turf, MAC gym Disability Resource Center use.	Campus Recreation Director will always have the right to override the work team decision.
Progress of Action items / Strategic Goal		
Completion		

Strategic Goal 6: *Develop an infrastructural maintenance and cleanliness plan with priorities set in place for 3-5 years, beginning Spring 2020.*

ACTION ITEMS	1. Meet regularly with Facilities Management to see what is on their project list. [O2-G6-A1]	2. Create/maintain inventory of all department equipment. [O2-G6-A2]	3. Create a strategic maintenance/ cleaning replacement plan. [O2-G6-A3]
Accountability	Associate Director Facilities & Services, Assistant Director, Facilities Manager	Associate Director Facilities & Services, Assistant Director, Facilities Manager	Associate Director Facilities & Services, Assistant Director, Facilities Manager
Timeline	Fall 2019 (ongoing)	2021/2022 School Year	Spring 2021
Measurement	Campus Recreation will have a clear plan of expenses and work orders related to facility maintenance	Cost planning and stability	Cost planning and stability
Resources	Meeting with Facilities Management every 6 months, participation in the Campus 2020 Master Planning Process.	MainTrac, Project management software program; does Facilities Management have something we can use?	MainTrac, Project management software program; does Facilities Management have something we can use?
Partners	Facilities Management, Planning Design & Construction, Campus Recreation Staff	All program area staff, Possible student project, Facilities Maintenance	Facility staff, Facilities Maintenance
Challenges	Financial	Financial	Financial
Communication	Face to Face, utilization of third-party designers (Breckenridge)	Face to Face, utilization of third-party designers FM	Face to Face, utilization of third-party designers
Accomplishment	Contracting for new or improved facility improvements for all Campus Recreation indoor and outdoor spaces.	Stabilize facilities budget; plan for future expenses/emergencies	Stabilize facilities budget; plan for future expenses/emergencies
Progress of Action items / Strategic Goal			
Completion	Ongoing / continual	Ongoing	Ongoing

Strategic Goal 7: <i>Research and identify at least 3 new revenue-generating and alternative sources, and evaluate them on an annual basis, beginning Spring 2020.</i>		
ACTION ITEMS	1. Assess emerging trends in collegiate, public and private recreation to maximize participation of students [O2-G7-A1]	2. Survey our members (students & non-students). [O2-G7-A2]
Accountability	Assistant Directors All pro-staff-As Assistant Directors	
Timeline/Deadline	2020/2021 School Year Hold?	Data Analyst – on hold
Measurement	Assessment methods	Gather input from members by using sticky notes and comment boxes
Resources	Student Staff, members, Outreach, Marketing, Campus Labs, Assessment & Research staff, peer universities, and National Intramural-Recreation Sports Association (NIRSA). Create a priority list broken into specific areas, Students, Staff/Faculty, other members.	Member Services, Campus Labs, Assessment & Research staff, peer universities, and National Intramural-Recreation Sports Association (NIRSA)
Partners	Sports, Fitness, Club Sports, Facilities, City of Tucson Parks & Recreation, local school districts	Associated Students of the University of Arizona (ASUA Student Government), Graduate Professional Student Council (GPSC), Campus Recreation staff members of the Recreation Centers
Challenges	Survey fatigue, staff fatigue. New ideas without adding higher student fees	Survey fatigue, staff fatigue. New ideas without adding higher student fees
Communication	Newsletters and Social Media	Social Media, direct conversations and meetings, surveys (assessment)
Accomplishment	New programs without additional Health & Recreation Fee, sustainable budget utilizing all facilities & programs to increase participation and increase revenue	Improved communication to all interested individuals, productive meetings and good survey (assessment) results & participation
Progress of Action items / Strategic Goal	During budget planning add to annual FY report	
Completion		

Strategic Goal 8: Advance partnerships with University of Arizona Office of Sustainability, and annually review energy usages and implement mitigation.			
ACTION ITEMS	1. When applicable conduct a comprehensive audit to establish a baseline of energy usage. [O2-G8-A1]	2. Engage actively with the Office of Sustainability and commit to submitting two requests annually. [O2-G8-A2]	3. Continue commitment to the Sustainability Work Team. [O2-G8-A3]
Accountability	Departmental individuals identified by the Director, Facilities Management, Sustainability Work Team	Sustainability Work Team, Staff Advisor	Staff Advisor
Timeline	ongoing	Started Fall 2019 (ongoing)	Started Fall 2018 (ongoing)
Measurement	Completion with results of the audit	Approval status and funding provided	Activities engaged by work team
Resources	Campus Recreation professional staff, Facilities Management	Work Team and staff buy-in, Office of Sustainability	Campus Recreation professional staff understanding of student time requirements, and student staff buy-in, Funding
Partners	Facilities Management	Office of Sustainability	Campus Recreation professional staff, Facilities Management collaboration and university support
Challenges	Time, availability, current facility structure	Getting students interested, Facility Management understanding the importance of the initiative, funding available from Office of Sustainability	Student turnover, inconsistent efforts
Communication	Effective communication regarding timeline, needs, purpose of project	Effective communication regarding timeline, needs, benefits of the initiative	Area meetings, during recruitment of staff
Accomplishment	Better understanding of energy usage, opportunities to reduce cost and resources will be identified.	More sustainable recreation center, additional funding for sustainable projects	More sustainable facilities
Progress of Action items / Strategic Goal	Utilization of Sustainability Work Team	Utilization of Sustainability Work Team	
Completion			

ACTION ITEMS	4. Request Office of Sustainability audit our new facilities and make recommendations for energy efficient improvements (including potentially vehicles, pool, etc.). [O2-G8-A4]	5. Develop relationship with the office of sustainability to develop protocol needs (including Shake Smart) to potentially incorporate composting in the facilities. [O2-G8-A5]	6. Identify sustainable minded groups on campus to collaborate. [O2-G8-A6]
Accountability	Departmental individuals identified by the Director, Office of Sustainability	Office of Sustainability / FM	Sustainability Work Team
Timeline	ongoing	ongoing	Ongoing
Measurement	Completed report with identified improvements	Implementation	Initial contact, partnerships
Resources	Buy-in from Campus Recreation professional staff, Office of Sustainability, Facility Management	Space, appropriate equipment, staff to monitor, training, funding	Staff buy-in, Campus buy-in
Partners	Office of Sustainability, Facility Management	Sustainability Work Team, staff support, Compost Cats, Office of Sustainability, Facility Management	Sustainability Work Team, Support staff, Office of Sustainability
Challenges	Time, cooperation from external partners, funding	Equipment, training, space, funding	Time constraints, training, funding
Communication	Effective communication regarding timeline, needs, purpose of project	Effective communication regarding timeline, needs, purpose of project	Effective communication regarding timeline, needs, benefits of the initiative.
Accomplishment	More sustainable facilities/dept.	More sustainable facilities/dept.	New partnerships and opportunities
Progress of Action items / Strategic Goal		Will work with Colleges and Fitness	
Completion			

Strategic Goal 9: Assess existing Campus Recreation spaces annually to identify opportunities for use to their fullest capacity.			
ACTION ITEMS	1. Assess use of Campus Recreation facility spaces. [O2-G9-A1]	2. Review facility needs of Campus Recreation programs. [O2-G9-A2]	3. Develop a plan to repeat the facility space assessment and facility program needs review NREC & BDB facilities. [O2-G9-A3]
Accountability	Campus Recreation staff (Facilities & Member Services)	Campus Recreation staff (Programs)	Campus Recreation staff (Facilities and Programs)
Timeline	Starting Fall 2019 (ongoing)	Spring or Fall 2022	Spring 2022 / Ongoing
Measurement	Completion of assessment	Completion of assessment	Completion of assessment
Resources	Time of Campus Recreation staff	Time of Campus Recreation staff	Time of Campus Recreation staff
Partners	RecTrac and Connect2	RecTrac and Connect2	RecTrac and Connect2
Challenges	Time restraints and workload	Time restraints and workload	Time restraints and workload
Communication	Internal reporting	Internal reporting	Internal reporting
Accomplishment	Usable data	Usable data	Usable data
Progress of Action items / Strategic Goal			Using Student Union scheduling
Completion			
ACTION ITEMS	4. Explore partnerships with on-campus and off-campus entities to increase facility (rentals) use. [O2-G9-A4]	5. Examine membership options for the greater Tucson community (non-affiliates). [O2-G9-A5]	6. Explore ways in which Campus Recreation can better meet the needs of the University of Arizona faculty and staff. [O2-G9-A6]
Accountability	Campus Recreation staff	Campus Recreation staff (Facilities & Member Services)	Campus Recreation staff (Facilities and Programs)
Timeline	ongoing	2022/2023 School Year	ongoing
Measurement	We anticipate that partners will examine and complete assessments (share data)	Implementation	Completion of assessment
Resources	Time, buy-in, commitment, Buy-in from on-campus and off-campus partners, financial resources, commitment, desire	Infrastructure to complete background checks of non-affiliate members, Desire to become a member, Kendal Washington-White, OGC	Time of Campus Recreation staff (Marketing/Outreach) Faculty/staff participation (Marketing) Smart Moves Weight Room
Partners	Human Resources, Lifeworks Connections, Academic Units and other departments, Off-campus organizations	Marketing, Tucson community me	Marketing, Human Resources, Lifeworks Connections
Challenges	Financial resources, philosophical hesitations	Financial resources, philosophical hesitations, University permission	Student vs. faculty/staff animosity
Communication	Direct person-to-person; cold calling, email, etc.	Focus groups with community members, direct communications, go through civic organizations for guidance and leadership	Direct person to person, assessment
Accomplishment	Development of relationships with on-campus and off-campus partners, exposure, increased use, revenue	Development of relationships with community members, a membership program that enables the community to participate (if that is deemed necessary)	Increased use, revenue
Progress of Action items / Strategic Goal	Using Outreach Staff / Facilities Staff / others	In consultation with OGC	Surveying / Data Analyst
Completion			

Objective 3: To support University of Arizona recruitment and persistence.

Identify transition programs through Campus Recreation for new students, beginning Fall Strategic Goal 10: 2022.			
ACTION ITEMS	3. Research the feasibility of developing Outdoor based programming for new 1st year students in Fall semesters. [O3-G10-A1]	2. Establish a New Start Program job fair. [O3-G10-A2]	3. Identify groups on campus with transition programs to partner with and strengthen programs. [O3-G10-A3]
Accountability	Outdoor Rec and Outreach	Campus Recreation staff	Campus Recreation staff
Timeline	Fall of 2023	Fall of 2023	2023/2024 school year
Measurement	Surveys, longitudinal, retention rate and GPA	Surveys, longitudinal, retention rate and GPA	Surveys, longitudinal, retention rate and GPA
Resources	Money, time, buy-in from University of Arizona groups and communication, Sponsorship	Money, time, buy-in from University of Arizona groups and communication	Money, time, buy-in from University of Arizona groups and communication
Partners	University of Arizona community groups, Thrive, Strategic Alternative Learning Techniques (SALT) Center, student centered groups, Admissions, Cultural Centers, Government agencies, Destination AZ	University of Arizona community groups, Thrive, Strategic Alternative Learning Techniques (SALT) Center, student centered groups, Admissions, Cultural Centers, Destination AZ	University of Arizona community groups, Thrive, Strategic Alternative Learning Techniques (SALT) Center, student centered groups, Admissions, Cultural Centers, Destination AZ
Challenges	Money, personnel resources, buy-in from other campus groups	Money, personnel resources, buy-in from other campus groups	Money, personnel resources, buy-in from other campus groups
Communication	Intentional marketing plan with multiple media formats	Intentional marketing plan with multiple media formats	Intentional marketing plan with multiple media formats
Accomplishment	Greater retention rates and impact. Increased visibility.	Greater retention rates and impact. Increased visibility.	Greater retention rates and impact. Increased visibility.
Progress of Action items / Strategic Goal			
Completion			

Identify the top Campus Recreation drivers of recruitment and persistence annually at the Strategic Goal 11: University.			
ACTION ITEMS	1. Be more involved in planning student orientation tours/tabling. [O3-G11-A1]	2. Understand through assessment why Campus Recreation is selected. [O3-G11-A2]	3. Train staff in methodology and how to interpret data. [O3-G11-A3]
Accountability	Outreach area of Campus Recreation, professional staff	Assessment staff member	Assessment staff member
Timeline	Summer 2019 (ongoing)	ongoing	Started 2020, currently on hold
Measurement	Assessing those prospective students and parents we are connecting with at said events	Assessing assessment, edit survey	Demonstrate knowledge
Resources	U of A Offices that deal with Student Orientation and Orientation in general, Admissions	Time, personnel, buy-in, University Assessment Office, Campus Labs Baseline	Time, personnel, buy-in, University Assessment Office, Campus Labs Baseline
Partners	University Assessment and Research, Campus Recreation Staff, Admissions Staff, Student Orientation Staff	Campus Recreation including professional staff, student staff, ancillary staff, and members, University Assessment & Research – Sports clubs – how important was CR in their decision to attend UA – add to Enrollment MGT surveys	Campus Recreation including professional staff, student staff, ancillary staff, and members
Challenges	Changing staff and needs to incoming students, parents, assessment challenges, time	Time, finding a new person for assessment position & their skill set, money, space, survey fatigue	Time, finding a new person for assessment position & their skill set, money, space
Communication	Meeting with Admission Staff, assessment reports	Annual report, marketing, word of mouth, infographic, presentations	Annual report, marketing, word of mouth, infographic, presentations
Accomplishment	Knowledge of incoming students have of Campus Recreation, direct communication with students and parents, assessment results	Recognition, legitimacy on campus, eliminate waste, better understanding of what we do, smoother operations	Recognition, legitimacy on campus, eliminate waste, better understanding of what we do, smoother operations
Progress of Action items / Strategic Goal		Consulting with University Administration	Currently (April 2022) transition in staffing
Completion			

ACTION ITEMS	4. Continue to provide existing programs and facilities that aid in the college experience. [O3-G11-A4]
Accountability	Campus Recreation
Timeline	Ongoing
Measurement	Program participant survey, employment survey/feedback
Resources	Time, personnel, buy-in, University Assessment Office, Campus Labs Baseline
Partners	Campus Recreation including professional staff, student staff, ancillary staff, and members, University of Arizona community and members
Challenges	staffing / participant feedback
Communication	Annual report, marketing, word of mouth, infographic, presentations
Accomplishment	Recognition, legitimacy on campus, eliminate waste, better understanding of what we do, smoother operations
Progress of Action items / Strategic Goal	
Completion	

Educate the University of Arizona community annually about the link between Campus Strategic Goal 12: Recreation engagement and personal success.			
ACTION ITEMS	1. Report on the connection between engagement and success. [O3-G12-A1]	2. Market connection between engagement and success by spread via word of mouth, infographics, social media and present the connection between engagement & success [O3-G12-A2]	
Accountability	Campus Recreation; Assessment Staff	Campus Recreation / Outreach & Engagement / UA Community & Employees /	
Timeline	Continuous – each year through 2024- currently on hold	Continuous – each year through 2024- currently on hold	
Measurement	Compare yearly reports, impact (more tours, etc.)	Reach, analytics, staff recruitment, survey assessments (How did you hear), comparison of yearly reports, impact, tours, attendance, visibility, etc.	
Resources	Data – programs & facilities	Data – programs & facilities, National Intramural- Recreation Sports Association (NIRSA) Campus conferences, UA Depts. (Admissions, Global, GPSC)	
Partners	Campus Recreation, Buy-in from University of Arizona community	Campus Recreation, Buy-in from University of Arizona community	
Challenges	Time, tools to assess, buy-in, personnel, prioritization	Time, tools to assess, buy-in, personnel, prioritization	
Communication	See action items	See action items	
Accomplishment	Recognition, link between University of Arizona community and Campus Recreation, legitimacy on campus, better understanding of what we do, publicize national data (club ranking, etc.)	Recognition, link between University of Arizona community and Campus Recreation, legitimacy on campus, better understanding of what we do, publicize national data (club ranking, etc.)	
Progress of Action items / Strategic Goal			
Completion			

Strategic Goal 13: Partner with HR and/or Benefits to better communicate Campus Recreation opportunities annually to employees.			
ACTION ITEMS	3. Connect with University of Arizona Human Resources to determine how to become part of the new employee orientation process; connect with lifeworks Connections. [O3-G13-A1]	2. Design a new employee introductory pass to engage new employees (distributed at orientations, etc.). [O3-G13-A2]	3. Implement new employee open house at South Rec, North Rec and BearDown Rec facilities. [O3-G13-A3]
Accountability	Campus Recreation Human Resources representative, Outreach, Member Services	Outreach, Member Services	Outreach, Member Services
Timeline	Fall 2022	On hold due to Covid capacity limits Fall 2022	Fall 2022
Measurement	Completion	Creation of passes	Attendance, new member sign-ups and sales
Resources	Staff time, Human Resources, Work-Life Connections, Wellness Fair	Staff time, Faculty/staff to give the passes to	Programmers, facility space, Human Resources, lifeworks Connections, other existing mediums of communication, Student Affairs System Group
Partners	lifeworks Connections, Human Resources, and Campus Health	Marketing, Member Services, Users	Programmers, facility space, Human Resources, lifeworks Connections, other existing mediums of communication, Student Affairs System Group
Challenges	Apathy, incongruent priorities, staff changes membership options	Cost of supplies, time	Lack of interest, time, cost
Communication	Face-to-face, phone, email	Internal communication	Directly to Human Resources plus all of the previously mentioned mediums of communication
Accomplishment	Foundations of partnership	New pass option for incoming employees	Increased awareness, potential membership growth and revenue
Progress of Action items / Strategic Goal	Using Well-being task force to assist; partnership agreements	Membership to commence Fall of 2022 Outreach assists	Membership to commence Fall of 2022 Outreach assists
Completion			

Strategic Goal 14: <i>Continue to partner with established groups on campus that support marginalized students and evaluate new opportunities annually.</i>			
ACTION ITEMS	1. Determine which groups on campus support marginalized students. [O3-G14-A1]	2. Contact the groups which support marginalized students and seek information about how we can help. [O3-G14-A2]	3. Create programs and develop customized partnerships that fill the needs that are revealed to us. [O3-G14-A3]
Accountability	Wellbeing Campus Life group	Wellbeing Campus Life group	Management Team and as delegated upon collection of information
Timeline	Ongoing	Ongoing	Ongoing
Measurement	Completion	Completion	Creation of programs
Resources	Staff time, Information	Staff time, Information	Staff time, financial resources, Information from external partners
Partners	Program staff, Groups that support underrepresented students	Program staff, Groups that support underrepresented students	Program staff, Groups that support underrepresented students
Challenges	Time	Time	Time, lack of information, financial resources.
Communication	Face to face, email, etc.	Face to face, email, etc.	Face to face, email, etc.
Accomplishment	Collection of information to aid with next steps in the process	Collection of information to aid with next steps in the process	Opportunities to engage underrepresented students
Progress of Action items / Strategic Goal			Director / Staff Initiates work
Completion			
ACTION ITEMS	4. Assess success of programs and partnerships. [O3-G14-A4]		
Accountability	Assessment personnel		
Timeline	Start 2022/2023 will be ongoing with the Assessment position		
Measurement	Assessment tools		
Resources	Staff time & expertise in assessment, support from University of Arizona Assessment & Research office (if needed)		
Partners	Assessment Office		
Challenges	Time		
Communication	Face to face, email, etc.		
Accomplishment	Information regarding how to improve the programs that we have implemented		
Progress of Action items / Strategic Goal	Dependent on staffing changes with assessment		
Completion			

Strategic Goal 15: <i>Contribute consistently to the University's commitment to the lifecycle of the University of Arizona community.</i>	
ACTION ITEMS	1. [O3-G15-A1] <i>Actively encourage Campus Recreation users & employees to engage with alumni</i>
Accountability	Outreach/Development
Timeline	Ongoing
Measurement	Number of users and employees engaging with Alumni Association (Bear Down Network, etc.)
Resources	Staff time, connections with Alumni Association
Partners	Member Services, Alumni Association
Challenges	Time, apathy, staff changes
Communication	Face to face, email, etc.
Accomplishment	Additional support from Campus Recreation users in the Alumni Network of University of Arizona
Progress of Action items / Strategic Goal	<i>Changes with Alumni Association / development may have an impact on this goal</i>
Completion	

Objective 4: To increase University of Arizona community engagement and satisfaction.

Strategic Goal 16: <i>Continue to expand outreach efforts to the University of Arizona community to understand and design programs and services that will attract Campus Recreation participation and involvement.</i>			
ACTION ITEMS	1. Identify and prioritize partnerships and collaborations with campus entities to identify gaps and needs. [O4-G16-A1]	2. Undertake new diverse marketing strategies that allow for innovative interactions and enhance the visibility of core departmental offerings. [O4-G16-A2]	3. Assess outcomes of programs and services. [O4-G16-A3]
Accountability	All staff under direction from the Campus Recreation Director	Outreach, Marketing, Programs	Assessment staff with respective departmental areas
Timeline	December 2019 (ongoing)	Fall 2020 (ongoing) was delayed due to pandemic. New digital/virtual strategies in place	Ongoing
Measurement	Development of a comprehensive list	Participation, engagement, success of marketing	Data collected
Resources	Assessment results, Participant feedback, campus climate survey	Staff, Marketing materials, technology and trends, assessment staff, potential partners	Staff, Partnership cooperation including focus groups
Partners	Various campus offices and staff	Collaborations Bringing in / using Trelles to reach more people – transition from Emma to Trelles (listservs). Set up our own listservs provided by the University with access to more student information to target emails and also to send to all students and staff twice per year	Those identified in the first action item [4,16,1] and who have existing partnerships and collaborations
Challenges	Buy-in, time	Buy-in, Time	Staff time, buy-in, priorities
Communication	Communicate goals of project, intentionally connect with departments	Communicate goals of project, intentionally connect with departments	Effective communication
Accomplishment	More experiences for students, faculty and staff, happy-healthier community, increased engagement and retention	Increased visibility, participation	Identify improvements, better experiences
Progress of Action items / Strategic Goal			
Completion			

Develop an accessible method for users to provide immediate communication regarding Strategic Goal 17: Campus Recreation, and a system by which Campus Recreation can make decisions based on that feedback, beginning Spring 2020.

ACTION ITEMS	1. Provide opinion stations	2. Explore technology trends and	
Accountability	Feedback opportunities / Individual areas/departments	Marketing, Assessment remnants of SASG and UITS	
Timeline	2020-2021 school year -On hold	Start Fall 2019 ongoing	
Measurement	Data collected, database created, technology	Data collected, effectiveness of methods	
Resources	Staff, boards and user groups, campus partners utilization of QR codes on forms, using connect 2 and membership satisfaction surveys. Having information on RAC, H&R, SEAC on the website	Boards, staff, SASG & UITS campus partners	
Partners	Staff, marketing, social media, other	Staff, marketing, social media, other	
Challenges	Cost, equipment, time, engagement	Cost, equipment, time, engagement	
Communication	Intentional effective communication to staff, users and partners regarding the importance and goals of the initiative	Intentional effective communication to staff, users and partners regarding the importance and goals of the initiative	
Accomplishment	Increased interaction with the University community (engagement)	Increased interaction with the University community, increased participation	
Progress of Action items / Strategic Goal	Trying to understand needs of patrons and which method is best for gathering information		
Completion			

Strategic Goal 18: Identify Campus Recreation non-users to drive the membership engagement plan each year.			
ACTION ITEMS	3. Connect with the Alumni Association to collect information about nearby alumni; cross reference with current memberships to determine non-users. [O4-G18-A1]	2. Work with LifeWork Connections and Human Resources to obtain information about faculty/staff and determine non-users within this group. [O4-G18-A2]	3. Create internal reporting mechanisms to determine non-users with the current student population. [O4-G18-A3]
Accountability	Outreach & Membership	Outreach & Membership	Management Team / Outreach
Timeline	Fall 2020, Annually	Fall 2020, Annually	Fall 2020, Annually
Measurement	Collection of data thru assessment	Collection of data thru assessment	Collection of data thru assessment
Resources	Time, Alumni Association, RecTrac, Student Affairs System Group	Time, LifeWork Connections, Human Resources, RecTrac, Student Affairs System Group	Time, RecTrac, Student Affairs System Group
Partners	Member Services and Facilities Special Projects (for RecTrac), Alumni Association, RecTrac, Student Affairs System Group	Member Services and Facilities Special Projects (for RecTrac), LifeWork Connections, Human Resources, RecTrac, Student Affairs System Group	Member Services and Facilities Special Projects (for RecTrac), RecTrac, Student Affairs System Group
Challenges	Time, competing priorities, space limitations	Time, competing priorities, space limitations	Time, competing priorities, space limitations determine classifications of “users” and “non-users”
Communication	Face-to-face, email, etc.	Face-to-face, email, etc.	Face-to-face, email, etc.
Accomplishment	Collection of information	Collection of information	Collection of information
Progress of Action items / Strategic Goal			
Completion			
ACTION ITEMS	4. Create focus groups, once populations have been identified, to determine how to better meet their needs. [O4-G18-A4]		
Accountability	Assessment, Marketing, Outreach		
Timeline	Started fall of 2021/spring 2022 on going		
Measurement	Implementation of focus groups, increased participation thereafter		
Resources	Time, marketing materials, Assessment & Research Office		
Partners	Marketing, Assessment& Research Office; Campus Partners		
Challenges	Lack of interest, lack of space to hold focus groups, intimidation of coming to the Campus Recreation		
Communication	Focus groups and various marketing channels, social media, lunch sessions		
Accomplishment	Better understanding of participants needs, eventual increase in registrations and revenue		
Progress of Action items / Strategic Goal	Started planning, still much to do, but also depends on leadership hiring assessment staff (summer 2022)		
Completion			

Strategic Goal 19: Create a Campus Recreation Comprehensive Assessment Plan, beginning Fall 2020.

ACTION ITEMS	1. Align our assessment goals for institutional priorities. [O4-G19-A1]	2. Take an inventory of our current assessment measures and determine what to keep and what to discard. [O4-G19-A2]	3. Critique and improve current assessment tools. [O4-G19-A3]
Accountability	Campus Recreation (All levels of Management) Assessment staff	Campus Recreation (All levels of Management) Assessment staff	Campus Recreation (All levels of Management) Assessment staff
Timeline	2020/2021 School Year	in progress	in progress
Measurement	Completion	Completion	Completion
Resources	Time, commitment, buy-in, understanding of Campus Recreation programs, Campus Labs, Assessment & Research Office Student in	Time, commitment, buy-in, understanding of Campus Recreation programs, Campus Labs, Assessment & Research Office	Time, commitment, buy-in, understanding of Campus Recreation programs, Campus Labs, Assessment & Research Office
Partners	Campus Recreation Staff, Campus Labs and other software providers, Assessment & Research Office surveys of student interest, senior exit surveys, overall health & wellness surveys and utilizing the student data group that meets monthly	Campus Recreation Staff, Campus Labs and other software providers, Assessment & Research Office	Campus Recreation Staff, Campus Labs and other software providers, Assessment & Research Office
Challenges	Time, apathy, resources limitations (lots of items on the plate of the assessment staff)	Time, apathy, resources limitations (lots of items on the plate of the assessment staff)	Time, apathy, resources limitations (lots of items on the plate of the assessment staff)
Communication	Face-to-face, emails, etc.	Face-to-face, emails, etc.	Face-to-face, emails, etc.
Accomplishment	Preparation for the implementation of assessment plan	Preparation for the implementation of assessment plan	Preparation for the implementation of assessment plan
Progress of Action items / Strategic Goal			
Completion			

ACTION ITEMS	4. Establish an annual assessment calendar and implement. [O4-G19-A4]
Accountability	Campus Recreation (All levels of Management) Assessment staff
Timeline	Late in the 3 - 5 cycle of this strategic plan- On hold Spring of 2022 in progress
Measurement	Ongoing
Resources	Time, commitment, buy-in, understanding of Campus Recreation programs, Campus Labs, Assessment & Research Office
Partners	Campus Recreation Staff, Campus Labs and other software providers, Assessment & Research Office
Challenges	Face-to-face, emails, etc.
Communication	Face-to-face, emails, etc.
Accomplishment	Better understanding of the success of Campus Recreation initiatives across the board
Progress of Action items / Strategic Goal	
Completion	



THE UNIVERSITY OF ARIZONA

**CAMPUS
RECREATION**

1400 E. Sixth Street | PO Box 210117 | Tucson, AZ 85721-0117