Physical Education and Recreation
Strategic Plan 2014 – 2019

In an effort live our core purpose, support the efforts of the division and strive towards accomplishing our vision we will work toward the divisional goals.

Student Life Strategic Goals:

1. Create an exceptional experience for every student.
2. Serve as a model of equity, inclusion and collaboration.
3. Prioritize decisions using evidence-based analysis, working to maximize effectiveness and efficiencies.

Goal #1: Physical Education and Recreation will create an exceptional experience for every student.

Division and Department Objectives:

1. Strategy: Expand and diversify PE and Rec programming.
   i. Tactic 1: Recreate and expand the All Sizes Fit program into a campus wide, ongoing initiative
   ii. Tactic 2: Initiate the campaign, Health at Every Size and Movement for Every Body
   iii. Tactic 3: Lead the effort in providing education and experience around nutrition by developing comprehensive programming and partnering with Student Life units
   iv. Tactic 4: Offer dynamic and unique small group training focusing on functional training, adding value to life and developing a sense of belonging to a community
   v. Tactic 5: Expand Group X programming to meet the needs of international, male, and size sensitive participants
   vi. Tactic 6: Redefine program philosophy focusing on education as well as recreation, play and participation. Examples- Rockwall Clinics and IM Sportsmanship clinics
   vii. Tactic 7: Support Healthy Oregon as active leaders and a prominent partner
   viii. Tactic 8: Develop and offer a quality child swimming lesson program
   ix. Tactic 9: Offer more play opportunities during Open Rec swim times
   x. Tactic 10: Develop and offer a year round Youth and Family Program including quarterly youth lessons and full day summer camps.

2. Strategy: Expand and enhance the PE and Rec Student Employment Experience
   i. Tactic 1: Implement the Student Employee Enhancement (SEE) principles and practices
   ii. Tactic 2: Establish and facilitate ongoing transferable soft skill training
   iii. Tactic 3: Facilitate opportunities for student employees to serve in the community
   iv. Tactic 4: Conduct one on one evaluations with each student employee
   v. Tactic 5: Develop and implement a leadership training program for all student leaders within our department

3. Strategy: Establish a sustainable partnership with Student Orientation Programs.
   i. Tactic 1: Prioritize facility space for Orientation Programs allowing incoming students to identify with PE and Rec facilities
   ii. Tactic 2: Facilitate recreation activities for incoming students during summer IntroDucktion sessions to establish the awareness of healthy and safe social spaces and activities
Facilitate and promote experiences that develop students’ ability to think and reason effectively, engage with others and the community, and thrive personally and professionally.

A. Improve retention & graduation rates, especially for underrepresented students, through identifying and promoting experiences that have been proven to increase retention.
   1. Strategy: Identify the program and facilities use by underrepresented students.
      i. Tactic 1: Define underrepresented students as it pertains to PE and Rec programming
      ii. Tactic 2: Track and evaluate use across the department
   2. Strategy: Continue to develop and promote programming that helps to create a sense of belonging on campus.
      i. Tactic 1: Expand and diversify Fitness and Intramural Sports programming
      ii. Tactic 2: Instructional staff will incorporate in their curriculum planning intentional community building efforts
   3. Strategy: Develop and implement an international student employment program.
      i. Tactic 1: Work with the Student Life Emerging Leaders program to hire an intern to coordinate these efforts
      ii. Tactic 2: Partner with International Affairs to identify students seeking employment on campus
      iii. Tactic 3: Partner with the Career Center in developing a training program to increase international student employability

B. Provide exceptional programs and services, allowing students to focus on academic and co-curricular successes.
   1. Strategy: Seek partnerships with academic units to employ students who can apply their academic efforts in the work environment.
      i. Tactic 1: Identify potential partners and create the process for hiring students and the subsequent assignment of work opportunities. (potential partners might include: Warsaw Sports Marketing, Human Physiology, Business Administration, Digital Arts, Family and Human Services, Women and Gender Studies, Photography, Journalism)
      ii. Tactic 2: Develop strategic internship opportunities that meet the needs of both the department and the student’s developmental needs. (programming, curriculum development, research and assessment)
   2. Strategy: Continue to build programs and services that focus on stress reduction.
      i. Tactic 1: Educate students through courses and programs on the ability to improve mental fortitude through physical activity
      ii. Tactic 2: Include the practice of stress reducing behaviors into a variety of courses and programs.

C. Be known as the Division that has expert, evidence-based knowledge of students, their needs, wants, and motivations.
   1. Strategy: Stay current with what is happening in K-12 physical education, recreation and athletics.
      i. Tactic 1: Identify perceptions of UO students relative to the understanding and importance of physical education, recreation and athletics in their lives and use this information to develop and/or modify programs and services.
Goal #2: Physical Education and Recreation will serve as a model of equity, inclusion and collaboration.

Division and Department Objectives:

A. Systematically evaluate programs, projects and services to ensure that they meet the goals of the multicultural organizational development plan of the Division.
   1. Strategy: Integrate multicultural competence and collaboration into employee training, supervision, and evaluations.
      i. Tactic 1: Multicultural competence and collaboration will be addressed in employee training and supervision
      ii. Tactic 2: Add section/question to all employee annual performance reviews
   2. Strategy: PE and Rec Change Team will actively support and implement the MCOD efforts.
      i. Tactic 1: TBA pending MCOD direction

B. Systematically evaluate programs, projects and services to ensure that collaboration is embedded.
   1. Strategy: Establish collaboration expectations within the department, division and campus.
      i. Tactic 1: Evaluate collaborative opportunities of all new programs

Goal #3: Physical Education and Recreation will prioritize decisions using evidence-based analysis, working to maximize effectiveness and efficiencies.

Division and Department Objectives:

B. Complete a comprehensive evaluation of programming, services, operations and staffing across the Division to determine:
   1. Strategy: Where efficiencies can be developed by joining, combining, or sharing services.
      i. Tactic 1: Evaluate student employee staff training for redundancy and combine efforts
      ii. Tactic 2: Evaluate programs targeting the same population and streamline efforts
   2. Strategy: Measurable effectiveness of programs in advancing student learning, enabling us to prioritize programming and funding decisions based on effectiveness.
      i. Tactic 1: Create a usable and efficient tool to report program participation and outcomes
      i. Tactic 1: Measure programs effectiveness to determine if they are meeting intended outcomes
      ii. Tactic 2: Determine what programs need to cover all cost, generate revenue or be subsidized based on intended outcomes and population served

C. Integrate entrepreneurial and other innovative revenue generating ideas into budget decisions in an effort to reduce the economic costs to students.
   1. Strategy: Explore other University Recreation Departments success with revenue generating programs and services and implement where possible.
      i. Tactic 1: 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)
      ii. Tactic 2: Create CPR/First Aid certification offerings that will benefit department in both safety and revenue
2. Strategy: Explore non-credit opportunities within the PE program.
   i. Tactic 1: Implement a plan to expand non-credit options
   ii. Tactic 2: Grow non-credit options as success is demonstrated

3. Strategy: Identify partners and spaces on campus where programs and services can be provided outside of the main PE and Rec facilities.
   i. Tactic 1: Evaluate the viability of the following: activity spaces in Residential Halls, creating active meeting spaces in other buildings, and wellness space in the EMU

D. Approach all new facilities and renovations with an eye toward innovation, sustainability and inclusion.

   i. Tactic 1: Optimized energy performance throughout the facilities through the selection of efficient structure and monitoring and maintaining use schedules.
   ii. Tactic 2: Use recycled materials where possible
   iii. Tactic 3: Use low emitting materials
   iv. Tactic 4: Focus on innovation in design process in an effort to maximize the flow and use of spaces

E. Improve sustainability within the department

   i. Tactic 1: Environmental-
      1. Become paperless in all locker rooms and bathrooms
      2. Install zero waste system in office and public use spaces
      3. Increase recycling rate at Turf fields, Gerlinger and in workout areas by implementing clearly marked side-by-side recycling/trash/compost containers
      4. Install individual building water meters and keep a running record of use and trends
      5. Establish energy use per square foot goals for all facilities
      6. Explore alternatives and/or incentives to help lower the share of staff commuting alone by car (e.g. flex start/end shift times to allow for alternative commuting means)
      7. Utilize vast campus expertise in Chemistry and Campus Operations departments around ‘green’ cleaning supplies and their use
   ii. Tactic 2: Economic-
      1. Develop and implement an operations reserves plan
      2. Commit to purchasing items focusing on ethical and green business practices
   iii. Tactic 3: Social- Complete a social sustainability audit

2. Strategy: Establish the departmental sustainability team.

3. Strategy: Model the broader definition of sustainability for UO campus and Higher Education Recreation and Physical Education programs.
   i. Tactic 1: Build a template for tracking sustainability data
   ii. Tactic 2: Implement an awareness-building program to inform students about resource conservation efforts and other important environmental information
   iii. Tactic 3: Complete an annual evaluation of all facilities and spaces to determine if there is a better use for the area