Recreation & Wellness
University of Richmond

Strategic Plan
2013-2018
This year we celebrate our 25th anniversary of Recreation and Wellness programs and services at the University of Richmond. The Campus recreation program was formally established in 1988 and has grown and developed beyond expectation. The array of activities and magnitude of programs and participation compares to, and frequently exceeds, larger institutions. As an administrator and educator at the University of Richmond, I have always strived for and worked from a place of high standards, high expectations, and excellence. Our Recreation and Wellness team is dedicated to the same standards and committed to our goal of helping you reach your goals.

Our programs and services are intended to be meaningful and purposeful to promote physical fitness, relieve stress and help students with their emotional and psychological well-being. Our facilities have been designed to be a place where students can recreate and socialize on a common ground in the absence of racial and economic barriers. One of the most actively and universally used buildings on campus, the Weinstein Center, has made a positive impact on the recruitment and retention of students and facilitates healthy lifestyles conducive to learning and in alignment with the educational mission of the university.

This strategic plan has been developed in response to and in harmony with the University of Richmond Strategic Plan, the Student Development mission statement and objectives, and other campus-wide examinations of people, programs, and resources. Our outstanding and comprehensive programs and facilities, and this strategic plan communicates clearly that the University of Richmond is as committed to the health and wellness of students as it is to their intellectual development.

Tom Roberts
Assistant Vice President
Recreation and Wellness
Mission

The Department of Recreation and Wellness enhances the lives of its members by providing quality recreational and educational programs in an environment that promotes healthy lifestyles, academic productivity and personal growth.

Vision

To offer students the special attention of a small college with a comprehensive recreation and wellness program that exceeds institutions of its size and is comparable to universities much larger in size. This can be accomplished by being creative with facilities and resources and by working collaboratively with other departments and partnering with the community to offer comprehensive programs and services with highly qualified and experienced staff.
Student – Always keep students as a priority and all that we do will be with this taken into consideration!

Collaboration - Be creative with facilities and resources and seeking ways to work collaboratively with other departments and partnering with the community to offer comprehensive programs and services with highly qualified and experienced staff.

Community Outreach - Expand and promote community outreach by offering new and distinct collaborative events that provide significant exposure and engagement opportunities for both the University and local, regional and national communities.

Diversity – Ensure an open and inclusive Recreation and Wellness environment that welcomes and benefits from people of diverse backgrounds, encourages the exchange of ideas from diverse perspectives, promotes social and professional interaction among people from a broad range of backgrounds, promises full access to facilities and programs/services, and opposes intolerance while educating against exclusion, so as to prepare employees to function effectively in a diverse community.

Sustainability - Incorporate sustainability concerns as a significant departmental priority. Support environmentally responsible choices and reduce both the consumption of materials and energy to their lowest levels possible, without decreasing the value and quality of programs and services provided to members.
We respect each other and work together

We understand and enforce our policies

We are responsible for our actions

We provide a welcoming environment
**Guiding Principle:**
Recreation and Wellness facilities will provide opportunities to recreate in a clean, safe and up-to-date environment that provides both traditional and non-traditional forms of physical activity. Facilities will continuously be evaluated to ensure the leisure and recreational needs of the campus are being met. New facilities/facility renovations will be thoughtful, based on trends in recreation and feedback, and also state of the art in order to be a leader in campus recreational facility design and use.

**Goal/Goal Statement:**

- **Equipment** - Update equipment inventory and label all equipment accordingly. Transfer Preventative Maintenance Plan to a computer based program as opposed to notebook based records. Create a 5 year equipment replacement plan to include replacements for:
  - Free Weight Equipment
  - Cardio Equipment
  - Selectorized Equipment
  - Miscellaneous Equipment & Multipurpose Rooms (DG 2013-2015)

- **Outdoor Sports Complex** - Design and build an outdoor sports facility that includes locker rooms, snack bar, etc and ties into the disc golf course, tennis courts, fields and other outside sport venues. (MT 2013-2015)

- **Capital Projects** - Continuously grow the R&W facilities at University of Richmond through proposing and serving as the point of contact for capital projects. Examples of projects include, but are not limited to, adding a Smoothie Bar in the WCRW, additional student work stations/improvements to full-time staff work stations, Employee Wellness Clinic, Sport Club Center and restrooms/locker rooms in the gymnasium. (MT 2013-2018)

- **Aquatics** - Create a business plan to build a 50m lap and leisure pool so that in the event that funding is put towards this project it will be able to proceed directly to the build phase. Business plan should include:
  - Costs associated with building the pool
  - Amenities pool will offer
  - Organizational chart for expanded Aquatic Staff
  - Generated revenue through hosting local, regional national events
    - Certifications (kayak, WSI, lifeguard)
    - Swim & Dive Meets
  - Partnerships with community to offer programs
  - Collaboration with athletics (MT 2014)
Guiding Principle:
Make the campus healthier and more active through the development and implementation of fitness programming that promotes regular exercise, increases awareness of fitness opportunities and provides avenues for education and certification to meet the needs of our members.

Goal/Goal Statement:

- **Updates** - Collaborate with communications to enhance and improve effective promotion of program offerings, class schedules and updates both internally and externally by developing consistent procedures for notifications. (SH/KS 2013-2014)
- **Impact** - Develop and implement strategies and techniques to demonstrate and communicate the real impact of Fitness and Wellness programs on faculty, staff and students. Collaborate with communications to create a model that can be replicated and demonstrated on other campuses. (SH/KS 2013-2014)
- **Internships** - Create opportunity and formal position for Fitness Interns to help with facilitating fitness programming (i.e. STAR program) (SH 2013-2014)
- **Food Service** - Explore the feasibility of establishing availability of health food/smoothie bar within the WCRW as a strategy to integrate exercise and nutrition, provide healthy foods and meal options, generate revenue, and create student jobs. (SH/DG 2014-2015)
- **Personal Training Certification Prep Course** – Develop a prep course for the personal training certification that spans several weeks to increase long term memory retention instead of short term memorization of material on the test. (SH 2014-2015)
- **Collegiate Fitness Exposition** - Host the Southeast Collegiate Fitness Exposition to increase visibility, awareness, and recognition of our programs, facilities, and team. (SH/HS 2017-18).
- **50 Plus Programs** - Design and develop comprehensive programs for members ages 50 plus to provide current and retired faculty and staff comprehensive fitness and wellness programs to address high risk health concerns (i.e. Silver Sneakers). (HS 2014-2015)
- **Youth Fitness and Wellness Programs** - Design and develop youth fitness and wellness programs to provide the community, specifically children of faculty and staff, convenient, affordable, and healthy activities, reduce childhood obesity. (SH/HS 2014-2015)
- **Summer Camp** - Design and develop youth fitness and wellness summer camp to provide the community, specifically children of faculty and staff, a convenient, affordable, and healthy summer activity, reduce childhood obesity, and provide additional revenue to subsidize new and or additional fitness and wellness positions. (HS 2015-2016)
**Guiding Principle:**

To make an impact on all members of the Weinstein Center by providing excellent customer service and offering effective programs and services that help members reach their goals.

**Goal/Goal Statement:**

- **Manage Memberships** - Implement an effective system to manage membership levels that maintains high retention rates and successfully reaches annual membership revenue goal. (CM 2013)

- **Customer Service Training** - Continue to provide excellent customer service to all members by expanding training to all areas of the department. Work with TEAM leaders in each area to train and evaluate TEAM members, and recognize examples of excellent customer service. (CM 2014)

- **Member Orientation** - Create and implement a comprehensive member orientation program that makes an impact on all students, employees, and community members. (CM 2013)

- **Assessment** - Evaluate current services by collecting usage statistics and researching other Universities. Implement changes to services offered and evaluate success of changes. (CM/JM 2013)

- **CLASS** - Improve member services procedures by expanding knowledge of CLASS software and related reports. Modify CLASS training as needed to reflect procedural changes. (CM/JM 2013)

- **Internal Communication** - Improve internal communication among the Member Services TEAM as it relates to departmental programs and services, events, and member-related information. By providing accurate and informative information, Member Services continues to provide excellent customer service to all members. (CM/JM 2013)

- **Impact** - Create weekly, monthly and annual reports that illustrate meaningful data that demonstrates impact and shapes future initiatives. (KH/CM/JM 2013)
Guiding Principle:
To recruit, hire and retain quality TEAM members who make a positive impact on the lives of our participants and their fellow TEAM members.

Goal/Goal Statement:

- **Personnel Manual** - Summarize the process from TEAM member hiring to separation, and document which documents are stored electronically and where the information is securely stored. Update the Personnel Manual to reflect changes in systems. (AK 2013)

- **Internal Communication** - Improve internal communication among the Recreation & Wellness TEAM (supervisors and TEAM members) as it relates to personnel-related functions, compliance and recognition programs. (AK 2014)

- **Technology** - Explore technological advances and training platforms to determine the best methods to effectively reach student and community TEAM members. (AK 2013)

- **Orientation** - Improve TEAM member orientation process to welcome and prepare new hires for a smooth entry into their role with Recreation & Wellness. (AK 2014)

- **Recognition** - Research peer institutions and collaborative with TEAM members to achieve a recognition program that has quantifiable criteria that is equitable for all job descriptions for students and community employees. (AK 2014)

- **TEAM Concept** - Recognize TEAM members throughout the year and at the April social to reinforce the TEAM concepts. Update language in written correspondence and documents to reflect TEAM terminology, replacing staff or employee. (AK 2013)

- **Records** - Improve efficiency and accuracy of record-keeping by expanding knowledge of Staff Files software and exploring additional external systems. Recommend and implement changes as needed. Update the Personnel Manual to reflect changes in systems. (AK 2013)
**Guiding Principle:**

In recognition of the growth and popularity of Sport Clubs and the values and benefits of participation as well as the impact Sport Clubs have on the recruitment and retention of students, Recreation and Wellness will foster a culture that respects, supports, and enables these students to grow.

**Goal/Goal Statement:**

- **Game Day Experience** - Enhancing the game day atmosphere for championship clubs which will increase the visibility of programs and better experiences for the students. (S. Thomas, 2015)

- **Tier Classification System** - All clubs are unique and have different needs and goals. Improving and implementing the tier classification system will meet the diverse needs for each club and will provide accountability within the budget process by distributing funds accordingly. (S. Thomas, 2014)

- **Leadership Councils** - Strengthen the leadership councils within each club is necessary to adequately support the expansion of sport club programs. Increased leadership opportunities for students will enable the University to hold true to its philosophy that the clubs be primarily student-run. (S. Thomas, 2014)

- **Alumni Relations** - Work collaboratively to expand alumni programs, participation, and relationships which will enhance alumni relations within each club and form relationships within the Alumni office. (S. Thomas, 2018)

- **Additional Funding** - $144,000 in additional funding and support will provide higher quality services in the areas of preventive risk management including transportation, athletic trainers, and support staff. (S. Thomas, 2015)

- **Sponsorships** - By working collaboratively with fundraising groups on campus to capture overall sponsors for the sport club program which will increase funding and community awareness within the clubs. (S. Thomas, 2017)
Guiding Principle:
Develop more opportunities to engage all students, faculty and staff at the university. By engaging more people on campus, more diverse programs and educational opportunities will be offered which will increase retention and enhance the students, faculty, and staff’s quality of life.

Goal/Goal Statement:

- **Sports Officials Training Program** - Develop a comprehensive sports officials training program which will provide more leadership opportunities, will build skills and provide a higher quality of programs for participants. (ST 16)

- **Software** - Fully implement IMLeagues to provide more opportunities to market and register for events. This will open avenues to engaging students on campus that may not be engaged otherwise and the software will also create accountability within the program. (ST 14)

- **Extramural Sports** - Allows more students the opportunity to participate against other students from universities and colleges throughout the state, region, and nation. (ST 15)

- **Increase Programming** - Develop and implement new initiatives which allow more opportunities for all students to participate. Collaboration with other departments across campus will aid in reaching out to these students in return will better develop relationships across campus. (ST 17)
**Guiding Principle:**

To increase participants’ quality of life by providing excellent athletic training services and improving the quality of safety trainings for all employees and risk management officers.

**Goal/Goal Statement:**

- **Increase Coverage** - Increase coverage to all sport club events and provide coverage to Intramural Sports programs. (WS 2018)

- **Collaboration** - Continue to develop opportunities of collaboration with Student Health, and Safety Services while developing new opportunities with Employee Health and outside Health facilities. (WS 2015)

- **Risk Management Training** - Improve and lead the department-wide Risk Management training program for all professional and student staff, sport club coaches, and risk managers. (WS 2014)

- **Concussion Testing** - Increase the number of teams that get concussion baseline testing along with increasing the quality of the testing. (WS 2017)
Guiding Principle:
To effectively communicate the multitude of programs and services available to all members, and to encourage participation by demonstrating the positive impact of the programs, services and TEAM members.

Goal/Goal Statement:

- **Communication** - Improve internal and external communication strategies to effectively disseminate information to all current and potential members, participants in Recreation & Wellness programs, and TEAM members. (KS 2013)

- **Marketing Plan** - Develop a written marketing plan that identifies goals for the Recreation & Wellness department as well as specific program areas. (KS 2013)

- **Communication Plan** - Develop a written communication plan for meaningful and purposeful communications, addressing each target audience. (KS 2013)

- **Technology** - Improve and enhance the use of technology to streamline communication and evaluate the effectiveness of marketing strategies. (KS 2013)

- **Online Platforms** - Improve Recreation & Wellness website, social media, online and digital platforms and assess their effectiveness. (KS 2014)

- **Digital Signage** - Increase usage and enhance effectiveness of digital signage in the Weinstein Center and around campus. (KS 2014)

- **Promotions** - Increase promotional efforts outside of the Weinstein Center to reach a more diverse target audience. (KS 2013)

- **Feedback** - Strategically gather feedback from participants and non-participants to measure effectiveness of marketing efforts and identify obstacles preventing participation in Recreation & Wellness programs and services. (KS 2013)

- **Impact** - Identify ways to demonstrate the positive impact of Recreation & Wellness programs, services and TEAM members. (KS 2014)
Guiding Principle:

To improve the overall Recreation & Wellness experience by focusing on the level of service our TEAM members provide, implementing the latest technological advances, and collaborating with others on campus to maximize quality usage of recreational and athletic spaces.

Goal/Goal Statement:

- **Training & Development** - Improve overall Recreation & Wellness TEAM member experience by focusing on TEAM member orientation, departmental trainings, job specific training and the TEAM member recognition program. (KH 2013)

- **Student Employment Experience** - Create a model and explore ways to collaborate with other departments on campus (Student Employment, Human Resources, and Career Development Center) to propose a University-wide program that improves the student on-campus employment experience. (KH 2013)

- **Technology** - Maximize use of technology (hardware and software) to improve communication, record-keeping, data collection and reports in an effort to demonstrate impact of Recreation & Wellness services, programs and TEAM members. (KH 2014)

- **Labor Budgets** - Improve the staffing model for Recreation & Wellness by establishing standards for each area, creating a routine process for submitting labor budget requests, communicating approved labor budgets and monitoring actual spending throughout the fiscal year. (KH 2013)

- **Facility Schedules** - Lead a collaborative effort with athletics to inventory all recreational and athletic facilities, review schedules, policies and procedures to make recommendations for how facilities can be shared and better utilized to benefit the student body and larger University community. (KH 2013)

- **Facility Usage** - Create a longitudinal report for facility usage of recreational spaces and design a usage report to be included in future annual reports. Usage data will impact future facility renovation/construction projects as well as determine priorities for scheduling the facilities in the future. (KH 2014)
Guiding Principle:
Address current deficiencies in Outdoor Adventure through expanding availability of equipment/facilities and participation in programs. Focus on local resources, specifically the James River and Ride Richmond, to provide the community outdoor experiences unique to Richmond.

Goal/Goal Statement:

- **Outdoor Adventure Center**- Create an Outdoor Center where all outdoor trips depart from and equipment is rented out of. Propose funding for and location of a climbing wall within OAC. Host certifications (WFA, Bike Repair, Bike Safety, Leave No Trace) at OAC. (MT 2018)

- **Natural High**- Reinvent the Natural High program through hosting unique trips over all University breaks/holidays for students that cannot go home, hosting a local trip each week and a regional trip each month and hosting trips during all large scale event weekends: Family, Alumni, Admitted Students, Homecoming. (LA 2013-2015)

- **Green Bike Program**- Hire and train a student bike mechanic and run a Bike repair shop. Serve as the POC to get more bike racks on campus. Become a certified Bike Friendly University. (LA 2015)

- **Odyssey High Ropes Course**- Increase programing by on campus groups on the Odyssey Course to a minimum of 50/year. On campus partners include ROTC and an academic component with Jespson/B-School. Certify students as facilitators on the OC. (LA 2014)

- **Outdoor Equipment Rental**- Establish an outdoor equipment rental program including:
  - Mountain Bikes
  - Trailer
  - Tents
  - Sleeping Bags
  - Camping Equipment
  - Vans
  - Outdoor recreation equipment
  - Kayaks
  - (LA 2014-2016)

- **Summer OA Camp**- Host an OA summer camp through SPCS to offer the community, specifically children of faculty and staff, a convenient, affordable, healthy and exciting summer activity. This camp will provide additional revenue to subsidize new and or additional Outdoor Adventure programs/positions. (MT/LA 2015)
Guiding Principle:

To provide unified and integrated health and wellness programs and services for members of the campus community to maintain healthy and active lifestyles and to create a culture that places their health and wellness among the highest priorities.

Goal/Goal Statement:

- **Employee Wellness** - Further develop the employee wellness program through increased staffing and expand programming to reach the underserved populations of the workforce. Initiatives will include increased marketing and communication, annual health screening, workforce profile, targeted outreach programs, and tracking and monitoring participation. (HS 2014)

- **Employee Health Clinic** – Study the feasibility of an on campus employee health clinic as an employee benefit in a convenient location to improve the health and happiness of the workforce and reduce health care claims and cost. (HS 2015)

- **Wellness Living & Learning** - Develop a wellness living & learning program (TC 2013/14).

- **Wellness Graduation Requirement** – Further develop and enhance the wellness graduation requirement courses by increasing the number of courses offered each year, evaluating course topics and significantly increasing the number of students that complete the requirement in their first two years. (TC 2013)

- **Special Events** - Collaborate with University and Community organization to host/co-host fitness and wellness/recreational events on-campus. (e.g. 5K run, wellness events, fitness demos) (HS 2014)

- **Integration of Services** - Improve campus wide health care by sharing of resources and collaboration of staff. Possible partners may include Recreation and Wellness, Counseling and Psychological Services, Student Health Center, Athletic Sports Medicine, and Dining Services Nutritionist. (TC/HS 2013/14)

- **Brand** - Create a wellness brand to build visual identity for wellness programs and services. (TC 2013)

- **Website** - Collaborate with CAPS and Student Health Services to develop an integrated website for all health and wellness services. (TC 2013)

- **Events Calendar** - Create an inventory of all wellness programs that occur within division and post events on on-line wellness calendar. (TC 2013)

- **Outreach** – Create an inventory of existing partnerships and identify a contact person in each department that can assist with collaboration and program promotion. (TC/HS 2013/14)
Members of the National Intramural-Recreational Sports Association

**Purpose**
NIRSA is a leader in higher education and the advocate for the advancement of recreation, sport, and wellness.

**Core Beliefs**
- Physical activity and recreation participation is a part of our human heritage, and all individuals should have the opportunity to participate.
- Healthy people and healthy communities are strengthened by a commitment to sustainable practices, wellbeing, service, leadership, equity, diversity, inclusion and a global perspective.
- Recreation provides a beneficial and widely accessible outlet for expression and development during the formative years as a student scholar and/or burgeoning professional.
- Through recreation, individuals are able to establish healthy attitudes and practices that are applicable beyond the boundaries of institutions of higher education and into a lifetime of wellbeing.
- Recreation programs are advanced and strengthened through ongoing education, resource sharing, and networking.