

**University of Illinois Springfield
Department of Recreational Sports**

2009-2014 Strategic Plan

Department Mission Statement

The Department of Recreational Sports strives to meet the needs and interests of all who study and work at the University of Illinois Springfield. Participants of diverse ages, skill levels, and abilities are encouraged to take an active role in an assortment of individual and team opportunities. Services, programs, and facilities help to develop and sustain a culture of wellness on campus while improving the overall well-being of the individual. (08/21/09)

Plan Perspective

The primary role of Recreational Sports is to support the academic mission of the University of Illinois Springfield. Recreational Sports provides customer service to students and employees while contributing to the holistic development of the individual. Our work involves processes and programs that seek to be intentional in nature and action.

Theoretical Foundation

We utilize the latest practices and research from professional organizations and colleagues in higher education. We are guided by the National Intramural-Recreational Sports Association and the Council for the Advancement of Standards in Higher Education. Further we seek to enhance our support of the learning environment through developmental theories and research emphasizing personal responsibility, self empowerment, identity development, and experiential learning models.

Plan Terms Defined

Accountability- the duty we have as individuals to demonstrate and take responsibility for our actions and behaviors in light of commitments and expectations.

Community- the group of people typically referred to as “our community” which includes all students, employees, and Rec Members.

Culture- the social structure in which we find our community members.

Leadership Team- the group of professionals and students who are responsible for the managerial decision-making and implementation of the plans that directly affect the quality of Recreational Sports programs and services; see Plan Catalysts on last page.

Personal Growth- the learning and development each Rec Member experiences within our UIS learning environment.

Rec Member- refers to all students being assessed the General Fee for the current term, as well as any non-students who have purchased a membership for the current term.

Responsibility- a behavior in which one actively engages, learns, and influences the community for the common good.

Service- Refers to the intentional, yet sometimes intangible, choices undertaken by our staff as they relate to interactions with our customers.

Departmental Strengths

Adaptability- We embrace the desire to actively adapt our initiatives in order to be effective and efficient. In order to adapt we seek to recognize the constant changes to the student and university landscapes.

Facilities- We benefit from state-of-the-art facilities that enable us to intentionally provide an educational environment.

Input- We demonstrate a desire to receive feedback through the active collection of performance data, remarks, and observations.

People- We are intentional in our hiring processes. We employ committed and caring professionals and students who embody what it means to be service-oriented.

Responsiveness- We respond attentively and timely to individual and group concerns as we are committed to strong customer services.

Areas for Departmental Improvement

Mission Directed Goals- This document represents the first of its kind in our department. We see it as functionally necessary for our success.

Team Focus- We recognize the need to be effective stewards of our resources, which includes our employees. We embrace the notion that we must create and maintain a collaborative and team-oriented approach to program delivery and service.

Strategic Plan Goals

Plan Goal 1- We will foster on-going personal growth opportunities for each Rec Member.

Objective 1.1: Rec Members will recognize the benefits of and demonstrate goals toward leading a healthy lifestyle.

Strategy 1.1.1: A departmental task force will be charged by the Director to define wellness and how to market it to our community.

Strategy 1.1.2: Findings and recommendations will be presented to the Leadership Team.

Strategy 1.1.3: A planning and development program will be created and approved by the Leadership Team.

Strategy 1.1.4: Implementation needs will be presented in the spring planning cycle (for FY 2011).

Strategy 1.1.5: Task force members will conduct annual assessments and recommend improvements in May of each year.

Anticipated	Completed
Oct 2009	
Dec 2009	
Apr 2010	
Apr 2010	
May 2010	On-going

Objective 1.2: Rec Members will gain a strong sense of his/her identity and value in the UIS community.

Strategy 1.2.1: The Leadership Team will define personal identity.

Strategy 1.2.2: The Leadership Team will examine the activities and services we currently offer that support personal identity growth.

Strategy 1.2.3: Emphasis will be placed on departmental staff being more intentional with the interactions we have with Rec Members; to challenge and support people in their personal journey toward identity formation and sense of personal value.

Strategy 1.2.4: Our wellness program will be utilized to further facilitate a generalized level of personal interaction with Rec Members who are focused on their personal development and journey.

Strategy 1.2.5: Assess Rec Members' identity formation and sense of value annually in spring semester.

Strategy 1.2.6: Review evaluations in spring semester and make necessary changes accordingly for subsequent fall semester.

Anticipated	Completed
May 2009	May 2009
May 2009	May 2009 On-going
May 2009	On-going
Aug 2010	
Apr 2011	On-going
Apr 2011	On-going

Objective 1.3: We will create and maintain a comprehensive customer service training program for recreational sports staff.

Strategy 1.3.1: Develop a customer service working group.

Anticipated	Completed
Mar 2010	

- Strategy 1.3.2:** Review and compile existing standards and training materials.
- Strategy 1.3.3:** Research customer service models.
- Strategy 1.3.4:** Create a proposal of customer service standards that incorporate departmental accepted standards of excellence.
- Strategy 1.3.5:** Leadership Team will review proposed standards.
- Strategy 1.3.6:** Leadership Team will approve standards.
- Strategy 1.3.7:** Create departmental training to achieve desired standards.
- Strategy 1.3.8:** Implement departmental training to achieve desired standards.
- Strategy 1.3.9:** Create and implement an evaluation tool for customer service.
- Strategy 1.3.10:** Identify and implement recognition program for excellence in customer service.

Mar 2010	
July 2010	
Aug 2010	
Sept 2010	
Oct 2010	
May 2011	
Aug 2011	
Oct 2011	
Jan 2012	

Plan Goal 2- We will cultivate a sense of community.

Objective 2.1: We will develop and maintain a user-facilitated approach to programming that welcomes, respects, and reflects the diverse aspects of our users' environment.

Strategy 2.1.1: Each assistant director will identify current programming expectations, goals, and initiatives for his/her respective programming areas of responsibility.

Strategy 2.1.2: Each assistant director will assess current job descriptions in his/her respective programming areas and revise to comply with new departmental format.

Strategy 2.1.3: The Leadership Team will review programming expectations, goals, and initiatives using the Recreational Sports Strategic Plan as a guideline.

Strategy 2.1.4: The Leadership Team will make revision recommendations to programming expectations, goals, and initiatives.

Strategy 2.1.5: Each assistant director will evaluate revisions to programming expectations, goals, and initiatives and implement revisions as indicated.

Strategy 2.1.6: Each assistant director will establish programming focus groups for his/her respective programming areas of responsibility.

Strategy 2.1.7: Each programming focus group will meet on at least a bi-monthly basis to review programming expectations, goals, and initiatives.

Anticipated	Completed
July 2010	
July 2010	
Dec 2010	
Mar 2011	
July 2011	
Sept 2011	
Sept 2011	On-going

Objective 2.2: Create a consistent employee training and development program using the university, division, and departmental mission statements as guidelines.

Strategy 2.2.1: A training and development team will be formed consisting of 4 members on a 2-year staggered commitment. The chair will serve a 3-year commitment.

Strategy 2.2.2: The training and development team will analyze other institutional training and development programs and create a draft recommendation to the Leadership Team for review.

Strategy 2.2.3: The new training and development program will be approved by the Leadership Team.

Strategy 2.2.4: Implementation needs will be presented in the spring planning cycle (for FY 2011).

Strategy 2.2.5: The new training and development program will be implemented.

Anticipated	Completed
Dec 2009	
Mar 2010	
Apr 2010	
Apr 2010	
Aug 2010	

Strategy 2.2.6: The training and development team will continually and annually assess program effectiveness.

Apr 2011	On-going
----------	----------

Objective 2.3: Students will recognize the benefits of community engagement and develop a sense of belonging.

Strategy 2.3.1: Recreational Sports staff will continue to engage and support the student orientation process.

Strategy 2.3.2: Recreational Sports staff will continue to encourage participation and support in Welcome Week and departmental programming initiatives.

Strategy 2.3.3: Recreational Sports staff will annually provide a presence in the classroom and in the residence halls; communicate with instructors, faculty, and housing staff.

Strategy 2.3.4: Assess students' engagement and sense of belonging annually in spring semester; utilize current institutional assessment tools and results; determine departmental additions to tools as needed.

Strategy 2.3.5: Review students' evaluations; make program changes accordingly for upcoming academic year.

Anticipated	Completed
June 2009	On-going
Aug 2009	On-going
Aug 2009	Aug 2009 On-going
Apr 2011	On-going
June 2011	On-going

Objective 2.4: Traditions will be created, fostered, and supported annually.

Strategy 2.4.1: A comprehensive list of current and proposed traditions will be compiled and prioritized.

Strategy 2.4.2: Incorporate ideas as appropriate into an annual departmental programming calendar.

Strategy 2.4.3: Review annually and update as needed.

Anticipated	Completed
Feb 2011	
May 2011	On-going
May 2012	On-going

Plan Goal 3- We will inspire a culture of responsibility, accountability, and service.

Objective 3.1: Develop departmental standard operating procedures and policies that demonstrate the core values of honesty, integrity, ethical behavior, and mutual respect.

Strategy 3.1.1: A commitment statement will be created and posted.

Strategy 3.1.2: Departmental employees will intentionally promote and model these values in day to day conversations by using the commitment statement (see 1.2.3).

Strategy 3.1.3: Core values will be annually infused in departmental programming; the training and development program will implement as indicated (see 2.2.2).

Strategy 3.1.4: Programs and initiatives will be created for community members to experience value-based interactions.

Anticipated	Completed
Apr 2009	May 2009
May 2009	On-going
Aug 2010	
Aug 2010	On-going

Objective 3.2: Develop standard operating procedures and polices for each program area that demonstrate the core values of safety, innovation, ownership, fiscal responsibility, and inclusion.

Strategy 3.2.1: Each assistant director will identify current program-specific operating procedures and policies for his/her respective programming areas of responsibility (see 2.1.1).

Strategy 3.2.2: Each assistant director will evaluate revisions to program-specific operating procedures and policies utilizing self-evaluation (and focus groups' recommendations by Dec 2010- see 2.1.6 and 2.1.7).

Strategy 3.2.3: Standard operating procedures and policies for each program area will be posted on the departmental web site.

Strategy 3.2.4: Standard means for tracking participation rates in all programming areas will be established.

Strategy 3.2.5: Core values will be annually infused in departmental programming as well as the training and

Anticipated	Completed
Aug 2010	
Jan 2011	On-going
Aug 2010	
July 2010	
Aug 2010	On-going

development program (see 2.2.2).

Strategy 3.2.6: Programs and initiatives will be created for community members to experience value-based interactions.

Aug 2010	On-going

Objective 3.3: Develop standard maintenance and cleaning procedures for recreational sports facilities.

Strategy 3.3.1: Meet with Facility Services personnel to identify current maintenance and cleaning procedures for TRAC.

Strategy 3.3.2: Evaluate current procedures and expectations list.

Strategy 3.3.3: Develop a list of maintenance and cleaning expectations for TRAC Building Service Workers; discuss with Facility Services personnel.

Strategy 3.3.4: Meet with Facility Services personnel to evaluate revisions to current procedures.

Strategy 3.3.5: Standard maintenance and cleaning procedures for TRAC will be finalized and delivered to TRAC Building Services Workers.

Strategy 3.3.6: Develop a list of current maintenance and cleaning procedures and expectations for TRAC student staff.

Strategy 3.3.7: Standard maintenance and cleaning procedures for TRAC student staff will be finalized.

Strategy 3.3.8: Develop a list of current maintenance and cleaning procedures and expectations for SLB and outdoor recreational facilities.

Strategy 3.3.9: Standard maintenance and cleaning procedures for SLB and outdoor recreational facilities will be finalized.

Strategy 3.3.10: Standard maintenance and cleaning procedures for TRAC, SLB, and outdoor recreational facilities will be infused into training manuals and sessions and delivered to Recreational Sports facilities staff.

Strategy 3.3.11: Adherence to standard procedures will be monitored; lack of adherence will be communicated immediately to Facility Services and/or Recreational Sports facility personnel for appropriate action.

Anticipated	Completed
Aug 2008	June 2008
Sept 2008	June 2008
Dec 2008	Dec 2008
Dec 2008	Dec 2008
Mar 2009	Jan 2009
Dec 2009	
Feb 2010	
Mar 2010	
May 2010	
July 2010	
Aug 2010	On-going

Plan Goal 4- We will influence the University organizational culture by fostering the development of a campus wide culture of wellness for our community.

Objective 4.1: Educate our community so that members may recognize and appreciate the true potential for recreational and leisure enjoyment at this university.

Strategy 4.1.1: Complete the departmental strategic plan; present it to the Assistant Vice Chancellor for Student Affairs for approval to begin implementation.

Strategy 4.1.2: A campus-wide wellness initiative will be introduced to the Chancellor and the Cabinet for approval; the proposal will seek permission to begin discussions with academic units and service departments regarding the initiative.

Strategy 4.1.3: Link our strategic plan to the Recreational Sports web site so it is available to our community.

Strategy 4.1.4: The first meetings will be scheduled to present the wellness initiative.

Strategy 4.1.5: Develop a 12-month focus for our Staying on TRAC Series and Working on Wellness Series.

Strategy 4.1.6: The Be Fit Program will be introduced.

Anticipated	Completed
Feb 2009	Feb 2009
Feb 2009	Feb 2009
Mar 2009	Mar 2009
Apr 2009	Apr 2009
Oct 2009	
Oct 2009	

Strategy 4.1.7: Each assistant director will develop a marketing plan for his/her respective programming areas that will be fused with our planning and development program (see 1.1.3).

Strategy 4.1.8: Develop a comprehensive educational plan to include delivery methods and assessment tools.

Aug 2010	
Aug 2010	

Objective 4.2: Challenge the constituent population to take an active role in provided opportunities as well as to voice opinions about the direction of recreational services on campus.

Strategy 4.2.1: Wellness Collaborative presentations will discuss the need for partnerships, the value of partnerships instead of ownership, and the benefits of involvement (see 4.1.4).

Strategy 4.2.2: In collaboration with National Recreational Sports & Fitness Day, an Annual Employee Appreciation Day will be established for community members.

Strategy 4.2.3: Each departmental focus group will develop mechanisms to challenge members of our community (see 2.1.7).

Anticipated	Completed
Apr 2009	Apr 2009 On-going
Feb 2010	
Sept 2010	

Objective 4.3: We will provide services and integrate initiatives that support the holistic development of our community members.

Strategy 4.3.1: The Leadership Team will identify current services and activities offered by the department to our community members.

Strategy 4.3.2: The Leadership Team will assess the effectiveness of current services and activities and implement revisions as appropriate.

Strategy 4.3.3: The Leadership Team will distribute a list(s) of services and programs to our community.

Strategy 4.3.4: The Leadership Team will identify and review current committee involvement.

Strategy 4.3.5: The Leadership Team will maintain communication with our community members regarding services and programs to support holistic development offered by our department.

Strategy 4.3.6: Each assistant director will communicate services and initiatives by established timelines.

Strategy 4.3.7: We will create a survey to gain a better understanding of our community in terms of current health/wellness patterns as well as current activity/exercise patterns.

Strategy 4.3.8: We will conduct the survey to establish the UIS Recreational Profile.

Strategy 4.3.9: We will compile final results from the survey.

Strategy 4.3.10: A final report will be developed (UIS Recreational Profile).

Anticipated	Completed
May 2009	On-going
May 2009	On-going
Jan 2010	On-going
May 2009	May 2009
May 2009	On-going
May 2009	On-going
Aug 2010	
Oct 2010	
Feb 2011	
June 2011	

Plan Catalysts- Those individuals charged with initiating discussions and initiatives to achieve each plan goal.

Overall- JT Timmons

Plan Goal 1- Amanda Jillson, Derek Rhoads, and Brian Riebeling

Plan Goal 2- Brett Walker and Alex Diaz

Plan Goal 3- Karen Willard, Sam Kruse, and Lexi Kirschbaum

Plan Goal 4- Matt Panich, Cristin MacCarthy, and Raeann Anderson