# Strategic Plan
Recreational Services Department
University of New Mexico
2012 - 2017

<table>
<thead>
<tr>
<th>Recreational Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Recreation</td>
</tr>
<tr>
<td>Fitness and Wellness</td>
</tr>
<tr>
<td>Getaway Adventures</td>
</tr>
<tr>
<td>Outdoor Shop</td>
</tr>
<tr>
<td>Bicycle Shop</td>
</tr>
<tr>
<td>Accounting &amp; Fiscal Services</td>
</tr>
</tbody>
</table>
# Strategic Plan
## Recreational Services Department
### University of New Mexico
#### 20012 - 2017

**Adopted January 2012**

<table>
<thead>
<tr>
<th>Section 1.0</th>
<th>Recreational Services Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section 2.0</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>Accounting and Fiscal Services</td>
</tr>
<tr>
<td>2010</td>
<td>Aquatic Program</td>
</tr>
<tr>
<td>2020</td>
<td>Bicycle Shop</td>
</tr>
<tr>
<td>2030</td>
<td>Fitness and Wellness Program</td>
</tr>
<tr>
<td>2040</td>
<td>Getaway Adventures Program</td>
</tr>
<tr>
<td>2050</td>
<td>Office Management and Customer Services</td>
</tr>
<tr>
<td>2060</td>
<td>Open Recreation</td>
</tr>
<tr>
<td>2070</td>
<td>Outdoor Shop</td>
</tr>
<tr>
<td>2080</td>
<td>Marketing and Public Relations</td>
</tr>
<tr>
<td>2090</td>
<td>Intramural Sports</td>
</tr>
<tr>
<td>2100</td>
<td>Technology and Information Management</td>
</tr>
</tbody>
</table>

## Revisions

<table>
<thead>
<tr>
<th>Date</th>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 2012</td>
<td>1000</td>
<td>Added long term plan for Recreation and Wellness Center</td>
</tr>
</tbody>
</table>
Introduction and Planning

The Recreational Services Department at the University of New Mexico is a service-oriented program that serves the recreational and wellness needs of the University community. A primary function of this Department is to provide for the total well-being of the University community in accordance with the University’s commitment to provide a vibrant and rich college experience, educate the total individual and care for the individual’s needs while they attend or are employed by the University.

Recreational Services realizes the importance of establishing objectives and a direction that are complimentary to the goals, values and mission of the Office of Student Affairs and more importantly, the University of New Mexico. Therefore, Recreational Services and each program within Recreational Services will develop their own goals that are inline with the University's stated objectives.

The entire Recreational Services' professional staff developed this strategic plan with input from our most important resource, the students at the University of New Mexico. The staff met collectively to develop a comprehensive plan that outlines future growth. Our challenge was to develop a strategic plan with a detailed action plan and a specific timetable while realizing the plan is also a working document, continuously evolving to meet the ever-changing needs of the University community.

Vision Statement

Recreational Services is committed to being recognized by the University as an outstanding advocate for fitness, wellness and health and the leader in offering recreational and leisure activities on campus. We will rely on our strengths to accomplishment the following:

- Offer a wide variety of opportunities to enhance the educational, recreational and cultural experiences for a diverse University community.
- Continually evolve and offer innovative programming and services in order to serve the ever-changing needs of the University.
- Develop and continually improve upon programs that support student learning and success and life-long participation in fitness and wellness.
- Improve the quality of life and provide for the total well-being of students, faculty and staff during their stay at the University of New Mexico.
- Assist in the University's mission of recruitment, retention, academic achievement and personal and profession development of the students at the University of New Mexico.

Mission Statement

The mission of the Recreational Services Department at the University of New Mexico is to provide a wide variety of opportunities to enhance the recreational, educational and social experiences for a diverse University community. The Department is committed to excellence by offering programs
that promote wellness, physical activity and a healthy lifestyle while contributing to the intellectual and cultural development of those we serve.

Value Statement

Our values are shaped by the needs and values of the individuals we serve, both internal and external. We believe the services we provide to our employees are as important as the services we provide to our patrons.

▪ Excellence

At Recreational Services, we value excellence in our people, in our programs and in our facilities. We have a responsibility to encourage excellence among our staff and students. We are committed to making every individual’s experience with Recreational Services the most positive and worthwhile experience possible. We are also committed to providing a safe facility staffed by energetic, capable, well-trained and motivated individuals.

▪ Development

We value student and staff development, collaboration and professionalism. We are committed to provide all resources possible to aid in the personal and professional development of our staff and students. We have the same commitment to help our staff and students achieve their goals and excel in their academic endeavors. By providing a stimulating environment and appropriate support, Recreational Services strives to give every individual within our department and at the University of New Mexico, his or her best chance to succeed.

▪ Diversity

Recreational Services values the diversity of its staff and students and with the other people with whom we interact. Our programs and services are enriched and strengthened by the ideas and values that originate from different cultures and backgrounds. We strive to programs and services that meet the needs of all individuals regardless of individual ability or background.

▪ Creativity and Initiative

Recreational Services values creativity and initiative among its staff and students. Researching new and fresh approaches, innovate problem solving and constant evaluation and assessment will keep our programs and services vibrant, exciting and successful.

Strengths

Recreational Services recognizes the following strengths and assets that allow us to offer innovative and successful programs and services to the University of New Mexico.

▪ Our ability to serve a large and diverse population at a cost-effective rate.

▪ A strategic, highly visible and easily accessible location on campus.

▪ A well-trained and diverse professional and student staff.

▪ Services that are well received and supported by the University community; specifically the students, faculty and staff whom we serve.

▪ Strong ties and commitments to and from the community outside the University of New Mexico.
A positive work environment with leadership that encourages innovative problem solving, sharing of ideas and resources, creation of new programs and opportunities for participation, personal and professional development and the opportunity to take risks with the fear of failure.

Weaknesses

The University is lacking a dedicated recreational facility. Sharing of facilities dilutes our programs, restricts access to desired facilities and does not create a sense of unity and pride among the students. Our current facility is old, confusing to navigate, hinders social interaction, is not environmental and is costly to maintain. Sharing of space and resources by Recreational Services, the College of Education and the Athletic Department is often contentious, difficult to manage and a hindrance to achieving excellence by all three entities.

Objectives

Recreational Services is committed to meeting the following objectives:

- Enrich the quality of student and campus life through opportunities, interest and behaviors that promote healthy lifestyles.
- Offer programs that encourage individuals to explore their limits, learn new skills, make new acquaintances, and experience success and achievement.
- Educate the University community in the proper use of recreational and leisure time and the achievement and maintenance of good mental and physical wellness.
- Provide broad and robust recreational programs, which strives to meet the demands and needs of every student, faculty and staff member at the University of New Mexico.
- Provide programming designed to encourage and welcome all University persons regardless of individual ability.

To meet our objectives, Recreational Services offers a broad range of programming in the following areas:

<table>
<thead>
<tr>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aquatics</td>
</tr>
<tr>
<td>Open Recreation</td>
</tr>
<tr>
<td>Intramural Sports</td>
</tr>
<tr>
<td>Sports Clubs</td>
</tr>
<tr>
<td>Summer Youth Programs</td>
</tr>
<tr>
<td>Fitness &amp; Wellness</td>
</tr>
<tr>
<td>Getaway Adventures</td>
</tr>
<tr>
<td>Outdoor Shop</td>
</tr>
<tr>
<td>Bicycle Shop</td>
</tr>
<tr>
<td>Special Populations</td>
</tr>
</tbody>
</table>

The following components play a vital role in the success of Recreational Services. Therefore, it is important that they are included in this plan.

<table>
<thead>
<tr>
<th>Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting &amp; Fiscal Services</td>
</tr>
<tr>
<td>Technology and Information Management</td>
</tr>
<tr>
<td>Office Management &amp; Customer Services</td>
</tr>
<tr>
<td>Marketing &amp; Public Relations</td>
</tr>
</tbody>
</table>

Strategic Planning

Each programming area has its own strategic plan, which will help the Department realize their stated objectives. From the office of the Recreational Services' Director, the following short and long term strategic plans have been developed and are currently being executed.
Short Term Plans

- Department Reorganization
  
  Reorganize the Department to create two additional supervisory levels while maintain current staffing levels. This will create a more efficient reporting structure, which in turn will lead to lead to faster response time, greater efficiency and equal distribution of assignment and tasks.

  Timeline: Fall 2012

- Recreation and Facility Management Software
  
  Implement online facility management and point of sale systems. This will provide more options for patrons to register for our programs, create greater accuracy and flexibility when scheduling facilities, improve efficiency in all facets of daily and long term operations and provide better customer service to our patrons.

  Timeline: Spring 2013

- Johnson Center Hall of Honor
  
  Establish Johnson Center Hall of Honor to recognize and honor individual with ties to Johnson Center that have greatly impacted the lives of student here at the University of New Mexico and contributed to their success. This could be through the role as faculty, advisor or through contributions in time or service to Johnson Center that had a positive influence on students and the University of New Mexico.

  Timeline: Spring 2013

- Employee Training Program
  
  Implement online training program for student employees at Recreational Services. This will compliment our extensive hands-on training. It will be used to introduce and reinforce Department policies and procedures as well as provide continual training and education.

  Timeline: Summer 2013

- Recreation and Wellness Center Proposal
  
  Work with the Office of Planning and Campus Development to develop a viable work plan to present to the University administration proposing the construction of a new recreation and wellness center for the University.

  Timeline: Spring 2013

Near Term and 5-Year Plans

- Equipment Replacement Contingency Fund
  
  Identify strategies to create a contingency fund to replace fitness equipment. Our current inventory of cardiovascular and strength equipment has already surpassed it expected operation cycle. The equipment continues to function due to an extensive preventative maintenance program and skilled technicians that repair malfunctioning or broken equipment. Repair costs and cost of replacement parts are reaching the point where it will soon be not cost effective to repair the equipment. We will meet with
student government, College of Education and the UNM foundation to establish such a fund. In future budgets, a yet to be determined amount will be allocated to this fund by Recreational Services, the College of Education and any other University entity required by the administration to contribute.

Timeline: 2014

**Long Term Plans (Revised October 2012)**

- **Recreation and Wellness Center**

  A task force to determine the feasibility and a work plan for a new recreation and wellness center was formed in September of 2012. The goal of the task force is to generate a proposal to present to the administration identifying the need and importance of building a new recreation and wellness center or undertaking extensive renovations of current facilities. It is difficult to formulate any long term plans not having knowledge of what the proposal will contain or what decisions the administration will make.

  Timeline: 2015 – 2017

**Timeline**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Department Reorganization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation and Wellness Center Work Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facility and Recreation Management Software</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Johnson Center Hall of Honor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student Employee Supplemental Online Training Program</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creation of Contingency Fund</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation and Wellness Center Project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Priorities**

As the University of New Mexico positions itself for the future, all departments on campus must also position themselves to better meet the needs of students and develop their own initiatives to fulfill the goals and objectives that have been or will be established in **UNM 2020**. In its present state, Johnson Center is not conducive to generating an aura of excellence in educating students, conducting research, providing recreational and wellness pursuits for the campus and recruiting and retaining students. Therefore, goals and objectives that deal directly with the forthcoming recreation and wellness task force’s proposal should be given top priority. Changes must be made to and within Johnson Center to allow the departments that rely on Johnson Center to succeed.
Capability to Implement

The majority of stated objectives can easily be met within the timeframe indicated. However, objectives dealing with the actual renovation or construction of a new recreation and wellness center may only be possible if the students at the University of New Mexico provide a unified voice of support for the project and the administration provides the funding and resources to undertake such a project.
### Recreational Services Programs

<table>
<thead>
<tr>
<th>Section</th>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Recreation</td>
<td>Intramural Sports</td>
</tr>
<tr>
<td>Fitness and Wellness</td>
<td>Sport Clubs</td>
</tr>
<tr>
<td>Getaway Adventures</td>
<td>Challenge Course Program</td>
</tr>
<tr>
<td>Outdoor Shop</td>
<td>Aquatic Program</td>
</tr>
<tr>
<td>Bicycle Shop</td>
<td>Summer &amp; Youth Programs</td>
</tr>
<tr>
<td>Accounting &amp; Fiscal Services</td>
<td>Office Management &amp; Customer Service</td>
</tr>
</tbody>
</table>
Program Description

Accounting Services at Recreational Services is responsible for monitoring and processing all financial transactions within the Department. This includes but is not limited to: daily deposits from all programs that generate revenue; processing of hiring and payroll documents for professional and part-time staff; and processing all purchasing, payment and account summary transactions for the various programs within Recreational Services. The account is assists with all personnel hires, budgeting and procurement.

Vision Statement

The vision of Accounting Services is to provide proper, accurate and timely processing of all financial transactions and documents for the Department.

Mission Statement

The mission of Accounting Services is to aid and allow the Department to provide exemplary customer service while staying within the University's guidelines and the Department's budget. Being aware of budgeting, purchasing and employment guidelines allows the accounting division to provide support in these areas. This makes it possible for the Program Coordinators to focus on quality programming and excellent customer service rather than accounting and employment issues.

Value Statements

Accounting Services values timely and accurate preparation of all payroll data and documents, daily deposits and purchasing and payment documents. Following approved University policies and practices is important in ensuring the accuracy of all accounting procedures

Strengths

Strengths include: the ability to aid Program Coordinators in their hiring, accounting and purchasing requirements; timely and accurate processing of payroll, financial documents and daily deposits; and providing opportunities for student employees to receive training in office and accounting procedures.

Strategic Planning

- **Cross training of staff members in several accounting responsibilities**

The administrative assistant should be cross-trained in the processing of payroll documents for both the professional and part-time staff. An in-depth training should be completed before the end of the fall 2002 semester. This will enable another staff member to be able to process the payroll in the event that the accounting technician is unable to process it. All staff should be trained to process purchase requisition requests as it pertains to their individual programs. Refresher training should be done on an individual basis as needed. The front office student staff on duty at closing are responsible for the nightly closing procedures of the register and are trained upon hire. The opening of the register each morning and the daily deposits are done by the accounting technician. The student
assistant and administrative assistant should also be trained and knowledgeable in these procedures.

- **Ensure timely and accurate processing of payroll documents for students and staff**

  Time reports for the professional and part-time staff are checked and discrepancies clarified as the accounting technician receives them. Time sheets are processed in a timely manner at the completion of each pay period. Maintenance reports are completed as they are received. The exception reports are checked regularly to insure the accuracy of the payroll information. Reconciliation reports are done prior to the payroll deadline.

**Priorities**

Accounting Services’ priorities are to stay abreast of University policies and procedures as they pertain to the accounting process and to ensure the staff is aware and knowledgeable of their role in executing these procedures.

**Capability to Implement**

All objectives can be implemented without an increase in financial support for the accounting area. Time constraints due to the various daily tasks and deadlines that face Accounting Services will be the main obstacle in the implementation of these objectives. Therefore, proper time management will be crucial. Cross training staff members and sharing of responsibilities will ease some the burden.

**Summary**

The smooth and efficient operation of Accounting Services is vital to the operation of Recreational Services. Completing these objectives will help Accounting Services stay on top of all daily requirements while allowing it to grow in order to meet all future needs. All objectives identified here are easily obtainable within the suggested time frame. Proper budgeting and planning will necessary for the purchase of any new systems.
Program Description

The Aquatics Program offers lap swim and open recreation opportunities, as well as a wide variety of learn to swim, water adjustment and water safety classes. Programming includes American Red Cross Lifeguard Training, Water Safety Instructor, First Aid, and CPR for the Professional Rescuer and Infant Preschool Aquatics Program. The Pool Manager, in the employ of Recreational Services, is responsible for general Maintenance, pool chemistry and staffing. A maintenance technician employed by the College of Education assists the Manager. The Maintenance Technician is also responsible for general maintenance and pool chemistry as well as minor and major repairs.

Vision Statement

The Aquatics Program will rely on its strengths to:

- Provide exceptional recreational and educational opportunities that promote a healthy lifestyle for a diverse University and community.
- Provide a safe clean and state of the art facility that provides opportunity for all individuals, regardless of ability, to participate in aquatic activities.

Mission Statement

The mission of the Aquatics Program at Recreational Services is to offer exceptional aquatic programming in a state of the art facility with professional and courteous staff that specialize in making the aquatic complex an inviting, fun and safe facility

Value Statement

The Aquatics Program is committed to providing a variety of recreational opportunities in a safe, enjoyable and challenging environment. The Program values, continuous improvement, evaluation of programs and services, the safety of all employees and patrons, employee participation in decision making, innovative problem solving and personal and professional development of its staff and students.

Strengths

Program strengths include a well-trained, motivated and safety conscious staff. Popular and successful Programs as well as easy access for patrons further strengthen the aquatics program. The Therapy Pool serves the University community and provides for additional revenue through rentals. The Olympic Pool can accommodate numerous aquatic activities simultaneously

Strategic Planning

Recreational Services, the College of Education, Continuing Education and the Athletic Department share the aquatics complex. Objectives are developed to benefit the facility as well as Recreational Services.
**Facility Improvements and Renovations**

The air and water quality within the pool areas do not meet NMED safety standards. Chloramine levels have been measured between .5 and 1 ppm. The standard is 0-.5ppm. This may be fixed with the addition of a UV sterilization unit, an ozone injection system or larger inefficient air exchange unit.

The pool deck tiles have experienced severe cracking and chipping since the last renovation. On a weekly basis newly cracked tiles emerge showing potentially hazardous jagged edges. Efforts to remedy these hazards have resulted in visually unpleasing patch jobs. Three possible solutions have been brought to the attention of administration. All have been rejected to this point due to budgetary and time constraint concerns. One possible solution was to coat the tiled deck surface with a poly-urea substance. The other two solutions involve replacing the tiles all together with new tiles or a plastic compound.

The window wall in Johnson pool has rusted out frames and offers little privacy to patrons swimming. This may be fixed by frosting the entire glass or sections of the glass. The metal framework could easily be replaced in little time.

**Equipment Management**

Equipment such as kick boards and pool buoys must be checked out from the equipment Room that is located in Johnson Center. Other items to be purchased such as goggles are even further away from the pool area. The ability to obtain these items from the pool deck would be an improvement over current procedures. To facilitate this new service, additional storage facilities and equipment must be secured. This service would benefit Recreational Services Patrons and the physical Education Department as both entities share pool time and resources. It is reasonable to expect that this objective may be accomplished within 4 years. Best solution would be to include equipment storage and check out facility in any future renovation and remodel project. However, portable storage units and existing space may be modified to allow for on-site equipment checkout.

**Computer Based Scheduling Program**

Currently the procedure for scheduling private swim lessons, group swim lessons, pool rentals and classes leaves large variability in accurate participation/accounting numbers as well as accountability. A computer-based system would eliminate large quantities of multiple copies of a patron's personal information being printed repeatedly. Having a computer at the pool with access to the program on the spot would eliminate confusion for patrons trying to navigate through the halls of Johnson center and obtaining information that may be conflicting from two different sources. It is reasonable to think that such a program could be implemented within a year.

**Cleaning and Maintenance Schedules**

Currently one or two people are responsible for assuring that the facility, used 84 hours per week, stays clean. In order maintain and keep the natatorium clean, a schedule for cleaning and maintenance needs to be implemented with responsibilities delegated to multiple staff members including custodians, lifeguards and physical plant. It may be necessary for pool hours to be modified to allow for scheduled maintenance. This service would result in a cleaner, safer and more enjoyable facility for our users. This objective is likely to be done on a continuous basis.

**Develop New and Innovative Programs**

The Aquatics division will stay current with trends and provide services and opportunities to meet the needs of our patrons. The pool manager will evaluate existing programs, listen to patron feedback and attend conferences and workshops to stay current in the aquatic
industry. These programs will benefit students, faculty, staff and their immediate family members. It is reasonable for this objective to be met on a continuous basis. Funding must be provided through the recreational Services Department, student fees, User fees, Department of Athletics and Physical Education Department.

Develop a program for ensuring an appropriate number of qualified instructors are available to meet the demand for swim lessons expressed by the UNM community

Currently the Aquatics learn to swim program is highly sought after. The demand for lessons, far out reaches the supply of willing qualified instructors. By developing a teaching to teach lesson plan. We should be able to provide enough instructors to fulfill the demand offered by the UNM community

Priorities

Assuring air and water quality meet NMED safety standards needs to be a priority. The elevated chloramine levels are a health risk to the pool users. Current inspections have proven to be grounds for closure of the facility if improvement is not met.

Taking advantage of technology by obtaining an electronic scheduling program should be made a priority for accurate book keeping and organization.

Capability to Implement

Many of the objectives identified here can only be realized if the University administration provides the funding and resources necessary. The remaining objectives may easily be met within the time frame indicated.

Summary

The Aquatics Program is close to 100% dependent upon the facilities it must use to offer programs and services. If the Olympic pool and Johnson Pool are not operated within safety standards set by the state they will be shut down. This closure would assure that a majority of our programs and services would be shut down as well. Implementation of one of the three processes expressed above must be conducted by the University administration.
Program Description

The Bicycle Shop is a full-service bicycle rental and repair facility offering a variety of Bicycle repair services for students, faculty and staff at reasonable costs. The Bicycle Shop shares its facilities and resources with the Outdoor Shop.

Vision Statement

The Bicycle Shop should implement positive customer services within Recreational Services, towards the University and the students, staff, and faculty. Increased participation can be expected because of this positive attitude.

Mission Statement

The mission of the Bicycle Shop is to maintain a quality fleet of rental bikes provide expert bicycle repair and service to the University community and provide supplementary education to the University community in regards to the benefits of safe and courteous cycling. To achieve this mission, the Bicycle Shop offers:

- A knowledgeable, efficient, courteous and well-trained student staff that is capable of meeting the needs of customers and participants, while utilizing the Bicycle Shop's resources.
- A rental bike fleet that can be rented for a nominal fee.
- A retail outlet where the University community can purchase bicycle parts and accessories at reasonable prices.
- Bicycle maintenance work performed for students, faculty, and staff.

Value Statements

The Bicycle Shop values excellence in our employees, our services and our facility. The shop is committed to providing the best service possible, completing timely repairs and returning a safe and fully functional bicycle to our customers. We continue to strive to meet and surpass the expectations of our customers.

Strengths

Program strengths include courteous and knowledgeable employees, the ability to offer a wide variety of bicycle services, reasonable rental fees, and our service fees are complimented by affordable sales prices within a modern, well-suited facility located in our facility's main East Entrance.

Strategic Planning

The Bicycle Shop shares its facilities and resources with the Outdoor Shop. Many objectives identified below are mutually beneficial to the Outdoor Shop.

- To make the Bicycle Shop the premier rental and retail facility for students, faculty, and staff.
The Bicycle Shop is a valuable resource for many students, faculty and staff. In an effort to keep our customers happy we will continuously upgrade resources and shelved items to the merchandise section of the Shop and expand services offered. Comparing our inventory and services with peer universities will help us stay current when offering services our patrons want.

- **Develop an advertising campaign targeting all UNM students, faculty and staff.**

  We will continually develop and promote an advertising campaign, directed to all UNM students, faculty and staff. To reach the University community we will distribute Outdoor Shop reference material to all of UNM departments and dorms. Exhibiting Outdoor Shop items at different locations across campus will also be an ongoing strategy. These campaigns will be continuous and should help increase customer participation.

- **Retain Student Employees**

  The Bicycle Shop is a very valuable resource for students, faculty and staff. To continue to provide bicycle service to the University community we need to maintain skilled and knowledgeable mechanics. Our strategy will be to continuously recruit and train our bicycle mechanics to ensure performance consistency and dedication.

**Priorities**

The Bicycle Shop’s priorities include:

- Making the Shop the premier location to meet the needs of the University community.

- Provide the best possible rental and repair service and merchandise to students, faculty and staff at UNM

- Provide outstanding customer service.

**Capability to Implement**

All objectives identified are obtainable through proper planning and prioritization of resources. Should a decrease in funding occur, raising rental fees and reducing hours of operations could make up lost revenue.

**Summary**

The Bicycle Shop offers quality bicycles for rent and expert service and repair to the University. It has courteous employees and is located in a high traffic area. Within the next 5 years, the continued success of the Shop will rely upon making sure all UNM students, faculty and staff are aware of the rentals and services we offer. An aggressive advertising campaign will continuously be implemented to help keep the University community informed. The possibility of a new Recreational Center will supplement current endeavors in providing a successful Bicycle Shop. The Bicycle Shop is committed in customer service.
Program Description

Recreational Services Fitness Program is designed and committed to meet all the fitness and wellness needs and desires of the University of New Mexico patrons. The Fitness program offers a variety of classes such as Boot Camp, Salsa Dance, Deep Water Aerobics, and Zumba. The Fitness program is trying to stay on top of current and past fitness trends to offer the most up to date fitness classes.

Vision Statement

The vision of the Fitness Program is to redefine how we think of the fitness program in terms of the objective we seek to meet. The objective of this goal is to bring direction back to the program. The facility has not improved, but the trends have changed and the competition between other departments and fitness centers continue to increase. To bring back respectable numbers and make a positive impact on those who participate in the program, new more effective classes need to be implemented to creatively accommodate the needs and wishes of its patrons. We will continue to be creative with classes based on the space availability and time restraints.

Mission Statement

The Fitness Program strives to meet the evolving needs of the University and Community. It will continue to do so by listening to the patrons’ and instructors’ desires. Meeting the needs of the various classes with clean, if not new equipment, will represent the University to the highest standard. It is also the University’s responsibility to expand the concept of health and fitness by offering a variety of fitness classes.

Value Statements

The Fitness Program values offering a diverse and robust program for a diverse population. It values the feedback from current and former patrons, as well as, all fitness instructors.

Strengths

The Fitness Program’s strengths lie within our multifaceted fitness programs and the instructors that teach those classes.

Strategic Planning

- **Increase and replace current equipment with new and updated equipment.**

  The Fitness program is increasing with volume every semester, so the use of the equipment is increasing. New equipment would not only help with the implementation of the class, but show the patrons we are reinvesting into their health.

- **Increase the participation rate of the fitness classes**

  The Fitness program relies of the number of participants to keep the interest in the program elevated throughout the entire semester. The higher the number of participants will reflect in a higher amount of enthusiasm from all. We will continue to keep the cost of the program low to pique interest from University’s community as well as the local community. We will
continue to market with flyers and ads based on the approved upon budget. Price changes for the program will change as needed.

- **Offer an increasing variety of fitness classes**

  The Fitness Program will continue to research the most effective modalities of fitness, but will not sacrifice the safety of all involved in the program. This is a constantly evolving goal, but one that should never be taken lightly.

**Priorities**

The Fitness programs priorities will always surround the patrons’ safety and health. Whether that means adapting classes to meet the mean age of the populations or the fitness level of the class, we will always prioritize the safety of the patrons.

**Capability to Implement**

Our capability to implement our initiatives will depend on our available budget. Finding available funding will help ensure stability and growth of the fitness program. New equipment and utilizing the marketing department will enhance the fitness program, but without funding we will be stagnant.

**Summary**

The University of New Mexico’s fitness program is continually evolving. We must be able to keep up with current fitness trends including programming and equipment. The lack of funding will not impede our progress and will challenge our creative thinking and resourcefulness. As we continue to grow we must be able to facilitate that growth and foster the relationships built through our fitness program.
Program Description

The Getaway Program offers instructional, educational and recreational excursions and clinics such as cross country skiing, hiking, rock climbing, camping, backpacking and white water rafting. Other trips include cultural events to Indian Feast days, exploring ancient cliff dwellings, art gallery tours and balloon fiestas.

Vision Statement

The Getaway Adventure Program envisions having a well-trained staff of specialty trip leaders, graduate student and expanding the program trips with a large staffing. The program envisions having an additional vehicle and own equipment and subsidizing certain trips for students.

Mission Statement

The mission of the Getaway Adventure Program, in keeping with the missions and the policies of University of New Mexico and the Recreational Services Program, is to offer the university and surrounding community the opportunity to experience the cultural, educational, and recreational resources of our state and the Southwest. To achieve our mission the Getaway Program offers minimal cost services through non-profit budgeting.

The following are components of the Getaway Adventure Program:

- Excursions and tours to on and off-campus events and points of interest
- Educational Workshops/Clinics that promote leisure activities.
- Informational Outreach Programs to promote these resources.

Value Statements

We are committed to make each participant's experience with our program the most positive and worthwhile adventure possible. We believe that CUSTOMER SERVICES is the foundation of our program and therefore we strive to be the best host that we can be. Quality services must never be compromised; therefore, as participation increases as predicted, the program must grow in staffing and services to meet these growing needs of our community.

Strengths

- Program offers quality trips and excursions
- Trips are detailed and interpretive
- Program has established reputation of being able to coordinate exclusive excursions for various UNM groups and conferences
- Established strong connections with reputable outside contractors
- Trains quality trip leaders
- Developed stronger safety skills and awareness

Weaknesses

- Program needs an additional vehicle to expand.
- Limited expenditures (program would like to subsidize training and work hours of trip leaders.)
- Constant increase of prices for trips every year due to the cost of trip leaders, vans, gas, insurance, etc.

**Strategic Planning**

- **Obtain additional participant transportation vehicle**

  Look into possibility of purchasing a used vehicle from the vanpool at automotive or from ski team.

- **Increase Participation**

  Increased participation will show the need for more outdoor and cultural programs. The program will be able to expose more people to our cultural and outdoor diversity. Create more opportunities by working on UNM committees and offering our services to specialty groups around campus. Continue working with OIPS to expand trips program. Promote tuition remission benefit to staff.

- **Increase staffing of qualified program specific personnel**

  Qualified personnel enhance the credibility of the program and can increase participation. Ideally, a graduate student would be desired. Develop job description for specific leaders. Research finances for extra training needed for trip leaders.

- **Obtain a Spot Satellite GPS Messenger**

  Cell phones and radios are not always in range to contact emergency when in the wilderness. The SPOT also will give exact location of the emergency to first responders so search and rescue. Obtain costs of SPOT and yearly fees. Determine what finances are available either externally internally.

- **Establish a regular e-mail letter for Getaway Adventures**

  Use technology to reach more clients and keep them regularly informed. Send out a survey to current clients to find out if they have e-mail and would like to receive information.

**Priorities**

The priorities of the Getaway Adventure Program are to keep the quality level of staff and excursions. It is a desire that the program keeps costs to participants to a minimal. Obtaining a vehicle has been a big priority for this program.

Because the ultimate goal is to offer programs at a minimal cost to participants. Getaway Adventure's first priority is to identify its current position by calculating demographic data, budget and program efficiency.

**Capability to Implement**

The Program relies upon a certain amount of external resources. Therefore, the success of the program is a function of proper use and management of these resources. It is essential that management lend its support. An adequate staff is a key factor for the promotion and expansion of Getaway.

Internal resources include the Getaway Coordinator's knowledge and implementation skills, and the university facilities, properties, and support. External resources are the community's support, public service media coverage, and sponsorship.
Summary

The current system of bookkeeping and event evaluation, gives information of whom Getaway Adventures serves, how they learn about the program, or what they prefer of the services. In essence, the effectiveness of the program needs to be statistically measured. Statistical measurement can show the demographic breakdown of participants, the revenues and cost involved, and how they relate. From these statistics, costs-benefit analysis, Capability Profiles, target marketing, and trend projections can be formulated to assist the Getaway Coordinator in increasing the effectiveness of the resources mentioned above.
Program Description

The Front Office at Recreational Services provides assistance to all coordinators, professional staff, students and other patrons of the University of New Mexico. Office Assistant performs duties or task from signing up customers for gym access, trip events, fitness programs or sporting activities. The office also handles all cash transactions and over the phone sales. More duties on office management from filing, making copies and answering phones are part of the daily tasks in the front office. All of the descriptions are in minor detail to everything that the Front Office handles on a daily basis.

Vision Statement

To have a working online, computer, card swipe system with clearly defined guidelines that each patron must adhere too using the facilities.

Mission Statement

The mission of the Front Office is to assist, provide, and support programs or services at the highest quality. This will give a bright and professional reflection within the department of Recreational Services and Johnson Center along University of New Mexico as an institution.

Value Statement

The Front Office is committed to provide assistance with all programs and services operated by the professional staff. The Front Office values our overall management of all policies and procedures of our department and University. We provide the highest levels of customer service and accuracy of all transaction. We pride our self in employee personal and professional improvement, innovated problem solving, along with employee participation in critical decision-making.

Strengths

Our strength includes, but not limited to, a positive, well-trained and flexible workforce that allows for continued success in daily operations of our department.

Strategic Planning

- Efficient registration process and technology
  
  A majority of our programs and services require for a patron to register in order to participate. Currently, the patron is required to come into the center, monthly, by semester or annually. New methods and technologies are desperately needed to make the process of registration efficient. The technology required is an online registration process and management of the patrons account, purchases or sign-up of future programs.

- Quality card reader system
  
  The facility is a high volume of traffic throughout the hours of operation with large amounts of people with different demographics coming through. The current system is out of date, doesn’t let you see the demographics or any notes to that has access and why they have access.
**Priorities**

Recreational Services will have a functional card-swipe system and software to identify individuals that access the facilities along with making their own cards for various programs. Each program will have the ability to make their own ID’s capable of using the turnstiles. With the addition of priority number one, this will enable the office to function professionally.

Recreational Services will have an online program for signing up individuals for programs, events, memberships, lockers or other activities that takes place within the department.

**Capability to Implement**

The objective can be implemented without any constraint or burden on any program or service. The overall construction will not cause any detour or access denials as we can monitor this with staff.

**Summary**

Efficiency and user-friendly methods are quintessential to the operation of Recreational Services and Johnson Center in conjunction with the University of New Mexico. Completing the objective will help the Front Office preform a high quality of daily tasks, procedures, assisting with excellent customer service. The objective has been researched and can easily be obtainable within a timely matter.
Program Description

The open recreation component is responsible for managing the Johnson Center recreational facility during posted recreation hours. This includes the supervision, operation and general upkeep of the facility during Open Recreation hours along with the safety and well-being of all patrons recreating within the facility. Facilities managed during open recreation include 3 large gymnasiums, 2 weight rooms, 8 racquetball/handball courts, 3 pools, 2 dance/multi purpose rooms, one mat room and several playing fields.

Vision Statement

The Open Recreation vision is to provide exceptional recreational and educational opportunities in a safe, state of the art facilities, that promote a diverse, healthy university community.

Mission Statement

This is an informal program in which participants utilize the facility on a drop-in or voluntary basis. The Department hopes to educate the University community in the proper use of recreational time and the achievement and maintenance of good mental and physical well-being. This can be accomplished by offering a wide variety of recreational activities, being innovative in our programming, researching the current and future trends in recreation and surveying the participants and assess their needs and desires in regards to recreation.

Value Statement

The Open Recreation component is committed to providing a variety of recreational opportunities for all students, faculty and staff at the University of New Mexico in a safe, enjoyable and challenging environment. The program values continuous improvement, evaluation of programs and services, the safety of all patrons and employees innovative problem solving and personal/professional development of its staff and students.

Strengths

Program strengths include a well-maintained and well-equipped facility that can accommodate many different activities and patrons at the same time. Strengths also include a well-trained workforce that allows for smooth and continuous operation of the facility.

Strategic Planning

- **Update the entry procedures to the east entrance of facility**
  
  Redesign the back ID station, giving more control to the individual manning them by creating a work area outside of the current Outdoor and Bike Shop.

- **Ensure student employees are completing daily tasks**
  
  Design a comprehensive checklist with all duties listed, hold regular in-service meeting’s with supervisors, conduct regular inspections and create a process to receive feedback from employees concerning their duties and responsibilities.
• **Create online training for student employees**

  Design a comprehensive tool for this online training by identifying needs and working with the Student Affairs’ Information Technology (IT) staff member and the Recreational Services’ IT.

**Priorities**

Operating a safe and clean facility is our priority. All goals and new ideas are feasible and should be accomplished, but due to time restraints setting priorities becomes imperative. Open recreation is a program where priorities can change on a whim and day to day operation of a clean, safe and secure facility is its main goal. The most crucial aspect in the next five years is constant and open communication between all user groups within the Center. This is crucial in the efficient and smooth daily operation of Johnson Center. Hopefully, new and/or renovated facilities will be available on campus.

**Capability to Implement**

Long term objectives can only be realized if administration provides funding and resources necessary. The short-term objectives are near completion.

**Summary**

Open recreation is a program where priorities can change on a whim and day to day operation of a clean, safe and secure facility is its main goal. The most crucial aspect in the next five years is constant and open communication between all user groups within the Center. This is crucial in the efficient and smooth daily operation of Johnson Center. Hopefully, new and/or renovated facilities will be available on campus.
Program Description

The Outdoor Shop provides a variety of rental items for students, faculty and staff at reasonable fees. Items such as backpacking and camping equipment, cross country ski equipment, snowboards, bicycles and other recreational equipment are available to all students, staff, and faculty members of the University of New Mexico.

Vision Statement

The Outdoor Shop should implement positive customer services within Recreational Services, towards the University and the students, staff, and faculty. Increased participation can be expected because of this positive attitude.

Mission Statement

The mission of the Outdoor Shop is to provide quality equipment rentals, sales and service to the University community. To achieve this mission, the Outdoor Shop offers:

- A knowledgeable, efficient, courteous and well-trained staff that is capable of meeting the needs of all individuals using the resources that the Outdoor Shop offers.
- A wide variety of quality camping, recreational and sporting equipment available for rental purposes at nominal fees.
- A retail outlet where the University community can purchase sporting goods and accessories at competitive prices.

Value Statement

The Outdoor Shop is committed to excellence in efforts to providing quality services in regards to recreational and rental equipment to meet the associated needs and demands of the University community.

Strengths

Outdoor Shop strengths include:

- Courteous and knowledgeable employees
- Wide variety of rental equipment and recreational sporting accessories
- Reasonable rental fees, recreational group rates, and sale prices
- The Outdoor Shop is located in our facility’s main East Entrance

Strategic Planning

The Outdoor Shop shares its facilities and resources with the Bicycle Shop. Many objectives identified below are mutually beneficial to the Bicycle Shop.

- To make the Outdoor Shop the premier rental and retail facility for students, faculty, and staff
The Outdoor Shop is a valuable resource for many students, faculty and staff. In an effort to keep our customers happy we will continuously include more items to the recreational merchandise and rental section of the Outdoor Shop while expanding services offered. Comparing our inventory and services with peer universities will help us stay current while offering services our patrons want.

- **Develop an advertising campaign targeting all UNM students, faculty and staff**

  Our main goal is to develop an advertising campaign, which focuses on all UNM students, faculty and staff. To reach the University community we will distribute Outdoor Shop reference material to all of UNM departments and dorms. Exhibiting Outdoor Shop items at different locations across campus will also be an ongoing strategy. These campaigns will be continuous and should help increase customer participation.

- **Retain student employees**

  It is essential to maintain a knowledgeable student staff. In an effort to reduce the possibility of employee turnover, our plan is to continuously provide incentives, which will keep the employees interested in their recreational job related skills and responsibilities. Proper training ensures employment consistency and commitment within the Outdoor Shop.

**Priorities**

Priorities include:

- Making the Outdoor Shop the premier location for the sports and recreational rental needs of the UNM community

- Provide the best possible rental equipment available to students, faculty and staff at UNM

- Provide outstanding customer service.

**Capability to Implement**

All objectives identified are obtainable through proper planning and prioritization of resources. Should a decrease in funding occur, raising rental fees and reducing hours of operations could make up lost revenue.

**Summary**

The Outdoor Shop provides a variety of rental items for students, staff and faculty. The employees are courteous and knowledgeable and the Shop is located in a high traffic area. Within the next 5 years, the desired goal is to make the Outdoor Shop the premier rental and outdoor retail facility available to the University community. Continuously increasing the variety of merchandise will help achieve this goal. Advertising campaigns will be implemented throughout seasonal semesters to ensure students, faculty and staff are aware of the ever-changing resources the Shop has to offer. The possibility of a new Recreational Center will supplement current endeavors in providing a successful Outdoor Shop. The Outdoor Shop is committed to excellence in customer service.
Program Description

The Marketing and Public Relations Program is in charge of promoting the Recreational Service Program though various ways such as: promotion tables at various events, participating in UNM special events, sending out press releases, newsletters, outreach services, creating various informational documents and over-seeing the programs web site.

Vision Statement

The Marketing and Public Relations Program envisions having funds for mass advertising, specialty mailings and state of the art technology to keep our participants informed.

Mission Statement

The mission of the Marketing and Public Relations Program and keeping with the mission of the UNM Communication and Marketing is to provide accurate, timely and relevant information and to promote awareness and understanding of our Recreational Services Programs.

Value Statement

We believe that customer service is the foundation of our program, and therefore we strive to be the best host that we can be.

Strengths

- Outreach services,
- General program brochure
- Good connections with television, radio and print media
- The Department has the most visually appealing flyers and boards on campus

Strategic Planning

- Improve ability to produce high quality media by upgrading computers, software and peripherals
- Improve distribution methods for information that needs to be disseminated to the University community
- Enhance and expand online presence
- Increase amount of appearances at information fairs
  
  Get Recreational Services staff more involved in orientations and guest speaking. Do more outreach with Residence Advisors at housing.
- Increase number of branded novelty items and merchandise available to distribute to the University community
- Secure a manageable and consistent budget to operate within
Priorities

Priorities are to identify the media that is most cost effective but will reach the greatest number of individuals in our target markets.

Capability to Implement

The Program relies upon a limited amount of external resources. Therefore, the success of the program is a function of proper use and management of these resources. It is essential that management lends its support.

Summary

A larger budget would allow for more promotional material to be produced and distributed. With the funds that are currently allocated for marketing, we believe we are very effective in getting our message out.
Program Description

The Intramural Sports Program offers a variety of activities to faculty, students and staff. These events may be team, individual, and dual events with men’s, women’s and co-rec. divisions. Many of these events are leagues while other events are one-day events.

Vision Statement

It is important that Intramural Sports continue to improve in all areas of its program. Meeting the needs and offering quality programming to all population served by the university is an objective that must be maintained now and in the future. It is the responsibility of the Coordinator to continue to hire student officials and provide all essential training, support and encouragement to these officials.

Mission Statement

It is important that Intramural Sports continue to improve in all areas of its program. Meeting the needs and offering quality programming to all population served by the university is an objective that must be maintained now and in the future. It is the responsibility of the Coordinator to continue to hire student officials and provide all essential training, support and encouragement to these officials.

Value Statement

The values of Intramural Sports are one of safety foremost while also offering activities that are challenging, and a positive way to interact with other university community members to build positive sportsmanship and fair play. In addition, we wish to enhance one’s physical, emotional and psychological well being.

Strengths

- Retention of officials has been good the last couple of years.
- The prizes we award to top finishers are well accepted by participants
- Offered a variety of new sports (last few of years) that have been welcomed by the participants.
- Having an efficient and reliable student supervisor has been beneficial for my program.
- The ability to understand what my officials endure in games has helped me better manage their feelings of being uncomfortable and lack of confidence many of them display.
- My delegation of responsibilities is consistent.

Weaknesses

- For some individual events, participation level is small.
- Our officials do not get paid the amount of money I feel they deserve.
- Outside venues need improvement, specifically football, soccer and softball fields.
- The limited time for leagues can be a frustration at times.
- Still need to target more of the university populations for an increase in participation level
- The amount of time that I get to train my officials is limited simply due to time constraints.
- I need to improve on the time that I work on and finish my evaluations.
Strategic Planning

- **Risk Management Plan**

  Creating a Risk Management Plan Manual for each sport and/or venue is necessary to ensure the safety of all people involved in Intramural Sports events. A Risk Management Plan will outline proper procedures that need to be followed in the case of any and all emergency situations. Easy step by step procedures will assist the recreational staff if an emergency shall arise. This manual will need to be evaluated yearly and corrections made if warranted.

- **Student Employee Retention**

  The retention of good employees will increase if we as Coordinators recognize their efforts and reward them. Developing a Tier System will enable supervisors to evaluate each employee's work performance, thus enabling quality employees to go from one Tier level to the next. Each Tier represents a higher work wage and more responsibility will be given to the employee. Coordinator must provide quality training during in class and on the court clinics. In addition, mentoring of new employees from veteran employees will be a good tool in the retention of both old and new workers. This process needs to continue as it stands in now. The new element of creating a database to track retention and productivity of employees is a tool that is essential to assist the Coordinator.

- **Personal and Professional Development**

  To increase my knowledge as a coordinator of Intramural Sports and provide positive exposure to our university at a regional level can be accomplished by sending teams to compete at the regional level, and for me to get more involved at the regional level. In addition, it’s important that I enhance my knowledge by attending NIRSA and other recreational and intramural seminars, conventions, etc.

- **Participant Safety**

  Providing a safe playing venue for participants is one of the most important factors for a Recreational Sports Coordinator to achieve. That is why it is essential that all venues be maintained. One way to ensure that venues are safe is by keeping Johnson Center manager and Physical Plant updated on any venues that need maintenance by using a Maintenance Log, which will track any changes (weekly) that alter the venues and may cause it/them to need maintenance work. The process is currently in place and will continue.

- **Increase Participations**

  Increasing participant levels for one-day events is an area of Intramural Sports that needs exploring. One way to do this is to continue to offer events that are popular. In addition to all the “popular” events, it’s also important to offer events that are not so mainstream or conventional. Pre-registration for some of these events is a tool that can be used to ensure the commitment of the participant to the event. Also, participant evaluation of each event and feedback of what interest the participant is another way to help increase and sustain high level of participants for one-day events.

Priorities

- Sustain the assistance of a student supervisor.
- Proper maintenance of venues.
- Continue to improve the quality of my program by hiring quality officials, offering a variety of events, and enhance my educational knowledge.
Capability to Implement

I believe with a lot of dedication and hard work, all objectives of this plan can be implemented and accomplished.

Summary

Creating a strategic plan provides the groundwork for current and future goals. It enables the professional staff to periodically reflect on their needs for their own individual program. By doing so, the Coordinator can continue to work on attaining these goals, which will ultimately benefit this Department. Providing quality programming and service is part of Recreational Services mission. We as staff members need to continue to hire student employees who are reliable, honest, and hard-working individuals and who are willing to receive proper training so that all members of the university’s population will receive professional service from our department.

Events that have high participation levels should continue to be offered by the Recreational Sports Program. In addition, this program should also offer new and exciting events that will gain interest from all levels of the university’s population. Also, all playing venues, equipment and materials should all be inspected regularly and given proper maintenance to ensure the safety of all participants. Lastly, the Coordinator of Recreational Sports should attend seminars, workshops and educational classes in order to enhance his/her professional knowledge. As we are quickly approaching 2020, it is our responsibility to provide an intramural/recreational environment, which will not only appeal to the next generation of college students but also enhance their college experience.
Program Description

Technology and Information Management is responsible for maintaining the Department's computing and information processing ability by providing hardware maintenance, software support and training. This position also helps in the development of promotional materials such as the Recreational Services' web site.

Vision Statement

The vision of Technology and Information Management is to ensure that each Recreational Services' professional staff member is never hindered by lack of technology or technical support. Through proper planning and upgrades, each staff member should have the tools necessary to provide quality and innovative recreational programming.

Mission Statement

The mission of Technology and Information Management is to provide computer support and technical assistance to the Recreational Services' staff to assist in their efforts to provide quality recreational programming.

Value Statement

The Recreational Services Department is committed to excellence in our efforts to provide quality and innovative programming, services and recreational opportunities to meet the needs and demands of a diverse University community. Technology and Information Management shapes its values based upon the demands of the professional staff that use technology in their programming efforts.

Strengths

Strengths include a department that is committed to providing its staff modern and up to date technology and retaining a Information Technology Manager.

Strategic Planning

- Provide support and training to all Recreational Services’ staff that use our computer systems and programs

  It is important that all staff members receive training in the use of all software and technology in use by the Department. Opportunity shall be provided for staff to attend seminars and workshops provided by the University. The Information Manager shall also provide support for staff. This is a very important position within the Department. As such, adequate resources should always be provided by the Department to continuously support this position.

- Provide staff with current technology
Current technology allows staff to operate efficiently and productively. Upgrades to hardware and software should be made regularly. This will involve proper budgeting and planning. Needs should be prioritized to effectively allocate resources.

Priorities

The main function of Technology and Information Management is to keep all computers and other technology functioning properly at all times. It is important that Technology and Information Manager stay current on and up to date on all technology he/she is expected to maintain.

Capability to Implement

Hardware and software upgrades are dependent upon budgetary restraints. Technical assistance, hardware maintenance and information management are dependent upon the Department’s commitment to keep a Technology and Information Manager on staff. The Department is fully aware of its dependency on technology and would only leave this position vacant in the event of a budgetary crisis.

Summary

The Technology and Information Management component plays a vital role in the daily operation of the Department. All coordinators and staff members rely on technology to assist them in their programming. The Department realizes the importance of timely technological upgrades and provides adequate support.