



## Unit End of Year Report

### Report includes:

- 2015-2016 Annual Goals
- 2015-2016 Assessment Plan
- Key Performance Indicators
- 2015-2016 Points of Pride
- 2016-2017 Annual Goals
- 2016-2017 Assessment Plan

**Unit: Department of Campus Recreation**

**Director: Scott Haines**

## UNIT OVERVIEW

This section corresponds with Administrative Unit Assessment Document 1

### Unit Mission

Campus Recreation promotes student success by prioritizing student learning and development through educationally purposeful activities, leadership opportunities, and employment. We are committed to offering healthy lifestyle choices through safe, quality programming to the college campus and its surrounding communities by emphasizing student learning beyond the classroom.

### Alignment with College Mission

The Department of Campus Recreation manages the following areas; Intramurals, Club Sports, operation of the Ice Arena and SERC, Fitness & Wellness, Informal Recreation, Instructional Programs, and Revenue Generation. Campus Recreation employs over 165 students and hosts over 15 interns, practicum and Graduate Assistantships each year. The department serves as an active member of the college community in addition to serving the local community and alumni by offering wellness activities as well as special events. Campus Recreation and the students it serves annually raise money for charity events and volunteers in many community service programs

### Unit Functions and Services

Student Employment – We offer employment to approximately 170 students each year. They are trained in customer service, risk management, emergency procedures, sexual harassment, CPR/AED & blood borne pathogens, and first aid in specified areas. In addition, we have 8 student supervisors who have additional training in the following areas – time management, communication, organization, listening skills, resume building, interviewing, EDI training, professional development, fundraising and civil development, crucial conversations and conflict management, stress reduction, and fire safety training.

Intramurals - We offer a variety of intramural competitions. Some are leagues (12) and others are 1 day events (10).

Club Sports – We offer a variety of team sports. The number of teams (27) and participants (982) has increased significantly.

Fitness and Wellness – We offer many types of programs including group exercise, personal training, and open fitness times. In addition, we offer several opportunities to receive certifications in Fitness and Wellness areas (personal training, Les Mills, Pink Gloves Boxing, Zumba, Kettle Bell, Cycling, etc.).

Instructional Programs – We offer four areas for students, faculty/staff and community members to develop additional skills (Judo, Tae Kwon Do, Learn to Skate, First Aid and CPR).

Informal Recreation – We offer a variety of informal recreation opportunities throughout the day (basketball, walking, running, tennis, volleyball, ping pong, soccer, etc.).

Ice Arena - The Ice Arena is home to the men's varsity hockey team, two club hockey teams, several intramural sports, public skates, skate and shoots, open hockey, Learn to Skate and many off –campus groups (Tri County Youth Hockey, Brockport Central Schools, Section 5, Rochester Youth Hockey, etc.).

Outside Agencies – The SERC hosts many on campus and off campus events throughout the year including The College and High School Commencements, track meets, wrestling tournaments, Irish Dancing, Fencing, and New York State Special Olympics.

Special Events - Host site for a variety of large campus events such as Academic Convocation, Commencements, Summer Reading Program, BSG events, etc.

**SECTION ONE: 2015-2016 UNIT ANNUAL GOALS**

Identify the overall annual goals for the unit

<b>Unit Annual Goals</b>	<b>Outcome/Status</b>
To increase the number of student employees to reflect the diverse population of the college community	Continuous
Increase the knowledge and confidence of student employees through a purposeful employee training program, to ensure guidelines are met for a safe structured working environment	Continuous
Maintain or increase the percentage of unique student participants in Campus Recreation programs and events from 78.5% ('13/'14) to 80% ('14/'15) to 80% ('15/'16)	Continuous
Assist Club Sport Teams in their goal of participating in regional and national tournaments	Continuous
Increase Fitness and Wellness programs by 5% (Pink Gloves Boxing, GE classes, 5K's, etc.)	Continuous

## **SECTION TWO: 2015-2016 Assessment Plan**

Select 3-4 unit goals to comprehensively assess. Section corresponds with the Administrative Unit Assessment Document 2.

<b>Unit Goal</b>	<b>College Mission Alignment:</b> how does this goal support the College's Mission?
<b>To increase the number of student employees to reflect the diverse population of the college community</b>	1. Element 8 – Actively promote significant curricular and co-curricular student experiences emphasizing cultural diversity and global interdependence.

<b>Outcomes and Criteria:</b> identify 2-3 specific outcomes related to goal and criteria for success (3)	<b>Data Sources and Methods:</b> resources and tools used to assess (1, 2)	<b>Assessment Data:</b> summarize the assessment results, indicating whether outcomes were exceeded, met or not met (4)
1.) Demonstrate a target rate of student employment while employing at least 15% of students who reflect the underrepresented student body at The College at Brockport in the year 2015-2016.  2.) Evaluate the percentage of current promotional positions as it relates to the Campus Recreation underrepresented students staff at The College at Brockport.	Employee demographics, personal interviews and employment applications	1.) The Department met the student employment goal while employing at least 15% of students who reflect the underrepresented student body population in the year 2015-2016.  2.) A benchmark has been established, which has brought to the department's attention that we need to encourage more underrepresented students to apply for promotional positions. Since establishing our strategic plan that highlights recruitment of a more diverse staff, we have shown growth in both overall student employees as well as students in promotional positions.

### **CLOSING THE LOOP**

#### **Resources Used:**

Employee demographics and personal interviews were all used.

#### **Key Findings:**

Outcome 1: 16% of our student employees in Campus Recreation are underrepresented student body population.

Outcome 2: Campus Recreation does not employ an appropriate level of underrepresented students in promotional positions. Campus Recreation has approximately 13 students who are in these roles.

#### **Dissemination/Discussion of Key Findings:**

The Department disseminates the information through the EMSA Annual briefing book as well as the assessment website. Key findings were discussed with Faculty, Staff and Students.

**Summary Sentence for EMSA Briefing Book:** The Department felt that we should strive to become even more diverse with our student staff both at the introductory and promotional levels. A new goal was established for 2015-2016 for overall student employees. In addition, we will be encouraging underrepresented students who are qualified to apply for promotional positions as appropriate.

Unit Goal	College Mission Alignment: how does this goal support the College's Mission?
Increase the knowledge and confidence of student employees through a purposeful employee training program, to ensure guidelines are met for a safe structured working environment.	<ol style="list-style-type: none"> <li>1. Element 10- Strongly support the service activities of the faculty and staff as they contribute within the College and to the society as a whole.</li> <li>2. Element 5 – Actively support significant co-curricular opportunities that will promote the development of the whole student.</li> </ol>

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success (3)	Data Sources and Methods: resources and tools used to assess (1, 2)	Assessment Data: summarize the assessment results, indicating whether outcomes were exceeded, met or not met (4)
<ol style="list-style-type: none"> <li>1.) 100% of Campus Recreation employees were trained through the All Employee Training Workshops.</li> <li>2.) Demonstrate a pass rate 95% of the student employees passed the First Aid/CPR/AED training on their first attempt. All student employees were evaluated a minimum of two times per year.</li> <li>3.) Train all student officials in specific sporting activities.</li> <li>4.) Evaluate all student employees a minimum of two times per year.</li> </ol>	<ol style="list-style-type: none"> <li>1.) Employee training attendance, collaborative training for student supervisors, Red Shirt Drills</li> <li>2.) American Red Cross First Aid/CPR, AED trainings and tests, Red Shirt Drills</li> <li>3.) Job Performance Evaluations, Peer to Peer Evaluations</li> <li>4.) Job Performance Evaluations, Peer to Peer Evaluations</li> </ol>	<ol style="list-style-type: none"> <li>1.) 100% of Campus Recreation employees were trained through The All Employee Training Workshops.</li> <li>2.) After completion of the training, 98% of the student employees passed the First Aid/CPR/AED test on their first attempt.</li> <li>3.) 100% of the intramural student officials were trained in officiating intramural sporting events prior to the start of the season/event.</li> <li>4.) 100% of Campus Recreation student employees were evaluated two times per year.</li> </ol>

## CLOSING THE LOOP

### Resources Used:

Employee training evaluations, In-service training quizzes, Red Shirt Drills and 11 Point Checks

### Key Findings:

**Outcome 1:** 100% of the student's completed the Departmental All Employee Training.

**Outcome 2:** 98% of the Department's student employees passed their First Aid/CPR/AED training on their first attempt.

**Outcome 3:** Per the Department's Strategic Plan, the Department needs to develop a more robust officiating program for our student intramural staff.

**Outcome 4:** The Department should work toward more consistent performance method/evaluations for all student employees.

**Dissemination/Discussion of Key Findings:**

The Department disseminates the information through the EMSA Annual briefing book as well as the assessment website. Key findings were discussed with Faculty, Staff and Students. Campus Recreation disseminates the information through the EMSA Annual briefing book as well as the assessment website. They discuss the findings with Faculty, Staff and Students. As a result of these discussions the following was determined: Campus Recreation will continue to ensure that our students are certified, as well as to work on Red Shirt Drills to test their skills throughout the year. Campus Recreation will work on more consistent performance method/evaluations for all student employees during the summer.

**Summary Sentence for EMSA Briefing Book:**

In 2015-2016, 100% of Campus Recreation employees successfully completed and passed the department training and quizzes with a score of 80% or better on their first attempt.

Unit Goal	College Mission Alignment: how does this goal support the College's Mission?
Maintain or increase the percentage of unique student participants in Campus Recreation programs and events from 78.5 ('13/'14) to 80% ('14/'15) to 80% ('15-'16)	1.) Element 5 – Actively support significant co-curricular opportunities that will promote the development of the whole student.

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success (3)	Data Sources and Methods: resources and tools used to assess (1, 2)	Assessment Data: summarize the assessment results, indicating whether outcomes were exceeded, met or not met (4)
1. Provide a diverse range of programs at different days and times. 2. Increase the number of Club Sports offered as well as participants.	The total number of unique students who participate in Campus Recreation events, intramurals, informal recreation and fitness and wellness programs	80% of students participate in at least 1 Campus Recreation program or event.

## CLOSING THE LOOP

### Resources Used:

Attendance from all events Campus Rec offers and Club Sport rosters

### Key Findings:

The department intentionally offered different intramural tournaments on Thursday evenings in addition to other programs targeted to the Residence Halls (Residence Hall Challenge) and International students (Global Rec Fest.). The department increased the number of Club Sports offered, as well as participants. An increase of 4 clubs and 102 students were registered for 15-16.

### Dissemination/Discussion of Key Findings:

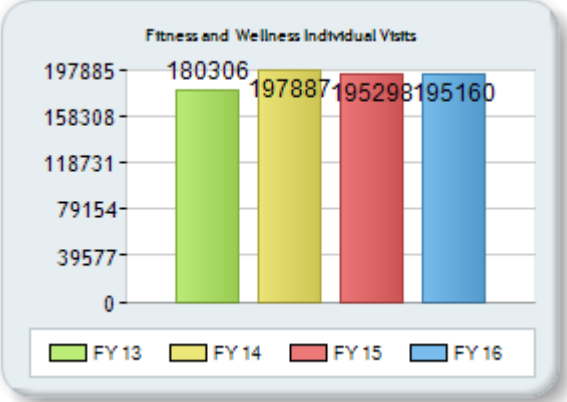
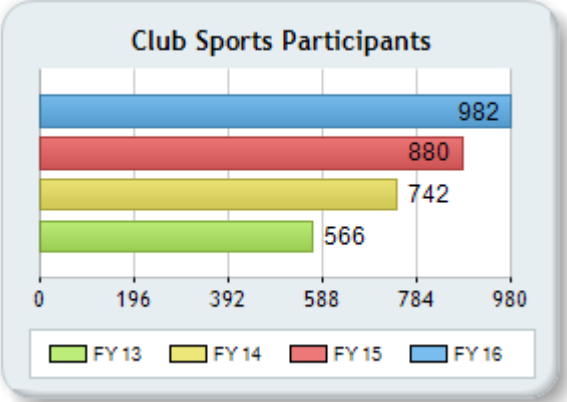
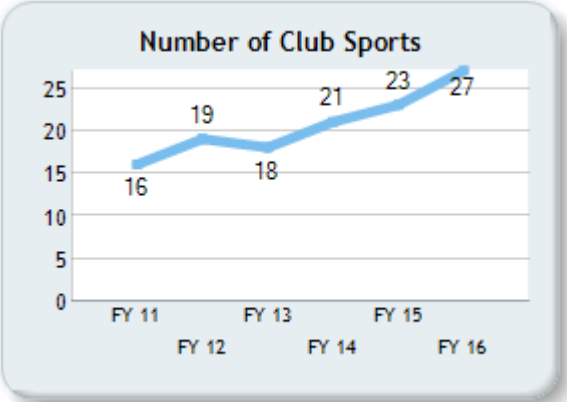
The Department disseminates the information through the EMSA Annual briefing book. Programs and events were reviewed and advertised on the Campus Recreation highlights section on the website and in the departmental annual report.

### Summary Sentence for EMSA Briefing Book:

The percentage of unique fulltime students who participate in at least one Campus Recreation program (intramurals, informal recreation, special events and fitness and wellness) during the 2015-2016 Year was 80%.

### SECTION THREE: UNIT KEY PERFORMANCE INDICATORS

Using charts from Baseline, display and analyze your key performance indicators

Key Performance Indicators and Benchmarks	Analysis																																		
<p><b>1.)Fitness and Wellness Visits</b></p>  <table border="1"> <caption>Fitness and Wellness Individual Visits</caption> <thead> <tr> <th>Fiscal Year</th> <th>Visits</th> </tr> </thead> <tbody> <tr> <td>FY 13</td> <td>180,306</td> </tr> <tr> <td>FY 14</td> <td>197,887</td> </tr> <tr> <td>FY 15</td> <td>195,298</td> </tr> <tr> <td>FY 16</td> <td>195,160</td> </tr> </tbody> </table> <p><b>2.)Number of Club Sport Participants</b></p>  <table border="1"> <caption>Club Sports Participants</caption> <thead> <tr> <th>Fiscal Year</th> <th>Participants</th> </tr> </thead> <tbody> <tr> <td>FY 13</td> <td>566</td> </tr> <tr> <td>FY 14</td> <td>742</td> </tr> <tr> <td>FY 15</td> <td>880</td> </tr> <tr> <td>FY 16</td> <td>982</td> </tr> </tbody> </table> <p><b>3.)Number of Club Sports offered</b></p>  <table border="1"> <caption>Number of Club Sports</caption> <thead> <tr> <th>Fiscal Year</th> <th>Number of Club Sports</th> </tr> </thead> <tbody> <tr> <td>FY 11</td> <td>16</td> </tr> <tr> <td>FY 12</td> <td>19</td> </tr> <tr> <td>FY 13</td> <td>18</td> </tr> <tr> <td>FY 14</td> <td>21</td> </tr> <tr> <td>FY 15</td> <td>23</td> </tr> <tr> <td>FY 16</td> <td>27</td> </tr> </tbody> </table>	Fiscal Year	Visits	FY 13	180,306	FY 14	197,887	FY 15	195,298	FY 16	195,160	Fiscal Year	Participants	FY 13	566	FY 14	742	FY 15	880	FY 16	982	Fiscal Year	Number of Club Sports	FY 11	16	FY 12	19	FY 13	18	FY 14	21	FY 15	23	FY 16	27	<p>1.) A slight decline of 1.4% particularly due to less memberships being sold and potentially a mild winter. Campus Recreation will focus on marketing toward renewals and sales of new membership.</p> <p>2.) As Club Sports continue to increase and become more visible on Campus, club participation continues to grow.</p> <p>3.) Growth has been increasing quickly. Although this is good, Campus Recreation has developed a strategy to control growth in upcoming years.</p>
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#### **SECTION FOUR: 2015-2016 POINTS OF PRIDE AND ACCOMPLISHMENTS**

Identify up to 10 points of pride and accomplishments throughout the 2015-2016 year. Where applicable, indicate how the accomplishment aligns with college mission and priorities.

<b>Point of Pride/Accomplishment</b>	<b>College Mission and Priorities Alignment</b>
Campus Recreation Student Persistence Rate for 2015-2016 is 97.1%	Co-Curricular Programming & Support Services
Hired a Graduate Assistant for Marketing and Communication based off of the department's SWOT Analysis from the Unit Assessment Review	Co-Curricular Programming & Support Services
Club Sport participants increased over 10% from 2014-2015 to a total participant number of 982 for 2015-2016 while increasing the total Club Sports offered from 23 sports to 27 sports	Co-Curricular Programming & Support Services
One Graduate Assistant was selected as the New York State NIRSA representative, 3 students won NIRSA Scholarships while 1 student won the NIRSA William Wasson Student Leadership and Academic Award	Co-Curricular Programming & Support Services
195,160 patrons used the SERC facilities, while Campus Recreation celebrated over 750,000 users since the SERC grand opening in July 2012	Co-Curricular Programming & Support Services
One Graduate Assistant and 3 employees attended NIRSA Officials training at Towson University in Maryland	Co-Curricular Programming & Support Services
The Department of Campus Recreation raised \$6,476 through 9 fundraising events and participated in 33 community service activities	Co- Curricular Programming & Support Services
Les Mills Bodypump Certification: 2 GAs, 1 student, 3 community members; AFAA PT Certification: 1 student, 1 faculty/staff, 5 community members; PiYo Certification: 2 students, 1 staff, 13 community members; TurboKick Certification: 10 community members	Co- Curricular Programming & Support Services
Two student employees and one Professional Staff Member completed the American Red Cross First Aid/ CPR/AED Instructor Certification Course which provided services to Campus Recreation Employees, Club Sport Officers and Advisors, BASC employees, and Campus and Community Members	Co- Curricular Programming & Support Services
One Graduate Assistant obtained a professional position at Nazareth College, and 3 student employees obtained Graduate Assistant positions at University of Bowling Green, Adelphi University and The College at Brockport	Academic Quality & Engagement
Results from the 2015 SUNY Student Opinion Survey recorded, Athletic and Recreational Facilities ranking increased from #8 to #1 and Recreation and Intramural programs increased from #7 to #2 for SUNY Comprehensiveness	

## **SECTION FIVE: 2016-2017 UNIT ANNUAL GOALS**

Identify the overall annual goals for the unit

<b>Unit Annual Goals</b>	<b>Action Plan and Timeline</b>
To increase the number of student employees to reflect the diverse population of the college community from 15% to 17%	The Professional and student staff will continue to promote employment opportunities to students from clubs, organizations and programs who represent diversity including cultural clubs, EOP, etc.
Develop a process to assist Club Sport Teams with travel for national competitions	IM & Club Sport Coordinator will work with CSEC in developing a process during the Fall semester of 2016
Increase the knowledge and confidence of student employees through a purposeful employee training program, to ensure guidelines are met for a safe structured working environment	The department will continue to develop the 11 point checks, red shirt drills and in-service trainings to reflect areas of priority minimally once each semester to all student staff
Increase the SERC card access visits by 1% during the '16-'17 year	Increase awareness of programs being offered and diversifying the Campus Recreation programming initiatives
Increase total annual SERC Memberships by 10 and increase revenue by 2% during the '16-'17 year	A marketing plan will be developed and executed throughout the year to reach out to members who have not renewed their memberships
Increase Personal Training sessions by 15% during the '16-'17 year	A marketing plan will be developed and executed at the start of each semester to promote the buddy system for personal trainings. In addition, personal trainers will be trained and encourage to seek out new clients throughout the year
Increase Intramural Participation numbers by 25% during the '16-'17 year	Introducing new sports and tournaments on our weekly Thursday tournaments. Implementation of the Res-Life Campus Cup. Increase marketing as well as finding new ways to market intramurals
Increase the Campus Recreation App downloads from 2,050 – 2,350.	The App will be introduced during the summer orientation to the freshman class. In addition, the department will develop a marketing campaign to promote the App and the benefits of having the app to our patrons. This number of downloads will be reviewed semi-annually

### **SECTION SIX: 2016-2017 Assessment Plan**

Select 3-4 unit goals to comprehensively assess. This section corresponds with the Administrative Assessment Documentation Document 2.

<b>Unit Goal</b>	<b>College Mission Alignment:</b> how does this goal support the College's Mission?
To increase the number of student employees to reflect the diverse population of the college community from 15% to 17%	1. Element 8 – Actively promote significant curricular and co-curricular student experiences emphasizing cultural diversity and global interdependence.

<b>Outcomes and Criteria:</b> identify 2-3 specific outcomes related to goal and criteria for success (3)	<b>Data Sources and Methods:</b> resources and tools that will be used to assess (1, 2)	<b>Resources Needed and Individual(s) Responsible:</b> describe what resources (human, financial, etc.) are needed to pursue this goal
1.) Demonstrate a target rate of student employment while employing at least 17% of students who reflect the underrepresented student body at The College at Brockport in the year 2016-2017  2.) Evaluate the percentage of current promotional positions as it relates to the Campus Recreation underrepresented student staff at The College at Brockport	Employee demographics, personal interviews and employment applications	Staff- Student Supervisors and Professional Staff

**Action Plan:** describe strategies that will be used to reach the outcomes and goal, including timeline

- Campus Recreation will continue to encourage students from diverse ethnicities and backgrounds to apply for positions in the department and we will strive to increase a diverse employment staff and increase our underrepresented student population to 17%. We will identify and encourage quality student employees from our underrepresented staff to consider applying for positions in promotional areas.

**Goal Rationale:** Several years ago as the department was doing an internal review, it was noted that we were not as diverse as the campus community. As a department, we have made a conscious effort to ensure that the department becomes more diverse each year. Since collecting the data we have increased from the original year of 10%, to 12%, and last year 16%.

Unit Goal	College Mission Alignment: how does this goal support the College's Mission?
Increase the knowledge and confidence of student employees through a purposeful employee training program, to ensure guidelines are met for a safe structured working environment	<p>1. Element 10- Strongly support the service activities of the faculty and staff as they contribute within the College and to the society as a whole.</p> <p>2. Element 5 – Actively support significant co-curricular opportunities that will promote the development of the whole student.</p>

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success (3)	Data Sources and Methods: resources and tools that will be used to assess (1, 2)	Resources Needed and Individual(s) <b>Responsible:</b> describe what resources (human, financial, etc.) are needed to pursue this goal
<p>1.)100% of Campus Recreation employees were trained through the All Employee Training Workshops</p> <p>2.)Demonstrate a pass rate 95% of the student employees passed the First Aid/CPR/AED training on their first attempt. All student employees were evaluated a minimum of two times per year</p> <p>3.)All student officials will be trained in specific sporting activities</p> <p>4.)All student employees will be evaluated a minimum of two times per year</p>	<p>1.) Employee training attendance, collaborative training for student supervisors, Red Shirt Drills</p> <p>2.) American Red Cross First Aid/CPR, AED trainings and tests, Red Shirt Drills</p> <p>3.) Job Performance Evaluations, Peer to Peer Evaluations,</p> <p>4.) Job Performance Evaluations, Peer to Peer Evaluations</p>	Staff- Student Supervisors, SERC Managers & Professional Staff

**Action Plan:** describe strategies that will be used to reach the outcomes and goal, including timeline

- Campus Recreation will continue to review best practice processes and procedures for student trainings, staffing models, manuals, and Emergency Action Plans and adjust our current professional and student staffing roles and responsibilities to meet the needs of the department and better utilize staff strengths. We will continue to develop year round staff training plans, evaluate the officiating opportunities for Brockport students to be able to officiate at National Intramural-Recreational Sports Association (NIRSA) sponsored extramural championships as well as sending Intramural teams to NIRSA sponsored competitions.

Campus Recreation will introduce a Student Development Work Team who will identify learning outcomes for student employees as well as develop and implement a student employee council fund student development for student employees to attend more conferences and trainings and seek out nationally accredited fitness and wellness certification programs for our students, faculty/staff and community.

Campus Recreation will maintain institutional membership with NIRSA and be actively engaged at the national, regional and state levels and provide student supervisors with feedback regarding their professional development, resume writing, and future career aspirations.

Campus Recreation will monitor the performance of student supervisors to ensure minimum position requirements are maintained and develop and implement the Intramural Student Mentor Program (SMP)

**Goal Rationale:** Primary reason for selecting this goal is to be able to identify and assess learning outcomes with a student employees. Campus Recreation believes we should continue to assess our learning in specific areas and also diversify to other areas within the unit, primarily in the intramural area.

Unit Goal	College Mission Alignment: how does this goal support the College's Mission?
Increase Intramural Participation numbers	1.) Element 5 – Actively support significant co-curricular opportunities that will promote the development of the whole student.

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success (3)	Data Sources and Methods: resources and tools that will be used to assess (1, 2)	Resources Needed and Individual(s) Responsible: describe what resources (human, financial, etc.) are needed to pursue this goal
<p>Increase Intramural Participation numbers by 25% during the '16-'17 year</p> <p>Diversify the programs offered at different times and days to allow for an increase in opportunities to participate</p>	<p>1) Intramural registrations through IM Leagues software</p> <p>2) Five new intramural events will be introduced throughout the year.</p>	IM & Club Sport Coordinator, GA for IM's and Marketing as well as student employees

**Action Plan: Intramurals will introduce new programs throughout the semester in addition to offering unique one day tournaments.**

- We will introduce new events based on feedback from students
- We will increase our marketing efforts at the start of each quarter for new intramural activities.

**Goal Rationale:** While our club sport participants have increased, we have not seen a significant increase in intramurals. We are going to put an effort in promoting Intramural activities; however we are aware that due to the commitment in club sports and the increase in teams and participants, we may not see as large of an increase as we would hope.

Unit Goal	College Mission Alignment: how does this goal support the College's Mission?
Increase the SERC Membership visits by 1% during the '16-'17 year	Element 5 – Actively support significant co-curricular opportunities that will promote the development of the whole student Element 10- Strongly support the service activities of the faculty and staff as they contribute within the College and to the society as a whole.

Outcomes and Criteria: identify 2-3 specific outcomes related to goal and criteria for success (3)	Data Sources and Methods: resources and tools that will be used to assess (1, 2)	Resources Needed and Individual(s) <b>Responsible:</b> describe what resources (human, financial, etc.) are needed to pursue this goal
<p>Increase the usage of SERC for members by 1% to approximately 197,500 by gathering swipe information from the membership software.</p> <p>Sell an additional 10 memberships using marketing strategies to focus on alum and those who allowed their membership to expire.</p>	Fusion Software and internal reports will be used to create a baseline for the year	Professional Staff will continue to review reports through Fusion software

**Action Plan:** describe strategies that will be used to reach the outcomes and goal, including timeline

- Campus Recreation will determine how many memberships were sold in the previous year and review Fusion software reports through sales and memberships to determine the exact number of memberships sold throughout 2016-2017 using the formula for semester membership's verses annual memberships.

**Goal Rationale:** We have seen a small decline over the past 2 years in usage for members using the SERC's programs. We want to slightly increase the number of members, increase the usage and increase revenue.