



Programs Assessment

Thu Apr 17, 2025 2:30 PM - 3:45 PM PDT

1. Call to Order

Chair Alvarez called the meeting to order at 2:32 PM.

2. Roll Call

Members Present: Alvarez, Her, Olivares, Solares

Members Absent: Brown (E)

Liaisons Present: Allen, Morales J., Ong

Liaisons Absent: None

According to the ASI Policy Concerning Board of Directors Operations, attendance is defined as being present prior to the announcement of Unfinished Business and remaining until the scheduled end of the meeting.

* Indicates that the member was in attendance prior to the start of Unfinished Business, but left before the scheduled end of the meeting.

** Indicates that the member was in attendance for a portion of the meeting, but not in attendance prior to the announcement of Unfinished Business.


 **(Her-m/ Solares - s) The absences were excused by unanimous consent.**

3. Approval of Agenda

 **(Solares - m /Her - s) The agenda was approved by unanimous consent.**

4. Approval of Minutes

a. 3/13/2025 Programs Assessment Meeting Minutes

 **(Solares - m /Her - s) The minutes for 3/13/2025 Programs Assessment meeting were approved by unanimous consent.**

5. Public Speakers

Members of the public may address the Programs Assessment Committee members on any item appearing on this posted agenda.

There were no public speakers.

6. Reports

a. Chair

Chair Alvarez welcomed everyone and acknowledged the approaching final exam period, encouraging members to prioritize their well-being and get sufficient rest. They reminded members that board leadership and executive team members were available for support if needed. Chair Alvarez noted that many members were graduating and expressed excitement about seeing them cross the stage, some alongside them.

b. Associate Executive Director

Director Allen expressed heartfelt appreciation and said she would miss everyone. She congratulated the graduating members, stating how proud ASI is of each one, and acknowledged the many end-of-year events but reminded everyone to prioritize academics and self-care, recognizing the stress that comes with the semester's end. Director Allen encouraged members to stay focused and finish strong. She closed by thanking everyone for their contributions throughout the semester and the year.

7. Unfinished Business

a. None

8. New Business

a. Action: A Resolution to Approve the ASI Wellness Initiative Guiding Principles

The Committee will consider approving a resolution to adopt the ASI Wellness Initiative Guiding Principles.

PROG 002 24/25 (Solares - m / Her - s) A motion and a second was made to approve the resolution adopting ASI Student Wellness Initiative Guiding Principles.

Jeff Fehr, Chief of Organizational Operations, opened by encouraging all student leaders to complete the Student Leader Academic Survey, noting that it was essential for both current operations and future planning. He proceeded by introducing the guiding principles for the ASI Student Wellness Initiative, explaining that after years of collaborative work, the project had entered its implementation phase. He emphasized the need for continuity across student leadership transitions, stating that these principles would help preserve the mission and intent of the Initiative over time. The principles would also offer clarity and structure for future student leaders, ensuring decisions remain student-driven.

Fehr explained that the purpose of the guiding principles was to affirm ASI's core values and goals, particularly those related to wellness and well-being. They would serve as a roadmap to help future students understand what had been promised, what had been accomplished, and how to move forward with consistency and integrity. He stressed that while input from staff and administrators was valuable, decision-making authority must remain with students.

He then outlined eight core principles: sustained student participation, board autonomy in decision-making, proactive communication, accountability to past commitments, university collaboration, innovation based on student needs, accessibility and inclusion for all student types, and long-term empowerment of student leaders. Each principle reflected a commitment to keeping students informed, involved, and central to the Initiative's evolution.

Fehr concluded by affirming that this document was more than a formality—it was ASI's commitment to uphold student-led values and to ensure the Student Wellness Initiative continues to grow and serve the diverse needs of the campus community well into the future.

Chair Alvarez opened the floor to questions:

Olivares asked whether any off-campus partners were being considered to assist with the initiative.

Fehr confirmed that off-campus collaboration was indeed part of the plan. He shared that architectural firms would be meeting with the team soon to begin translating conceptual ideas into more concrete designs. He also mentioned plans to involve student leaders in visits to other institutions to learn from their wellness programs. Fehr highlighted the involvement of external reviewers, including one from Sacramento State, which has a strong program in this area. He affirmed that ASI was open to involving external partners, as long as capacity allowed.

PROG 002 24-25 (Solares - m /Her - s) Roll Call Vote 4-0-0. The motion approving the resolution adopting the ASI Student Wellness Initiative Guiding Principles was adopted.

b. Action: SRC External Review

The Committee will review the SRC External Review.

PROG 003 24/25 (Her - m / Olivares - s) A motion was made and seconded to approve the resolution accepting the SRC External Review Report.

JP Gale, Director of the Student Recreation Center, began by sharing that this was the first external program review ever conducted for the Student Recreation Center since it opened in 2008. The goal of the review was to evaluate current programs, ensure alignment with national campus recreation standards, and identify areas for improvement. The review was approved by both the Committee and the board in the fall. A team of experienced professionals from other universities Sacramento State, Illinois State, and San Diego State were brought in to conduct the evaluation, with support from internal SRC staff. Before the visit, the team submitted a 23-page self-assessment and compiled over 1,200 pages of documentation including data, procedures, training materials, and facility plans.

During their visit in November, the reviewers held 31 meetings with 81 individuals including staff, students, and campus partners. They also observed the facility in use and were required to use it themselves to gain a first-hand experience. Their final 56-page report, delivered in February, assessed 12 different areas such as student success, DEI, leadership, finance, and

infrastructure. The SRC fully met five of these areas and partially met seven. Reviewers praised the staff's efforts, noting positive momentum under current leadership, but also highlighted systemic issues due to past turnover, insufficient staffing, and lack of communication across departments.

The review resulted in six key recommendations. First, the SRC needs more full-time professional staff to sustain its operations, particularly as it runs more programs than its peers but has fewer staff. Second, the SRC should develop a comprehensive marketing strategy to improve communication with users and increase engagement. Third, the SRC's operating and capital budgets are significantly smaller than peer institutions, making it hard to update equipment or maintain the facility. Fourth, expansion is critical the center is overcrowded, especially during peak hours, and lacks adequate weight, cardio, and recreational space. Fifth, the facility needs a structured, long-term plan for replacing aging equipment some of which dates back to 2008. Finally, the membership structure could be revised to allow students to sponsor non-student guests, which could help generate revenue.

JP wrapped up by outlining next steps, which include passing the review findings on to next year's board to create a three-to-five-year strategic plan. This will help determine which recommendations can be implemented and on what timeline. He thanked all contributors and encouraged current student leaders to review the full report for insight into the future of the SRC.

PROG 003.a 24/25 (Solares - m / Olivares - s) A motion was made and seconded to amend agenda item 8b. SRC External Review Report from a discussion item to an action item.
Alvarez opened the floor to questions and discussion on the amendment. There were none.

PROG 003.a 24/25 (Solares - m / Olivares - s) The motion to amend agenda item 8b. SRC External Review Report from a discussion item to an action item was approved by unanimous consent.

Chair Alvarez opened the floor to questions:

Her inquired about what being full-time staff entailed, whether it was determined by the number of hours worked or if it was considered more of a title or designated position.
JP responded that full-time typically meant 40 hours a week. He added that some of those positions were hourly, requiring staff to clock in and out, while others were exempt.


Her asked whether the primary reason for the lower number of full-time staff was mostly due to the allocated budget.

JP acknowledged it was a complex question and said the department hadn't previously benchmarked itself against other CSU departments. He noted that part of the issue stemmed from the fee structure of the SRC and Titan Student Centers, which hadn't been adjusted before wellness was integrated. He explained that wellness played a role by offering guidance on how

funds could be allocated for staffing. He concluded that multiple factors were involved and no single reason could fully explain the situation.

Chair Alvarez opened the floor to discussions:

Allen acknowledged that the process had been long and challenging, and she commended Gale for his efforts. She emphasized that the visit was a valuable opportunity, particularly because key individuals and content experts were able to come to campus, test the equipment and programs firsthand even participating on the climbing wall. She appreciated that the review team provided honest, unbiased feedback, highlighting areas for improvement. She expressed gratitude for the insights gained from the visit.

 **PROG 03 24-25 (Her - m / Olivares - s) Roll Call Vote: 4-0-0. The resolution accepting the SRC External Review Report was adopted.**

c. Discussion: Programs Assessment Report 2024-25

The Committee will review the recommendations for the programs assessed during the year in preparation for the final Assessment report for 2024-25.

Susan Collins reflected on the program assessment process over the academic year. She reminded the group that they had heard from all facilities in Fall 2024, followed by presentations from selected programs. Four programs were chosen for deeper review: eSports, Niche Nights, Student Internships at the Children's Center, and Titan Outdoors. In Spring 2025, those programs presented their updates, and feedback was gathered to help shape a final report with recommendations for ASI leadership and the board.

She began by reviewing the eSports program, located in the Titan Bowl and Billiards area, which had opened in May 2023. The program brought together various gaming spaces, included a reservable lounge, and had over 2,000 registered users who participated in tournaments and events. From the Committee's discussion, recommendations emerged such as the need for better marketing, more collaboration with housing and campus gaming organizations, increasing console availability, and potentially expanding the space's use for other events. An idea of offering additional events in the space, such as, hosting a Super Bowl party was one suggestion from the Committee. She invited any final thoughts or changes before the recommendations were finalized.

Olivares recalled that during the eSports program discussion, there had been a mention of allowing student organizations to use the space for free, in addition to improving marketing. Susan Collins confirmed this, noting that they had previously discussed usage fees, and while some programs might incur a fee, most student clubs and organizations would not. Olivares agreed, seeking clarification, and Collins acknowledged the point, briefly referring to the documentation before confirming it was addressed.

Alvarez mentioned a suggestion he had made during the eSports discussion regarding the application used to track console usage. He recalled that the program staff had explained how the system verifies which consoles are in use, and he proposed that students be given access to it so they could check console availability before arriving at the facility.

Collins reviewed the Niche Nights program, noting that Student Programs and Engagement began hosting these events post-pandemic to help rebuild campus community through music, entertainment, and social engagement. The events aimed to offer an accessible concert-like experience and typically attracted 300 to 400 participants. Programming ideas came from students, and in the 2024–2025 year, themed nights included artists like Sabrina Carpenter, Chapel Roan, and Nicki Minaj.

Feedback from the Committee included a suggestion to collaborate with CSUF alumni in the entertainment industry and to explore off-campus venues like the House of Blues though there was concern about keeping events on campus to maintain student connection and safety. The recommendation shifted toward bringing external resources to campus instead. Additional suggestions included improving event marketing across campus, utilizing various locations like Club 57 or housing areas to diversify the experience, and collaborating with campus groups such as Titan Radio or student cultural clubs to enhance the vibe and engagement.

Allen suggested that the Committee should receive the survey results from Niche Nights and consider asking participating students for future programming ideas. She noted that the events had become extremely popular and emphasized that the students attending were the best source for understanding what they want.

Alvarez added a recommendation related to Niche Nights, recalling a previous discussion about collaborating with different areas within DIRC. He mentioned that some performers, like Chapel Roan, were influential within the LGBTQ+ community and suggested this as a potential lens for future programming. He recommended including this perspective as an addition to the Committee's considerations.

Collins provided an overview of the Children's Center Internships, noting that these positions had a long-standing presence at the center. Internships were promoted through the ASI website, social media, and campus events, and were available to current CSUF students enrolled in practicum courses. Students applied and were required to complete background checks through the FBI, DOJ, and the Child Abuse Index. Each semester, the center hosted 60 to 90 interns who received training and supervision from professional staff, offering a strong learning environment in early childhood education.

The Committee made several recommendations, including promoting the program more formally within classrooms, as current efforts had been somewhat informal. Another suggestion was to explore subsidizing or providing grants for the background clearance costs, recognizing the financial burden on students. It was also recommended to introduce the

internship opportunity early on, specifically during introductory practicum courses, to raise awareness from the start.

Collins reviewed Titan Outdoors through the SRC, which was established in 2019 to offer outdoor adventures for the Titan community. The program includes local and occasional out-of-state trips, aiming for two to three large events per semester, plus additional shorter trips. Staff plan the events, with a goal of increasing participation and adding team-building services for student organizations.

The Committee suggested developing a marketing strategy to position Titan Outdoors as a high-impact health program, evaluating post-trip assessments and trends by college, and improving the student feedback process for trip selection. They also recommended collaborating with campus housing, especially the STEAM living and learning communities, to increase engagement.

Chair Alvarez opened the floor to discussions:
There were no discussion items.

9. Announcements/Member's Privilege

None

10. Adjournment

Chair Alvarez adjourned the meeting at 3:30PM.

Reviewed and approved by the ASI Board of Directors, May 6, 2025.

Noah Alvarez

Noah Alvarez (May 8, 2025 09:21 PDT)

Noah Alvarez, Chair

Erika Perret-Martinez

Erika Perret-Martinez, Recording Secretary

Roll Call 2024-2025

04/17/2025 PROGRAM ASSESSMENT Committee Roll Call

Attendance	Board Members			
			Present	Absent
CHAIR	ALVAREZ	NOAH	1	
HHD	BROWN	JARED		1
ARTS	HER	BENJAMIN	1	
EDU	OLIVARES	RENATA	1	
HHD	SOLARES	ANDREA	1	
			Present	Absent
			4	1

Attendance	Liaisons			
			Present	Absent
ADVISOR*	ALLEN	KEYA	1	
PRESIDENT	MORALES	JOE	1	
CHAIR	ONG	GAVIN	1	
			Present	Absent
			3	0

*Recording Secretary: Erika Perret-Martinez

Chair Designee* Brian Rubio

President Designee* Andrea Ramirez-Rivera

QUORUM 4

Majority 3

Roll Call Votes			002 Action: A Resolution to Approve the ASI Wellness Initiative Guiding Principles		
			Yes	No	Abstain
ARTS	HER	BENJAMIN	1		
HHD	BROWN	JARED			
EDU	OLIVARES	RENATA	1		
HHD	SOLARES	ANDREA	1		
CHAIR	ALVAREZ	NOAH	1		
			Yes	No	Abstain
			4	0	0

Roll Call Votes			003 Action: A Resolution to Approve the SRC External Review		
			Yes	No	Abstain
ARTS	HER	BENJAMIN	1		
HHD	BROWN	JARED			
EDU	OLIVARES	RENATA	1		
HHD	SOLARES	ANDREA	1		
CHAIR	ALVAREZ	NOAH	1		
			Yes	No	Abstain
			4	0	0











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Final Audit Report

2025-05-08

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By:	Susan Collins (sucollins@fullerton.edu)
Status:	Signed
Transaction ID:	CBJCHBCAABAAQ2Cnm8QMPALEJ4AP0w5afWfaWT5HA3Jj

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2025-05-08 - 4:12:23 PM GMT- IP address: 137.151.175.115
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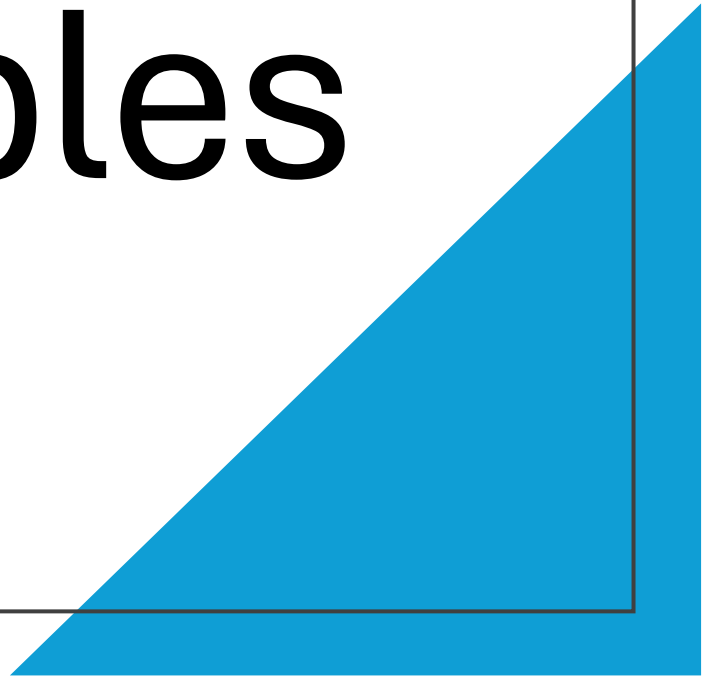
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ASWI

Guiding Principles

4.17.25 Governance Committee



Why?

- Affirm values and goals
- Offer future student leaders a roadmap
- Provide consistency
- Share information

What does it do?

- Shares our values
 - Student Support
 - Well-being
 - Student decision-making
- Shows how ASWI ties to the ASI 2025-2030 Strategic Plan and the CSUF 2024-2029 Strategic Plan
- Lays out how ASWI will be designed, implemented, and shared

- Student Participation

- Hear and shape direction and evolution

- Board autonomy and decision-making

- Represent student voices
- Ensure students make major decisions

- Communication

- Share outward progress, milestones, opportunities for feedback

- Commitment

- Honor what was shared and presented during development

- University Collaboration

- Campus partners with student-centered decision-makers

- Innovate

- Assess and improve to reflect wellness needs

- Accessibility and Inclusion

- Creative ideas and implementation to serve all students

- Empowerment

- Enable future student leaders with necessary tools to maintain ASWI goals and commitment to students

Questions?



Resolution to Adopt Guiding Principles for the ASI Student Wellness Initiative

Sponsors: Gavin Ong, Joe Morales, Suzette Morales

WHEREAS, the Associated Students Incorporated (ASI) is a 501(c)(3) nonprofit organization that operates as an auxiliary organization of California State University, Fullerton; and

WHEREAS, ASI is governed by the ASI Board of Directors, which sets policy for the organization, approves all funding allocations to programs and services, and advocates on behalf of student interests on committees and boards; and

WHEREAS, the ASI Student Wellness Initiative was created to provide a holistic approach to student success by improving student wellness through programmatic expansions, facility upgrades, and increased access to wellness services, including the construction of a Student Wellness Center, centralizing campus Basic Needs, and wellness-related enhancements to the Student Recreation Center and Titan Student Union; and

WHEREAS, the ASI Student Wellness Initiative was initially developed through an extensive Alternative Consultation process in Fall 2022 and Spring 2023, followed by a second Alternative Consultation process in the 2023-2024 academic year; and

WHEREAS, in Spring 2023, the ASI Board of Directors formally approved the ASI Student Wellness Initiative with a 12-1-0 vote¹, and in December 2024, the ASI Board of Directors, composed of a new group of student leaders, voted 16-0 to reaffirm² its commitment to the principles of the ASI Student Wellness Initiative and recommend the university president increase the Campus Union Fee to fund the ASI Student Wellness Initiative, further solidifying ASI's dedication to student well-being and the long-term sustainability of the initiative; and

WHEREAS, CSUF President Ronald Rochon formally approved the implementation of the ASI Student Wellness Initiative and increase to the Campus Union Fee in March 2025; and

WHEREAS, the ASI Board of Directors has consistently recognized the importance of addressing students' wellness needs, including mental health, stress management, physical health, and basic needs support, through strategic investments in wellness-focused programming and facilities; and

WHEREAS, the implementation of the ASI Student Wellness Initiative will occur over multiple years and involve the leadership and commitment of many different student leaders each year; therefore let it be

RESOLVED, ASI commits to upholding and implementing the principles of the ASI Student Wellness Initiative, ensuring that its mission to support student well-being remains a foundational priority for the organization; and let it be

RESOLVED, any future developments, modifications, or enhancements to the initiative should remain aligned with its original intent and core principles, ensuring that its structure, funding, and impact are preserved to effectively serve students for years to come; and let it be

RESOLVED, That upon passing of the Resolution to Adopt Guiding Principles for the ASI Student Wellness Initiative that ASI shall use the *ASI Student Wellness Initiative: Guiding Principles* to uphold, implement, and advocate for the principles of the ASI Student Wellness Initiative, working in collaboration with the CSUF administration, and other partners to ensure the longevity and effectiveness of student wellness programs, services, and facilities on campus.

Links:

1. <https://asi.fullerton.edu/a-resolution-reaffirming-support-of-asi-swi-2024/>
2. https://asi.fullerton.edu/resolution_in_support_of_asi_student_wellness_initiative/

Adopted by the Board of Directors of the Associated Students Inc., California State University, Fullerton on the twenty-second day of April in the year two thousand and twenty-five.

Gavin Ong
Chair, Board of Directors

Noah Alvarez
Secretary, Board of Directors



ASI Student Wellness Initiative: Guiding Principles

Staying true to its longstanding commitment to student success and well-being, Associated Students Inc., California State University, Fullerton (ASI) serves as a key advocate for student interests, ensuring that programs, services, and facilities evolve to meet the needs of the student body.

Through strategic initiatives and policy decisions, ASI has fostered an environment that supports students' mental, physical, emotional, and academic well-being. This dedication is further embodied in the ASI Student Wellness Initiative (ASWI), a comprehensive effort aimed at addressing the diverse wellness challenges faced by students and enhancing campus resources to promote thriving academic and personal experiences.

The ASWI was developed by students, for students. Past student leaders saw a critical gap in wellness resources and recognized that CSUF students deserved more. They listened to their peers, gathered feedback, and began shaping a vision for a more robust and supportive wellness infrastructure. Their passion and advocacy laid the foundation for what became a transformative movement. Over time, additional student leaders supported the initiative, worked to refine its goals, gathered additional student feedback, and ultimately turned it into reality. During its outreach and consultation process with CSUF students, ASI shared ideas and solicited input and meaningful feedback from thousands of students through hundreds of presentations and tabling opportunities, surveys and social media posts.

The ASI Student Wellness Initiative is designed to be continuously led, shaped, and expanded by future generations of student leaders.

To sustain this student-led initiative, ASI will continue to provide student leaders with the tools, resources, and platforms needed to advocate for wellness improvements. ASI will ensure that new generations of students can seamlessly take over the initiative and build upon the foundation established by their predecessors.

Guiding Principles

To ensure continuity of the values and ideals which student leaders used to share and create the ASWI, the following Guiding Principles will lead ASI's work as it develops ASWI programs, services, and facilities:

- **Student participation in decision-making will be paramount** – ASI ensures that student voices drive the initiative's direction and evolution.

- **Protect student participation through the autonomy and decision-making authority of the ASI Board of Directors** – Student leaders will maintain control over the development of ASWI’s priorities and resource allocation.
- **Ongoing, effective communication with the student body** – ASI will regularly engage CSUF students to share updates, assess their needs, and gather feedback.
- **Commitment to delivering what was promised during the Alternative Consultation campaign (2022-2024)** – ASI will honor the vision and commitments made to students regarding the ASWI.
- **Collaborate productively with the university** – ASI will work alongside campus partners while ensuring student leadership remains central to decision-making.
- **Ensure continuous improvement and innovation** – ASI will regularly assess and enhance ASWI initiatives to reflect changing student wellness needs.
- **Maintain accessibility and inclusivity** – Wellness programs and facilities will be designed to serve all students equitably, including residential and commuter students.
- **Empower future student leaders to expand and refine wellness initiatives** – ASI will provide training, mentorship, and governance structures to ensure long-term sustainability of the concepts and ideas of the ASWI.

A Lasting Commitment to Student Wellness

The ASI Student Wellness Initiative is embedded long-term goals of ASI’s 2025-2030 Strategic Plan, particularly:

- **Goal 1: Foster Student Growth and Well-Being** – Ensuring wellness remains a core component of the student experience.
- **Goal 3: Innovate and Improve ASI Facilities, Programs, and Services** – Supporting student leaders in expanding and refining wellness infrastructure for years to come.

Additionally, the ASWI is a key contributor to the 2024-2029 CSUF Strategic Plan:

- **Goal 2: Foster Student Engagement and Well-Being** – Supporting student engagement and holistic growth in an inclusive campus environment, cultivating a sense of belonging for all students, and providing comprehensive resources to support their mental health, physical wellness, and financial and basic needs.

This ASI Student Wellness Initiative is more than an investment in wellness—it is a living testament to the power of student leadership and advocacy. This commitment to student wellness will remain a top priority for ASI.

External Program Review Student Recreation Center 2024-25

April 17, 2025
JP Gale
SRC Director

Mission Statement

Our mission is to provide inclusive recreational opportunities to inspire the development and well-being of the campus community.



External Program Review: Approved Fall 2024

- To assess the program, validate the path we are on, course correct where needed and ensure we are staying within industry best standards.
- Typically, Rec Centers complete an External Program Review every 5-10 years.
- The SRC had not gone through an External Program Review in building history.



External Program Review Team

- Bill Olmsted – Executive Director, The University Union and The Well, CSU Sacramento
- Mary O'Mahoney – Executive Director, Well-being and Recreation, Illinois State University
- Mark Zakrzewski, Associate Executive Director, Associated Students, Inc. San Diego State – External Review Chair



Internal Review Team

- JP Gale – SRC Director
- Courtney Folsom Mauter – SRC Aquatics Coordinator
- DJ Netherly – Intramurals and Camp Coordinator
- Alyssa Cavero – SRC Clerical Assistant
- Noah Alvarez – ASI BOD Secretary



External Program Review: Materials Provided

- The Internal Review Team (IRT) completed a 23-page self assessment report, complied past years attendance data, policies, procedures, staff training agendas, assessments, Risk Assessment Report, position descriptions, employee handbooks, emergency action plans, marketing materials, building plans and more.
- In total over 1,200 pages of documents were provided to the External Review Team (ERT) before coming to campus.



External Program Review: On Site Review

- On campus November 13-15, 2024
 - ERT attended 31 different meetings and met with 81 different individuals including staff from all ASI Departments, ASI BOD Leadership, all SRC Full-Time Staff Members and their teams, SRC Users, CSUF staff from Athletics, Student Life and Leadership, Housing, TitanWell, TitanHealth and other campus administrators from Student Affairs.
 - ERT Members also had observation time of the facility and were required to use the facility during their time on campus.



External Program Review: Follow Up & Report

- The ERT then had several follow up meetings with the SRC Director and ASI Leadership following the onsite visit.
- The ERT provided a 56-page report on their observations and recommendations for the SRC and ASI.



External Program Review: Executive Summary

- Program review revealed critical resource shortages and systemic challenges.
- The SRC is understaffed in terms of full-time staff headcount.
- Short on overall facility and programmatic space.
- In need of more funding for capital purchases and facility upgrades relative to CSU peers and NIRSA large school benchmarking.
- The SRC Lacks a comprehensive marketing plan.



External Program Review: Executive Summary

- ERT commended the efforts of current staff.
- ERT noted the SRC has taken significant strides since the new Director's start in 2023.
- "The SRC team is grappling with the residual effects of years of high staff turnover, insufficient program oversight and a siloed structure that has inhibited cross-departmental and organizational communication."



External Program Review: Recommendation #1

Staff Size

“As is referenced at certain points in this report, the SRC needs to invest in more full-time staff in particular areas in order to be sustainable now, as well as when they grow programs and facilities in the future.”



External Program Review: Recommendation #1

Staff Size

Chart 1 Recreation Program Offerings Comparison

University	Aquatics	Climbing Wall	Outdoor Programs	Fitness & Wellness	Intramural Sports	Sport Clubs	Youth Camps
CSU Long Beach	Yes	Yes	Yes	Yes	Yes	No	No
CSU Northridge	Yes	Yes	No	Yes	Yes	No	Yes
CSU Sacramento	Yes	Yes	No	Yes	Yes	No	No
CSU San Diego	Yes	Yes	No	Yes	Yes	Yes	No
CSU Fullerton	Yes	Yes	Yes	Yes	Yes	No	Yes

External Program Review: Recommendation #1

Staff Size

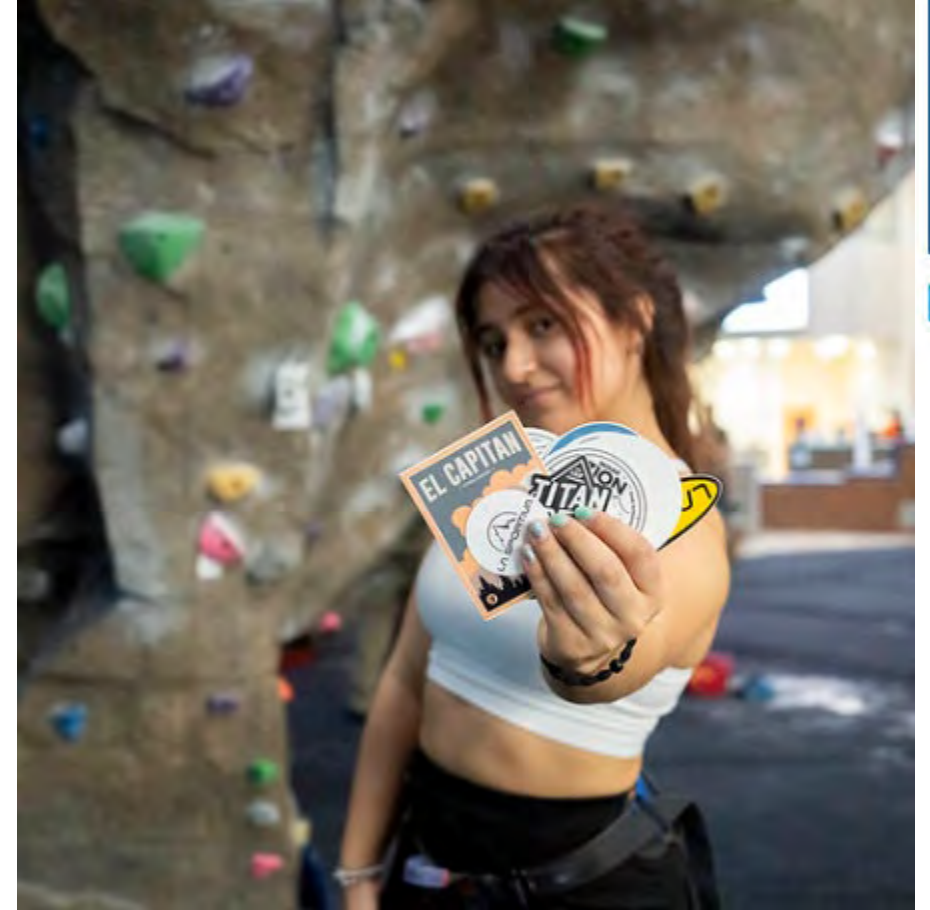
Chart 2 Full-Time Staff Levels for Recreation Programs*

University	Fall 2024 Enrollment	Facility Size	Director	Assistant or Associate Director	Manager	Coordinator	Supervisor	Total Full Time Staff for Recreation Programs
CSU Long Beach	38,190	126,500	1	2	5	1	0	9
CSU Northridge	36,848	138,000	1	2	3	2	2	10
CSU Sacramento	31,000	150,000	1	4	1	9	0	15
CSU San Diego	38,396	137,000	1	3	2	5	4	15
CSU Fullerton	43,339	95,000	1	0	0	6	0	7

External Program Review: Recommendation #2

Marketing and Communication

- “What surfaced in many staff discussions was the need for a more comprehensive marketing and communications strategy that allows regular users of the SRC to constantly know about schedules, special offers, and all other forms of news and information pertinent to the facility.”



External Program Review: Recommendation #3

Budget

“...there will need to be some form of budget augmentation to ASI and to the SRC if positive change is to be enacted, and in order to maintain the morale and momentum of an engaged staff that is poised to usher CSUF campus recreation into its next iteration.”



External Program Review: Recommendation #4 Expansion

“Expansion is essential to not only allow for physical space to serve more students, but to evolve as a facility with the types of spaces that are offered...If the Wellness Initiative is approved, CSUF should explore the feasibility of expanding the Student Recreation Center to at least a minimum of roughly 3.5 sq/ft to 4.0 sq/ft per student (approximately 150,000 sq/ft to 174,000 sq/ft).”



Chart 1

Campus Recreation Facility Space Benchmarking 2023-2024

University	Enrollment	Rec Center Total Sq/Ft	Rec Center Sq/Ft per 1,000 Students	Weight & Cardio Total Sq/Ft	Weight & Cardio Sq/Ft per Student
CSU Long Beach	38,190	126,000	3.3	20,000	0.52
CSU Northridge	36,848	123,000	3.34	18,500	0.5
CSU Pomona	29,103	165,000	5.67	13,835	0.48
CSU Sacramento	31,000	152,708	4.93	19,546	0.63
CSU San Diego	38,396	137,000	3.57	33,000	0.86
CSU San Jose	35,751	128,000	3.58	20,000	0.56
CSU Comparison Average	34,881	138,618	4.07	20,814	0.59
CSU Fullerton	43,339	95,000	2.19	17,178	0.4
Industry Guidelines: 30,000+ Campus Enrollment*	30,000+	150,000 to 300,000+	5 - 10	30,000 - 50,000+	1 - 1.5

Chart 2

Campus Recreation Facility Space Benchmarking 2023-2024

University	Fitness Studios	Courts	Fields Available for Programming	Swimming Pool Lap Lanes
CSU Long Beach	3	5	2	3
CSU Northridge	3	5	1	4
CSU Pomona	5	4	2	10
CSU Sacramento	5	5	4	6
CSU San Diego	5	6	4	14
CSU San Jose	4	3	2	14
CSU Comparison Average	4.17	4.67	2.50	8.50
CSU Fullerton	4	3	2	2
Industry Guidelines: 30,000+ Campus Enrollment*	5 - 8	6 - 10	6 - 10+	8 - 10+

*Industry guidelines and benchmarking sources: NIRSA *Space Planning Guidelines for Campus Recreational Sports Facilities* (2009), and the NIRSA institutional data set (2023).

External Program Review: Recommendation #5

Capital Replacement

“To appropriately support recreational programs and the participant experience, and as a best practice of sound fiscal planning and stewardship, it will be essential to develop and implement both short- and long-term equipment replacement schedules.”



External Program Review: Recommendation #6

Membership Structure

“There are opportunities for increasing membership sales that could help generate revenue. The SRC may consider selling memberships to affiliated/sponsored individuals of current SRC Members. Currently, only faculty and staff have the ability to purchase memberships for non-students...Given that the SRC is a student-funded organization, it is recommended that the privilege to sponsor non-student members be extended to students. ”



External Program Review: Next Steps

- Create a 3-5 Year Plan for the SRC in the 2025-26 academic year
 - Decide what issues to address from the review.
 - Consider recommendations while we pursue and plan the ASI Wellness Initiative.
- Complete another External Program Review in 5-8 years.



Special Thanks

- Programs Assessment Committee, ASI Board of Directors, Corporate Leadership Team
- Internal Review Team
- SRC students and full-time staff
- Campus partners
- SRC Users



Questions?



**RESOLUTION TO ACCEPT THE STUDENT RECREATION CENTER EXTERNAL REVIEW
REPORT**

Sponsors: Noah Alvarez

WHEREAS, the Associated Students Incorporated (ASI) is a 501 (c)(3) nonprofit organization that operates as an auxiliary organization of California State University, Fullerton; and

WHEREAS, ASI is governed by ASI Board of Directors, sets policy for the organization, approves all funding allocations to programs and services, and advocates on behalf of student interests on committees and boards; and

WHEREAS, ASI's mission is to provide students and campus community members with important social, cultural, and recreational opportunities as well as a wide range of programs and services; and

WHEREAS, ASI's Student Recreation Center (SRC) opened on April 8, 2008, and annually serves approximately 16,000 Cal State Fullerton students, with an average of 385,000 entries; and

WHEREAS, the Council for the Advancement of Standards in Higher Education (CAS) provides guidance to collegiate recreation programs along common criteria, with the purpose of uniting higher education associations in the application of professional standards to develop, assess, and improve the quality of programs and services; and

WHEREAS, it is an industry standard in collegiate recreation to conduct an external program review every 5-10 years to ensure our organization maintains high quality services, programs, and facility for its users; and

WHEREAS, the Board of Directors approved an external program review of the Student Recreation Center in fall 2024; and

WHEREAS, in fall 2024 the onsite portion of the external review was conducted by the External Review Team, which was comprised of industry experts, student leaders, staff and campus stakeholders; and

WHEREAS, the areas reviewed included the facility and its programs, services, and practices, and culminated in a number of recommendations for consideration; therefore, let it be

RESOLVED, ASI accepts the report provided in spring 2025 of the external program review of the Student Recreation Center; and let it be finally

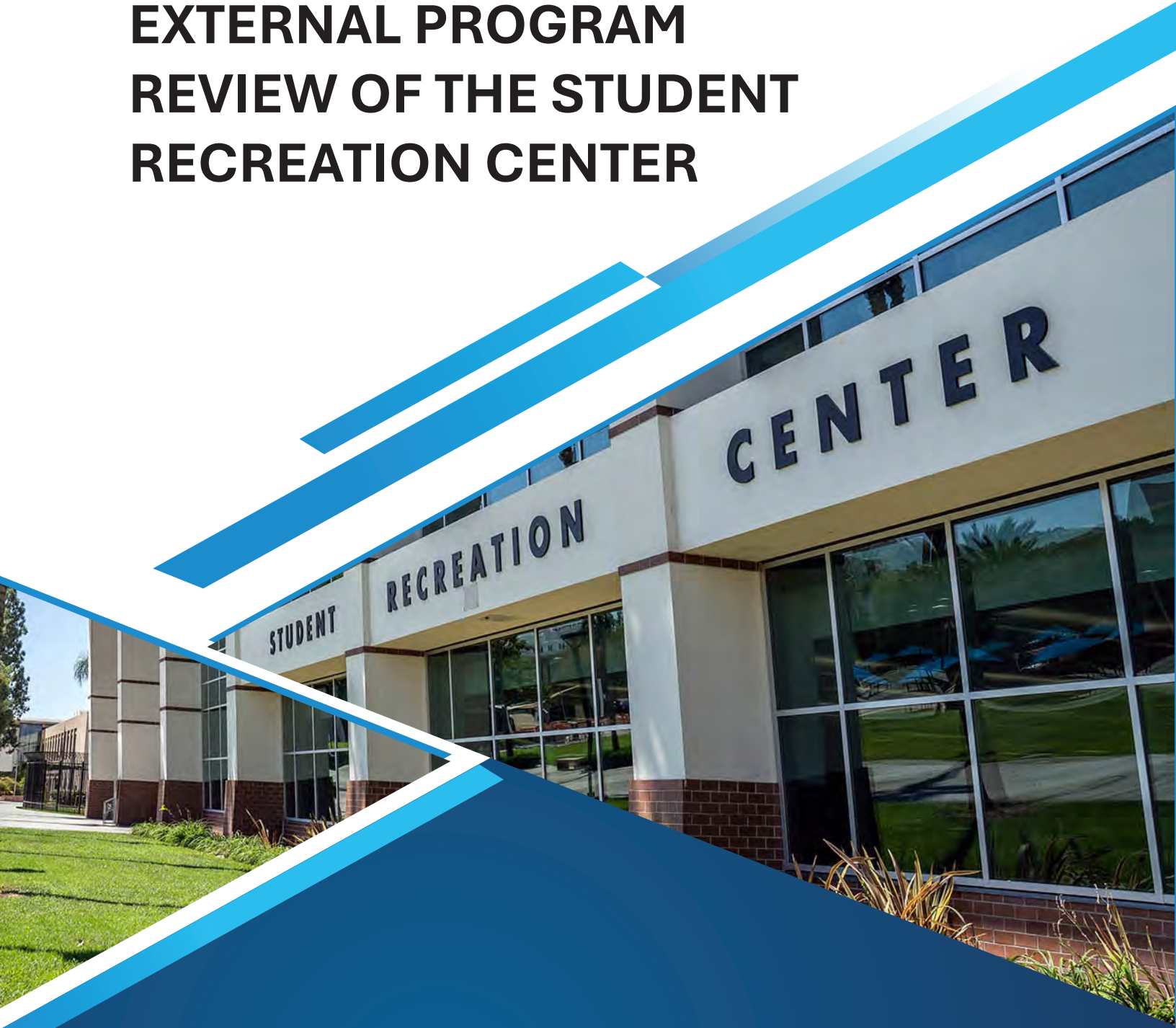
RESOLVED, that this Resolution be distributed to the ASI Executive Director and applicable departments and staff; therefore, let it be

Adopted by the Board of Directors of the Associated Students Inc., California State University, Fullerton on the twenty-second day of April in the year two thousand and twenty-five.

Gavin Ong
Chair, Board of Directors

Noah Alvarez
Secretary, Board of Directors

EXTERNAL PROGRAM REVIEW OF THE STUDENT RECREATION CENTER



**Utilizing the Council for the Advancement of Standards
(CAS) in Higher Education - Campus Recreation Programs**

EXTERNAL REVIEW TEAM

REVIEW DATES: NOVEMBER 13-15, 2024



BILL OLMSTED
Executive Director

The University Union
and The WELL
California State
University, Sacramento



MARY O'MAHONEY
Executive Director

Well-being and Recreation
Illinois State University



MARK ZAKRZEWSKI
Associate
Executive Director

Associated Students, Inc.
California State
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EXECUTIVE SUMMARY

Associated Students Inc., California State University, Fullerton (ASI) enlisted an external review of the Student Recreation Center (SRC) structure, programs, services, and facilities. The assessment was guided by a framework of industry best practices, peer institution benchmarking, and the Council for Advancement of Standards in Higher Education (CAS) for Collegiate Recreation Programs (CRP). Conducted from November 13-15, 2024, the review included a series of interviews with key campus and departmental stakeholders. These included the SRC's full time staff known as Titan Recreation, part-time student staff, ASI student leaders, ASI full-time staff and senior administrators, colleagues from Athletics and Student Affairs, and SRC program participants. In addition to the interviews, the review team analyzed various resources, including mission and vision statements, policy and procedure documents, employee handbooks, the Fullerton Forward strategic plan, the CSUF Physical Master Plan, the CSUF ASI strategic plan, a departmental risk assessment and mitigation report, and the Titan Recreation self-assessment against CAS Standards.

The External Review Team (ERT) was comprised of Bill Olmsted, Executive Director of The University Union and The WELL at California State University, Sacramento; Mary O'Mahoney, Executive Director of Well-being and Recreation at Illinois State University; and Mark Zakrzewski (ERT Chair), Associate Executive Director of Associated Students at California State University, San Diego.

The External Program Review revealed critical resource shortages and systemic challenges that have hindered the department's operational and programmatic effectiveness. Specifically, the SRC is under-resourced in terms of full-time staff headcount, overall facility and programmatic space and funding for essential capital equipment purchases and facility upgrades relative to large CSU Peers and NIRSA large campus benchmarking. These limitations have constrained the organization's ability to meet its goals and expand its impact. Compounding these issues is a lack of a comprehensive marketing and communications strategy, which affects stakeholder engagement and participation.

Despite these challenges, the review commended the efforts of the current staff and department leadership who are working diligently to address long-standing issues. The current SRC Director was hired in Fall of 2023, and since that time has taken significant strides toward identifying and addressing existing challenges, mitigating facility risks, and bringing positive programmatic change. An example of this are the new coordinators who were brought on board in spring of 2024 in the Titan Outdoor and Rock Wall program, and the Fitness and Wellness program. Both areas have shown increased participation numbers in the programs, along with a notable uptick in team morale. The commitment of the entire SRC staff is further evident in their proactive measures to improve processes, foster collaboration and deliver high quality programs and services. However, the SRC team is grappling with the residual effects of years of high staff turnover, insufficient program oversight, and a siloed structure that has inhibited cross-departmental and organizational communication. Furthermore, while assessment efforts have improved over the past year, a historical lack of program assessment has left the organization without clear data to guide decision-making and illustrate its value to stakeholders.

While there is positive momentum with the current SRC team, to achieve sustainable improvements, the organization must prioritize investments in full-time staffing and facility expansion, implement strategies to enhance program visibility, and establish robust systems and processes for program assessment, staff development and retention. By addressing these gaps, the organization can build on the momentum generated by its dedicated team and position itself for long-term success.

CONCLUSIONS & RECOMMENDATIONS

The SRC is, and has been, an integral part of the CSUF campus, actively providing open recreation, intramural offerings, and group fitness, and aquatics opportunities to the campus community for approximately 15 years. As the ERT was only able to be on campus for two and a half days in mid-November 2024, the ERT conducted the deepest dive possible, spending that time meeting with staff and stakeholders and observing programs and functional areas in action. This sparked the need for additional follow-up conversations, along with requests for further documents, statistics, and general clarifications. Following the lead set by an Internal Review Team (IRT) lead by SRC Director JP Gale, SRC Aquatics Coordinator Courtney Folsom Mauter, SRC Intramural and Camp Coordinator Damajaha Netherly, SRC Clerical Assistant Alyssa Cavero and ASI Board Secretary Noah Alvarez, whose work culminated in fall 2024, the ERT based its observations and recommendations around the CAS standards for collegiate recreation programs and found that the SRC either “meets” or “partly meets” each of the CAS categories which they were evaluated on. It should be noted that the current full-time staff of the SRC, along with many of its student assistants and student supervisors/leaders, provide an incredibly engaged and enthusiastic approach to serving the recreational needs of the entire CSUF population. In the many conversations the ERT had with SRC team members during our time on campus, the SRC staffs commitment to the mission and vision statement was evident in everything the ERT witnessed and heard.

A bi-product of the enthusiastic approach of the SRC staff, are the successful programs and services witnessed in many areas. Titan Outdoor, Climbing, Fitness and Wellness, Intramurals, and open recreation have strong participation numbers, supported by both statistical data and positive customer feedback. These are program areas that have momentum, and have the potential for even greater success with additional resources and facility improvements.



Opportunities for improvement, along with specific recommendations, came forth from this process. And although these are in areas that, overall, do a good job, or even a great job, given the available resources, of meeting the needs and requirements of that particular area, there are aspects that the ERT felt could be enhanced or refined to better address the objectives of particular SRC departments. Specific recommendations focused on organizational structure, increasing program visibility and campus participation in the facility, bolstering fiscal resources and the optimization of spaces and programmatic offerings to better serve both current and future users of the SRC.

Comparing recreation centers across the California State University (CSU) system can be challenging due to significant differences in reporting structures and funding models between campuses. Some recreational programs are managed by the state, while others are operated through a combination of state and auxiliary services, or by multiple auxiliaries. For the purposes of this review, CSU Long Beach, CSU Northridge, CSU Sacramento and CSU San Diego were selected as benchmark institutions when reviewing staffing levels. These campuses were chosen based on their Student Recreation Centers (SRC) falling under a single auxiliary, and serve as a direct comparison to the SRC structure at CSUF. The aforementioned universities, along with CSU Pomona, and CSU San Jose were benchmarked with respect to facility square footage and programmatic spaces given their respective size of enrollment and being campuses in urban settings.

All campuses benchmarked, whether for staffing levels or facility square footage, are categorized as NIRSA large schools (with enrollments of roughly 30,000 students or more), generally serve commuter populations, and offer a similar range of programs. Notably, CSU Fullerton operates the most extensive program offerings but has the fewest full-time staff. Additionally, while outdoor programs at CSU Northridge and CSU Sacramento are not managed by the SRC or campus wellness units, they fall under different auxiliaries. It is also worth noting that CSU Long Beach, CSU Sacramento and CSU San Diego do not offer youth summer camps, whereas CSU Fullerton and CSU Northridge host such camps during the summer.

STAFF SIZE

As is referenced at certain points in this report, the SRC needs to invest in more full-time staff in particular areas in order to be sustainable now, as well as when they grow programs and facilities in the future. Notably, by adding an Associate Director tier in their structure to better support staff both at the Coordinator and Director level. The current organizational structure is quite flat and does not always allow for the effective distribution of current workflow, as well as what we hope will be an even greater workflow in the near future, to be spread equitably and efficiently across the existing staff structure. More staff will also provide more flexibility and operational continuity when staff members are on extended leave or when there is an unexpected vacancy. Charts 1 and 2 in the Human Resource section provide benchmarking comparison of recreation programs offered and full-time staff levels at CSU peer institutions.



MARKETING AND COMMUNICATION

Members and potential members of the SRC will miss out on 100% of the programs and services that they are unaware of. What surfaced in many staff discussions was the need for a more comprehensive marketing and communications strategy that allows regular users of the SRC to constantly know about schedules, special offers, and all other forms of news and information pertinent to the facility. This comprehensive approach will also allow for Coordinators to work closely with marketing staff on ways to engage non-traditional users or groups which may not see the SRC as a welcoming environment, or as a place that has something for them. The ERT also recommends that ASI look to dedicate part of its Marketing team to campus recreation and the SRC, thus, building an even greater continuity in the messaging by having someone that truly understands the mission of the facility and how the staff wishes to engage with the campus population.

BUDGET

In order to successfully meet the goals of growing the facility, the staff, and the programming reach of the SRC, it is imperative that the budget allocated to Titan Recreation increase. It is understood that the Wellness Initiative is pending, and it looks to have support of the administration. But whether the Wellness Initiative is ultimately approved or not, there will need to be some form of budget augmentation to ASI and to the SRC if positive change is to be enacted, and in order to maintain the morale and momentum of an engaged staff that is poised to usher CSUF campus recreation into its next iteration.

EXPANSION

And as much as budgetary growth is imperative, so is facility growth. The SRC opened in 2008 and included amenities and square footage which was already low based on the level of student interaction they hoped to achieve at that time. Fast forward to 2025, and the CSUF enrollment has grown to over 43,000 students. The SRC has not kept pace with this growth, and is not able to adequately serve more members than currently attend the facility. Expansion is essential to not only allow for physical space to serve more students, but to evolve as a facility with the types of spaces that are offered, and the type and quantity of equipment and programs that are available to users as well as operational and program support space. If the Wellness Initiative is approved, CSUF should explore the feasibility of expanding the Student Recreation Center to at least a minimum of roughly 3.5 sq/ft to 4.0 sq/ft per student (approximately 150,000 sq/ft to 174,000 sq/ft). The ERT recommends commissioning a firm to conduct a thorough feasibility study for an SRC expansion to fully identify current and future program needs, options for expansion footprint, and project cost.

CAPITAL EQUIPMENT REPLACEMENT PLAN

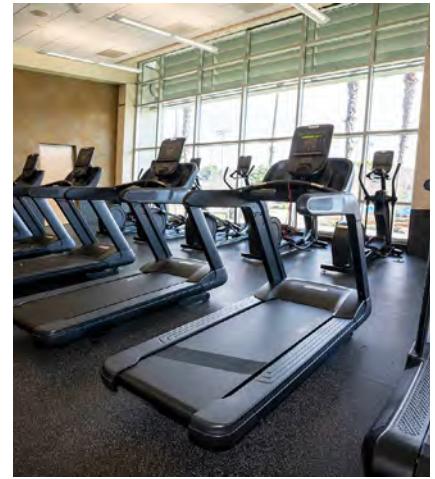
To appropriately support recreational programs and the participant experience, and as a best practice of sound fiscal planning and stewardship, it will be essential to develop and implement both short- and long-term equipment replacement schedules. Some of the existing equipment dates back to the building's opening, and based on the ERT's assessment, there is no comprehensive plan in place for replacing major capital items like fitness and cardio machines, or detailed plan for an annual supplies budget for smaller equipment such as yoga mats, medicine balls, plyometric boxes, and cable machine accessories. Budget obviously plays a significant role in this effort.

Committing ongoing and scheduled financial resources to a capital equipment replacement plan each year over time will pay dividends in minimizing repair costs, limiting safety concerns, and boosting customer satisfaction. In looking at processes by comparable programs at similar sized institutions, there were examples of detailed equipment replacement schedules ranging from 5–10 years for both smaller items such as curls bars, kettlebells, and benches, up to 20 years for larger capital items such as multi-station cable systems, treadmills, and bikes. To attract and engage more students while increasing enthusiasm for the SRC's offerings, users need to see modern equipment, variety, periodic updates, and equipment that aligns with their requests and current fitness trends. Demonstrating attentiveness to these needs can make a critical difference—encouraging students to utilize on-campus facilities rather than seeking alternatives elsewhere.

“CSUF should explore the feasibility of expanding the Student Recreation Center to at least a minimum of roughly 3.5 sq/ft to 4.0 sq/ft per student (approximately 150,000 sq/ft to 174,000 sq/ft).”

MEMBERSHIP STRUCTURE

There are opportunities for increasing membership sales that could help generate revenue. The SRC may consider selling memberships to affiliated/sponsored individuals of current SRC Members. Currently, only faculty and staff have the ability to purchase memberships for non-students. An exception exists for individuals unaffiliated with the university who can join the Alumni Association for \$180, which then grants them the opportunity to purchase a membership for the SRC. Given that the SRC is a student-funded organization, it is recommended that the privilege to sponsor non-student members be extended to students. Furthermore, this privilege should remain available to alumni who purchase an Alumni Association membership in the future. While the SRC experiences peak usage between 11:00 a.m. and 8:00 p.m. Monday through Thursday, there is ample capacity during weekends and mornings to accommodate additional members. To better utilize off-peak hours, a limited number of “anytime” memberships could



be offered at a premium rate. Additionally, memberships specifically for weekend and morning usage could be sold at a discounted rate to encourage participation during these times. This concept could also be applied to the SRC pool, with limited access from Friday to Sunday, optimizing its usage during off-peak periods. Additionally, offering Family Gym/Swim passes could increase non-SRC member usage of the pool, particularly during less busy hours throughout the year.

ACKNOWLEDGEMENT

The ERT would like to thank the leadership of CSUF ASI, and the SRC staff for their hospitality and the opportunity to engage with students, stakeholders, and program participants. Your team's openness, responsiveness, and commitment to the process made our work both productive and rewarding. The ERT truly appreciated the effort and collaboration that went into providing the necessary insight and resources, allowing us to conduct a thorough and meaningful assessment. It has all helped to paint a portrait of where things currently stand, the challenges of the past few years, and the myriad of opportunities and potential pathways that lie ahead for the SRC. It has been a pleasure working with such a dedicated and supportive team, and we look forward to seeing your future success.



INTRODUCTION

In 2000, CSUF students passed a referendum sponsored by ASI to support the construction and operation of a campus recreation center. The Student Recreation Center (SRC) opened in 2008. The facility serves the California State University, Fullerton student body, faculty, staff, alumni, and select community members. The SRC is under the Associated Students, Inc. at California State University, Fullerton (ASI). ASI at Fullerton is one of the largest Auxiliary Organizations in the CSU System. Fall 2024 enrollment at CSUF was 43,029.

The SRC employs seven full-time staff members, 140 student employees, and 10 part-time non-students. The SRC hosts six primary programs including Aquatics, Fitness and Wellness, Intramurals, Rock Wall, Titan Outdoors, and two summer programs: Titan Youth Summer Camp and Learn to Swim. The SRC is open 343 days a year and closes for 20 campus holidays and 2 training days annually. The SRC is open seven days a week year-round, with 116 hours of operation weekly during the semester and 90 hours a week during intersession.

During the fiscal year July 1, 2023, to June 30, 2024, the SRC witnessed 17,165 unique users, including 16,054 students, for a total of 396,926 facility visits. The primary users of the SRC are male students at 51.7%, followed by 48.0% female users and 0.3% non-binary students. Last year, seniors (students with 90 units or higher) made up the largest user group of the SRC at 34%. Juniors accounted for 22% of facility users, sophomores made up 15% of users, and first year students were 22% of users. Graduate and Post Baccalaureate students made up 7% of users. The SRC's largest users by ethnicity were Hispanic/Latino at 49% of users, Asian at 23%, and White at 13% of facility users. Male Hispanic/Latino users were the largest participant group by ethnicity and sex.

THE ROLE OF COLLEGIATE RECREATION IN STUDENT SUCCESS

Collegiate recreation programs do far more than provide leisure activities for the campus community—they play a vital role in student development, engagement, learning, and overall success. Research consistently shows that participation in campus recreation facilities and programs leads to improved academic outcomes, including higher grade point averages, increased persistence rates, and enhanced physical and psychological well-being.

As noted in the Council for the Advancement of Standards (CAS) in Higher Education, studies by Das et al. (2021) and Vasold et al. (2019) indicate that students who participate in a moderate number of campus recreation activities tend to achieve higher GPAs than their nonparticipating peers. This trend is also reflected in data from CSU Fullerton's

2023-2024 academic year, which found that students who visited the Student Recreation Center (SRC) regularly had, on average, higher end-of-term GPAs compared to those who never used the facility. Additionally, CSUF first-time freshmen and transfer students who engaged with the SRC and graduated between Fall 2023 and Spring 2024 completed their degrees in less time than nonparticipants.



Beyond academic benefits, participation in campus recreation programs offers significant physical and psychological advantages. These include reduced stress and anxiety, greater resilience, a stronger sense of belonging, improved social connections, and higher overall life satisfaction. This is particularly relevant given that the Spring 2024 American College Health Association's National College Health Assessment identified stress, anxiety, and sleep difficulties as the top three health-related challenges affecting college students' academic performance.

Similarly, CSU Fullerton's 2021 Titan Well Assessment reported that 26% of students experienced depression, 27% had sleep difficulties, 48% reported chronic stress, and 43% were classified as overweight or obese. Campus recreation programs also influence student recruitment and retention. Forrester (2014) found that 68% of students considered recreation facilities a factor in their college selection, while 74% stated these facilities influenced their decision to stay at their institution. These insights are particularly relevant as the CSU works to meet enrollment and graduation targets.

“ *Many college students face mental and physical health challenges that could be improved through greater “student awareness and use of physical wellness support programs.*

Given the profound impact of collegiate recreation on student engagement, well-being, academic success, and institutional retention, it is essential for universities to prioritize and invest in these facilities and programs. These efforts align directly with the Fullerton Forward Strategic Plan, which highlights student engagement and mental and physical health as key objectives for institutional success.

CSU FULLERTON PHYSICAL MASTER PLAN

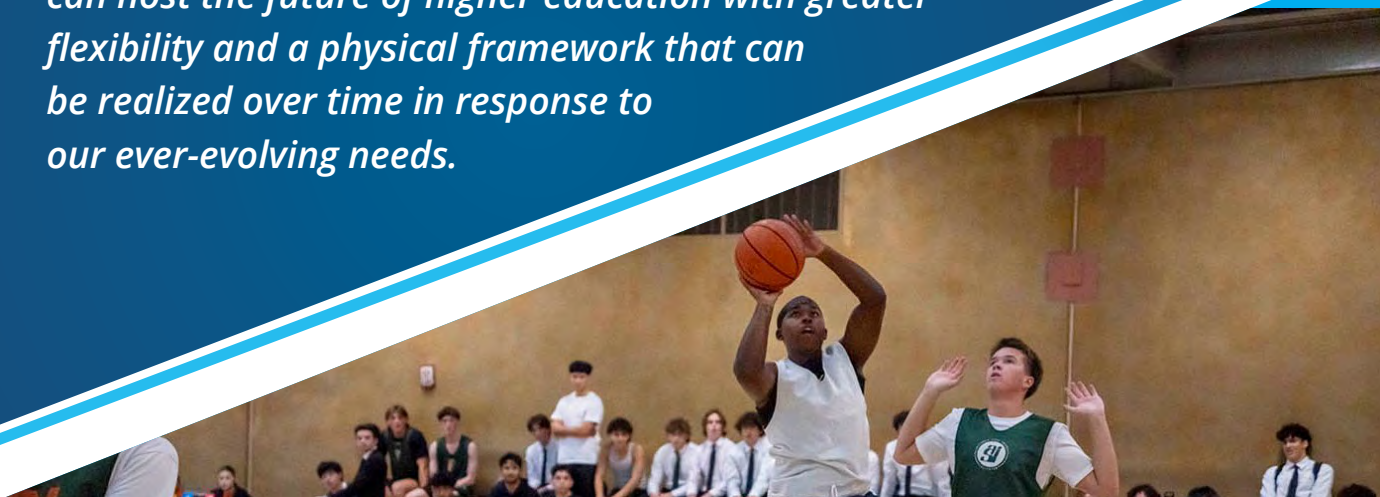
The CSU Fullerton Physical Master Plan (2020–2039) was designed to create a flexible and evolving campus that supports the future of higher education. A core goal of the plan is to “create a campus setting that can host the future of higher education with greater flexibility and a physical framework that can be realized over time in response to our



ever-evolving needs. “A data-driven interpretation of this benchmark, drawing from the ACHA's National College Health Assessment and the Fullerton Forward Strategic Plan, reveals a key insight: many college students face mental and physical health challenges that could be improved through greater “student awareness and use of physical wellness support programs.”

While the Master Plan does not explicitly mention expanding the SRC, it strongly emphasizes the value of physical wellness programs and facilities. The plan prioritizes social infrastructure, advocating for spaces and facilities designed

“A core goal of the plan is to create a campus setting that can host the future of higher education with greater flexibility and a physical framework that can be realized over time in response to our ever-evolving needs.



to foster interaction. Additionally, one of its sustainable strategies highlights the importance of wellness and open spaces for recreation. While outdoor areas play an important role in campus recreation, much of it happens within the SRC—and expanding its space and amenities could significantly enhance wellness opportunities for students.

Furthermore, the plan's phased approach to campus development underscores the necessity of student life amenities, which should include recreational facilities. As CSUF transitions from a commuter to a more residential campus, the demand for accessible recreation and wellness programs and spaces will grow. To support this shift, the university will need to invest in additional facilities and programs that promote students' physical well-being and overall success.

STUDENT WELLNESS INITIATIVE

The ERT was encouraged to learn about the Student Wellness Initiative and received a high-level briefing on the proposed initiative and its potential impact on related programs and services, including the SRC. Recognizing the vital role recreation programs and facilities play in student success and well-being, the ERT recommends that, if the initiative is approved, the SRC be prioritized and allocated sufficient resources to meet the current and future recreational and wellness needs of CSUF students and the campus community.



COUNCIL FOR ADVANCEMENT OF STANDARDS IN HIGHER EDUCATION (CAS)

The review of the SRC program was conducted within the framework of the Council for the Advancement of Standards (CAS) in Higher Education. The 2023 (V11.1) version of the CAS Standards & Guidelines was utilized for the project. The ERT provided a rating for each of the 12 CAS Guidelines utilizing select CAS criteria along with observations and recommendations for improvement with each guideline. The scoring system employed is as follows:

- Exceeds Standards - Exceeds the CAS Standards
- Meets Standards - Meets nearly all the requirements listed in CAS Standards
- Partly Meets Standards - Meets some of the requirements listed in CAS Standards
- Does Not Meet Standards - Meets few to none of the requirements listed in CAS Standards

PART 1: MISSION - EXTERNAL REVIEW TEAM RATING: MEETS STANDARDS

Criteria Outlined by CAS:

- *The mission of Collegiate Recreation Programs (CRP) must be to provide inclusive programs, services, and facilities that enhance the health and well-being for students.*
- *The CPR mission must be aligned with the mission and core values of the department, college, division, institution, and applicable professional standards.*
- *CRP must develop, implement, disseminate, regularly review, and update its mission statement.*
- *CRP mission statements must reference student learning, development and success.*

The mission statement for the SRC is:

"Our mission is to provide inclusive recreational opportunities to inspire the development and wellbeing of the campus community."

The mission statement for CSUF ASI is:

"The Associated Students provides student development opportunities through leadership, volunteer, and employment experiences. In addition, the Associated Students provides campus community members with important social, cultural, and recreational opportunities, as well as a wide range of programs and services."

The vision statement for the SRC is:

"Impactful participation in recreation by all."

External Review Team Observations for Mission:

- The mission statement references development and well-being and reflects support for the campus community.
- The mission statement is aligned with and complements the ASI CSUF mission statement.
- The mission statement is posted in the SRC, on the homepage of the Titan Recreation website, and commonly found in department handbooks.
- The SRC is positively serving students and supporting student well-being and success.
- In conversations with SRC user groups, there is a strong sense of inspiration and community among participants including climbing wall users, outdoor trip participants, group fitness class participants, and families in the learn to swim program.
- The mission statement has not been reviewed and updated for several years.
- The mission statement does not specifically note “students” in the language.



External Review Team Recommendations for Mission:

- The SRC mission statement was created in 2019 and should be reviewed and updated to ensure it is aligned with the core values and purpose of the department, as well as the mission of ASI, and university.
- Language specifically referencing “student development, learning and/or success” should be included in the mission statement.
- Strategic initiatives should be developed in a manner that aligns with the mission statement.
- The SRC Recreation vision statement should also be reviewed to ensure it inspires and motivates the SRC team and stakeholders to believe in the organization's mission and goals.
- Continue to align department goals with the broader ASI/CSUF strategic objectives ensuring that unit's goals are measurable and tied to university and ASI priorities.
- Although both the SRC mission and vision statements are created to be long-standing, governing philosophies of the SRC and its programs, it is good to periodically review to ensure that they are still representative of the values and desired direction of the entire campus recreation program. This review frequency could follow the same timeline as the overall ASI strategic planning process.



EXTERNAL REVIEW TEAM RATING:

Meets Standards with respect to providing facilities and programs that support the stated mission, providing student employment opportunities that encourage growth and development, and stewardship of resources. Partly Meets Standards with respect to full-time staffing levels, and having a marketing and communications plan.

PART 2: PROGRAMS & SERVICES

Criteria Outlined by CAS:

- *Collegiate Recreation Programs (CRP) must be guided by a set of written goals directly related to its stated mission, priorities, institutional core values and expectations.*
- *CRP must provide programs and services that are conducive to the development of health and well-being.*
- *CRP must provide programs, facilities, and equipment that minimizes risk and take place in a healthy, clean, accessible and enjoyable environment.*
- *CRP must provide programs and services addressing the diverse needs of its constituents.*
- *CRP must develop and implement strategies for outreach, marketing, and promotion of its services that are consistent with the CRP mission and goals.*
- *CRP must establish and implement a marketing and communication plan.*
- *CRP must plan for staffing that meets the needs of its programs and facilities.*
- *CRP must provide employment opportunities that encourage growth and leadership development.*
- *CRP must include student employees in its staffing plan.*
- *CRP must demonstrate good stewardship of resources.*
- *CRP must be structured and resourced to:*
 - *balance efficiency and effectiveness*
 - *respond to the needs of its constituents and distinct populations*
 - *ensure access for its constituents*





AQUATICS

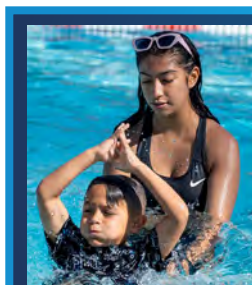
External Review Team Observations for Aquatics

- Programming includes group and private swim lessons, informal recreation water basketball and volleyball, and courses such as adult and pediatric CPR, First Aid and AED, CPR for the Professional Rescuer and Lifeguarding.
- The pool is open 75 hours a week during the semester.
- The program is managed by one Full-Time Aquatics Coordinator and part time staff including lead lifeguards and lifeguards.
- The Aquatics Coordinator is AFO certified.
- The aquatics staff appears to be a tight knit team that supports each other.
- With only 2 lap lanes, the pool is undersized relative to campus enrollment, industry standards and comparison to CSUF peers.
- The size of the pool limits participant access, program offerings and innovation.
- The SRC recently began having patrons check in at the pool to have a better understanding of who is participating.
- The summer Learn to Swim program is a popular program and provides important water-safety instruction to the CSUF and surrounding community.
- The Learn to Swim program is offered at the kinesiology/athletics pool. The SRC pays rent to utilize that pool.

- Due to other priority uses, the kinesiology/athletics pool is not available for Titan Recreation programming during the academic year.
- The pool deck is a sharp space with shaded areas and comfortable seating options for students to lounge, study and socialize.
- Pump room oversight and maintenance is managed by ASI building services engineers.
- There are currently two building services engineers with an AFO certification.
- Aquatics staff do not have access to the pump room.
- Pool opens at 6am; however, the building services engineer(s) does not arrive on site until 7am. This creates operational and customer service challenges if there are issues prior to 7am.

External Review Team Recommendations for Aquatics:

- Explore feasibility and cost for expanding the size of the pool and number of lap lanes.
- An expanded pool would provide opportunities for water-based fitness classes, drop in swim instruction, youth programming, swim lessons, and other programs such as learn to snorkel and intro to paddle boarding to increase engagement and revenue generation.
- Explore the feasibility of adding a summer family swim pass for additional revenue generation and access.
- Modify building services or operating schedule so the pump room can be checked and issues resolved and/or communicated to Aquatics staff and patrons prior to pool opening.
- To enhance risk management along with facility and equipment performance, contract with a professional aquatic facility servicing company such as KNORR Systems for professional servicing, equipment/pump room inspections and preventive maintenance.
- Provide resources for an additional building services engineer(s) to attend and complete the AFO certification course.



“The summer Learn to Swim program is a popular program and provides important water safety instruction to the CSUF and surrounding community.”

INTRAMURALS AND TITAN SUMMER YOUTH CAMP

External Review Team Observations for Intramurals and Titan Summer Youth Camp:

- One Coordinator manages the entire intramural and summer camp program.
- Part-time staff for intramurals includes 43 undergraduate students and 1 graduate assistant. Summer camp employs 34 part-time seasonal staff.

- The full-time staff for this area is undersized for the size and scope of the program which also limits the opportunity for growth in these program areas.
- The ERT witnessed Intramural program staff respond to a participant injury during a soccer match. The response was textbook in regard to incident recognition and assessment of the scene, stopping the activity, stabilizing and assessing the injured party, bringing the proper first aid supplies immediately to the scene, and providing the proper care. The response was a good indicator of thorough staff training in regard to incident/injury response protocols.
- League offerings could easily be expanded except for the lack of time/space (courts/fields).
- Participants stated they would like to see more social media coverage for events and highlight upcoming contests. Mentioned they would like to see an IM specific Instagram.
- Students interviewed emphasized they would like to see the IM Championship Wall updated regularly.
- Participants reported using IMLeagues to register but it is “buggy”, hard to navigate, doesn’t provide notifications, and there are lots of ads.
- A number of participants noted the jersey check-out system was frustrating and there were a lack of sizes available for teams.
- Overall the participants were happy with the program and enjoyed their participation. Some comments expressed were about the quality of the jerseys, nets, flags, and other equipment used as being “worn and torn.”



External Review Team Recommendations Intramurals and Titan Summer Youth Camp:

- Due to the size of the part-time staff and scope of program in both Intramurals and Titan Summer Youth Camp, it is recommended to add an additional full time staff member to report to the Intramural and Youth Camp Coordinator to assist with program oversight, staff development, risk management, marketing and outreach and program growth.
- Simplify the jersey check-out process to ensure a smoother experience. A system for reserving jerseys ahead of time and managing wear and tear could reduce frustrations. Consider expanding the range of sizes available.

- Regular inspection and update of equipment should be part of the program.
- Explore options for expanding field and court space in order to accommodate campus needs.
- While IM Leagues surveys are a good starting point, consider refining the questions to gather more actionable insights. Include questions about space, equipment quality, and program accessibility to assist in data-driven program decisions.
- Boost engagement on social media platforms, highlight upcoming contests, team shoutouts, and behind the scenes content. Create posts that feature individual players and teams, not just games to create a sense of belonging and students feel seen and celebrated.
- There are opportunities to grow summer youth camp and increase revenue. However, to do this well would require additional support from a full-time staff member to assist with program development, marketing and outreach, risk management and staff hiring, training and supervision.
- Consider purchasing IMLeagues or another Intramural software to make the user experience easier, rather than utilizing the free ad-based version of IMLeagues.

FITNESS AND WELLNESS

External Review Team Observations for Fitness and Wellness:

- Current Coordinator has only been in the role for 8 months.
- There appears to be a greater emphasis on internal team building and student staff recruitment since the management change earlier in the year.
- Program growth has been slow due to the greater student body not being fully aware of the department's offerings. Marketing is one of the biggest challenges.
- There has been a recent emphasis on engaging women in group fitness classes at the SRC.
- Pilates is currently one of the more popular fitness programs, and there appears to be a growing demand for more classes.



- Other classes are a bit more hit and miss as far as attendance, which has made it difficult to plan out and maintain a consistent schedule.
- The SRC provides rooms for use in personal training, and the functional training space can also be used when not reserved for specific classes.
- Staff mentioned that more emphasis on professional development would allow them to be more effective in their roles.
- Staff also expressed that compensation for both personal trainers and group fitness instructors is seen as relatively low, which plays a role in staff recruiting as well as retention.

External Review Team Recommendations for Fitness and Wellness:

- The SRC should emphasize greater marketing support and more timely campaigns for this programming. This may come in the form of a dedicated marketing staff member who focuses on recreation programming. This would allow for better continuity between campaigns and provide marketing support that is very familiar with the needs and goals of the fitness staff. Having more timeliness in marketing will also allow staff to take advantage of certain trends, or to make special offers in response to something time sensitive.
- In conjunction with ASI Marketing, get creative in offering special promotions or training discounts in order to better understand who is receiving and responding to messaging through the typical channels. Consider unconventional channels and methods (i.e. in person demonstration, tabling, etc.) as well through greater outreach efforts on other parts of the campus.
- Conduct a market study of personal trainer and fitness instructors' wages at competing off campus gyms and fitness centers. Consider restructuring pay scales to take greater consideration of market values. This could help in recruiting new instructors to the program, as well as retaining experienced staff members.
- Create a professional development program for fitness staff which focuses on the soft skills needed to more effectively do their jobs. These can be basic things such as personal training, sales techniques, or client relationship management, skills which can help students succeed in their roles.
- Consider allowing student staff to have administrative time, maybe 30–60 minutes per week, for staff to do any necessary paperwork, scheduling, training, or prepare for group fitness classes and/or personal training clients.
- As with the emphasis on engaging more women in the SRC, continue to focus on identifying other underrepresented groups to further engage in fitness and wellness programs. This will also serve to orient these individuals and groups to other offerings and programs in the SRC.

MEMBERSHIP

External Review Team Observations for Membership:

- Roughly 33% of CSUF students have activated their SRC membership in 2023-24.
- It was reported anecdotally by several students in multiple interview sessions with ERT members that many of them or their friends were not aware when they arrived at CSUF that they had an SRC membership as a result

of being a CSUF student, or they were not aware of all the programs and services available to them as an SRC member.

- It was reported that there are no memberships for sale to unaffiliated patrons and that community memberships are only available to sponsored faculty and staff members and students do not have the option to sponsor a member. However, anyone in the community can go to the alumni office and purchase an alumni membership to CSUF which then allows them to purchase a membership to the SRC. No previous affiliation with the university is required.
- Staff and faculty have a number of options to purchase memberships and are also able to sponsor an adult child, domestic partner, or spouse.
- Membership staff noted a deficiency in communication between operations and the front desk in that there was no master schedule, and front desk staff were often unaware of where and when events are happening, and consequently, needed to check a number of locations depending on the program (e.g. CPR and Wellness events are in Connect2 but not in Fusion).
- Inventory for check-out equipment is performed daily.
- Staff reported some lockers don't sell because they are too high/tall to access, specifically in the women's locker room.



External Review Team Recommendations for Membership:

- Develop and implement a comprehensive marketing, communications and outreach plan for the SRC and Titan Recreation Programming.
- Review and potentially revise the policy on member sponsorships to include students and broaden the definition of who can be sponsored.
- Consider offering a community membership as an additional revenue source. These memberships should require a sponsor from a current SRC Member (ex. Student sponsoring a sibling), should be limited on the amount of time they are sponsored (1 year or less) and Sponsored members should not have sponsorship privileges. If there are concerns about the impact on facility usage, a limited number of sponsored memberships (1,000-4,000) could be for sale each semester with full access to the building Monday-Sunday and a larger number of memberships could be for sale on weekends only, when the SRC sees less than 1,000 patrons a day.
- Membership prices should be reviewed annually, and any proposed adjustments should be based on market comparisons and what is considered best value and reasonable for the SRC members in each category. Presenting comparison data against other CSU facilities, as well as off campus competitors will help to bolster the case for these increases when needed.
- Develop a centralized, accessible daily schedule and communication plan that all program areas can refer

to, reducing confusion around events and operational needs. Establish a standardized communication process for notifying front desk staff of events (via tools such as Microsoft teams or Fusion Calendar) to ensure clarity and timely updates.

- Explore the possibility of offering a limited number of items for sale at the front desk to SRC users, such as shorts, socks, climbing chalk, water or blender bottles, and locks, to assist those who may have forgotten a basic staple item for their workout. A small item could make the difference in someone's ability to participate. However, these convenience items should not directly conflict with any campus retail or bookstore merchandise.
- Assess the locker rental demand and consider reconfiguring lockers that are considered too high or cumbersome, especially in women's areas, to maximize rentals.
- Outreach is an area of improvement for the SRC, with only 33% of the campus activating their membership. Additional support in this area, including a Graduate Assistant could assist with day-to-day membership duties, allowing the Coordinator to work on outreach more on campus and program regular small scale membership drive events for different populations on the campus.

OPERATIONS

External Review Team Observations for Operations:

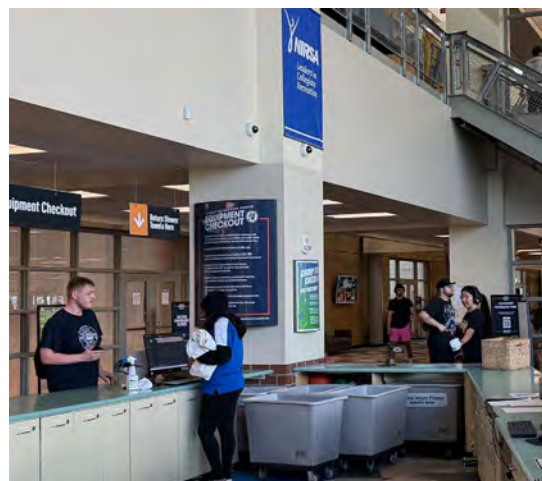
- All fee-paying CSUF students are eligible to utilize the Student Recreation Center.
- Roughly 33% of CSUF students activate and utilize their SRC membership.
- The SRC is open 116 hours per week providing a generous amount of available facility time.
- Informal recreation is supervised by a full-time Operations Coordinator and part-time building managers and recreation attendants.
- The Operations team is responsible for a large scope including opening and closing of the facility, overall safety and cleanliness of the facility, injury/incident response and documentation, event set ups and takedowns, facility and equipment inspections, equipment maintenance, supporting program areas with their day-to-day program operations, general safety and customer service for members.
- There appears to be good communication within the Operations team.
- There has been significant improvement in the area of risk management over the past year.
- It was reported by program participants and staff in several interview sessions with the review team that the SRC is extremely busy and overcrowded early in the semester and during late afternoon and evening hours Monday - Thursday, but there is large amount of capacity in the mornings before 11:00 am and all day Friday, Saturday and Sunday.
- Workout and shower towel service is provided for members.

**“ Roughly
33% of CSUF
students activate and
utilize their SRC membership**

- There is a high amount of towel loss for the free sweat towels.
- The first floor weight room space is utilized predominantly by individuals identifying as male.
- Two of the three courts were offline due to the recent water damage, however the remaining available court had well over 40 participants for open-recreation volleyball.
- It was reported by some part-time staff in multiple interviews with review team members that they are not fully confident in all aspects of facilitating a facility evacuation or were trained for an active shooter situation.

External Review Team Recommendations for Operations:

- Given the scope of responsibility, including important safety and risk management duties, size of part time staff, and support for all other program areas, Facility Operations is a program area where strong consideration should be given for an additional full time staff member who would report to the Operations Coordinator.
- Develop a system/process to more effectively communicate and document daily facility schedules and programmatic needs and/or changes (e.g. class cancellations, set up request changes, etc.) to minimize confusion for building managers and recreation attendants.
- Develop a system/process to ensure seamless communication of daily tasks, set ups and changes when the Operations Coordinator is out.
- Review existing towel service model to determine if it should remain as is, or due to consistent inventory loss, be modified.
- Developing a check out/check in system for both workout and shower towels is recommended, potentially tying into the members' Fusion profile and creating a greater level of accountability for those who utilize this resource.
- Develop and implement "Red Cap" drills to test injury/incident response knowledge of part-time staff for all program areas (*Note aquatics hosts regular in-service training to test and refresh skills).
- Implement additional training for facility evacuations.
- Active Shooter Response training should be provided to all full- and part-time staff upon onboarding and reviewed annually.
- Revisit the ability for outside groups to utilize the SRC for facility rentals, special events, trainings, team building sessions, etc., during non-peak times, or primarily on weekends. This would create a beneficial revenue stream for the facility and serve as a positive outreach effort between the university and the surrounding community, particularly given the slower usage on Fridays and weekends.



TITAN OUTDOORS AND ROCK WALL

External Review Team Observations for Titan Outdoors and Rock Wall:

- Program Coordinator started in March 2024, but several of the student leads have been there more than two years.
- Titan Outdoors originally only offered day trips and had started offering overnights just prior to the pandemic. They have since resumed trips of all kinds and have started to sell out many of their offerings, although many of their participants are repeat attendees.
- Fall 2024 has been the highest attendance numbers for Titan Outdoors, showing that programmatic changes and leadership are having a positive impact.
- The Titan Outdoors program currently owns one vehicle (a van) but opts to rent vehicles for trips due to their vehicle's age and condition. During staff interviews, there were mixed opinions on whether the program should rent or own vehicles moving forward.
- Rock wall student leads are responsible for facilitating monthly and quarterly inspections, student assistant scheduling, classes, and private events.
- Coordinator has done a lot to elevate the visibility of their programs. New rental office is one such example, but they would like to do more if more space became available.
- Rock wall staff offers one or two monthly classes on rock wall fundamentals, but space is always limited.
- Rock wall does not use an auto belay feature. They believe one-on-one belaying helps to build community and personal connections. Also, rock wall is not ideally designed for that type of equipment.
- Storage space for both programs is very limited, as is space for them to properly clean and sanitize their equipment after trips as well as on a regular basis.
- Due to shared storage space, Titan Outdoors as well as Rock Wall staff do not always have the ability to properly stage, clean, and organize their equipment in a secure environment. This is notable because the program is working with a limited equipment replacement budget, and some of the items are acquired through corporate sponsorships.



External Review Team Recommendations for Titan Outdoors and Rock Wall:

- Better lighting on the rock wall will benefit both the program participants, as well as help to lighten up the front corner of the lobby and highlight the wall.
- Larger annual budget allocation for the rock wall program, which would allow them to add and change out holds more frequently, as well as other needed supplies and program enhancements, such as shoes, ropes, and harnesses. Could also go toward student giveaways and promotional items for various programs.
- Prioritize tracking the age and usage of all rock wall equipment, especially in terms of when items should be replaced, to ensure the program can maintain safety and quality.
- Rock wall fundamentals classes are limited in participants by the available space. Unused rooms in the SRC could be repurposed to host these team-building and fundamental skills classes. Titan Outdoors could also use this as an area for pre-trip orientations.
- Titan Outdoors needs more exposure and public awareness of their trips and programs. Greater overall marketing efforts are needed in order to reach new groups of potential participants.
- As part of a recommended, expanded effort to engage community members in weekend activities or facility rentals, Titan Outdoors and Rock Wall staff should also investigate the potential for offering group facilitation, team building, or general programming opportunities to outside groups (e.g. learn to climb or family climb programs). These could not only drive additional revenue, but would also serve as added training and team building opportunities for staff in this department.
- It is recommended that, at least for now, Titan Outdoors continue to rent vehicles for trips. Although there are pros and cons both ways, the program should maintain its focus and its resources on continuing to grow the program and the type and duration of trip that can be offered. This can then be revisited in the future once questions surrounding facility expansion and budgetary increases have been established.
- Titan Outdoors and Rock Wall could benefit from additional dedicated equipment storage and staging area, in any future plans for facility expansion. This would allow for better equipment management as well as security of inventory while trip supplies are being prepared prior to trips or cleaned and sanitize upon return.
- Although Titan Outdoors has seen positive program growth over the past year, continued growth in this department will ultimately require additional staffing resources. Currently, Titan Outdoors has one full time staff member (Outdoor Adventure Coordinator) and relies heavily on student program leads for much of the program supervision and leadership. Unless the future staffing structure allows for additional full-time support, the development of a graduate assistantship might be considered to help provide that needed layer of support.



PART 3: STUDENT LEARNING, DEVELOPMENT & SUCCESS

External Review Team Rating: Partly Meets Standards

Criteria Outlined by CAS:

- *Collegiate Recreation Programs (CRP) must contribute to student learning, development, and success by offering programs and services that support curricular and co-curricular experiences.*
- *CRP must align predetermined student learning, development and success outcomes with the institutional framework for student outcomes.*
- *CRP must select relevant student learning and development domains and dimensions or other recognized outcomes frameworks to help create written goals and intended outcomes for its programs and services. Outcomes must be developed within one or more of the following areas:*
 - *Cognitive Complexity*
 - *Knowledge Acquisition*
 - *Interpersonal Development*
 - *Intrapersonal Development*
 - *Local and Global Humanitarianism and Civic Engagement*
 - *Practical Competence*
- *CRP must identify specific outcomes based on the various programs and services provided. These outcomes include:*
 - *Individual and community well-being*
 - *Leadership*
 - *Sportsmanship*
 - *Appreciation of others*
 - *Climate of respect*
 - *Teamwork and collaboration*
 - *Problem solving*
 - *Professionalism*

External Review Team Observations for Student Learning, Development and Success:

- Student learning and development are a priority for the SRC as noted by both part- and full-time staff in various interviews and conversations throughout the review.
- Training and development have improved over the past year as noted by part-time staff in interviews during the review.
- Student staff working at the SRC are learning transferable skills for both work and life that will help them beyond graduation.
- There are promotional opportunities for student staff to grow within the organization and take on more responsibilities and leadership.
- The SRC offers Graduate Assistant positions which provide tremendous professional growth and development experience for individuals in the roles.

- There is an ASI academic advisor available to student staff. The advisor indicated SRC staff are aware of and utilize those services regularly.
- Student program participants reported in review interviews that participation in SRC programs has positively impacted their learning, development and well-being.
- While student development is a priority of the SRC, there are no formal student learning and development domains or outcomes being utilized and evaluated to guide the student staff or participant experience.
- There is limited student staff participation in professional association development opportunities.



External Review Team Recommendations for Student Learning, Development and Success:

- Employ the CAS criteria to identify, implement and assess learning outcomes within the CAS recommended domains for program participants and student staff.
- Implement professional development programs for student staff to enhance their skills, including customer service, leadership, and communication. Set clear learning outcomes for student staff positions and ensure annual evaluations are conducted to track progress and provide constructive feedback.
- Review the efficiency of the hiring process and establish clear timelines for hiring student staff. Involve current students at all levels to be involved in new hire interviews.
- Consider creating a student ambassador/liaison role within program areas to foster cross-departmental collaboration and promotion of other program areas.
- Perform both qualitative and quantitative assessment regarding learning outcomes.
- Utilize findings to guide programmatic and staff development opportunities.
- Publish findings to highlight impact of program participation and employment on student learning and development.
- Increase funding available for student attendance at professional association workshops and conferences (e.g. NIRSA, IDEA, AORE, etc.).

PART 4: ASSESSMENT

External Review Team Rating: Partly Meets Standards

Criteria Outlined by CAS:

- *Collegiate Recreation Programs (CRP) must create and sustain a culture of assessment that is transparent and valued by its constituents.*
- *CRP Must create assessment plans and processes in alignment with its mission and core values of the institution.*
- *CRP must use data-informed decision-making.*
- *CRP must commit fiscal, human and technological resources to develop, implement and improve assessment plans.*
- *CRP must clearly define goals, objectives and outcomes for what CRP intends to achieve.*
- *CRP must utilize multiple methods and measures of data collection.*
- *CRP must use data to demonstrate achievement of program outcomes and student learning, development, and success outcomes.*
- *CRP must provide annual reports regarding how results and findings are used for continuous improvement.*

External Review Team Observations for Assessment:

- There has been a lack of assessment historically with the SRC.
- The lack of prior assessment has resulted in little to no multi-year data to reference or demonstrate program impact on student success and provide context for programmatic decisions.
- Assessment efforts have improved during the past year.
- The current department leadership values assessment and is working to create a culture rooted in data to support decision making, resource allocation and to tell the SRC story.
- Data has recently been collected which shows a positive relationship between moderate to frequent participation at the SRC with higher GPA's and shorter time toward graduation.
- Program areas are planning to distribute assessments to participants at the end of the fall 2024 semester.
- Assessment efforts include: customer feedback forms on the website, QR codes around the building, on screens and in locker rooms.
- Newsletter started in October 2024 to Rec Users and included a customer survey.
- The review team did not see a dedicated annual report or other summary piece for the SRC highlighting program and successes, testimonials, or participation statistics. There was one page dedicated to the SRC in the ASI Annual Report.

External Review Team Recommendations for Assessment:

- Commit time and resources to develop, implement and improve the SRC assessment plans and processes.
- Consider creating an assessment team within the SRC with support of ASI marketing to help lead department assessment efforts. At minimum, start by expanding a current staff member's job description to include a modest amount of assessment duties, and track effectiveness. Results can then be used to support a greater effort. This also potentially provides a development and potential advancement opportunity for select staff.
- Collaborate more with CSUF Institutional Research or other partners on campus to enhance assessment efforts.
- Utilize multiple methods and measures of quantitative and qualitative data collection including surveys and focus groups.
- Perform both qualitative and quantitative assessment regarding learning outcomes for program participants and staff.
- Conduct assessment for students who do not currently utilize the SRC in an effort to better understand perceived barriers.
- Utilize data to demonstrate achievement of program outcomes and student learning and success.
- Conduct regular benchmarking with peer institutions to ensure the SRC and Titan Recreation are keeping up with regional and national trends.
- Utilize data to inform decision making and resource allocation.
- Develop and publish annual reports highlighting results and how findings are used for continuous improvement.

PART 5: ACCESS, DIVERSITY, EQUITY, INCLUSION, and JUSTICE

External Review Team Rating: Meets Standards

Criteria Outlined by CAS:

- *Collegiate Recreation Programs (CRP) must establish goals for access, diversity, equity, inclusion, and justice and a process to review, evaluate and update the goals as appropriate.*
- *CRP must create and maintain accessible, equitable, and inclusive educational and work environments for its constituents in accordance with the context of each institution's mission, institutional policies, and applicable codes and laws.*
- *CRP must provide equitable access to facilities, resources, and digital spaces for its constituents.*
- *CRP must collaborate with diverse constituents to address their needs through the development and implementation of culturally relevant, accessible and inclusive programs, services, policies, procedures and practices.*
- *CRP must ensure that its personnel are trained to recognize and apply concepts of access, diversity, equity, inclusion, and justice and are held accountable for applying the training to CRP and its work.*

- CRP departments must regularly review facilities and equipment layouts to ensure ADA and other regulatory compliance.

External Review Team Observations for Access, Diversity, Equity, Inclusion and Justice:

- The SRC offers a diverse range of programs and services to support the campus community.
- The facility is open seven days a week with 116 operational hours per week providing early morning to late night access.
- The SRC employs diverse full- and part-time staff.
- Full-time staff are required to participate in DEI training annually.
- The SRC constructed a single occupancy All Gender shower and restroom space opening in Fall 2024.
- The term “inclusive” is in the SRC mission statement.
- In interviews, student staff members referenced staff training that occurs each semester and includes a DEI component, but “sometimes the training is better than others.”
- The SRC provides accessible equipment, including several pieces of wheelchair accessible equipment.
- The first-floor weight room area appears to be primarily utilized by male identifying participants.
- Several female identifying individuals in the interview sessions mentioned they don’t utilize the weight room because it’s “full of mostly men” and “it’s intimidating because there are no females in there.”
- The review team was unable to find policy language relating to use of locker rooms based on gender identity in the SRC Operating Policies found on the website.
- The review team was unable to find policy language relating to participation in Intramural sports with respect to gender identity.



“ Review equipment layout and usage patterns and modify accordingly to encourage more female participation in the weight room (e.g. moving several pieces of cardio equipment to the first-floor weight room area). ”

External Review Team Recommendations for Access, Diversity, Equity, Inclusion and Justice:

- Outreach to diverse and under-represented populations through surveys, focus groups, and campus organizations to identify needs, interests and barriers related to program participation and student employment.
- Ensure marketing imagery makes an effort to include people of diverse body types, sizes, and abilities.
- Utilize the NIRSA Equity, Diversity and Inclusion Resource Guide along with ASI and CSUF resources to help inform training and best practices.
- Ensure policy language related to participation based on gender identity is developed and published in employee handbooks, member resources and posted in the facility.
- Review equipment layout and usage patterns and modify accordingly to encourage more female participation in the weight room (e.g. moving several pieces of cardio equipment to the first- floor weight room area).
- Create plans for regular DEI training as both part of the onboarding process and continual development opportunities for student staff.

PART 6: LEADERSHIP

External Review Team Rating: Meets Standards

Criteria Outlined by CAS:

- *Collegiate Recreation Programs (CRP) leadership must facilitate the shared vision or purpose, mission, goals and core values for the area.*
- *CRP leadership must facilitate goal setting and development of goals and professional expectations in collaboration with their team.*
- *CRP leadership must identify and address individual, organizational, and environmental conditions that inhibit the pursuit of mission, goals and outcomes.*
- *CRP leadership must create collaborative communities by building a network of its constituents for sharing of ideas, strategizing on change and improvements, collaborating on programs and services, and advocating for additional resources.*
- *CRP leadership must operate with integrity, transparency, and accountability.*
- *CRP leadership must develop a short- and long-range planning document that specifies goals, objectives, student learning outcomes, strategies and timelines for the program.*

External Review Team Observations for Leadership:

- The current department Director was hired in October of 2023 and has a strong understanding of the collegiate recreation industry, a vision for the program, and is working intentionally and strategically to move the department in a positive direction.



- The current department Director is perceived very well and has support from campus colleagues and department staff based on feedback gathered in the ERT sessions.
- The SRC staff have goals for the academic year that align with the mission of the department and the strategic plan for ASI.
- Department leadership is proactively identifying areas for improvement and has made numerous enhancements in the areas of risk management, upgraded fitness equipment, increased wages for part-time staff, improved training, and initiating assessment efforts.
- The SRC full-time staff are engaged, hardworking and seem to genuinely care about each other and the team.
- There are regular department meetings for information sharing, progress updates, and team building.
- There are part-time leadership positions for students which provide valuable learning and leadership development opportunities.
- It was noted by multiple part-time student staff members in interview sessions that they felt their supervisors genuinely cared about their development and experience working at the SRC.
- The current organizational structure requires the Director to spend a significant amount of time in day-to-day operational issues and troubleshooting, thus, limiting time for important duties such as fostering campus collaborations, enhancing education and awareness of program impact, spearheading assessment efforts and innovation.
- It was noted by some student staff members in interview sessions that there are opportunities for improved communication between full-time and part-time staff with policy and programmatic changes so they better understand the “why.”

- The ERT did not see a 3-5 year strategic plan for Titan Recreation.
- It was reported by student staff Leads that they would like more opportunities to meet with other area Leads to better understand what is going on across the department and to foster stronger relationships.

External Review Team Recommendations for Leadership:

- A 3-5 year strategic plan for the SRC should be developed to help inspire, focus and inform direction and resource allocation to bolster the SRC's impact.
- The organizational structure should be expanded to include two, senior department leadership positions of Associate Director of Programs and Associate Director of Operations to support the Director with strategic initiatives while also providing leadership, development and operational support for coordinator level staff and student staff. Note, this is not inclusive of all full-time staff recommendations which are found in the Human Resources section below. This recommendation is specific to senior level leadership positions within the department. It should also be noted that the SRC is the only CSU recreation program benchmarked that does not have Assistant Director, or Associate Director position(s) within its organizational structure.
- Schedule more opportunities for Recreation leadership and ASI student leaders to meet to share information on Titan Recreation opportunities, challenges and impact to enhance program understanding.
- The ASI Executive Director should schedule regular site visits to provide additional leadership presence in the program, show support and to solicit and provide feedback.
- Schedule more part-time staff meetings where leads from all program areas are together.

PART 7: HUMAN RESOURCES

External Review Team Rating: Partly Meets Expectations

Criteria Outlined by CAS:

- *Collegiate Recreation Programs (CRP) must use professional standards to identify staffing needs to achieve its mission and goals.*
- *CPR must have access to technical and support personnel to accomplish its mission.*
- *CRP personnel must possess an appropriate combination of educational credentials and equivalent experience.*
- *CRP must have clearly stated, current, relevant, and documented responsibilities and performance expectations for personnel.*
- *CRP must use a well-defined and transparent selection process that is fair and equitable.*
- *CRP must recruit, hire and seek to retain a diverse professional and student staff.*
- *CRP must provide a comprehensive professional development plan that includes onboarding, training and development.*

- *CRP personnel must have access to resources and receive specific training on policies, procedures and applicable laws.*
- *CRP supervisors must ensure that personnel are knowledgeable about and trained in safety, emergency procedures, identifying threatening conduct or behavior, crisis prevention, response and reporting.*
- *CRP supervisors must conduct evaluations and provide feedback.*
- *CRP supervisors must use the results of performance evaluations to measure job competencies, identify growth opportunities, and implement individual and/or collective professional development and training programs.*

External Review Team Observations for Human Resources:

- There has been significant turnover with full-time staff over the past 8-10 years including multiple directors.
- The full-time staff headcount is undersized to support the full scope and mission of the program relative to CSU peers (see Chart 1 and Chart 2 below).
- The organizational structure hinders operational efficiency and effectiveness and provides virtually no opportunity for career advancement within the organization.
- The organizational structure provides little to no direct support during position vacancies or leaves of absence, placing the burden on area coordinators and/or the Director to cover multiple program areas.
- Reasons cited during the review team's interviews for the historical trend of high staff turnover included: poor management, burnout due to high workload or perceived imbalance of workload, lower than expected salaries, no opportunity for career advancement within the organization, and the typical transition that occurs with coordinator level positions.
- The current full-time staff is engaged, motivated, eager to learn and work well together.
- The current culture within the SRC seems to be very positive, supportive, respectful and value oriented.
- There is limited historical program knowledge and full-time experience within the collegiate recreation industry with the current full-time staff. The longest tenured coordinator has been with the program for 3 years, and the rest of the full-time team has worked with the SRC for 2 years or less.
- There are part-time positions such as Leads and Building Managers that provide students the opportunity to grow within the organization.
- The SRC works with ASI Human Resources for hiring, onboarding, employee relation, and employee separation matters.

“ The organizational structure provides little to no direct support during position vacancies or leaves of absence, placing the burden on area coordinators and/or the Director to cover multiple program areas.

- Recruitment and hiring processes are perceived as fair and equitable.
- Hiring and onboarding of part-time staff was reported to be inconsistent at times across program areas.
- There are professional development opportunities within the SRC and ASI that align with the program's mission and goals.
- Employees receive performance evaluations and feedback related to contributions and progress toward goals, but reviews could be timelier.
- It was reported during interview sessions with ERT members that consistency with performance management of part-time staff could be improved across the department.
- There were inconsistent reports of how active shooter training occurred and was presented to part-time and student staff.
- There are a host of program area handbooks and policy and procedure manuals.

External Review Team Recommendations for Human Resources:

- Invest in additional full-time staff positions to include:
 - Two Associate Director positions (one for Programs and one for Operations) to provide support with strategic initiatives, leadership, development, assessment and operational support for coordinator level and student staff.
 - Two additional full-time staff in the Programs area to support program growth, staff supervision and development, program assessment and risk management in Intramural Sports & Youth Programs, and Fitness & Wellness.
 - One additional full-time staff in the Operations area to assure operational efficiency, risk management, staff supervision and development, particularly as the recreation program grows.
- Implement a more comprehensive and consistent onboarding process for part-time staff.
- Ensure processes for performance management of part-time staff are consistent and efficient across the organization.
- Develop and implement a data-driven approach to inform staff training and development opportunities.
- Develop and implement a consistent employee recognition program to celebrate outstanding performance.
- Consolidate general performance expectations and employee policies into one handbook that is consistent across program areas which can complement area specific policies and/or operating procedures.
- Ensure important safety training such as active shooter response is provided for all staff as part of the onboarding and ongoing training process.

Chart 1 Recreation Program Offerings Comparison							
University	Aquatics	Climbing Wall	Outdoor Programs	Fitness & Wellness	Intramural Sports	Sport Clubs	Youth Camps
CSU Long Beach	Yes	Yes	Yes	Yes	Yes	No	No
CSU Northridge	Yes	Yes	No	Yes	Yes	No	Yes
CSU Sacramento	Yes	Yes	No	Yes	Yes	No	No
CSU San Diego	Yes	Yes	No	Yes	Yes	Yes	No
CSU Fullerton	Yes	Yes	Yes	Yes	Yes	No	Yes

Chart 2 Full-Time Staff Levels for Recreation Programs*								
University	Fall 2024 Enrollment	Facility Size	Director	Assistant or Associate Director	Manager	Coordinator	Supervisor	Total Full Time Staff for Recreation Programs
CSU Long Beach	38,190	126,500	1	2	5	1	0	9
CSU Northridge	36,848	138,000	1	2	3	2	2	10
CSU Sacramento	31,000	150,000	1	4	1	9	0	15
CSU San Diego	38,396	137,000	1	3	2	5	4	15
CSU Fullerton	43,339	95,000	1	0	0	6	0	7

* Staffing levels are equivalent comparisons for staff positions that oversee the recreation programs and operations noted in Chart 1 above.

PART 8: COLLABORATION & COMMUNICATION

External Review Team Rating: Partly Meets Expectations

Criteria Outlined by CAS:

- CRP must collaborate and consult with constituents essential to its success.
- CRP must establish working relationships throughout their institution, with emphasis on those units that impact, affect, or support the mission of the CRP.
- CRP must provide information, services, and resources that explain the mission, goals, and outcomes.
- CRP must develop and implement strategies for outreach and promotion to constituents who use or might benefit from programs and services.

External Review Team Observations for Collaboration and Communication:

- The SRC programs and services are promoted through social media, digital signage, printed materials and in ASI spaces and the residence halls.
- The SRC mission statement is clearly posted on their website.
- Marketing of SRC programs and services is primarily supported through a centralized ASI marketing team.
- There is not a dedicated staff member within ASI marketing that serves as the primary liaison for the SRC.
- The ERT was not provided with a comprehensive marketing and communications plan for the SRC.
- SRC Staff doesn't always have influence over videos, graphics, or photos used in promotions leading to potential misalignment with SRC's message.

“ASI Marketing staff reported being seen as a service provider rather than a strategic partner, affecting the collaborating dynamic.”

- SRC staff do not have access to or control over social media accounts or the website.
- There is a lack of a centralized event/program area calendar that affects operational efficiency and there is not an adequate public facing calendar.
- It was reported by ASI Communications teams that there is inconsistent communication between program areas at the SRC as well as varying approaches to proactive and reactive planning across program areas.
- SRC's assessment data, such as student participation trends, isn't always shared with marketing, limiting the ability to create data-driven strategies.
- ASI Marketing staff reported being seen as a service provider rather than a strategic partner, affecting the collaborating dynamic.
- Last-minute requests from the SRC, and other ASI entities, place strain on marketing resources, affecting output quality.
- It was reported by several students in multiple interview sessions with



ERT members that many of them and/or their friends were not aware when they arrived at CSUF as freshmen or transfer students that they had an SRC membership.

- It was reported that the SRC tabled at New Student Orientation in 2024 after not doing so in 2022 and 2023 which contributed to a significant increase in first-year students accessing the facility year over year (4,092 in fall '24 versus 1,531 in fall '23).
- The SRC staff work with ASI student government and the SRC Director presents regularly to the Board of Directors with respect to programming and facility needs, new initiatives, and budget.
- The SRC worked with campus colleagues and other stakeholders to receive feedback regarding locker and restroom spaces and constructed a single occupancy all-gender shower and restroom space.
- While the current full-time staff have made some positive strides with campus collaboration, the limited number of full-time staff and organizational structure at The SRC requires the majority of the day-to-day effort be spent on immediate operational needs, thus limiting capacity to foster relationships across campus to develop collaborative opportunities.

External Review Team Recommendations for Collaboration and Communication:

- Develop and implement a comprehensive marketing, communications and outreach plan for the SRC.
- Develop a centralized, accessible calendar that includes all SRC events, programs, and facility schedules. This will improve operational efficiency, ensuring that program areas are not double-booked, and marketing efforts can be planned in advance.
- Create a formal marketing and communications strategy for the SRC and Titan Recreation, aligning goals with overall ASI mission and SRC's specific needs. A clear, cohesive plan will help ensure that all marketing efforts are coordinated and that the SRC has a clear vision of what is being communicated and how. Involve key stakeholders (SRC staff, ASI marketing team, student representatives) in the planning process to ensure buy-in and relevance. Regularly update and assess the plan's effectiveness.
- Establish a partner-based relationship between SRC and ASI Marketing that emphasizes collaboration and long-term planning.
- There should be a dedicated staff member within the ASI marketing



team assigned to the SRC to help execute the marketing and communications strategy both broadly and for program specific needs. This will ensure that the SRC has a consistent point of contact for communication, helping to align marketing efforts, messaging and promotions.

- Improve collaboration between SRC and ASI Marketing to foster a more strategic partnership between SRC staff and ASI marketing, rather than viewing ASI marketing team as service provider. SRC staff can help inform marketing strategies with data driven insights and feedback leading to more effective promotional efforts. Hold regular meetings or brainstorming sessions between SRC and ASI marketing to discuss upcoming initiatives, address concerns, and align on messaging.
- Provide SRC staff some access or level of control over social media accounts, digital signage, and website to ensure accurate representation of their programming and events. This will allow SRC staff to ensure that their programs are presented in the way they intend, fostering better communication with students. Set up protocol where SRC staff can submit or suggest content for marketing channels while maintaining an approval process for consistency.
- Leverage student participation data for data-driven marketing. Regularly share student participation data and trends with ASI marketing teams to inform targeted and data-driven marketing strategies. Understanding student engagement trends will allow marketing efforts to be more focused on areas that need attention, improving outreach and participation.



***“There should be a dedicated staff member within the ASI marketing team assigned to the SRC to help execute the marketing and communications strategy both broadly and for program specific needs*”**

- Schedule more time during the year for the SRC staff to engage with ASI student leaders to create a better understanding of opportunities and challenges the department faces and to solicit feedback from the students.
- Enhance collaboration with campus colleagues in Housing & Residential Engagement, Outreach Recruitment and Orientation, Disability Support Services, Well-Being and Health Promotions, Diversity Initiatives & Resource Centers and Veterans Resource Center should be prioritized to enhance program awareness and student engagement. Strengthening these relationships will alleviate the burden on staff while increasing visibility and engagement with students. Set clear goals for campus collaboration focusing on initiatives that can have the greatest impact with minimal resource allocation.
- Continuing and enhancing collaboration with the Office of Institutional Effectiveness should be prioritized to collect and report assessment data on the impact of the SRC participation on academic success metrics such as GPA, persistence and graduation rates.
- Increase awareness of SRC Membership for new students. Improve communications about SRC membership during New Student Orientation and through other onboarding channels, ensuring that new students are aware of their membership and how to use the facilities. Increased awareness will likely drive more student engagement with the SRC from the start of their college experience, as evidenced by the success of the 2024 New Student Orientation. Work with the orientation and ASI marketing teams to develop messaging around SRC membership, and create targeted campaigns aimed at first year and transfer students that go beyond orientation and the first few weeks of school.

PART 9: ETHICS, LAW and POLICY

External Review Team Rating: Meets Expectations

Criteria Outlined by CAS:

- CRP must review and adopt appropriate policies and standards of ethical practice including those of applicable professional associations.
- CRP must be able to easily retrieve institutional policies that clearly define and document ethics addressing:
 - Conflicts of interest
 - Management of institutional funds
 - Acceptance, in gratis, of cash or merchandise in accordance with institutional policies
 - Safe retention and destruction of student information
 - Rights and responsibilities of its constituents
- CRP must develop, implement and continually revise a comprehensive risk management plan using best practices and available evidence.
- CRP must establish appropriate policies and procedures for responding to emergency situations, especially where CRP facilities, personnel and resources could assist the institution.
- CRP personnel must review and follow up on accident and incident reports.
- CRP must inform participants of risks associated with program engagement through program descriptions, waivers, agreements, signage, website or other means.
- CRP personnel must participate in the appropriate institutional training regarding sexual misconduct, harassment and workplace violence.
- CRP personnel who are concerned about students' well-being must ensure that students are referred to appropriate resources in accordance with laws, governmental and institutional policies, and standards of good professional practice.

External Review Team Observations for Ethics, Law and Policy:

- The SRC as a department of ASI, has written policy in place with respect to employee code of conduct, conflict of interest, and procurement processes.
- There are required trainings for staff including: sexual harassment, workplace violence and mandated reporter.
- ASI CSUF is an institutional member of the National Intramural and Recreational Sports Association (NIRSA) and provides programming consistent with industry standards.
- SRC has policies and procedures in place regarding participant conduct, incident and emergency response, documentation and follow up.

- SRC informs participants of inherent risks of activity through program descriptions, waivers and signage.
- There are employee handbooks for each of the SRC program areas.
- Part-time staff reported different levels of confidence and understanding of their responsibilities with certain situations including active shooter and evacuations.
- There were reports from some part-time staff regarding inconsistencies with expectations between program areas related to performance management (e.g. consequences for tardies, no shows, uniforms).
- It was noted that payroll is completed bi-monthly which results in many pay periods throughout the year where supervisors must project and approve payroll hours for staff prior to staff working the shifts.
- It was reported that no cash is accepted within the facility, however none of the front desk staff have PCI (Payment Card Industry) Compliance training.

External Review Team Recommendations for Ethics, Law and Policy:

- Ensure processes for performance management of part-time staff are consistent and efficient across the organization.
- Consolidate general performance expectations and employee policies into one handbook that is consistent across program areas which can complement area specific policies and/or operating procedures.
- Implement a more comprehensive and consistent onboarding process for part-time staff to ensure full understanding of important policies and conduct expectations.
- Ensure staff receive training and information related to appropriate resources to refer students to for help in accordance with policy and standards of practice.
- Explore shifting payroll to a bi-weekly system (26 pay periods a year), with the pay period beginning on Saturdays or Sundays to allow supervisors the ability to approve payroll from the prior pay period on a Monday after all shifts have been worked.
- PCI compliance training is generally required for employees in the CSU system who handle credit card transactions or have access to payment card data. Based on a search of CSUF policy, it appears individuals who handle or process credit card data must complete PCI training. The ERT recommends confirming the requirement and training staff accordingly.

PART 10: FINANCIAL RESOURCES

External Review Team Rating: Partly Meets Standards

Criteria Outlined by CAS:

- *Collegiate Recreation Programs (CRP) must provide a clear and accurate financial plan and budget.*
- *CRP must have the funding necessary to accomplish its mission and goals.*

- *CRP must demonstrate responsible stewardship and use of fiscal resources.*
- *In establishing and prioritizing funding needs, CRP must conduct comprehensive analyses to determine:*
 - *relevant expenditures required to advance the mission of the unit*
 - *unmet needs of the unit*
 - *resources needed to develop innovative strategies to advance the mission of the unit*
 - *potential funding sources, both internal and external, to the institution*
 - *future expenditures related to planned growth and maintenance*
- *CRP must use benchmarks and other relevant data to advocate to financial leadership for necessary funding.*
- *CRP must have the funding to maintain, retain, and promote personnel.*
- *CRP must have procedures and guidelines consistent with the institutional policy for applying and managing funds from student fees.*
- *CRP procedures must:*
 - *be consistent with institutional policies*
 - *ensure purchases comply with laws and codes*
 - *account for the ethical, environmental, and equity implications of expenditures*



“Funding should be prioritized and allocated to increase full-time staff headcount for the SRC.”

External Review Team Observations for Financial Resources:

- There is a defined budget development and approval process within ASI that the SRC follows.
- There are written policies and procedures within ASI with respect to procurement, corporate cards, authorized expenses, and reconciliation of point-of-sale transactions that the SRC must follow.
- There is no equipment replacement/capital outlay plan for the SRC.
- Prior to the recent replacement of some cardio and strength pieces, most of the equipment was original to the facility.

- The 10-year capital expenditure plan lacks the level of detail expected for the size of facility and components that will require significant maintenance and/or repair.
- The proposed Wellness Initiative could result in funding for significant program expansion. The SRC Director should be actively involved in the conversations regarding SRC needs and resource prioritization if the Wellness Initiative is approved.
- The Campus Union Fee is noted as \$149.06 per semester on the ASI student fee website at asi.fullerton.edu/fees/ but noted as \$170.66 per semester on the CSUF fee website at <https://sbs.fullerton.edu/students/all-student-fees/>.
- It was reported in interview sessions with the ERT that the ASI reserve for catastrophic events is appropriately funded at \$4 M.
- It was reported in interview sessions with the ERT that the ASI reserve for major capital expenses has a balance of roughly \$8 M.
- It was reported in interview sessions with the ERT that the SRC is allocated approximately \$125K annually for capital equipment needs.
- The 24-25 operational budget for the SRC forecasts revenues of \$670,000 and expenses of \$1,812,251. The operational budget does not include full-time salaries and benefits for the SRC staff or costs associated with ASI centralized services staff such as Building Services Engineers, Marketing, Human Resources, and IT which support the department. Consequently, the ERT was unable to determine the exact annual operating cost of the SRC.
- Membership fees have not increased in seven years.

External Review Team Recommendations for Financial Resources:

- Funding should be prioritized and allocated to increase full-time staff headcount for the SRC (staffing recommendations may be found in Part 7. Human Resources section of the review document).
- A comprehensive 10-15 year equipment replacement/capital outlay plan should be created detailing item, cost, replacement cycle, and forecasted future costs with inflation.
- It is recommended to replace cardio equipment every 3 to 5 years depending on amount of use, length of warranty and how well it is performing. Strength equipment should be replaced every 8 to 12 years depending on use, warranty and performance. These are general recommendations. There may be unique or very high use pieces of equipment that will require a shorter replacement cycle.
- Adequate funding should be budgeted and approved to support the equipment replacement schedule.
- The 10-year capital improvement plan should be much more comprehensive and expanded to 15 years to provide a greater level of understanding of the financial needs as the ASI facilities age. The plan should detail item, cost, replacement cycle, and forecasted future costs with inflation.
- Given the facility usage patterns on the weekends with the commuter nature of campus, there are opportunities to generate additional revenue on weekends with facility rentals and events.

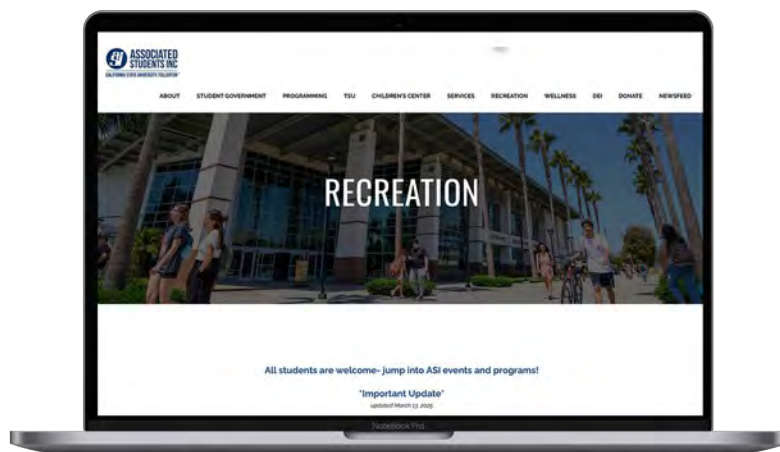
- Membership prices and facility rental rates should be annually adjusted per marketing conditions as needed.
- Consider offering a community membership to unaffiliated individuals as an additional revenue source, see membership section.
- Develop a plan to pursue facility rentals at non-peak times as an additional revenue source.
- If the Wellness Initiative is approved, a 30 year financial pro-forma should be created for The SRC to ensure the portion of the fee allocated for construction and ongoing operations will appropriately support the program over time.

PART 11: TECHNOLOGY

External Review Team Rating: Meets Standards

Criteria Outlined by CAS:

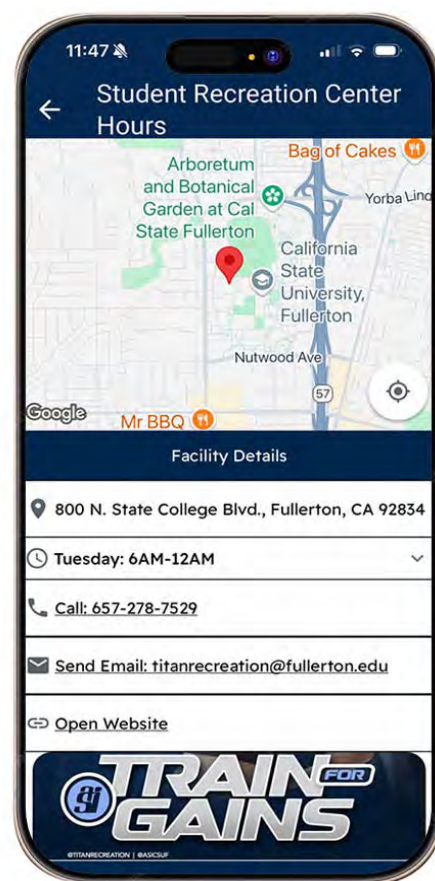
- *Collegiate Recreation Programs (CRP) must have current technology to support the fulfillment of its mission and goals.*
- *CRP must ensure that technology used is accessible to diverse users.*
- *CPR must implement a technology (hardware/ software) replacement and/or update plan and cycle with attention to sustainability.*
- *CPR must incorporate accessibility features into technology-based programs, services and communications.*
- *CRP must ensure that personnel have access to training and support for the strategic application of technology.*
- *CRP must have a backup plan to ensure access to data when systems are down or compromised by malware attacks.*
- *CRP must have policies and practices to ensure the integrity of departmental data.*
- *CPR must have policies on the appropriate use of clear and easily accessible technology.*
- *CRP must have websites and digital platforms adaptable to multiple devices that provide information to its constituents in accessible formats.*
- *CRP must develop contingency plans regarding the continuance of university communications and operations in the event of an operational disruption such as a pandemic, natural disaster or criminal act.*



External Review Team Observations for Technology:

- The SRC utilizes several technologies to deliver services to members and support.

- Operational needs including Fusion, Connect2, IM Leagues, SubltUp, Sage and Dayforce.
- ASI IT is responsible for ensuring the SRC is compliant with law and institution policies and procedures.
- ASI IT is responsible for inventory, security, maintenance, replacement and updating technology.
- It was reported on multiple occasions by SRC staff that IT is responsive and collaborative.
- The SRC leadership is pro-technology and encourages staff to enhance their expertise with technology and maximize the use and effectiveness of existing technologies in the department.
- ASI Marketing ensures accessibility is a priority and that materials are ADA compliant, including videos.
- The ERT was not provided with a business continuity plan in the event of power outage or disruptions with critical systems. However, it was noted that the SRC has methods to ensure data can be accessed if needed.
- It was reported by part-time staff in multiple interview sessions with the ERT that the iPads don't work consistently, and it creates operational challenges. Individuals were not sure if it was due to poor Wi-Fi signal, age of the iPads and current operating system, or another reason.
- A replacement schedule for IT related items such as iPads, servers, computers, printers, etc. was not provided to the ERT.



External Review Team Recommendations for Technology:

- Assess Wi-Fi in lobby and boost signal if determined to be insufficient to support.
- Invest in new iPads if it's determined their condition is impacting functionality.
- Ensure critical equipment and infrastructure for technology related items are on the equipment replacement cycle and funds are dedicated to support the upkeep of such items.
- Ensure a business continuity plan is developed in the event of system disruption, data loss or breach.
- If it does not presently exist, develop a replacement schedule/capital outlay plan for IT related items such as iPads, computers, servers, printers, digital signage, etc.
- Some systems are not being used to their full potential within the SRC and across ASI when it comes to assessment, incident reporting and documentation, and marketing. Would suggest dedicated intentional effort to training and implementation to improve scale and efficiency throughout ASI.

“ The 0.4 sq/ft of weight and cardio equipment space per student at CSUF is well below CSU peers and 150% lower than the minimum industry standards for such spaces.

PART 12: FACILITIES & INFRASTRUCTURE

External Review Team Rating: Partly Meets Standards

Criteria Outlined by CAS:

- *Collegiate Recreation Programs (CRP) spaces must be in suitable facilities with equipment designed to support the CRP mission, goals, programs, services and diverse users.*
- *CPR leadership, or designated personnel, must be directly involved in the design and construction phases of all CRP building projects.*
- *CPR spaces must be accessible and welcoming.*
- *CRP must include locker room or changing room facilities that meet the needs of its users.*
- *CRP spaces and facilities must be designed and constructed to be energy efficient and sustainable.*
- *CRP must provide adaptive equipment to meet the needs of all participants.*
- *CRP must post signage for facilities (e.g. rules and regulations, non-gendered bathrooms, emergency response, and sponsorship advertisement and promotion) that comply with institutional policies.*
- *CRP personnel must have well-equipped, clean, and operable workspaces designed to support their work, responsibilities and well-being.*
- *CRP must establish processes and procedures for determining the need for inspection, cleaning, maintenance, repair and replacement of equipment.*
- *CRP must assess the effectiveness of its facilities and equipment to ensure they are meeting the facilities and equipment goals, program outcomes and diverse user needs.*
- *CRP must plan expenses for regular maintenance, repair, replacement, and renovations.*

External Review Team Observations for Facilities and Infrastructure:

- CSUF enrollment when the SRC opened in 2008 was roughly 31,000 students. CSUF enrollment is now 43,339.
- The Student Recreation Center at CSUF is undersized relative to campus enrollment, other similarly sized CSU campuses in urban locations, and in comparison, to industry guidelines and benchmarks for total square footage available per student for campuses of 30,000+ students (see chart 1 below).
- The 0.4 sq/ft of weight and cardio equipment space per student at CSUF is well below CSU peers and 150% lower than the minimum industry standards for such spaces.

- The limited facility space relative to industry and CSU peer benchmarks applies to virtually all programmatic spaces including fitness studios, basketball courts and lap swim lanes as noted in the chart 2 below.
- The undersized facility leads to overcrowding and long wait times for equipment at peak usage times.
- Many students reported in the on campus interviews they purchase memberships at other fitness/health clubs due to overcrowding or lack of amenities at the SRC.
- The same students reported that many of their friends also purchased memberships off site due to the same factors.
- Most of the internal maintenance (Building Engineering) staff are considered generalists, providing knowledge and abilities in more than one trade area. Although this has been somewhat effective, it would be helpful, provide quicker response, and would provide greater continuity if there were dedicated maintenance staff for the SRC that were intimately familiar with each area, the specific equipment, and all the resources that can be applied to repairs and modifications as need arises.
- Racquetball studios are under-utilized and could very easily satisfy current requests from other SRC departments for programming space (e.g. fitness and personal training spaces, and general training/classroom space for programs such as climbing and Titan Outdoors).
- Massage chairs seem to occupy an awkward, out of the way space, and are in fairly poor condition. This is a program/equipment that should be placed in a more intentional location, where privacy, a more relaxing atmosphere, and potentially greater staff supervision can be provided.



Chart 1

Campus Recreation Facility Space Benchmarking 2023-2024

University	Enrollment	Rec Center Total Sq/Ft	Rec Center Sq/Ft per 1,000 Students	Weight & Cardio Total Sq/Ft	Weight & Cardio Sq/Ft per Student
CSU Long Beach	38,190	126,000	3.3	20,000	0.52
CSU Northridge	36,848	123,000	3.34	18,500	0.5
CSU Pomona	29,103	165,000	5.67	13,835	0.48
CSU Sacramento	31,000	152,708	4.93	19,546	0.63
CSU San Diego	38,396	137,000	3.57	33,000	0.86
CSU San Jose	35,751	128,000	3.58	20,000	0.56
CSU Comparison Average	34,881	138,618	4.07	20,814	0.59
CSU Fullerton	43,339	95,000	2.19	17,178	0.4
Industry Guidelines: 30,000+ Campus Enrollment*	30,000+	150,000 to 300,000+	5 - 10	30,000 - 50,000+	1 - 1.5

Chart 2

Campus Recreation Facility Space Benchmarking 2023-2024

University	Fitness Studios	Courts	Fields Available for Programming	Swimming Pool Lap Lanes
CSU Long Beach	3	5	2	3
CSU Northridge	3	5	1	4
CSU Pomona	5	4	2	10
CSU Sacramento	5	5	4	6
CSU San Diego	5	6	4	14
CSU San Jose	4	3	2	14
CSU Comparison Average	4.17	4.67	2.50	8.50
CSU Fullerton	4	3	2	2
Industry Guidelines: 30,000+ Campus Enrollment*	5 - 8	6 - 10	6 - 10+	8 - 10+

*Industry guidelines and benchmarking sources: NIRSA *Space Planning Guidelines for Campus Recreational Sports Facilities* (2009), and the NIRSA institutional data set (2023).

- The fields that the recreation department has access to are not maintained at a high level.

External Review Team Recommendations for Facilities and Infrastructure:

- If the Wellness Initiative is approved, explore the feasibility of expanding the Student Recreation Center to a minimum of roughly 3.5 sq/ft to 4.0 sq/ft per student (approximately 150,000 sq/ft to 174,000 sq/ft).
- Address programmatic space deficiencies using industry guidelines and benchmarks for sq/ft per student as well as unique student and programmatic needs at CSUF.
- Outside consultants in 2022 recommended “proposed but not finalized” square footage numbers for a future expansion of the SRC. These numbers are low relative to industry standards, peer benchmarking and existing program usage to effectively make an impact in a major facility expansion/renovation, and were not presented to the ERT with supporting evidence for the recommendation. Any recommendation for additional space needs full buy-in of current SRC staff as well as user groups.
- A new feasibility study should be conducted if the Wellness Initiative is approved. Average cost may run between \$30-\$50K depending on the scope of study and level of project cost detail desired.
- Prior to embarking on any facility expansion or renovation plans, SRC staff should spend time traveling to other sites within the CSU to see best practices and learn what is working well. It would be ideal if the selected architects for the project could accompany staff on such a tour.



“ *The lobby area is a very large space. There is opportunity to review and redesign to regain programmatic space and make the customer service desk and turnstiles more efficient to supervise.* ”

- If the Wellness Initiative is not approved, prioritize funds for a smaller renovation/addition to the facility to address high demand, undersized spaces.
- The lobby area is a very large space. There is opportunity to review and redesign to regain programmatic space and make the customer service desk and turnstiles more efficient to supervise. This could happen whether the Wellness Initiative is approved or not.
- Existing racquetball spaces should be re-imagined as part of any future expansion or renovation, but could offer immediate programmatic relief in the interim if creatively repurposed, considering some of the feedback of SRC staff and observation of the ERT.
- The fields utilized by SRC programs are in poor condition and can be a risk management issue with balls

entering traffic and the fields' general condition. While this space belongs to the campus and not ASI, replacing the grass fields with synthetic turf to improve quality of play and reduce downtime for field maintenance should be a discussion item if the Wellness Initiative is approved. If the campus continues to oversee the fields, better maintenance and care of the field is recommended.

- Adding a specialist(s) to the Building Engineering staff to deal exclusively with SRC-related equipment and facility issues would reduce the time that facilities and equipment are unavailable to users. Also, this type of dedicated response effort will be noticed by SRC users, and will lead to them having greater pride in the facility.
- Based on the pending fee increase, and the budgetary ability to support more Building Engineering staff, using an outside vendor for equipment repair in the SRC should still be considered based on the ultimate needs, and based on what the internal staff can reasonably accomplish. A hybrid model can be effective if managed effectively, but cost, along with how best to support the facility and its users, will be the ultimate consideration.
- If greater budgetary resources are ultimately allocated to the SRC, a shorter timeline for major equipment refresh needs to be addressed. Some pieces out on the fitness floor are still part of the original installation when the SRC was originally built.
- SRC should take advantage of slow weekends to pursue/target certain campus groups for special programs. A less busy time could be seen as ideal for individuals who are averse to trying the SRC when busy or intimidated by active users.
- Weekends and non-peak times are good opportunities for facility rentals. If additional full-time staff are added, a new duty could be to outreach to local groups and actively solicit facility rentals as an additional revenue source.

REFERENCES

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Das, R. Boren, S., Li, Q., & Dempsey (2021). *Exploring the relationship between usage of collegiate recreation facilities and academic achievement*. *Recreational Sports Journal*, 45 (1), 27-33.

Forrester, S. (2014). *The benefits of campus recreation*. NIRSA.

National Intramural-Recreational Sports Association. (2023). *Reporting structures*. [Data set]. <https://nirsa.net/nirsa/research-assessment/institutional-data-set/>

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Vasold, K.L., Deere, S.J., & Pivarnik, J.M. (2019). *Results of the 2011-2016 recreation & wellness benchmark*. NIRSA. <https://nirsa.net/nirsa/portfolio-items/results-of-the-recreation-wellness-benchmark/>

External Program Review Documents List

1. Self-Assessment, Benchmarking CAS Standards

- a) CAS Collegiate Recreation Programs (Review only)
- b) CSUF External Program Review – Facility and Programs Self-Assessment (Read Full Document)
- c) SRC External Program Review Benchmarking (Read Full Document)
- d) External Program Review Documents List (Review Only)
- e) External Review Team Onsite Schedule and Contacts

2. Mission Folder

- a) Mission Statement Document

3. Programs and Services Folder

- a) External Program Review: Programs and Services (extracted from Self-Assessment Report)

4. Student Learning, Development and Success Folder

- a) Spring 2024 SRC Staff Training Presentation (Review Only)
- b) Fall 2024 SRC Staff Training Presentation (Review Only)

5. Assessment Folder

- a) External Review Assessment Evidence (Screenshots of Assessments and Feedback Forms)

6. Access, Diversity, Equity, Inclusion and Justice Folder

- a) Fall 2023 Training done at SRC All Staff
- b) ASI DEI Webpage Screenshot

7. Leadership Folder

- a) CSU Fullerton ASI Student Recreation Risk Assessment (Read Full Document)
- b) Director's Improvement List (Read Full Document)

8. Human Resources Folder

- a) Folder: Additional Human Resources

i) Employee Conduct

- (1) ASI Student Handbook
- (2) ASI Code of Conduct
- (3) ASI Staff Employee Handbook

ii) Position Descriptions – Full Time Staff

- (1) Aquatics Coordinator
- (2) Fitness Wellness Coordinator
- (3) Intramural & Camp Coordinator
- (4) Member Services Outreach Coordinator
- (5) Operations Coordinator
- (6) Outdoor Adventure Coordinator
- (7) Student Recreation Center Director

iii) Position Descriptions – Part Time Staff

- (1) Climbing Wall

- (a) Climbing Wall Attendant
- (2) Fitness and Wellness
 - (a) Fitness Graduate Assistant
 - (b) Group Exercise Instructor
 - (c) Martial Arts Attendant
 - (d) Wellness Graduate Assistant
 - (e) Personal Trainer

b) Folder: Employee Handbooks and Building Materials

- i) Aquatics Manual
- ii) Building Operations Manual
- iii) Climbing Manual
- iv) Intramural Sports Manual
- v) Memberships Manual
- vi) SRC Emergency Procedures Manual
- vii) Titan Outdoors Manual

c) Folder: Intramurals

- i) Intramural Attendant
- ii) Intramural Graduate Assistant
- iii) Intramural Lead
- iv) Intramural Official

d) Folder: Learn to Swim

- i) WSI-Lifeguard I

e) Folder: Member Services

- i) Front Desk Attendant
- ii) Lead Front Desk Attendant
- iii) Clerical Assistant

f) Folder: Operations

- i) Recreation Attendant
- ii) Building Manager

g) Folder: Pool Operations

- i) Lifeguard

h) Folder: Titan Outdoors

- i) Titan Outdoors Expedition Leader

i) Folder: Titan Youth Summer Camp

- i) Administrative Assistant
- ii) Camp Counselor
- iii) Lead Camp Counselor

9. Collaboration and Communication Folder

a) Folder: Marketing Materials

- i) Climbing Wall
- ii) Collaborations
- iii) Group Fitness
- iv) Learn to Swim

v) November SRC Newsletter

b) Presentations to ASI BOD

- i) Fall 2023 Capital Requests
- ii) Proposed SRC Capital Requests Fall 2024
- iii) Proposed SRC Hours of Operation 2025-26
- iv) SRC Programs Assessment Meeting 04.11.24

10. Ethics, Law, and Policy

a) ASI-Policy-Concerning-Employee-Conduct

b) Conflict of Interest Policy

11. Financial Resources

a) Folder: ASI Year End Reports

- i) 23-24-Budget-V11
- ii) 2022-23_ASI_Budget_Narrative_doc
- iii) 2024-25_ASI_Consolidated_Budget

b) Financial Reports

- i) ASI Financial Audit Report FY21-22
- ii) ASI Financial Audit Report FY22-23
- iii) ASI Financial Audit Report FY23-24
- iv) Breakdown of AS and TSC student fees
- v) Capital exp and recurring exp
- vi) Salaries and Benefits FY21-22, FY22-23, FY23-24
- vii) SRC 3 yrs budget
- viii) Student subsidy to SRC

12. Technology

a) Technology Used in the SRC

13. Facilities and Infrastructure - no documents provided

14. Additional Requested Materials following onsite Review

a) Additional Requested Materials

- i) SRC External Program Review Deadlines
- ii) CSUF SRC Facility Dimensions
- iii) Intramural Fields Sizes
- iv) SRC Square Footage Ground Floor
- v) SRC Square Footage Second Floor
- vi) Swimming Pool Plans
- vii) SRC Annual Budget
- viii) SRC Coordinators and Employee Counts
- ix) ASI 10 Year Capital Plan
- x) Current SRC Fees and Memberships
- xi) ASI Payroll Schedule with Projections
- xii) Current Student Hiring Process
- xiii) CSUF Campus Master Plan
- xiv) ASI Strategic Plan 2020-2025
- xv) Fullerton Forward 2024-2029 – CSUF Strategic Plan

EXTERNAL REVIEW TEAM ONSITE INTERVIEW SCHEDULE

Wednesday, November 13, 2024

- 11:00am** **External Review Team (ERT) Arrives at CSUF Marriott**
2701 Nutwood Avenue, Fullerton, CA 92831
- 11:30am** **ERT departs CSUF Marriott for CSUF Titan Student Union**
Pick up by: DJ Netherly
- 12:00pm** **ERT Arrives at CSUF Titan Student Union and Tour**
- 12:30pm** **Tour of the Student Recreation Center (SRC)**
- 1:00pm** **Introductions and Lunch: Panera Bread**
ERT
Internal Review Team (IRT): JP Gale, Courtney Mauter, DJ Netherly, Alyssa Cavero, Noah Alvarez

SRC Staff: Keith Hernandez, Leilani Castillo, Madison Lowery
Keya Allen, ASI Associate Executive Director
- 1:07pm** **Bill Olmsted's Flight Lands – SNA Airport - Southwest**
Pick Up by: Angel Ramos at SNA Arrivals
- 2:00pm** **ERT Meeting with IRT**
- 2:15pm-3:00pm** **Meeting with SRC Director JP Gale**
- 3:15pm-4:15pm** **Meetings with SRC and ASI Staff**

Mark Zakrzewski: Operations Team
Bradford A – TSU
Keith Hernandez, Operations Coordinator and Student Staff

Mary O'Mahoney: Memberships Team
SRC Conference Room
Leilani Castillo -Memberships Coordinator, Sarah Sato – Memberships Lead,
Yasmine Yousfi – Front Desk Attendant

Bill Olmsted: ASI Corporate Affairs and Risk Management
Bradford B - TSU
Susan Collins, Assistant Director of Corporate Affairs, Ryan Dotan, Safety and Risk Officer,
Erika Perret-Martinez, Corporate Affairs Senior Coordinator
- 4:15pm-5:15pm** **SRC Observation Time**
- 5:15pm** **ERT Departs for CSUF Marriott**
Drop Off by: DJ Netherly

- 5:30pm** **Check in at Fullerton Marriott**
- 6:30pm-8:00pm** **Dinner with ASI Leadership at Marriott**
Keya Allen, Associate Executive Director
- 8:00pm** **Dismissal for evening**

Thursday, November 14, 2024

- 7:45am** **ERT departs CSUF Marriott for SRC Pick Up by: Keith Hernandez**

- 8:00am-8:45am** **Breakfast Meeting with SRC Director and ASI Staff**

SRC Conference Room
Jeff Fehr – Chief Operating Officer,
Kirsten Stava – Director Titan Student Union,
Lydia Palacios – Director ASI Children's Center,
Austin Ysais – Assistant Director Programs and Engagement

- 9:00am-9:45am** **Meetings with Campus Collaborators**

Mark Zakrzewski: Athletics

SRC Conference Room
Brad Justice, Facility Manager
Darren Spirinasto, Aquatics Center Manager
SRC Conference Room

Mary O'Mahoney: University Police Department

Bradford B – TSU
Captain Scot Wiley, UPD
Chief of Police Anthony Frisbee, UPD

Bill Olmsted: Student Affairs

Bradford A – TSU
Emily Whitt, Interim Director, Student Life and Leadership
Brannon Andrews, Housing Community Coordinator,
Alissa Flowers, Interim Chief of Operations,
Chris Estrella-Ramirez, Coordinator of Club Sports

- 10:00am-10:45am** **Meetings with SRC Teams**

Mark Zakrzewski: Aquatics Team

Bradford A – TSU
Courtney Mauter – Aquatics Coordinator, John Michael Lott – Lifeguard Lead,
Elizabeth Barton – Lifeguard, Maddy Mickey – Lifeguard

Mary O'Mahoney: Intramural Team

Bradford B – TSU
DJ Netherly – Intramural and Camp Coordinator, Ian Akubu – Official, Joshua Ayo – Official,

Angelina Gonzalez – Intramural Attendant, Aaron Peterson – IM Lead,
Reyana Walker-Yacob – Intramural Attendant

Bill Olmsted: Titan Outdoors and Rockwall

Bradford A – TSU

Angel Ramos - Outdoors and Rockwall Coordinator, Nicole Gardner – Titan Outdoors Lead,
Colin Sprague – Rockwall Lead, Alicia Chau – Rockwall Lead

11:15am-12:00pm Meetings with ASI Departments

Mark Zakrzewski: Accounting and Finance

SRC Conference Room

Lusia Komala, Manager Accounting, Claire Pai, Senior Accountant,
Cindy Keh, Senior Accountant, Deserita Ohtomo, Budget Coordinator

Mary O'Mahoney: Human Resources

Bradford B – TSU

Andrea Okoh, Director Human Resources,
Lauren Williams, Associate Director, Human Resources

Bill Olmsted: Building Engineering

Bradford A – TSU

David Pantoja, Director Building Engineering, Chris Staley, Building Engineering Supervisor,
Fausto Tajimaroa Building Engineer, Moises Hernandez, Lead Building Engineer

12:15pm-1:15pm Luncheon with ASI Student Leadership

SRC Conference Room

Joe Morales – ASI President, Suzzette Morales – ASI Vice President,
Gavin Ong – Board of Directors Chair, Noah Alvarez – ASI Secretary, Brian Rubio – Vice Chair,
Samantha Ngo – Treasurer, Andrea Ramirez Rivera – Chief Diversity and Inclusion Officer

1:15pm-2:00pm Break

2:15pm-3:00pm Meeting with SRC Student Employees and ASI Risk Management

Mark Zakrzewski: SRC User Group 1

SRC Conference Room

Gabriel Michael Marshal, Brandon Macsata, Milo Pennington, Kelvin Sunil,
Edward Reed

Mary O'Mahoney: SRC User Group 2

Bradford B – TSU

Christopher Munoz, Camden Scott, Koa Moana, Brian Kiruku, Micah Picard

Bill Olmsted: Fitness and Wellness

Bradford A – TSU

Madison Lowery - Fitness and Wellness Coordinator,
Lauryn Salley -Fitness Graduate Student Assistant,
Mackenzie Kwan - Personal Trainer and Group Fitness Trainer

Matthew Nguyen - Personal Trainer and Group Fitness Trainer,
Mariel Palacios - Group Fitness Trainer

- 3:00pm-3:30pm** **ERT Meeting and Debrief**
SRC Conference Room
- 3:30pm-5:00pm** **ERT Use of the SRC**
5:15pm-5:30pm **Recap/Adjustments with IRT**
- 5:30pm** **ERT departs for hotel or stays at SRC for Intramural Observation**
Drop off by: DJ Netherly
- 6:00pm-9:00pm** **Optional Review of Intramural Programming**
Intramural Fields

Friday, November 15, 2024

- 7:45am** **ERT departs CSUF Marriot for SRC**
Pick up by: Angel Ramos
- 8:00am-9:15am** **Breakfast Meeting with ASI Corporate Leadership Team**
SRC Conference Room
Jeff Fehr - Chief Organizational Operations, Andrea Okoh - Director Human Resources,
Christina Cardenas - Director Organization Communications and Outreach,
Kathleen Postal - Chief Financial Officer
- 9:30am-10:30am** **Meeting with ASI Departments**
- Mark Zakrzewski: Student Government**
Ontiveros A - TSU
Rebecca Hesgard, Director Student Government,
Ingrid Mata, Student Government Coordinator,
Casey Ysaguirre, Academic Success Coordinator,
Shawna Green, Student Government Office Coordinator
- Mary O'Mahoney: Marketing**
Ontiveros B - TSU
Christina Cardenas, Director Organizational Communications and Outreach,
Michael Fratino, Associate Director Marketing, Michael Greenlee and Production Manager,
Art Serna, Digital and Social Media Manager
- Bill Olmsted: ASI Information Technology**
SRC Conference Room
Ron Gonzales, IT Systems Administrator, Patrick Barnes, IT Systems Technician
- 10:30-10:45am** **Break**
- 10:45-11:45am** **Meeting with SRC Patrons**

Mark Zakrzewski
Ontiveros A- TSU
Sofia Sabino, Sophia Alcorn, Robert Franks

Mary O'Mahoney
Ontiveros B – TSU
Joelle Pham, Rodrigo Avila
Bill Olmsted: Student Affairs Group 2
In Person:

Kerri Boyd Crooks, Associate Director, Titan Health
Edwin Alarid, Assistant Director Fraternity and Sorority Life

Zoom:
Dr. Vincent Vigil, Senior Associate Vice President and Dean of Students, Student Affairs

12:00pm-1:00pm Luncheon with SRC Team
SRC Conference Room

1:15pm-2:15pm ERT Meeting
SRC Conference Room

2:30pm-3:30pm Exit Meeting with IRT and ERT
SRC Conference Room

4:00pm ERT Departs CSUF

Friday, November 12, 2024

7:45am ERT departs CSUF Marriot for SRC
Pick up by: Angel Ramos

Thursday, December 12, 2024

10:30-11:30am External Review Team and Dr. Dave Edwards and Keya Allen
Zoom

Programs Assessment Report

2024-2025



Overview

- + Fall 2024: Facility and Program Presentations
- + Fall 2024: Selected 4 programs for Spring Assessment
- + Spring 2025: Program Presentations
- + Spring 2025: Submit Recommendations to Board of Directors and ASI Corporate Leadership

Programs Reviewed Spring 2025

- + Esports ~ Titan Student Union
- + "Niche Nights" ~ Student Programs & Engagement
- + Student Internships ~ Children's Center
- + Titan Outdoors ~ Student Recreation Center

Esports

Titan Student Union

- + Opened May 2023
- + Unify gaming platforms
- + New lounge space for participants
- + Reservable space
- + 2,000+ registered users
- + Esports Tournaments and events

Esports

Recommendations

- + Improved Marketing & Advertising (include housing and other campus gaming clubs and orgs)
- + Increase Space/Availability ~ # of Consoles
- + Consider using the space for other activities (i.e., Super Bowl Party)

Any changes or additions?

Other
recommendations
to consider for
Esports?

Anything that you
would like to
remove from the list
of
recommendations?

“Niche Nights”

Student Programs & Engagement

- + Began hosting “Niche Nights” events post-Pandemic.
- + Accessible version of a concert experience centered around community-based engagement on campus.
- + Typically attracts 300-400 students per event.
- + Programming ideas are directly from students.
- + 2024-25: Sabrina Carpenter, Chappell Roan, Nicki Minaj (Barb’s).

“Niche Nights” Recommendations

- + Collaborate with CSUF alumni in the entertainment industry.
- + Host events throughout the OC ~ like at the House of Blues.
Or bring resources to campus to enhance the event.
- + Enhance promotion and marketing of events across campus.
- + Integrate/collaborate with campus clubs like Titan Radio/DJ, K-Pop Club, etc.

Any changes or additions?

Other
recommendations
to consider for
"Niche Nights"?

Anything that you
would like to
remove from the list
of
recommendations?

Children's Center Internships

- + Internships have long-standing history at the Children's Center (Center).
- + Opportunities are marketed via ASI website, Social Media, and campus Internship Fest event.
- + Interested students apply and pay for and clear FBI, DOJ, and Child Abuse Index background check processes.
- + Interns are current CSUF students enrolled in practicum course requiring practicum hours.
- + The Center offers 60-90 internships per semester.
- + Interns receive training, supervision, and experience working in an early childhood education environment.

Children's Center Internships

Recommendations

- + Consider promoting the program in classrooms
- + Consider subsidizing/offering grants to cover the background clearance costs
- + Promote the program during the introductory practicum course

Any changes or additions?

Other
recommendations
to consider for
Student Internships?

Anything that you
would like to
remove from the list
of
recommendations?

Titan Outdoors

Student Recreation Center

- + Established 2019
- + Opportunities for the Titan Community to experience outdoor adventures in Southern California with occasional out-of-state trips in the Western US.
- + Trips are planned with experienced staff. Planning can take up to 25 hours.
- + Goal is to offer 2-3 large signature events per semester. Additional shorter overnight and day trips throughout the year.
- + Aiming for program growth, more trips, higher participation.
- + Teambuilding Services - develop a program to serve student organizations and the campus community.

Titan Outdoors Recommendations

- + Develop a marketing strategy to identify Titan Outdoors as a high-impact environmental and physical health experience.
- + Evaluate post-trip assessment distribution, response rates, and participation trends by college.
- + Evaluate student input process for trip selection.
- + Consider collaboration with campus housing, especially the STEAM living-learning communities.

Any changes or additions?

Other
recommendations
to consider for Titan
Outdoors?

Anything that you
would like to
remove from the list
of
recommendations?

Questions?