

The Office of Intramural and Recreational Sports

Self Study

October 11, 2010



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Office of Intramural and Recreational Sports

Indiana University Purdue University Indianapolis (IUPUI)

History

The Intramural and Recreational Sports Department was established in 1969 by Chancellor Maynard Hine. The first director was P. Nicholas Kellum, formerly the Dean of the School of Physical Education. Dean Kellum's vision was to create a central location on the IUPUI campus that accommodated both academic classes and intramural and recreational sports. The department was housed at several recreational facilities until 1983, including Turner Athenaeum, the Marrott Building, Lienert's Gymnasium and at several locations of the Indy Parks Department. The plan to construct the School of Physical Education facility at its current address, 901 W. New York Street, began in 1981. The initial focus was to design a facility for physical education and health classes, athletics, and recreation. However, in the 1980s, the Indianapolis private sector was moving toward developing the city into an amateur sports capital, so the plan shifted. The original indoor and outdoor plans were expanded to include an additional swimming pool, diving well, and competition track and field to be used by IUPUI students and by the public. The expanded plans were meant to draw the Pan Am games to Indianapolis. To accomplish this task, funding was sought and obtained from the Lilly Endowment, Krannert Trust and Indiana State Government. In 1982, Dean Kellum's vision was realized, as the School of Physical Education and Natatorium combined facility opened. The Pan Am games were held in Indianapolis at the facility in 1987.

Prior to 1982, revenue for the Office of Intramural and Recreational Sports came from a variety of sources. Since the construction of the School of Physical Education and Tourism Management facility in 1982, the Office of Intramural and Recreational Sports revenue comes mostly from individual recreational membership fees and intramural entry fees.

As a result of a decision by the Chancellor's office, the Intramural and Recreational Sports Department was realigned from an academic unit to the Division of Student Life in June 2009. The name changed from the Intramural and Recreational Sports Department to the Office of Intramural and Recreational Sports. The Office of Intramural and Recreational Sports is a unit within the IUPUI Division of Student Life but remains housed in the School of Physical Education and Tourism Management facility.

Mission Statements

IUPUI Mission: Indiana University-Purdue University Indianapolis (IUPUI), a partnership between Indiana and Purdue Universities, is Indiana's urban research and academic health sciences campus. IUPUI's mission is to advance the State of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally through research and creative activity, teaching and learning, and civic engagement. By offering a distinctive range of bachelor's, master's, professional, and Ph.D. degrees, IUPUI promotes the educational, cultural, and economic development of central Indiana and beyond through innovative collaborations, external partnerships, and a strong commitment to diversity.

In pursuing its mission and vision, IUPUI provides for its constituents excellence in:

- Teaching and learning
- Research, scholarship, and creative activity
- Civic engagement, locally, nationally, and globally

With each of these core activities characterized by:

- Collaboration within and across disciplines and with the community
- A commitment to ensuring diversity
- Pursuit of best practices

Division of Student Life Mission: The Mission of Student Life is to empower student learning, inclusion and success through engagement.

Division of Student Life three goals:

- Excellence in community building
- Excellence in student engagement
- Excellence in professional practice

Office of Intramural and Recreational Sports Mission Statement: Written in 1998, the Office of Intramural and Recreational Sports is designed to offer recreational, lifetime leisure and wellness opportunities to a diverse population of students, faculty and staff at IUPUI. The recreational programs promote healthy lifestyles through group fitness activities, wellness clinics, informal gym activities and weight training. Intramural programs include athletic, individual and team competitive sports designed to endorse a sense of campus life at IUPUI.

The Office of Intramural and Recreational Sports two goals:

- Foster personal development
- Enrich the IUPUI learning experience.

Currently, the goals set by the Office of Intramural and Recreational Sports goals align with the Division of Student Life's mission and goals in the types of services provided for student, faculty and staff. The Office of Intramural and Recreational Sports provides opportunities to participate in a variety of fitness and athletic activities for the 30,000 students and several thousand faculty and staff at IUPUI. Activities like flag football and basketball help build community and engage students in campus life outside classes.

Evidence of External Demand

Benchmark Study:

In 2009, the Athletics Affairs Committee conducted a gap analysis survey comparing IUPUI's Office of Intramural and Recreational Sports program to recreational programs at IUPUI's peer institutions (a PowerPoint with the results is available here: <http://bit.ly/cJFePC>). The committee's goal was to provide documentation of the disparities between the IUPUI program and programs at peer institutions. The survey compared programs using four metrics: (1) Funding, (2) Staffing, (3) Facilities, and (4) Usage. The selected peer institutions are 12 large, public urban institutions with medical schools from across the country (Appendix H). Eleven of the 12 institutions responded to the survey.

After a period of evaluating the data, the following statistically significant results were found:

- **Funding**
IUPUI funding relies on a voluntary \$30.00 recreational membership fee. The fee is paid each semester. At the peer institutions, funding comes from a mandatory student fee and from the school's general fund. IUPUI's annual budget for the Office of Intramural and Recreational Sports is \$250,000. This figure is 11% of the mean of the other peers' budgets (Appendix I) or 9.5% of the mean of the per-student funding. IUPUI's student population of 31,000 is slightly above the peer mean (Appendix H).
- **Staffing**
IUPUI has three (3) full-time staff, compared to the peer mean of 13 full-time staff.
- **Facilities**
The square footage comparison of assignable space is difficult to make because IUPUI's program shares recreational spaces with the academic classes, athletic programs, public swimming events, and public track & field events. IUPUI Office of Intramural and Recreational Sports had the lowest priority for use of any shared space. In contrast, the peer programs all have dedicated space. In general, IUPUI's program does even worse on space metrics comparisons than on the financial and staff metrics. For example, IUPUI is at 3.5% of the peer mean in court-hours for basketball or volleyball. Another example is cardio equipment: IUPUI has five pieces, and the peer mean is 107 pieces.
- **Usage**
Of the peer institutions that record visits to their programs and facilities, IUPUI's visit count is at 1.6% of the peer mean. Making this usage more complex, there are separate recreational facilities on the IUPUI campus that charge students a voluntary fee for recreational use. The Natatorium has its own weight and cardiovascular rooms that students can use for an additional \$40.00 per semester. The Natatorium does not receive any share of fees as compensation for student use of the pool and the track. It does receive a share of faculty/staff fees. The fourth recreational entity housed on the campus, the National Institute of Fitness and Sport (NIFS), charges IUPUI students \$200 a semester plus a \$75 initiation fee.

National Survey of Student Engagement (NSSE):

IUPUI administers NSSE every third year, and the most recent administration occurred during the 2009 spring semester. The strength in this national survey is that it provides the institution with comparison data against a reliable group of peer institutions, in this case other large urban institutions with certain common characteristics. The twelve official peers for IUPUI are available online: <http://planning.iupui.edu/79.html> (the same institutions are also found in Appendix H). The peer institutions that were participating in NSSE during the Spring 2009 semester were included in the comparison group.

There were two questions on this survey that relate to programs and services administered by Intramural and Recreational Sports. Question 6b asked, **“During the current school year, about how often have you exercised or participated in physical fitness activities?”** The response options were on a four-point scale: 1=Never, 2=Sometimes, 3=Often, 4=Very often. The mean response for freshmen was 2.42 and for seniors was 2.51. Both of these were significantly lower than our peer means ($p<0.001$) at 2.73 for freshmen and 2.66 for seniors. The effect size, or the amount of difference between the means, was in the moderate range for freshmen (-.30) and in the low range for seniors (-.14).

Question 9d asked, **“About how many hours do you spend in a typical 7-day week participating in co-curricular activities (organizations, campus publications, student government, fraternity or sorority, intercollegiate or intramural sports, etc.)?”** The response options were on a seven-point scale: 1=0 hours/week, 2=1-5 hours/week, 3=6-10 hours/week, 4=11-15 hours/week, 5=16-20 hours/week, 6=21-25 hours/week, 7=26-30 hours/week, 8=More than 30 hours/week. The mean response for freshmen was 1.68 and for seniors was 1.64. Note that both of these means represent an average of less than 1-5 hours per week. Both means were significantly lower than our peer means ($p<0.001$) at 2.09 for freshmen and 1.81 for seniors. The effect size, or the amount of difference between the means, was in the low range for both groups, at -.28 for freshmen and -.12 for seniors.

Continuing Student Satisfaction and Priorities Survey:

IUPUI administers its own Continuing Student Satisfaction and Priorities Survey to a stratified random sample of the undergraduate population during the years in which NSSE is not administered. While the most recent administration occurred during the Spring 2010 semester, there were no questions related to Intramural and Recreational Sports in this version of the survey. Therefore, this self-study report uses data from the 2008 administration.

There were two questions on this survey that relates to Intramural and Recreational Sports. **First, “How satisfied are you with the availability of on-campus recreational facilities?”** The response options were on a five-point scale: -2=very dissatisfied, -1 dissatisfied, 0=neutral, 1=satisfied, 2=very satisfied. The mean response was 0.15 (sd=1.03), with 24% indicating they were dissatisfied or very dissatisfied, and 37.3% reporting they were satisfied or very satisfied.

Second, “How important to you is the availability of on-campus recreational facilities?”

The response options are on a similar five-point scale: -2 very unimportant, -1 unimportant, 0=neutral, 1=important, 2=very important. The mean response was 0.82 (sd=0.98) with 7.9%

reporting it was unimportant or very unimportant and 66% reporting that it was important or very important. Over half of the respondents consider this as important, but the satisfaction with these facilities is low.

Intramural and Recreational Reputation Survey:

In the Spring of 2010, the Division of Student Life administered two reputation surveys, one to a random sample of all students, and another to a random sample of faculty and staff. Each unit in the Division had questions in the survey asking respondents to rate its programs, services, and facilities.

Overall, students are largely unfamiliar with our programs and services in the Division, while faculty and staff are moderately aware. For example, only 12% of student respondents were familiar with the Office of Intramural and Recreational Sports, while 22% of faculty and staff were familiar. These rates of familiarity are similar to other units within the Division of Student life.

In terms of satisfaction, three IRS programs or services were included on both the student and faculty/staff surveys: 1) intramural game leagues, 2) fitness classes, and 3) fitness facilities. Percentages of dissatisfaction were under 10% across undergraduates, graduate students, and faculty/staff groups for intramural game leagues and fitness classes. Dissatisfaction with fitness facilities was slightly higher, ranging from 6-12% depending on the group. See Appendix M for a more complete view of these survey results. Similar with familiarity, the larger concern is lack of experience with these programs and facilities, rather than dissatisfaction.

Current Employment

The Office of Intramural and Recreational Sports employs two (2) professional staff, one support staff and one graduate assistant. The organizational chart can be found in Appendix A. The director is Matt Rota-Autry. Currently, Matt is the director of the Office of Intramural Sports, an associate faculty member in the School of Physical Education and Tourism Management and the Facility Coordinator for the School of Physical Education and Tourism Management. The assistant director is Elizabeth Cohen and she develops, collaborates, promotes and evaluates fitness and wellness programs for the office. Liz is also responsible for hiring and selection of student staff. The administrative assistant is Rose Baker and she provides administrative and secretarial support that includes managing the departmental database, edits payroll, updating the website and processing office purchases. The graduate assistant position is a pilot position from August 2010 through May 2011 that was made available as a result of some “one-time cash funding” from the Office of the Vice Chancellor. The current job descriptions in the appendices are old and have not been updated (Appendix B, C and D for job descriptions and resumes).

The following are examples of some responsibilities found in the director and assistant director’s job description that are no longer accurate and may generate some confusion:

- The MaxWell program has not been in existence since 1997.
- Sport clubs has not been a part of the office since 1999.

- In the summer of 2010 the decision was made (mutually acceptable to all parties) to reduce the Assistant Director from 1.0 FTE to 0.83 FTE creating a 10 month contract with full year benefits. This is a pilot and will be evaluated during the 2010/2011 academic year to determine if this will be formalized on a long-term basis.

The office hires 30 to 40 part-time student staff:

- Student supervisors
- ID checkers
- Group fitness instructors
- Game officials and scorekeepers

The office hires non-student, licensed staff:

- Yoga instructors
- Zumba instructors

Student staff learning outcomes:

- Leadership development
- Social responsibility
- Tactful communication
- Conflict management
- Diversity appreciation

Facilities

The Office of Intramural and Recreational Sports has none of its own space and shares all of its space between the School of Physical Education and Tourism Management and the Natatorium. The School of Physical Education and Tourism Management and the Natatorium is housed in one building that has two separate entities: an academic unit and an auxiliary unit. As mentioned previously, the School of Physical Education and Tourism Management facility is shared between academic classes, intercollegiate athletics and recreation. This shared space has created significant space constraints and has limited access and availability for the Office of Intramural and Recreational Sports programming and student recreation usage. The auxiliary unit, includes the Natatorium, which is attached to the south of the School of Physical Education and Tourism Management building, and the Michael A. Carroll Track and Soccer Stadium. These two auxiliary facilities are available for public admission.

The Office of Intramural and Recreational Sports share space and has agreements to use the following areas:

- Auxiliary Gymnasium
- Main Gymnasium
- Student Weight and Fitness Rooms
- Natatorium Fitness Center and Hammer Strength Rooms
- Racquetball Court
- Instructional Field

- Softball Fields
- Lockers
- Natatorium Swimming Pool
- Michael A. Carroll Track

School of Physical Education and Tourism Management Facility:

Auxiliary Gymnasium (PE 156) 3,941 sq ft

This gym space has a large round circle window facing New York Street, one mirrored wall, a dedicated portable sound system (speakers attached to the wall above the mirrors) and a storage room. The storage room is divided into a caged area and open area. The caged area stores specialized academic class-room equipment (i.e.; scooters, wheel chairs, balls, cones, flat-screen television) and the open storage area contains the portable sound system unit, equipment for group fitness classes (both academic and recreational), recreational check-in station, some VCR/DVD-TV carts and storage cabinets for dance classes.

The auxiliary gym is recreationally used for:

- Group fitness
- Dance studio
- Sport clubs

Main Gymnasium (PE 150) “The Jungle” 16,167 sq ft

The gymnasium is the only area on campus that has six (6) basketball goals, floor inserts for three (3) volleyball nets, floor inserts for eight (8) badminton nets and two (2) sets of electrically extendable bleachers. During the week, the gym serves as an academic classroom/lab from 6:45 a.m. – 3:00 p.m., then as Athletics practice/game floor (for volleyball, men’s and women’s basketball) from 3:00 p.m. – 8:00 p.m., then as the recreational area for drop-in basketball, volleyball and badminton from 8:00 p.m. – 10:00 p.m. The main gymnasium also is used as rental space for large groups or as vendor area during major swimming and diving events.

Student Weight Room (PE 014) and Student Fitness Room (PE 015)

These two rooms serve as both an academic class-room and the recreational weight and fitness rooms. The equipment has been updated as recent as April 2010, and both floors are covered with rubberized flooring. Cracks and tears in the upholstery (blue in color) are repaired between the fall and spring semester by the Office of Intramural and Recreational Sports to prevent viral and bacterial growth. During the week, these rooms serve as an academic class-room and the recreational weight and fitness rooms. The Office of Intramural and Recreational Sports uses these rooms in the evenings during the weeknights and on Sunday.

Student Weight Room (PE 014) 740 sq ft

These two rooms are located on the deck level of the westside of the Natatorium. The student weight room contains free weights, four (4) Body Master Power Lifting Stations, a Hip sled/leg press, weight plates, medicine balls and the Office of Intramural and Recreational Sports check-in station.

Student Fitness Room (PE 015) 746 sq ft

The student fitness room contains a variety of Body Master pin select machines, three (3) elliptical trainers and two (2) treadmills.

Racquetball Court (PE 153 B) 800 sq ft

PE 153B is used for drop-in racquetball, Walleyball, intramural league and tournament play during the school year and as extra space for summer day camp during the summer. The racquetball court can be reserved by phone through the Office of Intramural and Recreational Sports. We provide racquets, goggles, racquetballs and Walleyball equipment to all members. Originally, there were two racquetball courts available for academic class and recreational sports. One of the courts was turned over to the Athletic Department to be converted into a training room a few years ago.

Instructional Field

Located on the corner of New York Street and University Boulevard (behind the track stadium scoreboard), this football-size field does not have lighting. The field belongs to the School of Physical Education and Tourism Management and serves as a classroom for outdoor academic classes. It is also the practice field for athletics men and women's soccer teams as well as the intramural flag football field.

Softball Fields (Diamonds 1 - 4)

The softball fields (also known as the Intramural fields) are located west of University Boulevard. All four softball fields are "fast pitch" softball fields which are smaller in dimension than a "slow pitch" softball field or a baseball field. All fields are natural grass turf fields.

Diamond #1 is located south of the instructional field and along University Boulevard. It currently serves as the shot put, hammer throw, discus throw, and javelin throw area during track and field events. It also has a tent shelter constructed on the west end of the diamond that serves as a shaded area for the Natatorium's Summer Sports Camp.

Diamond #2 is located immediately west of the Michael A. Carroll Track and Soccer Stadium and serves as both an academic lab and the athletic department's softball practice/game field for the IUPUI women's softball team. This diamond has two concrete block dugouts, a large scoreboard for softball and lights. There is fencing surrounding the perimeter.

Diamond #3 is west of diamond #2 and is a smaller softball field that is separated from Diamond 2 by a hill (3 feet at one end and 10 feet at the other end in the outfield). It has lights, a water source, two fenced dugouts and a partial fence that separates it from diamond #4.

Diamond #4 is west of diamond #3 and the farthest field west of the School of Physical Education and Tourism Management building. Diamond #4 is larger than diamond #3 and has similar features to diamond #3 such as lighting, a water source, two fenced dugouts and a partial fence.

Locker Room and Towel Service (PE 052, PE 053 & PE 054)

Office of Intramural and Recreational Sports offers a semester locker rental fee in the School of Physical Education and Tourism Management men's and women's general locker room. The fee includes a towel service and assigned lockers. There are also lockers available at no charge for daily use and requires users to bring their own personal locks.

Natatorium:**Natatorium Swimming Pools (NT 020 & PE 050)**

The Natatorium swimming pool is available for public use and to the university. It is attached to the south of the School of Physical Education and Tourism Management building. It has two (2) swimming pools and one diving well. Both swimming pools are open to recreational members and public use for lap swimming as well as athletic team training, swimming instructions, academic class room and aquatic competitions.

Main Competition Pool (NT 020)

The 50-meter pool (9 to 10 feet deep) has eight lanes. The water temperature is kept at 79 degrees to reduce muscle fatigue and swelling. There have been 101 American Records and 15 World Records set in the pool.

Instructional Pool (PE 050)

North of the Competition Pool is the Instructional Pool. This is a multi-purpose pool that has lap swimming, swim lessons, aqua fitness classes, academic scuba class and motor activity clinics. The Instructional Pool has six lanes, a depth of 4.5 feet on the west end and declines to 9.5 feet on the east end. The water temperature is kept at or around 88 degrees making ideal learning environment for aquatic lessons.

Natatorium Fitness Center (NT 021) 1,878 sq ft**Natatorium Hammer Strength Room (NT 023) 1,543 sq ft**

Located on the deck level of the Natatorium and behind the diving well, the Fitness Center and Hammer Strength Rooms have free weights, recumbent and upright bikes, step machines and treadmills and Hammer Strength equipment

Michael A. Carroll Track and Soccer Stadium

The stadium sits between the School of Physical Education and Tourism Management instructional field and Diamond #2. The stadium seats about 12,000. The track is has a 400-meter, eight-lane track with a Mondo surface. There is a large scoreboard at the east end of the stadium, as well as lighting and natural grass turf at the center of stadium.

Programs

Informal Recreation

The informal recreation program includes the School of Physical Education and Natatorium facility and student staff. It provides self-directed and organized recreation and fitness activities. The program has experienced major limitations and revisions to the hours of operation. The facility is a shared facility between academic classes, athletic activities, recreational sports and rental groups. The Office of Intramural and Recreational Sports is the third tier in the four-level hierarchy for facility usage. Students are unable to access the facilities during the day due to academic classes. As of spring 2009, the athletic department had to comply with NCAA standards for the amount of time offered for practices. As a result, Office of Intramural and Recreational Sports informal open gym time hours were reduced and now begins at 8:00 p.m. during the weeknights.

Participation figures are calculated by two (2) methods. The first method involves the use of computerized card-swipe stations that utilize the IUPUI JagTag. The JagTag is the official university identification card that recognizes all currently active students, faculty and staff. Each participant presents a JagTag to the recreational staff ID checker, who then swipes the participant's card. There are four card-reading computer utilized in the facility, one in each of the following areas:

1. Main Gymnasium, Auxiliary Gymnasium and Racquetball area
2. Student Weight Room (PE 014)
3. Natatorium Front Desk
4. Natatorium Fitness Center

The second method of counting participation is the manual count of participants at each station. Participants must sign their names on a sign-in sheet before entering the activity area. The statistical figures from the computer are compared to the sign-in sheets the following day to check for accuracy, job performance and the occasional technical problems.

Informal Recreational Usage:

	Aerobics		Yoga		Weight Room		Open Gym		Pilates	
Semesters	# Classes	# Participants	# Classes	# Participants	# Days	# Participants	# Days	# Participants	# Days	# Participants
Spring 2010	66	335	67	724	99	3434	39	625	16	78
Fall 2009	43	428	68	NA	118	3576	64	789	16	38
Summer 2009	12	335	52	NA	59	513	36	52	12	25
Spring 2009	66	193	68	1132	115	4246	43	736	29	141

Fitness and Wellness Programs

Fitness programs are held in the School of Physical Education facility, the Campus Center, the Union Building and Taylor Hall. All group fitness classes are included in the semester recreational membership fee. Classes are 45 to 60 minutes in length and all equipment is provided.

Before each fitness class, participants scan their IUPUI Jag Tag and sign-in to measure attendance. The only program that requires a separate registration is the Work/Life noon-time Yoga classes. These classes are collaboration between IUPUI Human Resources, the Student Wellness Coalition (a student organization that promotes health and wellness to IUPUI students through special events, classes, health fairs, open forums and other programs) and the Office of Intramural & Recreational Sports.

There are four, noon-time aerobic classes during the weekdays that are shared between physical education academic class and the Office of Intramural and Recreational Sports members. Before 1997, academic aerobic classes occurred in the morning and informal recreational aerobic classes occurred at noon. In 1997, academics added a noon academic classes. This arrangement between academic class and recreational sports at noon has existed since physical education added the academic class at noon. The physical education instructor who teaches the noon academic elective class has allowed recreation members to participate by signing in on a sign-in sheet prior to class.

The Fitness Walking Program is offered the first 10 weeks of the fall semester and the second 8 weeks of the spring semester. All participants will have the opportunity to wear a pedometer during the 45 to 50 minute fitness walk. Participants meet Tuesdays & Thursdays, during the fall semester.

Fitness and Wellness Classes Offered:

- Group Fitness Programs (*noon and evening*)
- Pilates (*Friday noon and Friday evenings*)
- Yoga (*noon and evening*)
- Fitness walking program (*noon*)
- Wellness Programs (*stress busters &, Rape Awareness Clinics*)
- Racquetball/Walleyball
- Swimming
- Adventure Education (*team building, low & high course, equipment rental*)

Intramural Sports

The Intramural program includes the School of Physical Education facilities and student staff. There are five intramural programs that run during the fall and spring semesters. The fall semester programs begin in the middle of September and end in the middle of November; they include Flag Football, 7-on-7 Soccer and Volleyball. The spring semester programs run from late January through early April; the two programs offered at that time are Basketball and Racquetball. Participation in intramural activities (Appendix L) continues to grow, but scheduling intramural events in a shared facility has limited the amount of intramural teams able to compete.

Many students participate in intramural basketball, but participation is restricted involving the configuration limitations of the basketball courts. The gymnasium has six (6) basketball goals and appears to have three, full-court college regulation basketball courts. However, the floor's width was reduced in size due to the addition of the Natatorium back in 1981. As a result, intramural basketball can run on only two full-size courts instead of three. The size limits not only intramural basketball but also other uses for the gymnasium space as well as other indoor recreational and intramural activities. In addition, maintaining the quality and condition of the floor and lighting is a huge priority, so Office of Intramural and Recreational Sports are unable to host floor hockey and indoor soccer in the gymnasium.

As mentioned earlier, scheduling also provides an obstacle to intramural activities. Intramural basketball games are usually scheduled from 8:30 p.m. to 12:00 a.m. on weeknights, which is when the gym is not being used for athletics or academics. Intramural volleyball is offered on Sunday and Wednesday nights only, due to the NCAA volleyball games scheduled on Tuesdays, Fridays and Saturdays. By mid-October, both men's and women's basketball teams add practices and exhibition games, which further restrict the schedule for both informal and intramural activities. In the spring semester, men's and women's basketball teams are in conference play. There are 40 to 50 week nights (not including any Friday nights) that are available for NCAA athletic events in spring. Intramurals is allotted 16 days of the 40 to 50 weeknights, which challenges us to be creative in scheduling. The men's leagues play Tuesdays nights from 8:30 p.m. to 11:30 p.m., and Sundays from 2:30 p.m. to 11:30 p.m. The coed and women's leagues must be scheduled around home games on weeknights only.

Another ongoing concern is the condition of the outdoor facilities. The instructional field is natural turf and is in poor condition due to extensive usage by athletic soccer practices, informal drop-in soccer games and intramural flag football games. The field does not have any lights, so night activities are prohibited. All weeknight intramural outdoor activities occur on softball diamonds #3 and #4. These diamonds are "fast-pitch" fields, smaller in dimension. Diamond #3 serves as an area for drop-in soccer games (with two small soccer goals) as well as the field for intramural 7-on-7 soccer leagues. Diamond #4 serves as the flag football field during weeknights as well as a rental field for kickball and softball tournaments. Diamonds #3 and #4 are lighted, but some of the lighting is in need of repair. The Michael Carroll Track and Soccer Stadium is a part of the Natatorium. The turf is natural grass and continues to lose turf due to poor drainage. As a result, it is used by athletics for soccer training only.

Ancillary Operations

The Physical Education and Tourism Management facility is supervised by the Office of Intramural and Recreational Sports and are available for reservation by both university groups as well as non-university groups. University groups are charged an hourly fee for space rental and a charge of \$10/hour for each student staff member on duty during an event. Non-university groups pay a higher fee for space rental and the \$10/hour student staff member on duty. Additional fees such as parking, security and equipment rental are charges outside the Office of Intramural and Recreational Sports. The Office of Intramural and Recreational Sports facilitates the scheduling for academics, athletics recreational sports and all rentals. About 20 percent of the director of Intramural and Recreational Sports' salary is directed toward creation and coordination of the master schedule for the School of Physical Education and Tourism Management.

Membership

The Office of Intramural and Recreational Sports operates from recreational membership fees and student activity funding, but receives no general funding from the university. Memberships are available to all current students, faculty and staff who

1. Have a valid IUPUI Jag Tag
2. Have paid the semester recreation membership.

The recreational membership fee is an all-inclusive fee that allows IUPUI undergraduate and graduate students, faculty and staff to use the facilities, to participate in all fitness classes, and to join all intramural competitions each semester. Students can register for the student recreational membership fee and the locker fee when they register for classes or pay at the Natatorium Pro Shop. A student add-on fee allows students to use the Natatorium fitness center, which has more available hours for workouts. This fee, as well as the faculty and staff membership fees must be paid at the Natatorium Pro Shop.

Membership Description:

Student Membership	Student Add On Membership	Faculty & Staff Membership
<ul style="list-style-type: none"> Swimming Group Fitness (aerobics/yoga/pilates) Recreational Weight and Fitness Rooms Informal open gym Racquetball Intramural participation 	<ul style="list-style-type: none"> Swimming Group Fitness (aerobics/yoga/pilates) Recreational Weight and Fitness Rooms Informal open gym Racquetball Intramural participation <i>Natatorium Fitness Center</i> 	<ul style="list-style-type: none"> Swimming Group Fitness (aerobics/yoga/pilates) Recreational Weight and Fitness Rooms Informal open gym Racquetball Intramural participation Natatorium Fitness Center

Membership Fees

Type of Membership	Fall 2010	Spring 2011	Summer 2011
Student	\$30.00 (Aug. 23 rd – Dec. 16 th)	\$30.00 (Jan. 10 th – May 6 th)	\$27.00 (May. 11 th – Aug. 5 th)
Student Add On	\$40.00 (Aug. 23 rd – Jan. 9 th)	\$40.00 (Jan. 10 th – May 11 th)	\$40.00 (May. 11 th – Aug. 21 st)
Faculty / Staff	\$83.00 (Aug. 23 rd – Jan. 9 th)	\$83.00 (Jan. 10 th – May 11 th)	\$61.00 (May. 11 th – Aug. 21 st)

Program Costs

The Office of Intramural and Recreational Sports is supported through recreational memberships of students, faculty and staff. The Office of Intramural and Recreational Sports has received some General Fee support to provide funding for part-time student staff positions and the purchases of intramural and fitness equipment. From 2004 through 2008, the Office of Intramural and Recreational Sports had been losing money and was subsidized by the School of Physical Education and Tourism Management for a larger portion of shared cost of facility and equipment usage. Budget information related to the income and expense for the Office of Intramural and Recreational Sports can be found in Appendix L.

The director's position is supported through partnerships between the Division of Student Life and the School of Physical Education. As mentioned earlier, the current Graduate Assistant position is a pilot program supported by the Vice Chancellor of Student Life Office. The assistant director, administrative assistant, all part-time non-student staff positions are supported by the operating budget. All part-time student staff positions are supported through the Office of Intramural and Recreational Sports operating budget and general funding.

2009 – 2010 Revenue Comparison

	2009 Revenue	2010 Revenue
Student Recreation Membership Fee	\$137,912.40	\$142,927.50
Faculty/Staff Membership Fee	\$13,478.77	\$10,753.50
English Language Study (ELS) Income	\$7,668.00	\$6,614.86
Clarian Staff	\$61.56	\$276.24
Facility Rental	\$5,979.00	4,470.00
Locker Membership	\$17,979.70	\$15,569.50
Intramurals	\$9,150.05	\$21,323.77
Grand Total	\$192,229.48	\$201,935.37

Hours of Operation

In 2009, each of the Student Life Division Offices were required reduce their budget by 6%. The Office of Intramural and Recreational Sports cut hours of operation which began in the spring 2010 semester. The reduction of hours came with some hesitation. Historically any hours the Office of Intramural and Recreational Sports has given up (to athletics) has been permanent –never to recover these hours at any point from athletics. Reduction of hours for the fall and spring semesters resulted in the following:

- The weight room morning hours were dropped due to the limited number of participants. This affected a total of nine (9) hours per week and one student ID weight room checker.
- Saturday weight room service was dropped due to the limited number of participants. This impacted a total of four (4) hours per week and one student ID weight room checker.
- Laundry Room hours changed from 11 hours to eight (8) hours per day. The normal hours of operations were 7:00 a.m. to 6:00 p.m. and provided service to morning participants in swimming and weight room usage. Both laundry room attendants' hours were reduced to four hours per day each. As a result of reduced hours, one laundry room attendant chose to leave which left us with one attendant to provide service Monday through Friday from 8:00 a.m. to 3:00 p.m. during the fall and spring semesters.
- Summer open gym hours were completely dropped due to the limited number of participants. This eliminated one student supervisor position during the summer.

To maintain an income in recreational memberships for the summer semester, we retained the afternoon weight room hours (4:00 p.m. to 7:00 p.m.) for five days a week (Monday through Friday) and provided locker rentals and towel service. This kept the weight room available for student and staff work outs during the summer and provided a purpose for a recreational membership

Fall and Spring Semester Facility Hours:

Main Gym (PE 150):

Week days:

- Recreational Sports Monday through Thursday: 8:00 p.m. to 10:00 p.m. (varies due to athletic events and intramural game schedules)

Weekends:

- Recreational Sports Saturday and Sunday: 2:00 p.m. to 6:00 p.m. (varies due to athletic events, intramural game schedules or rentals)

Auxiliary Gym (PE 156):

Week days:

- Recreational Sports/Clubs Sports: Monday through Thursday: 4:00 p.m. to 10:00 p.m. (varies due to academic evening classes)
- Recreational Sports: Friday: 4:00 p.m. to 7:00 p.m.

Weekends:

- Recreational Sports: 2:00 p.m. to 6:00 p.m. (varies due to rentals)

Student Weight Room (PE 014):

Week days:

- Recreational Sports: Monday through Thursday: 3:00 p.m. to 8:00 p.m.
- Recreational Sports: Friday: 3:00 p.m. to 7:00 p.m.

Weekends:

- Recreational Sports: Sunday: 2:00 p.m. to 6:00 p.m.

Student Fitness Center (PE 015):

Week days:

- Recreational Sports: Monday through Thursday: 3:00 p.m. to 10:00 p.m.
- Recreational Sports: Friday: 12:00 p.m. to 7:00 p.m.

Weekends:

- Recreational Sports: Sunday: 2:00 p.m. to 6:00 p.m.

Racquetball Court (PE 153b):

Week days:

- Recreational Sports: Monday through Thursday: 7:00 a.m. to 9:00 p.m. (varies due to academic evening classes)
- Recreational Sports: Friday: 7:00 a.m. to 7:00 p.m.

Weekends:

- Recreational Sports: Saturday and Sunday: 2:00 p.m. to 6:00 p.m.

Office of Intramural & Recreational Sports Administrative Office (PE 043):

Week days:

- Monday through Friday: 8:00 a.m. to 5:00 p.m.

Instructional Field:

Week days:

- Recreational Sports: Monday through Thursday: 7:00 a.m. to 8:00 p.m. (varies due to intramural game schedules or rentals)
- Recreational Sports: Friday: 7:00 a.m. to 7:00 p.m.

Weekends:

- Recreational Sports: Saturday and Sunday: 2:00 p.m. to 6:00 p.m. (varies due to intramural game schedules or rentals)

Natatorium Competition Pool:

Week days:

- Monday through Thursday: 5:30 a.m. to 8:00 p.m. (varies due to swim team practices)
- Friday: 5:30 a.m. to 7:00 p.m.

Weekends:

- Closed

Natatorium Instructional Pool:

Week days:

- Monday through Thursday: 4:00 p.m. to 7:00 p.m.

Weekends:

- Closed

Natatorium Fitness Center (\$40.00 add-on membership fee for students):

Week days:

- Monday through Thursday: 5:30 a.m. to 8:00 p.m. (varies due to swim meets)
- Friday: 5:30 a.m. to 7:00 p.m. (varies due to swim meets)

Weekends:

- Closed

Summer Semester Facility Hours:

Main Gym (PE 150):

Week days:

- Recreational Sports: closed due to 2009 budget cuts

Weekends:

- No academic classes, athletic events or recreational sports are scheduled on weekends
- Rental Events: varies

Auxiliary Gym (PE 156):

Week days:

- Recreational Sports: closed due to 2009 budget cuts

Weekends:

- No academic classes, athletic events or recreational sports are scheduled on weekends
- Rental Events: varies

Student Weight Room (PE 014):

Week days:

- Recreational Sports: Monday through Friday: 4:00 p.m. to 7:00 p.m.

Weekends:

- Weight Room is not scheduled during the weekend.

Student Fitness Center (PE 015):

Week days:

- Recreational Sports: Monday, Wednesday and Friday: 7:00 a.m. to 7:00 p.m.
- Recreational Sports: Tuesday and Thursday: 2:30 p.m. to 7:00 p.m.

Weekends:

- Weight Room is not scheduled during the weekend.

Racquetball Court (PE 153b):

Week days:

- Recreational Sports: Monday and Friday: 8:00 a.m. to 5:00 p.m.
- Recreational Sports: Tuesday, Wednesday and Friday: 8:00 a.m. to 7:00 p.m.

Weekends:

- Recreational Sports: is not scheduled during the weekend

Intramural & Recreational Sports Administrative Office (PE 043):

Week days:

- Monday through Friday: 8:00 a.m. to 5:00 p.m.

Instructional Field:

Week days:

- Recreational Sports: is not scheduled during the weekdays

Natatorium Competition Pool:

Week days:

- Monday through Thursday: 5:30 a.m. to 8:00 p.m. (varies due to swim team practices)
- Friday: 5:30 a.m. to 4:00 p.m.

Weekends:

- Closed

Natatorium Instructional Pool:

Week days:

- Monday through Thursday: 4:00 p.m. to 6:00 p.m.

Weekends:

- Closed

Natatorium Fitness Center (\$40.00 add-on membership fee for students):

Week days:

- Monday through Thursday: 5:30 a.m. to 8:00 p.m. (varies due to swim meets)
- Friday: 5:30 a.m. to 4:00 p.m. (varies due to swim meets)

Weekends:

- Closed

Challenges

The Office of Intramural and Recreational Sports faces many challenges. There are serious concerns that need to be addressed in order to provide students the high quality campus recreational program that is expected on today's campus. Intramural programs and activities have been dramatically reduced in recent years due to the increased needs of NCAA Division I athletics and of academics. This impacts all students and forces them to leave campus for fitness activities. Loss of services in the Office of Intramural and Recreational Sports results in less interaction among students and faculty in informal settings.

Current Facilities: The future of facility planning is uncertain. The Office of Intramural and Recreational Sports does not have a dedicated space for campus recreation. There is not a visible structure that students can easily identify as a recreational facility.

The major challenge is 100% of the facility is shared. As mentioned earlier, the Office of Intramural and Recreational Sports is the third tier in the four-level hierarchy for facility usage. Students are unable to access the facilities during the day due to academic classes. Continual demands from intercollegiate athletics and academics for the indoor facilities during prime recreational time directly affect student usage and satisfaction. Time and space restrictions limit the ability to meet the needs of our students, staff and faculty for intramural, recreational and fitness activities. Excluding all intercollegiate athletic games and visiting team practices, the Office of Intramural and Recreational Sports have 16 hours of access to the gymnasium per week, which is 3.5% of the peer mean.

The Office of Intramural and Recreational Sports physical space, located in the basement of the facility is cramped, noisy and in disrepair. The office is not centrally located and therefore not easy for students to find. Even with the small current staff, the office has outgrown its two-office area and is in need of more room.

The current building does not fully comply with the Americans with Disabilities Act requirements.

Locker Rooms and Showers: The School of Physical Education and Tourism Management locker rooms and showers are in disrepair. The concrete locker room floors and shower floors are unsuitable surfaces for swimmers who walk to and from the instructional pool and for members who need to shower and dress. A majority of the lockers in the men's locker room have been vandalized, so fewer people are renting lockers. These conditions cast the Office of Intramural and Recreational Sports in a poor light, even though the lockers belong to the School of Physical Education and Tourism Management, as does the laundry room.

Weight and Fitness Rooms: As mentioned earlier, IUPUI has five pieces of cardio-fitness equipment, and the peer mean is 107 pieces of equipment. The last major upgrade to this area was six years ago, in 2004. It was funded by the School of Physical Education and Tourism Management because the equipment is also used in the educational setting. The Office of Intramural and Recreational Sports has been responsible for routine maintenance. The space, hours of operation and condition of our current weight and fitness area are below our peer institutional standards. The student weight room and fitness center does not fully comply to

ADA compatibility. There is no emergency system to alert recreational staff, police or medical staff. Two AED's (Automated External Defibrillators) were purchased in 2007, but neither is in the weight room. One AED cabinet is located in the hallway leading to PE156 (Auxiliary Gym). It has an alarm and is connected to the dispatch with instructions to also contact Director Matt Rota-Autry if the alarm is activated. The other AED is portable and located in the intramural outdoor first response bag. Both areas are far from the cardio fitness room, which ultimately can create a high risk situation.

Outdoor Facilities: The instructional field and the softball fields' current conditions present an elevated risk of injury to players and may increase IUPUI's exposure to possible legal action. Upkeep should be carried out with due diligence, but the cost to maintain these fields are well beyond the current budget. The natural turf is torn up and drains poorly. The field has no lighting, which prohibits evening and nighttime activities. There are plans to purchase a new synthetic turf for the Michael Carroll Track and Soccer Stadium. It has been suggested that the new synthetic turf soccer field would provide outdoor space for intramural and recreational needs. The concern is the Michael Carroll Track and Soccer Stadium is a public facility and will need to generate income from rentals. This could pose yet another scheduling problem as the intramural and recreational needs of IUPUI students are again squeezed out for financial reasons.

Funding: The Office of Intramural and Recreational Sports budget is extremely substandard when compared to programming budgets for peer institutions of similar size. The Office of Intramural and Recreational Sports is funded primarily by individual recreational membership fees, which historically results in little to no budgetary reserves or generated capital. Prior to the last budget year, the Office of Intramural and Recreational Sports had gone over budget for several years in a row. Luckily, Physical Education and Tourism Management was able to balance the budget through additional monetary support. As a non-academic unit, the Division of Student Life may not be able to do this if the Office of Intramural and Recreational Sports goes over budget. While the office finally has some reserves as a cushion, when the majority of the budget is dependent on membership and intramural team entry fees, it is hard to know what the final budget will look like if we have a lower number of participants. This definitely creates a significant amount of financial stress for the Director. When this program is compared to similar programs from peer institutions, IUPUI ranks significantly lower in every budgetary category, from staffing to facilities to funding.

Staff: A key limitation to our ability to provide more quality wellness, fitness, intramural and informal sports programming for the IUPUI community is the lack of staffing. Our office is currently staffed by two full-time professional staff, one administrative assistant and a graduate assistant. As mentioned earlier, the director's position is supported through partnerships between the Division of Student Life and the School of Physical Education and Tourism Management. The director of Intramural and Recreational Sports also services as an Associate Instructor and the Facility Coordinator for School of Physical Education and Tourism Management. The facility coordinator is responsible for scheduling academic classes; intercollegiate athletic practices, games, and "shoot arounds"; intramural and recreational sport activities and all rentals using the School of Physical Education and Tourism Management facility.

The lack of dedicated fiscal and human resources will always present another major challenge for the Office of Intramural and Recreational Sports. As mentioned previously, the graduate assistant position is a new piloted addition to the Office of Intramural and Recreational Sports. Currently it is supported by the Vice Chancellor of Student Life Office.

Sport Clubs: There are over 14 sports clubs that can be found online at Student Link website. Below are a few of the IUPUI sport clubs:

- Brazilian Jiu Jitsu
- Capoeira Angola Martial Art
- Cheerleading and Dance
- Free Running and Parkour
- Kendo Martial Art
- Lacrosse
- Lifting and Performance Training
- Rock Climbing
- Shootokan Karate
- Skiing and Snowboarding
- Tennis
- Tri-Training
- Ultimate Frisbee
- Wrestling

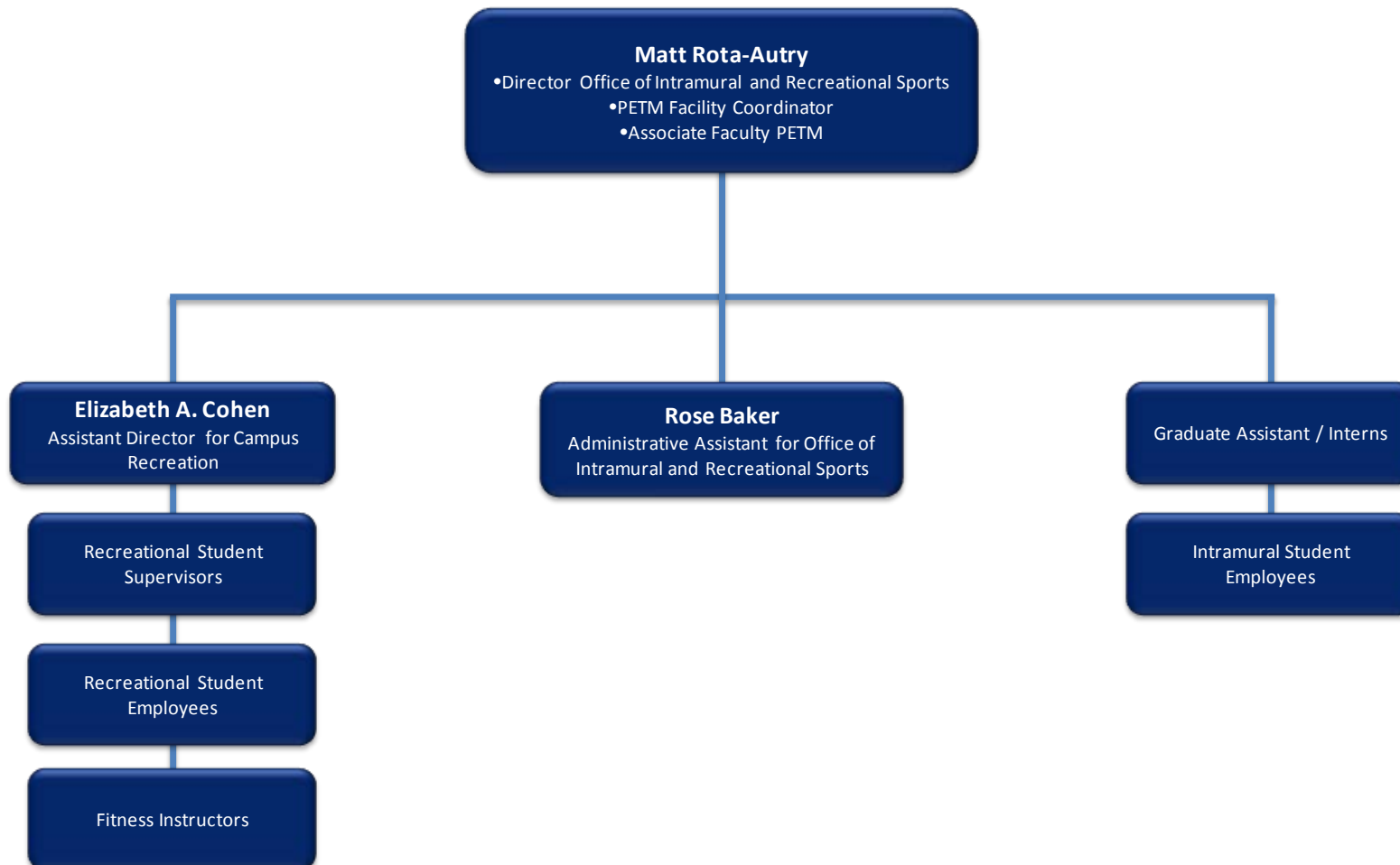
Currently, sport clubs are a separate student organization under Student Involvement and do not report to the Office of Intramural and Recreational Sports. Having a staff member to monitoring the sport club organizations would provide a more focused management and organizational support for sport clubs, both competitive and recreational. The Office of Intramural and Recreational Sports does not have the funding to support sport clubs and does not have a staff person who could coordinate the sports clubs on campus.

Dedicated funding to support an graduate assistant and a professional staff member will remain an issue due to limited fiscal resources available to the Office of Intramural and Recreational Sports.

Final Thoughts from the Director

While funding is always a necessary and difficult part of the equation, it cannot be used as an excuse to continue in the current condition. IUPUI students need and deserve more times and more programs that address their health and well being. IUPUI hangs onto the bottom rung of its peer group; it's time to climb higher.

Appendix A: Office of Intramural and Recreational Organizational Chart



Appendix B: Job Description for Director of Intramural and Recreational Sports

CURRENT TITLE: Director, Intramural and Recreational Sports
REPORTS TO: Dean of the School of Physical Education/IUPUI
DEPT./CAMPUS: School of Physical Education/IUPUI

SUMMARY: Direct the program of the Office of Intramural and Recreational Sports for all eligible students, faculty, and staff of IUPUI. Hire, train and supervise staff; manage budget and other resources. Serve as Facility Coordinator for the School of Physical Education.

DUTIES & RESPONSIBILITIES: Develop and administer a comprehensive intramural sport program. Prepare a printed schedule of events. Train, schedule and evaluate “officials” who referee intramural sport activities.

Develop and administer a comprehensive informal activity program for students and faculty and staff who pay user fees. Prepare a printed schedule of events and times that facilities are available for use. Assign part-time staff for all activities. Ensure equipment and facilities are in proper order.

Provide supervision of professional, student and hourly staff. Perform a variety of personnel actions to include hiring, training, supervising work activities and conducting performance evaluations.

Oversee inventory and equipment maintenance of all equipment belonging to the School of Physical Education (including Office of Intramural and Recreational Sports).

Develop and administer the Intramural and Office of Intramural and Recreational Sports Sport Department budget.

Develop and administer the club sport program. Prepare guidelines for “club” acceptance. Administer departmental funds allocated to sport clubs. Evaluate club sport organizations as to their conformity to University guidelines. Prepare recommendation for “varsity status” when appropriate.

Administer the venue coordination for all School of Physical Education related activities. Direct facility preparation for physical education classes. Serve as liaison between the school (faculty and staff) and Building Services. Provide information concerning availability and cost to prospective renters. Prepare details of agreement, including appropriate charges, for contract preparation. Oversee site preparation for each rental activity and ensure appropriate staffing levels. Conduct a post event evaluation.

Administer the departmental Risk Management Plan.

Supervise the MAX*WELL Program.

Provide support to the School of Physical Education outdoor recreation program.

Perform other related duties incidental to the work described herein.

QUALIFICATIONS: Bachelor’s degree in Physical Education, Exercise Science, Sports Management, Recreation or closely related field, plus 1-3 years in Wellness or Recreational Sports.

JAMES MATTHEW ROTA-AUTRY

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EDUCATION

M.S., Indiana University - Purdue University Indianapolis, Major: Physical Education, May 2010.

National Outdoor Leadership School: Rocky Mountain Outdoor Educators Course

B.S., Indiana University - Purdue University Indianapolis, Major: Physical Education, May 1986.

PROFESSIONAL EXPERIENCE

DIRECTOR OF INTRAMURAL AND OFFICE OF INTRAMURAL AND RECREATIONAL SPORTS, Indiana University-Purdue University Indianapolis, 1997 to present.

Responsibilities:

- Provide daily direction, leadership and facilitation for a variety of structured campus recreation programs including, but not limited to, intramural sports, fitness, outdoor recreation special events/tournaments.
- Direct-line management of two professional staff, 30 part-time student staff and a budget of nearly \$250,000.
- Responsible for expansion of existing programs and development of new initiatives.
- Recruit, train and supervise student officials.
- Demonstrate expertise in computer technology, programming and applications and web-site development/management.
- Demonstrate knowledge of the role of recreation on an urban college campus.
- Assist with the oversight of safety/risk management guidelines for the Office of Intramural and Recreational Sports.
- Update and create staff manuals and trainings as needed.
- Design trainings for student managers and ID checkers.
- Provide opportunities for student staff development.
- Administer and manage the operations of the Office of Physical Education and Tourism Management facilities, including all business operations.
- Oversee and coordinate scheduling for the PETM facility.
- Provide informational resources to student, faculty and staff members.
- Assist with the coordination of yearly academic classes for Physical Education.
- Collaborate with other agencies and campuses on student programming, such as wilderness classes, rock climbing and experiential education classes.
- Design, implement, and evaluate a comprehensive marketing plan for all aspects for the Office of Intramural and Recreational Sports. This will include but is not limited to web-page maintenance and design, ads, campus promotions including banners, signs, and flyers.
- Maintain database and program resources including daily and monthly business operations for the Office of Intramural and Recreational Sports.

- Manage web site and email groups as well as program and participant databases.
- Responsible for the development and management of program and operation budgets for the Office of Intramural and Recreational Sports.

Highlights of Accomplishments:

- National Outdoor Leadership School: Rocky Mountain Outdoor Educators Course, Lander, Wyoming, July 12, 2001 to August 3, 2001.
- Certification, Leave No Trace Outdoor Skills and Ethics Trainer, August, 3, 2001.
- Developed the first mission statement for the Office of Intramural and Recreational Sports.
- Developed the first Student Recreational Staff Handbook for the Office of Intramural and Recreational Sports.
- Developed an officials' handbook and training DVD for intramural officials.
- Added a full-time Assistant Director for the Office of Intramural and Recreational Sports and a full-time Administrative Assistant.
- Worked collaboratively with Student Life Directors to set policies for the division.
- **Co-chaired the Accelerated Improvement Process (AIP) committee** to look at facilities scheduling for physical education, athletic teams, student recreation groups and auxiliary events.
- Participate in the Athletic Advisory Committee.
- Helped develop the assessment of IUPUI Academic Support Services for Student Athletes report to Chancellor Bantz to review and assess the academic support provided to student-athletes.
- Guided the creation of the recreational membership card system.
- Served on the **Housing and Residence Life Advisory Committee.**
- **Served on the School of Physical Education and Tourism Management Technology Advisory Committee.**
- Developed the first program review process for the Office of Intramural and Recreational Sports.
- Served as President, IU School of Physical Education and Tourism Management Alumni Board.

Associate Faculty, Indiana University - Purdue University Indianapolis, 1986 to present.

Responsibilities:

- Plan, develop and teach undergraduate courses in camping leadership, and adventure education for the School of Physical Education.
- Taught microcomputer application classes for Physical Education and Tourism Management
- Planned, developed and taught inline skating classes.

Highlights of Accomplishments:

- Project Adventure Advanced Leadership Skills Workshop, April 24 to 28, 1996.
- Developed the initiative games curriculum for physical education elective class.
- Teach the team building curriculum for the Dynamic of Camping Leadership (R275), and the Experiential Education (E100).
- Planned, implemented and co-facilitated the curriculum for Team Building for Educators (P510).
- Featured inline skating instructor in nationally published magazine.

Lead Facilitator, Butler University, 1996 to present.

Responsibilities:

- Plan, manage and coordinate program functions for Butler University Challenge Course.
- Co-facilitate corporate and academic groups at Butler University.

Coordinator, Maintenance and Facilities, Indiana University Alumni Camp, 1992 to 1996.

Responsibilities:

- Plan, manage and coordinate maintenance and program functions for Shawnee Bluffs, IU Alumni Association's Family Camp on Lake Monroe, Bloomington, Indiana.
- Assist in preparing and controlling the maintenance budget.
- Facilitate groups using the challenge education initiative course on the camp property.

Graduate Assistant, Indiana University-Purdue University, Indianapolis, 1992 to 1996.

Responsibilities:

- Developed, administered and promoted campus-wide recreational sports programs.
- Supervised business operations in the Office of Intramural and Recreational Sports at the School of Physical Education.

Executive Director of the Indiana FFA Foundation, Indiana FFA Leadership Center, Trafalgar, Indiana, 1990 to 1992.

Responsibilities:

- Managed the daily operations at a 168-acre camp and conference center.
- Responsible for hiring, training and supervising 17 part-time staff.
- Assisted in preparing and controlling the annual budget.
- Coordinated donor contacts.
- Developed, administered and promoted programs for the conference center.
- Supervised business operations for the center.
- Served on the Board of Directors as Executive Donor Director.

Program Director of the Indianapolis Public School Outdoor Education Program, 1987 to 1990.

Responsibilities:

- Executed Outdoor Education Program for sixth graders in the Indianapolis Public School system.
- Coordinated volunteers and program specialists.
- Developed environmental sciences curriculum and improved teaching environmental science segments to staff and teachers.
- Managed all behavior and discipline problem students.
- Created evening programs.
- Managed site development at the FFA Leadership Center.

Assistant Camp Director, Jewish Community Center of Indianapolis, 1983 to 1989.

Responsibilities:

- Supervise the daily operations of 57 children in a day camp setting.
- Implemented motivational techniques.
- Devised a youth leadership training course.
- Developed parent and children interaction programs.

Math Teacher, Northwest High School, Indianapolis, Indiana, 1986 to 1987.

Responsibilities:

- Instructed general math and algebra 1 through 4.
- Managed behavior clinic for discipline problem students.

Coach, Northwest High School, 1986 to 1987.

Responsibilities:

- Girls Track Coach at Northwest High School.
- Girls Junior Varsity Volleyball Coach at Northwest High School.
- Assistant Varsity Volleyball Coach at Northwest High School.

Other coaching experience:

- Soccer Coach at Indianapolis Public School 108, 1984 to 1986.
- Assistant Coach Boys Basketball at Indianapolis Public School 101, 1983.
- Soccer Coach at Northview Middle School in Washington Township, 1982 to 1984.
- Assistant Soccer Coach at North Central High School in Washington Township, 1982 to 1984.

INSTRUCTIONAL EXPERIENCE

- *Team Building for Educators* (P510), a graduate level, three-credit physical education course taught at Butler University.
- *Dynamic of Camping Leadership* (R275) an undergraduate course, two credit physical education course taught at Indiana University Purdue University Indianapolis at Elkhart Lake, Wisconsin.
- *Microcomputer Applications in Physical Education* (P200) an undergraduate course, three credit physical education course taught at Indiana University Purdue University Indianapolis.
- *Experiential Education* (E100) a physical education elective course, one credit hour taught at Indiana University Purdue University Indianapolis.
- *Inline Skating* (E100) a physical education elective course, one credit hour taught at Indiana University Purdue University Indianapolis.

PROFESSIONAL MEMBERSHIPS

- National Intramural-Recreational Sports Association (NIRSA); member 1997 to present.
- Association for Experiential Education, (AEE); member 2008 to present.
- Association for Challenge Course Technology, (ACCT); member 2008 to present.
- Indiana Alliance for Health, Physical Education, Recreation and Dance (IAHPERD); Recreation Council member 1997 – 2003.

RECOGNITIONS AND HONORS

- Recreation Professional of the Year from the Indiana Alliance for Health, Physical Education, Recreation and Dance (IAHPERD), November 7, 2003.
- Teaching Excellence Recognition Award, School of Physical Education, February 17, 2000.
- Eagle Scout; 1972.

PRESENTATIONS/CONSULTATIONS

Consultant for Howe Academy Indoor Climbing Wall, Indianapolis Public School October 2008 to April 2009.

“Wilderness Safety,” Hoosier Heartland Resource Conservation and Development Conference, Camp Gallahue, March 2006.

“Outdoor Education Curriculum,” Hoosier Heartland Resource Conservation and Development Conference, Camp Gallahue, March 2006.

“Pre-Conference Low and High Rope Course Workshop at Butler University,” Indiana Alliance for Health, Physical Education, Recreation and Dance Conference, November 6, 2003, Indianapolis, Indiana.

“Ideal Indoor Initiative Games,” Indiana Alliance for Health, Physical Education, Recreation and Dance Conference, November 14, 2002, Indianapolis, Indiana.

“Mountaineering in the Rocky Mountains: The National Outdoor Leadership School Rocky Mountain Educator Course Experience,” Indiana Alliance for Health, Physical Education, Recreation and Dance Conference, November 14, 2002, Indianapolis, Indiana.

“Pre-Conference Low and High Rope Course Workshop,” Indiana Alliance for Health, Physical Education, Recreation and Dance Conference, November 8, 2001, at Butler University Indianapolis, Indiana.

“Inline Skating Lesson Plan,” Indiana Alliance for Health, Physical Education, Recreation and Dance Conference, November 9, 2001, Indianapolis, Indiana.

“Flag Football Lesson Plan,” Indiana Alliance for Health, Physical Education, Recreation and Dance Conference, November 9, 2001, Indianapolis, Indiana.

“Integrating Outdoor Activities into the Undergraduate Physical Education Major: The IUPUI Experience,” Indiana Alliance for Health, Physical Education, Recreation and Dance Conference, November 17, 1998, Indianapolis, Indiana.

Appendix C: Job Description Assistant Director for Campus Recreational

CURRENT TITLE: Assistant Director for Campus Recreation
REPORTS TO: Director, Intramural and Recreational Sports
DEPT./CAMPUS: School of Physical Education/IUPUI

SUMMARY: Assist the Director with the overall management of IUPUI Office of Intramural and Recreational Sports including the daily administrative duties of the department; supervise student and professional staff; assist in long-term strategic planning for programs, budgets, capital purchases, and operational reporting.

DUTIES & RESPONSIBILITIES: Develop, direct and coordinate fitness programs for the campus community. Design a comprehensive fitness program to include incentive programs, intramural events, and special events. Develop and coordinate a variety of fitness activities, such as aerobics, jogging, running, walking and other relaxation programs. Facilitate special events such as NIRSA Natural High, Corporate Challenge and any new programming initiatives or changes that are responsive to the needs and interests of the campus community. Work closely with the recreational staff, HPER, Athletics, Student Activities, Ball Residence, Student Health Center, etc., to develop inclusive and collaborative programming.

Develop policies and procedures for student employees, update and maintain employee handbooks, plan and conduct annual training, semester in-service training, and coordinate CPR and first aid certifications for the Office of Intramural and Recreational Sports.

Maintain records and prepare reports on fitness programs participation, costs, and facility usage for departmental annual reports. Develop goals, policies, and procedures for program areas. Conduct program evaluations on a regular basis to recommend and implement courses of action. Assist with fitness facility management including risk management, equipment inventory and management.

Develop and distribute publicity and promotional materials for intramural, recreational and fitness programs. Assist with the development of recreational and intramural promotional materials.

Build working relations and collaborative programs with campus departments to foster student development in recreational programs; develop innovative and inclusive programming and effectively promote fitness campus-wide.

Serve on departmental, professional and university committees as requested. Will be a contributing member of university functions, as well as the National Intramural and Recreational Sports Association. Professional growth should be of personal importance to continually improve skills in recreation management and issues related to the Student Association.

Teach selective activities in the physical education program.

Perform other related duties incidental to the work described herein and as assigned by the Director.

QUALIFICATIONS: Bachelor's degree in Physical Education, Exercise Science, Sports Management, Recreation or closely related field, plus 1-3 years in Wellness or Recreational Sports.

ELIZABETH A. COHEN
1343 BENTLEY WAY
CARMEL, IN 46032
(317) 815-8736

EDUCATION: **Indiana University**, Bloomington, IN (1979 – 1983)
Bachelor of Science Degree – Physical Education

Indiana University, Bloomington, IN (1985 – 1989)
Master of Science Degree – Physical Education

EXPERIENCE: **Assistant Director for Campus Recreation**, *IUPUI Office of Intramural & Recreational Sports, Indianapolis, IN* (May 1998 – Present). Primary duties and responsibilities include: Hiring, training and supervising 30 - 40 student employees, Staff scheduling, Coordinate group fitness programs for campus community, and representing Campus Recreation campus programs, events and outreach. Administrative responsibilities include purchasing departmental supplies and equipment, and providing maintenance and repairs to fitness equipment.

Associate Faculty, *IUPUI School of Physical Education, Indianapolis, IN* (1996 – 1998). Responsible for teaching 4 – 6 classes per semester. Courses: Conditioning & Weight Training, Fitness & Jogging, Intermediate Swimming, High-Intermediate Swimming, Aquatic Conditioning and Lifeguard Training.

Aquatic Director, *Jewish Community Center, Indianapolis, IN* (1987 – 1995). Responsible for the supervision and direction of all aspects of aquatic operations. Organized, developed and implemented aquatic programs, swim team and classes, while maintaining a year-round indoor pool and seasonal Olympic-sized outdoor pool. Responsible for hiring, training, and supervising up to 42 employees per year. Administrative responsibilities included developing and maintaining department budget, and the purchasing of all supplies and equipment.

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education
Aquatic
Cond

Graduate Assistant, IUPUI School of Physical Education, Indianapolis, IN (1985 – 1987). Responsible for teaching undergraduate physical education elective courses: Beginning and Intermediate Swimming, Aquatic Conditioning, Synchronized Swimming, Weight Training and Conditioning.

HONORS/ORGANIZATIONS:

Indiana University Alumni Association

Indiana Association for Health, Physical Education and Recreation (IAPHERD)

Phi Epsilon Kappa/Professional Fraternity for Health, Physical Education and Recreation Professionals.

Carmel Clay Schools Coordinated Health Committee, 2007 – 2009

Carmel Clay Schools Social Studies Curriculum Committee, 2003 – 2004

IUPUI Teaching Excellence Recognition Award, 1998

Indiana Sports Corporation Grants. Successfully proposed and implemented grants designed to expose inner city youth to lifetime fitness concepts, healthy eating habits and sports activities in 1991 and 1993.

1989 National JWB HPER Institute Aquatic Chairperson

Appendix D: Job Description for Administrative Assistant for Intramural and Recreational Sports

CURRENT TITLE: Administrative Assistant, Intramural and Recreational Sports
REPORTS TO: Director, Intramural and Office of Intramural and Recreational Sports
DEPT./CAMPUS: School of Physical Education/IUPUI

SUMMARY: Provide administrative/secretarial and office management support to the Director of the Office of Intramural and Recreational Sports, and to the Director of Campus Wellness. Greet visitors to the Office of Intramural and Recreational Sports and communicate accurate information to customers, screen and route phone calls, type correspondence and reports, manage departmental records/data bases, maintain an accurate, working knowledge of departmental events, policies and procedures.

DUTIES & RESPONSIBILITIES: Provide secretarial support to the Director of the Office of Intramural and Recreational Sports and to the Director of Campus Wellness (Max*Well Program). Type correspondence, schedule appointments, manage departmental data bases and prepare reports as needed. Responsible for managing the office in absence of the Directors. (Daily)

Serve as receptionist for the department; greet visitors (faculty, staff, students, public) and receive incoming phone calls, responding appropriately to needs, interests and inquiries. (Daily)

Maintain an accurate, up-to-date, working knowledge of departmental events, activities policies and procedures. Assist in communicating departmental programs to the campus community through electronic mail, home page, flyers, posters and banners.

Prepare printing and duplicating requests; order office supplies and maintain inventory; handle daily postal responsibilities.

Operate and monitor various office equipment such as fax and copier machines, ID scanners, Walkie Talkies, Sound System, etc.

Maintain departmental key inventory; monitor and follow-up on the return of assigned building key to the Dean's office.

Assist in scheduling and coordination of special events. Maintain facilities rental schedule book; communicate facility usage, changes in schedules and event information with Natatorium and Physical Education staff as necessary.

Perform other related duties incidental to the work described herein.
Authorize Recreational Sports fee reimbursements.

Check ID's of noon time aerobic participants.

Serve as Receptionist for the School of Physical Education Administrative Offices providing front desk coverage as needed.

QUALIFICATIONS: High School diploma with 1-3 years of office experience.

Rose Baker

419 E Main St
Plainfield, IN 46168
(317) 417-6456
rosbaker@iupui.edu

Objective: To serve in a value-based nonprofit organization making an impact on all walks of life.

Education: Bachelor of Science Degree, *Physical Education*,
Indiana University Purdue University Indianapolis, Indianapolis IN,
August 2008

Work Experience:

Indiana University-Purdue University Indianapolis
Indianapolis, Indiana

Administrative Assistant for the Office of Intramural and Recreational Sports (1/20/09-current)

- * Update and maintain student recreational membership registration
- * Proficient in functions of IU systems-SIS, HRMS, FIS, TIME and EPIC
- * Generate reports on monthly facility usage
- * Update website
- * Create monthly calendars and flyers
- * Assist in daily operations of office

YMCA of Greater Des Moines

Y Camp, Boone, IA

Seasonal Naturalist (08/08/08-11/01/08)

- * Taught value based classes including Environmental Education and Leadership classes
- * Delivered high quality customer service to over 200 clients per week
- * Assisted in developing new programming

Day Camp Program Coordinator and Summer Intern (05/08-08/08)

- * Supervision of staff which included: interviewing, hiring, training, and evaluation of staff
- * Used computer management software to determine weekly rosters and balances due and register children for camp
- * Created summer 2009 brochure which included: writing of text, obtaining photos, and calling parents for quotes
- * Participated in day to day operations of Y Camp

Rose Baker

(317)-417-6456

Camp Brosius

Elkhart Lake, WI

Assistant Director (05/07/08-08/07/08)

- * Co-created 12-day orientation training schedule for a staff of 26.
- * Developed and led orientation sessions: emergency action plan, lost child procedures, safety planning, facility enhancement, general camp programming, and specific camp programming
- * Had supervisory and working role in weekly programs
- * Implemented “in season” training as needed
- * Served as interim Camp Director during absence of Camp Director
- * Served the camp under direction of the Camp Director

Housekeeping & Food Service Director and Camp Counselor (05/04-08/06)

- * Organized and led orientation in these areas
- * Directed teams of 6 staff members each week
- * Created daily activities for children of all ages
- * Adapted to children’s needed

Indiana University-Purdue University Indianapolis campus

Indianapolis, Indiana

IUPUI Recreational Sports Supervisor (09/06-05/08)

- * Manage weight room, open gym, and intramural activities
- * Manage staff members in those areas
- * Administer first aid when needed
- * Used computer management software to register and assist members

Community Service:

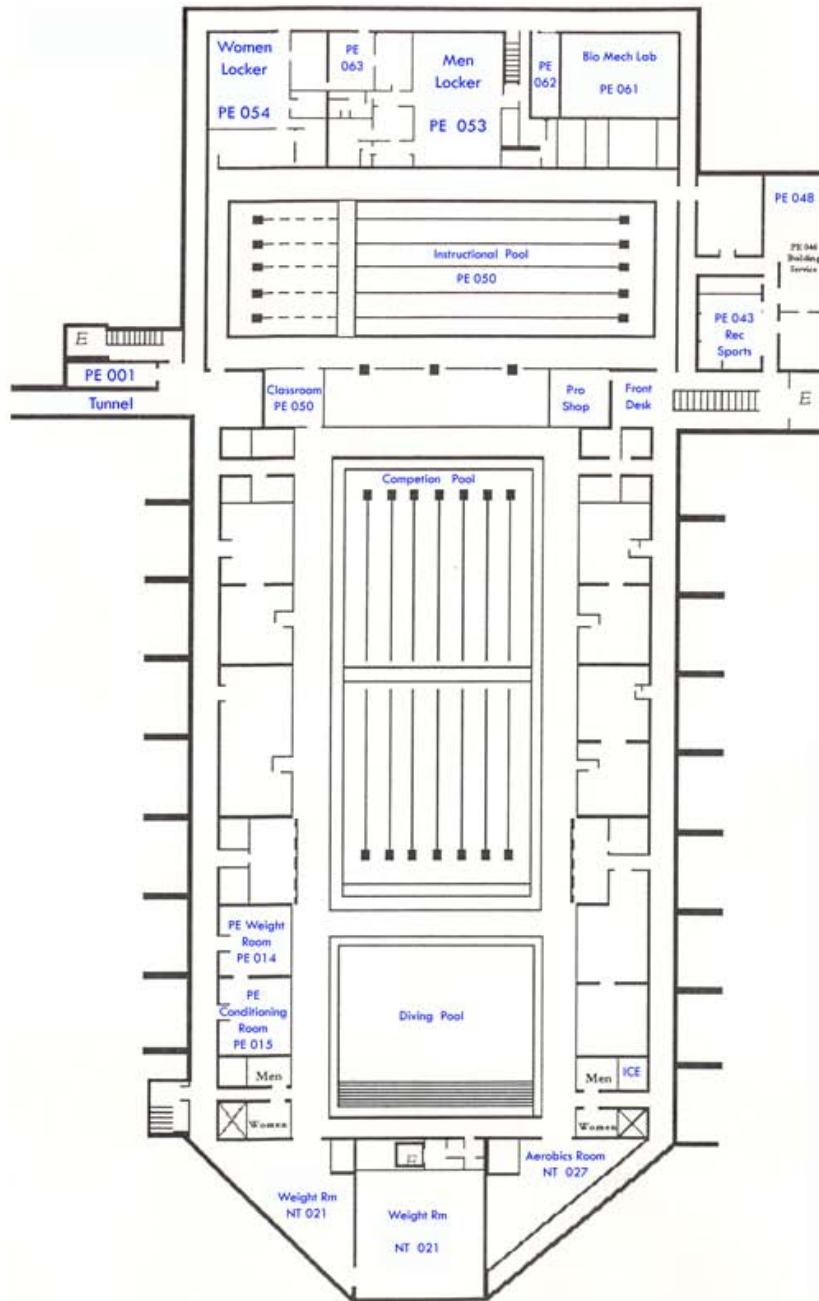
Indiana University- Purdue University Indianapolis

Student Planner, Hurricane Katrina Relief Organization-Youth Advocating Leadership and Learning (08/07- 05/08)

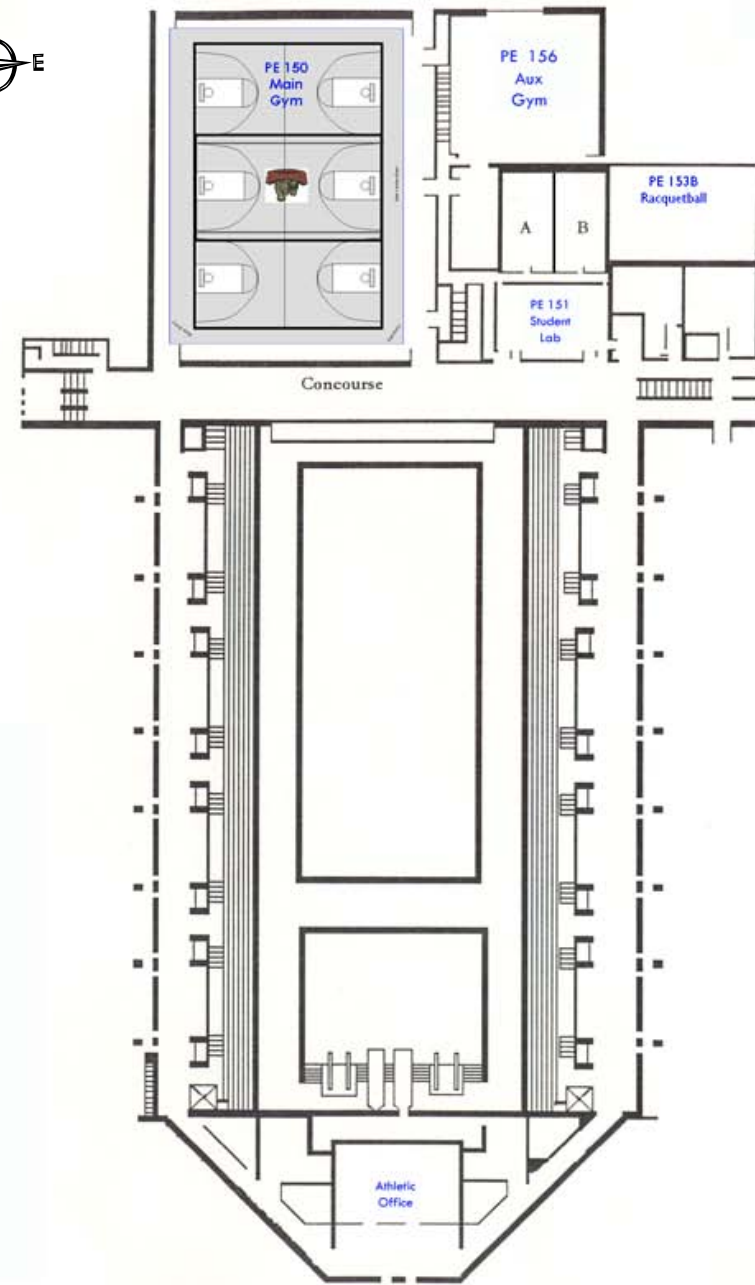
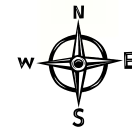
- * Established Youth Advocating Leadership and Learning (Y’ALL) on campus 08/07
- * Planned all aspects of trips (2)

Appendix E: Facility Map for School of Physical Education and Tourism Management, Natatorium and Michael A. Carroll Track and Soccer Stadium

Appendix F: Floor Plans for School of Physical Education and Tourism Management and Natatorium



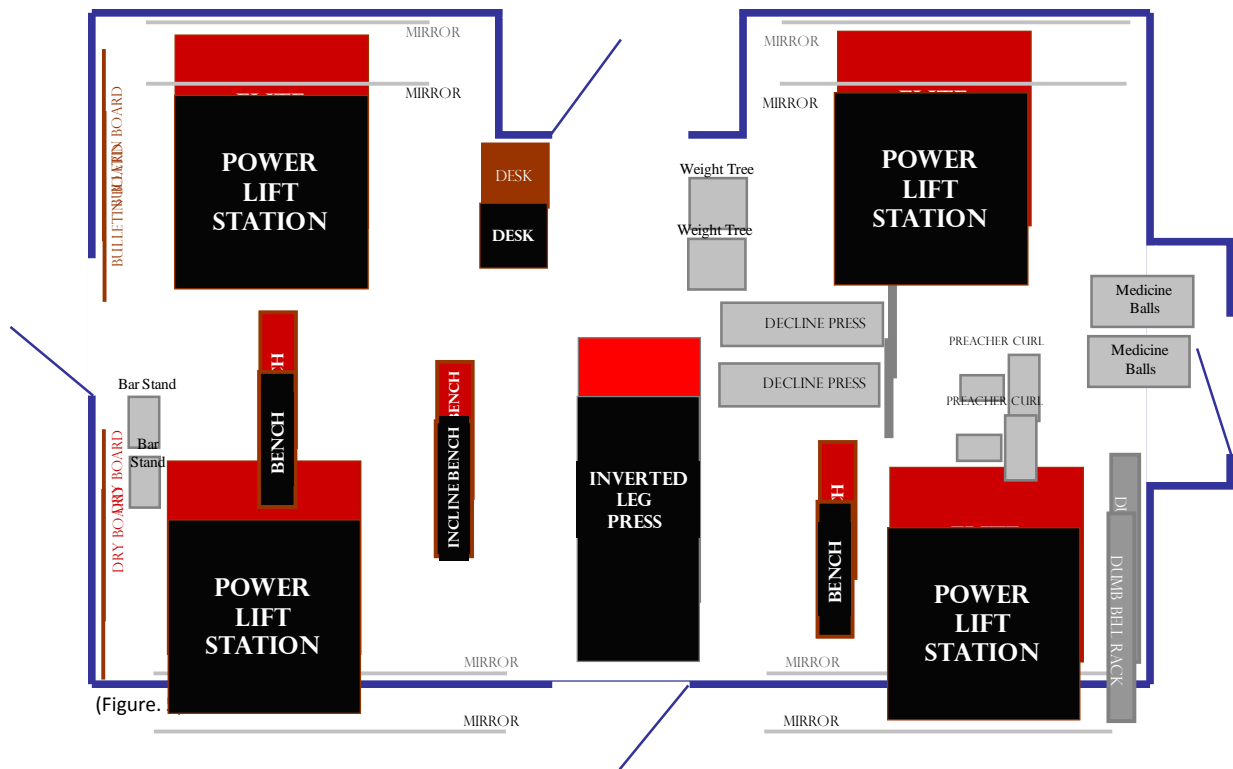
Deck Level



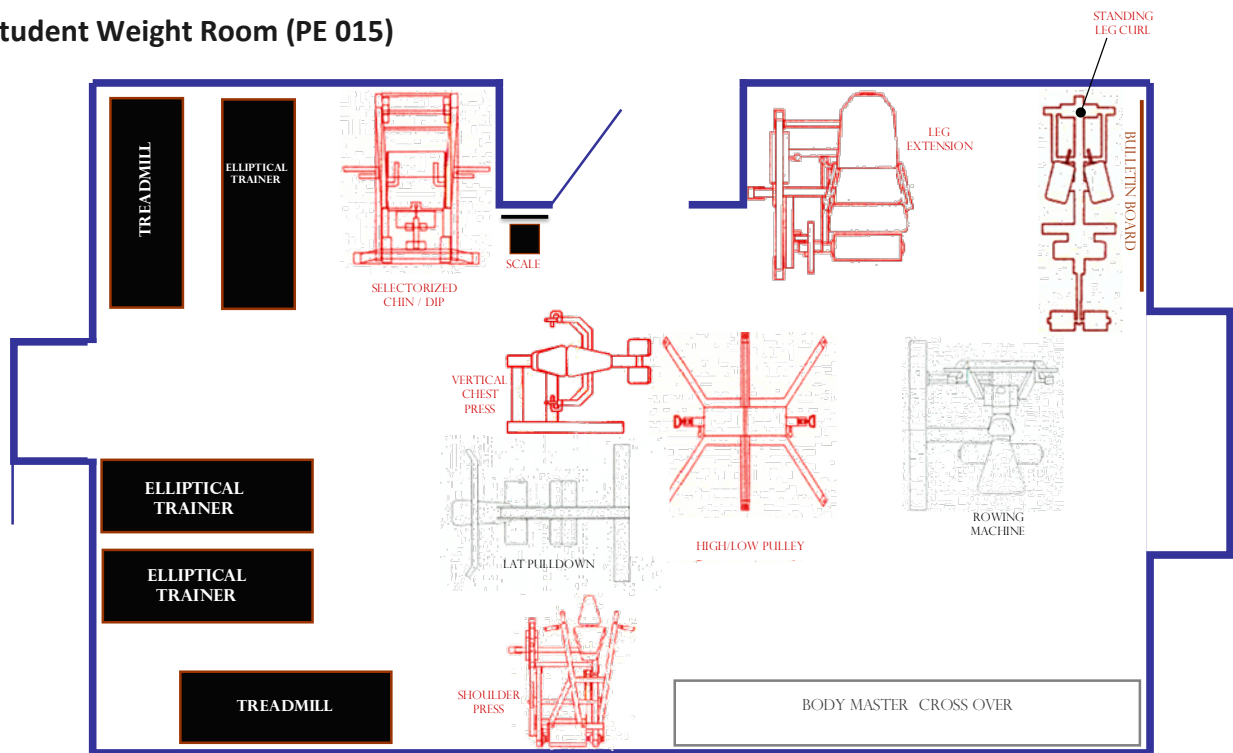
Concourse Level

Appendix G: Student Weight Room and Student Fitness Center Floor Plans

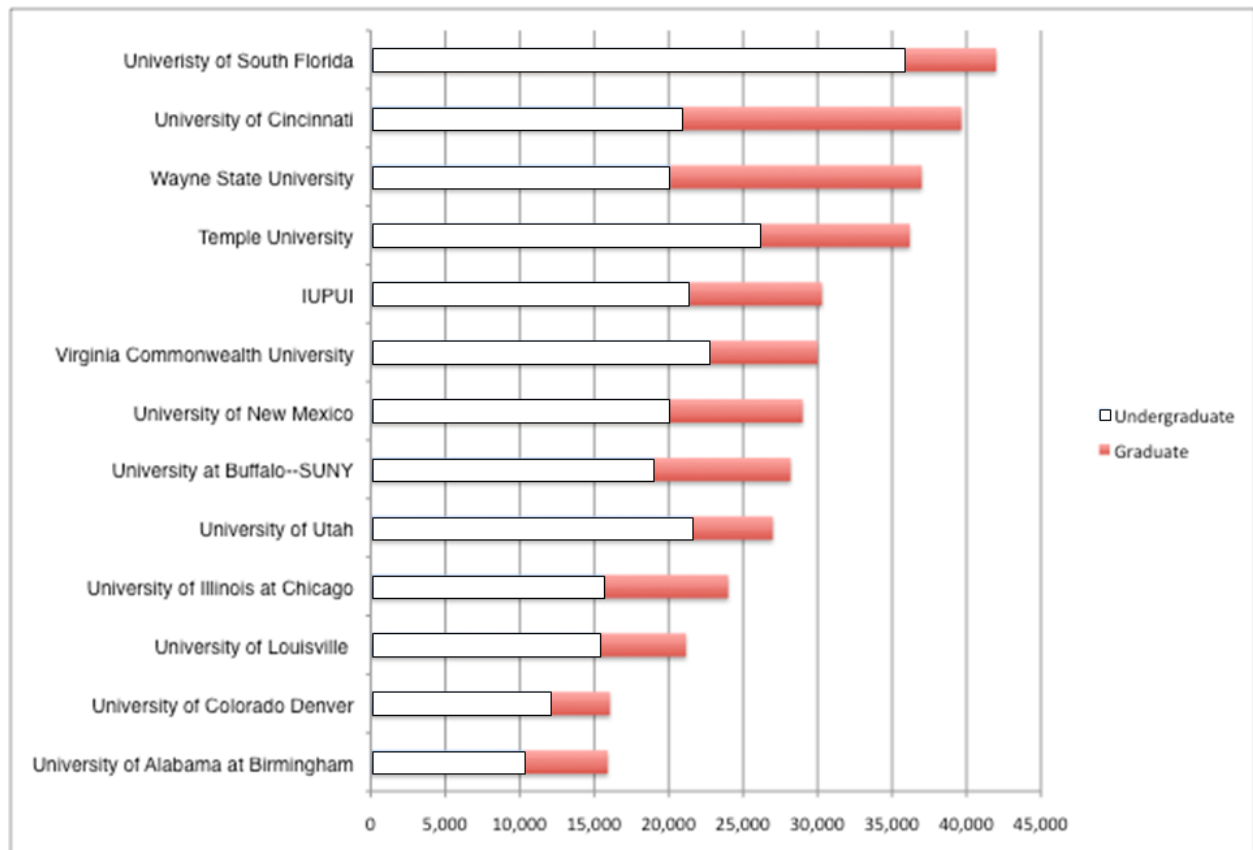
Student Weight Room (PE 014)



Student Weight Room (PE 015)



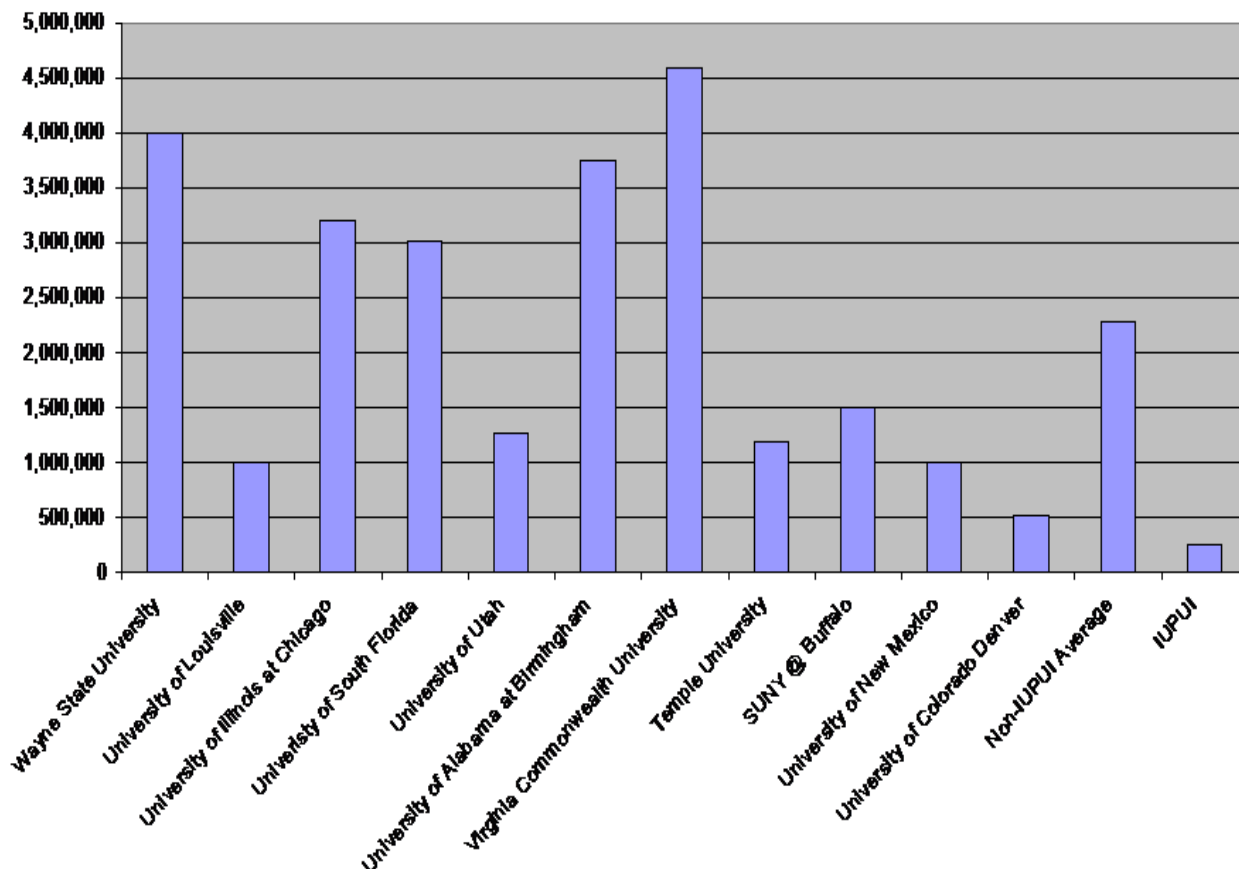
Appendix H: Peer Institutional Student Enrollment Comparison



IUPUI undergraduate enrollment is slightly above the mean of its peer institutions:

- Group undergraduate mean: ~20,000
- IUPUI undergraduate: ~21,500
- Group graduate mean: ~9,000
- IUPUI graduate: ~9,000

Appendix I: Peer Institutional Total Budget Comparison (Fall 2008 – Spring 2009)



IUPUI total funding is 11% of the mean of its peers

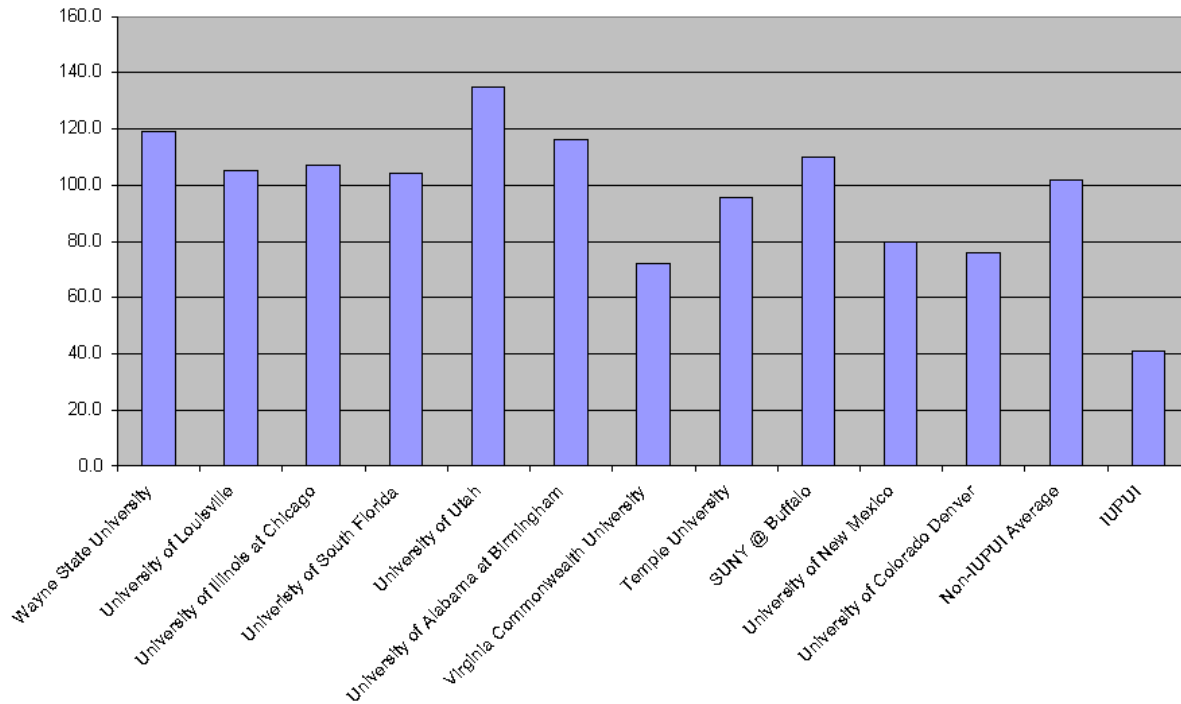
- IUPUI funding: ~\$245,000.00
- Peer funding mean: ~\$2,250,000.00
- Highest annual budget for recreation is Virginia Commonwealth University: \$4,600,000.00
- Next to the lowest annual budget for recreation is Colorado Denver: \$531,600.00

IUPUI funding per student is 9.5% of the peer mean

- IUPUI: \$9.85/student
- Peer mean: \$73.00/student
- Highest funding per student is University of Alabama at Birmingham: \$236.00/student
- Next to lowest funding per student is Temple University and Colorado Denver: \$33.00/student

Appendix J: Peer Institutional Hours of Operation Comparison

Weekly Hours Weight Room/Cardio Room/Other Amenity Hours of Operation:



IUPUI recreational facilities hours of operation are below the 10% of the peer mean.

Appendix K: Office of Intramural and Recreational Sports Intramural Participation by Semester

Fall Intramural Participation

	2007 Participation	2008 Participation	2009 Participation
Volleyball			
Men	0	0	0
Women	0	0	5
Co-ed	15	30	23
Total Team Participation	15	30	28
Flag Football			
Men	23	31	33
Women	6	0	0
Co-ed	6	9	8
Total Team Participation	35	40	41
Soccer			
Saturday	0	0	0
Wednesday	8	9	10
Thursday	11	10	11
Total Team Participation	19	19	21

Spring Intramural Participation

	2007 Participation	2008 Participation	2009 Participation
Basketball			
Men	48	42	51
Women	1	0	4
Co-ed	1	8	12
Total Team Participation	50	50	67
Racquetball			
Beginner Level	7	7	4
Advance Level	6	7	5
Total Participation	14	14	9

Appendix L: Office of Intramural and Recreational Sports Budget Summary

2009 – 2010

Beginning Period: July 1, 2009

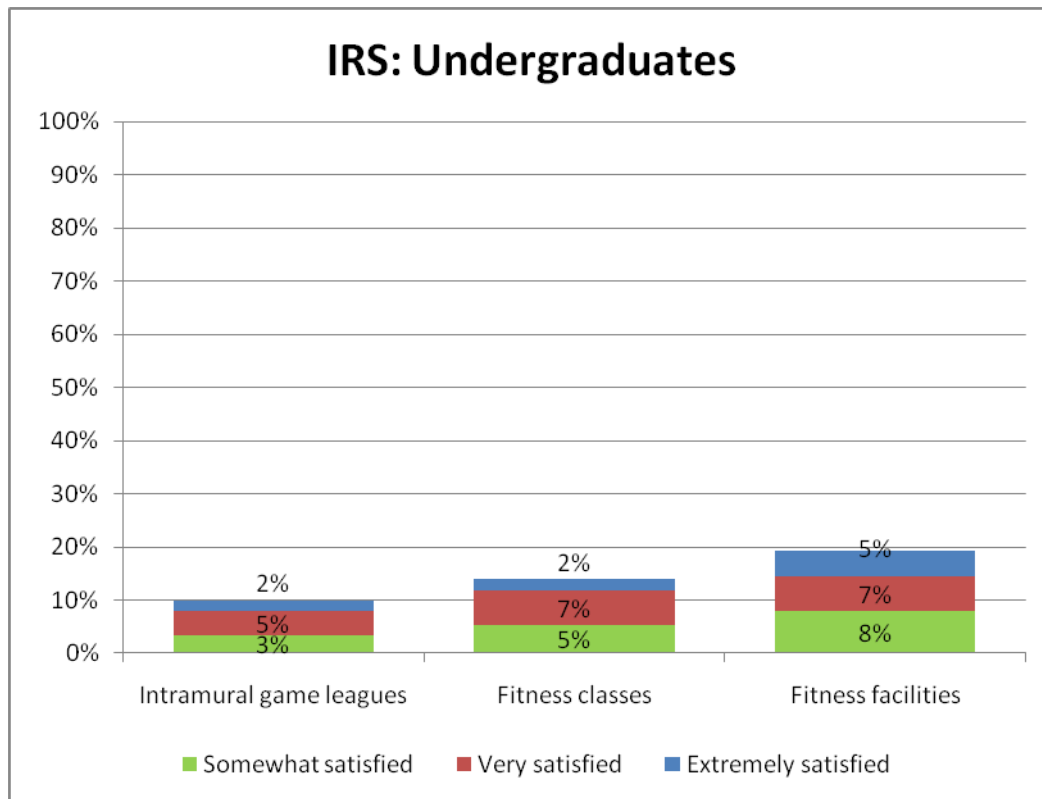
Ending Period: June 30, 2010

<u>Type of Revenue</u>	Revenue
Prior Year Carry Over	745.00
General Fee	65,000.00
General Fee Extra Award	9,400.00
Student Recreational Membership Fee	142,928.00
Faculty and Staff Recreational Membership Fee	10,754.00
Intramural Entry Fee	21,324.00
PETM Locker Rental Fee	15,570.00
PETM Facility Rentals	4,470.00
Other Income	6,891.00
Budget Cut	(5,077.00)
Total Income	272,005.00

<u>Type of Expense</u>	
Total Salary and Benefits	224,323.00
Professional Development & Travel	2,996.00
Fitness Room Improvement	10,522.00
Helpnet Technology Support	6,943.00
Intramural Supplies	3,013.00
Other General Operating Expense	5,246.00
Total Supplies and Equipment	28,720.00
Total Expenses	253,043.00
Total Balance	18,962.00

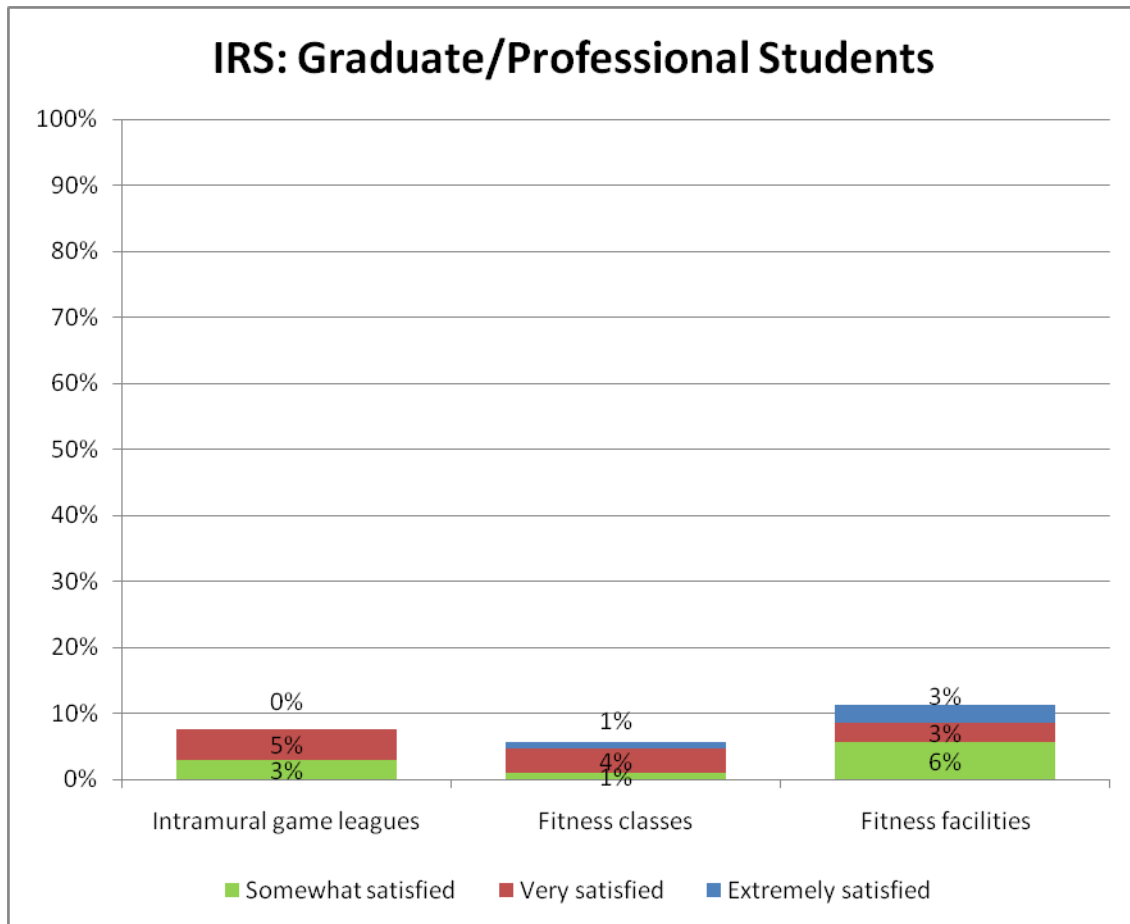
Appendix M: Student Life Reputation Survey Results

In the following questions, please indicate your satisfaction with any programs or services you've experienced by selecting the appropriate rating (1=not at all satisfied, 2=not very satisfied, 3=somewhat satisfied, 4=very satisfied, 5=extremely satisfied). If you've not experienced a program or service, please indicate "not used or experienced."



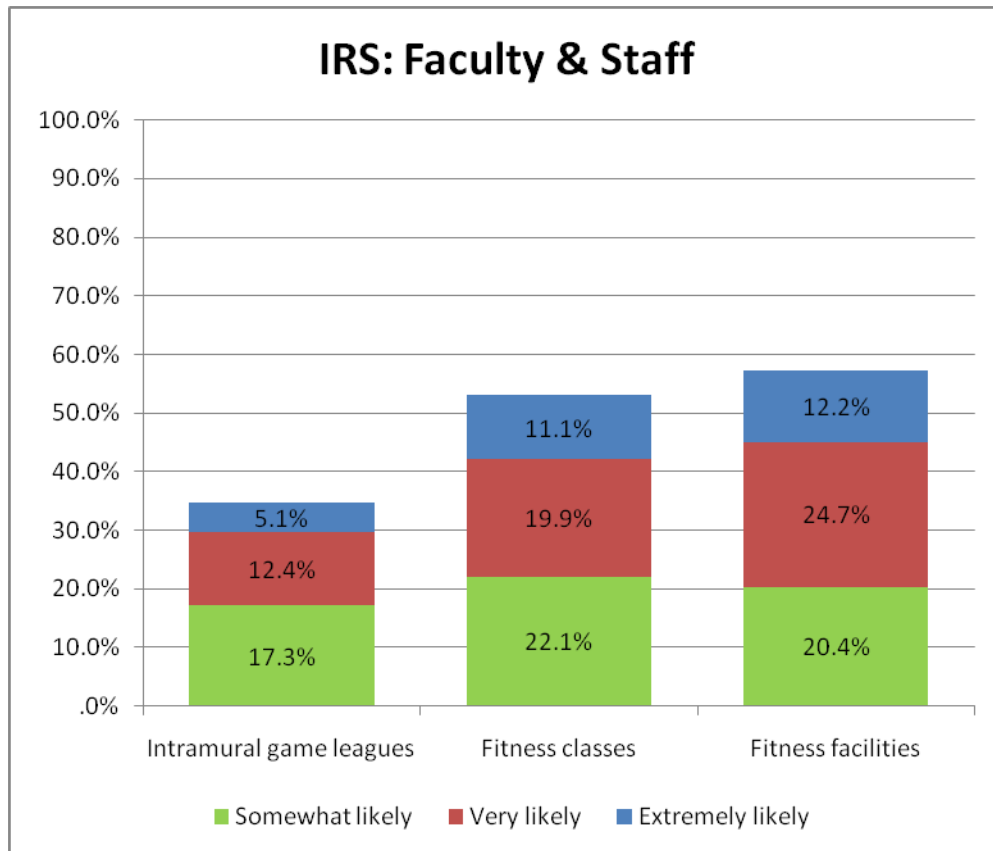
	Intramural game leagues	Fitness classes	Fitness facilities
Not used or experienced	88%	81%	74%

In the following questions, please indicate your satisfaction with any programs or services you've experienced by selecting the appropriate rating (1=not at all satisfied, 2=not very satisfied, 3=somewhat satisfied, 4=very satisfied, 5=extremely satisfied). If you've not experienced a program or service, please indicate "not used or experienced."



	Intramural game leagues	Fitness classes	Fitness facilities
Not used or experienced	90%	90%	76%

In the following questions, please indicate YOUR LIKELIHOOD TO RECOMMEND THESE PROGRAMS OR SERVICES TO STUDENTS by selecting the appropriate rating (1=not at all likely, 2=not very likely, 3=somewhat likely, 4=very likely, 5=extremely likely). If you've not experienced a program or service, please indicate "not used or experienced."



	Intramural game leagues	Fitness classes	Fitness facilities
Not used or experienced	56.6%	39.4%	32.6%