

RecSports

Division of Student Life
University of Tennessee, Knoxville

Strategic Plan

2023 - 2028



Mission

Provide & engage our students & community with holistic recreational experiences that cultivate wellness and the Volunteer Spirit through programs, facilities, services, & employment.

Vision

To engage and develop all Vols for a better future.

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Executive Summary

The RecSports Strategic Plan aligns with the University of Tennessee, Knoxville's Strategic Vision and supports the Division of Student Life's Strategic Plan. Composed in the summer of 2023, the plan draws on recommendations from the 2022 Program Review along with a myriad of past assessments reports. Rooted in a commitment to enhancing student wellness, while nurturing the Volunteer Spirit, the plan focuses on four pivotal priorities: Space Development, Holistic Programs & Services, Student Staff Experience, and Resource Management.

Under the title of Space Development, the plan's first priority focuses on optimizing existing facilities through strategic redesign, repurposing, and renovation efforts, geared toward ensuring safety, sustainability, and inclusivity. Initiatives include the revitalization of the RecSports Field Complex at Sutherland, the implementation of universal design principles at TRECS, and the exploration of off-campus spaces to further expand recreational opportunities.

The second priority is titled Holistic Programs & Services, the plan endeavors to curate a diverse and inclusive array of offerings that actively engage the campus community while fostering continuous student learning. This encompasses initiatives such as celebrating diverse populations, researching and implementing inclusive program trends, and forging community connections to empower student leadership and service.

The Student Staff Experience priority is centered on enriching opportunities for student leadership growth, career readiness, and professional engagement. Through initiatives like standardizing a comprehensive student staff experience, facilitating professional engagements, and empowering student leaders with defined responsibilities, the plan aims to nurture a dynamic environment for personal and professional development.

Lastly, the plan includes Resource Management as a priority focus underscores a commitment to responsible stewardship by optimizing financial, human, asset, and intellectual resources. This involves embracing a balanced financial model, refining staffing structures, ensuring asset integrity and functionality, and championing the utilization of intellectual resources at various institutional levels.

In essence, the strategic plan for RecSports at the University of Tennessee Knoxville represents a holistic blueprint for advancing the mission of engaging and developing all Vols for a brighter future, characterized by inclusivity, sustainability, and unwavering dedication to the student experience.

PRIORITY 1 – Space Development

Goal 1.1 - Maximize existing facility space through redesign, repurpose, and renovation.

<i>Objectives</i>	<i>Actions</i>	<i>Start</i>	<i>Target End</i>
a. Upgrade the RecSports Field Complex @ Sutherland for safety and sustainability.	i. Replace all Astro Turf fields, renovate softball infield drainage, replace field lighting on field 7 & 8, and build bathroom/meeting room facility.	Dec. 2023	Jun. 2024
	ii. Utilize the bathroom & large meeting room facility.	Fall 2024	No End
	iii. Install 1st Aid & AED stations in key areas of the complex.	Nov. 2023	Jan. 2024
b. Reorganize, repurpose, and/or renovate TRECS with universal design principles in mind.	i. Renovate racquetball courts for multi-use space.	May 2024	Aug. 2024
	ii. Reorganize cardio coliseum	Dec. 2023	Jan. 2024
	iii. Repurpose room 108 into an active study space.	Jul. 2023	Aug. 2024
c. Explore available spaces in HPER to accommodate an increase in participation.	i. Renovate existing courts & climbing gym space to receive AC.	Jul. 2024	Dec. 2024
	ii. Add half-court stencil to outdoor halfcourt basketball court surface	Jan. 2024	Jan. 2024

Goal 1.2 - Implement innovative programs and services centered around wellness and recreation.

<i>Objectives</i>	<i>Actions</i>	<i>Start</i>	<i>Target End</i>
a. Acquire additional spaces off campus.	i. Execute an RFP for leasing available space.	Jul. 2023	Aug. 2023
	ii. Tour potential spaces and evaluate accordingly.	Aug. 2023	Oct. 2023
	iii. Select a suitable & available space for lease.	Aug. 2023	Oct. 2023
	iv. Submit a lease agreement through the TSSBA, SBC process.	Aug. 2023	Jan. 2024
	v. Perform all necessary conditioning of the leased space to successfully operate it.	Jan. 2024	Feb. 2024
	vi. Hire staff to manage the leased space.	Jan. 2024	Feb. 2024
	vii. Advertise availability of leased space to RecSports membership.	Jan. 2024	May 2024
	i. Submit project through SBC	Jan. 2025	Feb. 2025
	ii. Select architect through bid process.	Feb. 2025	Mar. 2025

b. Hire an architect to break ground on an addition to TRECS.	iii. Hold feasibility meetings with architects.	Mar. 2025	Jun. 2025
	Select general contractor through bid process.	Jul. 2025	Sep. 2025
	Receive project schedule from general contractor	Sep. 2025	Dec. 2025
c. Develop a memorandum of understanding (MOU) with Tennessee Athletics for space use.	Explore opportunities for Sport Clubs to use Athletics facilities.	Fall 2024	Spring 2025

PRIORITY 2 – Holistic Programs & Services

Goal 2.1 - Provide diverse and inclusive programs and services that engage the campus community while enhancing student learning.

<i>Objectives</i>	<i>Actions</i>	<i>Start</i>	<i>Target End</i>
a. Celebrate different populations with intentional programs, communication, and co-sponsored events.	Explore partnerships with Women's Empowerment groups on-campus.	Spring 2024	Spring 2025
	Collaborate with RSM on wheelchair basketball.	Fall 2024	Spring 2025
b. Research and implement program and service trends that promote inclusion.	Evaluating what a unified sports league/event looks like (e.g., basketball)	Fall 2023	Spring 2024
	Create events other than swim lessons & dive-in movies to increase participation of inclusionary groups.	Fall 2024	Spring 2028
	Use informal events to provide new opportunities for people who don't currently utilize our spaces/programs	Spring 2024	Spring 2028
c. Foster community connections to allow opportunities for students to lead and serve.	Encourage students to become "ambassadors" for RecSports/their program	Fall 2024	Spring 2025
	Partner with catalyst sports for SDS (UTOP).	Spring 2025	Spring 2026

Goal 2.2 - Implement innovative programs and services centered around wellness and recreation.

<i>Objectives</i>	<i>Actions</i>	<i>Start</i>	<i>Target End</i>
a. Collaborate with the wellness-based departments/units at UTK & community at-large.	Develop community-wide event outside of the restrictions of memberships (e.g., 5K Fun Run)	Spring 2025	Fall 2026
	Become more intentional with wellness Wednesday's programming	Ongoing	Ongoing
	Nutrition program within RecSports spaces.	Summer 2024; Fall 2024	Spring 2025
	Vol Night Long @ The Pool	Spring 2024	Fall 2025
b. Pilot campus-wide initiatives that focus on physical and social wellness.	Scale the Daytime Membership with HR.	Fall 2024	Spring 2025
	Incorporate participation hours in 1st Year Studies assignment	Fall 2024	Spring 2025

c. Foster a collective-focus on teaching students how to participate in programs or use services.	Getting involved in 1st Year Studies classes.	Fall 2024	Spring 2025
	Create set-aside times for pick-up sports like volleyball & pickleball	Spring 2024	Spring 2025

PRIORITY 3 – Student Staff Experience

Goal 3.1 - Cultivate opportunities and experiences that foster student learning, career readiness, and professional engagement for student staff.

<i>Objectives</i>	<i>Actions</i>	<i>Start</i>	<i>Target End</i>
a. Enhance a constant student staff experience centered around the NACE competencies.	Create universal staff evaluation rubrics with NACE framework.	Fall 2025	Spring 2026
	Concerted branding of career readiness comp in student areas (breakroom, etc.)	Fall 2025	Fall 2025
	Foster a consistent reutterance of NACE competencies in all areas of student employment.	Ongoing	Ongoing
	Provide workshops to intestinally reinforce NACE competencies.	Fall 2026	Spring 2027
b. Facilitate opportunities for professional engagements.	Make endowment more useful to students' financial need.	Fall 2024	Spring 2028
	Evaluate and identify resources to help with professional development.	Summer 2024	Summer 2024
c. Identify and implement responsibilities for student leaders.	Students on interview committees for GA & Coordinator searches.	Ongoing	Ongoing
	Involve supervisors in student staff interview process.	Ongoing	Ongoing
d. Build a professional network of current and former student staff	Keep a directory of email addresses for communication (current & former employees)	Fall 2024	Spring 2026
	RecSports have an option for alumni connect.	Fall 2025	Spring 2026

PRIORITY 4 – Resource Management

Goal 4.1 - Practice responsible stewardship through a streamlined approach to procuring and maintaining sustainable financial, human, asset, and intellectual resources.

<i>Objectives</i>	<i>Actions</i>	<i>Start</i>	<i>Target End</i>
a. Embrace a financial model that balances revenue generation and a reduction in unfounded expenditures.	Procure sponsors & offer advertisements in various areas	Spring 2024	Spring 2024
	Consistent sales of products & services (towels, lockers, etc.)	Summer 2024	Summer 2024
b. Adapt an effective staffing structure that allows employees to thrive in their roles.	Evaluate current staffing structure for maintenance and potentially create opportunities for promotions	Summer 2024	Summer 2024
	Add additional full-time focused on program & facility management.	Summer 2024	Summer 2024
c. Ensure assets are being appropriately valued, maintained, and/or replaced.	Build a database for assets	Spring 2024	Fall 2024
	Clean up Fusion	Fall 2023	Fall 2023
	Evaluate rental rates for Sutherland	Spring 2024	Fall 2024
	Keep IT up to date & functional	Summer 2024	Summer 2024
d. Champion intellectual resources at the institutional, state, regional, and/or national levels.	Publish JDEI work in RSJ	Fall 2024	Fall 2024
	Serve on 1 state/regional/national committee	Ongoing	Ongoing
	Establish routine practice for supporting DSL/HR fellowship	2025	2025
	Adhere program-specific outcomes to support assessment outcomes	Fall 2025	Fall 2025