

CALIFORNIA STATE UNIVERSITY, HAYWARD

Designation Code: 02-03 CAPR 12

Date Submitted: May 15, 2003

TO: The Academic Senate

FROM: Committee on Academic Planning & Resources (CAPR)

SUBJECT: Recreation and Community Services Five-Year Review

Action Requested: Approval of CAPR report on the Department of Recreation and Community Services Five-Year Review and recommendation to continue the program without modification

1. Background

The Department of Recreation and Community Services (RCS) offers an undergraduate program leading to a B.S. in Recreation with Minors in Recreation and Environmental Recreation and, Options in Environmental Recreation and Recreation Therapy. The Department administers the Adventure Recreation Foundation Account and the University Adventure Challenge Course and, the Chair administers the Youth Services Administration Minor and Certificate programs. Instruction aims at creating community through people, parks and programs with a mission “to graduate effective leaders in recreation and community services who are dynamic forces in meeting human needs for diverse communities.” Regular and part-time faculty has advanced degrees and experience in the field. And there is an active Advisory Board with members from East Bay communities. Since 1991, RCS has had a stable faculty of three tenured, one full-time lecturer, a 0.80 part-time lecturer and a 0.50 administrative support person.

CAPR received all the documents of a Five Year Review: 1) a self-study, 2) a plan for the next five years, 3) the Outside Reviewer’s Report, and 4) the program’s response to the Outside Reviewer’s Report in three parts, a) a response to comments on self-study, b) a response to comments on the plan, and c) a response to the comments on RCS relative to NRPA/AALR accreditation standards—an extra level of assessment undertaken by the external reviewer. In addition, as part of the College of Education and Allied Studies’ policy of continuous planning and assessment, the department submitted an “Amended Plan”. The following appendices were also included, A: Data Warehouse list of majors department statistics, B: Last Year Program Review Outside Reviewer’s Report and Department Response, C: Outcome Assessment, D: Department By-Laws, E: NRPA/AALR Competency Matrix, F: Examples of Library Holdings, G: Strategic Plans-1995-2000 and 2000-2006, H: Advisory Committee, I: CSU Departments of Recreation and, J: Learning Goals.

II. Five-Year Program Review and Self-Study (1997-2002)

Summary of specific areas of the Self Study

Last Five-Year Plan: To implement the five-year plan developed for the last five-year review, the Department focused on addressing the concerns raised by the last external reviewer in 1997-98. The department: a) increased its on-going cross-campus involvement by faculty serving on various

University and College Standing Committees, b) developed and implementing an extensive outcome assessment plan, c) amended Department By-Laws to increase formal involvement of faculty and students in the department operations, d) eliminated the four courses to bring the curriculum in line with the available resources, e) revised syllabi to conform to NRPA/AALR competencies, f) identified opportunities for interdisciplinary cooperation and, g) increased infusion of technology in the curriculum.

However, in 1998 the University removed Introduction to Recreation (REC 1000) from its list of G.E. courses, causing enrollment in REC 1000 to decline from 447 in 1997-98 to 12 in 2000-2001. This led to a decline in the department's FTES from 110.34 in 1997 to 77.48 in 2001. The number of undergraduate majors plummeted from 55 in 1997 to 31 in 2001. The number of degrees awarded declined from 28 in 1997 to 19 in 2001, the average section size dropped from 37.73 in 1997 to 23.20 in 2001 and the lower division FTES dropped from 63.1 in 1997 to 7.3 in 2001.

In 2002 the department reversed the decline in enrollment by 1) joining the "Self and Society" Cluster, 2) embarking on an aggressive marketing campaign and 3) increasing sections of REC 4705-Outdoor Adventure Recreation, all of which resulted into a 22% increase over Fall of 2001 and 54% over Winter. The number of majors increased to 50 with a FTES of 94.53 in Fall, 2002, and a FTES of 125.93 in Winter, 2003. The department has also had some improvements in other measures, 1) upper division FTES increased from 47.3 in 1997 to 70.2 in 2001, 2) upper division FTEF increased from 1.6 in 1997 to 4.0 in 2001, 3) lower division SFR dropped from 36.2 in 1997 to 14.1 in 2001 and, 4) upper division SFR dropped from 29.3 in 1997 to 17.5 in 2001. And apart from the Asian/Pacific Islander/Fiji group, which shows a significant decline from 26.1% in 1997 to 13.8% of majors in 2001, the percentages of the rest of the groups remained fairly steady.

Remaining Issues: The Department reports the following remaining issues from the last review: 1) an on-going need to up-date library publications and, 2) revision of the student handbook to include the uniqueness of the student body and criteria specific to the major.

Tenure Track Position Applications: While no applications for new tenure-track positions were attached in their plan, RCS pointed out during their presentation to CAPR that when Dr. Sunderland retires in 2004-2005, they will reassess their specific teaching area needs and apply for faculty position accordingly. One of the reasons given why they would not commit to a particular tenure-track position at this time is the current volatility in the job market for RCS majors.

Outcomes Assessment Plan: The Department reports that RCS faculty has had much success in developing and implementing outcomes assessment activities. In 1998, Dr. Melany Spielman applied for and achieved an Outcomes Assessment award from the University. The Outcome Assessment program intended to find out if the curriculum of the department was adequately preparing students for the work force. Using Knowledge competencies developed by the National Recreation and Park Association, the department surveyed recreation professionals, recent (3years) alumni, and internship supervisors. Initial results indicate a need for increased curriculum commitment to computers, budgeting, event planning and experiential learning.

Comparable Programs in Other Universities: The Department of RCS Reports that there is no recreation major undergraduate programs in the U.C. system. They compared the RCS Program at CSUH with similar programs on other campuses of the CSU system. Currently, 11 other CSU campuses offer undergraduate degrees in RCS. Like CSUH, the other CSU campuses adhere to

CSU graduation requirements and to graduation competences developed by the National Recreation and Park Association. For the period 1997-2000. The average FTES for the 12 campuses was 141.28, and CSUH ranked 9/12 with FTES of 90.5, the average FTEF for the 12 campuses was 6.48, again CSUH ranked 9/12 with FTEF of 3.8. The average class size for the 12 campuses was 26.7, and CSUH ranked 4/12 with a class size of 32.0. The Department of RCS then concludes that based on FTES of 1695.4 and an FTEF of 77.8 it appears that the average recreation FTEF accounts for 21.79 FTES. Hayward's average FTES of 90.5 and FTEF of 3.8 equal an FTES per FTEF of 23.81. In addition to the 12 CSU campuses 2 other CSU campuses offer some form of recreation or hospitality education. Nationally, CSUH compares well with universities like the University of Atlanta, Georgia, Texas A&M State University, and the State University, New York (SUNY). Like CSUH the national universities offer a basic core program founded on competencies developed by NRPA. All schools and Hayward have options in Recreation Administration and some form of Recreational Park and Natural Resource Management/Environment Recreation. Only Hayward manages an Adventure Challenge Course and administers the Youth Services Administration Minor and Certificate programs.

Achievements Since the Last Review: The Department has revised the curriculum, added new courses and modified others. In addition, the department started offering classes off-campus in community settings, in the evening at the Contra Costa Campus, and offered classes on a predominately Tuesday/Thursday schedule. Technology continued to be infused into the curriculum and some faculty started using Blackboard. Grants were written to upgrade the Adventure Challenge Course and to develop courses in service learning, one in conjunction with the Department of Teacher Education. Also, during their verbal presentation to CAPR, RCS faculty revealed that they were in discussion with the College of Business and Economics to develop courses which would be attractive to students in the College of Business and Economics.

Justification for Over 180 Units: The Department provides no information concerning this issue.

III. Outside Reviewer's Comments & The Department's Response

Dr. Al Ellard, Associate Professor, Department of Recreation, Parks and Leisure Services Administration, Central Michigan University, served as the external reviewer of the Department of Recreation and Community Services during the period February 16-18, 2003. Dr. Ellard reviewed the department's documents addressing both the Policies and Procedures for University Review of Academic Programs and the NRPA/AALR accreditation standards. He met with the Chair of RCS, the Dean of the College of Education and Allied Studies (CEAS), the Department's Advisory Committee, the Deputy Provost, the Library Liaison to the Department, the University Instructional Technology Consultant, Internship supervisors, alumni, Department faculty, and informally with Department majors. Dr. Ellard's report responded to both CAPR's criteria and NRPA Accreditation criteria.

Curriculum: Dr. Ellard observed that the department had chosen to narrow its curriculum focus by eliminating a number of certificate programs. He also recognized that the department had identified several areas of potential for future development including after-school recreation programming, recreation for an aging population, and hospitality management. And that for the department to fulfill its mission of educating students of the importance of leisure in community and individual life, the department needs to find ways to enhance its enrollment of majors such as participating in the university core program.

Students: Dr. Ellard noted that in 2003, the number of majors had started to come up from the sharp decline in 2001. And that continued growth of majors was dependent on: 1) finding effective ways of marketing the majors, and 2) maintaining programs that are responsive to job markets for graduates. He also observed that another way to increase enrollment would be to offer classes off campus. In particular, classes offered at Contra Costa campus would, besides increasing enrollment, change the geographic make up of the students served by the department. Dr. Ellard showed concern that REC 4705, with long wait lists, was only required in the Environmental Recreation option, and only taken as an elective by other students.

Faculty: Dr. Ellard observed that Dr. Sunderland's impending retirement will definitely affect the teaching areas and administration of the department. He was satisfied that current FTEF is sufficient to maintain the department's current program, but that addition of new courses may require redirecting faculty from existing courses. Dr. Ellard sounded unsure if the expertise of current faculty can support development of a new curriculum, especially one in hospitality management.

Resources: Dr. Ellard thought the department had adequate resources to support the current RCS program, as long as library resources were equitably allocated. However, addition of new options or minors, especially those that need new expertise, will directly affect the recruitment and selection of new faculty.

Observations and Recommendation for Improvement: Dr. Ellard made many concluding observations and recommendations for improvement. Some of the main ones were that, 1) faculty were genuinely interested in students' success, 2) the curriculum has a strong experiential component lead by faculty with firm foundations in the real world, 3) some students from the Therapeutic Recreation option made some comments that they would like to see more varied field experiences with different populations and different settings, 4) the department seems to be depending on serving non-majors and, by definition, service programs are not "central to the mission of the institution", 5) in the absence of a cluster course, the department should explore opportunities to connect and interact with incoming and new students, and 6) the department should continue to develop articulation agreements with junior Colleges.

Department's Response: The Department of RCS was in general agreement with, and appreciated the reviewer's comments based on both the CAPR Policies and Procedures, and on NRPA accreditation criteria. They also point out that concerns from the last review had largely been addressed in a systematic manner. There were, however, a few areas in which the department agreed that they need more future work such as, 1) ensuring that more full-time faculty members are extensively involved in campus-wide activities, 2) providing more evidence that all faculty members have an on-going development plan and, 3) putting more effort in establishing additional on-going relationships with colleges in the University to enhance curricular offerings and increase participation in the University's GE program.

IV. Program's Five-Year Strategic Plan

The Department of RCS has a Plan based on CAPR's criteria (The Plan) and, a dynamic plan based on the College of Education and Allied Studies (CEAS) model, modified to suit each program (The Amended Plan).

The Plan

Curriculum:

- Program will be directed by the RCS's mission to "graduate effective leaders who are dynamic forces in meeting human needs for diverse communities" by:
- Identifying areas of potential future curriculum development such as gerontology, after school programming and hospitality management
- Emphasizing the Hospitality Management Advantage Program in collaboration with the College of Business and Economics
- Continuing to use information from outcomes assessment to improve curriculum
- Initiating a dialogue with San Francisco State and San Jose Universities.

Students:

- As a result of getting REC 1000 back into the GE cluster and an aggressive marketing campaign to bring attention to recreation, the enrollment recovered from a sharp decline in 1997, 22% from Fall 2001 to Fall 2002, and 54% from Winter 2002 to Winter 2003. To sustain that recovery, the department will:
- Continue the aggressive marketing campaign
- Maintain programs responsive to job market for RCS graduates
- Investigate additional methods of delivering course material

Faculty:

- The Department considers current faculty adequate to deliver the program
- It recognizes that Dr. Sunderland's impending retirement will affect the department's future direction
- A tenure track position will be requested in 2004-05 academic year when Dr. Sunderland retires.
- Faculty will focus on scholarship for students.

Resources:

- Faculty consider current resources generally adequate and equitable to meet the needs of existing program
- Attention will continue to be focused on library acquisitions
- New options and/or minors will influence the section of new faculty in 2004-05.

The Amended Plan:

The Department of RCS 's Strategic Amended Plan is intended to be dynamic rather than static through the five planning years. The version presented in 2003 reflects adjustments made to reflect

implementation of recommendations made by the external reviewers and implementation of the feedbacks from the department's evaluation process. The amended plan will continue to be adjusted in the future when more of the reviewers' recommendations are implemented, and to reflect implementation of future feedback from the Outcomes Assessment input, the Department's Advisory Board and, the new Hospitality Advisory Board.

Cost considerations RCS has not specified the costs to be involved in executing the above Plan(s).

V. CAPR's Analysis of the Program's Five-Year Review

Drs. Susan Sunderland (Chair) and Melany Spielman from the Department of Recreation and Community Services (RCS) met with members of CAPR to discuss the RCS's Five-Year Review at CAPR's April 17 regular meeting. Dr. Arthurlene Towner, Dean of the College of Education and Allied Studies (CEAS) was in attendance. Chair Sunderland presented a brief history of the department and the Review. CAPR members asked questions, followed by responses and clarifications by the two presenters and occasionally by Dean Towner. The presentation lasted for 40 minutes

The Document Format

RCS submitted all the documents required by CAPR for five-year review-self-study, plan, outside reviewer's report and the program's response (in three parts—response to comments on the self-study, response to comments on the plan, and response to the comments on RCS relative to NRPA accreditation standards—an extra level of assessment undertaken by the outside reviewer). In addition, RCS submitted an "Amended Plan" which reflects the incorporation of the external reviewer's recommendations, and the feedbacks from the RCS's Advisory Committees into the department's Strategic Five-Year Plan on an on-going basis. In addition, RCS provided a number of potentially helpful documents in the form of appendices (A through I).

While CAPR appreciates the Department's effort to put those Tables together, it feels that data in those Tables were not adequately utilized in presenting the department's cases in the self-study and the plan. For example, data in Appendix A, Data Warehouse of Majors, contains data which RCS could have used to compare CSUH's FTES, FTEFS, and SFRS with other CSU and National universities offering comparable programs. Inadequate use of data in the appendices seems to have taken a big toll on the substance in the department's self-study and the plan.

The Five-Year Review

CAPR notes that the exclusion of REC1000 from the University GE cluster in 1998 significantly affected all the department's performance statistics. And that while CAPR recognizes the department's success in bringing up the enrollment in 2001 by getting REC1000 back into the GE cluster, increasing sections of REC4705 and by putting up a strong marketing campaign for the Recreation program, CAPR sees those solutions as unsatisfactory because the department still has no control over the decision to include in or exclude REC1000 from future University GE clusters. CAPR agrees with Dr. Ellard that the department has to look beyond the University GE clusters to working out collaborative teaching arrangements with other CSUH Colleges such as the College of

Business and Economics. In addition, RCS needs to have a plan to market the program beyond the CSUH campus to surrounding Community Colleges. To this end, CAPR recognizes Dr. Speilman's effort to work out collaborative teaching opportunities with faculty from the Department of Psychology in the Institute of Mental Health and Wellness, and the subsequent discussions with the executives of the East Bay YMCA regarding curricular opportunities at the new YMCA Camp Arroyo, as steps in the right direction. But, like the external reviewer, CAPR is unsure if the expertise of current faculty can support development of a new curriculum, especially one in hospitality management.

CAPR joins the external reviewer in recognizing the department's commendable job of developing and implementing an award winning outcomes assessment plan. CAPR especially recognizes the plan's inbuilt ability to ensure that the program remains responsive to the industry, engages students in tracking their progress toward achieving program outcomes, obtains input from recent graduates, tracks students' success on professional examinations, and makes use of this information to improve curriculum.

CAPR agrees with the external reviewer that Dr. Sunderland's impending retirement will have a number of serious consequences to the department including, but not limited to, 1) affecting the teaching areas and administration of the department and, 2) redirecting faculty from existing courses if new courses are to be added. CAPR was satisfied with the verbal explanation from RCS as to why they did not want to commit to a particular tenure track position at this time and the promise to apply for a tenure track position as soon as they reassess their teaching situation on Dr. Sunderland's retirement.

In the area of programs requiring more than 180 units, CAPR notes that the department reports that they have eliminated four courses to bring the curriculum in line with the available resources and to have revised syllabi to conform to NRPA/AALR competencies. However, the external reviewer points out that reduction of the department's number of units from 186 presents "a difficult situation" since such a reduction would disqualify the department from satisfying the NRPA academic standards in the future. RCS explained to CAPR that the courses eliminated were not core courses and therefore did not affect the NRPA competence standards.

In conclusion, CAPR feels that the department of RCS has had some very good success such as in developing an award winning Outcome Assessment Plan. There were, however, some issues of concern to CAPR that were not explained in the written report but were clarified either during their verbal presentation or during later discussions with them.

VI. CAPR Recommendation for Continuation of the Program

Recommend the RCS program to be continued without modification.

VII. Date of the Program's Next Five-Year Review

The next review will take place in the academic year 2007-2008.