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Jay Souza

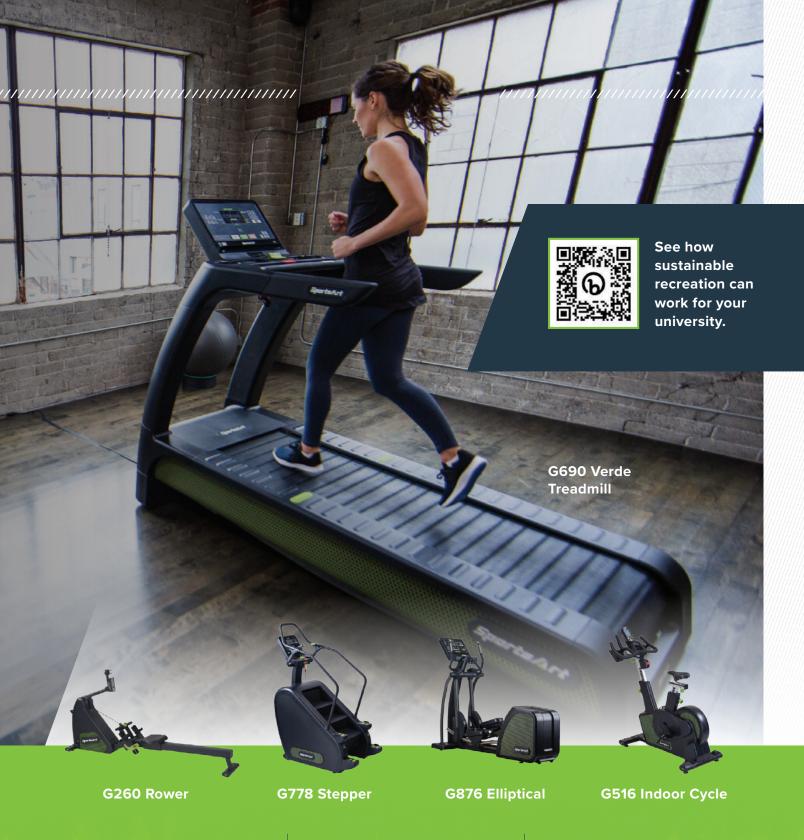
Director of Recreation and Wellness,

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68%

of students report campus recreation facilities influence their decision of which college/ university to attend. 89%

of students that use a campus rec center spend at least 30 minutes per visit.

94%

of students report that maintaining a healthy lifestyle was important to them prior to enrolling in their chosen college/university.

EDITOR'S LETTER

Dear PUPN Readers,

We are thrilled to bring you this special edition of our publication that has been uniquely crafted in response to the overwhelming requests from our esteemed readers. This edition will delve into a topic that resonates deeply with the heart of academic life—the recreation and fitness facilities available at private colleges and universities.

In the landscape of higher education, the importance of robust recreation and fitness programs cannot be overstated. As we all know, the college experience extends far beyond the classroom, and these facilities play a pivotal role in shaping a well-rounded and satisfying student journey. Our team has embarked on a comprehensive exploration to uncover the diverse and innovative ways in which private institutions are investing in and enhancing their recreation and fitness offerings. From state-of-the-art gyms to sprawling sports complexes, this edition will showcase the cutting-edge facilities that contribute to the holistic development of students.

What makes this special edition particularly significant is the recognition of the intrinsic link between these amenities and student satisfaction and happiness. In an era where mental and physical well-being are paramount, private colleges and universities are pioneering initiatives that go beyond the conventional. Our in-depth features will highlight how institutions are fostering a culture of health and wellness, not only through top-notch equipment but also through inventive fitness programs, wellness initiatives, and outdoor recreational spaces.

Research consistently demonstrates that students who engage in regular physical activity are not only healthier but also tend to perform better academically and experience higher levels of satisfaction with their college experience. This edition will serve as a valuable resource for academic leaders, administrators, and students alike, offering insights into the best practices that contribute to an environment where learning and well-being coexist harmoniously.

We are confident that this special edition will be a valuable resource of information for you as requested, offering a comprehensive and insightful look into the world of recreation and fitness at private colleges and universities. Thank you for your continued support, and we look forward to bringing you this enriching edition.

Ed Bauer

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FITNESS & RECREATION





THE BENEFITS OF STUDENT-DRIVEN RECREATION PROGRAMS

BY DAVID VINSON, PhD

Notable studies have shown that student enrollment and retention have benefitted from universities creating a sense of belonging through involvement in recreation center activities. This sense of belonging is driven by student satisfaction with the number and types of activities offered at the campus recreation center, which has proven to be a major factor in why they either enrolled in the first place or returned to campus.



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BY STEVE TROYANO

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BY ED BAUER

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THE BENEFITS OF STUDENT-DRIVEN RECREATION PROGRAMS

BY DAVID VINSON, PHD

Notable studies have shown that student enrollment and retention have benefitted from universities creating a sense of belonging through involvement in recreation center activities. This sense of belonging is driven by student satisfaction with the number and types of activities offered at the campus recreation center, which has proven to be a major factor in why they either enrolled in the first place or returned to campus. Studies have also shown that students are persuaded by the confidence they can participate safely in recreation center activities and that they can use it as a space for interaction, creating a network of friends, and developing trust with their peers. Participation and even employment in campus recreation centers serve as potent vehicles through which transferable job skills are developed—and obviously, as students enjoy the facilities offered, not only are they healthier but more likely to participate in other campus-based activities. Campus recreation centers lift the collective mood of higher education, simultaneously instilling in students a sense of community and healthy habits while also helping to thwart the decline in student enrollment and retention.

Si





Reexamining Recreation Center Operations with Student Input

More than just a place to exercise, the campus-based recreation center serves as a venue for education: users develop positive self-esteem, enhance their social relationships, and improve interpersonal skills. It also provides a unique site for student involvement in the development of programs and activities that meet the needs and expectations of a diverse community. Across the country, student input by way of feedback sessions and student-led organizations are central to the remaking of what recreation centers now offer. Work in the classroom or elsewhere can be a sedentary process, and students are actively showing investment in balancing their work with experiences that serve their physical and emotional well-being.

It is not uncommon for students to call for changes to existing recreation centers, may these changes be big or small. At Vanderbilt University, for instance, a student-led petition has pleaded for a change in the university recreation center's operating hours. The center has offered reduced hours since its reopening without reservation in August 2021. Students, however, needed more time to use the facilities. A student-led petition cited overcrowding at the center, contending that a return to pre-pandemic hours of operation would ease the overcrowding and allow students to socially distance if desired. Flyers with a QR code to sign were distributed outside of the center. The petition struck a chord with the student body, and now the campus community can enjoy for an extra hour each day what The Princeton

Review ranked in 2023 as the second-best Athletics Facilities in higher education.

Campus-oriented committees across the country are reaching out to students for suggestions about how they can help everyone achieve their highest level of health. Most pressing appears to be the need for equipment and facilities that are more inclusive and equitable for all ability levels and identities. It is common practice for committees to meet monthly as they review feedback forms, those which address student requests for facilities, programs, and accommodations, as well as feedback concerning accessibility and inclusivity issues. Universities are driven by the goal of providing fitness and fun in recreation to students from all backgrounds-but with different backgrounds come many different needs. By including the voices of all stakeholders, a campus recreation center achieves two goals: to provide nontraditional opportunities and accommodate for all who aspire to work out, and to make students feel comfortable advocating for what they'd like to see or to share why they've not used the recreation center in the past. Recreation centers now offer many accessibility accommodations, including ADA lockers, adaptable cardio machines and aquatic equipment, climbing wall and challenge course accommodations, accommodations for nursing parents, in addition to family and individual locker room spaces. For those who use wheelchairs, ample technology exists to maintain health and well-being. Wheelchair exercise equipment comes in many forms and can be tailored to the user's needs. These include recumbent cross trainers, training rollers, racing chairs, among many more. Recreation centers, at the suggestion of students, are also increasingly providing a 'changing places' facility; these are accessible changing areas with a toilet, changing bench, and shower all in one room.

Transferable Skills at Recreation Centers

The country's most impressive recreation centers embrace variety in their equipment and facilities precisely because this is what students want. It is no coincidence that many of the best recreation centers now offer huge indoor and outdoor spaces that utilize exercise equipment for all levels of fitness. They commonly provide multiple functional fitness areas, fitness studios, a powerlifting space, an inclining running track, multi-activity courts, climbing towers, a bouldering wall, basketball courts, a resort-style pool and hot tub, lazy rivers, and even an outdoor rental center and bike shop. Let's not forget, too, the option of using a personal fitness trainer. The incredible range of exercise options not only reflects what students want, but it demonstrates the evolution of how we are harnessing our approach to health and wellness into a great recruitment and retention tool. Recreation centers represent for universities an avenue of self-empowerment amid a difficult economic landscape. They enhance the scale of our campus grounds and function as a destination point on campus—a hub for socialization, self-improvement, and relaxation.

For some students, recreation centers are also a place of employment where they develop transferable skills that benefit them socially and professionally. Some universities even tailor training and employment positions based on an annual survey by the National Association of Colleges and Employers (NACE), whose research has a long-standing history of applying quantitative data to forecast hiring trends in the job market. Student employment at campus recreation centers offers flexible hours to accommodate the student's academic schedule, and it provides ample opportunities for students to cross-train through different areas. Along the way, students develop customer service skills, conflict resolution strategies, and positive peer-to-peer relationships. It is also common practice for students to receive funding for certifications (First Aid, CPR, AED), opportunities to attend conferences and workshops, resume building, and interview practice. Job positions at recreation centers are wide-ranging and suitable for students with different skills. The majority emphasize peer-to-peer leadership, may it be in the form of group fitness instructor, personal trainer, field supervisor, or even adventure trip leader.

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The country's most impressive recreation centers embrace variety in their equipment and facilities precisely because this is what students want.



Recreation Centers and Student Values

As of 2022, nearly 50% of surveyed college students agreed or strongly agreed that their health and wellness are priorities in daily life. It comes as little surprise that recreation centers not only influence student enrollment and retention but that students are increasingly eager to offer their own input as universities enhance their facilities. Campus-based recreation centers are a symbol of a university's commitment to students' well-being; they are also emblematic of students' values. Take, for instance, students' investment in global stewardship and sustainability. Recreation centers are going green. Across the country, we are seeing efforts to provide health and wellness spaces that are designed to meet the standards of LEED gold certification from the U.S. Green Building Council. Moreover, institutions of higher education are installing

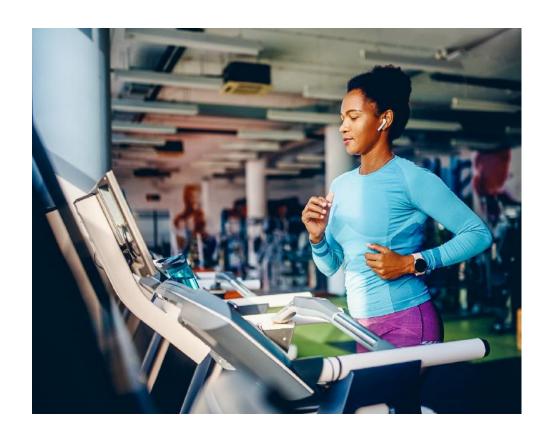


energy-saving and energy-generating equipment that reduce costs and offset carbon emissions. Such information can be conveyed digitally on the equipment itself, in turn showing students how their workouts are making an environmental difference. This adds a new dimension to what recreation centers can offer-a way for students to engage with greener solutions, and to do so in spaces that reflect their values.

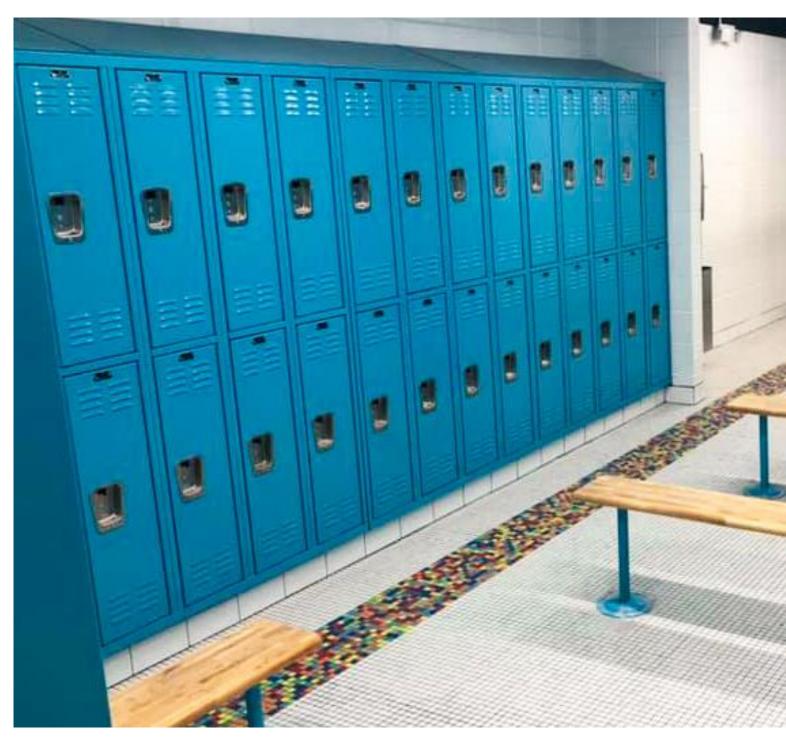


ABOUT THE AUTHOR: Dr. David Vinson has a PhD in English with specializations in transatlantic liter-

ature and cultural studies. He is a committed scholar, teacher, and dad. If you ever meet David, avoid the subject of soccer. His fandom borders on the truly obnoxious.













WHAT COLLEGES AND UNIVERSITIES NEED TO KNOW WHEN SOURCING THEIR

LOCKERS

BY STEVE TROYANO

During the course of a day, a student attending a college or university will find the need to store their valuables. People using the campus health and fitness centers, medical students, musicians, and student athletes find their personal lockers in the locker room to be their private sanctuary. This standard or custom locker serves as the one unique spot on campus aside from their dorm that is designated solely for their use during their college years. A beautifully designed, state-of-the art locker room can even help with the recruitment of students for whom a campus locker is essential.







When selecting new lockers for your facility, it is important to be well informed on the many choices available.

A facility manager is empowered to make decisions that will have an impact on lifecycle costs. These critical judgement calls will save the university money over a lifetime of their investment.

Initially, it is important to analyze how many students will need to utilize the space and how many individuals will be using the lockers at any given time. This will determine the available lockers needed daily. Identifying how much space you have and calculating how many lockers it will accommodate can be daunting task. List Industries offers design services to help you estimate the number of lockers which will size to your available spaces.

The next step is to determine the location of the lockers and any physical factors that may affect your decision. Facilities with concrete floors, carpeting, or synthetic material all present differently. The type of flooring may play a key factor in where you choose to place the lockers to maintain the locker-room aesthetics.

Ventilation is important in a locker room, especially one intended for student athletes. Locker doors with ventilation offer aeration due to the presence of damp clothing, athletic gear, shoes, wet towels, or swimsuits. In a high-traffic, high-moisture area like near a campus natatorium or shower area, a moisture-resistant phenolic or HDPE plastic locker is highly recommended.

Phenolic has been around for over 30 years and is commonly used in science class-rooms as black countertops for chemical experiments or as bathroom partitions. The composite resin phenolic is a hard and dense material that resists mold, mildew, bacteria, corrosion, and odors. It's available in a wide range of laminate colors and is the

continued...





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go-to material for making lockers that are impact resistant and moisture proof. List Industries' phenolic lockers carry a 20-year warranty, which improves your institution's return on investment (ROI).

An alternate category of lockers are plastic lockers, or HDPE (high density polyethylene). These are moisture proof, mold resistant, and come in a range of styles. There are limited colors and locking systems with this form of locker.

Furniture grade wood is another option. This wood is virtually unaffected by typical locker room conditions, including high levels of moisture. It comes in a variety of colors and styles and is designed to stand up to locker-room wear and tear. Modern team lockers can be sized and outfitted with numerous options including school logos, coat rods, upgraded coat hooks, padded seats with team logos, ventilation inserts, power/USB outlets, and shoulder pad holders.

The extremely durable and secure metal locker is still a great investment. These lockers are available in an assortment of colors, lock options, widths, depths, and heights with door configurations in wardrobe, box, and Z-style. Metal lockers have an extensive lifespan and, with the improvements in aesthetics and design, they are far from the old industrial look of the past. Moreover, in high-humidity environments, metal lockers can be coated using a process called Galvanneal prior to being powder coated with the paint color. This method is similar to the process a new car undergoes prior to being painted. Galvanneal functions as a rust inhibitor and can add another five to ten years to your metal lockers.

Your choice for locks is also an essential factor, from a simple padlock to a key lock, built-in lock, digital lock, RFID, or use of a cell phone for access. Most schools also have pass-thru lockers attached to their equipment rooms for game day uniforms

and practice uniforms. When utilizing a built-in lock, you can opt to set up the player's locker and the pass-thru locker with an identical combination, making it easier for the students.

In years past, it seems like locker rooms were an afterthought. With modern styling and technology, they can be the focus of a new project or a renovation, a way to make spaces that are comfortable and convenient for the students as well as safe havens for their belongings, and look more modern and inviting than you ever thought possible.

ABOUT THE AUTHOR: Steve Troyano is the Product Manager for the Wood and Phenolic Locker Divison at List Industries. He has been

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Reinforce your commitment to your players and imagine the powerful impact a modern, luxurious and efficient locker room will have on your ability to recruit the best players to your program. List Industries has re-engineered the New Recruiter2™ Wood Sport Locker with sleek Quick-Ship Design. Their lockers bring an upscale and luxurious design to your locker room with a very reasonable life-cycle cost. They use the finest furniture-grade plywood to keep them looking like new year-in and year-out. Each locker is handcrafted by expert craftsmen using state-of-the-art equipment. The Recruiter2 locker is shipped fully assembled and ready to install upon delivery. Custom accessories are available to add to the player's enjoyment of their locker. The company's experts will help you throughout the entire process - from initial design to project completion.

List Industries has earned its slogan as America's Most Complete Locker Line by offering the largest selection of locker styles, materials, sizes, colors and functionality all while maintaining high standards of quality, customer service, packaging, and on-time delivery. They offer metal, wood, phenolic and plastic lockers; designed to serve the locker needs of any facility from health and sports clubs to schools and universities to professional sports arenas and stadiums.

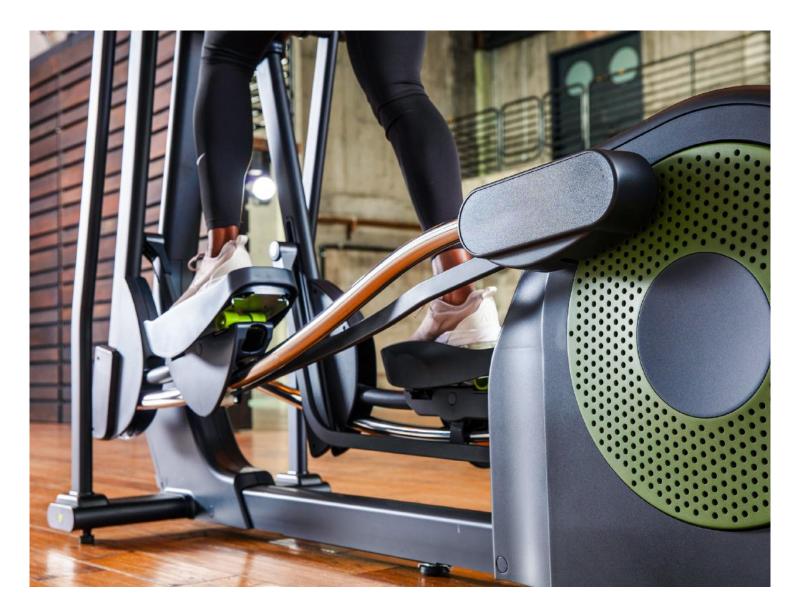
For more information on List Industries Inc.[®] visit listingustries.com or call 800-776-1342.











Study upon study continues to show that the campus recreation facility is a key factor when it comes to attracting and retaining students.

One recent study published in the *Journal* of College Student Retention: Research, Theory, and Practice revealed a positive and significant relationship between recreation facility use and retention. Retention was 7.1 to 8.4 percentage points higher for full-time undergraduate users who come at least once a week versus non-users.¹

That's good for the university and for students, too. Research has long shown the correlation between exercise and energy, mental clarity and emotional well-being. However, a growing area of study is consistently showing correlation between campus recreation and GPA. For example, one

study found that high campus rec users were 3.1 times more likely to have a high GPA (≥3.8) versus low users.²

With wide-reaching implications for both your university and your students, it is more critical than ever to find ways to engage students. Leaders in fitness continue to add new and exciting solutions. One area that captures the attention of students is sustainable fitness. Sustainability has gone well beyond a buzzword and become a value that is embraced by nearly everyone. In fact, according to the Pew Research Center, 37 percent of Generation Z listed climate change as a "top concern."

More than a decade ago SportsArt changed what could be accomplished through movement with the introduction of ECO-POWR™, the world's first energy-generating cardio equipment. More than simply a commitment to sustainable fitness solutions, ECO-POWR™ is a

tangible expression of the company's passion for innovation. Today, this groundbreaking line of energy-generating equipment has expanded to offer green-minded students fresh experiences that match their socially conscious values.

Offering a variety of cardio equipment is only part of the solution. The Department of Health and Human Services recommends a mix of cardio and muscle-strengthening for adults between 18 and 64 years old. In the summary for the second edition of its Physical Activity Guidelines for Americans, the Office of Disease Prevention and Health Promotion states, "To attain the most health benefits from physical activity, adults need at least 150 to 300 minutes of moderate-intensity aerobic activity, like brisk walking or fast dancing, each week. Adults also need muscle-strengthening activity, like lifting weights or doing push-ups, at least 2 days each week."4

Strength equipment meets the needs of a wide variety of users and facilities. From the casual exerciser getting into better shape to the committed athlete, strength workouts on dedicated strength equipment have become a necessity.

Install machines that feature biomechanically correct design that accommodates users of any fitness or experience level, delivering measurable, targeted results in the shortest amount of time possible. And, of course, each machine should be built to last in the most demanding fitness environments, with heavy gauge steel oval tubing, Kevlar-reinforced belts, internally lubricated cables with deep-channel pulleys and sealed bearings.

Some companies also offer a plate loaded series. By combining key ergonomic factors, such as independent movement arms, diverging/converging motion paths, and adjustable seats, chest pads,

Install machines that feature biomechanically correct design that accommodates users of any fitness or experience level, delivering measurable, targeted results in the shortest amount of time possible.

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While a wide range of cardio and strength equipment helps engage most students, it's also important to make any recreation facility an inclusive and welcoming space.

Use equipment that offers a wide range of equipment that invites differently abled individuals to work out as well.

and backrests, this durable equipment is not only built to last but built to meet the workout needs of its users.

For recreation facilities where space is a concern, look for equipment that will meet the space needs as well as features that give complete workout opportunities. The compact footprint helps to avoid visual clutter in smaller spaces, while adjustable seats and range-of-motion limiters ensure movements are comfortable and biomechanically correct.

While a wide range of cardio and strength equipment helps engage most students, it's also important to make any recreation facility an inclusive and welcoming space. Use equipment that offers a wide range of options for differently abled individuals to work out as well. Whether for rehabilitation or recovery or other physical challenges, look for equipment that includes treadmills with extended handrails and extra cushioning,

a recumbent cycle with added flexibility for rehab variants, and an ergometer that helps seated, standing or wheelchair users strengthen their upper body.

Of course, if a company does not believe in the socially conscious and inclusive values it promotes, then it won't be long before partners and users move on. Use a company that believes that it is their responsibility to serve customers, partners, and the planet.

In a university recreation landscape that is constantly evolving, colleges and universities can't simply meet a growing list of needs—they're proactively advancing to deliver the right mix of effective and engaging fitness solutions in ways that others simply cannot. For those that share their passion for serving others, looking forward and meeting challenges head-on, make sure that every workout inspires performance for your university, your students and for our shared world.



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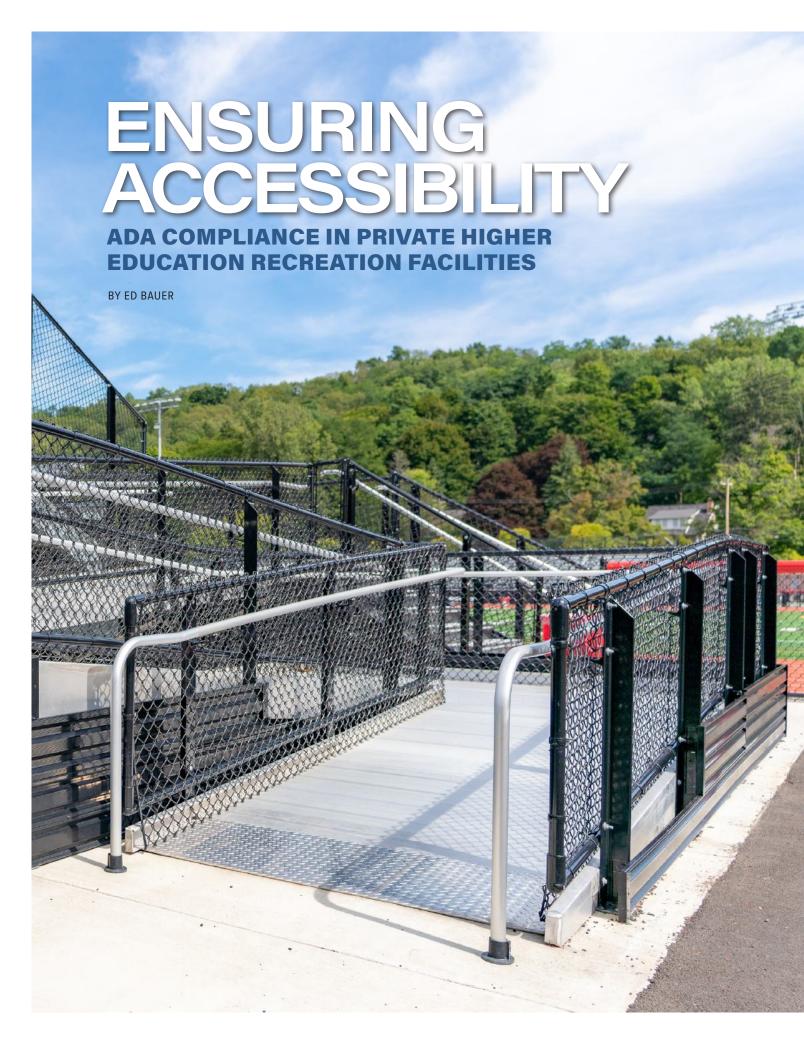
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Private higher education institutions pride themselves on providing an enriching and inclusive environment for students. A crucial aspect of this inclusivity is ensuring that recreation facilities are accessible to individuals of all abilities. The Americans with Disabilities Act (ADA) sets the standards for accessibility in various public spaces, including recreation facilities at private institutions. In this article, we will delve into the key considerations and regulations surrounding ADA compliance in private higher education recreation facilities and provide valuable resources for recreation facility directors.

Understanding ADA and Its Implications

The Americans with Disabilities Act, enacted in 1990, is a landmark piece of legislation designed to eliminate discrimination against individuals with disabilities. Title III of the ADA focuses on public accommodations, encompassing spaces like hotels, restaurants, and, significantly for educational institutions, recreational facilities.

Key ADA Requirements for Private Higher Education Recreation Facilities

- 1. Accessible Design and Construction: ADA mandates that recreation facilities must be designed and constructed to be accessible to individuals with disabilities. This includes features such as ramps, elevators, and accessible entrances to ensure that all areas of the facility are reachable and usable by everyone.
- 2. Equipment and Features
 Accessibility: All equipment and
 features within recreation facilities
 must be designed with accessibility
 in mind. This involves providing
 accessible routes to exercise
 equipment, ensuring the availability of assistive devices, and
 implementing features like pool
 lifts for swimming facilities.
- **3. Program Accessibility:** ADA requires that programs and services offered in recreation facilities are

accessible to individuals with disabilities. This may involve providing alternative formats for instructional materials, ensuring effective communication methods, and making reasonable modifications to policies and practices to accommodate everyone.

- 4. Communication Accessibility:
 - Information about recreation programs and services must be communicated effectively to all individuals, regardless of their abilities. Recreation facility directors need to ensure that their communication methods, including websites and printed materials, are accessible to individuals with visual or auditory impairments.
- 5. Training and Awareness: It is essential for staff members to be trained on ADA requirements. Recreation facility directors should conduct regular awareness campaigns to ensure that staff understands the importance of inclusivity, knows how to assist individuals with disabilities, and is aware of emergency procedures that consider all patrons.

Resources for Recreation Facility Directors

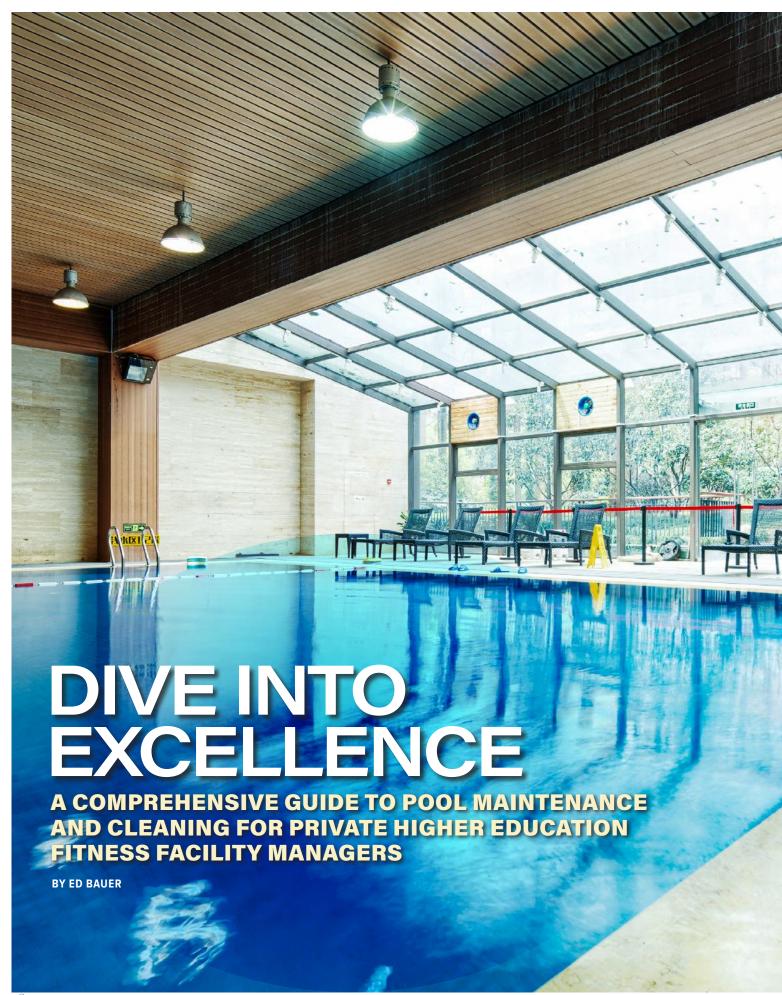
For recreation facility directors, staying informed about ADA regulations is crucial. Here are some key resources:

- ADA Standards for Accessible Design (2010)
- ADA Title III Regulations

- Department of Justice (DOJ) ADA Guide for Small Businesses
- U.S. Access Board—Recreation Facilities

These resources provide detailed information about ADA standards, ensuring that recreation facility directors have the necessary tools to create and maintain accessible environments on their campuses. It's not just a legal requirement; it is a commitment to creating an inclusive campus environment. Recreation facility directors play a pivotal role in achieving this goal by implementing accessible design, ensuring program accessibility, and fostering awareness among staff. By adhering to ADA standards, private higher education institutions can fulfill their mission of providing equal opportunities for all students, regardless of their abilities, in both academic and recreational pursuits. Continuous education and vigilance around ADA regulations will contribute to the ongoing success of creating universally accessible recreation facilities.

ABOUT THE AUTHOR: Ed Bauer has been in publishing for over twenty years. In his early career years, he worked on the staff at Mount Union College and for the last twelve years as publisher and managing partner at Flaherty Media has been privileged to tour many private higher education campuses and talk with numerous staff members who manage these multiple building facilities. He can be reached at ed@pupnmaq.com.



ENSURING CRYSTAL CLEAR WATERS AND OPTIMAL SAFETY FOR YOUR AQUATIC OASIS

Private higher education institutions pride themselves on providing top-notch amenities to their students and staff, and a pristine swimming pool is often a crown jewel in these fitness facilities. However, maintaining a pool is no mere splash in the water; it requires dedication, expertise, and a commitment to safety and hygiene. In this comprehensive guide, we will explore the intricacies of pool maintenance and cleaning tailored specifically for private higher education fitness facility managers.

The Importance of Proper Pool Maintenance

· Health and Safety Considerations

A sparkling pool not only enhances the aesthetic appeal of a fitness facility but also plays a crucial role in promoting the health and well-being of its users. Neglecting proper maintenance can lead to water-borne illnesses, bacterial infections, and other health hazards. As facility managers, it is imperative to prioritize the safety of pool users by implementing a rigorous maintenance routine.

Reference: Centers for Disease Control and Prevention (CDC) - Healthy Swimming

• Financial Implications of Neglect

Beyond health concerns, improper pool maintenance can have severe financial repercussions. Repairing damage caused by neglect is not only costly but also disruptive to the daily operations of the fitness facility. Regular maintenance, on the other hand, is a proactive investment that prevents major issues, saving both time and money in the long run.

Crafting a Comprehensive Maintenance Plan

· Daily Checks and Balances

Implementing a daily maintenance routine is the first line of defense against pool-related issues. Regularly checking chemical levels, skimming debris, and inspecting equipment such as pumps and filters are crucial components of a successful daily checklist.

Reference: Pool and Hot Tub Alliance -"Daily Pool Maintenance Checklist"

· Weekly Deep Dive

In addition to daily tasks, a weekly deep dive into pool maintenance is necessary. This includes brushing the pool walls, vacuuming the pool floor, and inspecting and cleaning the pool deck. These tasks not only enhance the visual appeal of the pool but also contribute to its overall health.

Reference: Swim University - "The Ultimate Guide to Pool Maintenance"

Monthly Assessments and Calibration

On a monthly basis, facility managers should conduct a more in-depth assessment of the pool's condition. This involves calibrating equipment, checking for leaks, and ensuring that the pool's water chemistry is within optimal ranges. Regular calibration of equipment ensures efficiency and longevity.

Reference: National Swimming Pool Foundation (NSPF) - "Monthly Pool Maintenance Guide"

Addressing Common Challenges in Pool Maintenance

• Dealing with Algae Blooms

Algae blooms are a common challenge in pool maintenance, and if left unchecked, they can turn a pristine pool into a green nightmare. Understanding the causes of algae growth and implementing preventive measures, such as adequate circulation and proper chemical treatment, is key to maintaining crystal clear waters.

Reference: University of Florida IFAS Extension - "Pool Algae"

Controlling pH Levels

Maintaining the right pH level is fundamental to pool chemistry. Deviations from the optimal pH range can lead to equipment corrosion, skin irritation, and reduced effectiveness of sanitizers. Regular testing and adjustment of pH levels are critical aspects of pool maintenance.

Reference: American Chemistry Council - "Controlling pH in Swimming Pools"

Safeguard Your Aquatic Oasis

The responsibility of managing a pool in a private higher education fitness facility extends far beyond its aesthetic appeal. It involves a commitment to health, safety, and financial prudence. By crafting and diligently executing a comprehensive maintenance plan, facility managers can ensure that their pools remain inviting, safe, and a source of pride for the institution.

By referencing reputable sources and industry guidelines, such as those provided by the CDC, PHTA, and NSPF, facility managers can stay informed and stay ahead of potential challenges. As custodians of aquatic well-being, they play a crucial role in shaping a positive and healthy experience for students, staff, and visitors. After all, a well-maintained pool is not just a luxury—it's an investment in the well-being of your community.

ABOUT THE AUTHOR: Ed Bauer has been in publishing for over twenty years. In his early career years, he worked on the staff at Mount Union College and for the last twelve years as publisher and managing partner at Flaherty Media has been privileged to tour many private higher education campuses and talk with numerous staff members who manage these multiple building facilities. He can be reached at ed@pupnmag.com.



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