

F3 (Fit, Fabulous Females) Program Evaluation

By

Laurie Camp

May 2014

An essay submitted to
Kent State University
in partial fulfillment of the requirements
for the Master of Liberal Studies degree

Approved by

Professor Carey McDougall, Adviser

Dr. David Dees, Reader

Dr. Richard M. Berrong, Director of Liberal Studies

Dr. Raymond A. Craig, Dean, College of Arts and Sciences

TABLE OF CONTENTS

Chapter		
I.	Introduction.....	1
II.	Program Design and Implementation	9
	Participants and Recruitment	12
	Expenses, Revenue and In-Kind Donations.....	14
III.	Results, Research, and Best Practices	16
	Outcomes	16
	Different Age Groups	17
	Adolescents	18
	Pregnancy.....	21
	Menopause	23
	Funding	24
	Best Practices	27
	Fit Chicks, Inc.	28
	Girls on the Run®	29
	Salem High School F3	30
	SWOT Analysis	32
	Strengths	33
	Weaknesses	34
	Opportunities.....	36

	Threats.....	36
IV.	Options For Improving F3	37
	Funding Sources.....	41
	Partnerships.....	42
	Age Group Specificity	43
	Marketing.....	44
	Administration/Advisory Board.....	45
V.	Recommendations and Discussion	49
WORKS CITED		51

Chapter 1

Introduction

F3: Fit, Fabulous Females was created out of my passion to help women embrace a healthy lifestyle. The mission of F3 is “to promote a healthy, happy lifestyle for women of all ages through exercising, socializing and nutrition.” As a fitness instructor and personal trainer, I had worked with women who had continuously expressed the need to live a healthier lifestyle but always seem to fall short in their ability to do so.

It is important to develop a wellness and fitness program specifically for women because there are significant differences in the physiological and psychological makeup of women and men. Compared to men, women have skeletal structural differences: 10 percent higher body fat, and on average 30 to 50 percent less upper body strength (Kettles, Cole, and Wright, 2006). Women have a “smaller, shallower, wider and more circular pelvic cavity” as well as shorter legs and arms relative to height (Kettles et al., 2006, p. 6).

These skeletal differences between women and men create postural differences. The combination of the skeletal, postural, hormonal, and biomechanical differences contributes to women being more susceptible to knee injuries when participating in programs designed for men (Kettles et al., 2006). When a women squats in a standard position, her knees will tend to rotate inwardly, which can create instability (Kettles et al.,

2006). Adjusting to a wider stance will stabilize the position (Kettles et al., 2006). This simple correction helps prevent injury and build confidence. According to the American Academy of Orthopedic Surgeons (2002b), females participating in certain sports are three to four times more likely to injure their ACL than males, and the majority of these injuries occur between the ages of 15 and 25.

Women whom I have worked with have stated that they feel the need to fight the natural progression of their bodies as they age because they are inundated with images in the media of thin models and actresses. Many girls are concerned about weight gain and changes to their body during the adolescent years; however, it is the natural progression of the body to change and fluctuate in weight during these years (Cowlin, 2002). During puberty, under the influence of testosterone boys gain lean muscle mass and lose body fat whereas under the influence of estrogen girls gain muscle and fat (Kettles, et al., 2006). Body fat is necessary for functioning, and women need more for pregnancy and breast feeding. Too little body fat can be just as dangerous as too much body fat. Kettles, et al., (2006) also note that fat is important cushioning to prevent osteoporotic fractures later in life that are more likely to occur in women than men.

From my experience in the fitness field, I made the following observations:

- Many of the women I worked with spent a great deal of time caring for their families and neglecting their own physical and mental needs. According to a study by the National Alliance for Caregiving and AARP (1997), “the average caregiver is 46, female, married, and working outside the home earning an annual income of \$35,000.” For many of these women, the responsibilities of

working, raising children and caring for elderly parents/relatives make it difficult to find time to take care of themselves. Dorothy Miller (Raphael and Schlesinger, 1994) coined the term the Sandwich Generation in reference to those who are caring for elderly parents or relatives while raising children. The wellness programs that I worked with included many women who were caring for elderly parents, raising children and working a full-time job. These responsibilities limited the amount of time available for the women to care for themselves.

- The women I worked with who were the most successful in reaching their goals formed support systems at the gym or directly within the fitness classes. One of the key differences between female and male participation in physical activities has to do with the social aspect of exercise. Research has shown that 10- to 11-year-old girls are motivated to participate in exercise programs as much for the social networking as for the game, while boys are motivated largely by the opportunity to practice competition and dominance (Cowlin, 2002). Women tend to associate physical activity with social connectedness (Cowlin, 2002).
- Many of the women I worked with were exercising and dieting to improve their physical appearance. Improving their quality of life was a secondary concern. These priorities are echoed in research on why women exercise. In a survey completed in 2007 of 98 college students, (57 women and 41 men), 52 percent of the women stated the main motivation to exercise was to improve

body image while only 19.4 percent of men exercised to enhance appearance (Kekessi, 2007). Many women begin exercising and dieting for the sole purpose of weight loss or improving their physical appearance (Kekessi, 2007). Kettles et al. (2006) posit that young women are inundated with unrealistic body images in the media that contribute to low self-esteem.

According to the Center for Disease Control website, 35.9 percent of women 20 years and over are obese (have a body mass index (BMI) of 30 or higher). The percentage of women 18 years and over who met the 2011 federal physical activity guidelines for aerobic activity through leisure-time aerobic activity was 50.2, with 24.5 percent meeting the guidelines for muscle-strengthening activity (CDC website, October, 2013). According to the Center for Disease Control website (July 2013), obesity contributes to heart disease (the leading cause of death for women), type 2 diabetes, stroke, and some types of cancer. One out of 30 women will die of breast cancer, compared to the one out of three women who will die from heart disease (American Heart Association, 2013). The U.S. Department of Health and Human Services Office on Women's Health advocates exercise and a healthy diet as a means to prevent heart disease, high cholesterol and high blood pressure (Womenshealth.gov, 2013).

Based on this information, I created a program specifically for women with goals that included providing participants the means to make better choices regarding food and physical activity as well as educating participants about the negative effects of not participating in an active, healthy lifestyle. The program was designed to inspire participants to live a life based on overall wellness rather than focusing on exercise as

motivated by body image. In 2002 Ahmed and associates (in Kettles et al., 2006) conducted a 12-week strength training program for young women with fitness assessments including strength, body fat, weight, and circumferences completed before and after the program. The study also included questions concerning body image. On average, the women gained one pound, but their strength increased and they reported feeling stronger and healthier. This study suggests that it is important to stress “what the body can do rather than what it looks like to promote a healthy body image” (Kettles et al., 2006, p. 66).

Part of my goal in developing F3 was to assist women with understanding the role of fat in women’s wellness. The role of fat in wellness is not addressed in general wellness programs because most programs are created for men. Many programs are developed with the male standard of fat, which creates a situation where women feel the need to completely eliminate the fat content of their physique.

The difference between men and women’s reproductive systems and thus hormonal effects mandate substantially different wellness needs. Adolescent females may begin their menstrual cycle as early as nine years old. During the menstrual cycle, hormones fluctuate, and some females report bloating, cramping, headaches and irritability. Women whom I have worked with have mentioned that their level of performance is lower during menstruation. There is no current research on the effect of menses on non-athletic women; however, experts agree that the best form of exercise to relieve menstrual cramps is something that gets the heart rate up, such as brisk walking, biking, swimming, or, in the cooler months, ice-skating. It is important to educate

women about the benefits of exercising during menstruation and motivate them to remain active during this time.

Another overlooked aspect of the differences in exercising between men and women is the fact that women on average have 30 to 50 percent less upper body strength than men (Kettles, et al., 2006). Many women do not lift weights because they fear gaining huge muscle mass, or think that strength training will create a masculine physique. On the contrary, women will build lean muscle mass through strength training. If the body has more lean muscle mass, the metabolism will stay higher which means that the body will burn more calories. Strength training for women is critical because it helps with flexibility, functionality, and preventing osteoporosis.

While physiological differences are very important when designing wellness programs for women, psychosocial aspects of women's development cannot be overlooked either. Questions remain about what motivates women to take care of themselves and what type of physical activity is simultaneously enjoyable to and healthy for women. Kettles, et al. (2006) acknowledge that many women value belonging to a group more than independence and fear loneliness more than failure, while many men value success over connectedness and fear failure more than loneliness. While there are women who have a competitive edge, most women use exercise as another method of socialization (Cowlin, 2002). This desire for connectedness contributes to the success of the many types of fitness classes such as Zumba®, Spinning®, kickboxing, boot camp, etc. as these classes give women a chance to engage in physical activity with others while building friendships and support systems. Based on my observations in other wellness

programs and their alignment with research, I also wanted F3 to take into consideration women's caregiving pressures. As caregivers, women are also role models. According to Birch and Davison (2001) (in Kettles, et al.), the influence of primary caregivers on the nutrition and physical activity of children contributes largely to childhood obesity. Educating and assisting women to make better wellness choices for themselves would trickle down to their children and significant others because women tend to be the caregivers in families.

The need to educate women about healthy living so they can model it for their children was reinforced in April 2010 when the SCC rolled out a children's fitness and nutrition program. It was my observation that the children who participated in the program exhibited poor eating habits and were leading sedentary lifestyles. According to a study completed by the Kaiser Family Foundation (2010), 8- to 18-year-olds spend approximately 7 hours and 38 minutes a day using entertainment media (television, video games, smart phones, etc.) It's not surprising that the Center for Disease Control (2010) estimates that more than one-third or 35.7 percent of adults in the United States are obese and that "obesity now affects nearly 17 percent of children – triple the rate from a generation ago." If children spend 7 hours and 38 minutes a day using entertainment media, approximately 7 hours in school, and approximately 8 hours sleeping, there is limited time (less than 2 hours) left to eat, do homework, or participate in any type of physical activity.

Parents need to know how to make better nutritional and fitness choices to educate and influence their children to make healthier decisions. Birch and Davison (in

Kettles, et al.) (2001) posit that parental influences on children's nutrition and activity play a huge part in childhood obesity. Pearson, Biddle and Gorely's (2008) review indicates that targeting parents to present healthy nutrition to children and adolescents is the most effective method for changing the unhealthy eating habits of the youth. Given the above research, empowering women with knowledge about nutrition and exercise will help them assist their children with making better wellness choices as well. So, while I was originally motivated to create F3 to help women make healthier wellness choices, I was further inspired by the realization that the program could potentially have a ripple effect within their families, specifically their children.

Additionally, it was my desire to provide scholarships for those who could not afford membership at the SCC. In 2013, the city of Salem had an estimated population of 12,270 with a median family income of \$35,853 (State and County Quickfacts, 2013). Approximately 22.5 percent of the population was estimated to be living under the poverty level (State and County Quickfacts, 2013). While the SCC provides wellness programming and fitness facilities, there are many families within the city who do not have the financial means to participate in the events. The SCC provides fewer than ten scholarships per year for those with financial need. The scholarships are provided on a case-by-case basis depending on the SCC's current budget. The proceeds from the women's wellness program were designated to provide scholarships for women with financial and physical need.

Chapter 2

Program Design and Implementation

F3: Fit, Fabulous Females program began October, 2009, as a program through the Salem Community Center (SCC), a fitness center with an indoor pool, track, gym and an indoor field house for soccer. The SCC provides the marketing and facilities and assists with the program administratively when possible. The members of the SCC pay monthly fees, and all programming is at an additional cost. The funding to build the SCC, as well as the operating budget for the first five years, was provided by the Salem Community Foundation. The SCC was designed to be financially independent after the fifth year, but it continues to rely on the Salem Community Foundation to partially finance its operating budget. The SCC provides the physical facilities necessary for F3, as well as the payment for fitness instructors for the group fitness classes. F3 costs associated with payment of instructors and administrative costs are approximately \$250 per year. While the SCC has been very generous in providing support for the program, it has limited funds available from the SCC to grow the program.

When the program started, advertising and marketing were limited. The marketing coordinator at the SCC created the original flyers and brochure for the program. A brochure with a registration form was created and placed in kiosks throughout the community center. Marketing also included events schedules at the SCC,

posts on a Facebook group for F3, email blasts to the SCC listserv, and announcement of upcoming events in fitness classes at the SCC. The SCC has a strong communication system for reaching its members; however, there is no advertising or marketing budget to reach non-SCC members.

The first event was in October, 2009. Initially, activities were planned six months in advance to entice prospective members to join the organization. The published six-month schedule included fitness classes, guest speakers about women's health issues, and social events. Members paid a yearly membership fee to join the group, that included a yearly gift and entrance to the monthly events.

The first activity for the program was a self-defense class for women by Sebring Police Chief Ray Heverly on Monday, October 25, 2010. Chief Heverly is a certified instructor for women's self-defense and instructed the class at no charge.

In November, F3 presented *Have a Healthy Holiday*, a holistic, nutritional eating talk by Denise Buttermore, a chef trained with a focus on nutrition. Buttermore incorporated recipes and ways to more healthy during the holidays.

In December, a *Stress Reliever Yoga* class was taught by Kristi Trybend. In January, I taught a *Beach Party Spinning* class incorporating decorations and attire to give the group a summer-like experience in the dead of the winter. In February, we offered *Learning to Love Yourself*, which incorporated massage, makeovers, and a body image talk.

In April, the Wellness Director provided a fitness floor demonstration during the off hours to provide a less intimidating experience for the women. Many of the women

in the group shared with me that the cardio and weight equipment were overwhelming and that they felt apprehensive using the equipment. By providing this orientation during the off hours, we were able to work closely with the women without any distractions in educating about the proper use of the machines as well as developing a workout program specifically for their own needs.

After the first six months, the events were planned on a month-to-month basis to eliminate issues with room scheduling. Because of limited space availability at the SCC, events were scheduled for a specific room and moved at the last minute because of other programming. This created issues because of the need for specialized equipment for the fitness classes. An example of this is a kickboxing class that was slated for the Fitness Studio but moved to the North Gym. The heavy weight bag is housed in the Fitness Studio and is not transportable, so this eliminated the use of the preferred equipment for this class.

Planning on a month-to-month basis created issues with marketing and organization and disappointed women who wanted information on upcoming events prior to joining the group. In January, 2013, we reverted to the original six-month schedule.

In September, 2011, an advisory board was formed and met to discuss the criteria for the scholarship. The board agreed that the scholarship should be awarded on financial and physical need and would provide one woman with a membership in the SCC and in F3. A scholarship application was created and emailed to the F3 members to be distributed to potential candidates. The scholarship opportunity was not widely advertised and relied on word of mouth, resulting in only four applicants. To date, the

revenue from the F3 memberships has covered the gym membership for one college student for 15 months.

Participants and Participant Recruitment

Within the first six months, membership grew to 60 members with each event averaging 10 to 20 participants. After the first year, many women did not renew their memberships, and membership dropped to 30. In the third year, the membership decreased to 20 with attendance at events hovering between four and six participants. In January, 2013, changes were made in the events and scheduling in order to increase membership and participation. A six-month schedule was developed that included many different physical fitness activities. Restructuring the events increased participation in events but not memberships.

The key administrative personnel involved in F3 were Dan Scarpitti, Caroline Stone, Jeanne Martin, Dave Woods and myself. Cory Wonner replaced Dan Scarpitti as Wellness Director in December, 2012. Caroline Stone, the bookkeeper at the SCC, handled membership and financial reporting for F3. Jeanne Martin, front desk supervisor, created the flyers and marketing pieces for F3. Wonner, Scarpitti, Stone, and Martin's wages for their work on F3 were part of their normal wages, paid by SCC, so F3 did not incur any expenses from their work. Dave Woods, a local graphic designer, created the initial F3 logo and received a one-month membership to the SCC in exchange for his design work. As overall coordinator, I planned and coordinated the monthly events, ran membership reports, ordered yearly gifts, provided the information for the

flyers, and requested rooms. I received compensation only for the monthly events that I taught.

As mentioned above, after two years of programming, an advisory board was formed, initially consisting of some of the key administrative personnel including Dan Scarpitti (the previous Wellness Director), Heather Young (the Executive Director of SCC), Caroline Stone (SCC bookkeeper), Jeanie Countryman (community member), Celeste Baronzi (community member), Danielle Baker (community member), and myself.

The structure of the board was somewhat different from other non-profit organizations because the F3 organization was a subsidiary group under the Salem Community Center. There is an advisory board that governs the actions and the scholarship fund. The board designed the scholarship guidelines, including the minimum criteria to apply, reviewed the applications, and allocated one scholarship thus far. Dambach, Davis, & Gale (2008) state that nonprofits need board members who are fully engaged in promoting the organization's mission and goals. As noted, this board's participation, with only one meeting and minimal communication via email, has not met the threshold of being fully engaged. Further decisions about events and continuation of the scholarships were made by the Executive Director and the Program Coordinator. Therefore, the inadequate participation of the advisory board limited their input on key decisions.

Expenses, Revenue and In-Kind Donations

The yearly membership fee for F3 was \$20. Members received entry to all activities. First-time members received a F3 t-shirt. Non-members paid \$5 to participate in an individual activity. The second-year members received a F3 towel, and third-year members received a long-sleeved t-shirt. The expenses were kept to a minimum, and the remaining funds are allocated to a scholarship fund. The following table is a breakdown of the revenue and expenses of the program.

F3 Budget				
As of October 8, 2013				
<u>Date</u>	<u>Description</u>	<u>Income</u>	<u>Expenses</u>	<u>Balance</u>
10/26/2010	F3 T-SHIRTS		300.00	-300.00
3/1/2011	F3 T-SHIRTS		180.00	-480.00
10/12/2011	F3 TOWELS		75.00	-555.00
10/12/2011	F3 T-SHIRT		8.00	-563.00
10/13/2011	DONATION	25.00		-538.00
1/29/2012	Memb thru 1/29/12	1240.00		702.00
2/1/2012	SCHOLARSHIP - 02/01/12-05/31/12		128.00	574.00
7/22/2012	SWIMMING 101	20.00		594.00
8/1/2012	SCHOLARSHIP -		128.00	466.00
8/6/2012	MILL CREEK	5.00		471.00
8/13/2012	MILL CREEK OUTING SNACK		30.00	441.00
9/12/2012	BELLY DANCE NON-MEMBERS	15.00		456.00
10/16/2012	DONATION	100.00		556.00
10/30/2012	MEMBERSHIPS	140.00		696.00
1/26/2013	BEACH PARTY SPIN	25.00		721.00
2/1/2013	SCHOLARSHIP -		28.00	693.00
2/20/2013	F3 Shirts	180.00		513.00
2/27/2013	MEMBERSHIPS	220.00		733.00
2/27/2013	KI-ZUMBA	114.00		847.00
3/27/2013	KI-ZUMBA	93.00		940.00
4/9/2013	SWIMMING 101	18.00		958.00
7/5/2013	Membership	20		978.00
7/22/13	Membership	20		1018.00
7/22/13	Yogilates	25		1043.00
7/27/13	Membership	20		1063.00
8/10/13	Membership	40.00		1103.00
9/14/13	F3 Challenge	90.00		1193.00
9/14/13	Membership	20		1213.00
9/24/13	Challenge exp.		56.35	1156.65
10/8/13	Admin expenses		500.00	656.65

Chapter 3

Results, Research and Best Practices

Improving the program requires an analysis of all its aspects. This chapter focuses on the measurable outcomes of the program, the differences in women physically and psychologically at various ages, and other programs with similar structure.

Outcomes

It is not a common practice to include measurable goals in programs at the SCC. With the exception of the Children's Program, the SCC does not develop measurable outcomes for any of its programming. The Children's Program had specific, measurable outcomes because it was a grant-funded program that was required to report the progress of the participants on an annual basis. In the initial phase of the program, it did not occur to me to develop measurable outcomes.

The only outcome that was measured in the first three years was the ability to provide a scholarship. There was no specified maximum income or physical need established. The process consisted of reviewing the four applications and awarding it to the applicant with the least income. Although the applicant that received the scholarship had specific health conditions, it was established that physical need could be defined as being overweight. During the original meeting, the program only had the proceeds to provide one scholarship. Because of the time constraints of the board members, there

were no subsequent meetings. The scholarship continued to go to the same candidate because we did not have any further applicants.

In April, 2013, I asked to discontinue the scholarship and use the remaining funds to provide an outreach program such as a Couch to 5K running program that would allow F3 to reach more than one woman with financial need. Recently, the SCC decided that the money cannot be used for outreach. The money has been allocated to the operating budget of the SCC to cover their loss in the 2013 fiscal year.

Different Age Groups

Prior to beginning the F3 program, my concept of women's wellness consisted of a balance of exercise, nutrition, and social opportunities. As the program was developed, each of these aspects was represented. More importantly, the goal was to help women focus on their overall health rather than body image. Women typically begin an exercise and healthy eating program with the sole purpose of losing weight rather than achieving a stronger body. F3 specifically worked to create motivation to be well out of a desire not to lose weight but to increase physical strength and endurance.

The program aimed to include women of all ages; however, this was challenging because of the physiological and psychosocial differences of women in different age groups. Adolescents, pregnancy-age women, menopausal women, and post-menopausal women present unique wellness needs. The ages of the women who participated ranged from 15 to 86, making programming difficult. Many women had adolescent daughters who wanted to participate but were not interested in all of the topics. The fitness classes were appropriate for all ages, but the guest speakers were geared more towards the older

group. In order to determine if it was possible to offer programming that would encompass all ages, it is necessary to look at the differences.

Adolescents.

Research strongly suggests a need for wellness programs specifically geared to adolescent girls. There are many physical, hormonal, and psychological changes that occur during adolescence. Identity is being created on several levels – physical, psychological, and social (Cowlin, 2002). During this time, girls begin to compare themselves to others, experience physiological changes and become aware of their bodies as an image. Rodin, Silberstein, and Striegel-Moore (1984) introduced the idea that the cultural valuation of thinness as beauty prescribes an ideal body weight at odds with the developmental milestones that tend to increase women's body fat (puberty, pregnancy, and menopause). According to their argument, the focus on appearance that preoccupies women results in large part from social pressure and leads to diminished self-esteem, distorted body image, and frustration (Rodin, et al., 1984). Hancock (1990) states that self-esteem drops and body image becomes an issue at age nine, although a study completed by the University of Central Florida (2009) indicate that it may be as early as three to six years old. As stated on the National Association of Anorexia Nervosa and Associated Disorders, Inc. (ANAD) webpage, (2013) research completed by the Substance Abuse and Mental Health Services Administration (SAMHSA) indicates that 95 percent of those with eating disorders are between the ages of 12 and 25. ANAD (2013) also states that anorexia is the third most common chronic illness in adolescents. Adolescence is a critical time of development and while it is important to educate young

adolescent girls about the importance of physical activity and healthy eating, it is also a time to ensure that they are not becoming obsessed with these activities for unhealthy reasons.

Girls at this age who participate in sports are at risk for the Female Athlete Triad. The American College of Sports Medicine officially recognized the disorder in 1992 and updated the position statement in 1997 and 2007. The current definition refers to the relationship between disordered eating and the effects on the girl's physical condition. Disordered eating does not have to indicate anorexia or bulimia, but can simply be not eating enough calories to meet physical demands. Pre-pubescent and adolescent girls are at the highest risk of this disorder (Female Athlete Triad Coalition and International Consortium, 2013). The condition is most common in sports that require leanness, such as cross country running, gymnastics, and figure skating (Female Athlete Triad Coalition, And International Consortium, 2013). The condition results from the female's perceived need to be thinner and more competitive and leads to limiting calorie intake to lose weight. Menstruation can be halted or never begun because of intensive training and poor nutritional habits. Not menstruating can lead to loss of bone density from a lack of estrogen production.

The following signs point to possible Female Athlete Triad syndrome:

- Irregular or absent menstrual cycles
- Always feeling tired or fatigued
- Problems sleeping
- Stress fractures and recurring injuries

- Frequent restriction of food intake
- Constantly striving to be thin
- Eating less than needed to perform effectively
- Cold hands and feet

(Female Athlete Triad Coalition and International Consortium, 2013).

Most wellness programs do not discuss Female Athlete Triad syndrome. Many coaches, parents, and teachers are not aware of the severity of this issue. While this is not an issue that has been directly addressed through F3, various aspects related to these issues have been addressed through presentations on nutrition, body image, and the dangers of over-training.

Kettles, et al., (2006) posit that the benefits of regular physical activity during adolescence include: developing strong bones; helping avoid unwanted weight gain; develop new skills; avoiding negative behaviors and chronic diseases in adulthood; improving posture, appearance, self-image, and self-confidence; reducing stress and anxiety; increasing energy level and reducing fatigue; providing opportunities for socialization; allowing for creative expression; and promoting overall good health. It is important to note that not every adolescent girl will respond to the same type of wellness format. Some may respond well to an organized sport while others will respond better to a non-competitive environment. Most school physical education programs are built around organized sports. F3 provides a range of physical activity in a non-competitive environment for the adolescent girl who doesn't want to compete in an organized sport.

While there are many physical benefits to exercise and eating healthy, there are also beneficial social aspects of physical fitness for adolescent girls. According to Hancock (1990) (as presented in Cowlin, 2002), in Western culture white girls' self-esteem plummets drastically after age nine (p. 27). African- American girls are not susceptible to this falling self-esteem (Cowlin, 2002). This lack of self-esteem can contribute to making white adolescent girls more susceptible to unhealthy behaviors such as eating disorders, smoking, unprotected sex, and drugs (Ozer, Brindis, Millstein, Knopf, and Irwin, 1998). This time period for girls involves a shift of focus from internal concerns to an obsession with appearance (Cowlin, 2002). Wellness programs such as F3 can educate adolescents to the importance of physical activity and healthy eating habits. Experiencing different types of exercise assists girls in finding a routine that is enjoyable and doable. Ideally, healthy lifestyle choices can be incorporated at this stage and continued throughout their lifetime.

Adolescent participation in the F3 program was limited to a few girls who attended the Ki-Zumba event. This event combined kickboxing and Zumba® to create a high-intensity 45-minute workout. The event included dance, kickboxing, prizes and high-energy participation, which appealed to this age group. In order to better serve this age group, F3 would need to provide some specific programming targeting their unique needs.

Pregnancy.

The body undergoes many physical, hormonal and psychological changes during pregnancy. In 1994, the American College of Obstetricians and Gynecologists (ACOG)

revised previous guidelines for exercising during pregnancy. The new guidelines recommend seeking approval of a health care provider, exercising regularly in line with the pre-pregnancy fitness level, avoiding discomfort in movement, and not engaging in activity when signs of labor appear, when fatigued, or when unusual conditions such as bleeding occur (Cowlin, 2002).

Most pregnancy wellness programs focus on somatic arts, recreational physical activity and childbirth education (Cowlin, 2002). Somatic arts includes relaxation techniques, body/mind discipline, physical and dance/movement therapy (Cowlin, 2002). The practice combines mental and physical exercise to reduce stress and promote wellness. Recreational physical activity includes aerobic conditioning such as jogging, swimming, biking, or dancing, and even strength training and core strengthening. Childbirth education includes the practice of dissociative mental focus and patterned breathing techniques during labor and delivery. These classes are typically taught at hospitals by nurses or certified practitioners and encourage a partner to support throughout the process.

In the past, the F3 group did not provide any programming specific to pregnant women. During pregnancy, women are motivated to exercise by a desire to be with other pregnant women, to have a healthy baby, to avoid weight gain, or out of habit (Cowlin, 2002). Because women tend to be motivated to connect with other pregnant women during this time, a prenatal exercise group is ideal (Cowlin, 2002). It is generally safe for a pregnant woman to continue the same exercise routine that she had pre-pregnancy; however, women who have been sedentary will need to be cautious. To date, the F3

group has not had any pregnant members or participants. Although this is an important aspect, it is beyond the scope of the F3 group. While the events would be considered safe for a pregnant woman, the program is not designed to coach or guide women through their pregnancy.

Menopause.

Approximately three-fourths of the F3 group consisted of women in the Perimenopause or Menopause age group. Perimenopause consists of a three-to-six year time prior to menopause when women begin to see changes in menstruation flow and hormonal changes. Menopause is the time after twelve months of amenorrhea (cessation of menses). The average age when women stop menstruating is 51 years old (Kettles, et al., 2006). Given that the average woman's life expectancy is 80.4 years (Heron, Hoyert, Murphy, Xu, & Kochanek, 2009), it's important for these women to develop strategies to live a healthy life before, during and after menopause.

The wellness goals of women during menopause may change focus from achieving certain performance goals to disease prevention and management. Middle-age women who have not participated in exercise programs will benefit tremendously by building strength, flexibility and balance. Women who have been participating in programming may change their exercise routine to focus more on flexibility, strength and coordination. Kettles, et al. (2006) quote Dr. Pamela Peeke cautioning women, "Keep in mind that exercising after forty is no longer about competition or looking cute in a leotard. This isn't about buns of steel or a six-pack abdomen. This is about using exercise to destress your daily mental wear and tear; decrease your perimenopausal

symptoms, get fit and firm, and guarantee high-quality living into the twenty-first century” (p. 94). The core F3 members who fell into the perimenopausal group were members of the SCC for many years. These women formed a connection prior to F3 and strengthened the bond through F3. Most of them felt very strongly about the F3 group and recruited others in the same age bracket.

Many women in this age group are also dealing with decreased caretaking roles. After many years of caring for children or other family members, their children are now in college or away from home and their parents have passed, creating a lack of social connections. While social interaction is a part of everyone’s wellbeing, this core group of women has found social connectedness through the F3 group and the SCC.

Funding

The F3 program continued to fund the gym membership of one female college student who has demonstrated financial and physical need; however, if the organization is going to continue, it will be necessary to provide funding from other resources such as fundraising or grant writing. As was mentioned earlier, the fundraising for the program was directed back to the SCC general fund. The SCC is willing to continue the program; however, it will not allocate money for outreach or scholarships.

There are several principles of fundraising that are critical for the effort to be successful. According to Weinstein (2002), “Those closest must set the pace” (p. 4). Using this approach, the advisory board as well as the program coordinator should be setting the standard for donations with their own donations. Without the visible financial support of these stakeholders, the program may lack commitment from other members.

Since the SCC is a nonprofit organization, it is important to look at the trends that will affect philanthropy in the United States in the coming years. One of these trends is a growing interest in assessment. According to Weinstein (2002), “Donors are more interested in outcomes. They want charities to prove that the programs they help support are effective in changing lives.” (p. 9). An organization that is educating women about living healthier lives will need to assess its programming and prove that women are benefiting. Because the program focuses on both education and fitness, the assessment plan should include both aspects. The educational events included talks about breast cancer and heart health. While it is difficult to measure if the women are more conscientious about wellness exams and screenings after attending these events, the women could be required to complete a survey prior to the educational events. The women could then be surveyed at the end of the year to determine if there have been any changes in their level of commitment to screenings and wellness exams. Fitness levels can be assessed by performing various fitness assessments on a timed measure. Programs can easily be designed so that they allow for measurements of outcomes.

Fundraising, always a difficult task, has changed dramatically with the arrival of the internet and social media. Weinstein (2002) states “Information technology will alter everyone’s life. To flourish, not-for-profit organizations will need to learn to communicate effectively using the internet and emerging electronic technologies” (p. 9). Most nonprofit organizations have a website that allows donors to make donations by clicking a button. Facebook and Twitter offer opportunities to market events and organizations for free. It is easy to share information with a group of people by simply

sending a mass email or tweet. The primary means of communication for the F3 group have been email and Facebook. This eliminates the need for postage and paper, which is a huge cost savings. The only issue is that it can eliminate the over-65 age group and women of very low income who may not be connected to or have easy access to the internet or use email.

Weinstein (2002) predicts that the number of those over-65 will jump 76 percent between 2010 and 2030. This group not only tends to provide financial support to nonprofits, but also provides invaluable volunteer resources. Given their need for fitness and their interest in supporting nonprofits, F3 needs to address how best to communicate with the over-65 age group. The program will also require better communication means if the plan is to continue to provide programming for women from poor socio-economic backgrounds.

Dambach, et al. (2008) discuss the importance of evaluating board members based on skills and resources and building a board that provides the leadership necessary for the organization to thrive. The board members for F3 were picked based on the current membership of the F3 group. Danielle Baker was a young professional who also taught fitness classes at the SCC and contributed ideas about possible upcoming events. (Approximately a year after the advisory board was formed, Danielle moved out of the area.) Celeste Baronzi, a stay-at-home mother who has a teenage daughter, participated in many of the events and offered to assist with communicating upcoming events and the Facebook page. Caroline Stone, the bookkeeper at the SCC, provided financial information, program event statistics, and assistance with purchasing. Caroline attended

the majority of the events. Heather Young, the Executive Director, had the final say over the programming and financial decisions. Jean Countryman, a community member, contributed financially to the group and recruited. Three of the board members did not attend any of the monthly events over a period of a year.

Prior to selecting new board members, it will be important to evaluate the skill set of the current board members and choose members who will complement each other. Dambach et al. (2008) state that each organization should evaluate its own needs and priorities and build its board accordingly. If the F3 program is to succeed and grow, it will be necessary to outline clearly the role of the board and then continually evaluate how the board is meeting those roles.

Best Practices

It was difficult to find a program with the same design as F3 to identify best practices. There are some “for women only” gyms such as Curves that provide a more comfortable environment to exercise in. According to the Curves website (2013), they promote a full body, 30-minute interval workout routines on exercise machines. In addition to the workout, Curves offers a nutrition plan and a coach to follow progress. While the program can be very successful for beginners, the critical flaw is that the exercise program does not change as a women’s fitness needs change. As women continue to exercise, their fitness level increases and it is important to increase the challenge level as well as change the routine. Curves does not provide the necessary

intensity changes in the routine to promote continued fitness gains. Curves Gym does not offer any exercise classes or specific educational programs for women.

Fit Chicks®.

An organization that is close in design to F3 is Fit Chicks, Inc. in Ravenna, Ohio. This group began in 2006 focusing on a small group of women who trained for and participated in a triathlon. The mission of the group is to promote health and wellness for women and children. Fit Chicks, Inc. is a 501(C)3 nonprofit organization. The board consists of a President, Vice President, Secretary, Treasurer, Communications/PR officer and Gear Officer. The board meets the second Tuesday of every month. Additionally, the board has an annual retreat to plan the events for the upcoming year. In the past six years the group has grown and now averages 30 to 40 members. The membership fee is \$30 and includes the clothing item of the year, insurance for timed events, corporate membership rate at the Ravenna Fitness Center, discounts at local running and cycling stores, and monthly information sessions. Membership fees are due in January each year. The members are expected to participate in one timed event per year, attend most monthly meets, and participate in the annual reverse raffle fundraiser. The group trains together for a variety of different timed events including triathlons, marathons, and 5Ks. Member meetings are the last Sunday of the month and consist of information sessions such as nutritional counseling, cycling 101, organic farming and a variety of other wellness topics. Fit Chicks, Inc. participants also train together on a weekly basis.

Fit Chicks, Inc. sponsors a running program for under-privileged children. They have secured sponsors to pay the registration fee for the participants to run a local two-

mile race as well as to buy new running shoes for the participants. The group meets weekly, and the children are provided a healthy box breakfast, information on nutrition and running, and a running program. The children's program began in 2012 with 10 to 12 participants. In 2013, the group has grown to 31 participants.

Additionally, Fit Chicks, Inc. offers a Couch to 5K beginner running program for adults. The program meets on a weekly basis. The adults and children meet on a weekly basis, which allows parents to participate in the program with their children. Parents and caregivers may find this type of program enticing because it allows them to share the experience with their children.

The proceeds from Fit Chick Inc's annual fundraising raffle are approximately \$6,000-\$7,000. Approximately 80 percent of the funds raised by the group are donated to local organizations that contribute to the health and wellness of women and children.

(L. Keegan, personal communication, May 3, 2013)

Girls on the Run[®].

Girls on the Run[®] (GOTR) is a nonprofit running program designed for girls from third through eighth grade (<http://www.girlsontherun.org/>, 2013). The goal of the program is to build confidence through accomplishment while establishing a lifetime appreciation of health and fitness (<http://www.girlsontherun.org/>, 2013). To teach young girls life skills, GOTR uses a specific curriculum for building self-esteem, goal setting, and confidence, combined with a walking/running program (<http://www.girlsontherun.org/>, 2013). The program consists of certified trainers and volunteers who mentor the girls throughout the program. GOTR was established in 1996

in Charlotte, North Carolina, by Molly Barker (<http://www.girlsontherun.org/Who-We-Are/Our-History, 2013>). The program currently has 55,000 volunteers and serves over 130,000 girls in North America (<http://www.girlsontherun.org/Who-We-Are/Our-History, 2013>). Kettles et al. (2006) state that self-discovery and skill mastery are more important than performance for many young women. Beliefs about what they can do are the foundation of self-efficacy (Kettles, et al., 2006). While the goal for the girls of GOTR is to run a 5K race, the journey to that goal is based on curriculum that is designed to promote confidence and thoughtful decision-making.

Salem High School F3.

A derivative of F3 is also worth considering. In 2011, Carol Baillie, Physical Education teacher at Salem City High School, received permission from the Board of Education to offer a half-credit elective course for female students modeled after the F3 program. The course materials and textbook were developed and coordinated with Betty Kern, MS, CSCS. Baillie also uses *A Nutrition and Activity Journal for Teenaged Girls* that was written by Kern. The journal activities explore self-esteem, body image, fitness activities, fitness basics, disease prevention, different body types, clothing choices, and goal setting (Kern, 2009). During the course of the semester, the students are required to keep track of their physical activity and their eating habits. Baillie completes a cardiovascular assessment, strength, BMI, and flexibility assessment on the first day of class. The students are required to set goals regarding their fitness level and are reassessed quarterly and asked to reflect on their challenges, triumphs and possible changes for better outcomes.

The course also includes specific lectures about nutrition, talks from local healthcare physicians, and fitness classes. The girls are required to train for and run in one local 5K race. Baillie meets with the girls five times a week for an hour. Part of the class time includes physical activity. The course includes a \$25 charge to cover the cost of participating in a bi-weekly fitness class at the SCC. During the semester, the students are introduced to many aspects of physical fitness, including Spinning[®], Zumba[®], Pilates[®], yoga, Body Sculpt, and boot camp. The hope is that the girls will find physical activity that is enjoyable to them.

The curriculum for the course includes information about eating disorders and a component about self-esteem. The course follows the advice of research by offering adolescent girls a safe, non-threatening environment in which to explore all aspects of wellness and fitness. Baillie states that she has noticed a change in the girls who previously did not participate in gym class activities. She feels that the students are more open to new experiences and growing in wellness because they do not feel self-conscious about not being as athletic and competitive as other students who regularly play sports. Baillie's most recent group included a young lady who lost 50 pounds during the school year and ran not only a 5K but also a 10K. Because not all girls respond well to competitive sports, students are encouraged to run for personal achievement.

This program has been a successful addition to the Salem High School curriculum because it allows teenage girls an opportunity to learn about wellness from a better advantage point – one that acknowledges the unique needs adolescent girls have. Baillie teaches co-ed physical education classes. She states that this course is more successful in

terms of actually educating the students about the importance of physical activity and healthy eating because the programming is geared towards the unique needs of young women.

(C. Baillie, personal communication, September 5, 2013).

SWOT analysis

Bryson (2011) posits that for a nonprofit organization to remain effective it must examine the internal and external forces. As part of my graduate program, I took a Strategic Planning for Public Administration course where I studied the SWOT analysis method for assessing its internal and external environment, so this is the method that I will utilize. The SWOT method is helpful because it analyzes not only the internal but also the external strengths and weaknesses of an organization. The purpose is to determine if the organization is in alignment with the community. It is not always possible to assess properly the external factors that may affect the organization because of the ever-changing economy, weather, and other fluid external factors that affect organizations. It is useful to have an analysis of the strengths, weaknesses, opportunities and threats to F3, because Bryson (2011) states that every organization will take advantage of the strengths and opportunities at the same time it minimizes or overcomes weaknesses and challenges. F3 is similar enough to an organization to apply these concepts with benefit.

Strengths.

In order to analyze the strengths of the program, it is important to look at the membership, parent organization, key resources, board, and finances (Bryson, 2011). A critical strength of F3 is that it is housed in the SCC and is the only adult-based program for women in the only wellness facility/organization within 25 miles of Salem. The only other gym in the city of Salem does not have a pool, basketball courts, or fitness classes. The competitor is small and does not appeal to women because the clientele are predominantly male weightlifters. As far as specific women's fitness programs go, there is only one other program in the city of Salem, and it is specifically designed for and offered to Salem City High School girls. The SCC offers a well-suited and unique home to F3 in terms of facilities and need.

Another strength of F3 is that it has provided the opportunity for SCC to offer different fitness classes and other wellness activities to the female population at a lower cost than in their other programs. Many women participate in select monthly activities without joining the group. For instance, F3 has offered "Splash 101", a basic swimming skills class, at two different times for \$5. This has allowed female members to enhance their swimming workouts at a lower cost than SCC usually charges. (A typical group swimming instruction class at the SCC costs \$10-12 per hour.) For many, the F3 swimming class was an introduction to the pool, and hopefully the beginning of a long-term practice. F3's lower cost structure is a strength in that it offers more accessible fitness programming for women who find the SCC too expensive.

The substantial support from the instructors and speakers is another strength because they volunteered their time and expertise. Bringing in speakers from outside sources built community. Additionally, one of the speakers donated money to the program. F3, because of its unique mission, has the opportunity to bring in experts at no cost whose values align with the mission of the program.

Weaknesses.

The biggest weakness of the program is the lack of resources. While the program has not used a lot of money, the administrative and marketing needs are enormous. While there is assistance with some of the marketing and paperwork, most of it falls to the program coordinator. As was mentioned earlier, the program coordinator has other commitments that prevent her from being at the SCC on a full-time basis. The program coordinator cannot attend the weekly staff meetings, which is where the majority of the brain-storming and decision-making occurs. In the past six months, many of the events and pricing have been changed without the input or knowledge of the program coordinator during these weekly meetings.

Another weakness is the relationship between the program and the staff. Most of the staff at the SCC are part-time employees who often are not able to share information about F3 clearly. As a result, members have received inaccurate information, significantly hurting participation in the program. For example, one SCC member was told that she could not participate in the activities unless she was a member of F3, and another member paid for two hours of childcare to participate and was pulled from the

event before it was over because the childcare center was closing. This second example is illustrative of the lack of synchronicity between the program and SCC's structure.

Another weakness of F3 is that it suffers under the umbrella of SCC because SCC has a community reputation of being too expensive to join. The membership fees to use the facilities at SCC or any program housed in its facility, like F3, have increased considerably in the last two years, which has helped create a feeling in the community that membership is too costly. The fitness classes and programming are all at an additional cost, adding even more negativity to the community's take on the accessibility of SCC. The F3 does offer more financially accessible programming than the SCC, because it is not necessary to be a member of the SCC to join F3; however, this is a point of contention with the administration and will likely change if the program continues to be housed at the SCC.

There have also been frequent equipment shortages and breakdowns in the SCC. In a recent survey of members about the fitness classes, there were numerous complaints about the poor condition of the equipment and the lack of equipment. These experiences add to the argument that the SCC is not worth the cost of the membership.

The cost of the F3 program is also a challenge as it creates a further financial barrier. Although the fee is minimal (\$20 a year), any financial cost creates a challenge in recruiting new members, especially in a community like Salem where the average income is \$34,522 and 22 percent of the population falls under the poverty level (State Quick Facts, 2013).

Opportunities.

There is clearly a need to educate and assist women in living a healthier lifestyle. Women traditionally will commit to exercise and eating right when a supportive and accountable group is part of the structure of the practice. Weight Watchers and Curves are good examples of women seeking support from other women in their journey towards a healthier lifestyle. How do we provide this in a low-cost effective manner?

Threats.

If another facility were to open in Salem, this competition could reduce membership considerably. Additionally, another facility could be a threat to the current instructor pool. The fitness instructors are paid at a much lower rate than the current market-rate because of the location. If a facility were within a 25-mile radius and offered a higher wage, it could easily recruit from the SCC's already too small pool of instructors. This would affect the programming because many of the instructors volunteer their time to assist with special programs for F3.

Another threat is the current recession. Many families have had to make sacrifices because of inflation, loss of employment, etc. Many women will prioritize paying for their children to participate in programs rather than themselves.

Chapter 4

Options for Improving F3

This chapter will discuss not only the future of the program but also recommendations for growing it. While the program was initially successful, with 60 memberships in September, 2011, memberships dropped off considerably in the second year to 25. The program currently has ten members. It is necessary to formulate a plan moving forward in order to increase memberships and outreach.

The goals of F3 are to educate and motivate women to develop healthier lifestyles and to provide scholarships for women with financial and physical need. To succeed in reaching the goals of educating women about healthy lifestyles, the group will need to shift to measurable goals. One example of this would be to complete fitness assessments on the F3 members on a periodic basis. These assessments could include weight, height, blood pressure, and V02 max. These assessments would determine if the women were seeing any physical improvements from the activities and educational opportunities that F3 offers. Additionally, the women could be surveyed to determine what types of improvements they have made because of the information that has been presented in the monthly activities. Another example of developing measurable goals would be to adopt the Fit Chick Inc.'s philosophy and program structure of developing specific fitness challenges such as a 5K race that the women can achieve together. This would create

measurable fitness objectives. A Couch to 5K running program allows women to connect on a weekly basis to provide support for each other and develop relationships. The program could be offered for free to F3 members and underprivileged women and would allow for assessment. If these F3 programs were offered to women below a certain income level, the goal of assisting women with financial need to become more active would be better met.

The participants could be assessed initially to determine V02 max and/or cardiovascular fitness, and again at the end of the program to determine if the women progressed in their fitness level. The women could also be given a timed mile run/walk in the beginning of the program and at the end to determine if their speed had increased. While this will not answer the question of whether the women maintained a healthy lifestyle, it would at least give a short-term measurable goal. There could be an additional cost for these programs, which could be used for additional programming. The women could be interviewed prior to the program and at the conclusion of the program to determine if the program made a significant impact on their lifestyle.

Additionally, the F3 organization could offer a girls beginner running program similar to Girls on the Run ® for underprivileged girls which would assist in meeting the ultimate goal of having women share their healthy lifestyle with their children and significant others. The program could partner with the local elementary/middle schools to recruit kids to be more active and participate in the running/walking program. The curriculum for the program would include aspects of confidence building, goal setting, and an introduction to various forms of physical activity in order to meet the unique

needs of adolescences. Kettles et al. (2006) recommend offering a variety of types of activity to emphasize control and allow girls to explore various avenues of fitness. In addition to running activities, the program allows the girls to experience different forms of physical activity such as Zumba®, swimming, kickboxing, and cycling. The F3 members have agreed to participate on a weekly basis in the girls running program. Kettles, et al. (2006) posits that establishing a bond with a special adult friend, teacher, or jogging coach can be significant for an adolescent girl. By partnering the younger girls with an older member of the F3 group, we can effectively provide programming for both age groups. The program could recruit women with financial need to partner with the younger girls to provide motivation and encouragement for both. The women would participate in the training program, which would increase their fitness level and provide a sense of accomplishment for them. The participants would undergo fitness assessments prior to the start of the program and at its conclusion to determine if there were improvements in their fitness level.

The program has met part of its fundraising goal by providing a scholarship. The program provided a gym membership for a graduate student from February 1, 2012, through April 30, 2013. During this time, the participant lost 20 pounds, lowered her blood pressure, and significantly improved her health. The participant's progress was tracked over three months to determine if the membership was making a significant difference to her wellbeing.

The scholarship is based on a four-month membership and the scholarship recipient is expected to workout at the gym at least three times a week, following an

individual exercise program. The initial assessment of the recipient included weight, height and BMI. The recipient was expected to pay a minimum monthly fee determined by the recipient to show commitment to the program. The membership is split so that F3 pays the gym membership less what the recipient contributes, and the SCC pays for any classes she takes during that period. The goal to provide scholarships to women with financial and physical need was not met, because only one scholarship was given and the intention was to provide at least five scholarships. When the scholarship was announced there were only four applicants, which made it more challenging because the advisory board felt that there would be a stronger pool of candidates. The candidates' yearly income was in a \$10,000-15,000 range, and the Executive Director felt that this income was too high to award scholarships. If the scholarship continues, the Executive Director would prefer to have a bigger pool of applicants with a lower income range from which to choose.

Based the practices of Fit Chicks Inc., it will be more beneficial to use the funding to provide programming for a group of underprivileged women rather than one scholarship. Offering a Couch to 5K program at no charge or a reduced rate to women below a certain income level would allow the group to reach out to more than one woman, with less administrative work. This would allow more opportunity to educate and support more women at the same cost.

Funding Sources

In order to provide additional programming, the organization must have additional funding resources. The current funding comes from the \$20 yearly membership fees. The original membership was 60 and is now at 10. As was mentioned earlier, the program no longer has any funding. In order to continue the outreach, there will need to be outside funding and a clear account that is managed outside of the SCC accounting system. The following is a budget proposal for the 2014 fiscal year.

F3 BUDGET PROPOSAL FISCAL YEAR 2014

Girls on the Move Program (Based on 25 participants)

Race entry fees	\$375
T-shirts/incentives	250
Marketing	100
Salaries	200
Total	<u>\$925</u>

Women's Couch to 5K program (Based on 10 participants)

Race entry fees	\$150
T-shirts/incentives	100
Marketing	50
Salaries	200
Total	<u>\$500</u>

Monthly events

Salaries	<u>50</u>	\$250
Marketing		
Total		<u>\$300</u>

\$1,725

In order to provide the programming, it will be necessary to develop a fundraising event, recruit more members, or enlist sponsors.

Partnerships

Currently the SCC has strong ties with Salem City Hospital and Kent State University at Salem (Kent State Salem). It could be possible to collaborate with both of these organizations to provide more resources and educational opportunities for the group. Both of these organizations have access to educators and healthcare providers who could, potentially, donate their time to present information to the group. Additionally, these organizations could market the group so that it could reach a larger audience.

Currently, Salem Community Hospital partners with SCC to provide water aerobics for its employees as well as programming and rehabilitation for patients. Dr. Pete Apicella, Chief Radiologist, presented information to the F3 group concerning yearly breast exams and the advanced medical imaging services available at the hospital. Apicella also donated money to F3 for future scholarships or programming. Potentially, F3 could strengthen this relationship with the hospital by formally partnering and involving more physicians and other staff.

One of the core values of Kent State University is “Collaborations and partnerships with other institutions, organizations and communities to bring together diverse talents, experiences and resources.” (<http://www.kent.edu/president/mission-statement.cfm>). Kent State University is committed to working in partnership with

outside organizations to provide the students and the community with educational opportunities.

Kent State Salem currently partners with the SCC to provide employment to students. The students are employed by Kent State Salem, which allows the benefits of student employment, but work at the SCC. In addition, the SCC houses all of the campus's physical education classes, such as Swimming, Lifetime Fitness, etc. Kent State Salem is looking to expand their course offering at the SCC. On May 18, 2013, Kent State Salem sponsored its first obstacle 5K race to raise money for their Rural Scholarship fund. As part of this, the SCC is partnering with Kent State Salem and will be planning and implementing the kids run. This partnership could be beneficial to the F3 group, as it could provide a venue to offer more activities to college students who cannot afford the gym membership and faculty who are experts in their field to discuss various women's issues.

Age Group Specificity

While F3 was originally designed for all ages, its activities are more appropriate for the 25 to 65 age group. Adolescent girls have very different needs than women and it is difficult to combine the two. The F3 group has a variety of ages, so it is difficult at times to determine what will work best for all of the age groups. For example, teenage and adolescent girls who are playing basketball, tennis or volleyball will benefit from plyometric exercises. Older women may struggle with these types of activities because of weakness in the pelvic floor. Presentations on heart health, breast cancer, and menopause are also age specific. Older women, because of their physical concerns, need

more education on cholesterol levels and breast cancer screenings. Therefore, it is important to consider the entire group's safety and needs. Because different age groups have conflicting needs, it is necessary to offer more age-specific programming.

An option to support adolescent programming would be to partner with Carole Baillie in the Salem school system. Baillie is willing to present her program to West Branch and United High Schools to determine if it is possible to create a similar course at these schools. Additionally, she would like to implement something similar at Salem Junior High for the younger girls. F3 could provide support and assistance for the program, with Baillie designing and coordinating the programs. Baillie's program does not address female athlete issues such as the Female Athlete Triad or the tendency of girls to suffer from more injuries than boys. It would be beneficial to create a third program that could focus specifically on providing educational presentations to the local sports coaches and parents to increase awareness of issues like these.

Marketing

To grow the membership, advertising and marketing will need to be expanded. Currently the advertising consists of flyers at the SCC, digital social networks, and word of mouth. In order to draw in women from the community who are not members of the SCC, it will be necessary to recruit and market outside of the facility. There is a Facebook group and information is shared through events posted on Facebook, but this is still limited to reaching only members of the Facebook group or friends of the Facebook group leaders. In 2011, F3 was featured in the *Salem News* for participating in a Multiple Sclerosis walk and raising \$1,700 for the organization. Ideally, there would be

advertising in the local newspaper both in print and online. If the organization partners with Salem Community Hospital, Kent State Salem, and the school systems through Baillie's programming, there could be additional marketing and flyers in those facilities.

While there is information about F3 on the SCC website, ideally F3 would have its own website. There is so much programming information on the SCC website that it is difficult to locate the information, and it is only updated on every two weeks. There have been several occasions when the F3 schedule was inadvertently removed from the website. If F3 had its own website, a schedule of events, membership information and activities could be posted there.

Administration/Advisory Board

If the group is to remain intact and grow, there will need to be additional assistance with the administrative and clerical tasks. The following board members offer the following support to F3. Caroline Stone, who is employed as the bookkeeper at the SCC, provides invaluable assistance with budgeting, reporting, and organization. Her time is limited to one to two hours per week. Heather Young, the Executive Director, is a strong advocate for the program. Her knowledge of exercise science, fitness and wellness program is extremely useful to the board and she provides creative ideas and has many connections within the community. Jeanie Countryman is a member of the SCC who has been actively recruiting for F3 and provided consistent monetary support. Cory Wonner is the new Wellness Director at SCC. He has the potential to bring invaluable experience of programming from several YMCAs in the Cleveland area as well as

clerical and administrative support. At least two positions are currently empty and to be filled.

Moving forward, it will be necessary for the board to meet on a regular basis, whether it is monthly or quarterly, to discuss program scheduling, funding and marketing. Dambach, et. al (2008) state that successful board meetings begin with an annual plan that establishes the yearly meeting schedule so that all members know in advance when and where the meetings will take place and what they will cover. Once the program evaluation is complete, the current Advisory Board will meet to discuss the direction of the group.

Dambach, et al. (2008) argue that when determining board size, the more the better. The rationale is that if there are more members on the board, there is less chance of burn out. Having a large board provides diversity in ideas and skills as well as more people to take on administration and planning. Currently, the board has five members and the plan was to add two more. When the board meets, we will discuss the possibility of 10 board members. According to Dambach, et al. (2008), the average board has 16 members; however, the current program is under the umbrella of the SCC which has a board, so a full board is not necessary.

When choosing board members, it is important to look for specific qualifications that will complement the current board member's skills and fulfill the program's needs. This program needs people who have creativity, organizational skills, good connections and relationships with the community, the ability to set a bar for donation levels, and a strong commitment to women's unique wellness needs as well as time to show up for

meetings. While the additional members may not have all of these qualifications, it is important to have a variety of members that as a whole have these attributes. It would be ideal if the program could have a member who has the time to dedicate to organizing and planning some of the activities, because the program coordinator is overwhelmed. At this point, the program coordinator has taken on the responsibility of the administration of the program, including planning the monthly schedule, membership activities, ordering and choosing the yearly gift, and initiating the marketing of the program and activities; however, time constraints will not allow her to continue with all of these responsibilities. If the group ultimately plans to partner with Salem Community Hospital and Kent State Salem, it would benefit it to have at least one board member from each of these organizations.

Dambach, et al. (2008) also recommend developing an active volunteer pool. F3 has several participants who are retired. It would benefit the program to use some of its members to assist with contacting members who need to renew, market the program, and handle other tasks as needed, because there is no funding to pay a coordinator to handle this.

The administration of the program will need to be streamlined and improved as well. As was mentioned earlier, there are issues with keeping track of the expiration dates of memberships and contacting the members. After speaking with Leslee Keegan of Fit Chicks, Inc., I believe it would benefit the group to establish a yearly membership start date in January with a sliding dues scale for those who join later in the year. All renewals would happen in January. In order to achieve the goal of assisting women with

financial need, it would be ideal to offer F3 membership costs on a sliding cost based on income as well. Currently the membership start dates are rolling, so the members renew in the month that they joined. Continuing with the current system requires that someone manually track expiration dates and contact the members to renew. Currently one person is handling this. Additionally, it makes it difficult for the Fitness Floor desk staff to determine what clothing item to give the member, because that is based on the length of the membership. Eliminating the rolling membership start dates would lessen the administrative workload considerably.

The monthly activities will need to be scheduled six months in advance to allow participants sufficient time to plan. It may be beneficial to have the monthly activities on the same day/time of the month as Fit Chicks Inc. practices. This consistency will make it easier for members to plan for future events. This will also eliminate the need to choose days and times of the month and allow the group to focus on the quality of the activities and recruitment.

Chapter 5

Recommendations and Discussion

Research supports the need for wellness programming that is developed specifically for women. If F3 is going to continue and grow, there needs to be significant structural changes. Based on the research and best practices of the Fit Chicks and Salem High School's F3 group, I make the following recommendations:

- Revise the Advisory Board to include members who are willing to volunteer substantial and consistent time, expertise, and the benefits of their community relationships to the group.
- Form partnerships with local community organizations such as Kent State University at Salem, Salem Community Hospital, and the local school systems to provide more opportunities for F3 to reach a wider audience.
- Change the F3 membership starting date to one fixed date for all to eliminate the need to track membership expiration.
- Eliminate the scholarship to increase the number of underprivileged women F3 supports. Instead use proceeds from F3 to fund group programming for underprivileged women and children. Set monthly event fees for underprivileged women at a low cost or no cost.

- Ask F3 members to participate in one fundraiser per year both to get them engaged at a more volunteer level and to raise money to allow for more programming.
- Research and apply for grants for women's wellness programming to increase the budget to cover the cost of a Couch to 5K running program for women and girls.
- Provide fitness assessments of the women to determine if positive changes are happening as a result of the program.
- Complete pre- and post-interviews with members to determine if there have been significant lifestyle changes.
- Sponsor a Girls' Beginning Running program similar to Fit Chicks and GOTR.

The F3 members will participate in a weekly training program with the girls. This will allow us to reach out to underprivileged girls and engage the F3 members on more than a monthly basis. It will also allow F3 to create a measurable goal for the F3 members and the participating girls.

Based on the findings of this report, the F3 program has the potential to grow and provide outreach and educational opportunities to women of all ages. It will be necessary to develop an advisory board that is willing to commit the time and resources to ensure the program's success. With the proper funding and community backing, it is possible to design fitness activities that will take into consideration the unique physical and psychological needs of women.

Works Cited

- Bryson, J. M. (2011). *Strategic planning for public and nonprofit organizations* (4th ed.). San Francisco: Jossey-Bass.
- Center for Disease Control Website retrieved from <http://www.cdc.gov/obesity/data/adult.html> , on July 15, 2013 and October 20, 2013
- Cowlin, A. F. (2002). *Women's fitness program development*. Champaign, IL: Human Kinetics.
- Dambach, C. F., Davis, M. & Gale, R. L. (2008). *Structures and practices of nonprofit boards* (2nd ed.). Washington, DC: BoardSource.
- Erickson, J. A. and Gillespie, C. W. (2000). Reasons Women Discontinued Participation in an Exercise and Wellness Program. *Physical Educator; Late Winter 2000*, 57, 2-8.
- Fact Sheet (2013). In American Heart Association. Retrieved from http://www.heart.org/idc/groups/heartpublic/@wcm/@adv/documents/downloadable/ucm_302256.pdf , on October 15, 2013
- Foye, P. and TP, S. (2004, June 14). MedScape References. Retrieved from www.emedicine.com (July 2013) Hancock, E. (1990). *The girl within*. NY: Ballantine.
- Heron, M. Hoyert, D., Murphy, S. Xu, J., and Kochanek, K. T. (2009). *Final data for 2006. National vital statistics reports*. Hyattsville: National Center for Health

Statistics.

In Curves (n.d.) Retrieved from <http://www.curves.com/complete-fitness>

on May 11, 2013

In Fit Chicks, Inc. Dammes de Ferr. Retrieved from <http://www.fitchicksinc.com>

on April 27, 2013

In Girls on the Run ® website. Retrieved from <http://www.girlsontherun.org/>, 2013

on October 20, 2013

In Kent State University website (n.d.). Retrieved from

<http://www.kent.edu/president/mission-statement.cfm> on October 11, 2013

In National Alliance for Caregiving. Retrieved from <http://www.caregiving.org/research>

July 15, 2013

Ireland, M., and Ott, S. (2004). Special concerns of the female athlete. *Clinical Sports*

Me, 23, 281-298.

A Kaiser Family Foundation Study. (2010). *Generation M2 Media in the lives of 8 –*

to -18-year-olds. Menlo Park:Kaiser Family Foundation

Kekessie, Seyram (2007). *Gender Differences in Exercise*. (Unpublished doctoral

dissertation). Hanover College, Hanover, Indiana.

Kern, B. (2009). *Nutrition and activity journal for teenaged girls.*

Uniontown: Holy Macro Books.

Kettles, M., Cole, C. L. and Wright, B. S. (2006) *Women's health and fitness guide.*

Champaign, IL: Human Kinetics.

Leetun, D., Ireland, M., Willson, J., Ballantyne, B., and David, I. (2004) Core stability

measures as risk factors for the lower extremity injury in athletes. *Medicine Science Sports Exercise*, 36, 926-934.

Office on Women's Health, U. S. Department of Health and Human Services, Retrieved from <http://www.womenshealth.gov/fitness-nutrition/how-to-eat-for-health/heart-healthy-eating.html>, on May 21, 2013

Ozer, E.M., Brindis, C.D., Millstein, S.G., Knopf, D.K. and Irwin, C.E. (1998). *America's adolescents: Are they healthy?* San Francisco, CA: UCSF. National Adolescent Health Information Center.

Pearson, N., Biddle, S. J., & Gorely T. (2008). Family correlates of fruit and vegetable Consumption in children in adolescents; a systematic review. *Public Health Nutri.*

Preventing ACL injuries in Women. (2000B). In American Academy of Orthopedic Surgeons. Retrieved from www.orthoinfo.aaos.org on October 8, 2013.

Raphael D and Schlesinger B. (1994). Women in the sandwich generation:

Do adult children living at home help? *Journal of Women & Aging*, 6, 21-45.

Rodin, J., Silberstein, L., and Striegel-Moore, R. (1984). Women and weight: A normative discontent. *Nebraska Symposium Motivation*, 267-307.

Substance Abuse and Mental Health Services Administration, The Center for Mental Health Services, offices of the U. S. Department of Health and Human Services. Retrieved from website on September 21, 2013

State and County Quickfacts. Salem, OH. Retrieved from United

States Census Bureau: <http://quickfacts.census.gov/qfd/states/39/3969834.html> on

March 15, 2013

University of Central Florida (2009, November 26). 'Too fat to be a princess?' Study shows young girls worry about body image. *Science Daily*.

Weinstein, S. (2002). *The Complete guide to fundraising management*.
New York: John Wiley and Sons, Inc.

What is the Triad? (n.d.). In Female Athlete Triad Coalition. Retrieved from
<http://www.femaleathletetriad.org/for-professionals/what-is-the-triad/> on
July 15, 2013

Wilkerson, G., Colston, M., Short, N., Neal, K., Hoewischer, P., and Pixley, J.
(2004). Neuromuscular changes in female college students resulting
From plyometric jump-training program. *J Athletic Trainer*, 39 (1), 17-23.