



## Service Area Program Review

<b>ACADEMIC YEAR</b>	2014-2015	
<b>DEPARTMENT/PROGRAM</b>	Athletics	
<b>DESCRIPTION/PURPOSE</b>	<p>The Imperial Valley College intercollegiate athletic program serves as a window of opportunity for all prospective student-athletes to experience an extra-curricular educational and physical activity that fits within the general mission of the college to develop the whole person.</p> <p>The intercollegiate athletic program strives to be an integral and cohesive part of the collegiate learning and living process, appropriately well suited to co-exist with the College's mission statement... The mission of Imperial Valley College is to foster excellence in education that challenges students of every background to develop their intellect, character, and abilities.</p>	
<b>SUBMITTED BY:</b>	Jim Mecate	
<b>AREA DEAN/DIRECTOR</b>	Sergio Lopez	
<b>AREA VICE PRESIDENT</b>	Todd Finnell	

# I. INSTITUTIONAL GOALS

INSTITUTIONAL GOAL 1	INSTITUTIONAL GOAL 2	INSTITUTIONAL GOAL 3	INSTITUTIONAL GOAL 4
<p><b>INSTITUTIONAL MISSION AND EFFECTIVENESS</b> – The College will maintain programs and services that focus on the mission of the College supported by data-driven assessments to measure student learning and student success.</p> <p><b>1.1</b> Develop systems and procedures that establish the mission of the college as the central mechanism for planning and decision making.</p> <p><b>1.2</b> Develop an institutional score card to assess student learning that drives integrated planning and resource allocation.</p> <p><b>1.3</b> Develop systems and procedures to ensure that the college maintains a collegial and self-reflective dialogue that improves effectiveness.</p> <p><b>1.4</b> Develop systems that are inclusive, cyclical, and understood by all stakeholders.</p>	<p><b>STUDENT LEARNING PROGRAMS AND SERVICES</b> – The College will maintain instructional programs and services which support student success and the attainment of student educational goals.</p> <p><b>2.1</b> Ensure that all instructional programs, regardless of location or means of delivery, address and meet the current and future needs of students.</p> <p><b>2.2</b> Review program learning outcomes annually (or biennially) to assure currency, improve teaching and learning strategies, and raise student success rates.</p> <p><b>2.3</b> Ensure that all Student Services programs, regardless of location or means of delivery, address and meet the current and future needs of students.</p> <p><b>2.4</b> Ensure that all Student Services programs engage in a process of sustainable continuous quality improvement by annual review of Service Area Outcomes, and annual Program Review.</p> <p><b>2.5</b> Ensure that the Library meets as closely as possible that “Standards of Practice for California Community College Library Faculty and Programs” of the Academic Senate for California Community Colleges.</p> <p><b>2.6</b> Ensure that instructional labs continue to collaborate in sharing financial and human resources, thus maintaining continuous quality improvement.</p>	<p><b>RESOURCES</b> – The College will develop and manage human, technological, physical, and financial resources to effectively support the College mission and the campus learning environment.</p> <p><b>3.1</b> Develop and implement a resource allocation plan that leads to fiscal stability.</p> <p><b>3.2</b> Implement a robust technological infrastructure and the enterprise software to support the college process.</p> <p><b>3.3</b> Build new facilities and modernize existing ones as prioritized in the facility master plan.</p> <p><b>3.4</b> Design and commit to a long-term professional development plan.</p> <p>3.5 Raise the health awareness of faculty, staff, and students.</p>	<p><b>LEADERSHIP AND GOVERNANCE</b> – The Board of Trustees and the Superintendent/President will establish policies that assure the quality, integrity, and effectiveness of student learning programs and services, and the financial stability of the institution.</p> <p><b>4.1</b> Review all Board policies annually to ensure that they are consistent with the College mission statement, that they address the quality, integrity, and effectiveness of student learning programs and services, and that they guard the financial stability of the institution.</p> <p><b>4.2</b> Maintain a clearly defined Code of Ethics that includes appropriate responses to unprofessional behavior.</p> <p><b>4.3</b> Ensure that the Board of Trustees is informed and involved in the accreditation process.</p> <p><b>4.4</b> Ensure that processes for the evaluation of the Board of Trustees and the Superintendent/President are clearly defined, implemented, and publicized.</p> <p><b>4.5</b> Establish a governance structure, processes, and practices that guarantee that the governing board, administration, faculty, staff, and students will be involved in the decision making process.</p>

## II. PROGRAM GOALS

### A. PAST – EVALUATION OF PREVIOUS CYCLE OBJECTIVES/PROGRAM GOALS (SET IN PREVIOUS YEAR)

List your previous objectives/goals and associated Institutional Goals. All program goals must address at least one of the institutional goals.

1	PAST PROGRAM GOAL #1	INSTITUTIONAL GOAL(S) <small>(Select one primary goal.)</small>
<p><b>Identify Program Goal and Budget request, if any, from the Program Review completed in 2013-2014 (Section II C):</b></p> <p>Replace Tennis Courts</p>		<input type="checkbox"/> <b>1 Mission &amp; Effectiveness</b> <input type="checkbox"/> 1.1 <input type="checkbox"/> 1.3 <input type="checkbox"/> 1.2 <input type="checkbox"/> 1.4
<p><input type="checkbox"/> Met                                      <input type="checkbox"/> Partially Met                                      <input checked="" type="checkbox"/> Not Met</p> <p><b>Describe how this program goal increased student achievement and/or program effectiveness in 2014-2015:</b></p> <p>If the courts had been replaced or resurfaced this would have allowed for higher level of skill development and learning, thus leading to increased student achievement and a more competitive program.</p>		<input type="checkbox"/> <b>2 Student Learning Outcomes</b> <input type="checkbox"/> 2.1 <input type="checkbox"/> 2.4 <input type="checkbox"/> 2.2 <input type="checkbox"/> 2.5 <input type="checkbox"/> 2.3 <input type="checkbox"/> 2.6 <input type="checkbox"/> <b>3 Resources</b> <input type="checkbox"/> 3.1 <input type="checkbox"/> 3.4 <input type="checkbox"/> 3.2 <input type="checkbox"/> 3.5 <input checked="" type="checkbox"/> 3.3 <input type="checkbox"/> <b>4 Leadership &amp; Governance</b> <input type="checkbox"/> 4.1 <input type="checkbox"/> 4.4 <input type="checkbox"/> 4.2 <input type="checkbox"/> 4.5 <input type="checkbox"/> 4.3



<b>3</b>	<b>PAST PROGRAM GOAL #3</b>	<b>INSTITUTIONAL GOAL(S)</b> <small>(Select one primary goal.)</small>
<b>Identify Program Goal and Budget request, if any, from the Program Review completed in 2013-2014 (Section II C):</b> Rehire Full-time Athletic Counselor		<input type="checkbox"/> <b>1 Mission &amp; Effectiveness</b> <input type="checkbox"/> 1.1 <input type="checkbox"/> 1.3 <input type="checkbox"/> 1.2 <input type="checkbox"/> 1.4 <input type="checkbox"/> <b>2 Student Learning Outcomes</b> <input type="checkbox"/> 2.1 <input type="checkbox"/> 2.4 <input type="checkbox"/> 2.2 <input type="checkbox"/> 2.5 <input checked="" type="checkbox"/> 2.3 <input type="checkbox"/> 2.6 <input type="checkbox"/> <b>3 Resources</b> <input type="checkbox"/> 3.1 <input type="checkbox"/> 3.4 <input type="checkbox"/> 3.2 <input type="checkbox"/> 3.5 <input type="checkbox"/> 3.3 <input type="checkbox"/> <b>4 Leadership &amp; Governance</b> <input type="checkbox"/> 4.1 <input type="checkbox"/> 4.4 <input type="checkbox"/> 4.2 <input type="checkbox"/> 4.5 <input type="checkbox"/> 4.3
<input type="checkbox"/> Met <input type="checkbox"/> Partially Met <input checked="" type="checkbox"/> Not Met  <b>Describe how this program goal increased student achievement and/or program effectiveness in 2014-2015:</b> If we had a Full-time Athletic Counselor, that person would have been current on all the CCCAA, NCAA and NAIA eligibility and transfer rules so to advise correctly and monitor academic progress thus increasing student achievement of graduation and/or transfer at a higher and quicker rate. Also, the Full-time Athletic Counselor would have the time to monitor student-athlete graduation rates, transfer rates, GPA's, and scholarship attainments.		

## B. PRESENT – DATA ANALYSIS AND PROGRAM HEALTH – ACCREDITATION

1. Use data pertinent to your program/department. Include qualitative and quantitative data. Use survey-evaluation results and other relevant data to assess program/department effectiveness. Evaluate the strengths, weaknesses, challenges and opportunities, providing thorough interpretation of data. Narrative only. **Submit electronic excel file with graphs or trend data.**

- a. **Strengths**

Discuss what you do well in your program/department.

We provide equal opportunity thru athletics for both male and female student-athletes to seek an excellent education obtaining degrees, certificates and/or transfer. We are Title IX compliant, reported for 2012-2013 year, our full-time undergraduate female enrollment for the college was 54.84% and our female athletic participation was 54.61%. Our full-time undergraduate male enrollment for the college was 45.16% and our male athletic participation was 45.39% equaling a near perfect proportionality.

- b. **Weaknesses**

Discuss areas in your program/department that need improvement.

There are two major areas that need improvement;

1. There is no full-time athletic counselor to advise, monitor and track student-athlete success.
2. Many of the athletic facilities/surfaces need upgrading

- c. **Opportunities**

Discuss opportunities for program improvement.

We hope to get soon a new Full-time Athletic Counselor since it was prioritized last year at #2 within the Student Services area. The purchase of a new grass rentavator will hopefully allow us to level portions of the softball and baseball fields removing the lips. We particularly hope the tennis court surfaces will be addressed.

- d. **Challenges**

Discuss obstacles/barriers that may influence program improvement.

The biggest challenge is the college fiscal stability, once it becomes fiscally sound a college resource allocation plan can be implemented to meet the needs of hiring a full-time athletic counselor and the upgrading of the athletic facilities.

e. **Program changes**

What program changes, if any, do you expect to have a positive effect on students?

The new intercollegiate out-of-season classes will allow for more hours of practice with more athletes within each program to practice. For example, the baseball team will be able to practice with the sophomores and freshmen together in the off-season up to 175 hours compared to 36 hours the previous year.

2. Summarize revisions, additions, deletions, and alternate delivery methods to your program based on the last program review.

We have revised the replacement of the tennis courts at \$500,000 to resurface the tennis courts incrementally over a 4 year period for a total cost of \$62,000. The first year would cost \$20,000 for materials and equipment to do 2 of the 8 courts. The following 3 years would be at a cost of \$14,000 per year to do the remaining 6 courts, 2 courts per year. We also added a budget allocation enhancement as a new addition for those different athletic teams that have been short on travel expenses the past several years resulting from the growth of those programs and the college mandated reductions over the past half-decade. We have deleted the replanting of the Women's Soccer Field since it was replanted last year.

**C. FUTURE – LIST OF “SMART” (SPECIFIC MEASURABLE ATTAINABLE RELEVANT TIME-LIMITED) PROGRAM OBJECTIVES FOR NEXT ACADEMIC YEAR TO ADDRESS PROGRAM IMPROVEMENT, GROWTH, OR UNMET NEEDS/GOALS. ALL PROGRAM GOALS MUST ADDRESS AT LEAST ONE OF THE INSTITUTIONAL GOALS.**

<b>FUTURE PROGRAM GOALS</b> (Describe future program goals. List in order of budget priority.) You are not required to list 3 goals. Only list/identify goals that are viable in one year’s time or can be carried over a number of program cycles. Objectives should either: 1. Increase work efficiency; 2. Reduce costs; or 3. Contribute to student enrollment and/or success.			<b>INSTITUTIONAL GOAL(S)</b> (Select one primary institutional goal)
<b>1</b>	<b>2015-2016 PROGRAM GOAL #1</b> Budget Priority #1		<b>INSTITUTIONAL GOAL(S)</b>
<b>Identify Future Global Goal:</b> Resurface tennis courts to increase student-athlete athletic success.			<input type="checkbox"/> <b>1 Mission &amp; Effectiveness</b> <input type="checkbox"/> 1.1 <input type="checkbox"/> 1.3 <input type="checkbox"/> 1.2 <input type="checkbox"/> 1.4 <input type="checkbox"/> <b>2 Student Learning Outcomes</b> <input type="checkbox"/> 2.1 <input type="checkbox"/> 2.4 <input type="checkbox"/> 2.2 <input type="checkbox"/> 2.5 <input type="checkbox"/> 2.3 <input type="checkbox"/> 2.6 <input type="checkbox"/> <b>3 Resources</b> <input type="checkbox"/> 3.1 <input type="checkbox"/> 3.4 <input type="checkbox"/> 3.2 <input type="checkbox"/> 3.5 <input checked="" type="checkbox"/> 3.3 <input type="checkbox"/> <b>4 Leadership &amp; Governance</b> <input type="checkbox"/> 4.1 <input type="checkbox"/> 4.4 <input type="checkbox"/> 4.2 <input type="checkbox"/> 4.5 <input type="checkbox"/> 4.3
<b>Objective:</b> Develop and implement a resource allocation plan to replace the tennis courts.			
<b>RESOURCE PLAN</b> (Check all that apply.)			
<input checked="" type="checkbox"/> Facilities <input type="checkbox"/> Marketing <input type="checkbox"/> Technology <input type="checkbox"/> Professional Development <input type="checkbox"/> Staffing			
<b>Task(s)</b> Develop and implement a resource allocation plan to replace the tennis courts.			
A. Buy equipment and materials to do first two courts			
<b>Timeline:</b> To be completed by 2016 Spring Semester			
<b>Expense Type</b>	<b>Funding Type</b>	<b>Budget Request</b>	
<input type="checkbox"/> One-Time <input checked="" type="checkbox"/> Recurring	<input checked="" type="checkbox"/> General District <input type="checkbox"/> Categorical (Specify)	<u>\$20,000</u>	
B. Buy materials to do courts three and four			
<b>Timeline:</b> To be completed by 2017 Spring Semester			
<b>Expense Type</b>	<b>Funding Type</b>	<b>Budget Request</b>	



<input type="checkbox"/> One-Time <input checked="" type="checkbox"/> Recurring		<input checked="" type="checkbox"/> General District <input type="checkbox"/> Categorical (Specify)		<u>\$14,000</u>	
<b>C.</b> Buy materials to do courts five and six					
<b>Timeline:</b> To be completed by 2018 Spring Semester					
<b>Expense Type</b>		<b>Funding Type</b>		<b>Budget Request</b>	
<input type="checkbox"/> One-Time <input checked="" type="checkbox"/> Recurring		<input checked="" type="checkbox"/> General District <input type="checkbox"/> Categorical (Specify)		<u>\$14,000</u>	
<b>How will this objective be measured?</b> It will be measured if the tennis courts are surfaced or not					
<b>How will the completion of tasks identified improve work efficiency, reduce costs, or improve student success?</b> It will be identified by more competitive tennis players (10% increase in scoring differential)					
<b>Who are the responsible party(ies) and assigned user(s)?</b> They are the Men's Tennis and Women's Tennis head coaches and student-athlete tennis players					
<b>FUTURE PROGRAM GOALS</b> (Describe future program goals. List in order of budget priority.) You are not required to list 3 goals. Only list/identify goals that are viable in one year's time or can be carried over a number of program cycles.					<b>INSTITUTIONAL GOAL(S)</b> (Select one primary institutional goal)
<b>2</b>	<b>2015-2016 PROGRAM GOAL #2</b> Budget Priority #1				<b>INSTITUTIONAL GOAL(S)</b>
<b>Identify Future Global Goal:</b> Budget allocation enhancement to meet athletic travel needs to increase student-athlete success				<input type="checkbox"/> <b>1 Mission &amp; Effectiveness</b> <input type="checkbox"/> 1.1 <input type="checkbox"/> 1.3 <input type="checkbox"/> 1.2 <input type="checkbox"/> 1.4 <input type="checkbox"/> <b>2 Student Learning Outcomes</b> <input checked="" type="checkbox"/> 2.1 <input type="checkbox"/> 2.4	
<b>Objective:</b> Develop and implement a resource allocation plan so athletic teams can meet the conference obligation of playing a full schedule					
<b>RESOURCE PLAN</b> (Check all that apply.)					

<input type="checkbox"/> Facilities <input checked="" type="checkbox"/> Marketing <input type="checkbox"/> Technology <input checked="" type="checkbox"/> Professional Development <input type="checkbox"/> Staffing			<input type="checkbox"/> 2.2 <input type="checkbox"/> 2.5 <input type="checkbox"/> 2.3 <input type="checkbox"/> 2.6 <input type="checkbox"/> <b>3 Resources</b> <input type="checkbox"/> 3.1 <input type="checkbox"/> 3.4 <input type="checkbox"/> 3.2 <input type="checkbox"/> 3.5 <input type="checkbox"/> 3.3 <input type="checkbox"/> <b>4 Leadership &amp; Governance</b> <input type="checkbox"/> 4.1 <input type="checkbox"/> 4.4 <input type="checkbox"/> 4.2 <input type="checkbox"/> 4.5 <input type="checkbox"/> 4.3
<b>Task(s)</b> Turn in revised/updated athletic travel budgets			
A. Turn in specific increases for shortfall of specific athletic teams			
<b>Timeline:</b> To be completed 2015 Spring Semester			
Expense Type	Funding Type	Budget Request	
<input type="checkbox"/> One-Time <input checked="" type="checkbox"/> Recurring	<input type="checkbox"/> General District <input type="checkbox"/> Categorical (Specify)	<b><u>\$ 13857</u></b>	
B.			
<b>Timeline:</b>			
Expense Type	Funding Type	Budget Request	
<input type="checkbox"/> One-Time <input type="checkbox"/> Recurring	<input type="checkbox"/> General District <input type="checkbox"/> Categorical (Specify)	\$ _____	
C.			
<b>Timeline:</b>			
Expense Type	Funding Type	Budget Request	
<input type="checkbox"/> One-Time <input type="checkbox"/> Recurring	<input type="checkbox"/> General District <input type="checkbox"/> Categorical (Specify)	\$ _____	
<b>How will this objective be measured?</b> It will be measured if specific increases are put into the specific budgets (Men's Soccer = \$3100, Women's Soccer = \$2300, Women's Volleyball = \$494, Women's Softball = \$2716, Men's Tennis = \$3000, Women's Tennis = \$2247			
<b>How will the completion of tasks identified improve work efficiency, reduce costs, or improve student success?</b> It will be identified by more competitive teams ( 10% increase in scoring differential PCAC)			

<b>Who are the responsible party(ies) and assigned user(s)?</b>		The head coaches for the specific men's and women's athletics teams and the student-athlete on those teams	
<b>FUTURE PROGRAM GOALS</b> (Describe future program goals. List in order of budget priority.) You are not required to list 3 goals. Only list/identify goals that are viable in one year's time or can be carried over a number of program cycles.			<b>INSTITUTIONAL GOAL(S)</b> (Select one primary institutional goal)
<b>3</b>	<b>2015-2016 PROGRAM GOAL #3</b> Budget Priority #1		<b>INSTITUTIONAL GOAL(S)</b>
<b>Identify Future Global Goal:</b>		Rehire Full-time Athletic Counselor to increase student-athlete academic success	
<b>Objective:</b>		Rehire Full-time Athletic Counselor position	
<b>RESOURCE PLAN</b> (Check all that apply.)			
<input type="checkbox"/> Facilities <input type="checkbox"/> Marketing <input type="checkbox"/> Technology <input type="checkbox"/> Professional Development <input checked="" type="checkbox"/> Staffing			
<b>Task(s)</b> Getting the Full-time Athletic Counselor prioritized high on the hiring list			
<b>A.</b> Having Dean and/or Vice President over athletics request for hire in the staff hiring prioritizing meeting			
<b>Timeline:</b> Hire by 2015 Fall Semester			
<b>Expense Type</b>		<b>Funding Type</b>	<b>Budget Request</b>
<input type="checkbox"/> One-Time <input checked="" type="checkbox"/> Recurring		<input type="checkbox"/> General District <input type="checkbox"/> Categorical (Specify)	<b><u>\$80,000</u></b>
<b>B.</b>			
<b>Timeline:</b>			
<b>Expense Type</b>		<b>Funding Type</b>	<b>Budget Request</b>

- 1 Mission & Effectiveness**
  - 1.1     1.3
  - 1.2     1.4
- 2 Student Learning Outcomes**
  - 2.1     2.4
  - 2.2     2.5
  - 2.3     2.6
- 3 Resources**
  - 3.1     3.4
  - 3.2     3.5
  - 3.3
- 4 Leadership & Governance**
  - 4.1     4.4
  - 4.2     4.5
  - 4.3

<input type="checkbox"/> One-Time <input type="checkbox"/> Recurring	<input type="checkbox"/> General District <input type="checkbox"/> Categorical (Specify)	\$ _____	
<b>C.</b>			
<b>Timeline:</b>			
<b>Expense Type</b>	<b>Funding Type</b>	<b>Budget Request</b>	
<input type="checkbox"/> One-Time <input type="checkbox"/> Recurring	<input type="checkbox"/> General District <input type="checkbox"/> Categorical (Specify)	\$ _____	
<b>How will this objective be measured?</b>		This will be measured if the position is hired	
<b>How will the completion of tasks identified improve work efficiency, reduce costs, or improve student success?</b>			This will
be identified by improved student-athlete success rates of 10% increase in GPA's, transfers and/or completions			
<b>Who are the responsible party(ies) and assigned user(s)?</b>		The Full-time Athletic Counselor and student-athletes	