

**Institutional Effectiveness Review  
Athletic Department  
April 2009**

*The purpose of the review is to:*

Assess the following 11 categories:

- Mission/Values
- Services/Quality
- Leadership
- Organization/Structure
- Human Resources
- Financial Resources
- Facilities, Technology, and Equipment
- NJCAA and Conference Compliance and Ethical Behavior
- Equity and Access
- Campus and Community Relations
- Assessment and Evaluation

Revise our policies and procedures as needed.

*The process will involve the following steps:*

- Meet, discuss and evaluate Athletic Department services
- Review department policies and procedures
- Review and evaluate staff duties and responsibilities
- Collect surveys from students, faculty, staff, and the community
- Analyze data (SWOT analysis)
- Develop goals and action plan

*Time frames/timeline for the review will be:*

October – January

- Conduct departmental meetings
- Review and update department mission statement
- Review department policies and procedures
- Collect information and create a survey

February – April

- Collect surveys
- Analyze data
- Develop goals and action plan

## Overview

### *Purpose of the service and how it relates to college mission, values, vision:*

The Jefferson College athletic programs are supportive of the vision, values, and overall mission of Jefferson College. We believe athletics provides a unique contribution to the college curriculum and enhances the total development and college experience for participants.

### Mission Statement

The Jefferson College Athletic Department is committed to providing opportunities for participation that will directly contribute to the total education of student-athletes. This should assist them in developing their academic and athletic talents to their fullest potential.

The program is student centered and committed to ensuring that participating student-athletes will acquire and improve skills, promote fitness, competitiveness, and specific sports knowledge. Academic and social skills will also be enhanced as part of the comprehensive, quality educational experience that contributes to an athletic and academic experience of dignity and excellence.

### Relationship to College Mission, Vision and Values

The faculty and staff are familiar with the vision and values of Jefferson College and direct the programs to provide the guidance to support its mission to provide quality education that is student-centered, comprehensive, and accessible by:

- Promoting student-athlete academic success through support of academics and the functions of the Student-Athlete Success Coordinator. This includes advising, monitoring grades, requiring study hall hours, and other ideas of this nature.
- Supporting the academic success of student-athletes for transfer to four-year institutions.
- Providing a positive environment for social development, enhancement of leadership and interpersonal skills and community interaction.
- Providing life enrichment activities while practicing, participating, competing, traveling and working in an intercollegiate environment.
- Providing quality coaching and competitive schedules to enhance skill development and advanced knowledge of the sport.
- Demonstrating and supporting the values of respect, cultural diversity, service, sportsmanship and individual commitment to the team.

## Institutional Effectiveness Review

### **Present Status**

*Learning/Service Goals and Actions from 1995-2000 Institutional Effectiveness Review:*

### **Action chart from previous review**

The action chart provided for documentation of this area has been modified to fit the structure of program service completed in Spring 2000, and prior to adding Men's Soccer and Women's Softball. Concerns and needs were noted rather than goals, and were prioritized.

Concerns/Needs From 2000 Review	Current Status			Comments
Most Important	Resolved	Partial Progress	No Progress	
Additional Funds for equipment, travel and scholarships	X			
Basketball coach elevated to full-time status		X		*Adjusted goal to meet overall concern with having at least one individual from each program maintain a full-time position on campus for student availability.
Athletic training services contracted	X			
Tennis courts maintained/refurbished to competition capabilities			X	Tennis courts are used for throwing space only.
<b>Important</b>				
Additional secretarial assistance full time or additional part time	X			
Additional locker room space constructed			X	
Direct computer lines to main frame installed	X			
Salaries of assistant coaches increased	X			
Restrooms for baseball field constructed		X		
<b>Can be Deferred</b>				
Additional parking for baseball field	X			
Purchase a net divider to separate courts	X			
Purchase new bleachers system			X	
New multipurpose gym addition			X	
"Events Manager" position created	X			

\*There are no full-time coaching positions. Each of the coaches that have full-time positions on campus also have other responsibilities that bring them to full-time status.

## *Innovative Changes (in last 5 years):*

### Expansion of the Athletic Program

In response to the ever growing popularity of soccer and softball at local high schools and the development of numerous soccer and softball leagues in Jefferson County, the College decided to consider the addition of Men's Soccer and Women's Softball in 2004. The additional opportunities that would be afforded to local athletes and the potential generated revenue to the College were contributing factors to the expansion of the Athletic Department.

### Student Athlete Success Program

The Student Athlete Success Program provides a comprehensive academic support program for our student-athletes leading to academic and athletic enrichment. The Student Athlete Success Coordinator position was created in late spring of 2005 to bridge the gap between athletics and academics and to serve as a liaison between the student-athletes, coaching staff, and faculty. The Coordinator assists the department in keeping academics a priority with the student-athletes. Every effort is made to stay current with NJCAA, NCAA, and NAIA rules and guidelines to facilitate students transfer to four-year institutions. A student-athlete mentor program was created to provide students with additional resources and guidance from faculty and staff. Jason Gardner was hired in the summer of 2005 as the program's Student Athlete Success Coordinator.

### Increased use of Technology Support

The development of web sites for the Athletic Department and each program has increased access to information about our programs for media, students, potential student-athletes and the community. NJCAA online letters of intent and eligibility has increased the efficiency of submission; however, it has also increased the workload on the department.

### Athletic Training Service

The transition from use of contracted services to adding a full time position for an athletic trainer has greatly improved the care and prevention of injuries to our student-athletes as well as assisted the coaches in improved training techniques.

### Facility Improvements

Great improvements have been made to the athletic facility, including the fitness center, multipurpose room, and field construction for new sports.

### Drug Testing Program

A drug testing policy was put into place for student-athletes for the 2008-09 academic year. The policy was developed to assist the institution in providing "a drug free, healthful and safe educational environment for students and other members of the community," and ensures

compliance with state and federal laws and NJCAA statements regarding athletes' use of illegal drugs.

### Department Communication Efforts

Several strategies, including a student-athlete e-mail system, have been developed to improve department wide communication efforts.

**Staff** (Degree to which staff are qualified, effective, and supported.)

### *Staff Qualifications and Professional Development:*

The Athletic Department consists of an Athletic Director, who is currently part-time following her partial retirement (teaching and coaching), and 3 full time staff and several part time and hybrid position staff. The baseball and volleyball coaches are on a full time faculty contract with release time for coaching. The softball coach teaches in our ATS program and the soccer coach also serves as an academic advisor. Our women's basketball coach is part time. We have several assistant coaches who are also part time. The staff meets or exceeds the minimum qualifications.

The support staff includes a full-time Field House Coordinator, Athletic Director Secretary, Athletic Trainer, and a part-time Athletic Department Secretary and Equipment Manager. Additional support staff, including officials, timers, scorekeepers, announcers etc., are contracted and/or staffed as schedules and events dictate or on an as-needed basis.

While the pool is not a part of the Athletic Department, it is under the direction of the Athletic Director and is therefore included in the flow chart for informational purposes.

### *Staff Data:*

Jo Ellen Stringer – Director of Athletics  
James Adabie – Assistant Soccer Coach  
Aida Antanaviciute – HPE Instructor and Head Women's Volleyball Coach  
Christina Calentine – Pool Manager  
Sam Carel – HPE Instructor and Head Men's Baseball Coach  
Doc Carranza – Assistant Basketball Coach  
Anthony Cook – Head Women's Softball Coach  
Brandy Cook – Assistant Softball Coach  
Gregg Crain – Athletic Trainer  
Stephanie Dueker – Assistant Volleyball Coach  
Kevin Emerick – Head Women's Basketball Coach  
Anna Fabatz-Emerick – Assistant Basketball Coach  
Ricardo Garza Jr. – Assistant Soccer Coach  
Mike Gentry – Part-Time Equipment Manager  
Debbie Gurnow – Part-Time Athletic Secretary

Jason Immekus – Assistant Baseball Coach  
Charline Johnston – Assistant Softball Coach  
Dennis Kurtz – Assistant Baseball Coach  
Debbie Maples – Secretary to the Athletic Director  
Jeff Melton – Assistant Softball Coach  
Alex Ochoa – Assistant Soccer Coach  
Dave Oster – Assistant Baseball Coach  
Wanika Owsley – Assistant Basketball Coach  
Ronaldo Pacheco – Assistant Volleyball Coach  
Stephen Peck Jr. – Head Men's Soccer Coach  
Addae Rique – Assistant Soccer Coach  
Marie Self - Field house Coordinator  
Jamie Sheetz – Assistant Baseball Coach  
Anthony Underwood – Assistant Baseball Coach  
Steve Williams – Assistant Soccer Coach

### Professional Development

The Athletic Department's coaches and staff show that they value lifelong learning and the desire to continue to strengthen the quality of their programs through attendance at conferences, clinics, course work, department meeting, projects, institutional committees, and membership in professional organizations. The following are examples of those types of activities in which coaches and staff members have participated in over the past five years:

- NJCAA Baseball Coaches Association
- Missouri State High School Coaches Association Convention
- MCCAC Statewide Community College Conference
- Show Me I Baseball Camp
- National Soccer Coaches Association of America
- Coach of the Year committee work (NSCAA)
- All American committee work (NSCAA)
- Region XVI Coaches Representative (Soccer)
- WBCA and Missouri Basketball Coaches Association
- Presented with Sandy Zak at state-wide community college conference in Branson (MCCA)
- North Florida Winter Baseball School in St. Augustine, Fl.
- COL101 seminar
- Customer Service training
- National Softball Coaches Association (NFCA)
- American Softball Association (ASA)
- National Softball Association (NSA)
- Heartland Blue Chip Camp/Convention
- Certified Pool Training
- Course work at Missouri Baptist University
- Missouri Baseball Coaches Association
- NJCAA National Fast Pitch Coaches Association

- NACDA (National Association of Collegiate Directors of Athletics) Annual Conference and meetings
- National Jr. College Athletic Association Region 16 meetings
- MCCAC Conference meetings
- American Volleyball Coaches Association membership and attendance at annual conventions
- NJCAA Volleyball Championships and coaches association meetings
- USA Volleyball Association
- Gateway Region USA Volleyball organization
- Region 16 and MCCAC Volleyball Committee liaison
- Jefferson County Juniors Volleyball
- Lifeguarding Skills and Certification
- Lifeguarding and First Aid - American Red Cross
- National Junior College Coaches Association
- National Association of Two-Year College Athletic Directors
- Member of the National Athletic Training Association
- Licensed by the Missouri Board of Healing Arts
- CPR/AED Instructor – American Red Cross
- CPR for Professional Rescuer – American Red Cross

**Students/Constituents** (The degree to which student needs are met.)

### *Student/Constituent Satisfaction and Feedback:*

An anonymous survey of former student-athletes from the past three years was conducted via e-mail through the Office of Research and Planning in late March, early April, 2009. The following details a summary of the responses we received. Twenty-four questions were asked.

The majority of participants who answered the survey where female at 57.1% and most were also previous athletes at 57.1%. The department received excellent marks on the athletes' overall, athletic, and social experience, with a very good rating on the academic experience. Playing and practice facilities where give excellent and very good ratings respectively, while the training room and weight room received poor marks at 28.6%. The trainer received a very good rating at 42.9%. All coaches received an excellent rating for knowledge, their ability to communicate, support of academic achievement and their overall performance. The coaches also received an excellent rating of 92.3% for being sensitive to the time demands of athletes. Participants to the survey felt that 25-29 hours per week would be the average amount of time needed for all their program activities. The quality of campus housing received an excellent rating of 53.8%.

While only 14 responses to the survey where received, it will provide us with some insight for what we are doing well and help us target areas, such as the weight room, when improvements can be made.

### Area Athletic Director Feedback

Area high school activities and athletic directors were given an opportunity to provide feedback on a brief survey faxed to them in early April. Thirteen surveys were sent out, however, only three replies were received. The survey contained four questions regarding summer offerings, sport offerings, suggestions to improve and would they attend a luncheon to strengthen ties and to increase the dialogue between our athletic departments. There was a clear response that they felt that it was a good idea. A luncheon is being planned to introduce the new Athletic Director to the community athletic directors and begin building some additional vehicles to increase communication and enhance partnerships with the community.

### Faculty/Staff Feedback

An anonymous survey of faculty and staff was conducted via e-mail in April 2009. The following details a summary of the 14 responses received. Most surveyed gave the athletic department a six (21.4%) on a scale of 1 to 10 (1 being the lowest) on communication from the department with the faculty. Responses if concerns regarding student-athletes in the classes had been appropriately addressed was extremely positive with an overwhelming (83.3%) of yes answers. In ranking from the scale of 1 to 10 again for receiving enough of an advance of team travel notices, the department received no rankings of 1 and no 10 rankings. Most ranked the department between 2 and 7. Most all surveyed (84.6%) of the faculty did not notice a change in the attendance and/or participation of student-athletes in their classes. An opportunity to provide feedback on concerns regarding specific teams was provided. The targeted areas and concerns regarding communication are being addressed.

### *Student/Constituent Success:*

The Athletic Department of Jefferson College is extremely proud of its students' accomplishments both academically and athletically. We have been honored to mentor some of the finest student-athletes in the county. Our programs have consistently competed among the strongest in the conference, region and national play.

### Athletic Success

The information below documents the high level of success our teams and athletes have accomplished in competition in the past five years as well as a tradition of success.

Jefferson College Athletic Department Five Year Win – Loss Record by Sport					
Sport	2004-05	2005-06	2006-07	2007-08	2008-09
Baseball	30-17	48-12	37-25	35-20	unavailable
Basketball(Women)	28-4	23-8	31-5	32-3	34-1
Soccer (Men)	NA	13-9-4	21-3-2	19-4-1	20-4
Softball	NA	49-16	44-13	35-15	35-21
Volleyball	22-14	23-22	31-10	19-14	31-11



## Baseball

- Conference Champions: 2004, 2007, 2008
- Region Champions: 2007
- Individual last five years:
  - 24 All-Conference players
  - 17 All-Region Players
  - 1 All-District Player
  - 1 All-District Gold Glove Player
  - 1 All-American
  - 56 Academic All-Region
  - 5 Academic All-American
  - 2 Jefferson College Top-Male Student Athlete

## Basketball

- **2007, 2008( 5<sup>th</sup>) National Tournament Participant**
- Conference Champions: 2005, 2007, 2008
- Region Champions: 2007, 2008
- District Champions: 2007, 2008
- Academic All-American Team: 2005, 2006, 2007, 2008
- Individual last five years:
  - 24 All-Conference players
  - 14 All-Region players
  - 4 All-American players
  - 1 National Player of the Year
  - 37 Academic All-Region
  - 7 Academic All-American
  - 1 Jefferson College *Never Give Up Award*

## Soccer

- **2005, 2006, 2007 National Tournament Participants**
- **2005 (8<sup>th</sup>), 2006 (1<sup>st</sup>), 2007 (5<sup>th</sup>), 2008 (7<sup>th</sup>) Final National Ranking**
- **2006 National Champions**
- Conference Champions: 2007
- Region Champions: 2005, 2006, 2007, 2008
- Central District Champions: 2005, 2006, 2007
- Individual last five years:
  - 24 All-Conference players
  - 21 All-Region players
  - 6 All-American (NSCAA)
  - 4 All-American (NJCAA)
  - 17 Academic All-Region

- 1 Academic All-American
- 3 Region XVI Players of the Year
- 7 NSCAA All-Area players
- 3 NSCAA All-Area Players of the Year
- 7 NSCAA All-South Region players

### Softball

- **2006 NJCAA World Series Participant**
- **2006 Finished ranked 9<sup>th</sup> in the nation**
- Conference Champions: 2006, 2007, 2008
- Region Champions: 2006
- Academic All American Team: 2007
- Individual last five years:
  - 18 All-Conference players
  - 18 All Region players
  - 1 All American player
  - 28 Academic All-Region
  - 1 Academic All-American
  - 1 Jefferson College *Never Give Up Award*

### Volleyball

- Conference Champions: 2004, 2005, 2006, 2007
- Academic All-American Team: 2006, 2007
- Individual last five years:
  - 25 All-Conference players
  - 22 All-Region players
  - 3 All-American
  - 30 Academic All-Region
  - 3 Academic All-American
  - 1 Jefferson College Female Top Student-Athlete

**Services** (The degree to which services are thorough, current, and supported.)

*Services (Scope, Currency, Changes):*

Jefferson College offers five NJCAA Division I Varsity sports programs:

- Men's Baseball
- Women's Basketball
- Men's Soccer
- Women's Softball
- Women's Volleyball

Jefferson College athletic programs are affiliated with the:

- NJCAA (National Junior College Athletic Association) Division I Region 16
- MCCAC (Midwest Community College Athletic Conference)

The Athletic Department strives to maintain currency regarding the NJCAA and the MCCAC Rules and Regulations for eligibility, sports procedures, scholarships, conduct, and schedules.

The Athletic Director attends several meetings throughout the year to maintain currency with the rules and regulations for participation. The Athlete Success Coordinator also attends an annual workshop for updates regarding student transfer guidelines. The Jefferson College Athletic Department was one of the first institutions to use the NJCAA on line eligibility procedures.

Each year a meeting is held with the coaches and staff to review all of the current legislation regarding each sport and general rules and regulations. Additionally, the Athletic Director and coaches (when appropriate) attend the MCCAC conference and Region 16 meetings to stay abreast of procedures and current rules.

The department added a new drug testing policy that was put into effect in the 2008-09 academic year.

The department has developed web sites for the department and each program that is consistently being monitored for currency and accuracy.

The department continues to serve the need of a diverse student-athlete population. The participation of students from all over the country as well as international student-athletes has extended to students, faculty, and community opportunities for life enriching experiences and cultural diversity.

Athletic events are open to the public and are offered free of charge.

### *Service Issues (Support, Technology, Equipment):*

The Athletic Department resources support effective student-athlete programs, both athletically and academically.

Great support is provided for the student-athlete through the Student Athlete Success Program. The Office of Student Athlete Success provides a comprehensive academic support program leading to academic and athletic enrichment. The program emphasizes three main areas of academics with student athletes: advising, mentoring, and goal setting. Through individual appointments and various educational support programs offered on the Jefferson College campus, the student-athlete has every opportunity to achieve success on and off the field. In addition to academic support, the program focuses on personal development and heightened career awareness. The program in itself is distinctive. There is

no other comprehensive program to assist student-athletes at any other community college in the state of Missouri and there is only a handful throughout the country. Student-athletes are a part of the population of PSSA grades. Therefore, the Student Athlete Coordinator is able to receive 6 and 10 week grade feedback from faculty, in addition to midterm grades. This grade feedback gives the Coordinator the opportunity to review grades, classes, areas of concern and the resources available to help the student athlete succeed.

A continual dialogue with faculty and staff regarding the academic progress, conduct, and efforts made towards successful academic endeavors is a priority of the department. A brief survey was conducted as part of our effectiveness review to assist us in continuing to improve our efforts, particularly in communicating.

Student-athletes are provided with safe, up-to-date equipment for practice and competition. All NJCAA guidelines are followed when equipment and fields are prepared and constructed. The Field House staff area has been renovated to provide office space for the increase in administrative staff and staff for new sports.

Jefferson was one of the first institutions to administer the new on line eligibility and letter of intent requirements for the NJCAA.

Web pages are constantly being designed, revised and updated for each sport to provide information to the public and prospective student-athletes.

Computers are now available for the entire staff. Lap tops have been provided for each program to assist in instruction and communication.

A system for e-mailing our student-athletes has provided opportunities for increased and timelier communication with the student-athletes, coaches and staff. It also increases the safety level for them through faster communication avenues.

**Community** (The degree to which the program contributes to the community and responds to community needs.)

The Athletic Department coaches and staff value community involvement and service and are responsive to its needs. The Athletic Director currently serves on the Hillsboro R-3 School Board. The coaches are actively involved in providing clinics and camps for area student athletes. They also make themselves available to speak at area functions and on the local radio stations. The following is an example of community outreach participated in or supported by coaches, staff, and/or Jefferson College athletes:

- Began Jeffco Baseball Hall of Fame Banquet (open to public 2006)
- Players participated in 2007 and 2008 Hillsboro Jr. High Career Day
- Annual Baseball Exposure Camp
- Baseball coaching staff participated in 2009 Fox C-6 REACH program for gifted children
- Breast Cancer Awareness

- Players participated in Hillsboro community Easter Egg Hunt
- Players help with set-up for Jeffco *Fall Into the Arts*
- Coach Sam Carel Co-hosts Weekly Hour-Long Radio Show with Local Radio Station
- Host the Jeffco Sports Report on JCTV (Began in 2008)
- Ran the USA Jr. Volleyball program for high school aged kids
- Staffing for the annual Jefferson College *Fall into the Arts*
- Staffing for the Viking Woods annual Move-In Day
- Volunteering for the annual Jefferson College Balloon Glow
- Tutoring youth in the Festus/Crystal City community (grades K-6<sup>th</sup>)
- Volunteered for Concerned Parents of Jefferson County
- Youth Coaches Clinics (2006-2008)

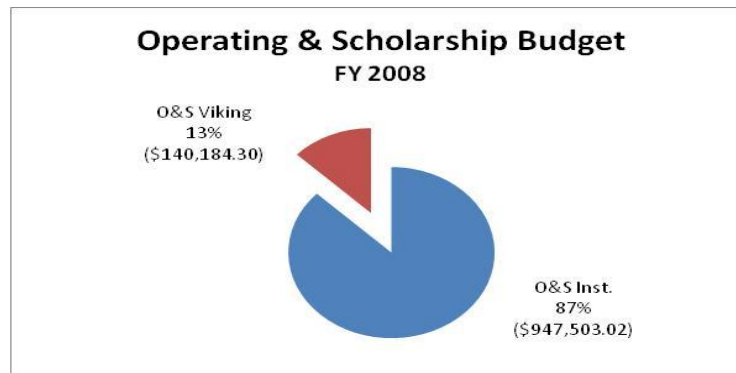
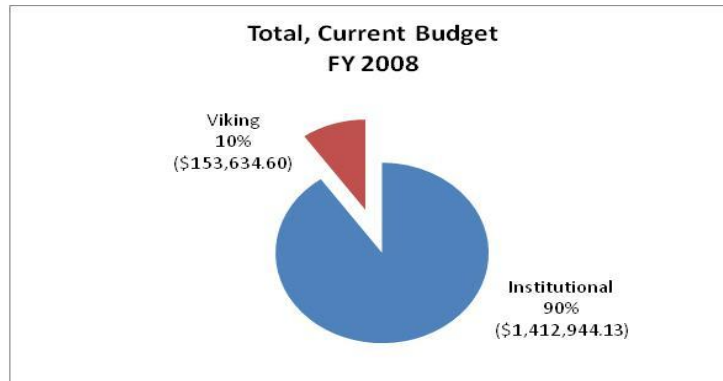
The development of the two newest sports, Women's Softball and Men's Soccer, was due to a grass roots campaign from the community to add sports programs offered by the Athletic Department. The sports chosen were a result of a survey of local high schools for participation levels and a department investigation. A survey of high school activity/athletic directors in the community was conducted in early April to help us determine future community event possibilities and to establish a closer relationship with area high schools and their athletic department. Plans are being made for two community outreach projects, including a luncheon with the local activities/athletic directors and a reception for area coaches to connect our staff with the community athletic departments.

## **Cost**

The Athletic Director administers the budget for the Athletic Department. Each coach is responsible for his/her sport's hotel, meal, and equipment budgets. The Admissions and Financial Aid Director also administers the College's general scholarship funds. The cost of the athletic program has risen significantly in the last five years particularly due to the following:

- The addition of two new sports almost doubled the size of the department and construction of new fields and additional maintenance costs added to the level of expenditures.
- Transportation costs increased significantly when the institution transitioned exclusively to charter bus service.
- While the number of scholarships offered only increased by those offered by the two new sports, the rise in the cost of tuition, fees, and housing added a great deal to the actual expenditures.

Resources for the athletic programs come from two sources: Institutional funds and auxiliary fund accounts established from Athletic Department staff fundraising and parent/student contributions called Viking Funds. The chart below (produced by the Institutional Research Office) indicates the portion of expenditures that is provided from each of the two sources (Institutional and Viking funds). The total athletic program expenditures include operating expenses, scholarship expenses (tuition, fees, and housing), salaries, and benefits for staff.



The table below (produced by the Institutional Research Office) illustrates yearly expenditures of the Athletic Department comparing the 2006 and 2008 completed fiscal year. It illustrates the increased costs of each sport specific program. The table summarizes expenditures from institutional funds as well as the special funds raised by the Athletic Department.

<b>Sport Specific Athletic Program Expenditures</b>		
<b>FY 2006 &amp; FY 2008</b>		
<b>Sport</b>	<b>Total Year FY2006</b>	<b>Total Year FY2008</b>
<b>Baseball</b> Institutional Funds	\$184,196.28	\$247,015.89
Viking Baseball Funds	\$55,610.44	\$62,117.77
<b>Basketball</b> Institutional Funds	\$159,045.80	\$189,232.89
Viking Basketball Funds	\$16,568.79	\$14,657.46
<b>Soccer</b> Institutional Funds	\$173,268.26	\$260,827.77
Viking Soccer Funds	\$10,379.74	\$19,590.36
<b>Softball</b> Institutional Funds	\$173,278.61	\$186,231.44
Viking Softball Funds	\$5,954.81	\$12,491.00
<b>Volleyball</b> Institutional Funds	\$152,942.28	\$186,859.95
Viking Volleyball Funds	\$22,420.97	\$23,684.72

<b>General Athletics</b>	\$285,896.79	\$342,776.19
Institutional Funds	\$20,130.27	\$21,093.29
Viking General Funds		
Subtotal-Inst. Funds	\$1,128,628.02	\$1,412,944.13
Subtotal-Viking Funds	\$131,065.02	\$153,634.60
<b>Total</b>	<b>\$1,259,693.04</b>	<b>\$1,566,578.73</b>

### Summary

	<u>Fiscal Year 2006</u>	<u>Fiscal Year 2008</u>	<u>% of Change</u>
Institutional Expenses	\$1,128,628.02	\$1,412,944.13	20%
Viking Fund Expenses	\$ 131,065.02	\$ 153,634.60	15%

### Summary (SWOT)

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>❖ Efforts towards success rate of student-athletes</li> <li>❖ Adherence to NJCAA rules and guidelines for eligibility and competition</li> <li>❖ Qualifications and expertise of coaches and staff</li> <li>❖ Level of athletic success of teams in competition</li> <li>❖ Exceptional, positive media coverage</li> <li>❖ Safe transportation for student-athletes to compete</li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>❖ Level of participation of local athletes in programs</li> <li>❖ Lack of secure environment for records</li> <li>❖ Communication</li> </ul>
<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>❖ Increase involvement of county athletes on teams</li> <li>❖ Enhance partnerships with our community through service projects</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>❖ Level of competition in area</li> <li>❖ Economic decline</li> <li>❖ Accessibility to offices prohibits student and staff privacy and avoidance of theft</li> </ul>

## **Future**

### Proposed Service Goals and Action Plan

<i>Proposed Service Goal</i>	<i>Proposed Assessment Measurement/Action</i>	<i>Person(s) to Implement</i>	<i>Timeframe</i>	<i>Resource Implications</i>
<b>Goal 1:</b> Maintain academic success rate of student-athletes above those of Jefferson College general student body.	Work with Student Success Coordinator to track student progress.  Review research and planning success rate report yearly	Coaches, Student Athlete Success Coordinator, Director of Planning and Research	Each academic year	Staff resources
<b>Goal 2:</b> Promote and improve internal and external communications.	Discussion in meetings.  Create an internal information loop through e-mail.  Develop a checklist for student-athletes late arrival.  Department meetings 2 times per semester.	Athletic Director/staff	Each academic year  May 2009  May 2009  February 2009	Staff/ institution resources  \$200.00 postage/ prints
<b>Goal 3:</b> Increase fundraising to supplement institutional support.	Monthly banner reports submitted to coaches/staff.  Quarterly meetings to discuss budget.	Athletic Director and secretary	Each month	Staff resources
<b>Goal 4:</b> Target improvements needed to be made in the facility used by the Athletic Department.	Submit short term and long range wish list to administration.  Continue recovery projects and include written report and follow up chart.	Athletic Director	June 2009	
<b>Goal 5:</b> Continue efforts to maintain compliance with NJCAA rules and regulations and institute policies.	Keep current with NJCAA policies and compliance regulations.  Support Student Success Coordinator efforts.  Require NJCAA rules test by all coaches and Athletic Director.	Athletic Director/ Coaches, Student Athlete Success Coordinator	Each academic year	Staff resources
<b>Goal 6:</b> Increase efforts to attract and maintain county student-athletes on all teams.	Increase efforts on promotion of sports in county high schools and clubs.  Require all programs to have some county student-athlete representation.	Coaches	Each academic year	Staff resources



**STATUS**

\_\_\_\_\_ Satisfactory  
\_\_\_\_\_ Requires Immediate Attention  
\_\_\_\_\_ Unsatisfactory

\_\_\_\_\_  
Dean

\_\_\_\_\_  
Date