

Non- APR Self-Study Template

Unit: Athletics, Recreation & Intramural Sports

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Prepared By

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Project Charter Version Control

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Table of Contents

1	STUDENT DEVELOPMENT AND ENROLLMENT MANAGEMENT MISSION STATEMENT.....	3
2	ATHLETICS AND RECREATION OVERVIEW	3
2.1	<i>Mission.....</i>	3
2.2	<i>Services</i>	4
2.3	<i>Goals and Objectives.....</i>	5
3	OUTCOME ASSESSMENT	8
4	CHANGES/IMPROVEMENTS.....	11
5	EXTERNAL PARTNERSHIPS AND COLLABORATIONS	11
6	CUSTOMER ANALYSIS.....	12
7	PERSONNEL, FACILITIES, AND RESOURCES	15
8	SWOT.....	157
9	RECOMMENDATIONS.....	18
10	APPENDICES.....	20
10.1	<i>Organizational Chart.....</i>	20
10.2	<i>Work Flow Chart</i>	21
10.3	<i>Job Descriptions</i>	22
10.4	<i>Title IX.....</i>	26
10.5	<i>Eligibility Work Flow-Chart.....</i>	27
10.6	<i>Requirement for Athletic Eligibility</i>	28

1 STUDENT DEVELOPMENT AND ENROLLMENT MANAGEMENT MISSION STATEMENT

The Division of Student Development and Enrollment Management (SDEM) provides quality services and programs to all students from the time they first apply to Hostos to the point of graduation. Our goals are: to support students' academic achievement and persistence for career development; to enhance students' intellectual, aesthetic, and social growth; to facilitate critical thinking skills; and to promote civic responsibility.

2 ATHLETICS AND RECREATION OVERVIEW

The Department of Athletics, Recreation and Intramural Sports at Hostos Community College recognizes that participation in recreation, intramural and on an intercollegiate athletics team is an integral part of the educational process. The philosophy of the Department emphasizes that genuine learning begins with the experience of each student. The athletic sports program has and will continue to:

- Assist student-athletes in attaining educational goals.
- Recruit quality student-athletes who will contribute to the overall success of the College.
- Offer broad based and diverse programs to meet the needs of the student population.
- Provide experienced athletic staff with opportunities for professional development.
- Assure compliance with all of its conference and NJCAA regulations.
- Foster an environment of cooperation, courtesy, and fair play.
- Contribute to campus life and community spirit.

The Athletic Department continues to sponsor four intercollegiate varsity teams, including the men and women's basketball teams, men's soccer and women's volleyball teams. Student-athletes have the opportunity to conceptualize and perform proper movements, refine motor skills and understand and appreciate the value of teamwork. Opportunities are provided for student-athletes to understand rules, respect authority and to model behaviors that are consistent with being a good leader as described in the CUNY STAR competencies.

The Athletic Department offers a comprehensive recreation and intramural sports program with a variety of opportunities for constituents to participate, either individually or as part of a team. We strive to create an environment that fosters health, wellness and sportsmanship in structured or unstructured formats. We understand that participation in recreational sports activities lead to enhanced social skills, higher self-esteem, increased self-awareness, tolerance and self-control.

2.1 *Mission*

Athletics:

The Department of Athletics, Recreation and Intramural Sports at Hostos Community College provides competitive opportunities that will contribute to the physical, social, mental and emotional well-being of our students. We are dedicated to assisting student-athletes in achieving balance and intellectual success in an environment that fosters cooperation, leadership and commitment.

Recreation:

The Recreation and Intramural Sports Program at Hostos Community College provides students, faculty, staff and alumni with opportunities to enrich their lives through a broad scope of recreational, educational and competitive activities. Through participation, individuals have the opportunity to develop life-long skills essential to enhancing their quality of life while promoting an active and healthy lifestyle.

2.2 Services

Athletic Academic Support Services:

At Hostos Community College, the Athletic Department is committed to ensuring that student-athletes reach their academic potential. Giving Athletes Motivation & Education for Success (GAMES) is a program created in September 2013 to assist student-athletes in successfully transitioning from high school through college and into careers. Student-athletes currently have opportunities to access various services that will assist them in understanding their strengths, interests and values while enhancing their study, decision-making and time management skills. The athletics department assists each student-athlete in developing an educational plan while providing and explaining information to navigate campus resources, institutional policies, regulations and procedures. In addition, the athletics department monitors student-athlete progress and make recommendations that encourage personal growth and academic development. Through the GAMES program, the Athletic Department provides an array of academic support services designed to facilitate the development of student-athletes into independent, self-reliant college students.

Athletic Support Services:

In September 2013, various services were developed to ensure the effective and efficient operations of the Athletic Department. Upgraded services include:

- A strength and conditioning component was added for student-athletes to receive individualized workout regimens during pre-season, in-season and post-season to increase fitness levels and athletic performance.
- The Athletic Department reallocated funds to offer pre-game and/or post-game meals for student-athletes. This initiative was implemented to promote proper nutrition and healthy eating habits.
- The website received a facelift with enhanced professional photography and updated features, including live stats and video streaming. This initiative was designed to increase marketing and promotion efforts in engaging the campus community. The fan experience is enhanced and they now have the ability to view games from home and receive up to the minute updates via social media.
- The Athletic Department provides student-athletes with opportunities to participate in community outreach activities, workshops and professional development training in order to enhance self-awareness, civic engagement and leadership skills.
- Daily laundry services are offered to preserve the quality of uniforms and practice gear, reducing replacement costs and loss of issued Hostos gear.

Recreation Services:

Students, faculty, staff and alumni have the opportunity to participate in recreational activities, including basketball, volleyball, soccer, swimming, dance and table tennis. The aerobics and weight room offers ample space and equipment for weight training and cardiovascular workouts. Trained staff oversees these areas and can offer advice and monitor workouts to ensure proper techniques and better results. In addition, the Athletic Department coordinates with the Health and Wellness Center in offering instructional classes, including zumba, yoga and dance for student, faculty, staff and alumni.

Intramural Services:

In winter 2014, the Athletic Department launched its intramural sports series, offering opportunities for the entire campus to participate in friendly competition. Intramural sports activities include volleyball, basketball, soccer, dodge ball, swimming, flag football, a one-mile race and fitness competitions. These activities will be organized annually, with opportunities to increase offerings to meet the need and interest of the college community.

2.3 Goals and Objectives

ATHLETICS, RECREATION & INTRAMURAL SPORTS 2013-2014 GOALS:

In order to foster academic success and increase retention and graduation rates, the Athletic Department must commit resources to supplement existing college-wide programs that support academic success.

Goal 1: The Athletic Department will develop and maintain outstanding academic support services, increasing retention and graduation rates by 2%

The Athletics Department will reach this goal by employing the following strategies:

- Provide an Athletics Academic Coordinator (AAC) to conduct weekly meetings with student-athletes, discussing academic progress and upcoming class assignments.
- Enhance GAMES academic support program, providing tutors, study halls, computer access and online assistance throughout the academic year.
- Offer opportunities for student-athletes to develop writing and research skills prior to assignment due dates.
- Conduct three academic workshops per semester to develop and enhance study and life skills, in addition to educating students on campus resources, college policies and off campus resources.
- Partner with CUNY four-year institutions to develop a peer-mentoring program.
- Implement an online academic monitoring system for faculty to complete student-athlete progress reports at critical times during the semester.
- Examine any retention issues and outline a series of recommendations for student-athletes.
- Outline a strategy for registration for student-athletes to acquire class schedules that meet graduation requirements and minimize conflicts with playing and practice times.
- Make a stronger commitment to nominate student-athletes for internal and external academic awards as well as highlight academic achievements on athletic website, athletic events and campus events.
- Develop a guest coach program and faculty-mentoring program that will allow academic members the opportunity to gain a unique perspective of student-athletes eligibility.

In order to achieve athletic success, the Athletic Department must commit resources for athletic skills development and life skills programming, developing the student-athlete as a total person and empowering them to be leaders.

Goal 2: The Athletic Department will develop and maintain outstanding intercollegiate sports programs that support competitive athletic excellence while offering opportunities to enhance CUNY STAR competencies.

The Athletics Department will reach this goal by employing the following strategies:

- Implement a life skills program through GAMES in order to enhance CUNY STAR competencies, including leadership and team-building skills.
- Develop a plan for annual series of life skills speakers, and develop partnerships in other campus entities in areas of alcohol and drug prevention, hazing, social media and networking.
- Develop a comprehensive compliance program to ensure adherence to NJCAA, CUNYAC and College's rules and regulations.
- Hire and retain highly successful coaching staff committed to academic and athletic success of student-athletes and offer professional development opportunities.

- Provide safe and adequate facilities, forming partnerships with various entities in order to solidify home fields for outdoor sports.
- Provide strength and conditioning opportunities for student-athletes for pre-season, in-season and post-season play.
- Maintain quality and properly balanced athletic schedules for all intercollegiate sports teams.
- Increase affinity and loyalty to the College, Division and the Athletic Department by providing programs, services and activities that build community on campus.
- Plan community outreach activities to ensure student-athletes understand their civic responsibilities.
- Create an Athletic Department Code of Conduct for all athletic department personnel and student-athletes and establish a culture of compliance.
- Create a process for adding new varsity sports to monitor/determine interest in adding a new sport(s) to ensure gender equity.

In order to engage the community, the Athletic Department must develop a marketing and promotions plan to effectively convey its mission to internal and external constituents.

Goal 3: The Athletic Department will enhance internal and external marketing programs and communication systems to promote the College, Division and Department.

The Athletics Department will reach this goal by employing the following strategies:

- Develop a comprehensive plan to advertise and promote programs, enhancing the website, developing promotional materials and utilizing campus resources for the dissemination of information.
- Continue to invest in the full capabilities of the hostosathletics.com website.
- Increase visibility within the College, local community and across the country by maximizing the use of social media platforms, including Facebook, Instagram and Twitter.
- Develop a procedure to utilize mobile platforms.
- Investigate media opportunities to broadcast athletic events on ideal media outlets.
- Develop a comprehensive plan addressing branding, including logo redesign and recruiting publications.
- Increase overall fan experience at home contests with increased promotional activities and in-game entertainment.
- Continue to build on marketing efforts, including “the Craziest Caiman Fan Contest”, “Orange Fest”, pep rallies and homecoming.

In order to provide a broad and diverse recreation and intramural sports program, the Athletic Department must create a distinct budget line with adequate resources for recreation and intramural sports.

Goal 4: The Athletic Department will develop and maintain outstanding recreation programs that support wellness and fitness.

The Athletics Department will reach this goal by employing the following strategies:

- Solicit support to hire a recreation and intramural coordinator to oversee the daily operations of all recreational activities.

- Develop a comprehensive plan to increase recreation and intramural sports offerings for students, faculty, staff and alumni to engage in physical activities that promote active and healthy lifestyles.
- Offer a variety of quality intramural sports programming appropriately spread across the entire academic year that meet the needs and interests of all constituents.
- Work with facilities management to clarify needs, to finalize priorities and to implement plans for the upgrade of athletics and recreation facilities.
- Establish an equipment maintenance, purchase and replacement plan for the equipment that allows for an effective and sustainable approach to serving our constituents.
- Solicit support for a separate student activity fee to create a distinct recreation budget that reflects the growing demands of the student body.
- Recruit work-study students to oversee recreation and intramural activities and provide professional development opportunities for them to enhance work-related skills.
- Expand programming and provide additional hours and services, including exploring early morning, evening and weekend hours.

In order to provide essential programming and to enhance the services offered by the Athletic Department, it is critical to gain sufficient institutional support for full-time personnel. While the Athletic Department is contributing to the budget through revenue generating alternatives, those funds should be allocated to growing the program in order to compete with peer institutions.

Goal 5: The Athletic Department will improve and enhance fiscal responsibility through effective and efficient budget management while increasing auxiliary revenue by 20%.

The Athletics Department will reach this goal by employing the following strategies:

- Examine all current budgets from the beginning (“zero base”) which requires the each budget request be re-evaluated thoroughly to seek cost savings and increase overall budget efficiencies.
- Assemble a preferred vendors list, working with coaches and staff, for all needed supply and equipment categories in an effort to provide cost savings.
- Develop a process to create a department budget reserve to cover emergencies and special project needs.
- Review the current reporting process for areas of improvement to help assist with up-to-date revenue and expense status and provide detailed budget forecasting.
- Establish a format to annually benchmark overall total budget, expenses, revenues and salaries with other conference and national peer institutions.
- Review sport recruiting, travel equipment/supplies budgets and other areas to ensure competitive excellence, favorable peer comparison and department equity.
- Solicit new long-term rental contracts to increase revenue for special projects, staffing and equipment needs.

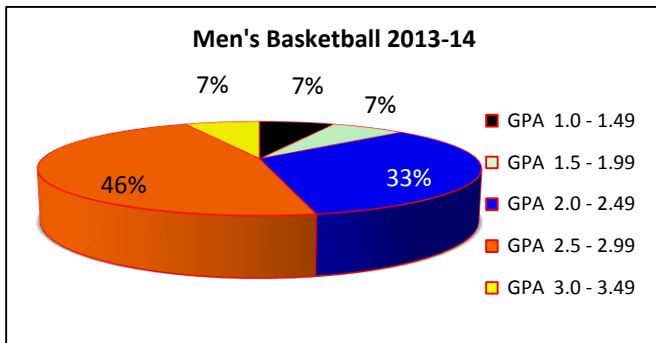
3 OUTCOME ASSESSMENT

Participation Outcomes:

By the end of semester participation, student-athletes will:

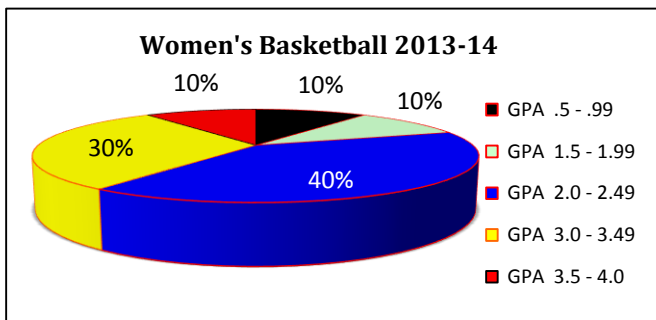
- Conceptualize and perform proper movements and refined motor skills.
- Practice the qualities of discipline, perseverance and structure associated with physical activity.
- Develop an appreciation for and enjoyment of lifelong physical activity.
- Set and pursue individual and team goals.
- Identify and work collaboratively to overcome obstacles using effective leadership skills.
- Engage in behaviors that promote health and reduce risks.
- Be concerned about local community issues and contribute to improving local social problems.

Academic & Athletic Highlights:

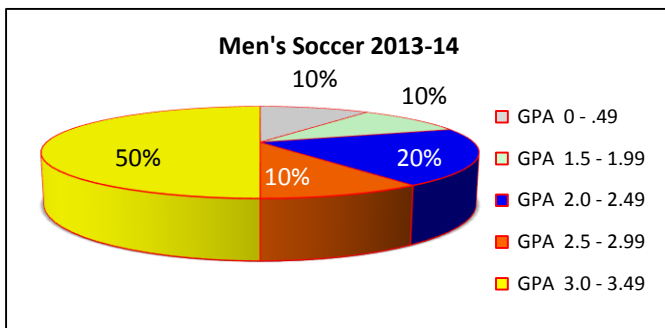


The men's basketball team had 15 participants for the 2013-14 season. The team has a 100% retention rate and all student-athletes remained athletically eligible from fall 2013 to spring 2014. The overall cumulative GPA is 2.41, with 86% of participants earning GPAs above 2.0.

Athletic Highlight: Won CUNY Championships & advanced to semifinals of NJCAA regional tournament.

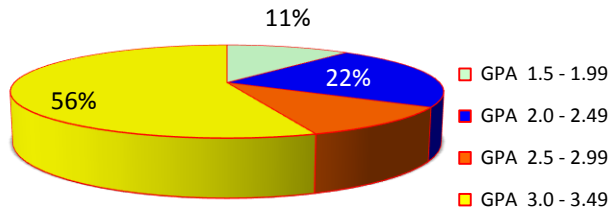


The women's basketball team had 9 participants for the 2013-14 season. The team has a 100% retention rate and 78 % of student-athletes remained athletically eligible from fall 2013 to spring 2014. The team added 3 additional participants in winter 2014, ending with a total of 12 participants. The overall cumulative GPA is 2.52, with 80% of participants earning GPAs above 2.0.



The men's soccer team had 14 participants for the 2013-14 season. The team has a 100% retention rate and all student-athletes remained athletically eligible from fall 2013 to spring 2014. The overall cumulative GPA is 2.65, with 80% of participants earning GPAs above 2.0 and 50% earning GPAs above a 3.0.

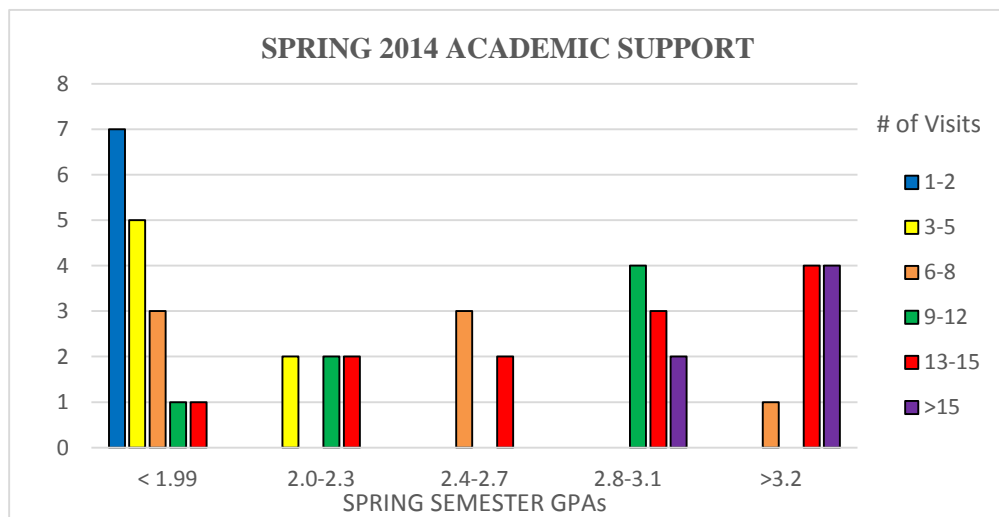
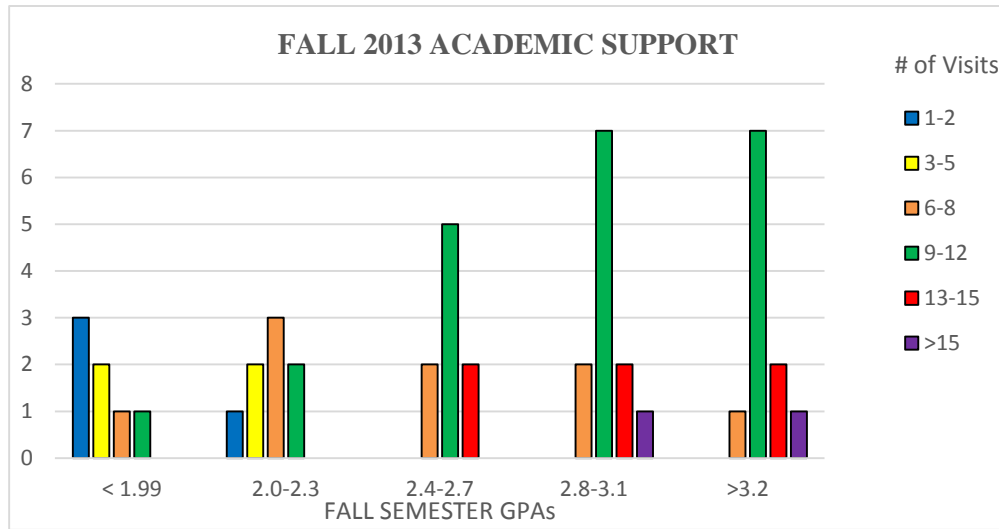
Women's Volleyball 2013-14



The women's volleyball team had 9 participants for the 2013-14 season. The team has a 100% retention rate and 89% of student-athletes remained athletically eligible from fall 2013 to spring 2014. The overall cumulative GPA is 2.77, with 89% of participants earning GPAs above 2.0 and 56% earning GPAs above a 3.0.

Athletic Highlight: Most wins ever (13) since the start of the program and advanced to NJCAA regional tournament.

GAMES ACADEMIC SUPPORT:



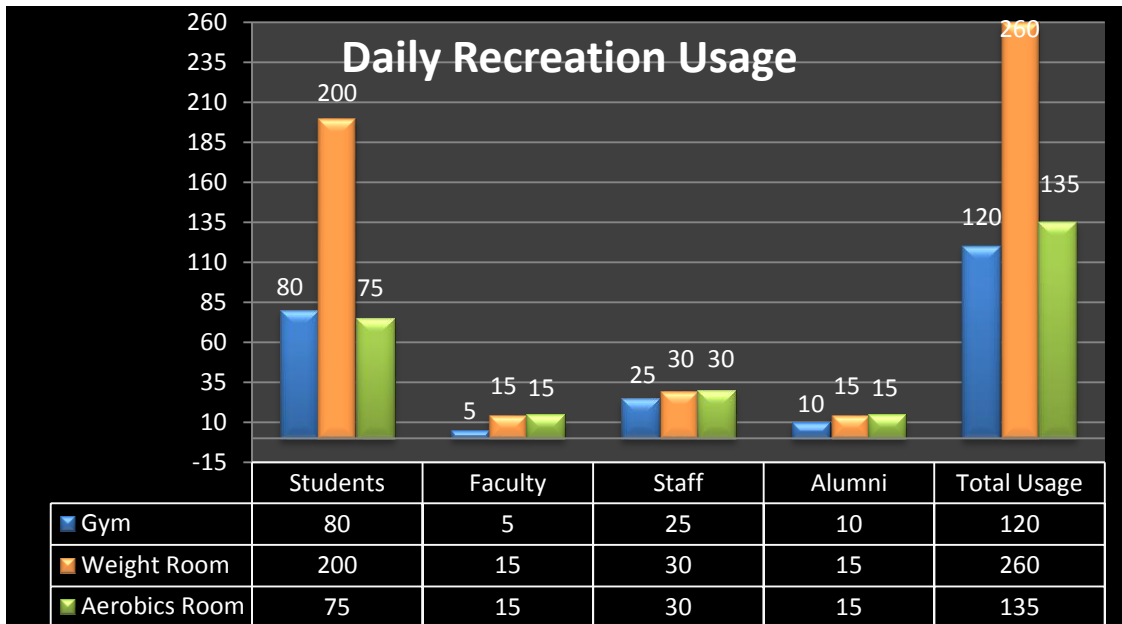
In Fall 2013, the GAMES academic support program was launched with the intent to make an impact by providing expanded academic support services. Based on data collected, there was a positive correlation between the number of GAMES visits and GPA. As such, the athletic department will add an incentive program to increase attendance for the 2014-15 academic year.

Recreation Data

Participation Outcomes:

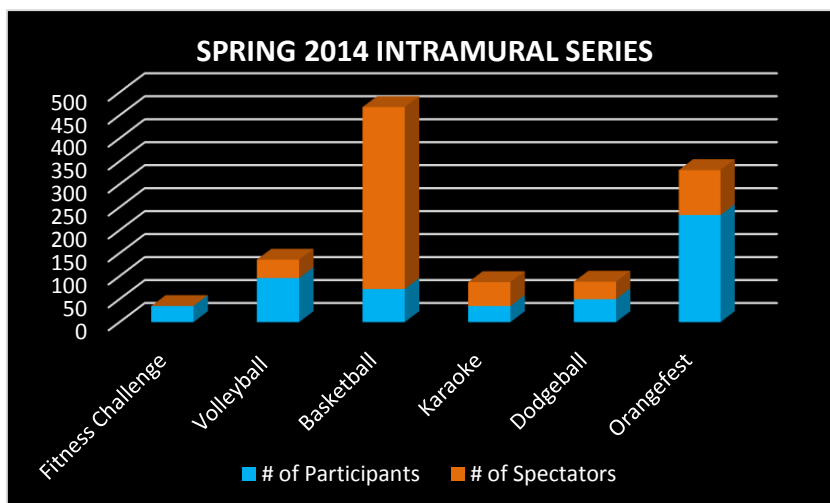
By the end of semester participation, participants will:

- Take an active role in their personal wellness while supporting a healthy lifestyle.
- Demonstrate skills and behaviors that contribute to successful work-related skills.
- Demonstrate positive leadership skills that contribute to their overall success.
- Practice the qualities of discipline, perseverance and structure associated with physical activity.



On average, the Athletics, Recreation & Intramural Sports program services over 600 participants daily. These numbers were generated using a counter, with averages gathered by staff members in each facility. For the 2014-15 academic year, the Athletic Department will utilize the college's swipe system to collect daily data.

Intramural Sports Data:



The intramural series was launched in winter 2014 to engage students, faculty, staff and alumni in competitive activities that foster sportsmanship, camaraderie and a healthy lifestyle. Over 1100 people attended the events and the data indicate that the learning outcomes were met.

	Fitness Challenge	Volleyball	Basketball	Karaoke	Dodgeball	Orangefest
I enjoyed my overall experience.	100%	100%	86%	100%	98%	98%
The event enhanced my overall college experience	100%	100%	80%	91%	90%	90%

4 CHANGES/IMPROVEMENTS

The Athletic Department has made the following changes from July 2013 to present:

- Undergone new leadership and personnel changes.
- Facilitated upgrades, including two new basketball hoops, shot clocks, banners, refinished gym floor, refurbished lockers and new office furniture.
- Developed GAMES program, which placed high emphasis on academic achievement and has provided proactive programming in assisting student-athletes to achieve academic success. In addition, there is a life skills component that offers opportunities to enhance CUNY STAR competencies.
- Enhanced student engagement and added multiple activities that have increased participation and attendance at home games.
- Increased the use of technology, including a new website with interactive features, new sound system, new cardiovascular equipment and new computer software.
- Enhanced exposure on social media outlets, creating and enhancing Facebook, Instagram and Twitter.
- Added a strength and conditioning component with individualized workout regimens.
- Added meal money allocation for all away games.
- Purchased new uniforms for all intercollegiate sports teams.
- Revamped the financial management procedures to ensure fiscal responsibility.
- Added internal and external partnerships, leading to significant revenue increases.
- Extended hours of operations for recreation and intramural sports programming and instructional classes.

5 EXTERNAL PARTNERSHIPS AND COLLABORATIONS

The Athletic Department is committed to enhancing mutually beneficial relationships with internal and external constituencies. Internal partnerships lead to enhance communication, innovative programming and improved productivity. The ability to share resources and costs is beneficial in that it leads to increased programming, improved quality of services and more opportunities for campus engagement.

Since July 2013, the Athletic Department has engaged in multiple collaborations and partnerships with internal and external constituencies. Internally, the Athletic Department works with special programs, various administrative offices and with revenue generating entities within the College. Internal constituencies include Admissions, Registrar, Counseling, Health & Wellness Center, Veterans Affairs, Continuing Education & Workforce Development, Physical Education, Conference Center and Student Activities.

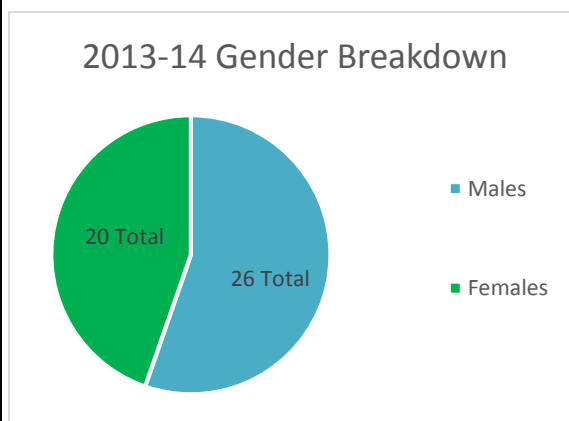
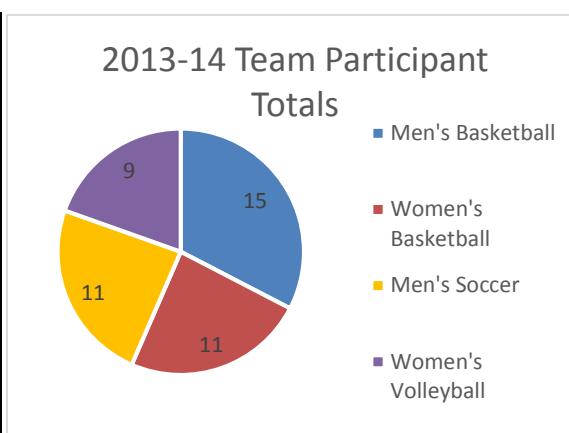
External partnerships offer opportunities for the Athletic Department to supplement its budget to provide a broad and diverse programming. External Constituencies include Citizenship Now, Bronx is Blooming, VBLI, Marymount, NYC Parks & Recreation, Swim Swim Swim I Say, TNYA, PSAL and Berkeley College. After assessing revenue-generating capacity, the Athletic Department increased its efforts and developed a consistent

fee structure. Revenue has increased in excess of 60% from 2012-2013. Increased revenue is used to accommodate staffing, facility upgrades, new programs and to expand program offerings.

6 CUSTOMER ANALYSIS

Demographics for Athletic Teams:

2013-2014	
Men's Basketball	
Total Roster: 15	
Total Freshman: 8	
Returning Athlete: 2	
Total Transfers: 3	
Continuing Student (was not part of the team previously): 2	
Women's Basketball	
Total Roster: 11	
Total Freshman: 4	
Returning Athlete: 3	
Total Transfers: 0	
Continuing Student (was not part of the team previously): 4	
Men's Soccer	
Total Roster: 11	
Total Freshman: 5	
Returning Athlete: 3	
Total Transfers: 0	
Continuing Student (was not part of the team previously): 3	
Women's Volleyball	
Total Roster: 9	
Total Freshman: 2	
Returning Athlete: 2	
Total Transfers: 0	
Continuing Student (was not part of the team previously): 5	



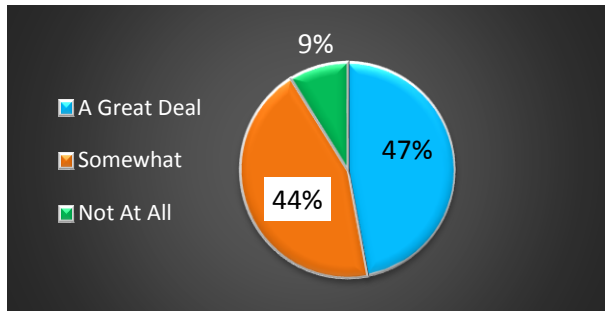
In 2013-14, a new National Junior College Athletic Association (NJCAA) rule regarding international studies affected our participation rates, particularly for men's soccer. Since the soccer program traditionally has a significant amount of international students, participation rates decreased dramatically, going from 21 participants in 2012 to 11 in 2013. To account for this decrease, the athletic department has emphasized recruiting and has hired a new coach to oversee the soccer program.

In performing the three-part test for Title IX compliance, the athletic department will conduct surveys to see if there is interest in adding any female sports, since women are the underrepresented group at Hostos Community College.

**** See appendix for more information on Title IX**

The Athletic Department conducted student-athlete satisfaction surveys for all four sports assessing how student-athletes felt about their overall experience as a participant on a team. Categories that were assessed include skill development, overall experience, coaching, weight room & equipment, academic support services, athletic administration and marketing and promotions. The Athletic Department will use these results to evaluate and make recommendations on ways to improve each area.

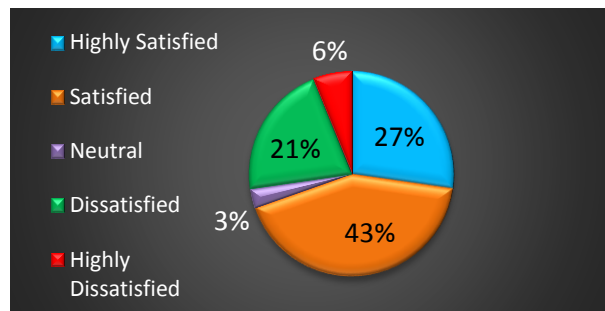
Skill Development:



How has your technical skills improved this year?

- Overall, 91% of student-athletes felt like their technical skills improved during the 2013-2014 season.

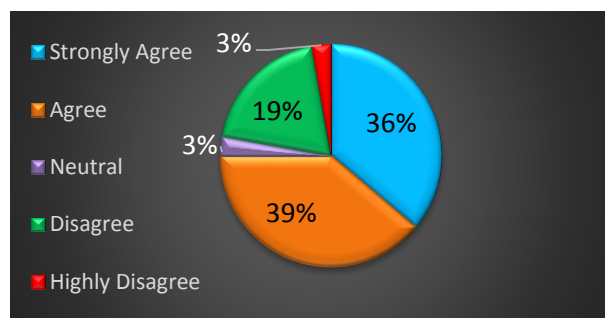
Athletic Experience:



How satisfied are you with your overall athletic experience?

- Overall, 70% of student-athletes enjoyed their overall experience during the 2013-2014 season.

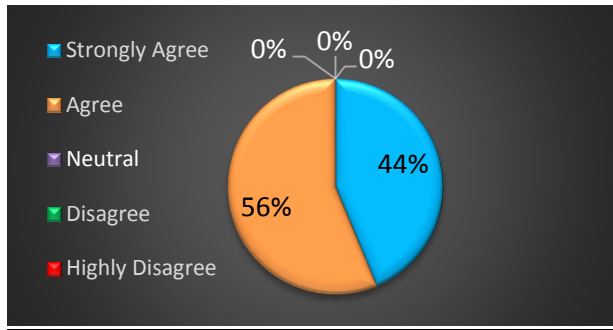
Head Coach:



Overall, the Head Coach was effective.

- Overall, 75% of student-athletes felt like the head coach was effective during the 2013-2014 season.

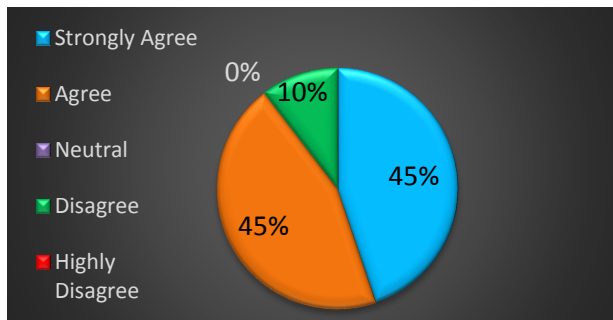
Academic Support Services:



Academic Support Services are beneficial to my academic success.

- Overall, 100% of student-athletes felt like academic support services are beneficial to their academic success during the 2013-2014 season.

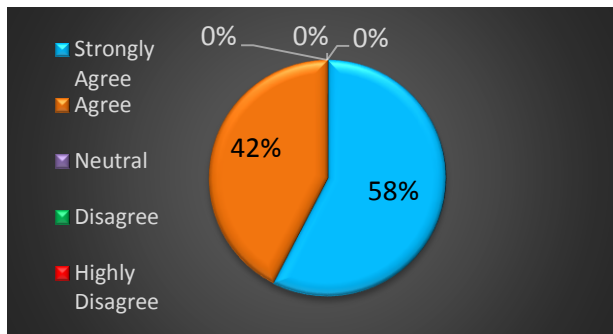
Facilities:



The weight room and equipment are adequate for my needs.

- Overall, 90% of student-athletes felt like the weight room and equipment was adequate for their needs during the 2013-2014 season.

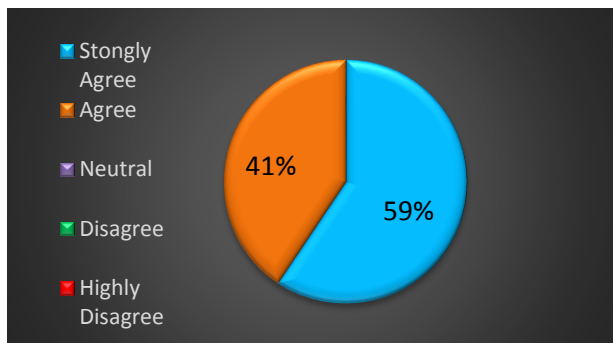
Athletic Director:



The Athletic Director is accessible and receptive to suggestions and concerns.

- Overall, 100% of student-athletes felt like the Athletic Director is accessible and receptive to suggestions and concerns during the 2013-2014 season.

Marketing & Promotions:



Athletics improved student engagement on campus.

- Overall, 100% of student-athletes felt like athletics improved campus engagement during the 2013-2014 season.

7 PERSONNEL, FACILITIES, AND RESOURCES

PERSONNEL

Title	Team Member(s)	Responsibilities
Director Of Athletics, Recreation & Intramural Sports	Krishna Dass	Full-Time HEO <ul style="list-style-type: none"> • Directs the Athletics, Recreation & Intramural Sports Program
Aerobics Room Supervisor	Keith Hinton	Full-time CLT <ul style="list-style-type: none"> • Supervises aerobics room • No administrative duties
Assistant to AD for Academic Support / Head Volleyball Coach	Melissa Blass	Part-time CLT <ul style="list-style-type: none"> • Income supplemented from Association and Auxiliary budgets
Assistant to AD for Operations / Asst. Volleyball Coach	Karina Castro	Part-time College Assistant <ul style="list-style-type: none"> • Income supplemented from Association and Auxiliary budgets
Assistant to AD for Facilities	Franklyn Correa	Part-time College Assistant <ul style="list-style-type: none"> • Income supplemented from Association and Auxiliary budgets
Assistant to AD for Recreation	Yvonne Johnson	Part-time College Assistant <ul style="list-style-type: none"> • Income supplemented from Auxiliary budget
Men's Basketball Coaches	Dr. Jody King (HC) Heath Miller Kimberly Bailey Darryl Jones Anthony Zullo	Part-time Head & Assistant Coaches <ul style="list-style-type: none"> • Independent Contractors • No athletic administrative responsibilities • Salary from Association budget
Women's Basketball	Jessica Vilella Andre McCullough Lynetta Sullivan Janay Perkins	Part-time Head & Assistant Coaches <ul style="list-style-type: none"> • Independent Contractors • No athletic administrative responsibilities • Salary from Association budget
Men's Soccer Assistant Coach	Roger Gonzalez Alpha Barry	Part-time Head & Assistant Coach <ul style="list-style-type: none"> • Independent Contractors • No athletic administrative responsibilities • Salary from Association budget
<u>Total Staff: 10 Males: 8 Females</u> Full-time with administrative duties.....1 Female Full-time with facility supervisory duty.....1 Male Part-time staff with administrative duties.....1 Male: 3 Females Part-time staff without administrative duties.....8 Males: 4 Females		
<u>Interns: 5 Males: 5 Females</u> 6 from HS of Art & Design4 Males: 2 Females 1 from St. Johns University1 Male 3 from Hostos Community College.....3 Females		
<u>Work Study Students:</u> Over 20 students during both semesters		

You will find the Organizational Chart and Job Descriptions enclosed in the appendix

FACILITIES

The Athletic, Recreation and Intramural Sports facilities include a gymnasium, dance studio, aerobics room, weight room and pool. These facilities are used for various activities and events that are hosted by the department, other entities within the college and by the outside clients.

Gymnasium:

The gymnasium is located on the third floor in the C-building (RM. C-380). The capacity for the gymnasium is 680 people total and the bleachers can accommodate 260 people. The gym houses one main basketball court and two volleyball courts. There are four offices located in the gymnasium, including the Athletic Director's Office, Women's Basketball Office, Men's Basketball Office and a shared office for the Assistant to AD for Academic Support and the Assistant AD for Operations. All home games for the women's volleyball, men's basketball and women's basketball are held in the gymnasium. In addition, physical education classes, recreation, intramural sports events, wellness activities, summer camp and various special events are held throughout the semester.

Dance Studio:

The dance studio is located on the first floor in the C- Building (RM. C- 152). The capacity for this space is roughly 75 people. Physical education classes, acting classes, wellness programming and various club activities are hosted in this space.

Weight Room:

The weight room is located on the first floor of the C-building adjacent to the pool (Rm.165A). The capacity for the weight room is 132 people. The weight room houses 24 strength training machines and 7 bench presses. Physical education classes, recreation hours and varsity strength training are held in this space.

Aerobics Room:

The aerobics room is located on the first floor of the C-Building (RM. 160). The capacity for this space is 113 people. There are 31 cardiovascular machines in this room, including elliptical machines, treadmills, exercise bikes, and row machines. Physical education classes, recreation hours and varsity strength training are held in this space.

Pool:

The pool is located on the first floor in the C-building. The pool is directly connected to the men and women's lockers rooms which include lockers, storage, and showers. The capacity for this space is 254 people. The Pool has 7 lanes for swimmers and goes from 3ft to 12 ft. Physical education classes, recreation hours and varsity strength training are held in this space.

Currently, the athletics and recreational facilities are undergoing continuous repairs and upgrades. In order to maintain a safe environment, it is imperative to develop a safety and risk management plan to address any concerns with regards to facilities. The following facilities issues need to be addressed:

- Of high importance, the bleachers in the gymnasium are currently not in compliance with ADA standards and pose numerous safety concerns that may put the College at risk for liability. It is important to solicit funding to either repair or install a new system.
- The lockers are too small and cannot adequately accommodate the space needed to store constituents' possessions while assessing services. As a result, participants use two lockers which limits usage due to a shortage of lockers.
- The weight room houses machines that many in the industry would deem "antiques". It is important to dedicate funding to replacing these machines with state-of-the-art equipment.

- The facilities are being used by numerous entities, limiting access for athletics, recreation and intramural events. It is important to explore what other facilities can accommodate the many requests for usage since primarily the facilities should be used for programming by athletics, recreation and intramural sports.

RESOURCES:

Fall 2013 Spending Plan for Association:

Coaching Staff	\$27,000
Officials	\$20,000
Business Manager	\$ 5,000
Meal Money	\$ 6,000
Certified Athletic Trainer.....	\$ 5,000
Equipment	\$ 3,000
Total	\$66,000

Spring 2014 Spending Plan for Association:

Coaching Staff	\$40,000
Pool	\$ 2,500
Weight Room	\$ 2,000
Intramurals	\$ 1,000
Certified Athletic Trainer	\$ 2,000
Event Staff	\$ 2,000
Officials	\$ 6,000
Equipment	\$ 8,500
Travel Fees	\$ 2,000
Total	\$66,000

**** The budget is supplemented by monies generated from rental revenues solicited by the Department****

8 SWOT

Strengths	<ul style="list-style-type: none"> • Strong commitment to College, Conference and NJCAA compliance • Strong support from Higher Administration, including President of the College and Vice President of SDEM • Strong athletic history and presence within conference, regionally and nationally • Strong student support services within athletics targeting personal, academic and athletic development • Strong commitment to indoor facilities upgrades and outdoor facilities planning • Strong and creative fiscal planning • Strong relationships with internal and external constituencies • Strong support from campus community • New athletic website and social media capabilities
Weaknesses	<ul style="list-style-type: none"> • Combined budget for athletics, recreation and intramurals • Lack of consistent athletic success of sports other than men’s basketball

	<ul style="list-style-type: none"> • Lack of outdoor facilities for practices and athletic events • Inadequate full-time staff – only one full-time athletic staff (athletic director) with administrative duties • Inadequate office space for coaches and athletic administrators • Lack of sports medicine staff and facility to ensure speedy injury recovery • Inadequate funding for recruitment of top-caliber student-athletes • Inadequate funding for professional development opportunities for athletic administrators and coaching staff • Lack of priority registration for student-athletes to ensure minimal class conflicts
Opportunities	<ul style="list-style-type: none"> • Relatively new administrative staff with new ways of thinking • Future Dual Administrative positions: Academic/Compliance Coordinator, Recreation Coordinator, Sports Information Director, Certified Athletic Trainer • Enhance athletic facilities: pool, locker rooms, gym, weight room, aerobics room • Collaborate with Admissions and Financial Aid Office to provide recruiting support and resources • Continued community partnerships, including with Parks and Recreation to solidify outdoor venues • Enhance technological opportunities: Scoreboard, Wifi hot spots, Live stream sporting events, new scoreboard, scouting and recruiting programs • Increase budget with referendum proposal and fundraising efforts • Long-term commitment to marketing efforts to increase fan base and student engagement • University commitment to athletics through the adoption of the CUNY Strategic Plan • Continued commitment to the recruitment of diverse staff and student-athletes • Continued professional development for administrators and coaches • Continued commitment to life skills development opportunities and enhanced CUNY STAR competencies for student-athletes
Threats	<ul style="list-style-type: none"> • Increasing operations cost, including travel, rental costs for outdoor sports, transportation and technology upgrades • Inability to invest in dedicated facilities for soccer team • Rising cost of medical care and expanded mandates • Ability to effectively expand sports offerings, including track and swimming • Perception of athletics as a deterrent to academic success • Team transportation –growing roster size and outdoor team practices and games • Lack of professional office space to conduct recruiting, counseling and administrative responsibilities

9 RECOMMENDATIONS

Based on the information collected and expertise in the area, the following priorities have been established:

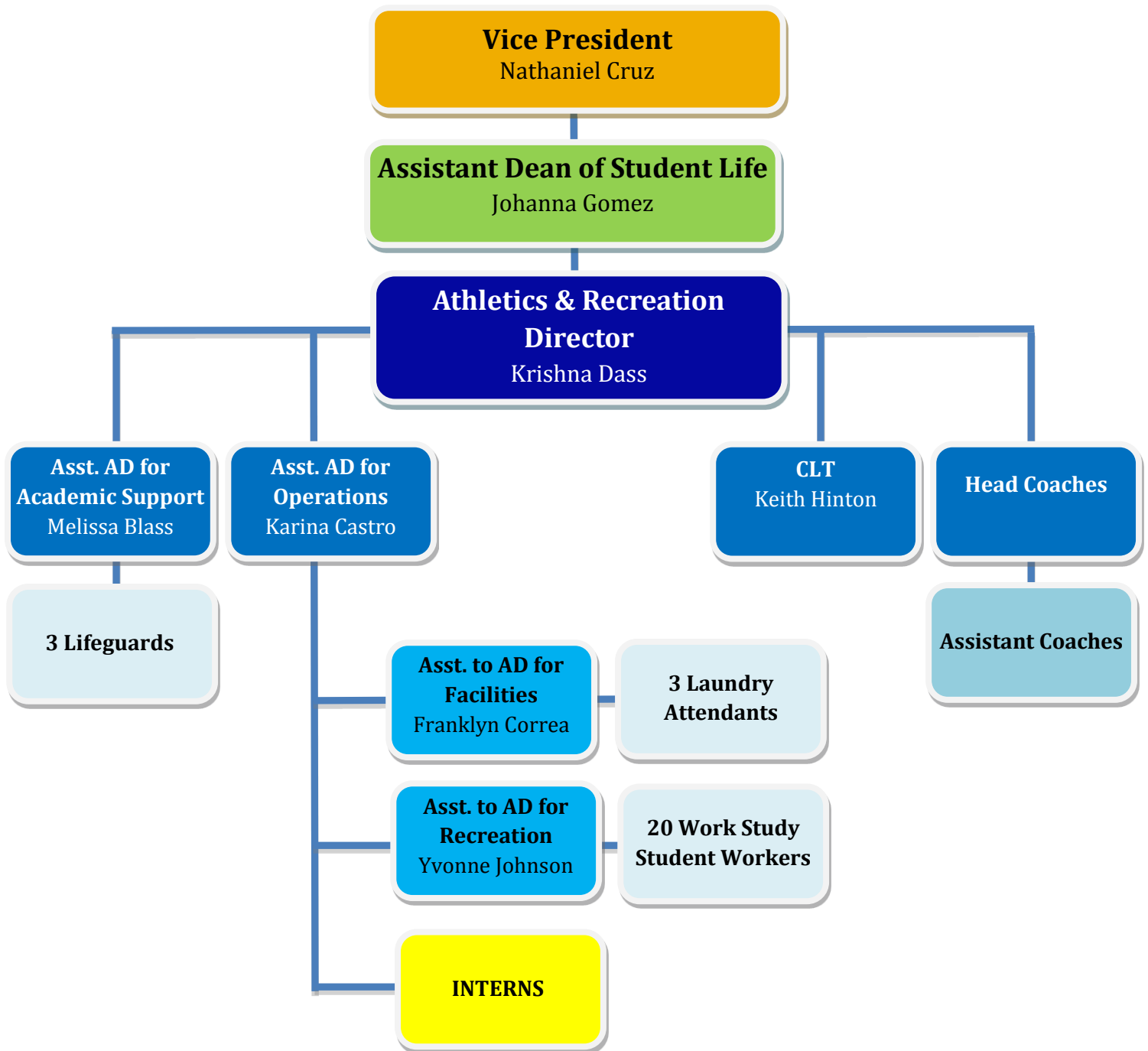
- In assessing risk, it is important to establish a facility maintenance plan, including enhancing indoor facilities, upgrading locker rooms, replacing the bleachers, building storage and office spaces.

- In assessing personnel, it is important to solicit institutional support for future full-time dual role administrative positions: Academic/Compliance Coordinator, Recreation/Rental Coordinator, Sports Information Director, and Certified Athletic Trainer.
- In assessing compliance, it is important for athletic personnel to engage in more professional development opportunities and to continue to establish “best practices” procedures and standards using recommended components for operating a successful Division III program.
- In assessing community engagement, it is important to increase student activities fee allocations to increase services and fan experience through effective marketing, event management, enhanced special events, and increased technology.
- In assessing the overall budget, it is important to increase revenue generation by participating in development opportunities through college campaigns, alumni support, grants and rental solicitations.

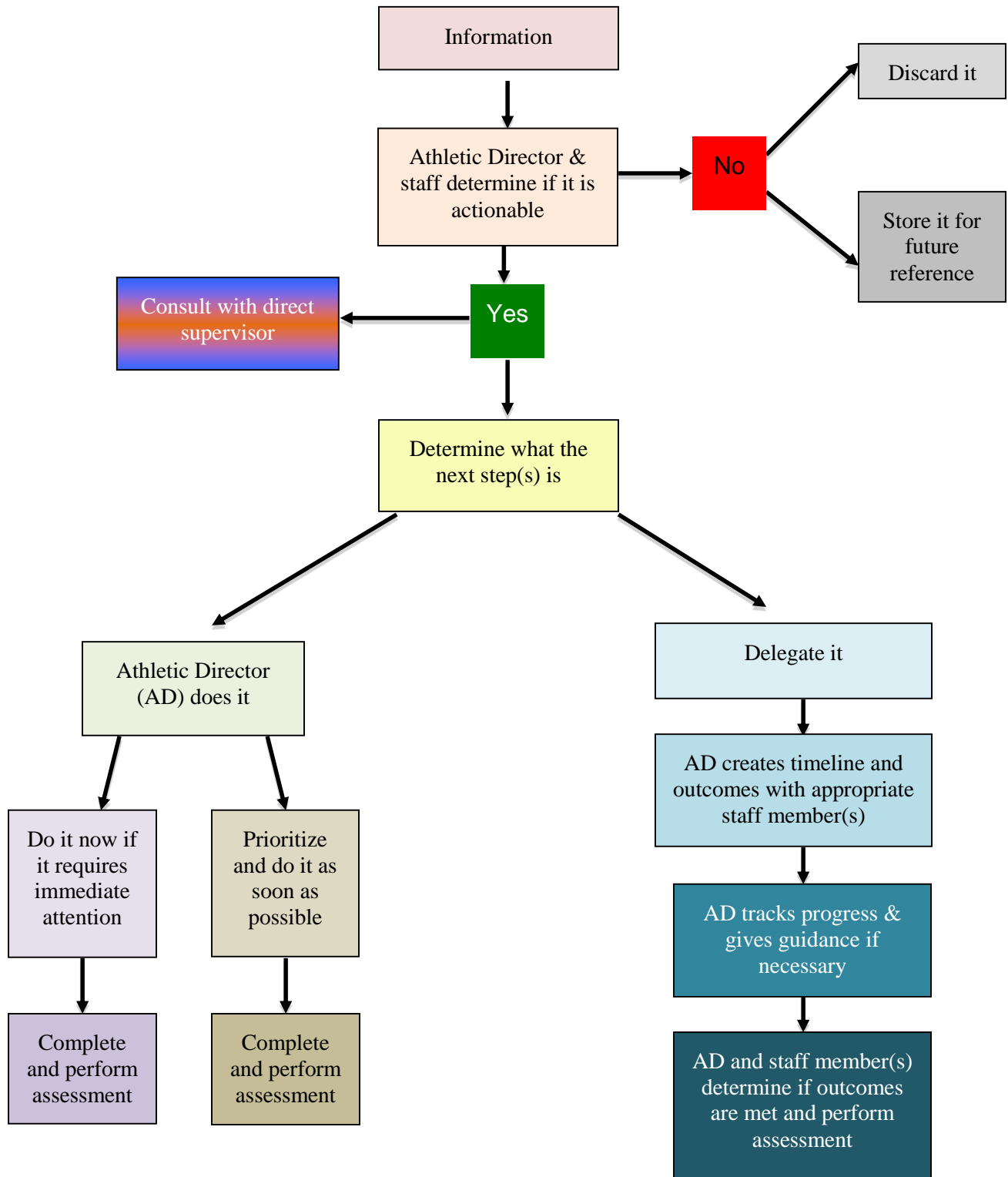
10 APPENDICES

10.1 ORGANIZATIONAL CHART

ATHLETICS & RECREATION



10.2 WORK FLOW CHART



10.3 JOB DESCRIPTIONS

Title	Team Member(s)	Responsibilities
Director	Krishna Dass	<ul style="list-style-type: none"> • Provides direct supervision for the athletics, recreation & intramural sports program • Formulates and implements athletics policies including strategic planning, fundraising, and financial management of the athletics program in accordance with rules and regulations of the NJCAA, CUNY Athletic Conference and the College • Supervises full and part-time athletic staff including shared responsibility for hiring, disciplining or firing decisions and full responsibility for training, mentoring, and evaluating coaches and athletics staff • Plans, implements, and promotes intercollegiate, intramural, and recreational programs including scheduling games for varsity sports, ensuring a robust intramural program and developing and overseeing a range of recreational programs and activities • Represents the College, NJCAA and CUNY Athletic Conference at meetings and serve as a spokesperson for the Athletic Department • Provides maintenance and growth opportunities for community involvement, partnerships, and service initiatives • Ensures gender equity, diversity, and inclusion in all athletic programs • Works closely with the Admissions and Registrar's Offices to ensure compliance with all NJCAA and CUNY Athletic Conference rules • Establishes support for academic success of student-athletes and strategies for appropriate graduation rates of student-athletes • Develops reports for College and Athletic Department, including EADA, NJCAA and CUNYAC • Serves on College, Conference and NJCAA regional committees • Perform related duties as assigned

Assistant to AD for Academic Support / Head Volleyball Coach	Melissa Blass	<ul style="list-style-type: none"> • Responsible for coordinating eligibility for all student-athletes while maintaining knowledge and rules of the NJCAA and CUNYAC • Responsible for coordinating the day-to-day operations of the athletics academic support & retention program • Oversight of academic progress for all student-athletes, including coordinating tutors, workshops and the supervision of study hall attendance for all sports • Coordinates with Registrar, Admissions and the Student Success Coaching Unit • Standardizes academic procedures for all sports (progress reports, study hall, registration assistance) • Provides assistance to coaches in all areas of academics and compliance • Coordinates the hiring of lifeguards and the maintenance of the pool • Responsible for the operations of the women's volleyball program • Performs related duties as assigned
Assistant to AD for Operations / Asst. Volleyball Coach	Karina Castro	<ul style="list-style-type: none"> • Maintains team rosters, schedules and archives for all intercollegiate sports • Coordinates the compilation of game and season statistics, including using the Stat Crew statistical software • Updates and adds to the college's athletic website, collecting biographical information from players and coaches and writing game stories • Generates weekly reports to CUNYAC Conference and NJCAA with game and statistical data • Provides nominations for national polls, weekly player achievements and all-stars • Collaborates with the Athletic Director to coordinate Intramural Sports activities • Creates and submit all home contacts and maintains game schedules for all sports • Responsible for hiring student workers for all athletic facilities and for game management • Monitors issuance of uniforms and maintains accurate records and files regarding equipment check out • Responsible for purchasing athletic

		<p>equipment according to Department and College procedures</p> <ul style="list-style-type: none"> • Serves as the Assistant Volleyball Coach • Performs related duties as assigned
Assistant to AD for Facilities	Franklyn Correa	<ul style="list-style-type: none"> • Oversees the athletic facilities, including formulating work orders and coordinating the cleaning and maintenance of equipment • Responsible for being the game management administrator for all sports • Oversees the laundering of all uniforms and practice gear for all teams • Serves as the rental coordinator for all internal and external clients • Assists with supervising all student workers • Makes recommendations for purchases of equipment and supplies for athletic facilities • Performs related duties as assigned
Assistant to AD for Recreation	Yvonne Johnson	<ul style="list-style-type: none"> • Ensure recreation facilities are maintained in order to ensure a safe, clean and appropriate environment for recreation and athletics activities • Assist with planning and developing sport and recreation programs in order to ensure that activities and events are made available for students, faculty, staff and alumni • Assists with hiring, training, supervising, scheduling and evaluating part-time personnel • Implement recreation programs to ensure that residents have access to sport, recreation and leisure activities • Administer recreation programs to ensure that programs are delivered within guidelines and budgets • Promote recreation and sport programs in order to ensure that residents are aware of available opportunities and activities • Maintain inventory of supplies and equipment and assist with coordinating the ordering of supplies and equipment for recreation and athletic programs • Perform other related duties as required
Men's Basketball Coaches	Dr. Jody King (HC) Heath Miller Kimberly Bailey Darryl Jones	<ul style="list-style-type: none"> • Recruits, trains, and coaches the members of the men's basketball program • Coordinates the development and promotion of the men's basketball program

	Anthony Zullo	<ul style="list-style-type: none"> • Organizes and schedules practice sessions • Schedules games with approval of the Athletic Director • Coordinates with the Department to ensure pertinent forms are completed in a timely and efficient manner • Coordinates travel and follows meal money procedures • Represents Hostos Community College and the men's basketball program in a professional manner • Performs related duties as assigned
Women's Basketball	Jessica Vilella Andre McCullough Lynetta Sullivan Janay Perkins	<ul style="list-style-type: none"> • Recruits, trains, and coaches the members of the women's basketball program • Coordinates the development and promotion of the women's basketball program • Organizes and schedules practice sessions • Schedules games with approval of the Athletic Director • Coordinates with the Department to ensure pertinent forms are completed in a timely and efficient manner • Coordinates travel and follows meal money procedures • Represents Hostos Community College and the women's basketball program in a professional manner • Performs related duties as assigned
Men's Soccer Assistant Coach	Alpha Barry	<ul style="list-style-type: none"> • Assists with recruiting, training, and coaching the members of the men's soccer program • Assists with coordinating the development and promotion of the men's soccer program • Assist with organizing and scheduling practice sessions • Assists with coordinating with the Department to ensure pertinent forms are completed in a timely and efficient manner • Represents Hostos Community College and the men's soccer program in a professional manner • Performs related duties as assigned

10.4 TITLE IX INFORMATION

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance...”

The law applies to educational institutions that receive any federal funds and prohibits discrimination in all educational programs and activities. Athletics are not specifically mentioned in the law but are considered an educational program or activity and are thus covered by the law.

In order to be considered in compliance with Title IX, athletics departments must show that they are achieving parity in the following three areas: *participation*, *treatment in program areas* and *athletic financial assistance*.

Participation: Schools can demonstrate that they are in compliance with the participation component of Title IX by passing at least one part of the *Three-Part Test*. This test gives institutions the ability to comply with Title IX by meeting one of the following tests:

1. The number of participation opportunities for male and female athletes is substantially proportionate to their respective enrollments; or
2. The institution has a history and continuing practice of expanding participation opportunities responsive to the developing interests and abilities of the underrepresented sex; or
3. The institution is fully and effectively accommodating the interests and abilities of the underrepresented sex.

Treatment in Program Areas: In order to demonstrate that the athletics programs are in compliance with the treatment in program area stipulation, the entire men’s and women’s programs are compared in a number of different areas:

- | | | | |
|---------------------------|------------------------------|-----------------------------------|--------------------|
| * Facilities | * Support Services | * Equipment | * Scheduling* |
| * Coaching | * Travel and daily allowance | * Publicity | * Support services |
| * Recruitment of students | * Academic tutoring | * Medical and training facilities | |
| * Housing and dining | | | |

In each of these areas, if there is any difference between the men’s and women’s athletics programs, the effect of the difference must be negligible.

Athletic Financial Assistance: Title IX does not require that the budgets for the men’s and women’s athletics programs be equal. However, the budgets for the men’s and women’s programs must be such that the benefits provided must be equal. A large disparity in budgets may also point to inequalities elsewhere in the programs. This portion of Title IX also deals with athletic scholarships. In order to be compliant under this section, schools must provide substantially proportionate scholarship money for its male and female student-athletes.

WHAT HAPPENS IF A SCHOOL IS NOT IN COMPLIANCE WITH TITLE IX?

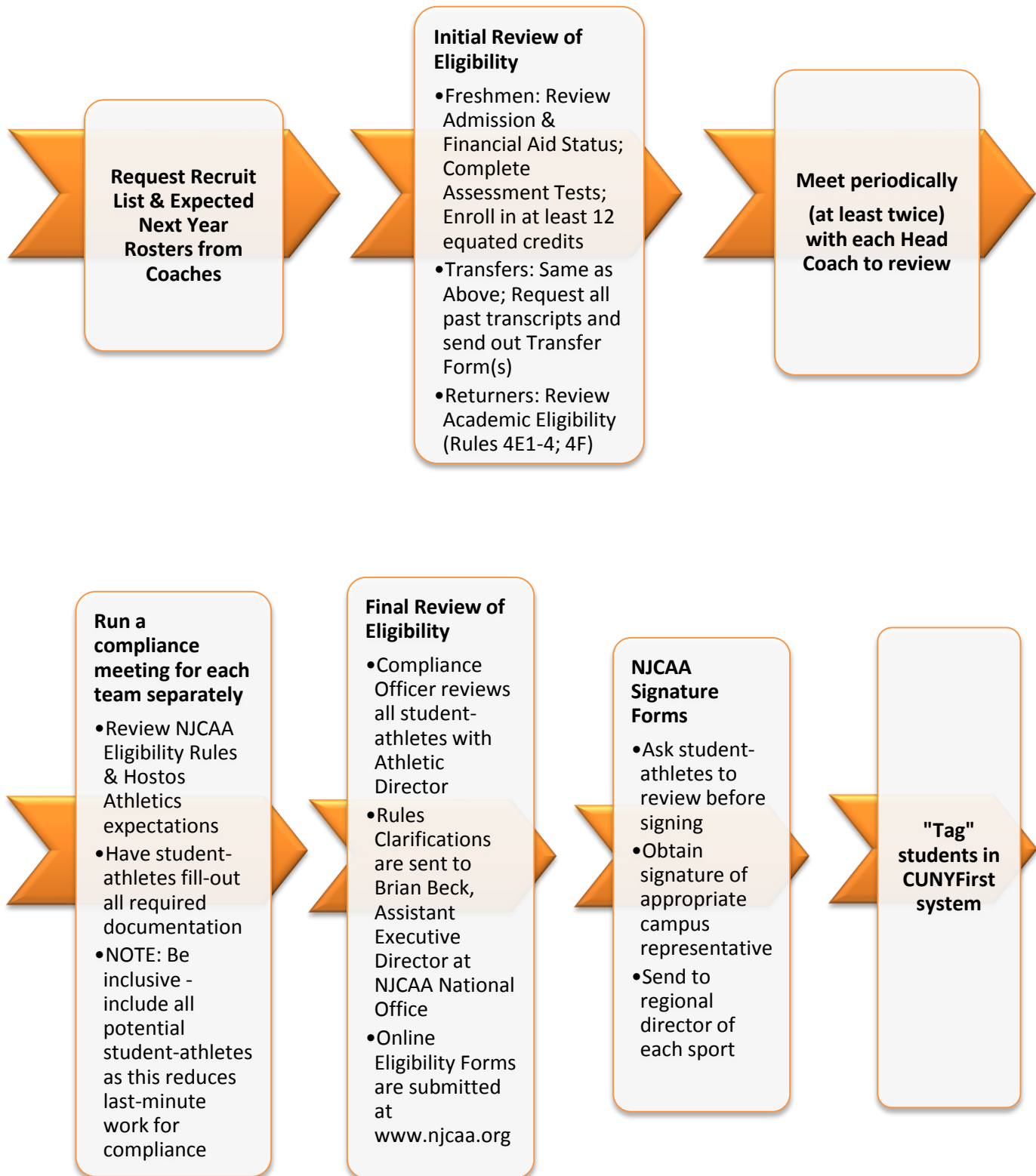
If a school is not compliant with any of the three areas listed above, it runs the risk of having its federal funding revoked.

WHAT IS A TITLE IX COMPLAINT, AND WHO CAN FILE ONE?

If someone believes that a school is not following Title IX guidelines, he or she can file a complaint with the Office for Civil Rights (OCR). The OCR is then responsible for launching an investigation to determine whether or not Title IX violations exist. Anyone can file a Title IX complaint with the OCR.

Retrieved from: <http://www.nacwaa.org/advocacy/title-ix/information>

10.5 ATHLETIC ELIGIBILITY FLOW-CHART



10.6 REQUIREMENTS FOR ENTERING AND CONTINUING STUDENT-ATHLETES

***Summarized from the 2014-2015 NJCAA Handbook Article V Section 3 & Section 4*

5 KEY RULES:

1. Graduate from High School or earn a G.E.D.*
2. Register for 12 credits (or equated credits**)
3. Earn a 2.00 GPA or higher
4. Pass a physical examination
5. Attend G.A.M.E.S (Academic Progress) Meetings

*A student-athlete must be a graduate of a high school with an academic diploma, general education diploma or a State Department of Education approved high school equivalency test.

•For the purpose of this Section 3. An “HS(-3) student-athlete” is a student-athlete who attended fewer than three years of high school in the United States. An HS(-3) student-athlete reaching his/her 21st birthday prior to August 1st each year will be charged with one (1) season of NJCAA eligibility regardless of participation provided he/she has NJCAA eligibility remaining. An HS(-3) student-athlete reaching his/her 22nd birthday prior to August 1st each year will be charged with two (2) seasons of NJCAA eligibility regardless of participation.

**All developmental courses are counted partially as credits and *equated credits*. Equated credits count for a student-athlete’s athletic eligibility, but ONLY the credit-bearing portion of the course counts toward a student’s *degree*.

SEMESTER ELIGIBILITY:

RULE	EXPLANATION
4D	For the second full-time semester, a student-athlete must have passed 12 semester hours with a 1.75 GPA or higher.
<i>4E Rules apply to student-athletes entering their third full-time semester and all subsequent semesters thereafter... Student-athletes must satisfy ONE of the following four requirements:</i>	
4E1	A student-athlete must pass a minimum of 12 semester hours with a 2.00 GPA or higher during the previous semester of full-time enrollment.
4E2	A student-athlete must pass an accumulation of semester hours equal to 12 multiplied by the number of semesters in which the student-athlete was previously enrolled full-time with a GPA of 2.00 or higher.
4E3	A first season participant must have passed a minimum accumulation of 24 credit hours with a 2.00 GPA or higher for the initial term of participation, regardless of previous term of other accumulation requirements.
4E4	A first or second season participant must have passed a minimum accumulation of 36 credit hours for a fall sport, 48 credit hours for a spring sport, with a 2.00 GPA or higher, regardless of previous term or other accumulation requirement.
<i>4F Must be satisfied by ALL second season student-athletes (even those qualifying under the 18 month rule) ** See Key Points below</i>	
4F	Prior to a second season of participation in an NJCAA certified sport, student-athletes must pass a minimum accumulation of 24 semester hours with a 2.00 GPA or higher. (This is in addition to satisfying 4D or 4E requirements).

SEMESTER ELIGIBILITY – IMPORTANT POINTS:

- Hostos Community College counts **EQUATED CREDITS** (*All developmental courses are counted partially as credits and *equated credits*. Equated credits count for a student’s athletic eligibility, but ONLY the credit-bearing portion of the course counts toward a student’s *degree*.)

- Student-athletes who earn an A, B, C, or D grade in a remedial/developmental course may only use that course one time for previous term/accumulation eligibility purposes. A repeated class is allowed to be counted towards current term enrollment. Furthermore, student-athletes cannot take a remedial/developmental course which is lower than a prerequisite to the one they have successfully passed and have it count toward eligibility. Credit hours in remedial/developmental courses will count toward eligibility for a second season of participation if the student-athlete has successfully exited the course; only one course attempt is calculated
- **REPEAT REMEDIAL RULE: First Season** Student-Athletes who receive an “R” grade in a remedial course may repeat that course in the subsequent semester and count the “R” grade as a “C” grade in the original semester the course was taken.
- **CLEP CREDITS:** Student-athletes may use a maximum of eight (8) credits earned from passing CLEP examinations for NJCAA eligibility purposes. The maximum of eight (8) credits is per discipline.
- Note: CLEP hours may not be used to meet enrollment requirements or previous term requirements. CLEP hours may only be used to meet accumulation bylaws.
- Accumulation of Credits – Counting the **BEST ACCUMULATION OF CREDITS:** When counting credits (even last full-time semester for a freshman with only one full-time semester under his/her belt), the compliance office can count only the BEST credits (Rule 4D = Best 12 at a 1.75 or better, Rule 4E1 = Best 12 at a 2.0, Rule 4E3: Best 24 at a 2.0, Rule 4E4 = Best 36 or Best 48). This means that “F” and “D” grades can be disregarded for the purposes of finding the best accumulation of credits
Example: A student-athlete completes her first full-time semester, having taken 15 equated credits, passing 12 equated credits at a cumulative GPA of 1.5; Disregarding the “F” grade, the student-athletes GPA is raised to a 1.8, qualifying her under Rule 4D (Best 12 at or above 1.75 GPA).
- 18-Month Non-College Attendance Rule (Article V. Section 6) “**18 MONTH RULE**”: Student-athletes that have not been enrolled in college in 12 or more credit hours (full-time) for a period of 18 calendar months or longer shall be exempt from previous term and/or accumulation requirements as set forth in Section 4.D or 4.E (*NOT SECTION 4.F – meaning, second season student-athletes must still have an accumulation of at least 24 credits at a 2.0 GPA*).

RECERTIFICATION (Article V. Section 12.E.)

- Transfer student-athletes who have served probation or non-transfer student-athletes who have re-established their eligibility during a term of college attendance can be supplemented to a team’s roster any time after the end of the term provided all student-athletes do not satisfy the provisions of Sections 4.D or 4.E are dropped as of the same date.
- Removal of ineligible student-athletes must happen before the 20th calendar day after the term ends.
- All ineligible student-athletes must be REMOVED from the roster at the same time that newly eligible student-athletes are ADDED to the roster during the recertification process.
- This exchange must happen on or before the 20th calendar day after the term ends, per the above removal deadline.
- If the regular season schedule of a sport extends beyond the last day of the term and continues beyond the 20th day after the term ends (i.e. basketball, swimming, etc.) a second eligibility form for that sport is due by the 15th calendar day of the next term.