



**San Diego Miramar College  
Athletic Program Review Report  
Spring 2011**

**Prepared for:**

**The California Community College Athletic Association  
And  
San Diego Miramar College**

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### **Statement of Purpose**

An Athletic Program Review provides an institution with a subjective evaluation and identifies opportunities for improvement. The campus visitation gathers the necessary information to verify the accuracy of the self study and provides the institution with a subjective report. The committee's final report will communicate commendations, suggestions and recommendations back to the college.

The present state of intercollegiate athletics in community colleges incorporates athletic and academic demands on students. It is essential that the community college provide an environment that fosters success in both areas. Therefore, it is important that the institution maintain viable programs that permit academic and athletic achievement in an atmosphere of integrity. The organization must include the necessary support services, accountability and monitoring to achieve this goal.

With this purpose in mind, The Pacific Coast Athletic Conference Program Review Committee visited San Diego Miramar College on March 25, 2011. We met with Administration, Faculty, Staff and Students and the committee wants to thank San Diego Miramar College for their gracious hospitality

### **Standard One- Mission Statement**

The San Diego Miramar's College's Athletic Department's Mission Statement supports both the mission of the college and that of the athletic department. Their mission statement appears in many of their publications. Most importantly they appear in the student-athlete and coaches handbook. The Athletic Mission Statement outlines the values, vision, and goals for their student athletes. They emphasize student access, learning, preparation, diversity, and community involvement. This is consistent with the College's Mission Statement and contains all the elements important to the college and the department. The student and coaches handbook also includes information that stresses other strategic goals.

San Diego Miramar College's Athletic Department supports the purpose of the Pacific Coast Athletic Conference by exercising institutional control which strives to uphold the rules and regulations of the conference. The department has plans for growth of their athletic program. This growth will enhance the conference by providing local competition for member colleges. In difficult economic times more local contest will allow for cost reduction by conference members. By their plans for offering new sports they support the mission of the Conference by providing their student- athletes and other conference members a competitive and an excellent athletic experience.

### ***Commendations***

- **The Athletic Department has published excellent coaches and student handbooks.**

**Standard Two - Constitutional Compliance**

Miramar College Athletic Department is a four sport program with aspirations of growth as the budget allows. The department's Athletic Director is in charge of the athletic program and is a full time member of the faculty. He also is the head Men's Basketball Coach.

The compliance meeting covers the necessary information, as outlined in the CCCAA constitution. Coaches and staff are kept current on the constitutional and supplement changes.

***Commendations:***

- The AD does a good job in keeping coaches and staff involved in the development plans for the department.
- The overall tenor of the coaches and staff is very positive.
- The student athletes made available to the committee were also well versed in the rules that governed their respective sports.

***Recommendation:***

- While the procedure concerning possible rules violation is thorough, it would be prudent to identify an individual to handle compliance issues involving Men's Basketball. .
- It would also be helpful if the agendas and minutes of the compliance meeting were provided for review. An agenda was provided of a meeting held in December.
- Taking into consideration the unique staffing involving their athletic facilities it is recommended that the Hourglass Park/ facilities staff and administration also be included in the August compliance meeting.

**Standard Three - Eligibility Process**

The Athletic Department has an excellent eligibility process. The Athletic Director is responsible for all the preparation and of filing all forms. The athletic department eligibility meeting that is conducted with athletic teams, coaches and athletic director is very well organized. All staff, coaches and administrators are updated on a timely basis to any athlete's changes in eligibility. All athletes are fully informed of all COA regulations before signing all documents.

***Commendations:***

- The weekly eligibility communication between the Athletic Director and the Coaches is well organized.

***Recommendation:***

- The hiring of extra support staff is necessary, beginning with clerical assistance.
- It is recommended that Isis be used directly, rather than hard copies being forwarded for the weekly eligibility check.

**Standard Four – Staffing**

San Diego Miramar College currently serves approximately 60 student athletes annually competing in four intercollegiate sports. Their athletic department staff has done a yeoman's job of providing services for their student athletes considering their limited resources. The dedication and passion among the staff is very evident with most everyone taking on multiple responsibilities as they work to accomplish the goals of the department. Unfortunately, the staff, being spread so thin, presents a liability when it comes to injury care and prevention and checks and balances as it relates to rules compliance.

Having an hourly athletic trainer that works well beyond what she is compensated for is a concern. It is not possible for one person to cover the athletic training room, practices and games at the same time. Currently, the athletic director is responsible for all athletic department office operations. This includes, but is not limited to, eligibility certification, grade checks, budget analysis, purchasing and game day operations and travel. The lack of support infrastructure within the athletics department greatly inhibits the programs ability to have consistent success. As Miramar College looks towards adding sports to its program, special consideration should be given to hiring a female head coach.

Staffing and report structure as it pertains to the Hour Glass Park agreement should be reviewed and defined. During our campus visit it became apparent that there is tension between coaches and Hour Glass Park personnel. As I understand from the documents, the Hour Glass Supervisor reports directly to the Vice President of Instruction (VPI). The VPI, in consultation with the athletic director, should be the point person in communicating athletic and instructional needs to the park supervisor. To complete the loop, coaches would be asked to channel all needs and concerns to the athletic director.

Academically, under the current model and number of student athletes being served, the counseling support at Miramar College is excellent. However, as the college seeks to expand their athletics offerings the department will need a dedicated athletic academic counselor to support the growing number of student athletes. San Diego Miramar College's continued success will be contingent on their ability to grow their staff incrementally in response to present and future demands.

***Commendations:***

- **The value and time the current athletic staff puts into the operation of the department.**

***Recommendations:***

- **Elevate the hourly athletic trainer to a full-time classified position with the ability to bring on an intern or student from the SDSU program.**
- **Create an administrative assistant position to support the department.**
- **Re-visit and update the "Memorandum of Understanding" for shared facility use with the City of San Diego to reflect the current and future needs of the department.**
- **Additional release-time to cover 11<sup>th</sup> and 12<sup>th</sup> month.**
- **Hire and train personnel to cover operations at home events.**

### **Standard Five - Educational Planning & Matriculation**

The San Diego Miramar College Athletics academic and matriculation procedures, as identified through a review of the written report and interviews with staff, faculty, administrators and students are efficient and effective, given the limited resources of the emerging program. In general, the importance of a sound academic planning and matriculation process is understood by the administration, counselors and athletic staff.

The program has demonstrated a clear understanding of the importance and value of the individual education plan (IEP) for each student athlete and works in concert with the counseling office to insure participating athletes complete and follow the form. It is a goal of the department for all freshmen athletes to complete an IEP during the first semester of attendance. Copies of the IEPs are filed in the counseling office, as well as with the coaches of the individual sport teams. Interviews with members of the coaching staff and student athletes confirmed an awareness of the IEP process and its importance to the goals of satisfactory progress toward degree fulfillment, transfer and matriculation.

Although the athletics program does not have a dedicated counselor assigned and located within the department office, Miramar College is fortunate to have three counselors on staff that have impressive athletic backgrounds and are versed in both the CCCAA eligibility standards and NCAA transfer requirements. These include Mr. David Navarro, who has coached both baseball and softball extensively at both the high school and collegiate levels in San Diego County, and Mr. Martin Moss and Mr. Marc Hollman, both of whom are currently serving assistant roles on the San Diego Mesa College football staff. Clearly the counselors are well prepared both through their professional knowledge and personal association with athletics to plan and guide the academic progress of the four-year college bound student athletes at Miramar College. The positive efforts of the counseling staff are recognized by the director of athletics, members of the coaching staff and the student athletes.

In addition to the high priority placed upon educational planning, the program employs a student-initiated grade check program, which provides for bi-monthly progress reports. The athletic department also encourages a “weekly study table” opportunity, which is conducted by the individual team coaches. Periodic counseling appointments for IEP review are also required. Student athletes are also encouraged to enroll in a two-unit course entitled PHYE 257, Introduction to Intercollegiate Athletics. The course serves as an expanded collegiate orientation, specifically for student athletes in regard to transfer requirements, preparation for matriculation and four-year eligibility standards. The program has also developed and distributed a well-written, well-organized and informative Student Athlete Handbook that features a strong emphasis on academic requirements and qualification standards.

For an emerging program fielding teams in just four sports, the current systems in place for educational planning and matriculation would seem to be appropriate. In all outward appearances associated with this review, the intent of the program to achieve academic excellence is clear. However, a review of the grades posted for the women’s soccer team in the fall of 2009 showed a less-than-desirable performance. In fact, only 10 of the 17 students listed passed the standard of 12-or-more units and produced over a 2.0 grade point average for the semester (59% for both standards). It may be a positive effort to initiate bi-monthly grade reports, but if effective action is not taken to properly assess the results and initiate assistance for improvement, the effort may be wasted. Certainly, when the program is allowed to grow and increased numbers of student athletes make their presence felt on campus, consideration should be given to the development of a dedicated athletic academic counselor based in the athletic department, in addition to expanded facilities and operational personnel for athletic academic support.

#### **Commendations**

- Student athletes, coaches and the director of athletics acknowledged the value of having a counseling staff that both is understanding and dedicated to the specific needs of student athletes.
- Coaches and the student athletes themselves involved in the operational management of bi-monthly grade checks.
- Coaches willing to supervise –in addition to all other instructional and coaching duties—a “weekly study table” operation to assist student athletes in their academic pursuits.

#### **Recommendations**

- Involve one of the athletically knowledgeable members of the counseling staff in the pre-season athletic orientations.
- Initiate a policy requiring completion of the PHYE 257 course as an institutional eligibility standard for all participating student athletes and make note of the policy in the Student Athlete Handbook.
- Determine an effective action to counsel and assist students observed to be struggling academically in mid-semester grade checks.
- Employ a counseling staff member or perhaps the Office of Institutional Research to begin tracking academic progress and success records of student athletes (i.e., GPAs, semester units passed, retention rates, transfer qualification rates) to produce meaningful academic proficiency statistics.

### **Standard Six – Citizenship**

San Diego Miramar College has a very clear and comprehensive approach to communicating CCCAA Decorum rules, as well as, the departments own “Code of Conduct”. The process begins with the CCCAA Constitution Flex Week workshop. Coaches and staff are made aware of the decorum rules and the levels of discipline levied if a decorum violation should occur. To further support this effort the Miramar Athletics Department has produced a comprehensive “Coaches Handbook”.

Each team’s initial eligibility meeting is conducted by the athletics director. As part of the Form 1 certification process, each student athlete is made aware of the CCCAA Decorum Rules and corresponding penalties. A Student Athlete Handbook covering athletic department’s guidelines is made available in hard copy.

#### ***Commendations:***

- **The creation of a comprehensive coaches and student athlete handbook.**

### **Standard Seven - Gender Equity**

As a member of a multi Campus District Miramar college and her sister colleges are governed by a District Office that has provided the data necessary to evaluate the Gender Equity chapter of this report. The Title IX Gender Equity Survey (12/10) report for Miramar College is a sampling of survey questions asked of male and female students enrolled in the college. The R-4 CCCAA gender Equity form (housed in STD 2) notes that "women are not underrepresented" and reports to be in compliance with Prongs 1, 2 & 3 of the law but the fact is that men are underrepresented. While the R-4 form indicates that total F-T enrollment equals 2876 ( 1524=men & 1352=women) in athletics the college has chosen to support a men's basketball program and men's water polo while they offer women a soccer program and water polo. Gender equity is not just about what is fair for women but all students. Looking at the numbers it would seem that the logical choice for the next round of sport additions would be men's soccer and then women's basketball as the men are currently the underrepresented gender.

#### **Commendations:**

- **Miramar athletic program does a good job of offering opportunities to men and women aspiring to compete in athletics on their campus. The future plans noted at the beginning of the report point to continued growth of the athletic program by adding sports.**

#### **Recommendations:**

- *In the future plans section of this report it is noted that the college will begin a W. Basketball program in 2011/12. As the men are the underrepresented gender there should be consideration of adding another men's sport as well.*
- **After reviewing the Equity in Athletics 2010 report it is noted that the only full time faculty in the Athletic Department are men. The only female coaches employed are part time. A head Women's Water Polo coach and assistant part time female coaches (unclear if they are paid or volunteer).**
- **When the go ahead is given for more sports I would encourage the department to actively recruit for the proposed Head Women's Basketball Coaching position through the National Association of Women's Basketball Coaches and other professional organizations that promote women coaches.**

### **Standard Eight - Accounting Procedures**

The Miramar College Athletic Department accounting processes are both practical and well monitored. The program operates within the guidelines of a central accounting office for all procedures. These procedures are clearly defined as operating standards in the Coaches Handbook to ensure accountability, as well as fiscal responsibility and accuracy. The approval process is well thought out, requiring the attention via signature of the appropriate decision makers.

Access to all the general community college athletic business service procedures are available via the following web link, which posts detailed information on the operations of the institution, including intercollegiate athletics:  
<http://www.sdccd.edu/public/district/policies/index.shtml?menu=sub10&name=business>.

Miramar College has clearly outlined the procedure as well as the responsibility of each staff member as it pertains to athletic event admission sales.

#### **Commendation:**

- **Dual signature processing for accounting issues, including purchase requisitions and special fund transfers.**

**Standard Nine – Demographics**

Based on information posted in the program review document, Miramar College Athletics would appear compliant with CCCAA recruiting compliance.

Of the four athletic teams, Men's Basketball and Women's Soccer would appear to have the most notable demographic numbers. Over the previous four years, men's basketball has had an average of over 30% of its participants from schools out of the contiguous district, while over 15% of them are from other states. On the women's soccer roster, there were just fewer than 30% from out of the contiguous district.

When calculating the demographic percentages for all sports combined, less than 20% of the total is from out of the contiguous district and less than 8% are from out-of-state.

The department's awareness of CCCAA Bylaw 2 is clearly apparent, with several tracking measures for out-of-area student athletes in place. These include e-mail and on-line profile gathering processes. The program is also diligent in meeting the PCAC requirement to turn in out-of-state forms to the commissioner.

During the interview portion of the program review, it was apparent that Athletic Director Nick Gehler understands the importance of tracking each sport program for more than a one year period. In this regard, he supplied the committee members with a multi-year view of the demographic information, dating to the inception of the program.

**Recommendations:**

- Recognition and a clear explanation to the coaching staff of CCCAA Bylaw 2.2, which defines representatives and agents as associated with the recruitment of student athletes. In this regard the following statement should be explained:  
*"... In some cases a student athlete is referred to the college via a friend, family member, or by another coach."*
- Item 2A in the written report is incomplete. Please provide the data which compares the student-athlete demographic make up to the general student body.