



OAKLAND COMMUNITY COLLEGE®

Assessment and Review of Athletics

June 14, 2013

Prepared by:



College Brain Trust

**Dr. JoAnn Rust
Dr. Eleanor Brown
Dr. Bob Jensen**

Consultants

**Dr. George R. Boggs
Team Leader**

Introduction

The College Brain Trust (CBT) under contract with Oakland Community College to provide consulting services to “strengthen college operations and organizational, academic and financial structures in order to improve student success” was engaged to conduct a comprehensive review and assessment of the Athletic Program to include compliance with regional and national athletic standards, OCC policies and procedures, and appropriate integration with OCC Academic and Student Services in order to provide an overall assessment of the strengths, weaknesses, challenges and opportunities of an intercollegiate athletic program at OCC.

In May 2013, CBT team members, Dr. JoAnn Rust, Dr. Eleanor Brown, and Dr. Bob Jensen visited the College and interviewed administrators and staff associated with the athletic department. Rationale for the findings include the review of twenty athletic documents, a three-year overview of student athlete academic records and achievements, a three-year review of athletic budget records, and a survey of three Michigan community colleges previously identified by OCC and CBT as benchmark schools for CBT contract purposes. Additionally, the athletic facilities at each of the participating campuses were visited and reviewed.

The athletic review included the following areas:

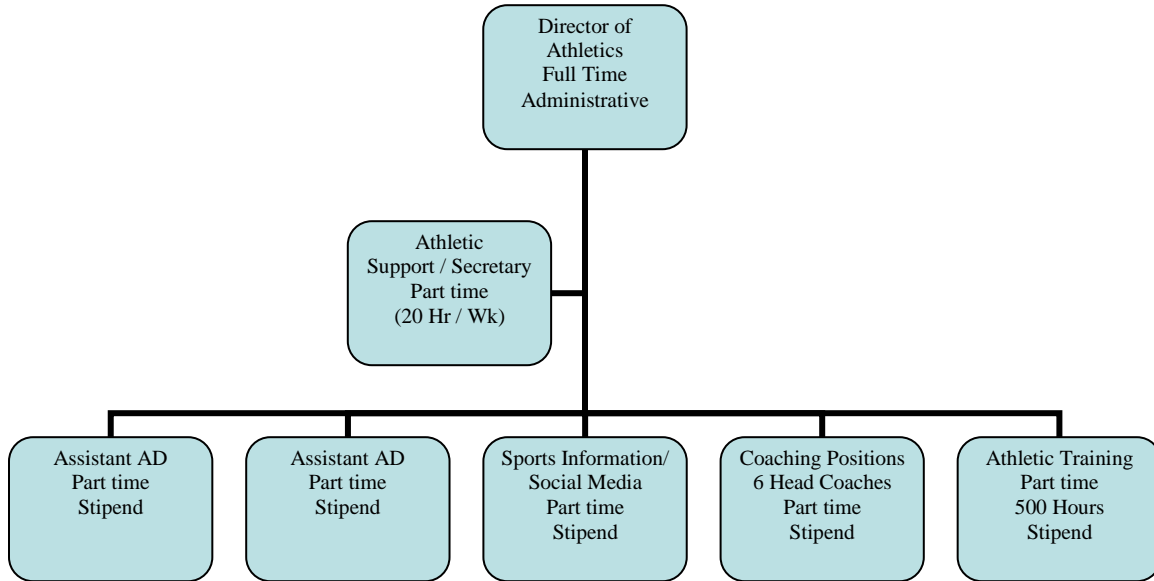
- Athletic Structure -Department personnel, job descriptions, and organizational structure;
- Compliance with the governing bodies of athletics: National Junior College Athletic Association (NJCAA), Region 12, and Michigan Community College Athletic Association (MCCAA), OCC policies and procedures, and Title IX / Gender equity compliance;
- Student athlete support programs - academic support, academic monitoring, athletic training, awards, recognition, and student outcomes;
- OCC benchmarks with three other MCCAA (Conference) schools;
- Athletic budget, fiscal procedures and administrative oversight;
- The average cost of education for athletes and all other OCC students;
- Strengths and weaknesses, challenges and opportunities in providing an intercollegiate athletic program at OCC.

A list of terms and definitions are submitted to provide a template for the athletic review and assessment. These definitions are based on the team's experience with athletics and student programs in various states and are traditional definitions used in higher education. These sources of information provided the lens through which the CBT team viewed OCC's athletic and other student programs.

- Club Sports - provide students inter-school participation in sports that are not offered by the college's athletic intercollegiate program.
- Intramurals - provides all students attending the college opportunities to participate and compete against other interested students attending the college in organized sport activities.
- Athletics/Intercollegiate sports – are college- and board-approved activities, providing qualified students athletic competition in concert with the governing bodies overseeing athletic competition. Michigan governing bodies include: Michigan Community College Athletic Association, MCCA; Region 12; and the National Junior College Athletic Association, NJCAA.
- Co-curricular programs - provide students activities that augment and are an extension of the traditional academic program beyond the classroom which allow students the opportunity to demonstrate instructional learning through performance-based activities.

Athletic Department Structure

OCC Organizational Chart 2012-2013 Intercollegiate Athletics



The Athletic Department is comprised of 18-24 positions, (the number of assistant coaches vary) and the Athletic Director position is the only full-time position. The Director of Athletics reports to the Vice Chancellor for Academic and Student Affairs.

Athletic Department Job Descriptions

- Director of Athletics (AD): This position is a full-time administrative assignment reporting directly to the Vice Chancellor for Academic and Student Affairs with direct management, leadership and direction for the College's athletic program in accordance with college, conference, regional and national rules. Job duties include hiring, supervision, and evaluation of all athletic staff; facilities management for athletic competition; travel arrangements for teams; academic support for student athletes in the areas of enrollment, eligibility, academic progress, and transfer/graduation; attending meetings of the conference/region; preparing and executing budgetary allocations for the department; maintaining communication with area high school athletic directors and coaches; and compiling information and statistics regarding the program.
- Assistant Athletic Director - Two Positions: The Assistant Athletic Directors, under the supervision of the AD, are each responsible for the overall operation of two or three assigned sports. The Assistants serve as the point of contact for

coaches and may include transportation coordination, field supervision, website, and/or sports information. The Assistants oversee progress reports and maintain eligibility files for the assigned sports.

- Sports Information/Social Media: Primary responsibilities include press releases, assisting with game operations, maintaining the social media/website for Raider Athletics, developing materials for information and development, providing end-of-year reports and statistics, and maintaining information regarding alumni.
- Head Coaches: Report directly to the AD and are responsible for the leadership and direction for the sport they are assigned. Head Coaches are responsible for all documentation necessary to complete eligibility form requirements; filing injury reports; scheduling competition and travel; accountability for the rules and regulation of their sport; attending conference and college meetings; care and maintenance of equipment and supplies; conduct and academic standing of players; and oversight of the assistant coaches and volunteers assigned to their sport.
- Athletic/ Sports Medicine Trainers: No job description was available; the position of part-time certified athletic trainer provides coverage for all seven teams, however the stipend only covers 500 hours of work. The Athletic Trainer is on duty 2-3 days per week and covers all home events.
- Athletic Secretary: No job description was available; this is a part-time, 20 hours per week clerical position.

Program Description

OCC is a single college/multi-campus organization with athletic programs at various campuses without a rationale for which programs should be located at which campuses. Volleyball and Men's and Women's Basketball are at the Auburn Hills campus; the Softball team is located and competes at the Highland Lakes Campus. Golf is located off-campus, Cross Country at Auburn Hills. Tennis competed as a conference sport through FY 2010-2011, and appears to have continued the following year as a club sport, but it is no longer offered.

Figure 1.0, Initial Roster, reflects the number of student athletes who matriculated to the College with intentions of participating in an athletic program. Currently, Athletics supports 123 students; the three-year average is 128.

Although all students on the Initial Roster enroll with the intent to compete for a position on one of the athletic teams, not all of these students remain eligible to compete and while they continue to remain enrolled are not included on the NJCAA Certified Roster.

(Figure 1.1). The institution still commits services to these students with support activities such advising, tutoring and participation in athletic team practice.

Figure 1.0 - OCC Student Athletes Initial Roster

Sport	FY 09-10	FY 10-11	FY 11-12
Tennis - W	9	9	7
Cross Country - M	13	15	16
Cross Country - W	15	13	13
Basketball - M	24	27	24
Basketball -W	12	19	17
Volleyball - W	18	17	17
Softball - W	23	21	16
Golf - M	10	14	13
Total Men	47	56	53
Total Women	77	79	70
Total Athletes	124	135	123

Athletes eligible to compete are listed on the NJCAA Certified Form. Figure 1.1 shows a breakdown by sport and gender for academic years from 2009 - 2012. The total number of athletes on competitive rosters averages slightly more than 91 participants for the three years of this review.

Figure 1.1 - NJCAA Certified Roster

Sport	FY 09-10	FY 10-11	FY 11-12
Tennis - W	7	7	(Not offered)
Cross Country - M	11	12	13
Cross Country - W	11	8	8
Basketball - M	15	17	19
Basketball - W	14	11	11
Volleyball - W	14	12	13
Softball - W	14	18	13
Golf - M	8	9	9
Total Men	34	38	41
Total Women	60	56	45
Total Athletes	94	94	86

Athletes by Residency: According to the OCC Office of Institutional Research the following breakdown exists:

County Residents (In-District) 57%
State Residents (Out-of-District) 37%
Out-of-State/Country 7%

Athletes by Race/Ethnicity - Not enough information was provided to make meaningful breakdown. Fifty-seven percent of respondents chose the category listed as “Unknown” or were otherwise “Unreported.”

Compliance Issues

External Organizations

The College is affiliated with three external organizations required for intercollegiate participation. At the conference level, OCC competes in the Michigan Community College Athletic Association (MCCAA), a regional organization, Region 12, and the National Junior College Athletic Association, (NJCAA).

NJCAA/Region 12/ MCCAA: OCC Athletics is considered a member in good standing by the NJCAA, Region 12, and the MCCAA governing bodies for athletic competition. In November of 2011, OCC successfully completed a random eligibility audit conducted by the NJCAA. The audit found the institution compliant in the areas of athletic eligibility preparation and submission of the certified roster, submission of participant transcripts, proof of high school graduation/GED, signed letters of intent/scholarship agreements as well as other certifying documents.

Title IX Gender Equity Compliance: OCC is fully compliant with federal guidelines and regulations as stipulated in Title IX. It is rare that an institution demonstrates such strong commitment to women’s sports as does OCC.

Using the student athlete data as provided by the OCC Office of Institutional Research the following breakdown is:

Women 57% and Men 43%

Equity in Athletics Data Reporting (EADA): OCC is compliant in providing athletic information as required by the federal government for institutions that receive Title IV funding involving financial aid assistance programs. EADA is referred to in more detail in the Benchmark section.

Compliance with Internal Policies and Procedures

OCC Policies and Regulations: The athletic department annually updates the “Intercollegiate Operations Manual.”

The Intercollegiate Operations Manual is a publication that informs coaches regarding OCC internal and external policies and procedures. In addition to procedures including travel, financial operations, and facilities usage, the document lists behavioral expectations for all staff members and student athletes.

The manual is well organized and comprehensive, and should be considered a “best practice” in this area.

Student Athletic Support Program

Academic Support

Student Athlete Handbook: The athlete handbook provides the student with an outline of expectations as both competitors and successful students. The handbook also informs students about the services within the athletic department and college that support student success.

The athlete handbook is well organized and streamlined to provide pertinent information for student athletes. The addition of team and staff pictures adds a professional touch to this well presented document, and it should be considered another “best practice.”

Academic Monitoring

Progress Reports: The department monitors student athlete academic status through the use of mandatory progress reports issued twice each semester. The reports are collected and evaluated by the Eligibility Coordinator / Athletic Director. The Coordinator works with the appropriate coach to set up study tables and tutoring services to assist students as needed.

Athletic Training

Athletic Training Services: The department employs a part-time trainer who is board certified by the National Athletic Training Association. Additional coverage is needed in this area to cover all practices and events.

Student Awards

State and National Student Awards: The Michigan Community College Athletic Association recognizes academic achievement defined by the following parameters: Academic All-Conference awards are given to all athletes that achieve a minimum of a 3.0 grade point average with a minimum of 36 completed credits, All-MCCAA designation requires a 3.2 GPA and 36 credits, and All-American designation requires a 3.6 GPA and 45 credits. District All-American recognition requires a 3.8 GPA or higher and 45 credits. Students earning All-American status or above are recognized by the NJCAA for their academic accomplishments.

Reports from 2009 through 2012 indicate OCC teams were very competitive within the MCCA and Region 12 and have competed at the national level.

MCCAA / NJCAA Academic Awards Oakland Community College Athletics

Figure: 2.0

Year	# OCC Athletes Recognized	Average # Credits Earned	Average GPA	All-Conf 3.0/36 credits	All-MCCAA 3.2/ 36 credits	All-American 3.6/45 credits	District AA 3.8/45 credits
2010	27	56	3.45	27	27	6	2
2011	28	58.75	3.43	28	23	7	4
2012	15	58.8	3.44	15	13	4	2

OCC Athletic Awards and Recognition: The Athletic Department holds an annual Student Athlete Celebration Banquet for the athletes, coaches and administrators to recognize the competitiveness of the athletic programs and celebrate individual student athlete academic accomplishments.

The Athletic Department publishes an extensive annual report at the end of the school year that includes a list of the current college administration, athletic department staff, academic and athletic achievement awards, team statistics, and season win-loss records. This document serves as an excellent resource for the college to archive history of the department.

Student Athlete Outcomes

As part of the CBT team charge, the OCC Office of Institutional Research was asked to provide statistics on student athlete outcomes. OCC Office of Institutional Research compared OCC athletes to the general first-time, full-time, degree seeking student population for FY09, FY10, and FY11 in the following areas: graduation and transfer-out

rates, retention, and grade point average. Retention was defined as a percentage of those persisting and retained to the next year.

The outcomes listed are the result of strong student support programs for student athletes. In each category student athletes scored higher than all other OCC students especially when compared to transfer rates. Athlete transfer rates averaged 68% compared to the cohort at 33%. Athletes are retained at almost 64% compared to 55.5% for all other OCC student cohorts. Athletes GPA averaged 2.58 compared to 2.33 for the general OCC student population.

Figure: 3.0

FY	Transfer Athletes	Transfer others	Retention Athletes	Retention others	GPA Athletes	GPA Others
2009	68%	33%	69%	56%	2.78	2.40
2010	NR	NR	58%	55%	2.34	2.32
2011	NR	NR	NR	NR	2.50	2.15
Average	68%	33%	63.5%	55.5%	2.58	2.33

NR- Not Reported

Benchmarks

Lansing CC, Macomb CC, and Mott CC, were selected from the MCCA athletic conference to compare staffing and budgets to OCC. These institutions are similar to OCC with respect to number of sports offered; all have a full-time Athletic Director and all work primarily with a part-time coaching staff. Comparative information in Figure 4.0 was retrieved from the Equity in Athletics Data Analysis (EADA), which is a federal report required by U.S. Department of Education. The report requires the submission of budget information regarding the distribution of money to both men and women athletic teams and covers all aspects of the athletic budget including number of sports teams, coaches salaries, scholarships, staff, and all revenue utilized by the athletic department. Figure 4.0 compares OCC to the benchmark colleges with respect to sports offered, total salaries for head and assistant coaches, total scholarship allotment, and the total budget, which is reflective the total money allocated for athletics in the FY 2011-2012 year.

Figure 4.0 EADA Report FY 2011-2012

Institution	Number Sports	Total Head Coaches	Total Asst. Coaches	Scholarships	Total Budget
Lansing CC	7	\$64,568	\$19,244	\$180,451	\$607,479
Macomb CC	7	\$77,000	\$28,000	\$91,786	\$598,741
Mott CC	8	\$53,012	\$27,616	\$151,281	\$945,892
Oakland CC	7	**\$51,540	**\$25,700	**\$141,500	**\$557,315

An analysis of the EADA data shows that benchmarked programs are closely aligned with respect to costs. It should be noted that the total budget as reported to the EADA from OCC differs from the analysis of budget breakdown as developed by the OCC District Budget Office in the section titled OCC Athletic budget.

**Actual 2012 reported budget totaled \$691,191.26. There is also a discrepancy in the reported coaches' salaries between the EADA report and actual salaries as reported in the 2012 budget. A partial explanation may be that the College reported the stipend amount excluding benefits. It is possible that the other schools within this benchmark reported salaries without calculating benefits. The EADA report shows a total of OCC coaches salaries at \$77,240, while the college budget report is \$107,495.04. Concerning scholarships, OCC reports \$141,500, while the actual 2012 budget reports \$144,080.67. The process of gathering and reporting accurate information for the EADA report needs to be reviewed.

There are limitations regarding the analysis and comparisons of the EADA budgets. At some colleges the intermingling of services between the academic area, such as physical education, and the athletic area, may reflect salaries and positions that are not reported or funded in the athletic area. For example, a full-time faculty member with a reassignment to be the athletic director might be funded and reported on the academic side of the house, and not reflected as a cost to the athletic program. Often other staff positions such as facilities and event coordinators (managers) could also have a reporting and funding line that is not attached to athletics.

To be able to develop direct comparisons between the benchmark college athletic budgets and OCC athletic budget, OCC may want to engage in additional research to determine the specific composition of the budget information submitted to EADA.

OCC Athletic Budget

As part of the CBT team charge, a review of total athletic costs versus individual sports was conducted. This proved to be a considerable challenge. While those we requested budget information from were responsive, the lack of understanding of the OCC budget process by the Athletic Director and the inability of the Athletic Director to track both approved budget expenditures and additional funding sources created several inaccurate budget documents. It was also discovered that supplemental budget requests are sent directly to the district office for approval.

The review revealed that the athletic budget has three funding sources. The majority of funding comes from the general fund. Additional money is supplemented by Agency (511) accounts; these funds are from fundraising activities and are assigned to each team sport. The third source is from an endowment fund managed by the Foundation that provides additional monies for athletic scholarships.

In FY2012, the general fund allocated a total of \$603,689.80 for the athletic budget. An additional \$87,501.46 came from other funding sources bringing the total athletic budget for FY12 to \$691,191.26.

Figure 5.0 OCC FY 2012: Athletic Budget Analysis: \$691,191.26

Athletic Administration	Budget	Areas	Comments
Administrative Personnel	\$199,069.91	AD, Asst AD (2) Sports Info, Athletic Trainer, Secretary	Overstaffed in administration, understaffed in athletic training area
Administrative Operations	\$45,397.35	Dues, Insurance, Supplies, AD Travel	Within median range
Sports	Budget	Coaching Salaries, Scholarships, Supplies, Travel	Comments
Softball	\$96,969.00		Within median range
Basketball W	\$72,954.77		Within median range
Volleyball	\$70,821.20	Post Season Play	Within median range
Basketball M	\$78,499.92		Within median range
Cross Country M-W	\$79,014.73	Post Season Play	Within median range
Golf	\$48,464.38	Post Season Play	Within median range
Total Budget	\$691,191.26		Within median range

Note: the Golf, Volleyball, and Cross Country teams all qualified for post-season play. Their respective budgets reflect the cost of additional team expenses to attend these events.

Figure 5.0 provides a breakout of different areas of the budget for analysis. The administrative personnel costs of almost \$200,000.00, excluding coaches' salaries, represent almost 30% of the total budget. While head and assistant coaches' salaries are within the national and local averages for like positions, the administrative costs of an athletic program containing only 7 sports, and 6 activities (Cross Country teams combined), are excessive.

An analysis of the scholarship allocation of \$144,080.67 is well within the average range. If tuition and fees for only resident student athletes were used as the base for developing a scholarship budget, approximately \$163,000.00 would be needed to provide a tuition and fee scholarship for each resident athlete and still remain within NJCAA maximum number of scholarships allowed. Scholarship allocations should receive an annual review and a consideration for an increase to reflect any increases in tuition and fees.

Average Cost of Education Analysis

An analysis of the OCC FY13 Adopted Budget was conducted by CBT consultant Mike Brandy. All athletic personnel, operating budgets, and facility maintenance costs are part of the OCC Adopted Budget. Comprehensive budget detail for support of the athletic programs were unable to be separated out of the overall budget to determine the cost of educating athletes per year as compared to the general OCC student population. Average cost of education per OCC student, which includes student athletes, in budget year 2012/13, was determined to be \$7,867.00

OCC may want to benchmark other Michigan community colleges to gain additional information regarding how OCC annual student cost compares to other like educational institutions.

Athletic Program Strengths, Weaknesses, Challenges & Opportunities

Athletic Program Strengths

The CBT team has had direct supervisory experience of athletic programs, has been responsible and accountable for developing athletic programs and assuring athletic student success. After looking at all the data and documents, interviewing individual administrators, faculty and staff these are the CBT team findings:

- The athletic program is highly competitive within the conference and region.
- The program is compliant with the regulations required by athletic organizations and function within the rules and regulations of OCC policies and procedures.
- The program is strongly committed to gender equity and leads the nation in proportionality of women verses men competitors.
- Public and private high schools with athletic programs within the College's service area (55 out of 96) provide a solid recruiting base for a competitive athletic program at OCC.
- Student athletes are academically more successful and the retention/transfer rate is higher than the general OCC student population. (Figure 3.0).
- Significant numbers of student athletes receive academic recognition from the conference, regional, and national organizations (Figure 2.0).
- The athletic department is strongly committed to the "Raiders Vision Statement and Guiding Principles" which contains a strong vision statement focused on academic and athletic excellence, developing

leadership and personal growth, while adding value to the college and community.

- Benchmark budget comparisons place OCC in the middle range compared to three other Michigan community colleges (Figure 4.0).

Athletic Program Weaknesses

The lack of consistent administrative oversight and direction and a College philosophy regarding athletics over many years has allowed the Athletic Program to drift and find its own way, sometimes within the OCC structure and sometimes outside the OCC structure. While it is admirable that this lack of attention is being rectified, nevertheless, current weaknesses identified include:

- Lack of consistent administrative leadership over many years has left the department disconnected with other OCC administrative units and the physical education curriculum; there is no relationship between the athletic department and the academic programs in physical education.
- Lack of budgetary management experience of the Athletic Director.
- Lack of budget transparency and the ability to track revenue and expenses per sport.
- Lack of professional development for the Athletic Director.
- Lack of definitions for club sports and intramurals versus athletics.
- Lack of criteria for the establishment or deletion of club sports, intramurals, or intercollegiate athletics.
- Lack of consistent overview of the athletic programs.
- Excessive Athletic Department administrative costs based on number of sports offered.

Athletic Program Challenges

- Developing a clear direction, vision and goal for the role of athletics in supporting the institution's vision, mission, and service to the community.
- Developing a budget process and reports that provide and track detailed information of area expenses to provide data-driven decisions regarding the athletic operation.
- Upgrading the part-time athletic trainer position to full-time to provide adequate coverage to meet the needs of the program; the lack of a full-

time trainer presents a significant safety issue and possible legal actions should an injury occur during competition. This is a high priority issue.

- Reviewing the Athletic Director's Office staffing for efficiencies. Two Assistant Athletic Directors are not needed and the function of the Sports Information position could be absorbed by the District Office of Community Relations.
- Re-negotiating of Section "J" of the FMA to develop consistency in supplemental contracts for faculty.
- Re-aligning the facility/building manager position to report to the Athletic Director for greater efficiency of facility management.
- Revising the current Board policy (4.6.5) to eliminate possible misleading phrasing. It states that participation in the intercollegiate athletic programs shall be available to all students consistent with eligibility requirements of the association in which the College holds memberships. This policy may lead students to believe they the right to compete if they meet eligibility requirements of NJCAA.
- Developing policies and procedure for adding or deleting a sport.
- Marketing of athletics to the internal college community.
- Reviewing insurance for student athletics for compliance with the new health care law, the Affordable Care Act.

Athletic Program Opportunities

- The new College organizational structure provides an opportunity to strengthen administrative overview of the athletic programs.
- The new College philosophy regarding fundraising provides an opportunity for a discussion regarding the perceived need for athletic fundraising to augment the athletic budget.

Analysis

Three OCC campuses have facilities that were designed and built to provide comprehensive academic and co-curricular programs for physical education, athletics, theatre, and music. Over the years, a philosophy regarding a vision and goals to support these programs disappeared or were never developed and articulated to the College community. In any case, a decision needs to be affirmed as to OCC's view of the role of co-curricular programs including athletic as the College moves forward. A void exists

within OCC of an understanding or vision of the role of athletics and co-curricular programs in supporting the College vision, mission, and service to the community.

Athletic Program Recommendations:

A College understanding of and a philosophy regarding athletics must be developed before considering options that will drive the future of these programs. Is athletics to be considered a co-curricular program and a part of OCC's philosophy and mission? The answer to that question will drive decisions presented by Options 1, 2 and 3.

Option #1. Strengthen the OCC Athletic Program

- Centralize athletics at the Auburn Hills (AH) campus. This campus has the best facilities for both basketball teams and volleyball plus provides the best access for students and the community. Additionally, AH currently houses the athletic administration and coaches. Softball could either continue to use the facility at Highland Lakes or could look to partner with other sites closer to the Auburn Hills campus such as City or County Parks and Recreation, YMCA, YWCA, or other facilities that may be close to the AH campus.
- Merge the leadership of athletics and physical education. This merger would link physical education and athletics, provide the framework for administrating athletics as a co-curricular activity and produce greater efficiencies of resources through coordination of programs.
- Include the facility/building manager (facilities and event coordinator) positions under the leadership of the athletic director or administrator overseeing both athletics and physical education.
- Review and evaluate athletic staff positions and physical education staff positions to provide a leaner more efficient operation of the combined unit. The athletic department is over-staffed in the administrative area. The primary responsibilities of an athletic director with only seven sports should easily be able to cover the operations duties of director plus the duties currently outlined for the two assistant athletic directors.
- Eliminate the position of sports information and web management; these functions and activities could be assumed by the College's Office of External Affairs.
- Expand the part-time athletic training coverage to provide adequate coverage for students in the athletic department. Currently, the area is understaffed. This renders the institution liable for injuries occurring in the absence of a certified athletic trainer during practices.
- Strengthen the relationship between athletics and the OCC Foundation to enhance revenue-producing marketing of activities and community

involvement and affirm the respective roles for each unit. If no additional funding or fundraising is to be allowed for athletics then the program needs should be funded fully from the General Fund if additional resources are needed.

- Revise the Board policies regarding intercollegiate athletics and intramurals to further define their role within the College and community. Suggested wording to read: *It shall be the policy of the Board to offer opportunities for participation in the intercollegiate athletic program to male and female students, in accordance with state and federal guidelines. The Chancellor or designee shall assure that the athletic program complies with state law, and the rules of the governing bodies that oversee athletics such as MCCA, Region 12 and the NJCAA.*
- Develop a district intercollegiate athletic committee that includes each of the sponsoring campuses' leadership, the district athletic director, and selected campus personnel to ensure a district perspective for athletic programs is maintained, and provide recommendations to the Chancellor's Cabinet regarding facilities management and maintenance, the addition or deletion of a sport, and staffing needs.
- Develop a strong intramural and community recreation program at both the Highland Lakes and Orchard Ridge campuses to augment current physical education course offerings.
- Decide whether or not a club sport program fits within the College mission and vision of a physical education and intercollegiate athletic program. If club sports are offered, determine an administrative reporting line, fiscal responsibility for the operation of the club sports, and policies and procedures for conducting the club sport.

Option #2. Continue with Improvements

- Continue the multi-campus arrangement with sports at Highland Lakes Auburn Hills, and Orchard Ridge.
- Merge the administration of physical education and athletics and coordinate with all three campus Presidents to provide a coordinated, cohesive program of appropriate activities on these campuses and to provide leadership and guidance for the athletic director.
- Develop a district intercollegiate athletic committee that includes each of the sponsoring campuses' leadership, the district athletic director, and selected campus personnel to ensure a district perspective for athletic programs is maintained, and provide recommendations to the Chancellor's Cabinet regarding facilities management and maintenance, the addition or deletion of a sport, or staffing needs.
- Consider the addition of intercollegiate sports at each site to avoid a lone program housed at a site and which would give each of the campuses more than one activity upon which to build an athletic program. For example

and consideration, the MCCAAs offers competition in baseball and men's and women's soccer.

- Review current athletic staffing for efficiency (see bullet #4 in Option #1).
- Upgrade the part-time athletic position to full-time to address current deficiencies in coverage.

Option #3. Eliminate the Athletic Program

- The OCC administration needs to develop a philosophy and role for athletics within OCC. If after review, it is decided by the Administration that Athletics does not fit the mission of the College after completion of the College's mission renewal process, then the elimination of the athletic program must be a serious consideration.
- Other funding models could be considered (if the concern regarding maintaining the athletic program is fiscal) such as a combination of general funds and endowment funds or the introduction of a student fee to help fund athletic and co-curricular programs.
- A notification strategy must be developed for internal and external communication if elimination is determined to be the best solution. It should be anticipated that the athletic community including local media will be interested in the decision.
- A timetable for elimination would need to be determined, and immediate notification shared with the MCCAAs, Region 12, and the NJCAA. Sport schedules are usually approved by the end of May for the next academic year. If OCC decides to no longer participate, all colleges within the Region will need to adjust their sport schedules. This decision will require an eighteen to twenty-four month timeline. This timeline will give proper notification to the athletic governing bodies and local high schools, as well as providing a transition period to cover obligations to current athletes participating in the program.
- The re-assignment of the Athletic Director and possible FMA contract impacts must be considered.
- To justify the expenditures for multiple campus athletic facility maintenance, upgrades and usage, expand intramural and community recreation programs.

Other Findings/Observations

Co-Curricular Programs:

- Lack of a philosophy and vision for or a definition of co-curricular programs and activities and an understanding of how these programs enhance student engagement and success.
- Lack of a policy regarding rules for participation in courses and/or activities linked to an academic program. According to OCC Institutional Research, students are not required to enroll in courses or activities that are an extension of an academic program in order to participate; the program coordinator may keep records of students who participate without enrolling in courses, however these indicators are not captured in the Colleague Student Information System.
- Loss of Fiscal Year Equated Students (FYES) and tuition by not requiring student enrollment in performance based courses linked to the academic programs (co-curricular courses).
- The Student Information System (SIS) indicates extremely low enrollment in courses considered by most institutions to be co-curricular (a performance based extension of an academic program) such as concert and jazz band, orchestra, chorale, theater productions, and forensics. SIS data documents student enrollment in these programs and activities for FY13 to be:
 1. Forensics = 1
 2. Concert Band = 13
 3. Chorale = 6
 4. Theater = 23
 5. Jazz Band = 0
 6. Orchestra = 5
- Lack of criteria and job descriptions for duties as assigned as faculty advisor/program director, etc. for co-curricular activities such as: the number of required performances or competitions per year, or the minimum number of students who must participate/enroll in the activity/course.
- Review the authorization of supplement and part-time faculty contracts for programs and activities that serve few or no students.
- Lack of consistency in the funding model for faculty supplemental contracts (FMA Appendix J).
- Department academic budgets and/or through special allocation of funds requested to and approved by the District Finance Office have been used to support co-curricular programs and activities.
- Lack of a definition of community based programs and activities versus college funded co-curricular programs and activities. Example: Jazz and

Concert Band, Chorale and Orchestra programs are basically community programs with few OCC students participating yet full-time and part-time faculty have supplemental and part-time contracts to coordinate and support the programs. The following reflects faculty supplemental contracts for fiscal year 2013:

- Jazz Band \$5,066.04
- Concert Band \$5,597.89
- Forensics \$4,904.00
- Theater Released Time
- Community Orchestra \$5,200.00

Co-Curricular Recommendations:

- Develop a philosophy, vision, and goals for co-curricular programs and activities; decide if these programs should be included as part of the Mission renewal process.
- Develop criteria to define co-curricular programs versus community-based programs. Examples are Jazz and Concert Band, Chorale and Orchestra while strong are basically comprised of community members rather than traditional students.
- Develop a budget process and transparent budget reports that support co-curricular programs and separate co-curricular expenses from area instructional budgets, e.g., Theater.
- Develop job descriptions for full-time and part-time faculty with supplement and part-time assignments to coordinate and manage co-curricular programs and activities.
- Review Appendix J in the FMA contract regarding supplemental pay structure for consistent application to all part-time and full-time faculty who have assignments supporting coaching and other activities that are considered to be an extension of an academic program, including music performances. Benchmark supplemental faculty pay structures with other Michigan community colleges.

Physical Education Facilities:

- Inconsistent facility maintenance and repair of the three campus facilities, Auburn Hills being in the best condition and Highland Lakes the least well maintained.

- Inconsistent procedures, hours of operation and usage fees in the physical education facilities.
- Inadequate controls regarding the usage fee collection and reporting/depositing into the Campus Business Office.
- Unclear College oversight, management, and coordination of all three P.E. Facility Mangers with Athletics and campuses.

Physical Education Facilities Recommendations:

- Merge physical education with athletics to maximize P.E. facilities utilization and increase revenues.
- Develop consistent and comprehensive operating procedures and fee structures for students, employees, and the community.
- Develop a consistent community facility membership program and fee structure for all three campuses.