HNU Hawks 2016: Mission, Vision and Goals

Strategic Plan for
HNU Athletics

HNU Athletics
Holy Names University
Updates Highlighted as of Spring 2016

Pursuing Excellence, Developing Scholar Athletes
Promoting Success, Cultivating Integrity
Improving Quality, Building Community

Holy Names University Athletics is committed to the full development of all student-athletes through their engagement in the total educational experience
2015-16 UPDATES/ACCOMPLISHMENTS

HNU Athletics made significant changes during 2015-16 that reflect a commitment to developing a Model NCAA Division II program. In addition to updating the Hawks 2016-17 Strategic Plan, the University realized and enacted the following accomplishments:

- Dr. Debbie Snell was appointed as Director of Athletics in October 2015.
- The women’s and men’s head soccer coaching position was replaced with a full-time position for women’s soccer and a full-time position for men’s soccer. The result was two full-time positions and one additional FTE within HNU Athletics.
- Complementing two full-time athletic trainers and two part-time trainers (certified graduate assistants), a third part-time position was upgraded to full-time. The result was an increase of service hourse to 160 per week, thus expnding coverage for all teams. Additionally, student interns will assist the three full-time and two part-time (graduate assistants) professionals.
- Athletic Training expanded their services by adding a partnership with a local Chiropractor.
- The part-time head cross country coach was expanded to a 10 month employee with the intent to recruit and add the sport of women’s track and field.
- 26 student-athletes were inducted into Chi Alpha Sigma, the national honor society for student-athletes. Those 26 held an average GPA of 3.6.
- Two architects were consulted to obtain drafts and cost estimates for upgrades to Tobin Gym and information to assit with feasibility studies for a new recreation center and arena. The Athletics Advisory Board is considering this information in order to make recommendations to the HNU Board of Trustees.
- Student-athletes continued participating in service and community engagement projects and the SAAC continued solidifying their identity on campus. SAAC’s efforts culminated with a Make-A-Wish Wrestlemania event on campus that raised over $2,000 in donations (an increase over last year).
- SAAC reviewed the Student-Athlete Handbook in order to become become more familiar with it’s content and recommend changes for next year.
- An HNU Baseball Booster Club was established with levels of membership that will serve as the platform to expand the club to other sports in the coming year.
- The HNU Athletics Leadership Team, consisting of all athletics aministrators, met weekly to evaluate and organize HNU Athletics as well as plan activities in a consistent manner.
- The HNU Athletics staff as a whole met bi-weekly to hear reports from each sport, review the HNU Athletics Policies and Procedures Manual (different section each meeting), receive compliance education, discuss problems or issues, make suggestions for improvement, and celebrate department accomplishments.
- HNU Athletics meetings included colleagues from departments across the University who have day-to-day responsibilities for student athletes and whose partnership is vital to overall success. Those individuals include staff from Admissions, Academic Advising, and others.
- An orientation for HNU Athletics is scheduled for late summer. Activities include the president’s welcome and stated commitment to compliance, department teambuilding,
reports from outside departments (Financial Aid, Admissions, Academic Advising, Registrar, FAR), compliance education, annual planning, budget reviews and fundraising.

2014-15 UPDATES/ACCOMPLISHMENTS

HNU Athletics realized significant advancements during 2014-2015. In addition to updating Hawks 2016, the strategic plan for HNU Athletics, the University realized or enacted the following accomplishments:

- 37 student-athletes inducted into Chi Alpha Sigma, the national honor society for student-athletes. Specifically at HNU, our 37 inductees held an average GPA of 3.596.
- Greg Sempadian was appointed Director of Athletics.
- Marcie Haduca was promoted to Associate Director of Athletics. She continues to serve in her compliance and SWA roles. Steve Spencer was appointed Associate Director of Athletics. This position was added to the organizational structure in HNU Athletics.
- An administrative assistant was added to HNU Athletics.
- Elisha Cusumano was appointed Director of Athletic Medicine.
- Stephanie Garcia was appointed Athletic Trainer.
- Rachel Shull was appointed Athletic Trainer, replacing Hank Hauser.
- Athletic training services were expanded through contractual services with Children’s Hospital, Oakland, CA.
- Enhancements to the Athletic Training room were made.
- Athletic injury tracking software was implemented.
- Athletic Medicine staff developed a relationship with Fremont Orthopaedic & Rehabilitative Medicine (FORM) to have a designated doctor to provide services including on campus clinic hours that previously were not available.
- A seven-year lease was arranged for the College of Alameda to serve as the home of HNU baseball.
- Compliance Assistant was fully operationalized for recruiting, eligibility, and financial aid purposes.
- Emergency and transportation protocols were further developed and enacted.
- An audit was conducted of compliance systems in admission, financial aid, and registration to identify and correct limitations.
- The missed class time policy for student-athletes was fine tuned through the work with our the Faculty Athletics Representative and Academic Affairs/Athletics Committee.
- Course schedule adjustments were made to reduce missed class time.
- Event management protocols were enhanced and enacted.
- The FAR, who completed his second academic year in the position, was extremely active in bridging the gap between athletics and academics and introduced a faculty proctoring program for extended road trips and honorary coach program for faculty members.
- Student-athletes continued participating in service and community engagement projects and the SAAC continued solidifying their identity on campus. SAAC’s efforts culminated with a Make-A-Wish Wrestlemania event on campus that raised over $1,200 in donations.
Changes in athletic scholarshiping helped to further reduce team equivalencies under NCAA maximums.

Technological based improvements were initiated this past year with the implementation of Compliance Assistant and the introduction of ACS Forms Direct.

Professional development opportunities were pursued by administrative and coaching staff (e.g., NACWAA, West Region Rules Seminar, NACDA).

A new logo for HNU Athletics was introduced which has helped rebrand HNU Athletics. Use of the new logo was prominent on campus with the addition of banners on the campus road, gym walls and hallways to promote pride on campus.

Additional social media platforms for HNU Athletics were introduced to complement mediums already used.

- **Updates**
  - **Facebook**: Holy Names Hawks
  - **Twitter**: @HNUAthletics - Included PacWest style and hash tags, sharing post-game graphics, and game recaps.
  - **Instagram**: @HNUHawks - More emphasis on info-graphics, game teasers/promos, and in-game action.
  - **YouTube**: HNU Hawks HNU Hawks - Created a video series: Talk to a Hawk, featuring student-athletes and coaches from HNU sports teams. Created short match/game promos for home sporting events (also shared out on Instagram).

- **New Platform**
  - **Flickr**: HNU Athletics

- **Enhancement to Tobin Gymnasium**:
  - Office additions
  - Athletic Training Room expansion and upgrades
  - Storage created
  - Carpeting installed in the administrative office hallways
  - Installation of hawk logo graphics, inspirational words, athletics mission statement to stairwell and hallways leading to the gym entrance.

### 2013-14 UPDATE

Holy Names University continued to make many strides in completing goals within our strategic plan during 2013-14. This past year, we were pleased to have 26 student-athletes inducted into Chi Alpha Sigma, the national honor society for student-athletes. Specifically at HNU, our 26 inductees held an average GPA of 3.67. The addition of two new sport programs this past year and a full time Sports Information Director were strategic plan initiatives that were realized in 2013-14.

Additionally, recently we have been able to make changes in the staffing structure of our soccer program, obtain additional athletic training staff and a department administrative assistant pushes our department further towards our goals.

The missed class time policy for student-athletes was fine tuned through the work with our new Faculty Athletics Representative, who completed his first academic year in the position. In his role he has been very active in bridging the gap between athletics and academics. Student-athletes continued participating in service and community engagement projects and the SAAC
continued solidifying their identity on campus. Changes in athletic scholarshiping helped to further reduce team equivalencies under NCAA maximums. Technological based improvements were initiated this past year with the implementation of Compliance Assistant and the introduction of athletic injury tracking software.

Many people involved with HNU Athletics (administration, FAR, compliance committee members, president, vice president) attended meetings, conventions and seminars to further their professional development. Lastly, HNU Athletics has begun a logo development project which will bring the department a fresh new look and give us a style guide to ensure consistency in branding HNU Athletics.
HNU Hawks 2016: Mission, Vision and Goals
HNU Athletics Strategic Plan

Introduction

The HNU Athletics program was established in 1994 and has become an integral part of Holy Names University. HNU Athletics has impacted hundreds of students in its nearly two decades; realizing success through intercollegiate competition, academic pursuits, and an emphasis on the full development of one’s potential.

In May 2012, Holy Names University applied for, and was accepted for candidacy membership in Division II of the National Collegiate Athletic Association (NCAA). The process is at least three years, and HNU Athletics is currently in the second year of candidacy membership.

In April 2011, HNU applied to the Pacific West Conference (PacWest), which is affiliated with NCAA Division II. In May 2011, Holy Names University learned that it was unanimously accepted for membership in the PacWest Conference, effective fall 2012.

HNU Athletics is presently affiliated with the National Collegiate Athletic Association (NCAA) as a Candidacy Member, competing in the Pacific West Conference (PacWest). The University offers sports for women in basketball, cross-country, golf, soccer, softball, tennis and volleyball, and sports for men in baseball, basketball, cross-country, golf, soccer, tennis and volleyball.

In preparation for the membership application to Division II of the NCAA and Pacific West Conference, Holy Names University and HNU Athletics conducted a thorough assessment of affiliation-related matters during 2010. A task force at HNU was set-up to explore issues related to athletics affiliation conducted the assessment. The task force included the involvement of all University constituencies: students, staff, faculty, alumni, and Trustees. A recommendation that HNU Athletics apply for membership in Division II of the NCAA was presented to the President of the University and the Board of Trustees. The recommendation was approved unanimously at the Board’s, December 2010 meeting.

In January 2011, Holy Names University began expanding on the work of the task force by conducting a strategic vision and planning process. This process sought to renew the vision for HNU Athletics that had been put forward in 2008 by a University commission on the relationship between academics and athletics at HNU. That commission stressed heavily that the relationship should be one of integration that promotes the total educational experience of student-athletes.

This most recent vision and strategic planning process was established to expand on the ideals put forward by the University commission, establish goals for the next five years, and identify enhancements for HNU Athletics as they relate to the Guiding Principles for a Model Athletics Program (NCAA Division II Athletics Directors Association).

This strategic plan was formally established in April 2012, and updated in April 2013, February 2014, and January/February 2015.
This strategic vision and planning process is ongoing and will be subject to continuing review as information is gathered from metrics and requirements presented from any possible re-affiliations. It is intricately linked to a feasibility study on HNU Athletics and includes information from numerous University constituents.

Building on the accomplishments of student-athletes, coaches, and administrators, HNU Athletics is poised to continue a tradition of success and ready to move to the next level of excellence.

**HNU Athletics Mission Statement**

Holy Names University Athletics is committed to the full development of all student-athletes through their engagement in the total educational experience.

**HNU Athletics Vision Statement**

Since its founding in 1868, the core values of promoting the full development of the human person, social justice, hospitality and liberating actions have been central to defining the educational mission of Holy Names University: *Holy Names University, rooted in Catholic intellectual and spiritual traditions, empowers a diverse student body for leadership and service. Guided by the core values of the Sisters of the Holy Names of Jesus and Mary, HNU is a progressive, inclusive, and rigorous academic community offering a liberal arts and professional education. We prepare students to think critically and imaginatively, to understand and employ the various modes of knowledge, to communicate clearly and persuasively, and to promote the common good.*

These core values are reflected throughout the University’s Strategic Plan. In brief, HNU seeks to offer compelling programs and services that enrich each student’s full educational experience while preparing individuals to be transformational leaders, effective citizens and life-long learners in a rapidly changing and technologically advancing world.

Holy Names University expects students to embody the core values of the University and to pursue actions that make real and positive differences in local and global communities. HNU seeks to accomplish this through a variety of means, including rigorous classroom instruction, opportunities for service learning, study abroad experiences, participation in cultural experiences, and opportunities for leadership on campus as well as in the community.

**Statement on HNU Athletics**

HNU Athletics continuously seeks alignment with the strategic mission and core values of Holy Names University and actively promotes the full development of one’s talents through a commitment to the total educational experience of student-athletes.

To realize this vision, HNU Athletics dedicates itself to the pursuit of leadership development, empathy, opportunity, scholarship, life-long learning, and a strong work ethic. As a destination in the San Francisco Bay area for student-athletes to pursue learning and personal development, HNU Athletics is committed to the pursuit of excellence by:
• Paying attention to the physical, emotional and psychological health of our students through student development programs and interventions.
• Promoting civility by using dialogue and service to help translate ideals such as tolerance and respect into responsible actions.
• Modeling and communicating, for our students and each other, ways to be accountable while challenging and supporting each other to do our best.
• Celebrating our accomplishments and reflecting on the meaning of our actions.

To further act to realize this vision, effective leadership in HNU Athletics at Holy Names University:

• Enriches the core values of the Sisters of the Holy Names of Jesus and Mary (SNJMs) by participating in social justice cafes and mission-oriented dialogues.
• Encourages pride in the campus community and promotes school spirit among students, faculty, staff and patrons.
• Demands a focus on character development, discipline, and civility that encourages personal and social responsibility.
• Demonstrates the core values of the University and HNU Athletics.
• Helps students gain an understanding of and respect for individuals from other backgrounds and cultures while developing an attitude of responsibility to society by encouraging students to become civically engaged.
• Teaches the importance of teamwork, collaboration, goal setting, achievement, self-discipline and work ethic through sports to be applied in real world settings while creating a sense of campus community.
• Applies theory to practice, supporting and integrating student learning on and off the playing fields.
• Pays attention to the individual voices of students and colleagues, seeking to develop the talents they present – a holistic view of learning – while promoting dialogue and shared participation.
• Abides by all rules and regulations as set forth by the institution and governing conferences as the University endeavors to operate as a model NCAA Division II institution.
• Models behavior by demonstrating ethical leadership.
• Bridges communication between Athletics and various campus partners including administration, advising, faculty, and student life.
• Recognizes facilities challenges and works toward on-going improvements.
• Places value on academic rigor and developing scholar athletes.
• Presents a unified voice and distinct culture within HNU Athletics.
• Seeks to enact the principles set for by the NCAA for Conduct of Intercollegiate Athletics:
  • The Principle of Institutional Control and Responsibility
  • The Principle of Student-Athlete Well-Being
  • The Principle of Gender Equity
  • The Principle of Sportsmanship and Ethical Conduct
  • The Principle of Sound Academic Standards
The Principle of Nondiscrimination
The Principle of Diversity Within Governance Structures
The Principle of Rules Compliance
The Principle of Amateurism
The Principle of Competitive Equity
The Principle Governing Recruiting
The Principle Governing Eligibility
The Principle Governing Financial Aid
The Principle Governing Playing and Practice Seasons
The Principle Governing Postseason Competition and Contests Sponsored by Non-collegiate Organizations
The Principle Governing the Economy of Athletics Program Operation.

The Total Educational Experience

The Total Educational Experience is an approach that intentionally seeks to bring together athletic and academic endeavors to enhance student learning and development through the use of the Seven Principles for Good Practice in Undergraduate Education (Chickering and Gamson, 1987):

1. Encourage Contact Between Students and Faculty
2. Develop Reciprocity and Cooperation Among Students
3. Encourage Active Learning
4. Give Prompt Feedback
5. Emphasize Time on Task
6. Communicate High Expectations
7. Respect Diverse Talents and Ways of Learning
Departmental Assessment and Evaluation

In support of the strategic mission and vision of Holy Names University and HNU Athletics, ongoing assessment and evaluation of the department, programs, and student experience involves improving educational practices through information, understanding, and action. The following criteria are used to provide guidance to this continuing process:

1. **Alignment with Mission** – How does this program and/or experience support and promote the strategic mission and vision, core values, and goals of Holy Names University and HNU athletics?

2. **Academic Development and Student Success** - How does this program and/or experience support and promote learning and student development outcomes and how does this program and/or experience enhance progression to graduation and/or program completion?

3. **Program Integrity** - How does this program and/or experience maintain compliance with institutional policies and protocols, affiliation regulations, recruitment/retention goals, and expectations embedded in the strategic mission and vision of HNU Athletics?

4. **Professionalism** – How does this program and/or experience promote a professional image, on and off the field/court, in support of the strategic vision and the expectations Holy Names University has of its students?

**Metrics**

For comparative purposes, HNU Athletics identified the following peer institutions that will serve as model institutions and programs to which we will benchmark ourselves.

- **Members of the PacWest Conference** (Benchmark Institutions)
  - Holy Family University, Philadelphia, PA (Model)
  - Dominican College, Orangeburg, New York (Model)

**Goal 1: Excellence**

- Academic accomplishments
- Athletic accomplishments

**Goal 2: Academics**
- GPA incoming; All Athletes
- Graduation/Completion Rate
- Career Outcomes Census

**Goal 3: Success**

- Full Rosters
- Financial Aid Equivalencies
- Athletic performance by Teams

**Goal 4: Integrity**

- Diversity Statistics
- Secondary infractions reporting; compliance reviews

**Goal 5: Operations**

- Annual Revenues
- PR, Marketing and Branding; Social Media
- Squad size; Gender equity
- Attendance by presidents/chancellors at annual NCAA Conventions

**Goal 6: Community**

- Attendance at Events
- Alumni and Parent Involvement

**Strategic Goals**

*Great communities are ones where everyone matters and where everyone is connected by a common aspiration to achieve something special.*

1. **Goal 1: Pursuing Excellence** – By using a reflexive approach that informs practice and is complemented by the intentional application of theory to practice, we will cultivate the academic and athletic success of students.
2. **Goal 2: Developing Scholar Athletes & Promoting Student Success** - By expecting that students enroll in college to learn and that growth and development are at the heart of program/degree completion, we will provide guidance and support leading to graduation and success in life.
3. **Goal 3: Achieving Athletic Success** - By working hard, embracing accountability, and devoting one’s self to excellence, success, and integrity, we will provide outstanding athletic experiences for students.

4. **Goal 4: Cultivating Integrity** - By engaging in mission-oriented educational experiences that integrate the educational, athletic, and student life missions of the University, we will promote leadership, civility, cultural competence, social justice, and respect of self and others.

5. **Goal 5: Improving Quality** - By seeking continuous improvement in all operations, we will enhance operations, maintain compliance, and realize equity.

6. **Goal 6: Building Community** – Through the core values of hospitality and diversity, we will pursue a total educational experience for students, emphasizing engagement with and between all members of the community.

**Progress Toward Strategic Goals**

**Goal 1: Pursuing Excellence** – By using a reflexive approach that informs practice and is complemented by the intentional application of theory to practice, we will cultivate the academic and athletic success of students.

- **Objectives, Strategies, Action Plans, Responsibilities, Time Frame, and Anticipated Expense**

1. Build on the total educational experience of students by continuing to integrate HNU Athletics with academic and campus life; articulate high expectations for leadership, civility, and character development.
   
   a. Involved student-athletes in all aspects of the HNU Experience – Connections Project, Freshmen Retreat, Service Learning, Internships, Capstone Courses
      
      i. **Person Responsible:** Director of Athletics
      ii. **Timeline:** IMPLEMENTED 2008, continuing and ongoing
      iii. **Budget Implication/Source of Funding:** No additional cost
   
   b. Increase membership in Chi Alpha Sigma, the National College Athlete Honor Society
      
      i. **Person Responsible:** Associate AD for Compliance
      ii. **Timeline:** IMPLEMENTED 2008, continuing and ongoing
      iii. **Budget Implication/Source of Funding:** $50 Annually
   
   c. Continue supporting participation by student-athletes in student government, residence life, student organizations, community-based leadership programs, and student development initiatives
      
      i. **Person Responsible:** Director of Athletics
      ii. **Timeline:** IMPLEMENTED 2008, continuing and ongoing
      iii. **Budget Implication/Source of Funding:** No additional cost
   
   d. Host regular dialogues between faculty and staff in athletics to further efforts to collaborate on matters related to the learning and development of student-athletes
      
      i. **Person Responsible:** Director of Athletics
      ii. **Timeline:** IMPLEMENTED 2008 continuing and ongoing actions at least once per semester
iii. **Budget Implication/Source of Funding**: No additional cost

2. Study and regularly report the impact of our efforts to improve student success and athletic performance; present findings about the efforts in professional forums
   a. Continue strengthening the Experiential Learning Program
      i. **Person Responsible**: Men’s Basketball Coach
      ii. **Timeline**: IMPLEMENTED continuing professional development initiative since 2008
      iii. **Budget Implication/Source of Funding**: $50,000 new costs for graduate assistants in staffing and budget plan, University budget allocation
   b. Honor, recognize and showcase award winning athletes to include Alpha Delta Awards, PacWest Honors, CoSIDA, NCAA DII ADA
      i. **Person Responsible**: Sports Information Director
      ii. **Timeline**: IMPLEMENTED and continuing annually
      iii. **Budget Implication/Source of Funding**: No additional cost

3. Increase administrative, operating, support, and coaching staff in HNU Athletics by developing and implementing a staffing plan consistent with the provisions of a model NCAA Division II athletics program
   a. Phase I: Additional administration, support and operations staff, and two new sports (Baseball and Women’s Tennis)
      i. **Person Responsible**: Vice President for Student Affairs
      ii. **Timeline**: COMPLETED, 2012-13
      iii. **Budget Implication/Source of Funding**: $250,000 University budget allocation
   b. Phase II: Addition of two new sports (Women’s Golf and Men’s Tennis)
      i. **Person Responsible**: Vice President for Student Affairs
      ii. **Timeline**: COMPLETED, 2013-2014
      iii. **Budget Implication/Source of Funding**: $70,000 University budget allocation
   c. Phase III: Additional administrative assistance for HNU Athletics, addition of two associate athletic directors, additional full-time Athletic Training Staff, full-time SID, and enhancements in current coaching staff (soccer)
      i. **Person Responsible**: Vice President for Student Affairs
      ii. **Timeline**: COMPLETED, 2014-2015
      iii. **Budget Implication/Source of Funding**: $130,000+ University budget allocation
   d. Phase IV: Increase the part-time cross country coach to 10-month employee with intent to offer women’s track & field in the near future.
      i. **Person Responsible**: Vice President for Student Affairs
      ii. **Timeline**: COMPLETED, 2015-16
      iii. **Budget Implication/Source of Funding**: $14,000; University Budget

4. Obtain new athletics affiliation and conference membership
   a. Apply for membership in the PacWest Conference
      i. **Person Responsible**: Vice President for Student Affairs and Enrollment Management
      ii. **Timeline**: COMPLETED Spring 2011, Membership obtained
      iii. **Budget Implication/Source of Funding**: Application fee: $15,000 – one-time University allocation, Increase in membership dues:
$15,000 – annual University allocation
b. Apply for membership in Division II of the NCAA
i. Person Responsible: Vice President for Student Affairs and Enrollment Management
ii. Timeline: ACCEPTED Spring 2012, Candidacy Member 2013, in progress
iii. Budget Implication/Source of Funding: Application fee: $28,000 Candidacy period; annual application fee of $14,000 Provisional year allocation

Goal 2: Developing Scholar Athletes & Promoting Student Success - By expecting that students enroll in college to learn and that growth and development are at the heart of program/degree completion, we will provide guidance and support leading to graduation and success in life.

❖ Objectives, Strategies, Action Plans, Responsibilities, Time Frame, and Anticipated Expense

1. Enhance overall academic performance to: (a) Maintain team and the overall program GPAs of 3.00 or better; (b) Improve the persistence rates of first-year student-athletes for teams and the overall program to 80% or better; and Improve the graduation/program completion rates of student-athletes for teams and the overall program to 70% or better
   a. Develop and implement an ongoing orientation program for student-athletes that addresses continuing eligibility requirements and needs specific to student-athletes
      i. Person Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED beginning fall 2011 for every semester
      iii. Budget Implication/Source of Funding: $500 University budget allocation
   b. Promote active participation in the HNU Excel Program, designed to support Cal Grant B recipients to help insure they meet minimum requirements for the additional scholarship funding their second year.
      i. Person Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED beginning fall 2011 for every semester
      iii. Budget Implication/Source of Funding: No new costs
   c. Develop and implement an “Athletics Intervention Team” to complement the efforts of the University’s Retention Action Team.
      i. Person Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED beginning Fall 2014 for every semester
      iii. Budget Implication/Source of Funding: No new costs
   d. Continue use of institutional and enrollment management research efforts (i.e., test scores, essays, grades, etc.) to understand and enhance student success
      i. Person Responsible: Vice President for Enrollment Management
      ii. Timeline: IMPLEMENTED 2010 continuing and ongoing
      iii. Budget Implication/Source of Funding: No new costs
   e. Continue dissemination of athletic schedules to faculty and advisors, including weekly communications on upcoming events, and advance communications
between students and faculty about athletic contests
i. Person Responsible: Director of Athletics & Sports Information Director
ii. Timeline: IMPLEMENTED 2008 continuing and ongoing
iii. Budget Implication/Source of Funding: No new costs
f. Provide consistent guidelines to coaching staff regarding scheduling of competitions, to minimize missed class time and other conflicts
   i. Person Responsible: Director of Athletics & FAR
   ii. Timeline: COMPLETED
   iii. Budget Implication/Source of Funding: No new costs
g. Identify a missed class time policy specific to HNU Athletics, that takes into account the institutions policy
   i. Person Responsible: Director of Athletics & FAR
   ii. Timeline: COMPLETED
   iii. Budget Implication/Source of Funding: No new costs
2. Expect and support 100% of graduates to obtain access to graduate school or appropriate employment opportunities within six months of graduation
   a. Actively involve graduating student-athletes in the programs provided by the Student Success Center that help students transition beyond HNU
      i. Person Responsible: Athletic Staff
      ii. Timeline: IMPLEMENTED beginning fall 2011 for every semester
      iii. Budget Implication/Source of Funding: No new costs
   b. Develop and disseminate information on a quarterly basis about the academic and career success of student-athletes
      i. Person Responsible: Sports Information Director
      ii. Timeline: IMPLEMENTED Fall 2011, continuing and ongoing
      iii. Budget Implication/Source of Funding: No new costs

Goal 3: Achieving Athletic Success and Providing Opportunities - By working hard, embracing accountability, and devoting one’s self to excellence, success, and integrity, we will provide opportunities to compete and outstanding athletic experiences for students.

- Objectives, Strategies, Action Plans, Responsibilities, Time Frame, and Anticipated Expense

1. Increase sport-related opportunities for student-athletes by developing and implementing plans to add varsity-level sports
   a. Phase I: Baseball and Women’s Tennis
      i. Person Responsible: Director of Athletics
      ii. Timeline: COMPLETED 2012-2013
      iii. Budget Implication/Source of Funding: $250,000 net University funding
   b. Phase II: Women’s Golf and Men’s Tennis
      i. Person Responsible: Director of Athletics
      ii. Timeline: COMPLETED 2013-14
      iii. Budget Implication/Source of Funding: $140,000 net University funding
   c. Phase III: Research and consider the addition of female sport opportunities
      i. Person Responsible: Vice President for Student Affairs
      ii. Timeline: 2016-17
      iii. Budget Implication/Source of Funding: No new costs during
consideration phase

d. Phase IV: Consider future possibilities for Men’s Volleyball (i.e., possibility of moving to club sport)
   i. **Person Responsible**: Vice President for Student Affairs
   ii. **Timeline**: 2016-17
   iii. **Budget Implication/Source of Funding**: No new costs during consideration phase

2. Recruit student-athletes who are committed to the mission of Holy Names University; dedicated to the strategic vision of HNU Athletics; and motivated to succeed academically and athletically
   a. Fund athletic scholarships for all sports to not exceed Division II equivalencies
      i. **Person Responsible**: Director of Athletics and Dean of Admission
      ii. **Timeline**: Planning 2011-2012; Implementation 2012 and ongoing
      iii. **Budget Implication/Source of Funding**: Reduction of $600,000 over current athletic scholarship amounts, University funding
   b. Recognize accomplishments in academics, athletics, and leadership, at all levels, through the annual student leadership and athletics awards ceremony
      i. **Person Responsible**: Sports Information Director
      ii. **Timeline**: IMPLEMENTED 2009, continuing and ongoing
      iii. **Budget Implication/Source of Funding**: No new costs

**Goal 4: Cultivating Integrity** - By engaging in mission-oriented educational experiences that integrate the educational, athletic, and student life missions of the University, we will promote leadership, civility, cultural competence, social justice, and respect of self and others.

- **Objectives, Strategies, Action Plans, Responsibilities, Time Frame, and Anticipated Expense**

1. Develop and deliver a program that promotes civility, respect and dignity while helping students develop cultural competencies; develop and deliver a program that promotes positive attitudes towards self and others
   a. Fully develop and implement a Coach-in-Residence Program
      i. **Person Responsible**: Director of Athletics
      ii. **Timeline**: IMPLEMENTED 2012
      iii. **Budget Implication/Source of Funding**: $5,000 University budget allocation
   b. Continue involvement of the Student-Athlete Advisory Committee (SAAC), inviting members to joint meetings with the HNU Athletics Leadership Team
      i. **Person Responsible**: Men’s Head Basketball Coach
      ii. **Timeline**: IMPLEMENTED 2011, continuing and ongoing
      iii. **Budget Implication/Source of Funding**: No new costs
   c. Continue the social norming approach to addressing student development issues related to health, civility, alcohol and related issues
      i. **Person Responsible**: Director of Athletics
      ii. **Timeline**: IMPLEMENTED 2010, continuing and ongoing
      iii. **Budget Implication/Source of Funding**: $400 University budget allocation

2. Incorporate, into the total educational experience for students, experiential and reflective actions related to the core values of the Sisters of the Holy Names of Jesus
and Mary (SNJMs)
   a. Enrich ideals around the core values through continuing participation in SNJM forums
      i. Person Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED 2010, continuing and ongoing
      iii. Budget Implication/Source of Funding: No new costs
   b. Participate as teams in the monthly social justice cafes
      i. Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED 2010, continuing and ongoing
      iii. Budget Implication/Source of Funding: No new costs
   c. Participate as teams in one service project in Oakland each semester
      i. Person Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED 2007, continuing and ongoing
      iii. Budget Implication/Source of Funding: No new costs
   d. Perform a minimum of 1,000 hours of service by HNU Athletics to Oakland and surrounding communities each year
      i. Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED 2010, continuing and ongoing
      iii. Budget Implication/Source of Funding: No new costs
3. Seek diversity in staff that is reflective of the HNU student body; maintain levels of diversity and continue to develop cultural competencies amongst students
   a. Improve gender and ethnicity balance amongst the professional staff in HNU Athletics
      i. Person Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED 2011, continuing and ongoing
      iii. Budget Implication/Source of Funding: $5,000 University budget allocation
   b. Continue promoting to student-athletes membership opportunities in student government, residence life, and the Center for Social Justice and Civic Engagement
      i. Person Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED 2010, continuing and ongoing
      iii. Budget Implication/Source of Funding: No new costs
   c. Development of HNU Athletics Gender Equity Plan and Gender Equity Committee.
      i. Person Responsible: SWA and Title IX Coordinator
      ii. Timeline: Planning Committee established 2013, ongoing actions
      iii. Budget Implication/Source of Funding: No new costs

**Goal 5: Improving Quality** - By seeking continuous improvement in all operations, we will enhance operations, maintain compliance, and realize equity.

- Objectives, Strategies, Action Plans, Responsibilities, Time Frame, and Anticipated Expense

1. Maintain institutional control by establishing a system for operations and compliance that is technologically innovative and user-friendly; continue building a strong culture of compliance, reporting, and involvement by the Faculty Athletics Representative
   a. Host monthly operations meetings with departments across campus
2. Seek revenue enhancements of at least 25% over current efforts through fundraising and outreach, working closely with the Advancement and Business offices

   a. Expand booster outreach efforts with friends, parents, and alumni who were student-athletes
      i. Person Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED 2012, continuing and ongoing
      iii. Budget Implication/Source of Funding: $10,000 revenue enhancement, University budget allocation

   b. Expand sponsorships for HNU Athletics, camps, and contracts
      i. Person Responsible: Director of Athletics
      ii. Timeline: IMPLEMENTED 2012, continuing and ongoing
iii. **Budget Implication/Source of Funding:** $30,000 revenue enhancement, University budget allocation

c. Obtain sponsorship signage for gym and fields from local business partners
   i. **Person Responsible:** Director of Athletics
   ii. **Timeline:** 2016-17
   iii. **Budget Implication/Source of Funding:**

d. Expand camp offerings to include softball, baseball, tennis and soccer
   i. **Person Responsible:** Director of Athletics
   ii. **Timeline:** 2016-17
   iii. **Budget Implication/Source of Funding:**

3. Effectively execute the provisions of “Make It Yours” through the execution of this strategic plan, including:

   a. Conduct ongoing student needs assessment surveys, using the data to enhance educational interventions
      i. **Person Responsible:** Associate AD for Compliance
      ii. **Timeline:** IMPLEMENTED 2011, continuing and ongoing
      iii. **Budget Implication/Source of Funding:** No new costs

   b. Conduct an annual feasibility assessment, as it pertains to the principles of a model athletics program, and use the information to conduct self-studies
      i. **Person Responsible:** Director of Athletics
      ii. **Timeline:** IMPLEMENTED 2011, continuing and ongoing
      iii. **Budget Implication/Source of Funding:** No new costs

   c. Attend the NCAA Convention and other necessary and appropriate seminars and meetings (e.g., FARA, NACWAA) including the Candidacy Year One President and Chancellor’s Meeting and PacWest Conference meetings
      i. **Person Responsible:** President and Director of Athletics
      ii. **Timeline:** COMPLETED 2013
      iii. **Budget Implication/Source of Funding:** $3,000 University budget allocation

   d. Attend the NCAA Convention and other necessary and appropriate seminars and meetings (e.g., FARA, NACWAA) including the Candidacy Year Two President and Chancellor’s Meeting and PacWest Conference meetings
      i. **Person Responsible:** President and Director of Athletics
      ii. **Timeline:** COMPLETED 2014
      iii. **Budget Implication/Source of Funding:** $3,000 University budget allocation

   e. Attend the NCAA Convention and other necessary and appropriate seminars and meetings (e.g., FARA, NACWAA) including the Provisional Year President and Chancellor’s Meeting and PacWest Conference meetings
      i. **Person Responsible:** President and Director of Athletics
      ii. **Timeline:** Continuing and ongoing
      iii. **Budget Implication/Source of Funding:** $3,000 University budget allocation

   f. Continue training and development programs in safety, CPR/AED, first aid, blood borne pathogen training and healthy lifestyles for all athletics staff, with the intent to promote the safety and well-being of students
      i. **Person Responsible:** Director of Sports Medicine
      ii. **Timeline:** IMPLEMENTED 2009, continuing and ongoing
      iii. **Budget Implication/Source of Funding:** No new costs
4. Provide comprehensive coaching and motivation training to all coaches, including graduate assistants, to adequately prepare student-athletes for competition
   a. Convene bi-monthly educational sessions for all head and assistant coaches
      i. **Person Responsible**: Director of Athletics
      ii. **Timeline**: **IMPLEMENTED** 2011, continuing and ongoing
      iii. **Budget Implication/Source of Funding**: $2,000 University budget allocation
   b. **Require** advanced degrees and coaching certifications as appropriate for all head coaching positions
      i. **Person Responsible**: Director of Athletics
      ii. **Timeline**: **IMPLEMENTED** 2011, continuing and ongoing
      iii. **Budget Implication/Source of Funding**: No new costs
5. Continue to seek improvements in facilities
   a. Upgrade scoreboard and game clocks in Tobin
      i. **Person Responsible**: Director of Athletics
      ii. **Timeline**: **COMPLETED** spring 2011
      iii. **Budget Implication/Source of Funding**: $20,000 Capital Expense
   b. Obtain long-term lease agreement for baseball
      i. **Person Responsible**:
      ii. **Timeline**: **COMPLETED** 2015 (7 year contract with College of Alameda)
      iii. **Budget Implication/Source of Funding**: $270,000 (for field usage, maintenance and maintenance materials)
   c. Continue Fundraising Campaign for improvements of on campus facilities
      i. **Person Responsible**: Vice President for Administration and Finance
      ii. **Timeline**: Ongoing
      iii. **Budget Implication/Source of Funding**: No new costs
   d. Maintaining Partnerships and Relationships with Peralta College District (Laney & Merritt) and Oakland Parks and Recreation (Owen Jones Field)
      i. **Person Responsible**: Director of Athletics
      ii. **Timeline**: Ongoing
      iii. **Budget Implication/Source of Funding**: No new costs
   e. Upgrades to on-campus facilities to improve game environment (new logo, game clocks in locker rooms, and other upgrades)
      i. **Person Responsible**: Director of Athletics
      ii. **Timeline**: Ongoing (New logo usage **COMPLETE** 2015)
      iii. **Budget Implication/Source of Funding**: $5,000.00 University budget allocation
   f. Develop a Hall of Excellence that includes academic and mission-oriented accomplishments
      i. **Person Responsible**: Director of Athletics
      ii. **Timeline**: **IMPLEMENTED** 2010, continuing and ongoing
      iii. **Budget Implication/Source of Funding**: $1,000 University budget allocation
   g. Establishment of an HNU Athletics Advisory Board
      i. **Person Responsible**: Vice President for Student Affairs
      ii. **Timeline**: **IMPLEMENTED** 2013-2014, continuing and ongoing
      iii. **Budget Implication/Source of Funding**: No new costs
**Goal 6: Building Community** – Through the core values of hospitality and diversity, we will pursue a total educational experience for students, emphasizing engagement with and between all members of the community.

- **Objectives, Strategies, Action Plans, Responsibilities, Time Frame, and Anticipated Expense**

1. Use the NCAA II Strategic Platform and PacWest membership to implement NCAA community engagement initiatives
   a. Continue to solicit involvement of HNU Alumni through social media platforms
      i. *Person Responsible:* Sports Information Director
      ii. *Timeline:* IMPLEMENTED 2013-2014, continuing and ongoing
      iii. *Budget Implication/Source of Funding:* No new costs
   b. Create an HNU Athletics Booster Club
      i. *Person Responsible:* Director of Athletics & Baseball Coach
      ii. *Timeline:* IMPLEMENTED 2016 and ongoing to include other sports in 2016-17
      iii. *Budget Implication/Source of Funding:* No new costs
   c. Continue to encourage involvement in areas beyond athletics; student government, volunteering in the community, campus employment, clubs
      i. *Person Responsible:* Director of Athletics
      ii. *Timeline:* IMPLEMENTED 2008, continuing and ongoing
      iii. *Budget Implication/Source of Funding:* No new costs

2. Build school spirit, pride, and unity by creating an engaging experience for all students around intercollegiate contests, making the events civil, exciting, and enjoyable
   a. Continue to coordinate efforts to increase the attendance of students, faculty and staff at athletic events
      i. *Person Responsible:* Sports Information Director
      ii. *Timeline:* IMPLEMENTED 2008, continuing and ongoing
      iii. *Budget Implication/Source of Funding:* No new costs
   b. Provide creative programming/themes at athletic events to improve attendance
      i. *Person Responsible:* Associate Athletic Director for Facilities and Sports Information Director
      ii. *Timeline:* IMPLEMENTED 2008, continuing and ongoing
      iii. *Budget Implication/Source of Funding:* No new costs
   c. Continue efforts to promote well-organized, safe, and family friendly events through game management staff and protocols
      i. *Person Responsible:* Associate Athletic Director for Facilities and Game Management Staff
      ii. *Timeline:* IMPLEMENTED 2008, continuing and ongoing
      iii. *Budget Implication/Source of Funding:* No new costs

3. Enhance communications between all relevant constituents (student-athletes, staff, faculty, administrators, parents, and professional staff) to improve the total experience
   a. Continue monthly meetings of the Hawk Student-Athlete Advisory Committee, holding joint meetings with the Faculty Athletics
Representative and the Athletics Leadership Team
   i.  **Person Responsible:** Director of Athletics
   ii. **Timeline:** IMPLEMENTED 2011, continuing and ongoing
   iii. **Budget Implication/Source of Funding:** No new costs

b. Include presentations by the FAR and Director of Athletics once each semester to the Faculty Senate
   i.  **Person Responsible:** Director of Athletics
   ii. **Timeline:** 2011 ongoing
   iii. **Budget Implication/Source of Funding:** No new costs

4. Promote HNU Athletics internally and externally through an expanded marketing, public relations, campus-based communications, and “friend-raising” techniques
   a. Implement the HNU Athletics marketing and communications plan using available technology and social media outlets
      i.  **Person Responsible:** Sports Information Director
      ii. **Timeline:** IMPLEMENTED 2011, continuing and ongoing
      iii. **Budget Implication/Source of Funding:** $2,000 University budget allocation
   b. Redesign HNU Athletics logo
      i.  **Person Responsible:** Sports Information Director
      ii. **Timeline:** COMPLETED 2013-2014
      iii. **Budget Implication/Source of Funding:** $1,500 University budget allocation
   c. Rollout redesigned HNU Athletics logo
      i.  **Person Responsible:** Sports Information Director
      ii. **Timeline:** COMPLETED 2014-15
      iii. **Budget Implication/Source of Funding:** $1,500 University budget allocation
   d. Make personal contacts with HNU athletic alumni, college/university athletic departments, and media outlets
      i.  **Person Responsible:** Director of Athletics and Sports Information Director
      ii. **Timeline:** IMPLEMENTED 2011, continuing and ongoing
      iii. **Budget Implication/Source of Funding:** $500 University budget allocation