

# Athletic Department: Strategic Plan 2018 - 2023



**NORCO**  
COLLEGE

Athletic Department

**Executive Summary**

This document sets forth the development of an Athletic Department and full complement of Athletic Programs at Norco College. It is an outline of goals and general steps to be taken and resources required to develop the Athletic Program consistent with the concept, mission and philosophy of Norco College.

Student success is the main goal for everything done at Norco College; Athletics is no different. The Athletic Department's goals are to create strong individuals through competitive intercollegiate sport and enrich the College's Master Plan. As we move toward Guided Pathways for student success, Athletics is a tool to help enforce this process. We have the ability to work with student-athletes who have a limited number of seasons to play and often have a 'path' towards playing at a four-year university following the completion of their time at Norco College. The Athletic Department wants to help make their dream, and that progression, a reality for our student-athletes. Although these students have athletics in common, they are diversified across academic disciplines and therefore by adding more sports we can offer a draw to attend one of the four Schools offered at Norco College for students who may otherwise not enroll.

The Athletic Department can and should work closely with the Kinesiology Department to advance a vital program and facilities for student achievement. With this partnership, students would benefit physically from a fitness facility, academically from increased study space which the proposed Center for Human Performance + Kinesiology can offer, and culturally from the tradition, spirit and diversification athletics provides.

GO MUSTANGS!

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## Athletic Department

### Mission Statement

Norco College's Athletic Department transforms ordinary student-athletes into competitive leaders who possess strength of mind and character through their unquestioned resilience and true grit both academically and athletically.

### Vision Statement

Norco College's Athletic Department seeks to become a premiere athletic program.

### Norco College Athletic Department Core Values

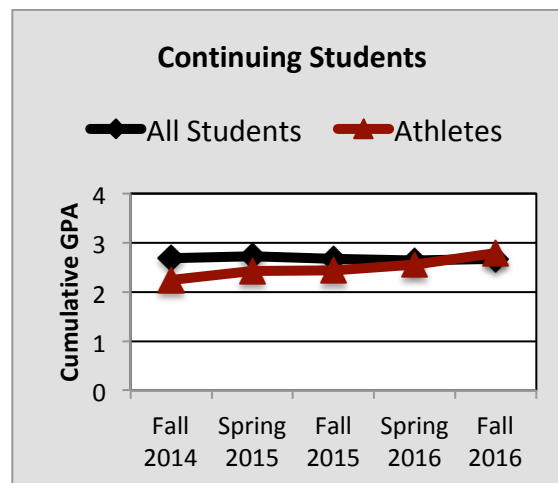
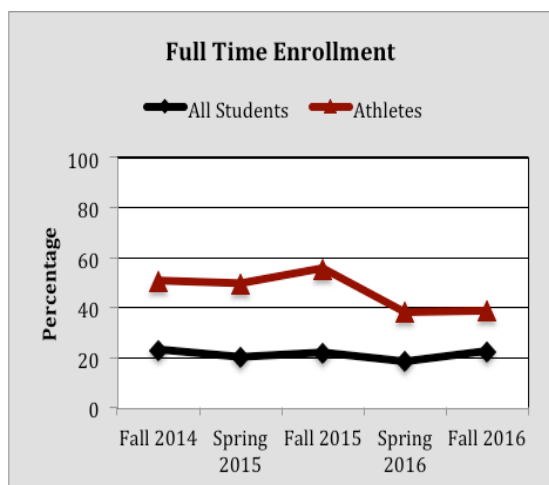
In support of the College's primary goals and to best serve the interests and abilities of our Student-Athletes, we:

- Offer a superior athletic experience by providing fair and competitive opportunities. **EXCELLENCE**
  - Maintain the highest quality facilities, coaching staffs, medical care, and support for all of our athletic teams. **VIRTUOSITY**
  - Offer Coaches all available resources to recruit and train high quality Student-Athletes. **SUPPORTIVE**
  - Continue to expand and adjust to the always-changing school environment, as well as conference, state and federal legislation. **VERSATILE**
  - Contribute significantly to Norco College in the areas of enrollment, retention, publicity, alumni relations, community relations, and fundraising by encouraging academic and athletic excellence. **ENGAGEMENT**
  - Recognize the time spent at Norco College is short in comparison to a lifetime and therefore we have developed a program determined to cultivate individuals who are functional for professional and personal life post-graduation. **HOLISTIC**
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## Athletic Department

### Initiative 1: GUIDED PATHWAY SUPPORT

- As our College moves forward with implementing Guided Pathways, Athletics can be used as a tool to progress and strengthen this mission. The most important relationship the Athletic Department will cultivate is with the four Schools at Norco College. Student success is the main focus of athletics. By creating a pipeline for student-athletes to continue pursuing athletics at four-year universities, our department can reinforce pathways by offering additional academic support to student-athletes through counseling and eligibility requirements.
- Athletics will partner with the Kinesiology Department to pursue developing functional facilities. The 2013-2018 Norco College Facilities Master Plan currently proposes the building of the Center for Human Performance + Kinesiology (CHPK). By pursuing the construction of the center, we further enhance student success and accessibility to guided pathways. With this partnership, the two departments create an opportunity, which offers equal benefits to the departments, the College and ultimately the students.
- Traditionally, Athletics encourages full-time enrollment and higher GPAs than that of the overall student body.



### Strategic Initiatives: 7072

- Athletics is committed to advancing the mission of the Kinesiology Department through an open line of communication between Athletics and Kinesiology to develop facilities and programs, which thrive and provide premier education and opportunities to Norco College students.
- Dual partnership in these projects can alleviate cost on one department.
- Committed to making academic excellence a top priority for all Student-Athletes.

**Athletic Department**

- Committed to have 100% of student-athletes up to date SEP annually.
- Encourage student-athletes to continue on to four-year universities following graduation from Norco College.
- Enhance student experience through diversity.

**Action plan:**

- Stress the importance of education and Guided Pathways to student-athletes through orientation and throughout the season.
  - Offer and encourage counseling and tutoring opportunities to student-athletes.
  - Extend invitation to Kinesiology Faculty in all Athletic Leadership Team meeting and be transparent about all Athletics information.
  - Review and edit plans for CHPK with Kinesiology Department.
  - Build more physical space, office space, and sports facilities for classroom and athletic team participation.
  - Partner with Learning Resource Center to develop tutoring programs specific to athletes.
  - Add guidance classes open to entire student body geared toward completing student education plans specialized in athletics.
  - Graduate student-athletes to further athletic career within a university setting.
  - Increase International student-athlete population.
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## Athletic Department

### **Initiative 2: NEW SPORT IMPLEMENTATION**

- In the Norco College 2014 Program Review, the Orange Empire Conference (OEC) recommended, “The College develops a philosophical plan on building a full complement of athletic teams.” Further the OEC endorsed “The Athletic Director need to be involved in the master plan for Athletics. Development of new gymnasium and track and a master plan should be coordinated by the college.”
- The addition of more athletic teams would assist Norco College in becoming compliant with gender equity in sports per Title IX requirements. The institution has been out of compliance since the inception of Athletics here, at Norco College.
- To the extent that the athletics programs attract students who might not otherwise enroll at the college or, at a minimum, would not otherwise enroll as full-time students, these revenues represent funds, which would not be available to the college in the absence of an intercollegiate athletics program.

### **Strategic Initiatives:**

- Committed to maintaining open communication with the OEC and California Community College Athletic Association for best practice of sport implementation.
- Develop comprehensive Athletic Program.
- Develop comprehensive Athletic Strategic Plan and Master Plan.

### **Action plan:**

- Increase support to current Men’s and Women’s Soccer teams to positively change NC Athletic tradition and culture.
  - Add Women’s Cross Country as a club sport in Spring and Fall 2018 as an exhibition in OEC meets and start to balance Title IX compliance, while further research and promoting is completed.
  - Get estimates and construction plans to reconstruct and increase pre-existing Beach Volleyball courts.
    - Estimate completion date: Fall 2018
  - Develop courses for each new sport through curriculum committee.
  - Secure funding for coaches stipends and teaching positions through partnership with Kinesiology Department.
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**Athletic Department**

- Develop marketing plan to recruit student-athletes and increase athletic enrollment.

## Athletic Department

### **Initiative 3: REVENUE AND MARKETING**

- Developing fundraising strategy and marketing plan.
- Successful athletic programs are developed through good community support.
- Expenditure of revenues to develop athletic programs and Kinesiology facilities is justified in light of the fact that athletic programs constitute significant generators of enrollment. Student-athletes are required to be enrolled as full-time students. Each athlete, therefore, generates one FTES during the semester of competition and, should they remain enrolled in the off-season semester, two FTES per year, representing approximately \$ 8,800 per athlete, per year.

#### **Strategic Initiatives:**

- Develop athletic branding, which exemplifies Norco College's goals and community atmosphere.
- Develop strong social media pages for athletics to broadcast developments and successes.
- Partner with nearby high schools to provide opportunities for students to learn and become involved with the College and Athletics.
- Separate Athletics completely from Riverside City College.

#### **Action plan:**

- Develop spirit logo.
  - Use such publicity measures as follows:
    - Press releases
    - Press conferences
  - Modernize website.
  - Use PrestoSports website to its full capability to have live streaming stats and eventually live games for fans to watch.
  - Get rid of Memorandum of Understanding connecting Norco College Athletics to Riverside City College Athletics.
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**Athletic Department**

**Initiative 4: FACILITY DEVELOPMENT**

- 2013-2018 Norco College Facilities Master plan has taken into account the need for athletic facilities.
- To house both the Kinesiology Department and the Athletic Department, supporting additional sports teams, more facilities are needed.
- The facilities proposed serve dual functions and opportunities for student-athletes and the general student body.
- Facilities can provide increased funding by developing contracts with club sports to rent facilities.

**Strategic Initiatives:**

- Work with Master Plan Committee to ensure Athletics and Kinesiology facilities are strongly represented.
- Continued communication and cooperation with Kinesiology Department.
- Increase value of program through premier facilities focused on Norco College Athletic Program brand.

**Action Plan:**

- Secure funding through research and proposal during the 2020 bond measure.
  - Develop relationship with seasoned Athletic Directors within conference or surrounding areas to help avoid facility and program mistakes.
  - Get multiple bids for construction of CHPK, aquatics and stadium facilities.
  - Lights on field to allow for more accessible hours.
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**Athletic Department**

**Initiative 5: NEW PERSONNEL**

- All sports need head and assistant coaches.
- In the Norco College 2014 Program Review, the Orange Empire Conference (OEC) recommended, “As compliance issues are increasingly web-based and data driven, it is recommended that an Sports Information Director (SID) position be created and hired to assist Athletic Director in several areas of operations.”
- As teams increase, the program will need to create positions for administrative roles to maintain compliance and effective functioning.

**Strategic Initiatives:**

- Stipends for head and assistant coaches based on union
- Additional positions will need to be created:
  - Full time Athletic Director
  - Sports Information Director
  - Increased facilities employees
  - Full time Eligibility and Compliance Coordinator
  - Full time Athletics’ Academic Counselor
  - Dean of Kinesiology
  - Athletics Administrative Assistant
  - Sports and Conditioning Coach/Fitness Center Director
  - Equipment Manager
  - Transportation Coordinator
  - Assistant ATC

**Action plan:**

- Request positions through program review process.
  - Secure general funding for positions.
  - Work closely with Kinesiology as some positions will have dual department functions.
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**Athletic Department**

**Initiative 6: COMMUNITY INVOLVEMENT**

- Research has shown that Athletics enjoys a large fan base, strong booster clubs and an abundance of community partners willing to contribute toward its Athletics Programs. The strength of this culture and tradition has implications to the importance of, over time, establishing similar traditions, fan bases and community support at Norco College.
- To submerge individual teams and entire program in the community, we must understand the roots and history of Norco City.

**Strategic Initiatives:**

- Each coach shall choose philanthropic organizations he or she wants to support and become involved.
- Host youth sports camps during off-season.
- Each team will actively seek fundraising efforts throughout community.

**Action plan:**

- Install lights on fields to allow for youth sports camps to become involved with Norco College and Athletic Program.
  - Investigate Norco College equestrian team to be a bigger part of “Horse Town, USA”
  - Host community forums and outreach events regarding 2020 general obligation bond measure.
  - Develop Athletic informational flyers to distribute throughout community.
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**Athletic Department**

Appendix A: Facility Construction Expense Estimate

Facility:	Construction Estimate
Gymnasium/Recreation Center	\$55 million
Aquatics Center	\$27.3 million
Beach Volleyball Courts	\$363,000
Softball Field	\$660,000
Track/Stadium	\$4.8 Million
Total	\$88.2 Million

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