



C U Y A M A C A
• C O L L E G E •

Annual Update Report

SIS - Athletics

Cuyamaca Monthly Coaches Meeting

Program Goal: Prior to Spring of 2023, monthly coaches meetings were not held on a consistent basis. In spring of 2023, the goal of scheduling and holding sustenance and informative coaches meetings were scheduled for the academic year. Each one-hour meeting consist of agenda that incorporates updates on district, college, regional and state changes affecting intercollegiate sports and or supporting exercise science course curriculum. Goals moving forward from the 2023 annual review included but were not limited to the following; Increased in-person attendance at meetings. (currently hybrid), and inclusive of student members of a new created "Cuyamaca Student Athlete Advisory Counsel".

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Prior to Spring of 2023, monthly coaches meetings were not held on a consistent basis. In spring of 2023, the goal of scheduling and holding sustenance and informative coaches meetings were scheduled for the academic year. Each one-hour meeting consist of agenda that incorporates updates on district, college, regional and state changes affecting intercollegiate sports and or supporting exercise science course curriculum. Goals moving forward from the 2023 annual review included but were not limited to the following; Increased in-person attendance at meetings. (currently hybrid), and inclusive of student members of a new created "Cuyamaca Student Athlete Advisory Counsel". (X)
- **Eliminate Equity Gaps in Course Success:** Prior to Spring of 2023, monthly coaches meetings were not held on a consistent basis. In spring of 2023, the goal of scheduling and holding sustenance and informative coaches meetings were scheduled for the academic year. Each one-hour meeting consist of agenda that incorporates updates on district, college, regional and state changes affecting intercollegiate sports and or supporting exercise science course curriculum. Goals moving forward from the 2023 annual review included but were not limited to the following; Increased in-person attendance at meetings. (currently hybrid), and inclusive of student members of a new created "Cuyamaca Student Athlete Advisory Counsel". (X)
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- **Increase Hiring and Retention of Diverse Employees:** Prior to Spring of 2023, monthly coaches meetings were not held on a consistent basis. In spring of 2023, the goal of scheduling and holding sustenance and informative coaches meetings were scheduled for the academic year. Each one-hour meeting consist of agenda that incorporates updates on district, college, regional and state changes affecting intercollegiate sports and or

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Summary of Progress or Results

Summary of Progress or Results: Results: The Cuyamaca College Athletic Department has fully instituted regular monthly staff and coaches meetings. As part of the Athletic Department's Mission Statement, "Athlete centered, Coach driven, Medical, Science and Athletic staff Supported", monthly athletic-department meetings have become a critical component of operating a successful community college athletics program. At Cuyamaca College, these meetings serve as a structured forum that strengthens internal communication, ensures regulatory alignment, and creates the conditions necessary for consistent team achievement. Their value can be understood through several key dimensions:

1. Strengthening Compliance with 3C2A Bylaws and Expectations.

Because the California Community College Athletic Association (3C2A) maintains detailed and frequently updated bylaws—covering eligibility, recruiting, decorum, competitive equity, Title IX expectations, and student-athlete welfare—continuous communication is essential. Monthly meetings support compliance in the following ways:

A. Standardized Understanding Across Coaching Staff;

Frequent meetings ensure that every coach receives updated guidance at the same time. This decreases the risk of unintentional violations, especially in areas such as:

- Eligibility certification and academic progress
- Recruiting contact limitations
- Season-of-competition rules
- Contest limitations and travel guidelines
- Student-athlete conduct and decorum expectations

B. Early Identification of Compliance Issues;

Meeting monthly allows administrators and coaches to identify potential problems before they escalate—for example, eligibility documentation delays, roster discrepancies, or misunderstandings about off-season workout limits.

C. Accountability and Documentation;

Regular meetings create a paper trail of training, reminders, and department-wide decisions. This documentation becomes valuable in the event of eligibility reviews, audits, or 3C2A investigations.

2. Improving Program Communication and Operational Alignment.

Beyond compliance, monthly meetings promote smoother and more efficient department operations.

A. Consistency in Department Values and Culture;

Cuyamaca's athletic identity—sportsmanship, inclusivity, academic accountability, and professionalism—must be consistently reinforced. Monthly meetings reinforce shared expectations across all sports.

B. Coordinated Scheduling and Resource Use;

Regular gatherings allow coaches to:

- Manage shared facility use

Summary of Progress or Results

- Confirm travel and game operations logistics
- Communicate training-room or academic support needs
- Address staffing or budget questions

This coordination minimizes conflicts, reduces operational errors, and supports a more professional student-athlete experience.

C. Professional Development and Training;

Meetings often include short professional-development components that elevate the quality of coaching across the department (e.g., mental-health training, equity workshops, compliance refreshers, emergency response updates).

3. Positive Impact on Student-Athlete Success and Team Performance

Consistent communication among staff correlates directly with stronger team outcomes—both athletically and academically.

A. Fewer Administrative Obstacles = More Competitive Focus

Teams that experience fewer eligibility delays, fewer paperwork issues, and fewer compliance errors can focus more fully on training, scouting, and player development.

B. Stronger Academic Oversight

Monthly meetings allow coaches to receive updates on academic progress programs, tutoring availability, early alerts, and GPA trends. When staff intervene earlier, retention and eligibility remain high.

C. Unified Department Culture Boosts Recruitment and Retention

Prospective athletes and returning players function better in programs where:

- Expectations are clear
- Administrative support is predictable
- Coaches collaborate instead of operate independently

This enhances team morale, reduces turnover, and leads to more consistent athletic results.

4. Maintaining Institutional Credibility and Student-Athlete Welfare

The reputation of the athletic program influences community trust, enrollment, and institutional support.

A. Demonstrating Transparency and Integrity

Monthly meetings embody a proactive approach to integrity—showing that Cuyamaca College prioritizes compliance and student-athlete welfare.

B. Supporting Title IX and Equity Commitments

Regular coordination ensures equitable resource allocation, consistent enforcement of behavioral expectations, and mutual accountability across men's and women's programs.

Summary of Progress or Results

C. Risk Reduction for the Institution

Compliance failures can lead to penalties, forfeits, or reputational damage. Meeting regularly significantly reduces these risks.

Conclusion

Monthly athletic department meetings at Cuyamaca College are essential to maintaining a compliant, competitive, and student-centered athletics program. By reinforcing understanding of 3C2A bylaws, aligning departmental operations, supporting academic and athletic success, and promoting a culture of transparency and integrity, these meetings form the structural backbone of the college's athletic performance. Ultimately, consistent communication among staff is strongly correlated with team success, operational stability, and long-term program credibility.

Reporting Period: 2025 - 2026

Status: In Progress - will carry forward into next year

Action steps for this academic year.:

Increase 'face-to-face' attendance

include assistant coaches

Invited guest speakers

Athletic Operations Specialist

Program Goal: AKHE division houses both instructional, activity, and intercollegiate courses. The current frontline staffing that assist in the day-to-day operations of course curriculum and athletics consist of an Administrative Assistant III and one clerical assistant. Intercollegiate Athletics has grown on average 10% per year with the closure of the this calendar year 2024-25 an expected 20+% due to the mandate set to all teams to increase rosters to offset the expected decline in activity enrollments caused by the passage of AB928. The staff in its current formation, especially in fall, struggles to adequately and timely manage the eight of eleven teams that compete.

The Administrative Assistant III has been evaluated to have a 'workload' issue by HR that has necessitated the clocking of massive overtime hours per annum. The re-addition of an clerical assistant has alleviated some of this but not fully. The prior funded position of Athletics Operations Specialist is an essential position to the success of the Cuyamaca Athletics department. This position, the Athletics Operation Specialist, job description directly answers the need of the department and what is needed to run a successful athletics department sep

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

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<p>Summary of Progress or Results</p> <p>Summary Date: 12/10/2025</p> <p>Summary of Progress or Results: Position was defunded in 2023. Proposal is to reinstitute funding for the position.</p> <p>Reporting Period: 2025 - 2026</p> <p>Status: Not Started</p> <p>What resources, if any, are needed to achieve this goal? (Select all that apply): New classified position</p> <p>Action steps for this academic year.:</p> <p>Appeal for Approval to Hire a Full-Time Athletic Operations Specialist (c30)</p> <p>Submitted by: Dean of Athletics, Cuyamaca College</p> <p>Subject: Request to Post and Hire a Full-Time Athletic Operations Specialist</p>

Summary of Progress or Results

Executive Summary

Cuyamaca College Athletics has experienced unprecedented program growth, expanding its total athlete population from 123 in 2023 to 238 in 2025—a 93% increase in just three years. This growth is driven by the addition of women's basketball and women's soccer, ongoing Title IX expansion efforts, and roster increases mandated to offset the impacts of California's AB 928 and evolving curriculum pathways such as IGETC.

While the athletic program has grown significantly, the operational staffing supporting these programs has remained unchanged. The department currently relies on one administrative assistant, one full-time clerical assistant, and two student workers to manage daily operations for one of the state's most successful community college athletic departments. These limited personnel are unable to meet the expanded operational requirements associated with increased teams, larger rosters, more competitions, greater compliance responsibilities, and higher logistical complexity.

To ensure sustainable program quality, operational efficiency, compliance, and student–athlete support, the department formally requests approval to post and hire a Full-Time Athletic Operations Specialist.

Rationale for the Athletic Operations Specialist

1. Department Growth & Title IX Expansion

- Athlete population nearly doubled since 2023.
- Two new women's sports added; additional women's sports under consideration to strengthen Title IX compliance.
- Each new team requires scheduling, purchasing, budget oversight, eligibility processing, transportation logistics, and competition coordination—all of which significantly increase operational workload.

2. Impact of AB 928 & Roster Growth

- Mandated roster expansion increases operational complexity:
 - More athletes to certify, equip, track academically, and support.
 - Increased travel planning, game management tasks, purchasing cycles, and invoice processing.
-
- Current staffing cannot absorb the operational impact of larger team rosters.

3. Misalignment of Duties and Staff Capacity

- The administrative assistant and student workers must regularly step away from instructional responsibilities to handle

Summary of Progress or Results

essential athletic operations.

- Critical tasks—including scheduling, budget tracking, purchase orders, referee payments, equipment procurement, facility coordination, and compliance documentation—are increasingly delayed or inconsistently completed due to staff overload.
- This creates operational bottlenecks that threaten the department's ability to function effectively.

4. Department Vision & Institutional Alignment

The department's vision—Athlete Centered, Coach Driven, Science and Administration Supported—requires an operational infrastructure capable of supporting coaches and student-athletes efficiently.

- Without adequate operations staffing, both coaches and instructional staff are forced to assume administrative duties, removing focus from student learning, performance, and welfare.

Cost/Benefit Analysis

Estimated Cost

- Full-Time Athletic Operations Specialist salary + benefits: approximately \$65,000–\$85,000 annually (based on comparable district positions; exact figure determined by HR/union placement).

Benefits

1. Increased Efficiency & Reduced Administrative Burden

- Streamlines scheduling, purchasing, fiscal tracking, team transportation, and event operations.
- Reduces workload on instructional staff, allowing coaches and faculty to focus on teaching, training, and academic oversight.
- Ensures timely processing of purchase orders, equipment orders, and vendor payments.

2. Improved Compliance & Accuracy

- Ensures accurate and timely completion of:
 - CCCAA eligibility processes
 - Title IX participation data

Summary of Progress or Results

- Game and referee contracts
- Required safety and travel documentation
-
- Reduces errors that can result in competitive penalties, eligibility violations, or accreditation issues.

3. Enhanced Student–Athlete Experience

- Faster resolution of equipment needs, travel coordination, facility access, and game operations improves student engagement, retention, and academic success.
- Supports continued program growth tied to enrollment and FTES generation.

4. Financial Stewardship

- A dedicated operations specialist improves budget management and purchasing oversight, reducing waste, avoiding duplicate orders, and ensuring compliance with district fiscal procedures.
- Prevents costly errors in contract processing and inventory management.

Liability Mitigation Strategy

A properly staffed operations office significantly reduces institutional risk by ensuring:

- Accurate records of schedules, travel itineraries, EAPs (Emergency Action Plans), and facility usage.
- Proper documentation and communication with officials, visiting teams, bus companies, and vendors.
- Timely submission of compliance paperwork preventing sanctions, forfeitures, or penalties.
- Reduced reliance on student workers for sensitive fiscal and operational tasks.
- Improved coordination with risk management, campus police, and facilities, strengthening campus safety at athletic events.

Operational failures—missed communication, scheduling conflicts, uncontrolled facility access, lost documentation, or payment delays—pose financial, legal, and safety risks to the college. The addition of a full-time specialist directly addresses these vulnerabilities.

Conclusion and Recommendation

Cuyamaca College Athletics has grown dramatically, both in size and operational complexity. With continued expansion on the

Summary of Progress or Results

horizon, current staffing levels are insufficient to maintain program quality, safety, compliance, and administrative integrity. To sustain responsible program growth and protect institutional resources, the athletic department urgently requests approval to post and hire a Full-Time Athletic Operations Specialist.

This position is essential to:

- Maintain compliance
- Support Title IX expansion
- Improve operational efficiency
- Reduce institutional liability
- Enhance the student–athlete and coach experience
- Uphold the department’s vision of being Athlete Centered, Coach Driven, and Science and Administration Supported

Full-Time Athletic Eligibility Specialist

Program Goal: Re-classification of Cuyamaca College's Athletic Eligibility Specialist from 50% to 100% to accommodate the current growth and complexity of Cuyamaca College Student-Athletic population and sport rosters. At the conclusion of Cuyamaca College athletics 2024-25 season, the student-athlete population will have grown 44.82% from fall of 2022 (not including potential increases in spring sports). In the current environment, the athletic eligibility specialist does not have ample time or opportunities, given the limited hours, to expand their services beyond the minimum requirements of the role (student-athlete eligibility) to evaluate and create reports for the Dean of Athletics with consistency such as student-athlete grade reports, study hall schedules and athlete success seminars for coaches and athletes. Increasing the Athletic Eligibility Specialist to 100%, would meet the current challenges and proactively place the department in a much better position to meet the expected growth of our sport programs currently, and future sports programs offered, and the increased rosters mandated by the Dean of Athletics to counter AB928's effect on Exercise Science, and finally, the growth in our student-athlete population attributed to the success of its sports programs.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

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Summary of Progress or Results
Summary Date: 12/10/2025
Summary of Progress or Results: The request was ranked by the committee last cycle. However, it did not get funded. The continued increases in the student-athlete population at the college further strengthens the need for this position.
Reporting Period: 2025 - 2026
Status: In Progress - will carry forward into next year

Summary of Progress or Results

What resources, if any, are needed to achieve this goal? (Select all that apply): New classified position

Action steps for this academic year.:

Justification for Increasing the Athletic Eligibility Specialist Position to 100% FTE

Submitted to: Cuyamaca College Administration

Submitted by: Tonie Campbell, Dean AKHE

Date: December 2025

1. Overview and Purpose of Request

This request seeks approval to increase the Athletic Eligibility Specialist position from 50% FTE (part-time) to 100% FTE (full-time). This change is necessary to support the rapid expansion of Cuyamaca College's Athletics program, the substantial increase in student-athlete enrollment, and the growing administrative, compliance, and reporting workload associated with intercollegiate athletics.

2. Growth in Student-Athlete Population

Cuyamaca College Athletics has experienced unprecedented growth:

- 2023 student-athlete total: 123
- 2024 student-athlete total: 134
- 2025 student-athlete total: 238

This represents a 93% increase over three intercollegiate seasonal years. This increase has resulted in nearly doubling the compliance and eligibility management workload. Projections indicate continued growth due to increased recruitment, program improvements, and new sport offerings.

Additional Factors Driving Growth

- Launch of two new women's intercollegiate sports (basketball and soccer in 2024-25)
- Increased retention of student-athletes
- Stronger local recruiting pipelines
- Rising interest from transfer prospects and nontraditional athletes

Summary of Progress or Results

- Ongoing discussions about adding additional sports in the near future

Given these trends, the athletics program is evolving from a small-scale operation to a mid-sized program requiring professionalized administrative support.

3. Current Workload and Limitations at 50% FTE

The Athletic Eligibility Specialist was hired in 2023 to manage:

- All CCCAA and institutional eligibility documentation
- Weekly unit checks for all in-season student-athletes
- Start-of-season and end-of-season packets for every team
- Tracking full-time enrollment, academic progress, and compliance milestones
- Athlete onboarding, paperwork review, and residency verification
- Coordination with Admissions & Records, Financial Aid, and Counseling
- Preparation and submission of compliance reports
- Maintaining student-athlete databases and secure files
- Monitoring midterm progress reports, incomplete grades, appeals

At 123 student-athletes (2023), the workload was already challenging.

At the current level of 238 athletes, the volume is no longer manageable at a 50% time appointment.

Examples of Workload Increase

- Weekly unit checks have nearly doubled, now reaching over 150 active athletes during overlapping seasons.
- Start/end-season packets for 11 sports are time-sensitive, high-volume documents.
- CCCAA eligibility audits are more frequent and more complex due to increased transfer and nontraditional student-athletes.
- Academic monitoring (progress checks, eligibility verification, retention tracking) has nearly doubled.
- Increased need for collaboration with Counseling, Admissions, Financial Aid, and DSPS on academic standing.

Summary of Progress or Results

The workload far exceeds the capacity of a half-time position, creating significant risk for errors, delays, or compliance violations.

4. Compliance and Risk Management Concerns

Eligibility compliance is a high-stakes, non-negotiable requirement in intercollegiate athletics. CCCAA regulations prohibit:

- Using ineligible athletes
- Missing or incomplete documents
- Late submission of eligibility forms
- Inaccurate academic unit or GPA tracking

Consequences can include:

- Team forfeitures
- Loss of playoff eligibility
- Institutional sanctions
- Reputational damage
- Student-athlete eligibility appeals and grievances
- Increased workload on other departments and administrators

With a nearly doubled athlete population, these risks escalate dramatically without adequate staffing. A 50% FTE specialist cannot sustain the workload without jeopardizing compliance.

5. Program Growth and Future Expansion

Athletics growth is ongoing and strategically important for:

- Enrollment management
- Diversity initiatives
- Student engagement
- Community visibility

Summary of Progress or Results

- Retention and completion metrics

The addition of:

- Women's Basketball, and
- Women's Soccer

has already stretched the position beyond capacity. Additional sports—especially women's programs to support Title IX compliance—are being considered within the next 2–5 years.

A full-time eligibility specialist ensures the department is prepared for future expansion without scrambling for emergency staffing changes.

6. Institutional Benefits of a Full-Time Eligibility Specialist

6.1 Enhanced Compliance and Risk Reduction

- Accurate, timely documentation protects the college from CCCAA violations.
- Full-time oversight ensures every team and athlete meets academic and participation standards.

6.2 Quality Support for Student-Athletes

- Faster onboarding and eligibility clearance
- More responsive academic monitoring
- Better support for at-risk students
- Stronger collaboration with Counseling and Admissions

6.3 Operational Efficiency

- Eliminates last-minute crises caused by part-time availability
- Supports consistent communication across departments
- Improves season preparation and reporting timelines

6.4 Title IX Alignment

- More women's sports → more administrative attention required
- Full-time staffing helps support equitable services across men's and women's teams

Summary of Progress or Results

7. Summary and Recommendation

The current 50% FTE Athletic Eligibility Specialist position cannot sustain the workload generated by the rapid growth of Cuyamaca College Athletics. With student-athletes increasing from 123 in 2023 to 238 at the conclusion of the 2024-25 cycle, the addition of new women's sports, and continued expansion expected, the college must increase the role to 100% FTE to ensure:

- Compliance with CCCAA regulations
- Protection of institutional integrity
- High-quality support for student-athletes
- Operational efficiency
- Preparedness for future sport additions

I respectfully request the approval of increasing the Athletic Eligibility Specialist to a full-time (100% FTE) position effective FY 2025–2026.

This staffing adjustment is essential to supporting the continued growth, competitiveness, and compliance of Cuyamaca College Athletics.

Gender Equity

Program Goal: Cuyamaca College supports a total of eleven sports. Six sports, soccer, basketball, track & field, cross-country and volleyball are offered to women student-athletes. However, basketball and soccer have not been offered due to low interest and or needed coaching changes. It was due to the hiatus of these sports that have caused an imbalance in Cuyamaca's sports program offerings. Per Title IX regulations, the gender that is lowest in participation shall be termed "under represented". Per Title IX code, colleges must show an active plan to address this disparity in the under represented gender's sports offering opportunities and rosters.

The goals set forth in the 2023 program review were to; 1. Establishment of team rooms that can house multiple teams of various sizes and the general public. 2. Continue to hire under represented gender coaches and staff. 3. Develop intercollegiate athletic opportunities for the under represented gender group.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

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The goals set forth in the 2023 program review were to; 1. Establishment of team rooms that can house multiple teams of various sizes and the general public. 2. Continue to hire under represented gender coaches and staff. 3. Develop intercollegiate athletic opportunities for the under represented gender group.

(X)

- **Increase Hiring and Retention of Diverse Employees:** Cuyamaca College supports a total of eleven sports. Six sports, soccer, basketball, track & field, cross-country and volleyball are offered to women student-athletes. However, basketball and soccer have not been offered due to low interest and or needed coaching changes. It was due to the hiatus of these sports that have caused an imbalance in Cuyamaca's sports program offerings. Per Title IX regulations, the gender that is lowest in participation shall be termed "under represented". Per Title IX code, colleges must show an active plan to address this disparity in the under represented gender's sports offering opportunities and rosters.

The goals set forth in the 2023 program review were to; 1. Establishment of team rooms that can house multiple teams of various sizes and the general public. 2. Continue to hire under represented gender coaches and staff. 3. Develop intercollegiate athletic opportunities for the under represented gender group.

(X)

Summary of Progress or Results

Summary Date: 12/11/2025

Summary of Progress or Results: Cuyamaca College Athletics is in the second season of returning women's soccer and basketball. Our Title IX reporting for intercollegiate sport opportunity for 2024-25 has shown significant improvement over 2023-24 for the female gender (underrepresented gender group). Cuyamaca Athletic leadership in collaboration with each coach, increased the total athletic population from 123 total student athletes in 2022-23 to 238 total student athletes reported in 2024-25. More notably, in once calendar year, Cuyamaca College athletics increased its female athlete population from 38 athletes to 99 athletes. Further to this point, the percentage of female representation has increased from 29% in 2023-24 to 41% in 2024-25.

Summary of Progress or Results

Reporting Period: 2025 - 2026

Status: In Progress - will carry forward into next year

Action steps for this academic year.:

Cuyamaca College Athletics shall continue stressing the importance of increased roster sizes for all teams with emphasis on teams that struggle with roster specifically women's sports such as soccer, basketball, cross-country and golf.

Additional trainings and mentorship are being planned for coaches to develop new strategies for recruitment and pairing successful coaches with coaches that struggle to observe and learn strategies that have been successful.

Finally, the success of our programs will naturally increase recruitment for those teams. However, there will be some spill-over in recruiting enjoyed by other less successful sports. The overall success of the Cuyamaca Athletic programs will help in this regard.

The department will also continue to focus and invest in our social media footprint via our main athletic site (www.cuyamacacoyotes.com) and through each team's social media sites.

100% Athletic Trainer #2

Program Goal: Seek approval for budget augmentation to increase our second athletic trainer position to full-time (40 hours per week from 27.4).

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Seek approval for budget augmentation to increase our second athletic trainer position to full-time (40 hours per week from 27.4). (X)
- **Eliminate Equity Gaps in Course Success:** Seek approval for budget augmentation to increase our second athletic trainer position to full-time (40 hours per week from 27.4). (X)
- **Increase Persistence and Eliminate Equity Gaps:** Seek approval for budget augmentation to increase our second athletic trainer position to full-time (40 hours per week from 27.4). (X)
- **Increase Hiring and Retention of Diverse Employees:** Seek approval for budget augmentation to increase our second athletic trainer position to full-time (40 hours per week from 27.4). (X)

Summary of Progress or Results

Summary Date: 12/11/2025

Summary of Progress or Results: The request to increase the part-time athletic trainer to 1.0 FTE was ranked high in the last cycle. While this request is still being considered has not ratified. Since the last submission, the athletic student population has grown. Our most recent Title IX reporting documents Cuyamaca College total student athlete population risen to 238. This also notes missed opportunities from three sports that during this reporting period having low roster numbers. If these sports continue to grow and the additional eight sports hold or increase their roster sizes, Cuyamaca College can expect additional increase and a predicted 265+ student athletes.

Reporting Period: 2025 - 2026

Status: In Progress - will carry forward into next year

What resources, if any, are needed to achieve this goal? (Select all that apply): New classified position

Summary of Progress or Results

Action steps for this academic year.:

Justification for Increasing the Athletic Eligibility Specialist Position to 100% FTE

Submitted by: Tonie Campbell, Dean AKHE

Date: December 2025

1. Overview and Purpose of Request

This request seeks approval to increase the Athletic Eligibility Specialist position from 50% FTE (part-time) to 100% FTE (full-time). This change is necessary to support the rapid expansion of Cuyamaca College's Athletics program, the substantial increase in student-athlete enrollment, and the growing administrative, compliance, and reporting workload associated with intercollegiate athletics.

2. Growth in Student-Athlete Population

Cuyamaca College Athletics has experienced unprecedented growth:

- 2023 student-athlete total: 123
- 2024 student-athlete total: 134
- 2025 student-athlete total: 238

This represents a 93% increase over three intercollegiate seasonal years. This increase has resulted in nearly doubling the compliance and eligibility management workload. Projections indicate continued growth due to increased recruitment, program improvements, and new sport offerings.

Additional Factors Driving Growth

- Launch of two new women's intercollegiate sports (basketball and soccer in 2024-25)
- Increased retention of student-athletes
- Stronger local recruiting pipelines
- Rising interest from transfer prospects and nontraditional athletes
- Ongoing discussions about adding additional sports in the near future

Given these trends, the athletics program is evolving from a small-scale operation to a mid-sized program requiring professionalized

Summary of Progress or Results

administrative support.

3. Current Workload and Limitations at 50% FTE

The Athletic Eligibility Specialist was hired in 2023 to manage:

- All CCCAA and institutional eligibility documentation
- Weekly unit checks for all in-season student-athletes
- Start-of-season and end-of-season packets for every team
- Tracking full-time enrollment, academic progress, and compliance milestones
- Athlete onboarding, paperwork review, and residency verification
- Coordination with Admissions & Records, Financial Aid, and Counseling
- Preparation and submission of compliance reports
- Maintaining student-athlete databases and secure files
- Monitoring midterm progress reports, incomplete grades, appeals

At 123 student-athletes (2023), the workload was already challenging.

At the current level of 238 athletes, the volume is no longer manageable at a 50% time appointment.

Examples of Workload Increase

- Weekly unit checks have nearly doubled, now reaching over 150 active athletes during overlapping seasons.
- Start/end-season packets for 11 sports are time-sensitive, high-volume documents.
- CCCAA eligibility audits are more frequent and more complex due to increased transfer and nontraditional student-athletes.
- Academic monitoring (progress checks, eligibility verification, retention tracking) has nearly doubled.
- Increased need for collaboration with Counseling, Admissions, Financial Aid, and DSPS on academic standing.

The workload far exceeds the capacity of a half-time position, creating significant risk for errors, delays, or compliance violations.

4. Compliance and Risk Management Concerns

Eligibility compliance is a high-stakes, non-negotiable requirement in intercollegiate athletics. CCCAA regulations prohibit:

Summary of Progress or Results

- Using ineligible athletes
- Missing or incomplete documents
- Late submission of eligibility forms
- Inaccurate academic unit or GPA tracking

Consequences can include:

- Team forfeitures
- Loss of playoff eligibility
- Institutional sanctions
- Reputational damage
- Student-athlete eligibility appeals and grievances
- Increased workload on other departments and administrators

With a nearly doubled athlete population, these risks escalate dramatically without adequate staffing. A 50% FTE specialist cannot sustain the workload without jeopardizing compliance.

5. Program Growth and Future Expansion

Athletics growth is ongoing and strategically important for:

- Enrollment management
- Diversity initiatives
- Student engagement
- Community visibility
- Retention and completion metrics

The addition of:

- Women's Basketball, and

Summary of Progress or Results

- Women's Soccer

has already stretched the position beyond capacity. Additional sports—especially women's programs to support Title IX compliance—are being considered within the next 2–5 years.

A full-time eligibility specialist ensures the department is prepared for future expansion without scrambling for emergency staffing changes.

6. Institutional Benefits of a Full-Time Eligibility Specialist

6.1 Enhanced Compliance and Risk Reduction

- Accurate, timely documentation protects the college from CCCAA violations.
- Full-time oversight ensures every team and athlete meets academic and participation standards.

6.2 Quality Support for Student-Athletes

- Faster onboarding and eligibility clearance
- More responsive academic monitoring
- Better support for at-risk students
- Stronger collaboration with Counseling and Admissions

6.3 Operational Efficiency

- Eliminates last-minute crises caused by part-time availability
- Supports consistent communication across departments
- Improves season preparation and reporting timelines

6.4 Title IX Alignment

- More women's sports → more administrative attention required
- Full-time staffing helps support equitable services across men's and women's teams

7. Summary and Recommendation

The current 50% FTE Athletic Eligibility Specialist position cannot sustain the workload generated by the rapid growth of Cuyamaca College Athletics. With student-athletes increasing from 123 in 2023 to 238 at the conclusion of the 2024-25 cycle, the addition of new women's sports, and continued expansion expected, the college must increase the role to 100% FTE to ensure:

Summary of Progress or Results

- Compliance with CCCAA regulations
- Protection of institutional integrity
- High-quality support for student-athletes
- Operational efficiency
- Preparedness for future sport additions

I respectfully request the approval of increasing the Athletic Eligibility Specialist to a full-time (100% FTE) position effective FY 2025–2026.

This staffing adjustment is essential to supporting the continued growth, competitiveness, and compliance of Cuyamaca College Athletics.

Director of Soccer

Program Goal: Creation of a Director of Soccer to oversee the recruitment, training, administration of Men's and Women's Cuyamaca College Intercollegiate Soccer programs.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Creation of a Director of Soccer to oversee the recruitment, training, administration of Men's and Women's Cuyamaca College Intercollegiate Soccer programs. (X)
- **Eliminate Equity Gaps in Course Success:** Creation of a Director of Soccer to oversee the recruitment, training, administration of Men's and Women's Cuyamaca College Intercollegiate Soccer programs. (X)
- **Increase Persistence and Eliminate Equity Gaps:** Creation of a Director of Soccer to oversee the recruitment, training, administration of Men's and Women's Cuyamaca College Intercollegiate Soccer programs. (X)
- **Increase Completion and Eliminate Equity Gaps:** Creation of a Director of Soccer to oversee the recruitment, training, administration of Men's and Women's Cuyamaca College Intercollegiate Soccer programs. (X)
- **Increase Hiring and Retention of Diverse Employees:** Creation of a Director of Soccer to oversee the recruitment, training, administration of Men's and Women's Cuyamaca College Intercollegiate Soccer programs. (X)

Summary of Progress or Results

Summary Date: 01/03/2026

Summary of Progress or Results: Cuyamaca College Athletics would benefit from transitioning to an athletic team directorship model to better align with the increasing demands, compliance requirements, and student-support expectations of modern intercollegiate athletics. The traditional model of relying on tenured faculty coaches often limits program flexibility, continuity, and accountability due to competing academic responsibilities and the constraints of faculty contracts. A directorship model allows for dedicated athletic professionals whose primary role is program leadership, recruitment, student-athlete development, and adherence to conference, state, and institutional regulations. This structure supports clearer lines of responsibility and more consistent oversight across teams.

Moving away from tenured faculty coaches also creates opportunities for enhanced equity, performance, and sustainability. Athletic team directors can be hired, evaluated, and retained based on program needs, outcomes, and student-athlete success, ensuring adaptability in a rapidly evolving collegiate athletics landscape. This model strengthens collaboration with counseling, academic support, and student services while preserving instructional excellence by allowing faculty to focus on teaching. Ultimately, supporting an athletic team directorship model positions Cuyamaca College Athletics to better serve student-athletes, improve competitive success, and maintain compliance and fiscal responsibility.

Reporting Period: 2025 - 2026

Status: Not Started

What resources, if any, are needed to achieve this goal? (Select all that apply): New classified position

Action steps for this academic year.:

Cuyamaca Sports Directorship Model

The model of employing **individual sports directors at community colleges in lieu of traditional stipend coaches** presents a structural shift with potential benefits and challenges. This approach generally involves replacing part-time, seasonal stipend positions with full-time, professional staff who oversee specific sports or groups of sports, managing all aspects of their programs from within the institution's management structure.

Model Overview

In the stipend coach model, individuals (often part-time) are paid a fixed amount for a specific season or assignment, and they may have limited involvement outside of their sport's season. In contrast, a full-time "individual sports director" (or a similar title, as the roles of coach and administrator often blend in collegiate athletics) is a permanent, year-round employee, similar to an academic department chair.

This director would:

- **Supervise all aspects** of their program, from recruitment and scheduling to budget management and compliance.
- **Be integrated into the college's full-time** salary and benefits structure, rather than a separate stipend budget.
- **Focus on program(s) stability**, development, and integration with the college's educational mission, similar to a model Division II program.

I. Potential Benefits:

- **Program Stability and Consistency:** Full-time directors are more likely to provide long-term program stability and retention, as opposed to high turnover often seen with temporary stipend positions.
- **Enhanced Institutional Control:** Having directors fully integrated into the college's management structure strengthens institutional

Summary of Progress or Results

control over all aspects of the athletic program, ensuring compliance with college policies and external regulations like Title IX.

- **Professional Development and Oversight:** Full-time status allows for greater investment in professional development, training, and consistent oversight of staff and student-athletes, including academic progress.
- **Clearer Role Definition:** It can clarify the coach's role as a staff member with a defined set of responsibilities (e.g., student success, budget management, compliance, recruitment), moving beyond a purely performance-based, seasonal focus.
- **Improved Resource Management:** A full-time director can more effectively manage budgets and resources, potentially leading to greater financial efficiency and sustainability across all sports.
- **Evaluative Control:** A full-time director can be evaluated more regularly and extension of contract tied to achievement metrics stated early in the contractual term of employment.

II. Potential Challenges:

- **Increased Costs:** Shifting from a large number of part-time stipend coaches to fewer full-time, salaried directors with benefits will likely increase overall salary and benefits costs for the institution.
- **Recruitment/Hiring:** It may be difficult to find qualified individuals who have both high-level coaching skills *and* the extensive administrative expertise (budgeting, compliance, fundraising, etc.) required for a director role.
- **Flexibility Loss:** The stipend model offers flexibility in staffing for sports with variable team sizes or specific seasonal needs. A fixed number of full-time directors might reduce this flexibility.
- **Implementation Complexity:** Transitioning existing staff and creating new organizational charts and standard operating procedures (SOPs) requires careful planning, union and legal consultation, especially concerning employment law and Title IX compliance.

III. Implementation Considerations:

Community colleges considering this model must carefully review their needs and resources.

- The Los Angeles Community College District (LACCD) uses specific guidance for converting athletic coaching stipends to full-time equivalent (FTE) positions, demonstrating that such a conversion is possible within public education systems.
- Consulting with legal counsel and institutional leadership is essential to ensure compliance with all relevant state and federal laws, including minimum wage requirements, tax withholding, benefits obligations, and Title IX.
- Detailed documentation of authority, organizational charts, and standard operating procedures is crucial for a smooth and compliant transition.

Ultimately, this model represents a shift towards professionalizing the coaching role within the community college structure, emphasizing administrative and educational responsibilities alongside on-field coaching.

IV. Potential Director Model Opportunities at Cuyamaca

Cuyamaca College has two key intercollegiate sport areas that could potentially benefit by adopting the Sport Directorship model. Cuyamaca men's soccer has been successful and has developed a winning program. Annually, the men's program has attracted 100% of scheduled FTES from summer into the fall program and maintained high enrollment through the spring semesters. However, the women's intercollegiate program has not enjoyed the same success or garnished the same interest. Having a Director of Soccer would be tasked with maintaining the high number of recruits (FTES) for the men's program and growing the women's program with a goal of parity in a few short years.

Summary of Progress or Results

The second intercollegiate cohort that could potentially benefit from a directorship model is the men's and women's Track & Field/Cross Country program. Across the state, combining the four programs under a single directorship is becoming more common. Cuyamaca College recently has had much success with the women's track and men's cross-country programs. However, roster sizes continue to be of concern for men track & field and both women's track & field and cross-country. While there are pockets of success, FTES continues to be anemic needing an infusion of recruitment and increased roster for overall team championship potential success and profitability.

In both intercollegiate programs, adjunct instructors lead the team efforts and are limited to the time they can commit to recruiting, student success, training, etc. Having directorship of the programs will almost certainly increase the profiles of the programs and increase the profitability metrics of the intercollegiate teams aforementioned.

Related materials;

PowerPoint presentation (Long Beach City College & Grossmont College presentation)

https://www.canva.com/design/DAGiwmVsul4/IGMQv3HtSLdFvH7hvz7Fbg/view?utm_content=DAGiwmVsul4&utm_campaign=designshare&utm_medium=link2&utm_source=uniqueLinks&utlId=h0a44182c20

Fan Support

Program Goal: Fan Support is an ongoing project that includes updating storage, seating and restroom facilities at the track/soccer stadium. Currently there continues to be meetings with Fan Support as an agenda item but no action has been taken. Recently a parking lot usage study was conducted to identify if the lost of the front row of parking on the upper lot would create hardship for faculty and staff that utilize the lot. Additionally, the storage shed quote has been gained and design and scope has been approved. However as of this date, the shed has not been purchased nor scheduled for installation. Finally, the restroom continues to be housed in the chiller's gated area and has not been scheduled for its move to its final location. Regarding the spectator seating, no movement on the size and scope of these have been established nor will be until the shed and restroom has been completed and or cost out to determine the balance of funds available to purchase bleachers that fit within the remaining balance of funds.

This project pre-dates me and has been a great source of frustration for the author. There is documentation that this project is over five years old and has languish without movement. The current shed is in a state of disrepair, the track/soccer field continues to be served by one porta-potty that is only cleaned once a week and spectators are expected set up their own chairs/seating to support Cuyamaca College athletics. The current situation is totally unacceptable for the caliber of athletic excellence that the college is growing to be known for.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

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Summary of Progress or Results
<p>Summary Date: 11/25/2025</p> <p>Summary of Progress or Results: Results: Fan Support has been approved by VPAS, VPI and President. Working with the Director of Facilities, the project is tentatively in the que for ordering of bleachers, storage shed and restroom placement.</p> <p>Reporting Period: 2025 - 2026</p> <p>Status: In Progress - will carry forward into next year</p> <p>What resources, if any, are needed to achieve this goal? (Select all that apply): Supplies, equipment, and/or furniture</p> <p>Action steps for this academic year.:</p> <p>Fan support has been approved and scheduled. However, with recent personel changes in the facilities department, the author continues to monitor and stress the importance of continued progress, plan and implementation of agreed upon equipment, buildings, etc.</p>

Facilities Event Manager

Program Goal: Create a Facilities Event Manager that can serve as administrator for facility rentals. Currently, the Dean of Athletics is tasked to serve as administrator for all home contest, facility rental and events which occur in D-building area. With multiple events occurring simultaneously or multiple events per week, it is unrealistic to expect the Dean of Athletics to be at all events, rental and games without putting the school at risk for liability concerns. Colleges in other districts have addressed this issue by creating an Event Manager position that is funded by the rentals or in other cases, given a stipend to cover their compensation. The Event Manager would be an employee of the district and have all the proper training and knowledge to adequately handle any situation that may occur while on duty.

Additionally, many colleges compensate the individuals solely via a fee built into the rental agreement. These positions are often offered to assistant coaches to supplement their coaching stipends which often times are barely about minimum wate when calculating the total number of contact hours with student-athletes. The historical nature of colleges (including gcccd) has been the coach facilitate or be present to oversee the rental group and assist in opening the facility, providing equipment and serving as a contact person during the day, these individuals were not paid and were present for the entire day without compensation for their time, efforts and expertise. Coaches should be paid and head coaches should be recruiting and not having to serve as chaperones for outside groups. An Event Manager with professional knowledge of the facility, emergency procedures, and access to areas is the logical answer to continuing raising much needed revenue from facility rentals without taking advantage of coaches, Dean and assistant coaches time.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Create a Facilities Event Manager that can serve as administrator for facility rentals. Currently, the Dean of Athletics is tasked to serve as administrator for all home contest, facility rental and events which occur in D-building area. With multiple events occurring simultaneously or multiple events per week, it is unrealistic to expect the Dean of Athletics to be at all events, rental and games without putting the school at risk for liability concerns. Colleges in other districts have addressed this issue by creating an Event Manager position that is funded by the rentals or in other cases, given a stipend to cover their compensation. The Event Manager would be an employee of the district and have all the proper training and knowledge to adequately handle any situation that may occur while on duty.

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- **Increase Hiring and Retention of Diverse Employees:** Create a Facilities Event Manager that can serve as administrator for facility rentals. Currently, the Dean of Athletics is tasked to serve as administrator for all home contest, facility rental and events which occur in D-building area. With multiple events occurring simultaneously or multiple events per week, it is unrealistic to expect the Dean of Athletics to be at all events, rental and games without putting the school at risk for liability concerns. Colleges in other districts have addressed this issue by creating an Event Manager position that is funded by the rentals or in other cases, given a stipend to cover their compensation. The Event Manager would be an employee of the district and have all the proper training and knowledge to adequately handle any situation that may occur while on duty.

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Summary of Progress or Results

Summary Date: 01/05/2026

Summary of Progress or Results: Continued appeal to create and implement a Event Management pool consisting of classified individuals or a negotiated MOU with AFT to allow adjunct assistant coaches (stipended coaches) to serve in this capacity. With the increased demands of rentals, home contest intercollegiate schedules and, double/triple-header contest, the need for adequate liability coverage supports this need.

Reporting Period: 2025 - 2026

Status: Not Started

What resources, if any, are needed to achieve this goal? (Select all that apply): New classified position

Summary of Progress or Results

Action steps for this academic year.:

Athletic Event Management Pool Implementation

Purpose and Need

The Grossmont–Cuyamaca Community College District policy governing athletic event administration coverage prohibits coaches and assistant coaches from serving as Administrators-on-Duty (AOD) for athletic events and facility rentals. As a result, the responsibility currently falls to Deans or executive administrators, who must volunteer their time—often during evenings and weekends—to ensure compliance, safety, and operational oversight. This model is not sustainable and places undue strain on executive leadership while limiting the District’s ability to maximize facility use and revenue.

Many peer colleges have addressed this challenge by establishing a classified event management pool that provides trained, on-call personnel to serve as campus event managers. These individuals act as the designated AOD for athletic contests, tournaments, camps, and external facility rentals. Implementing a similar model at the District would create consistent coverage, ensure policy compliance, and provide administrative relief while supporting athletics and auxiliary revenue generation.

Proposed Solution: Event Management Pool

The District will establish an Event Management Pool consisting of classified, hourly employees trained to oversee athletic events and facility rentals. Event Managers will serve as the on-site administrative authority, ensuring safety, coordination, and adherence to District policies and procedures.

Event Management services will be built into facility rental agreements through an hourly fee charged to renters. This approach ensures the program is self-sustaining and does not rely on General Fund resources.

Job Description: Event Manager (Classified, Hourly)

Primary Responsibilities:

- Serve as Administrator-on-Duty for athletic events, tournaments, and facility rentals
- Ensure compliance with District policies, CCCAA/PCAC regulations (when applicable), and facility use agreements
- Coordinate with campus police, custodial staff, athletics staff, and external renters
- Open and secure facilities before and after events
- Monitor event operations, crowd management, and safety protocols

Summary of Progress or Results

- Respond to incidents and complete post-event reports
- Serve as the primary point of contact between the renter and the District during events

Minimum Qualifications:

- Experience in event management, athletics administration, facilities operations, or related field
- Strong communication, decision-making, and conflict-resolution skills
- Ability to work evenings, weekends, and variable hours
- Knowledge of college campus operations preferred

Cost-Benefit Analysis

Costs:

- Hourly wage for Event Managers (estimated \$25–\$35 per hour, depending on classification and experience)
- Initial training and onboarding
- Minimal administrative oversight for scheduling and payroll

Revenue & Cost Recovery:

- Event management fee embedded into facility rental agreements (e.g., \$40–\$60 per hour)
- Fees fully offset staffing costs and administrative expenses
- Increased capacity for facility rentals due to available coverage

Benefits:

- Eliminates reliance on unpaid volunteer time from Deans and executive administrators
- Ensures consistent, professional event oversight and compliance
- Improves safety, risk management, and accountability
- Supports athletics operations without violating District policy
- Enhances the District's ability to generate auxiliary revenue

Summary of Progress or Results

- Aligns District practices with peer community colleges

Implementation Plan

1. Approval & Classification: Secure district approval and finalize classified hourly job description
2. Recruitment: Hire a pool of qualified Event Managers to ensure coverage flexibility
3. Training: Provide standardized training on District policies, emergency procedures, and event operations
4. Fee Structure: Update facility rental agreements to include mandatory event management fees
5. Scheduling & Oversight: Assign coordination to Athletics or Administrative Services with clear protocols
6. Evaluation: Conduct annual review of costs, revenue, and operational effectiveness

Conclusion

Creating an Event Management Pool is a fiscally responsible, policy-compliant solution that benefits the District, Athletics Department, and campus leadership. By professionalizing event oversight and embedding costs into rental agreements, the District can enhance safety, efficiency, and revenue generation while relieving executive administrators from unsustainable after-hours obligations. This model positions Grossmont–Cuyamaca CCD to better support athletics, community partnerships, and facility utilization moving forward.

Strength and Conditioning Coach

Program Goal: Cuyamaca College Intercollegiate athletics needs a dedicated strength and conditioning coach that would be tasked in writing and administering strength programs for all intercollegiate sports teams.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Cuyamaca College Intercollegiate athletics needs a dedicated strength and conditioning coach that would be tasked in writing and administering strength programs for all intercollegiate sports teams. (X)

- **Eliminate Equity Gaps in Course Success:** Cuyamaca College Intercollegiate athletics needs a dedicated strength and conditioning coach that would be tasked in writing and administering strength programs for all intercollegiate sports teams. (X)
- **Increase Persistence and Eliminate Equity Gaps:** Cuyamaca College Intercollegiate athletics needs a dedicated strength and conditioning coach that would be tasked in writing and administering strength programs for all intercollegiate sports teams. (X)
- **Increase Completion and Eliminate Equity Gaps:** Cuyamaca College Intercollegiate athletics needs a dedicated strength and conditioning coach that would be tasked in writing and administering strength programs for all intercollegiate sports teams. (X)
- **Increase Hiring and Retention of Diverse Employees:** Cuyamaca College Intercollegiate athletics needs a dedicated strength and conditioning coach that would be tasked in writing and administering strength programs for all intercollegiate sports teams. (X)

Summary of Progress or Results

Summary Date: 01/03/2026

Summary of Progress or Results: Standing program goal to achieve long-term High Performance Athletic Program model.

Reporting Period: 2025 - 2026

Status: Not Started

What resources, if any, are needed to achieve this goal? (Select all that apply): New classified position, Supplies, equipment, and/or furniture

Action steps for this academic year.:

Cuyamaca College Stipended Strength and Conditioning Coach

The addition to a strength and conditioning coach to the athletic department's staff comes with a multitude of benefits for the athlete, coach, medical team and the athletic department's competitive success. A strength and conditioning coach offers several rewards, primarily centered on making a significant, positive impact on athletes' lives and well-being. Other benefits include a dynamic work environment, opportunities for professional networking that would additionally benefit the collective athletic support staff infrastructure, and a lifestyle that supports personal fitness.

The goal of adding a stipend based (compensation) individual(s) that would work collectively across the 11 sports currently offered at Cuyamaca College, would allow coaches to focus on other essential duties such as recruiting, training plans and attending seminars and clinics that will personally elevate their impact on athletes and the team.

The addition of a strength and conditioning coach will bring to Cuyamaca College athletics an expertise that would yield maximum results from athletes that implement designer strength programs that are specific to their sport and or their needed event/position needs.

How the Addition of a Strength & Conditioning Coach would make a Meaningful Impact on Programs;

· **Improving performance:** The core of the job is to help athletes become faster, stronger, more agile, and more powerful in their sport.

Witnessing their progress and success provides a profound sense of accomplishment.

· **Reducing injuries:** By implementing science-backed programs and teaching proper form, strength & conditioning coaches play a crucial role in injury prevention, which is critical for an athlete's career longevity, retention and overall health. Reduction of injuries will alleviate over burdening the Certified Athletic Training staff and reduce medical referrals and the cost associated with medical intervention.

· **Teaching lifelong skills:** Strength and Conditioning coaches instill discipline, confidence, and healthy habits that extend well beyond the athletic field and into the athletes' personal lives. This can have a lasting impact on a large number of young people.

Summary of Progress or Results

· **Building a positive culture:** Strength & Conditioning coaches often spend the most time with athletes across different sports seasons, allowing them to foster an environment focused on goal setting, leadership, and accountability. Having an integral member of the Cuyamaca College's Athletic support staff will show an additional component to the College's commitment to athletic excellence and favorable experience.

Why Adding a Strength and Conditioning Coach Matters: The Lifestyle & Work Environment;

· **Active career:** Strength and Conditioning experts are a growing field. An ever increasing demand at the NCAA level for qualified individuals has become main place for successful teams and athletic programs. While the role is physically demanding and keeps individuals active, the rewards of creating and being a part of a high-performance training environment, comes with the personal benefits of maintaining the individual's own health and fitness more convenient and accessible.

· **Dynamic schedule:** The job is not a standard 9-5, often involving early morning or late afternoon training sessions around athletes' schedules. This can provide flexibility during the middle of the day for personal pursuits or other business activities. In programs such as Cuyamaca College's, the potential for multiple S&C coaches may be warranted in time to cover all sports and training schedules.

· **Travel opportunities:** Depending on the level of competition (budgets, type of competition and distance from the college), the position may involve traveling with teams for events and games for evaluation purposes. S&C coaches traveling with the team will aid in the team moral and give athletes an additional level of comfort having multiple coaches and coaching specialties present.

With the additional of a Strength & Conditioning Coach, Cuyamaca College will assist in the Professional Growth & Community of Sport Professionals;

· **Expanding industry:** The field of strength and conditioning is growing rapidly as more organizations recognize the importance of specialized physical preparation, offering strong long-term career prospects. Many of our Student Athletes continue to explore career options that tie into sport related fields. Having additional individuals within the Cuyamaca Athletic Department's organization shall give students real-world examples of potential career opportunities at the collegiate and professional sporting levels.

· **Networking:** Coaches work within a high-performance ecosystem, collaborating with head coaches, athletic trainers, and other sports science professionals. These connections are vital for career development and new opportunities.

· **Career viability and earning potential:** With the right qualifications (such as the [NSCA's Certified Strength and Conditioning Specialist \(CSCS\) certification](#) which is widely respected in the field), coaches can advance to higher-paying roles, especially at the professional or collegiate levels. Experienced coaches running their own businesses can also see significant earning potential

Reorganization of D-400 (temporary weight room) and D-203 Fitness Center

Program Goal: The current temporary weight room and fitness centers are outdated and present liability issues for individuals taking courses associated with those classes and our intercollegiate teams. Historically, D-100 weight was never intended to be a permanent weight room. There are serious ADA and liability concerns. The building may not have been originally designed to be used for this purpose and amount of equipment and weight. The goal is to create a more useful room that can be used additionally as a team room (temporarily) until a permanent building is constructed.

The Fitness room (D-203) also needs updating and expansion. Currently, the room does not fit a functionality for aerobic instruction or strength and conditioning. Exercise Science instructors and staff and looked at the facilities and have all agreed that the layout and design of both locations need to be re-designed and a functional layout that aids to each courses SLO's. Additionally, the needs of the intercollegiate teams must be considered. Currently, the weight room in D-400 is far to cramped for a team and the ability to lift heavy weights is not practical as the building's substructure could be compromised.

Purchasing additional squat platforms and corresponding weights would also be needed to achieve the desired goals and outcomes of the areas.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** The current temporary weight room and fitness centers are outdated and present liability issues for individuals taking courses associated with those classes and our intercollegiate teams. Historically, D-100 weight was never intended to be a permanent weight room. There are serious ADA and liability concerns. The building may not have been originally designed to be used for this purpose and amount of equipment and weight. The goal is to create a more useful room that can be used additionally as a team room (temporarily) until a permanent building is constructed.

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- **Eliminate Equity Gaps in Course Success:** The current temporary weight room and fitness centers are outdated and present liability issues for individuals taking courses associated with those classes and our intercollegiate teams. Historically, D-100 weight was never intended to be a permanent weight room. There are serious ADA and liability concerns. The building may not have been originally designed to be used for this purpose and amount of equipment and weight. The goal is to create a more useful room that can be used additionally as a team room (temporarily) until a permanent building is constructed.

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- **Increase Persistence and Eliminate Equity Gaps:** The current temporary weight room and fitness centers are outdated and present liability issues for individuals taking courses associated with those classes and our intercollegiate teams. Historically, D-100 weight was never intended to be a permanent weight room. There are serious ADA and liability concerns. The building may not have been originally designed to be used for this purpose and amount of equipment and weight. The goal is to create a more useful room that can be used additionally as a team room (temporarily) until a permanent building is constructed.

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Summary of Progress or Results

Summary Date: 01/03/2026

Summary of Progress or Results: There has been no communication from ROC as to if this request has been approved. This year, we have been in transition of management for facilities and the ROC committee. I request that all request involving facilities be evaluated and notification is given to the appropriate entity (Dean) as to if the request has been approved, denied, or still being evaluated.

Reporting Period: 2025 - 2026

Status: In Progress - will carry forward into next year

What resources, if any, are needed to achieve this goal? (Select all that apply): Facilities renovation, Supplies, equipment, and/or furniture

Action steps for this academic year.:

AKHE has done our feasibility study as to the benefits of the classroom changes. We have also done inventory as to the new equipment needed and the equipment to be surplus.

Beach Volleyball Court

Program Goal: Creation and construction of a new beach volleyball arena to ready Cuyamaca Athletics for under-represented gender expansion team. Cuyamaca Athletics hired its most recent full-time faculty/coach in July of 2023. The President's and Dean of Athletics vision was to hire a volleyball coach that could also be a viable candidate to lead Women's Beach Volleyball. The addition of a beach team would be the most logical addition to the athletic offerings profile as many of the indoor volleyball athletes would compete and or train with the beach athlete, creating additional avenue to increase retention of the volleyball student-athlete population.

Currently, the middle field is the most likely candidate for the construction of the beach volleyball arena. However, there are additional areas of interest such as the lower parking lot field area.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Creation and construction of a new beach volleyball arena to ready Cuyamaca Athletics for under-represented gender expansion team. Cuyamaca Athletics hired its most recent full-time faculty/coach in July of 2023. The President's and Dean of Athletics vision was to hire a volleyball coach that could also be a viable candidate to lead Women's Beach Volleyball. The addition of a beach team would be the most logical addition to the athletic offerings profile as many of the indoor volleyball athletes would compete and or train with the beach athlete, creating additional avenue to increase retention of the volleyball student-athlete population.

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Summary of Progress or Results

Summary Date: 01/03/2026

Summary of Progress or Results: Standing program submission of new athletic facility to expand gender equity goals for underrepresented gender population at Cuyamaca College. The addition of new facility will initiate the ability to expand intercollegiate sports team opportunities for female and athletes and add to new courses offered for general population in addition to potential rental opportunities.

Reporting Period: 2025 - 2026

Status: Not Started

What resources, if any, are needed to achieve this goal? (Select all that apply): Facilities renovation, Supplies, equipment, and/or furniture

Action steps for this academic year.:

Cuyamaca College Beach Volleyball Court Proposal

Cuyamaca College increased their intercollegiate sport offering to address its reported disparity for an underrepresented gender (women) in 2023 by hiring a full-time indoor volleyball instructor, Laura Ratto. The addition of the indoor women's volleyball increased the total number of intercollegiate sports offered for both genders to eleven.

Intercollegiate sports at the community college level are governed by the California Community College Athletic Association (3C2A). The 3C2A was established to oversee rules and regulations for the intercollegiate athletics programs at all California community colleges. It provides structure for athletic competition, ensuring fair play, and creating opportunities for student-athletes to develop their skills, compete, and often transfer to four-year universities. Key to this role, is monitoring institutions in providing equal opportunities for both genders in relationship to the gender ratio of the campus student population.

Cuyamaca College offers six intercollegiate teams for the female gender and five for male student-athletes. The student gender ratio for Cuyamaca currently has been reported for the 2024-25 Title IX cycle as;

General Student Population

Summary of Progress or Results

Women – 51.34%

Men – 48.66%

However within the intercollegiate student-athlete population the ratio of male : female is as reported;

Student-Athlete Population

Women – 41.42%

Men – 58.58%

Federal law mandates that institutions participating in federal student aid programs provide information on participation rates, financial aid, staffing revenues, and expenses, broken down by men's and women's teams. The goal is to promote transparency and inform prospective students about a school's commitment to equitable athletic opportunities.

The monitoring entity requires an annual disclosure from each institution in the form of an Equity in Athletics Disclosure Act (EADA) report. The Key purposes of the EADA is to promote gender equity at institutions. The goal is for the ratio of student genders (male and female) to match the ratio of student-athletes participating across all intercollegiate sport offerings. To this point, Cuyamaca, while continuing to grow in parity, still finds itself with a disparity of intercollegiate participation by females (underrepresented gender).

The 3C2A's goal is to assist colleges to consider increasing sport offerings to address the disproportion. The required 3C2A R4-Form is an institution's annual update which addresses this issue. It is understood, that an acceptable timeline is needed to strategize, fund, and implement, a new sport offering for the underrepresented gender. Cuyamaca College has continued to show growth and a strategy to improving the gender disparity, however a continued strategy of increased rosters and the addition of an intercollegiate sports team offering for the underrepresented gender should be strongly considered.

Strategically, the hiring of a full-time indoor volleyball coach was the first stage in addressing the gender ratio disparity. Once the indoor volleyball team was established, it would be logical to initiate a Beach Volleyball Intercollegiate team. The addition of the beach volleyball intercollegiate team would aid in the gender ratio concern, but also assist in recruiting of two sport athletes (beach and indoor) and achieve higher retention rates for both type of players.

Summary of Progress or Results

Below is a draft proposal to the administration of Cuyamaca College for constructing six beach volleyball courts — including a rationale, rough cost estimate, and the anticipated benefits (athletic, enrollment/retention, compliance, and community use). You can adapt or refine this for presentation to the athletic director, college planning committee, or governing board.

Proposal: Build Six Beach Volleyball Courts at Cuyamaca College

Purpose & Rationale

1. Meeting Growing Demand & Expanding the Sport

- The sport of beach volleyball has seen dramatic growth at the collegiate and community-college levels. For example, participation in women's beach volleyball at the college level increased substantially — girls beach volleyball registered a 38.9% increase in participation recently.
- As of 2025, the number of NCAA beach volleyball programs has topped 100 for the first time.
- At the California community-college level, recent successes of clubs in the 3C2A beach-volleyball competition (e.g., the 2024 championship by Feather River College Golden Eagles and the 2025 title by San Diego Mesa College Olympians) demonstrate strong and growing regional participation.
- Given the regional popularity of volleyball and the growing trend of indoor players converting to beach volleyball (for variety, skill development, and lower injury risk), offering beach facilities could meet latent demand among the student body and local community.

2. Complement to Existing Indoor Volleyball & Title IX / Gender-Equity Goals

- Cuyamaca College already offers indoor volleyball (for women). By adding beach volleyball, the college expands athletic opportunities — particularly for female athletes — in line with equity efforts similar to those at institutions such as UC Davis, which added beach volleyball (and equestrian) as part of meeting Title IX participation requirements.
- A beach-volleyball program offers a distinct athletic experience from indoor volleyball (different skills, seasonal scheduling, training demands), potentially attracting new athletes who might not otherwise join indoor volleyball — increasing access and participation.

Summary of Progress or Results

3. Boosting Athletic Department, Student Retention, and School Pride

- Establishing beach courts and a beach-volleyball program would enhance the athletic profile of Cuyamaca College, fostering campus pride and visibility. As more colleges adopt the sport, having beach volleyball facilities, positions Cuyamaca College competitively among other community colleges in California.
- For existing indoor volleyball players, beach volleyball offers a year-round or seasonal training alternative, which can help retain them at Cuyamaca (rather than transferring elsewhere to play beach), improving athlete retention and potentially matriculation.
- A beach program can serve both competitive athletes and recreational users (intramural leagues, club sport, community rental), enhancing campus life, building community relationships, and raising the college's footprint beyond indoor athletics.

4. Community Use & Revenue / Rental Potential

- The six-court beach facility could host intramural leagues, club matches, community recreation, and intercollegiate tournaments — offering multiple pathways for utilization.
- With proper scheduling, the courts can generate rental income (student clubs, local clubs, community, summer leagues), offsetting some maintenance costs. While specific data for similar public-park or college sand-court revenue is limited, municipalities that rent sand-volleyball courts often charge per hour rates.
- In addition, hosting tournaments may attract visiting teams, boosting campus presence and possibly attracting prospective students.

Site preparation, grading, drainage, base work, sand, posts, nets, boundary, edging, basic court build-out
US\$15,000 - \$35,000

Lower end reflects minimal/basic courts; higher end for more robust sand with drainage and quality installation.

Additional amenities (lighting, boundary fencing, spectator benches or simple bleachers, shading)

Additional cost (depends on scope) likely add 20- 40% over basic courts

For night play, safety, usability, spectator/community use

Six courts total (basic construction)

US\$90,000 - \$210,000

Summary of Progress or Results

Six Å— per-court range

With amenities / higher-quality build-out

Perhaps US\$150,000 \$300,000+ (depending on lights, seating, lighting, fencing, pathways, landscaping)

Reflects full-featured facility

Projected maintenance costs (annual): According to community/city sand-court maintenance reports, maintenance needs are minimal. One study estimated only about US\$1,500/year for routine maintenance, plus periodic sand replenishment (~US\$2,000 every 2 years) for a sand volleyball facility.

Therefore, for six courts, a conservative ongoing maintenance budget of US\$3,000–5,000/year seems reasonable (includes occasional sand refresh, raking, debris removal, net/post upkeep, minimal landscaping).

Break-even / Revenue Potential: If the college rents courts (e.g., to clubs, local community, summer leagues), even modest hourly rates (e.g., US\$15–25/hour per court, typical of sand-court rental markets) , could generate revenue — especially if utilized heavily outside competitive season. Over time, revenue could offset maintenance and contribute to operational costs.

Expected Benefits & Strategic Value

1. Aligning with Trends & Institutional Competitiveness

- With more than 100 collegiate beach volleyball programs nationally in 2025, and increasing participation year over year, Cuyamaca College would be aligned with a fast-growing collegiate sport.
- Regional peer/community colleges are already participating in 3C2A beach volleyball (e.g., Feather River College, Mesa College) — adding courts now positions Cuyamaca College to enter that competitive landscape.

2. Title IX / Gender Equity & Student Opportunity

- The addition of women's beach volleyball helps expand female athletic opportunities, supporting gender-equity compliance and expanding participation, similar to how UC Davis expanded opportunities by adding beach volleyball as part of its Title IX compliance plan.

Summary of Progress or Results

3. Provides an attractive alternative or complement to indoor volleyball — appealing to students who prefer beach, or those seeking a different athletic experience.

4. Recruitment, Retention, and Campus Life Enhancement

- Beach volleyball could help retain indoor volleyball athletes, offering off-season training or additional competition, reducing transfers to schools with beach courts.
- The facility would enhance campus life — offering club sports, intramural recreation, community engagement, and potentially an intercollegiate beach-volleyball program — all of which can enhance student satisfaction, engagement, and overall retention/matriculation.
- Hosting tournaments or community leagues can raise the college's visibility locally, foster school spirit, and build relationships with feeder high schools or clubs.

5. Long-term Value, Flexibility & Low Maintenance

- Once built, sand courts generally require relatively low maintenance compared to indoor courts — occasional sand leveling, periodic sand replacement, net/post maintenance, minimal infrastructure costs.
- The flexibility of use — practice, recreation, competition, community rental — means the courts can serve multiple purposes, maximizing utilization and return on investment.

Risks / Considerations

- Initial Cost & Up-Front Funding: While sand courts are relatively inexpensive compared to indoor facilities, the total cost (especially with lighting, amenities, spectator seating) could be nontrivial. Funding would need to be secured.
- Site & Land Use: Requires adequate space with proper drainage, grading, and orientation. The college must identify a suitable site that doesn't conflict with other land uses.
- Seasonal & Weather-Dependent Use: As an outdoor facility, playability depends on weather; may have limited use during poor weather or seasonal rains.
- Ongoing Maintenance & Oversight: While maintenance costs are modest, the college still must commit to upkeep (sand leveling, cleanliness, net/post replacement, scheduling, supervision).
- Liability, Safety, and Insurance: Outdoor sand courts need appropriate liability coverage, safety protocols (net

Summary of Progress or Results

posts, padding, lighting), and maintenance to ensure safe play.

Recommendation

Given the strong growth of beach volleyball at the collegiate level, demonstrated regional interest (especially in San Diego area community colleges), and the modest cost + low-maintenance nature of sand courts, I recommend that Cuyamaca College invest in building six beach volleyball courts.

This investment would: expand athletic opportunities (especially for women), align the college with trending sports, support Title IX / gender-equity goals, enhance campus life and student retention, and potentially generate revenue via club, community, and tournament rentals — all with relatively modest ongoing costs.

I further recommend commissioning a feasibility and site-selection study immediately (to locate optimal land, assess drainage/engineering needs, estimate permitting or utility costs) and preparing a formal budget request to administration for initial construction costs (estimated US\$150,000–\$250,000 for a fully featured 6-court facility with lighting and minimal amenities).

Finally, once built, the athletic department could survey students and prospective students (via CCCApply, new-student orientation or recruiting) to gauge interest in a beach volleyball program — whether competitive (3C2A) or recreational/club — to maximize utilization and institutional benefit.

Van Pool

Program Goal: Grossmont-Cuyamaca College District remains one of the only college districts without a van pool. The greatest expense Athletics incurs on a monthly basis is transportation. Currently both schools rent twelve passenger vans to transport several teams to competition and training sites. Often times, multiple teams have away contest which creates a need to rent additional vans beyond the vans we currently have. The total amount per month used to support team transportation services could easily support the purchase of the college and district's own van pool.

By purchasing vans, the college would also build equity in the equipment and create leverage when time to upgrade or trade for new vans.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Grossmont-Cuyamaca College District remains one of the only college districts without a van pool. The greatest

expense Athletics incurs on a monthly basis is transportation. Currently both schools rent twelve passenger vans to transport several teams to competition and training sites. Often times, multiple teams have away contest which creates a need to rent additional vans beyond the vans we currently have. The total amount per month used to support team transportation services could easily support the purchase of the college and district's own van pool.

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- **Increase Completion and Eliminate Equity Gaps:** Grossmont-Cuyamaca College District remains one of the only college districts without a van pool. The greatest expense Athletics incurs on a monthly basis is transportation. Currently both schools rent twelve passenger vans to transport several teams to competition and training sites. Often times, multiple teams have away contest which creates a need to rent additional vans beyond the vans we currently have. The total amount per month used to support team transportation services could easily support the purchase of the college and district's own van pool.

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<div>Summary of Progress or Results</div> <div>Summary Date: 01/03/2026</div> <div>Summary of Progress or Results: Standing submission of program need. Cuyamaca Athletics request purchase of 3 vans. However, proposal speaks to 3-5 vans for additional availability for campus support.</div> <div>Reporting Period: 2025 - 2026</div> <div>Status: Not Started</div> <div>What resources, if any, are needed to achieve this goal? (Select all that apply): Supplies, equipment, and/or furniture</div> <div>Action steps for this academic year.:</div> <div><div><u>Proposal: Acquisition of College-Owned Van Fleet</u></div><div>Submitted to: Cuyamaca College President Robinson, Executive Administration, Governing Board</div><div>Submitted by: Tonie Campbell, Dean AKHE</div><div>Date: December 2025</div></div> <div>Executive Summary</div>
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Summary of Progress or Results

Cuyamaca College is one of the few community colleges in San Diego whose athletics program does not operate a college-owned van fleet. Athletics currently rents three vans for ten months per year, representing its largest recurring operational expense. This proposal recommends that the college purchase three to five multi-passenger vans to replace rentals and create a shared transportation resource for the entire campus.

Currently, the Athletics Department has contracted with Avis Rental Car Corporation for three 12 passenger vans to facilitate travel to intercollegiate competition for the eleven sport programs at the college.

Budgeted year 2023-24, the Athletics team total expense paid to Avis Rental Car Corporations totaled **\$26,753.92**. The total amount reflects the need of seven sports programs and not the current eleven. In this budgeted year, the Men's Soccer and M/W Track & Field teams were of substantial sizes to require charter buses for competitions and two teams, women's basketball and women's soccer were still on hiatus. Due to the lower number of team rosters, and the need for bus charters for Track & Field in the spring, Athletics was able to reduce the van rental need in the spring from three vans in the fall to eventually one in late spring.

In budgeted year 2024-25, Cuyamaca Athletics experiences significant growth from all teams in addition to re-institution of both the women's soccer and basketball teams. The total expenses for rental vans increased to **\$52,898.33** and three vans were required for the entire budgeted year.

College-owned vans will:

- Reduce long-term operating costs,
- Increase scheduling flexibility,
- Improve student travel safety and reliability, and
- Provide new branding and marketing exposure through fully wrapped college-branded vehicles.

A 7- to 10-year cost-of-ownership analysis shows that purchasing vans is significantly more cost-effective than continued annual rentals.

1. Rationale and Need

1.1 Athletics Program Requirements

Cuyamaca's eleven sport teams travel regularly for competition and training. Athletics requires reliable, dedicated transportation for student-athletes, equipment, and coaches. Rental vehicles often come with:

- Limited availability,
- High monthly rental fees,
- Mileage restrictions or surcharges,
- Inconsistent vehicle condition, and
- No opportunity for branding or campus-wide benefit.

1.2 Campus-Wide Transportation Gaps

Other departments (Student Affairs, Outreach, Facilities, Career/Transfer, clubs, events) frequently need transportation but lack access to institutional vehicles. College-owned vans would create a shared-use resource available through a centralized reservation system.

1.3 Marketing & Community Exposure

Wrapped vans displaying Cuyamaca College branding, mascot, and program imagery serve as moving billboards throughout San Diego County. Athletics alone travels thousands of miles per year—an excellent advertising opportunity at no additional operational cost.

2. Proposed Fleet

2.1 Initial Purchase:

- Three (3) vans to replace current rentals (Phase 1).

Summary of Progress or Results

- Optional two (2) additional vans added as demand increases (Phase 2).

2.2 Vehicle Type:

- 12 passenger vans suitable for athletic teams.
- Safety-focused features (rear camera, blind-spot assist, stability control).
- Warranty coverage for 36k–50k miles, depending on manufacturer.

2.3 Branding:

- Full exterior wrap (estimated \$3,000–\$5,000 per van) featuring the college logo, mascot, athletics branding, and admissions tagline.
- Highlight athletics and academic programs (“Future Starts Here,” “Cuyamaca Strong,” etc.).

3. Financial Analysis

3.1 Purchase Cost

Average market cost for mid-size passenger vans: ≈ \$50,000 per van.

Grossmont-Cuyamaca College District has a purchase agreement with two vendors that sell 12 passenger vans.

Option 1 –

Make - Chevrolet

Model – Express

Vendor – Winner Chevrolet

Sales Price to District - \$45,270.00

Option 2 –

Make – Ford

Model – Transit XL (T350)

Summary of Progress or Results

Vendor – Downtown Ford

Sales Price to District - \$52,909.00

Estimate Cost

	Fleet Size	Estimated Cost (Chevrolet ~ Ford)
3 vans	\$135,810 ~ \$158,727	
5 vans	\$226,350 ~ \$264,545	

Branding Wraps:

- \$3,000–\$5,000 per vehicle
- For 3 vans: \$9,000–\$15,000
- For 5 vans: \$15,000–\$25,000

3.2 Annual Estimated Operating Costs (per van)

- Insurance: \$1,900
- Fuel: \$2,414 (Based on 2024-25 fuel usage)
- Maintenance/repairs: \$500–\$1,500 (Normal wear/tear items)
- Registration/overhead approximately .065% of purchase price:
- \$294–\$344 (Chevrolet – Ford)

Total Estimated Annual Cost/Van: \$5,108 ~ \$6,158

Fleet Annual Operating Cost

Fleet Size	Annual Cost Range
3 vans	\$15,324 ~ \$18,474
5 vans	\$25,540 ~ \$30,790

3.3 7–10 Year Total Cost of Ownership (3 Vans)

Option 1 – Chevrolet Express 12 passenger vans

Using a mid-range recurring cost (~\$16,000/year for 3 vans):

Horizon	Purchase + Ops	Avg. Annual Cost
7 years	\$247,810	\$35,401/year
10 years	\$295,810	\$29,581/year

Option 2 – Ford Transit XL (T350) 12 passenger vans

Using a mid-range recurring cost (~\$16,000/year for 3 vans):

Horizon	Purchase + Ops	Avg. Annual Cost
7 years	\$270,927	\$38,704/year
10 years	\$318,927	\$31,893/year

This is significantly lower than cumulative rental costs over 7–10 years, which escalate annually.

4. Benefits of Fleet Ownership

4.1 Cost Savings

Rental fees for three vans across 10 months annually exceed the long-term cost of ownership. Purchasing turns a recurring drain into a depreciating but long-lived asset.

4.2 Greater Reliability & Safety

College-owned vans receive consistent maintenance, ensuring safety and avoiding the variable condition of rental vehicles.

4.3 Campus-Wide Transportation Support

With a scheduling system, vans can be used by:

- Student Services
- Outreach
- Facilities

Summary of Progress or Results

- Clubs & Student Government
- Field trips (science, environmental studies, etc.)
- Career/Transfer Center events

4.4 Brand Visibility

Visible, vibrant vehicle wraps promote Cuyamaca College throughout the county, increasing recognition and community presence.

4.5 Long-Term Asset Management

Vans typically retain useful life for 7–12 years, maximizing value beyond initial investment.

5. Implementation Plan

Step 1: Approval & Funding

- Capital request submitted to administration
- Identify funding source (capital budget, instructional equipment funds, grants, or reserves)

Step 2: Purchasing & Vendor Selection

- Select model based on safety, capacity, and warranty
- Order vehicle wraps (graphics designed by the college Marketing Department)

Step 3: Establish Fleet Management System

- Assign oversight to Athletics or Facilities
- Implement online reservation system
- Set driver certification and training guidelines
- Establish maintenance & safety inspection schedule

Summary of Progress or Results

Step 4: Campus Launch

- Publicize shared use to all departments
- Showcase wrapped vans through a campus unveiling event
- Include vans in community parades, outreach events, and recruitment trips

6. Recommendation

Given the demonstrated financial savings, operational advantage, and marketing benefits, Cuyamaca College should move forward with purchasing three vans immediately and consider adding two more in future years based on campus-wide demand.

The investment supports athletics, increases institutional efficiency, enhances student safety, and raises the college's public profile throughout the region.

Lower Athletic Field Turf

Program Goal: Cuyamaca College has three intercollegiate fields which are used for instruction, intercollegiate competition and primarily for rental purposes. Each field's surface is natural grass turf. During inclement weather periods, one if not all three fields becomes unusable for instruction, rental and intercollegiate contest. The obvious solution is to turf (synthetic) one of the field to create a space that can be used year round so as not to disrupt class scheduling, practice or interruptions of rentals.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Cuyamaca College has three intercollegiate fields which are used for instruction, intercollegiate competition and primarily for rental purposes. Each field's surface is natural grass turf. During inclement weather periods, one if not all three fields becomes unusable for instruction, rental and intercollegiate contest. The obvious solution is to turf (synthetic) one of the field to create a space that can be used year round so as not to disrupt class scheduling, practice or interruptions of rentals. (X)
- **Eliminate Equity Gaps in Course Success:** Cuyamaca College has three intercollegiate fields which are used for instruction, intercollegiate competition and primarily for rental purposes. Each field's surface is natural grass turf. During inclement weather periods, one if not all three fields becomes unusable for instruction, rental and intercollegiate contest. The obvious solution is to turf (synthetic) one of the field to create a space that

can be used year round so as not to disrupt class scheduling, practice or interruptions of rentals. (X)

- **Increase Persistence and Eliminate Equity Gaps:** Cuyamaca College has three intercollegiate fields which are used for instruction, intercollegiate competition and primarily for rental purposes. Each field's surface is natural grass turf. During inclement weather periods, one if not all three fields becomes unusable for instruction, rental and intercollegiate contest. The obvious solution is to turf (synthetic) one of the field to create a space that can be used year round so as not to disrupt class scheduling, practice or interruptions of rentals. (X)
- **Increase Completion and Eliminate Equity Gaps:** Cuyamaca College has three intercollegiate fields which are used for instruction, intercollegiate competition and primarily for rental purposes. Each field's surface is natural grass turf. During inclement weather periods, one if not all three fields becomes unusable for instruction, rental and intercollegiate contest. The obvious solution is to turf (synthetic) one of the field to create a space that can be used year round so as not to disrupt class scheduling, practice or interruptions of rentals. (X)

Summary of Progress or Results

Summary Date: 01/05/2026

Summary of Progress or Results: Proposal for installation of synthetic turf on Cuyamaca College's lower field.

Reporting Period: 2025 - 2026

Status: Not Started

What resources, if any, are needed to achieve this goal? (Select all that apply): Facilities renovation

Action steps for this academic year.:

Cuyamaca College Lower Field Turf

Converting one of the three grass soccer fields at Cuyamaca College to artificial turf could offer a number of strategic, safety, and financial advantages — but also some trade-offs. Below I outline the main benefits and considerations for the college, especially related to safety, liability, rental and scheduling flexibility, and long-term costs.

Key Benefits of Artificial Turf for a College Soccer Field

I. Much greater usability and scheduling flexibility

- A synthetic turf field can handle heavy usage: while natural grass becomes worn out or needs rest after many hours of play, a turf field can support many more hours per week.
- That means the college team could support a robust rental strategy, hold more practices, scrimmages, intramurals, or camps without worrying about damaging the surface — and you could schedule events more densely (even back-to-back games).
- It also makes the field more reliable under adverse weather (rain, overuse). Turf drains better and remains playable when grass might be muddy or damaged (inclement weather and its after effects have hurt our

Summary of Progress or Results

intercollegiate teams. Typically, the team must travel offsite to a local park to practice when fields are unusable).

This higher throughput supports a stronger athletic program, more community or club rentals, and greater return on the space.

II. Lower ongoing maintenance burden and long-term cost savings (despite higher upfront cost)

- Natural grass fields require mowing, watering (irrigation), fertilizing, pest/weed control, aeration, reseeding or re-sodding, and periodic repair — all of which add up annually.
- By contrast, a turf field eliminates mowing, watering, fertilizing, and most pest control. Maintenance becomes simpler: periodic cleaning, brushing (to keep fibers upright), infill redistribution, seam/edge inspection/repair, occasional disinfection, and drainage maintenance.
- Typical reported annual maintenance for turf is much lower than for grass.
- Over its lifespan (often 8–10 years, sometimes more depending on quality), turf can prove more cost-effective, especially when factoring in increased use and rising cost of maintenance supplies.
- Also, turf saves large amounts of water (no irrigation) — especially beneficial in a climate like San Diego's - El Cajon valley, where water conservation is often important.

Overall, once installed, turf can reduce labor, equipment, water, fertilizer, and pesticide costs, freeing resources for other campus needs (coaching, training, facilities, equipment, etc.).

III. Better performance reliability — consistent playing surface, less weather disruption

- Turf yields a more uniform, predictable playing surface: even bounce, even footing, no bare patches, no uneven wear zones. That means the college's soccer team (and opponents) can expect the same play conditions each time.
- Strategically, our intercollegiate teams are at a disadvantage when training on natural turf (grass) and having

Summary of Progress or Results

to play against an opponent that practices and plays on synthetic turf. Having multiple fields, grass and synthetic fields, allows the teams to prepare adequately for the opponent's field surface material.

- Permanent markings (lines, logos) are possible, reducing the need to repaint or remark lines as often as on grass.
- Because turf drains better and recovers faster after rain (or overuse), the risk of cancellations due to poor field conditions drops significantly. That supports reliable scheduling, especially for home games, tournaments, or region wide events.

For a college like Cuyamaca, that could mean fewer rainouts, more consistent training/game schedules, and less stress or liability around field readiness.

IV. Enhanced rental and revenue potential / flexibility for non-college use

- Because turf tolerates heavy use, the college could rent out the field more frequently — for community leagues, youth camps, clubs, tournaments, or non-soccer events — without rapidly degrading the surface.
- Opens field to additional rental opportunities and events.
- This can generate additional income or justify the investment via community engagement, outreach, or partnerships.

V. Safety and liability benefits (when done well)

- A well-installed, quality artificial turf field often includes a shock-absorbing base layer, which can cushion impacts and reduce injuries from falls.
- Because the surface is uniform and free of bumps, holes, divots, mud, or bare patches, there's less risk of trips, uneven footing, and many of the surface-related hazards that lead to ankle sprains or other injuries on degraded grass fields — especially in wet conditions or heavily used zones.

Summary of Progress or Results

- From a liability perspective, having a dependable, safe surface reduces the risk that injuries could be traced to negligence in field maintenance or lack of proper drainage/repair — especially relevant if hosting external teams, tournaments, or rentals.

Trade-offs, Risks, and Considerations

It isn't all upside. There are real trade-offs and challenges, which the college should weigh carefully before conversion.

- Up-front cost is substantial. Installing a standard full-size turf soccer field often costs in the range of \$500,000–\$1,000,000, depending on turf quality, sub-base preparation, drainage, infill, labor, and other factors.
- Lifespan and replacement costs. Most turf fields require replacement every 8–10 years (or depending on wear), which again involves disposal, base work, new turf, etc. That replacement itself can be expensive.
- Maintenance isn't zero. While lower than grass, turf still requires regular maintenance: cleaning, brushing, infill management, seam inspection, drainage upkeep, and occasional repairs.
- Possible safety/performance trade-offs. Some critics argue that turf is firmer than natural grass, which can increase risk of certain injuries (especially joint stress, “turf-toe,” or knee issues) — depending on the turf system, footwear, and maintenance.
- Surface heat in warm / sunny weather. Turf can get significantly hotter than grass in direct sun, making summer practices or games potentially uncomfortable or unsafe without mitigation (cooling, shade, hydration, scheduling). In all honesty, this would be my greatest concern. However, having a sprinkler system available to cool the surface before an activity works well for many colleges with similar issues that Cuyamaca might incur.

So the decision isn't trivial: you trade higher up-front cost and eventual resurfacing for long-term flexibility, lower recurring costs, and scheduling/usage advantages.

What This Means for Cuyamaca College's Soccer Program

Given that Cuyamaca already has three grass soccer fields, converting one to turf — rather than all three — could offer a balanced “hybrid” model:

- The turf field becomes the “workhorse” — used for heavy training load, rentals, intramurals, exercise science courses, camps, tournaments, community rentals — maximizing hours without wearing down grass.
- The remaining grass fields preserve a “softer”, more traditional, possibly lower-injury-risk surface for occasional use (e.g. men’s and women’s intercollegiate games, trainings, or when athletes prefer grass).
- The college gains flexibility: turf for intensive use and scheduling reliability; grass for lower-impact play, recovery, or traditional feel.

This hybrid approach can optimize both cost-effectiveness and player welfare, while giving the athletic department and campus more flexibility in programming.

From a liability and risk management standpoint: having at least one dependable, well-maintained turf field lowers the chance of cancellations due to bad field conditions, reduces wear on grass fields (extending their usable life), and avoids overloaded usage on natural turf that could lead to damage or safety hazards.

=| Recommendation: What to Evaluate If Cuyamaca Moves Forward

If the college seriously considers this conversion, I’d recommend evaluating and planning for the following:

1. Up-front capital and funding — plan for \$500K–\$1M per field, including sub-base, drainage, infill, installation, and permits.
2. Long-term maintenance and replacement costs — set aside funds for periodic infill replacement, seam repair, eventual full replacement every 8–12 years.
3. Turf specification — choose a high-quality turf system designed for soccer (with proper shock pad, drainage, infill), and ideally a turf certified for athletics use.
4. Heat mitigation and safety protocols — especially relevant in sunny San Diego: consider watering, shade structures, scheduling practices outside hottest hours, or turf-cooling measures if needed.
5. Liability oversight and maintenance plan — assign staff, train, or contract with a turf-maintenance vendor for regular inspection, cleaning, infill redistribution, seam repair; document maintenance to reduce liability risk.

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6. Usage plan / scheduling policy — map out how the three fields (1 turf + 2 grass) will be used (intercollegiate soccer team, exercise science and intramurals, rentals, camps, community use) to maximize benefits and avoid overuse of any single field surface.

In Summary

Converting one of Cuyamaca College's soccer fields to artificial turf could yield significant benefits: increased usage hours, reduced long-term maintenance and water costs, more reliable scheduling (especially in inclement weather), and expanded rental/revenue potential — while maintaining some grass fields preserves flexibility and player preference. It also helps mitigate wear and tear across all fields and reduces the risk of cancellations or poor field conditions.

To follow, here is an estimated 10-year cost-benefit projection for Cuyamaca College, comparing “all-grass,” “one-turf plus two-grass,” and “all-turf” scenarios (with estimated costs, savings, and usage capacities).

= Assumptions & Cost / Usage Benchmarks (per field Based on industry data for soccer / football-size fields):

Usage capacity (playable hours): Some sources estimate that a turf field can support many more hours of use than grass. For example: ~2,800 hrs. /year for turf vs ~800 hrs. /year for grass (in a hypothetical comparison). That's a 3–4× increase in usable hours per year.

= Three Scenarios for Cuyamaca College (over 10 years)

Because Cuyamaca currently has three grass fields, there are three potential model scenarios for consideration:

- Scenario A – All 3 remain natural grass (“All-grass”)
- Scenario B – Convert 1 field to turf, keep 2 grass (“Hybrid: 1 turf + 2 grass”)
- Scenario C – All 3 converted to turf (“All-turf”)

For simplicity, we shall assume each field is of similar size/quality, usage is spread equally across fields, and usage increases if turf is available. For this purpose, I shall neglect: revenue from rentals, inflation, and interest rate on capital, possible grants/subsidies, or opportunity cost. This is a “straight cost and usage” baseline.

Summary of Progress or Results

= Scenario A — All-Grass (3 fields)

- Up-front cost: Assume existing fields already paid for — we consider just maintenance over 10 years.
- Maintenance cost range (3 fields):
 - Low end: $3 \times \$20,000 = \$60,000/\text{year} \rightarrow 10\text{-year total} = \$600,000$
 - High end: $3 \times \$50,000 = \$150,000/\text{year} \rightarrow 10\text{-year total} = \$1,500,000$
- Playable hours (approximate): If each grass field ~ 800 hrs./year $\rightarrow 3$ fields $\rightarrow \sim 2,400$ hours / year; over 10 years $\rightarrow \sim 24,000$ hours

Thus over 10 years, estimated cost: \$600K–\$1.5M, $\sim 24,000$ playable hours.

= Scenario B — Hybrid (1 turf + 2 grass)

- Up-front cost (convert 1 field to turf; assume grass fields remain in current rotation and current state: $\sim \$550,000$ – $\$1,200,000$ for the turf field.
- Maintenance over 10 years:
 - Turf field: $\$5,000$ – $\$15,000/\text{yr.} \rightarrow \text{over 10 years} = \$50,000$ – $\$150,000$
 - 2 grass fields: $\$20,000$ – $\$50,000/\text{yr. each} \rightarrow 2 \times (10\text{-year total}) = \$400,000$ – $\$1,000,000$
 - Combined maintenance (10-year): $\$450,000$ – $\$1,150,000$
- Replacement (at year ~ 10): turf likely needs replacement (new carpet) — assume similar cost to installation: $\$500,000$ – $\$1,000,000$
- Total 10-year cost (including replacement):

Summary of Progress or Results

- Low-end: $\$550,000 + \$450,000 + \$500,000 = \$1,500,000$
- High-end: $\$1,200,000 + \$1,150,000 + \$1,000,000 = \$3,350,000$
- Playable hours (estimate):
 - Turf field: assume $\sim 2,800$ hrs. /yr. \rightarrow over 10 years = 28,000 hrs.
 - Grass fields: $2 \text{ fields} \times 800 \text{ hrs. /yr.} \times 10 = 16,000 \text{ hrs.}$
 - Total $\sim 44,000$ hours over 10 years — nearly double the all-grass scenario.

Scenario C — All-Turf (3 fields)

- Up-front cost: $3 \times (\$550,000 - \$1,200,000) = \$1,650,000 - \$3,600,000$
- Maintenance over 10 years: $3 \times (\$5,000 - \$15,000/\text{yr.}) = \$150,000 - \$450,000$
- Replacement at year ~ 10 : $3 \times (\$500,000 - \$1,000,000) = \$1,500,000 - \$3,000,000$
- Total 10-year cost (including replacement):
 - Low-end: $\$1,650,000 + \$150,000 + \$1,500,000 = \$3,300,000$
 - High-end: $\$3,600,000 + \$450,000 + \$3,000,000 = \$7, + \sim \$7,050,000$
- Playable hours (estimate): $3 \text{ turf fields} \times 2,800 \text{ hrs./yr.} \times 10 = \sim 84,000 \text{ hours}$

= Interpretation — Cost per Hour & Value

How the three scenarios compare on “cost per hour of use over 10 years”:

Summary of Progress or Results

- All-grass: \$600,000–\$1.5M / ~24,000 hours → \$25–\$62 per hour
- Hybrid (1 turf + 2 grass): \$1.50M–\$3.35M / ~44,000 hours → \$34–\$76 per hour
- All-turf: \$3.30M–\$7.05M / ~84,000 hours → \$39–\$84 per hour

These ranges are broad because of variability in maintenance practices, turf quality, usage levels, and actual replacement costs.

Under many plausible mid-range assumptions, the hybrid scenario roughly doubles usable hours compared to all-grass, with a modest increase (or even similar) in cost per hour — making it more efficient if the additional hours are valuable (practices, rentals, community use, etc.).

If Cuyamaca can fill the additional capacity (i.e. schedule more practices, host rentals, camps, tournaments, community leagues), the hybrid approach gives the “best of both worlds”: a reliable, high-capacity turf field AND the flexibility/softer surface of grass.

Qualitative Considerations (Beyond Just Costs)

- Flexibility & Throughput: The hours-used assumptions assume turf allows many more hours/year. In reality, that increased capacity enables more practices, intramurals, rentals (youth leagues, community groups), camps, etc. That may generate revenue or at least greater utilization.
- Water, labor, and resource savings: Turf removes need for mowing, watering, fertilizing, pest control — which for a college in a region like San Diego can be significant (especially water cost). This is built into maintenance savings in the table.
- Reliable scheduling / inclement weather resilience: More consistent field availability under turf — fewer cancellations due to muddy or worn grass. This reliability has intangible value: less disruption, more dependable scheduling for practices/games/rentals.
- Replacement cost planning: Because turf needs replacement ~ every 10 years, the college must plan for the capital expense — but this also offers a known timeline for budgeting and renewal.

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- Hybrid advantage: Having both turf and grass preserves options: turf for heavy-use, rain/practice/rental; grass for lighter use, traditional feel, possibly reduced joint impact.

=j What This Suggests for Cuyamaca College

- If Cuyamaca envisions significantly increasing usage (more practices, intramurals, community rentals/leagues, camps), then converting 1 field to turf (Scenario B) likely gives the best “bang for buck.” You nearly double usable hours vs all-grass, while keeping at least two grass fields for variety and lower-impact use.
- If the college moves away from our facility rental policy and only needs moderate use (e.g., a few team practices and occasional games), staying all-grass might remain the most cost-effective over 10 years — especially at the low end of maintenance. However, this does not address our key issue of playing fields for inclement weather scenarios.
- Going “all-turf” (Scenario C) offers maximum capacity and scheduling flexibility, but the 10-year capital outlay is large; this only makes sense if there is sustained high demand (rentals, camps, constant use) — or a plan to amortize via revenue-generating rental events. There are other concerns that would need to be evaluated for this scenario. Risk of injury, temperature, blood borne pathogens, etc. would strongly need to be considered.
- The hybrid model provides a balanced approach — flexibility, capacity, resilience — with more predictable long-term budgeting (especially if turf replacement is anticipated and reserved for).

=Y Limitations / What This Projection Doesn't Capture

- This proposal assumed generic “typical U.S.” costs and usage; real local costs (labor, water, utilities, usage demand) will alter results.
- Potential revenue — e.g., rental income, camp fees, community leagues. In reality, these could offset a large

Summary of Progress or Results

part of the cost, especially under the hybrid or all-turf scenario.

- Inflation, interest rates, replacement-cost escalation, regulatory or environmental costs (e.g., disposal of old turf), and maintenance staff turnover are not included.
- This proposal does not attempt to model injury risk, athlete wear & tear, liability, or medical costs — though those could be very relevant.
- Assumption of equal “wear” across fields and equal usage distribution; real use patterns will vary (e.g., some fields may be preferred, some may be used more heavily, etc.).

My Recommendation (Based on This Model)

It is my recommendation for Cuyamaca College — and given likely value in increased usage, flexibility, rentals, and scheduling reliability — to adopt the hybrid model: convert one of the three fields to turf, keep two as grass. This gets the majority of the benefits of turf (capacity, reliability, maintenance savings) while preserving grass for lower-impact use, athlete preference, and surface variety. The Hybrid Model provides the most balanced, cost-effective approach over a 10-year horizon under realistic assumptions.

Middle Field Fencing

Program Goal: Purchase and installation of fencing of the middle athletic field.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Purchase and installation of fencing of the middle athletic field. (X)
- **Eliminate Equity Gaps in Course Success:** Purchase and installation of fencing of the middle athletic field. (X)
- **Increase Persistence and Eliminate Equity Gaps:** Purchase and installation of fencing of the middle athletic field. (X)

Summary of Progress or Results

Summary Date: 01/05/2026

Summary of Progress or Results: Proposal for fencing of the middle athletic field.

Reporting Period: 2025 - 2026

Status: Not Started

What resources, if any, are needed to achieve this goal? (Select all that apply): Facilities renovation

Action steps for this academic year.:

Purchase and Installation of Security Fencing (Middle Grass Field – Cuyamaca College)

1. Purpose of Request

This proposal requests funding for the purchase and installation of security fencing around Cuyamaca College's middle grass field, one of the three athletic fields on campus and the exclusive practice field for the men's and women's soccer teams.

The lack of perimeter fencing has resulted in ongoing problems that directly impact the safety, cleanliness, and usability of the field. Installing appropriate fencing will protect a valuable college asset, improve student-athlete safety and performance, and restore the field to its intended purpose.

2. Current Issues Resulting from the Lack of Security Fencing

2.1 Unauthorized Community Access

The field is open and easily accessible to the general public at all hours. This has led to:

- Recreational use unrelated to the college,
- Loitering and non-college gatherings,
- Repeated nighttime and weekend access by individuals with no business on campus, and
- Activities that create safety and liability risks for the institution.

The absence of fencing removes the college's ability to control access, enforce hours of use, or maintain field standards.

2.2 Unauthorized Motor Vehicle Entry and Damage

Without a physical barrier, cars, motorcycles, and electric motorbikes have driven onto the field surface. This causes:

- Ruts and divots in the turf,
- Soil compaction and uneven playing surfaces,
- Damage that increases maintenance costs and reduces field safety,
- Increased risk of injury to student-athletes.

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Repairing turf damage is expensive, time-consuming, and often requires field closure—further disrupting athletic schedules.

2.3 Animal Waste and Unsanitary Conditions

The most frequent and problematic issue is the prevalence of animal droppings, particularly from dog owners who use the field as an off-leash walking area. Consequences include:

- Soccer teams losing valuable practice time clearing feces from the field at the start of nearly every session,
- Health hazards associated with fecal matter (bacteria, parasites, contamination risks),
- Unsanitary and unprofessional conditions for collegiate athletes,
- Increased custodial or grounds crew intervention during practice weeks.

These conditions undermine the college's role in providing a safe and healthy environment for its students.

2.4 Overuse and Surface Degradation

Unauthorized usage significantly exceeds recommended use for natural turf fields. As a result:

- The middle field experiences overuse beyond maintenance capacity,
- Grass recovery time is insufficient,
- Turf quality deteriorates prematurely, requiring more frequent reseeding, irrigation, or renovation,
- The field is regularly below playable standard for collegiate team practices.

Without controlled access, the college cannot properly regulate usage patterns or preserve the field's lifespan.

3. Impact on Athletics and Institutional Operations

3.1 Negative Impact on Soccer Program Training

The men's and women's soccer teams depend on consistent, reliable field conditions to execute daily practice plans. Current problems cause:

- Daily delays due to cleanup, reducing effective training time,
- Changes to training plans when unsafe or damaged areas appear,
- Increased risk of slips, trips, and injury due to contaminated or uneven surfaces,
- Lower quality preparation compared with other conference programs.

These impacts also influence team performance, recruitment efforts, and overall student-athlete experience.

3.2 Asset Protection and Fiscal Responsibility

The middle field represents a significant financial investment in turf, irrigation, maintenance equipment, and labor. Without fencing,

Summary of Progress or Results

this asset is chronically degraded by non-authorized users, increasing:

- Grounds-keeping costs,
- Frequency of field repairs,
- Long-term renovation or replacement expenses.

Installing fencing is a proactive measure that protects campus resources and reduces operational costs.

3.3 Campus Safety and Liability

Unrestricted access to the field introduces unnecessary liability for the college, including:

- Injuries to unauthorized users,
- Vehicle-related incidents,
- Animal-related accidents or sanitation concerns,
- Difficulty enforcing campus safety protocols.

Physical barriers greatly improve campus security and defensibility.

4. Proposed Solution: Installation of Security Fencing

4.1 Recommended Features

- 6–8 ft. perimeter fencing around the entire middle field
- Lockable gates for controlled athletic and maintenance access
- Option for windscreen or privacy mesh (improves practice quality and reduces distractions)
- Signs indicating authorized use, hours, and college policy

4.2 Benefits

- Prevents unauthorized pedestrian and motor vehicle access
- Eliminates animal waste contamination
- Reduces turf damage and improves field longevity
- Ensures consistent, safe, sanitary practice conditions for student-athletes
- Lowers long-term maintenance and repair costs

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- Supports athletics compliance, safety standards, and equitable student-athlete facilities
- Strengthens campus security and controlled-access standards

5. Cost Consideration

While exact costs require vendor quotes, fencing for an athletic field of this size typically ranges depending on material, height, and gate configuration.

The total project cost would include:

- Fencing materials
- Gate systems
- Labor and installation
- Optional windscreens
- Signage

The college can pursue three vendor quotes and potentially coordinate installation with Facilities to minimize labor expenses.

6. Conclusion and Request

The middle grass field is a dedicated athletic resource vital to the success of Cuyamaca College's soccer programs. The current lack of fencing has resulted in chronic misuse, turf degradation, motor vehicle damage, and unsanitary conditions that undermine both student safety and athletic performance.

Installing security fencing is a necessary and overdue investment to:

- Protect a valuable college asset,
- Support student-athlete health and success,
- Reduce ongoing maintenance costs, and
- Enforce proper access and safety standards on campus.

I respectfully request that Cuyamaca College approve funding for the immediate purchase and installation of security fencing around the middle grass field.

Tennis Court Lighting

Program Goal: Purchase and installation of lighting at Cuyamaca College's tennis court facility. The addition of lighting at the Cuyamaca College tennis facility will enable AKHE to schedule high demanded tennis and pickleball evening courses. The current courts are open to the public 7am to 6pm weekdays. Addition of lighting will allow for evening courses which will be very attractive to community individuals looking for after work activity courses such as tennis and pickleball. Additionally, the installation of lighting will immediately increase the rental revenue opportunities for the college.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Purchase and installation of lighting at Cuyamaca College's tennis court facility. The addition of lighting at the Cuyamaca College tennis facility will enable AKHE to schedule high demanded tennis and pickleball evening courses. The current courts are open to the public 7am to 6pm weekdays. Addition of lighting will allow for evening courses which will be very attractive to community individuals looking for after work activity courses such as tennis and pickleball. Additionally, the installation of lighting will immediately increase the rental revenue opportunities for the college. (X)
- **Eliminate Equity Gaps in Course Success:** Purchase and installation of lighting at Cuyamaca College's tennis court facility. The addition of lighting at the Cuyamaca College tennis facility will enable AKHE to schedule high demanded tennis and pickleball evening courses. The current courts are open to the public 7am to 6pm weekdays. Addition of lighting will allow for evening courses which will be very attractive to community individuals looking for after work activity courses such as tennis and pickleball. Additionally, the installation of lighting will immediately increase the rental revenue opportunities for the college. (X)
- **Increase Persistence and Eliminate Equity Gaps:** Purchase and installation of lighting at Cuyamaca College's tennis court facility. The addition of lighting at the Cuyamaca College tennis facility will enable AKHE to schedule high demanded tennis and pickleball evening courses. The current courts are open to the public 7am to 6pm weekdays. Addition of lighting will allow for evening courses which will be very attractive to community individuals looking for after work activity courses such as tennis and pickleball. Additionally, the installation of lighting will immediately increase the rental revenue opportunities for the college. (X)
- **Increase Hiring and Retention of Diverse Employees:** Purchase and installation of lighting at Cuyamaca College's tennis court facility. The addition of lighting at the Cuyamaca College tennis facility will enable AKHE to schedule high demanded tennis and pickleball evening courses. The current courts are open to the public 7am to 6pm weekdays. Addition of lighting will allow for evening courses which will be very attractive to community individuals looking for after work activity courses such as tennis and pickleball. Additionally, the installation of lighting will immediately increase the rental revenue opportunities for the college. (X)

Summary of Progress or Results

Summary Date: 01/05/2026

Summary of Progress or Results: Installation Proposal for tennis lighting.

Reporting Period: 2025 - 2026

Status: Not Started

What resources, if any, are needed to achieve this goal? (Select all that apply): Facilities renovation

Action steps for this academic year.:

Proposal: Lighting Installation at Cuyamaca College Tennis Facility

1. Executive Summary

The Cuyamaca College tennis facility currently has 10 outdoor courts without lighting. Installing lighting will extend usable hours, diversify Exercise Science course offerings (including expanded pickleball and Futsal), boost community rentals and course revenue, and align with trends showing significant growth in both tennis and pickleball participation, while having established infrastructure for new and trending court sport activities.

2. Project Scope

Objectives

- Install high-quality LED lighting on 10 existing tennis courts.
- Enable evening play for tennis and pickleball clinics, leagues, open play, and tournaments.
- Expand recreational activity offerings within the kinesiology program (pickleball, additional tennis).
- Increase facility rental revenue and community engagement.

Deliverables

- LED lighting system with poles, fixtures, wiring, and controls.
- Electrical and civil work necessary for safe operation.
- Compliance with local ordinances and sports lighting standards.
- Marketing plan for new evening and multi-sport programming.

3. Market Demand & Historical Participation Trends

Tennis Trends

- Tennis participation in the U.S. reached 25.7 million players in 2024, marking continued growth.
- Southern California historically has high engagement in tennis; increased hours with lighting can capture peak demand.

Pickleball Trends

- Pickleball is the fastest-growing sport in the U.S., with participation growth of 51.8 % in one year and 223.5 % over three

Summary of Progress or Results

years.

- An estimated 19.8 million Americans played pickleball in 2024, a 45.8 % annual increase and 311 % over three years.
- California consistently ranks among the top states for pickleball facility growth.

Local Community Interest

- Anecdotally, local players in the San Diego/El Cajon area frequently seek pickleball and tennis play — including evening availability — especially where courts are limited.

Conclusion: Demand for racquet sports is robust and growing across age groups — especially among students, adults, and retirees — and expanded hours will meet unmet evening demand.

4. Lighting System Specifications & Estimated Costs

Recommended Technology

LED Sports Lighting System

- Lower energy use
- Better visibility
- Longer lifespan
- Reduced maintenance

Estimated Costs

Based on industry data for LED lighting installations:

Item Estimated Range

LED Fixtures & Poles

~\$20,000 to approximately ~\$80,000

Installation (labor, wiring)

~\$40,000 to approximately ~\$150,000

Engineering/Permitting

~\$10,000 to approximately ~\$30,000

Total Estimated Investment

\$70,000 to \$260,000 (varies by supplier and site specifics)

Summary of Progress or Results

Note: Some project examples range more widely (\$30,000–\$500,000+) depending on poles, fixture count, and engineering requirements.

5. Cost–Benefit Analysis

Benefits

Extended Court Hours

- Lighting adds several thousand additional usable hours per year, especially valuable during shorter daylight months.
- Evening play increases accessibility for working adults and students.

Revenue Generation

Potential revenue streams include:

- Court Rentals (peak evening demand often draws higher rental revenues)
- Pickleball Programming — lessons, leagues, camps, socials
- Tennis Programming — clinics, team practices, tournaments
- College Course Expansion — Exercise Science PE courses in pickleball / tennis

Example Revenue Scenarios

(Illustrative figures; actual pricing to be set locally)

Activity Price Hours/Week Weekly Revenue			
Court Rental (tennis/pickleball)			
\$15/hr	30 hrs		\$450
Lessons/Clinics			
\$40/player	20	players/week	\$800
League Play (weekly)			
\$10/player	50	players	\$500
Estimated Weekly Total			~\$1,750
Multiply by 40 weeks/year = ~\$70,000+ revenue/year (conservative estimate, excludes special events).			

Community & Student Engagement

- Adds opportunities for more kinesiology or physical education courses.

Summary of Progress or Results

- Enhances community perception of the College as a recreation hub.

Cost

Category Estimated Annual (Post-Install)

Electricity for Lights

~\$2,000 to \$8,000

Maintenance

~\$2,000 to \$10,000

Administrative/Rental Coordination

Variable

Payback Period Estimate

If annual increased net revenue (rentals + programming) exceeds \$40,000–\$60,000, the lighting investment could potentially pay back in 4–7 years.

6. Expanded Programming Opportunities

Tennis

- Evening leagues and matches
- Junior development programs
- Community tournaments

Pickleball

- Drop-in play (popular due to rapid game turnover)
- Lessons designed for all ages
- College-credit courses (e.g., fitness, lifetime sports)

Supporting trend: Pickleball's undeniable growth makes it highly attractive for collegiate recreation programs and community rentals — facilities are adding courts and services nationwide.

7. Implementation Plan (High-Level)

1. Feasibility & Site Survey

- Topographic survey

Summary of Progress or Results

- Electrical capacity assessment
2. Design & Engineering
 - Lighting plan with uniform coverage models
 3. Permitting
 - Local approvals, HOA/community compliance (if relevant)
 4. Construction & Installation
 - Pole foundation, wiring, fixtures
 5. Testing & Commissioning
 6. Launch & Scheduling
 - Marketing push to community and student population

Risk and mitigation

Risk Mitigation

Budget overruns
Competitive bidding, value engineering
Inadequate usage
Presale of memberships, league schedules
Light pollution complaints
Use shielded fixtures and comply with dark-sky standards

9. Conclusion & Recommendation

Investing in LED lighting for the Cuyamaca College tennis facility is a strategic move to:

- Maximize facility utilization
- Grow rental and course revenue
- Support expanding participation in tennis and pickleball
- Enhance student and community engagement

Given the growing racquet sport trends and revenue potential, this project should be prioritized to expand offerings and improve the overall value of the Cuyamaca College athletic facilities.

Summary of Progress or Results

Pickleball Shed

Program Goal: Purchase and installation of storage shed for pickleball course equipment at the outdoor facility site.

Goal Status: Active

Mapping

2022 - 2028 Strategic Plan: (X)

- **Increase Equitable Access:** Purchase and installation of storage shed for pickleball course equipment at the outdoor facility site. (X)
- **Eliminate Equity Gaps in Course Success:** Purchase and installation of storage shed for pickleball course equipment at the outdoor facility site. (X)
- **Increase Persistence and Eliminate Equity Gaps:** Purchase and installation of storage shed for pickleball course equipment at the outdoor facility site. (X)

Summary of Progress or Results
<p>Summary Date: 01/05/2026</p> <p>Summary of Progress or Results: Proposal for purchase and installation of storage shed to be used for pickleball equipment.</p> <p>Reporting Period: 2025 - 2026</p> <p>Status: Not Started</p> <p>What resources, if any, are needed to achieve this goal? (Select all that apply): Supplies, equipment, and/or furniture</p> <p>Action steps for this academic year.:</p> <h2>Proposal for Installation of Dedicated Pickleball Equipment Storage Shed</h2> <p>Submitted by: Dean of Athletics, Kinesiology, Health & Exercise Science</p> <p>Institution: Cuyamaca College</p> <p>Date: December 2025</p> <h3>1. Background</h3> <p>Cuyamaca College introduced pickleball courses into the Kinesiology curriculum in Fall 2024. The initial indoor, one-night-per-week course saw strong interest and positive enrollment. Due to rising demand, both locally and nationally, the college has expanded to include an outdoor Saturday course. This course utilizes three of the existing ten tennis courts, which can accommodate six pickleball courts due to the smaller playing dimensions.</p> <p>At this time, all pickleball equipment—including portable nets, paddles, balls, rolling carts, and instructional materials—is stored in a small tennis shed located on the opposite side of the tennis complex. Students must transport this equipment across the facility at the</p>

Summary of Progress or Results

start and end of each class period. This process reduces instructional time, creates inefficiencies, and increases wear and tear on equipment.

To support program growth, improve class efficiency, and better serve students, the installation of a dedicated pickleball equipment storage shed adjacent to the outdoor pickleball courts is recommended.

2. Purpose of the Project

The purpose of this project is to:

- Provide immediate access to equipment near the pickleball courts
- Maximize instructional time by reducing equipment transport time
- Reduce equipment damage caused by constant movement
- Support the expanding pickleball program within the Kinesiology department
- Improve overall facility organization and efficiency

3. Proposed Storage Shed Description

Recommended Shed Size: 8' × 10' (or up to 10' × 12' if storage needs increase)

Material Options: Resin or galvanized steel (weather-resistant, low maintenance)

Key Features:

- Double doors wide enough for rolling carts
- Lockable, secure storage for college-owned equipment
- Interior shelving for paddles, balls, and small gear
- Weatherproof construction
- Anchoring system for safety and durability
- Optional solar-powered lighting

4. Equipment to Be Stored

The shed will house:

- 6 portable pickleball net systems

Summary of Progress or Results

- Rolling carts for nets
- 24–36 paddles
- 50–100 pickleballs
- Court lines/markers
- Teaching aids and accessories
- Instructor storage items

This dedicated space will keep equipment protected and extend overall equipment life.

5. Estimated Costs

A. Materials & Equipment

<u>Item</u>	<u>Estimated Cost</u>
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8—10 or 10—12 Outdoor Storage Shed (resin or metal)	
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\$1,500 ~ \$3,000	
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Alternate Concrete pad or paver foundation	
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\$1,200 ~ \$2,500	
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Anchoring hardware & locking system	
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\$150 ~ \$350	
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Interior shelving and organizational racks	
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\$250 ~ \$500	
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Optional: Solar lighting	
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\$150 ~ \$300	
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Materials Subtotal: \$3,250 – \$6,650	
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B. Installation & Site Preparation

<u>Item</u>	<u>Estimated Cost</u>
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Site leveling, grading, and preparation	
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\$1,200 ~ \$2,000	
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Concrete pad installation	
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Included above	
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Shed assembly & installation	
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Summary of Progress or Results

\$500 ~ \$1,200

Delivery, handling, disposal of packaging

\$150 ~ \$300

Installation Subtotal: \$1,850 – \$3,500

C. Total Estimated Cost

Category Total

Materials

\$3,250 ~ \$6,650

Installation

\$1,850 ~ \$3,500

Estimated Total Project Cost

\$5,100 ~ \$10,150

Recommended budget request: \$9,500

(Provides flexibility for quality materials and unforeseen site preparation needs.)

6. Benefits to Students and the Program

- Increased instruction time: Equipment can be set up and stored efficiently without long-distance transport.
- Improved safety: Reduces student risk from carrying heavy or awkward items.
- Longer equipment lifespan: Less movement results in less wear and tear.
- Support for program expansion: Proper infrastructure supports future course additions, community engagement, and potential tournaments.
- Enhanced facility professionalism: Dedicated storage reflects program quality and organization.

Service Area Overview and Update

Lead Author

Tonie Campbell

Please briefly share the ways in which you collaborated with colleagues within and outside of your department to gather input to inform your program review.

This cycle, I sent out an email request for input and invitation to review the program goals I have authored for consideration. In doing so, I wanted to be more transparent in my goals, criticisms of the department, and how I envision the future of AKHE.

Student Learning Outcome/Service Area Outcome Assessment and Student Success

Student Access, Learning, and Achievement

Service Area Assessment

Program Goals

Program Goals Status

I have updated the progress on my previous goals.

Program Goals Mapping

Mapping for all active Program Goals complete.

Submission

Program Review response is complete and ready for review.

Yes - Response is complete and ready for review

