The plan for the Mount Holyoke Department of Physical Education and Athletics outlines priorities for the Department that both renew and reimagine our commitments to a competitive Division III athletics program focusing on the student-athlete experience, a quality physical education program, and a broad-based recreation program integrating the College’s ‘Be Well’ initiative.

There are three distinct components of the Department’s work: Athletics, Physical Education, and Recreation. The energy of each area contributes to the others, and the overall vibrancy of the Department contributes to MHC’s institutional distinction, community morale, and well-being for sustained leadership. Our strengths lie in the global diversity and leadership skills of our student-athletes and our ability to support our students, employees, and community members to pursue an active and healthy lifestyle.

Our vision to provide and expand the motivation, confidence, physical competence, and knowledge for engagement in physical activities for a successful and healthy life will help us to remain focused on our mission and its relevance to the Mount Holyoke College community. Our founder, Mary Lyon, believed the key to a successful future for MHC students was to embrace the sound mind and sound body concept. Developing habits and skills that will allow all graduates to sustain their health and well-being for leadership over the course of a lifetime has been the foundation and guided the aspirations within each of the Emphasis Areas outlined in the Strategic Plan for the Department as well as our goals and strategies for the next six years. An overview of the Strategic Planning Process follows.
The nature of intercollegiate athletics and physical activity for women has changed. Institutions are investing a great deal in the competitive opportunities for women as well as recreational opportunities for all students. Mount Holyoke has historically been a leader in this arena, and we look to renew our commitment to match the College’s powerful strategic vision. In fall of 2018, the Department contracted with K. Turpin Consulting, LLC to assist in developing a strategic plan that aligns with both the College plan and the NCAA Division III Strategic Positioning Platform.

The K. Turpin Consulting team visited Mount Holyoke’s campus December 13-14, 2018 to conduct focus groups and individual interviews to solicit feedback on Mount Holyoke’s Department of Physical Education and Athletics, what makes the Department unique, and the strengths of and challenges for the College’s physical education, athletics and recreation programs. The team also solicited feedback on the current mission and vision statements and potential emphasis areas and priorities for the Department’s strategic plan. The strategic planning process included gathering information from both internal and external stakeholders including President Sonya Stephens and Officers of the College, selected members of the Board of Trustees, the Alumnae Association, and Advancement.

Based on a review of all the feedback, an initial draft of Emphasis Areas and strategies for each Emphasis Area were identified for inclusion in the Strategic Plan. Throughout the spring and early summer of 2019, regular conference calls were held between the K. Turpin Consulting team, Vice President and Dean of Students Marcella Runell Hall, Vice President and Dean of Faculty Jon Western, and Chair of Physical Education and Director of Athletics Lori Hendricks. The calls allowed for reporting on progress and discussion of feedback on specific components of the Strategic Plan.

In addition, the Department established an internal strategic planning group with representatives of major stakeholders: students, coaches, athletic training staff, administrative team, equestrian center, and advancement. This group met weekly throughout the spring 2019 semester. Each of these representatives was charged with returning to their stakeholder groups to facilitate conversations around mission and vision, priorities as well as expectations and metrics for priorities. As a result of this work, the following Emphasis Areas emerged: Competitive Success; Recruitment and Retention; Diversity and Inclusion; Student Well-Being; Community Integration; and Physical Education.

The resulting Strategic Plan for the Department mirrors the format of the College’s Strategic Plan in that it includes strategic priorities, goals, and strategies for each Emphasis Area. The Areas of Emphasis are arranged in alphabetical order except for Recruitment and Retention, which is placed after Competitive Success for the ease of reading. Within each Area of Emphasis, the goals are prioritized and, where appropriate, the corresponding strategies reflect a sequencing of action items. In addition, there are references throughout the plan to specific ways in which the Department’s plan aligns with that of the College.
Mission
Mount Holyoke’s mission is to provide an intellectually adventurous education in the liberal arts and sciences through academic programs recognized internationally for their excellence and range; to draw students from all backgrounds into an exceptionally diverse and inclusive learning community with a highly accomplished, committed, and responsive faculty and staff; to continue building on the College’s historic legacy of leadership in the education of women; and to prepare students, through a liberal education integrating curriculum and careers, for lives of thoughtful, effective, and purposeful engagement in the world.

Vision
Our vision of Mount Holyoke as a robust and nimble community will enable us to move forward decisively, to position the College for the strongest of futures through the pursuit of strategic objectives focused on our mission and its relevance; through investment in energetic staff and faculty creativity, as well as in imaginative educational models and programs; through continuous evaluation of structures, assets and costs; and consistent promotion of the opportunities, values, and quality Mount Holyoke provides.
Mission
The Division of Student Life cultivates a dynamic, engaged, and inclusive community that enriches the student experience, promotes wellness and belonging, and supports the purposeful development of every student.
Mission
To provide a broad range of diverse educational, recreational, and competitive physical activities for the Mount Holyoke College community.

Vision
To provide and expand the motivation, confidence, physical competence, and knowledge to value and take responsibility for engagement in physical activities for a successful and healthy life of purposeful engagement.
Strategic Plan Emphasis Areas

Competitive Success
Recruitment and Retention
Diversity and Inclusion
Student Well-Being
Community Integration
Physical Education
Strategic Priorities – How
How the Emphasis Area aligns with one of the four strategic priorities of the Mount Holyoke College Plan. The specific strategic priority from the College Plan is referenced within the brackets.

Goal - What
A high-level strategy driven by the vision and mission that can reasonably be expected to serve as an aim for at least three years. The strategic priority, goal, and strategy from the College Plan is referenced within the brackets after each goal.

Strategies - How
An action item identified in the employee-driven planning process that should be considered for adoption in action plans; identified strategies listed are not all inclusive and should be further developed as part of the action plan.

The Action Plan - Written Progress Report
The Action Plan specifies the fiscal/resource implications, responsible party(ies), and the deadline for each action item. It ensures implementation of the strategic plan and is updated regularly to demonstrate how the Department is accomplishing its goals.
Goals

A. We will establish the goals and define expectations for competitive success and athletics excellence. [2.B]
B. We will right size staffing to support and meet the demands of a highly competitive and successful athletics program. [2.D, 4.A]
C. We will renovate and update current facilities as needed to remain in compliance with the NCAA and to advance our varsity athletics program. [1.B, 2.C, 2.D, 4.B]
D. We will reimagine leadership programming for student-athletes and captains specifically. [1.A]
E. We will conduct an external review of the equestrian center and integrate findings into the Department Strategic Plan. [2.B, 4.B]

Aligns with MHC Strategic Priorities:
A. We will establish the goals and define expectations for competitive success and athletics excellence. [2.B]

**Strategies (Action Items)**

i. Clearly define the different levels of athletic achievement for individual, team, and Department success (e.g., individual performance, team winning percentages, school records, conference competitiveness, national rankings).

ii. Clearly define the elements of academic achievement and student-athlete experience for Department success (e.g., team GPAs, student-athlete satisfaction, retention rates).

iii. Examine the need to modify current intercollegiate sports program (e.g., adding, tiering or elimination of sports).

iv. Determine ideal roster sizes for budget allocations and to achieve success at the conference and national level.

v. Allocate resources to ensure appropriate recruiting, coaching, facilities, uniforms, student-athlete support, meals, transportation, and equipment to achieve success at the conference and national level.
B. We will right size staffing to support and meet the demands of a highly competitive and successful athletics program. [2.D, 4.A]

Strategies (Action Items)

i. Identify the resources through existing allocations or reallocations to hire a full-time strength and conditioning coach.

ii. Provide appropriate game management and communication support to meet NCAA and New England Women’s and Men’s Athletic Conference (NEWMAC) statistical reporting and other requirements.

iii. Develop a plan to identify/reallocate resources to add full-time assistant coaches for selected sports.
C. We will renovate and update current facilities as needed to remain in compliance with the NCAA and to advance our varsity athletics program. [1.B, 2.C, 2.D, 4.B]

Strategies (Action Items)

i. Replace existing turf e-layer base and surface and resurface track as called for in College maintenance plan.

ii. In collaboration with the Capital Planning Group, retain a firm to conduct a feasibility study for the updating of existing locker room and varsity strength and conditioning spaces within the Kendall Sports and Dance Complex.

iii. Work with Financial Services, the Office of Advancement, and the Alumnae Association to develop a financial plan to upgrade the Kendall Sports and Dance Complex locker room and varsity strength and conditioning space.

iv. Review outdoor tennis court usage and restore outdoor tennis courts as needed in recognition of the College maintenance recommendations.
D. We will reimagine leadership programming for student-athletes and captains specifically. [1.A]

**Strategies (Action Items)**

i. Revisit Peak Performance Program to determine highest priority items for each class year and progression of student-athlete leadership development.

ii. Identify and invest in an annual signature program for each student-athlete class cohort (e.g., Introduction to Peak Performance, first year; DiSC Workshop, sophomores; Conflict Negotiation, juniors; Career Transitions, seniors).

iii. Develop captains’ leadership program to equip captains with the tools they need to serve in the role effectively.

iv. Identify partners to collaborate in programming and donors to support the initiatives.

v. Explore and actively seek leadership programming opportunities provided for student-athletes by the NEWMAC and NCAA.
E. We will conduct an external review of the equestrian center and integrate findings into the Department Strategic Plan. [2.B, 4.B]

Strategies (Action Items)

i. Develop the charge for the external review team and timeline for the completion of Equestrian review (including space, program and personnel).

ii. Identify the resources, experts and timeline for the review and develop a Strategic Plan for the equestrian center that will be incorporated into the Strategic Plan for the Department.
Goal

A. We will design and implement a strategy for recruiting and yielding scholar athletes that aligns both College enrollment goals and Department competitive success expectations. [1.A, 3.C, 4.A ]

Strategic Priorities

- As an integral part of the recruitment strategy of the College, the Department will contribute to shaping and sustaining an increasingly diverse, global and inclusive community of excellent student-athletes in which all thrive and contribute to the flourishing of others. [1, 3]
- The Department will contribute to the long-term financial sustainability of the College by being an integral component of the College's long-term enrollment and retention plan. [4]
A. We will design and implement a strategy for recruiting and yielding scholar athletes that aligns both College enrollment goals and Department competitive success expectations. [1.A, 3.C, 4.A]

**Strategies (Action Items)**

i. Establish realistic roster targets for each sport that support competitive success expectations.

ii. Modify and restructure current practices, trainings, and resources to meet annual recruitment goals and allocated resources.

iii. Collaborate with campus stakeholders (e.g., the Office of Communications and Marketing and the Office of Admission) to create marketing materials in support of meeting the roster targets and improving competitive success.
Strategic Priorities

• Within the spirit and framework of our robust commitment to the liberal arts, the Department will embrace new opportunities and directions to better prepare student-athletes to respond to the needs and challenges of a diverse and global society. [2] [4]
• The Department will shape and sustain an increasingly diverse, global, and inclusive community of students, faculty, and staff in an environment of mutual respect in which all thrive and contribute to the flourishing of others. [3]

Goals

A. We will amplify efforts to recruit, yield, and retain a diverse Department workforce and student-athlete community reflective of College goals and NCAA benchmarks. [2.D]
B. We will create and implement a comprehensive plan for the locker room facilities. [3.C, 4.B]
C. We will strengthen connections and community within the Department and on campus, ensuring that departmental activities, policies, and practices support a campus climate that is bias-free and supports diversity, equity, and inclusion. [3.C]

Aligns with MHC Strategic Priorities:
A. We will amplify efforts to recruit, yield, and retain a diverse Department workforce and student-athlete community reflective of College goals and NCAA benchmarks. [2.D]

Strategies (Action Items)

i. Provide anti-bias training for Department employees to support inclusive search and recruiting processes.

ii. Work with the offices of Diversity and Inclusion and Institutional Research to assess department climate.

iii. Develop strategies that support an inclusive culture to attract, yield, and retain diverse employee and student-athlete talent.

iv. Focus on enhancements in searches and recruiting processes to incorporate conversations around diversity and inclusion.
B. We will create and implement a comprehensive plan for the locker room facilities. [3.C, 4.B]

Strategies (Action Items)

i. Department’s locker room spaces will be reviewed to better meet the needs of a diverse, twenty-first century collegiate community with specific considerations for team and gender diversity.

ii. Pending completion of the review and identification of resources, the necessary renovations will be completed.
C. We will strengthen connections and community within the Department and on campus, ensuring that departmental activities, policies, and practices support a campus climate that is bias-free and supports diversity, equity, and inclusion. [3.C]

**Strategies (Action Items)**

i. Incorporate educational programming on cultural competency into captains’ leadership programming and student-athlete signature leadership events.

ii. Participate in the Office of Diversity and Inclusion’s Trans-Affirming Working Group.

iii. Adjust the Physical Education course offerings to provide for the activity interests of international students.

iv. Participate in the College-wide conversations about the hidden costs of higher education, looking specifically at varsity athletics participation (e.g., training trips, practice gear, equipment, and meals).

v. Develop strategies to address the hidden costs of athletics participation that are preventing access for some student-athletes to full varsity athletics participation.
Goal

A. We will rebrand and reimagine our continuing Department efforts at supporting a healthy, active, and connected community to support the ‘Be Well’ initiative. [1.B, 2.D, 3.B, 3.C]

Aligns with MHC Strategic Priorities:
1. Leading with Distinction. 2. Global Excellence. 3. Inclusive and Collaborative Community.
A. We will rebrand and reimagine our continuing Department efforts at supporting a healthy, active, and connected community to support the ‘Be Well’ initiative. [1.B, 2.D, 3.B, 3.C]

Strategies (Action Items)

i. Add to the proposed Strength and Conditioning coach position – Assistant Director of Recreation and Wellness title and responsibilities to provide oversight of the Fitness Center, drop-in classes, and building coverage during evening open recreation hours.

ii. Identify opportunities to promote current Department programming as ‘Be Well’ initiatives (e.g., Physical Education classes, drop-in classes, open recreation hours, Games of the Week).

iii. Consider repurposing Kendall Sports and Dance Complex space that may become available in the locker room and weight room renovations for potential ‘Be Well’ programming space (e.g., MoActive recreation room).

iv. Assess the health and safety risks and opportunities in the Kendall Sports and Dance Complex (i.e., air conditioning for early fall and late spring due to changes in climate).
Strategic Priorities

- Mount Holyoke will shape and sustain an inclusive community in which the athletics program is an integral component of the campus community. [1, 3]
- Mount Holyoke will support athletics advancement efforts ensuring they are coordinated and calibrated in relation to fiscal needs and align with the strategic priorities of the College. [4]

NCAA DIII Attributes: Proportion, Comprehensive Learning, Responsibility, Sportsmanship

Goals

A. We will work with campus partners to sustain and enhance the financial future of the College. [4.A, 4.B, 4.C]
B. We will engage student-athletes with the College community through campus-wide activities. [1.A, 3.B, 3.C]
C. We will work with our campus partners to ensure that the coordination of class, practice, contest, and special event/programming schedules minimizes the scheduling conflicts for student-athletes. [1.A, 3.B, 3.C]
D. We will address the branding of MHC Athletics to align with College priorities of leading with distinction and creating an inclusive community. [1.A, 3.B, 3.C]

Aligns with MHC Strategic Priorities:
1. Leading with Distinction. 3. An Inclusive and Collaborative Community. 4. Effectiveness and Financial Sustainability.
A. We will work with campus partners to sustain and enhance the financial future of the College. [4.A, 4.B, 4.C]

Strategies (Action Items)

i. Investigate the addition of an online store to broaden the availability of athletes gear and accessories and to generate revenue for Department allocation to priorities.

ii. Continue work with Financial Services, Facilities, and Risk Management to develop budget projections that include facility maintenance, equipment and uniform replacement, personnel costs (i.e., assistant coaches, officials, student home event workers), and transportation contracts.

iii. Partner with the Alumnae Association and Advancement to strengthen relationships with alumnae and parents (e.g., Hall of Fame, Athletics Reunions, Alumnae Contests, parent leadership council).

iv. Explore an annual ‘Athletics Day of Giving’ initiative or comparable platform to raise revenue for priorities.

v. Work with the Alumnae Association to improve the accuracy of the College’s database with regard to varsity and club sport student-athlete participants.

vi. Continue and enhance sustainability initiatives (e.g., Facilities/Solar Farm; Dining/food waste; Auxiliary Services, LITs, Health Center/paper reduction) to reduce environmental impact.
B. We will engage student-athletes with the College community through campus-wide activities. [1.A, 3.B, 3.C]

**Strategies (Action Items)**

i. Ensure continued collaboration with campus partners within the Division of Student Life and beyond in the development of campus-wide programming (e.g., Orientation, Friends and Family Weekend, the Weissman Center for Leadership, Student Leadership Celebration, Hortense Parker Day) to ensure coordination of schedules and student-athlete engagement.

ii. Work with campus stakeholders (e.g., the Weissman Center for Leadership, Office of Student Involvement, Alumnae Association) to bring a speaker associated with elite women’s athletics (e.g., athlete, coach) and health and wellness to campus regularly as a part of their on-going speaker program.
C. We will work with our campus partners to ensure that the coordination of class, practice, contest, and special event/programming schedules minimizes the scheduling conflicts for student-athletes. [1.A, 3.B, 3.C]

**Strategies (Action Items)**

i. Continue to work with the Master/Common Calendar Group to review upcoming events in order to minimize conflicts with practice and competition schedules.

ii. Work with Dining Services to ensure that mealtimes are coordinated with preseason, regular season and intercession practices and competitions.
D. We will address the branding of MHC Athletics to align with College priorities of leading with distinction and creating an inclusive community. [1.A, 3.B, 3.C]

**Strategies (Action Items)**

i. Develop an internal and external Department communications plan to best use current platforms (e.g., website, social media, print) to promote Department priorities and visibility; assess its effectiveness annually.

ii. Align with the College branding process and Division of Student Life to establish an athletics branding plan (e.g., messaging, marks, style guide, licensing oversight).
Goals

A. We will review the current personnel structure within Physical Education and Athletics and make adjustments to best reflect expectations for coaches, instructors, and staff. [1.A]

B. We will examine how Physical Education is aligned and branded at other liberal arts institutions, acknowledging our unique history at Mount Holyoke to support student health and wellness. [1.A, 2.B, 4.A]
A. We will review the current personnel structure within Physical Education and Athletics and make adjustments to best reflect expectations for coaches, instructors, and staff. [1.A]

**Strategies (Action Items)**

i. Review the model for coaching and Physical Education instructor contracts and performance review structure.

ii. Review and assess Physical Education fees for the use of external instructors for Physical Education graduation requirement courses.
B. We will examine how Physical Education is aligned and branded at other liberal arts institutions, acknowledging our unique history at Mount Holyoke to support student health and wellness. [1.A, 2.B, 4.A]

Strategies (Action Items)

i. Augment best practices research from the ‘Be Well’ Task Force with peer data from New England Women’s and Men’s Athletic Conference (NEWMAC) and New England Small College Athletic Conference (NESCAC) institutions regarding the use of Physical Education to support student health and wellness.

ii. Develop learning goals for Physical Education aligned with and in support of College Learning Goals and ‘Be Well’ initiative.

iii. Assess the awarding of credit for Physical Education, including club sport and varsity sport participation as well as testing out options.

iv. Review and adjust the Physical Education curriculum to accommodate the interests of a diverse College community and the outdoor assets of the surrounding areas in western Massachusetts.
This strategic plan represents the future direction of the Mount Holyoke Department of Physical Education and Athletics. To effect the strategic plan, we must determine how each area of the College will contribute to the achievement of our goals. The Department will contribute to the long-term financial sustainability of the College by assessing, advocating and allocating resources in a strategic and evidence based manner.

Strategic planning is a continuous process. All members of the Department will be involved in the process to create an Action Plan that demonstrates how our work contributes to accomplishing our goals. The plan will be updated on a yearly basis.
## Department of Physical Education and Athletics Action Plan

### I. Emphasis Area: Competitive Success

#### Goal A: We will establish the goals and define expectations for competitive success and athletics excellence

<table>
<thead>
<tr>
<th>Goal</th>
<th>Fiscal/Resource Implications</th>
<th>Responsible Person(s)</th>
<th>Deadline</th>
<th>Status</th>
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<td>January, 2020</td>
<td>Ongoing</td>
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<tr>
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<td>Athletics Director</td>
<td>May 1, 2020</td>
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</tr>
<tr>
<td>3. TBD</td>
<td>Explore cost implications</td>
<td>Officers to provide final approval</td>
<td>Fall, 2019</td>
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#### Strategy 2: Clearly define the elements of academic achievement and student-athlete experience for Department success (e.g., team GPAs, student-athlete satisfaction, retention rates).

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Mount Holyoke College

Department of Physical Education and Athletics

It's A Great Day To Be A Lyon!