BAYLOR ATHLETICS DEPARTMENT STRATEGIC PLAN

Baylor University
2012
MISSION OF BAYLOR UNIVERSITY

The mission of Baylor University is to educate men and women for worldwide leadership and service by integrating academic excellence and Christian commitment within a caring community.

MISSION OF BAYLOR ATHLETICS

Baylor Athletics’ role is to support, promote and reflect the University’s Christian educational mission as outlined in Pro Futuris through its staff, student-athletes and nationally competitive intercollegiate athletics programs.

VISION OF BAYLOR ATHLETICS

Baylor Athletics’ vision is to be the nation’s premier Christian intercollegiate athletic program.

Baylor Athletics will be recognized nationally and within the Big 12 Conference as a program of excellence through its integrity, academic and athletic achievements. Baylor Athletics shall be built upon a core value system reflective of the University’s mission and values. Fundamental to that core value system is a dedication to fully developing its student-athletes’ mind, body and spirit within a Christian environment and preparing them for leadership in life beyond athletics.
BAYLOR ATHLETICS' CORE VALUES:

Baylor University considers intercollegiate athletics to be an integral part of University life. Through athletics, students, faculty and staff, alumni and friends all have the opportunity to share in the life of the Baylor family.

The following are Baylor Athletics’ core values. These core values are the guideposts of who we are and who we want to be in the life of Baylor University.

EXCELLENCE
Demonstrate a commitment to EXCELLENCE in everything that we do.

FAITH
Integrate our Christian FAITH and work to advance our mission.

INTEGRITY
Make evident our character, INTEGRITY and honesty in our relationships.

LEADERSHIP
Commit to equipping and developing LEADERS.

SERVICE
Selflessly SERVE others locally and worldwide.
BAYLOR ATHLETICS’ GOALS:

1. STUDENT-ATHLETE EXPERIENCE

Student-athletes will be afforded the highest quality academic, athletic, spiritual and social experience.

2. ATHLETIC EXCELLENCE

Every sport program shall achieve competitive success, and Baylor will be recognized as one of the nation’s premier athletic programs.

3. CULTURE OF INTEGRITY

A Christian environment where promotion of trust, good sporting conduct, compliance, service, equity and diversity will be established and maintained.

4. RESOURCE DEVELOPMENT AND STEWARDSHIP

Revenue streams shall be enhanced and operational efficiency shall be increased in order to fund excellence.

5. BRANDING AND ENGAGEMENT

The visibility of Athletics will be used to strengthen the Baylor brand and engage constituents in the University’s life.
STUDENT-ATHLETE EXPERIENCE

Goal: Student-athletes shall be afforded the highest quality academic, athletic, spiritual and social experience.

Actions Items:

• Enhance academic performance programming and facilities.
  o Maintain centralized state-of-the-art Student-Athlete Academic Center facilities.
  o Establish an interests/aptitude evaluation for incoming student-athletes to identify academic programs tailored to the students’ interests and abilities.
  o Develop systems to identify at-risk student-athletes and develop specific programming to meet their abilities, including providing learning specialists to work with those individuals.
  o Expand the pool of available tutors to meet the needs of the student-athlete population.
  o Develop ways to emphasize and reward academic achievements of student-athletes including website, signage and media recognition.
  o Establish formal eligibility review with Student-Athlete Services staff, Compliance staff, and Certification Officer at completion of each semester.
  o Develop an APR sustainability plan for each sport and annually review progress.
  o Sponsor an academic banquet and invite key stakeholders to attend and interact with student-athletes.

• Enhance student-athlete personal development programming.
  o Establish a required four-course life skills program for all scholarship student-athletes including: Introduction to College (Life Skills), Leadership Development, Career Planning and Community Service.
  o Develop a program that tracks each team’s community service and distribute a year-end report to the administration.
  o Provide seminars and required speakers to all student-athletes on critical issues such as: hazing, gambling, personal website profiles, drugs and alcohol.
  o Enhance career development and counseling to assist in the transition from college to professional work environment including holding an annual Career Fair.
  o Provide intensive media and public speaking training for all student-athletes.

• Integrate support services to promote optimal physical, mental, spiritual and psychological conditioning for participation in college athletics.
  o Create a comprehensive and holistic sports performance program under a senior administrator encompassing athletic, character and career development (nutrition, athletic performance, regeneration, mental conditioning, communication, life skills, leadership academy, and career advancement).
  o Develop an updated drug education and testing program.
  o Offer counseling referrals to campus resources for any alcohol/substance abuse or psychological/emotional needs.
  o Hire a full-time nutritionist.
• Provide an environment which encourages communication exchange with student-athletes.
  o Enhance communication between senior administration and the Student-Athlete Advisory Council through regular meetings.
  o Conduct a pre-season meeting with each team, sport supervisor and members of the compliance staff.
  o Conduct an annual academic banquet to recognize accomplishments and include the B Association and senior administration.
  o Establish a minority liaison for the department along with a sub-committee of the Student-Athlete Advisory Council and encourage increased minority participation on the Council.
  o Conduct an annual review of exit interviews to review feedback from all student-athletes.

• Provide student-athletes with opportunities to obtain spiritual guidance and discipleship.
  o Continue the expansion of Sports Ministry within the department by building upon the relationship with Truett Seminary’s Team Chaplain Program.
  o Develop a comprehensive team chaplain program to provide greater service and ministry to each sport program.
  o Expand spiritual development opportunities including FCA, Night of Champions and team devotionals.
  o Conduct annual mission trips for student-athletes and work with individual teams on developing single-sport missions (local, regional and worldwide).
  o Encourage and seek opportunities to provide practical ways for SA’s and staff to become involved in service.
ATHLETIC EXCELLENCE

Goal: Every sport program shall achieve competitive success, and Baylor will be recognized as one of the nation’s premier athletic programs.

Action Items:

- Recruit student-athletes who possess an academic and character profile that is consistent with Baylor University’s mission and who possess the athletic talent necessary to compete in the Big 12 Conference.
  - Provide coaching staffs with necessary resources to identify and cultivate relationships with the top recruits in the region and nation.
  - Assign a senior administrator the responsibility for conducting a background evaluation, including academic and character assessment, on all recruited prospective student-athletes to ensure preparedness for Baylor.
  - Implement accountability for head and assistant coaches in the annual appraisal process for the assessment of character qualities of prospective student-athletes.

- Provide athletic facilities that are among the best in the Big 12 Conference and the nation.
  - Update the athletics facilities master plan to include the following projects:
    - Annual review of locker rooms and deferred maintenance.
    - Baylor Hall of Fame.
    - Golf Practice Area Improvements.
    - Indoor Baseball Facility.
    - Indoor Tennis Facility.
    - On-Campus Football Stadium.
    - On-Campus Track and Field Stadium.
    - Soccer Building (coaches’ offices, locker room, training room, team room).
    - Willis Family Equestrian Center (remaining phases).
  - Update or replace video replay boards, enhance current video production capabilities to allow for simultaneous broadcasts of different events and continue to monitor video board technology.
  - Enhance graphic/exhibits in all public areas of all facilities to recognize Baylor’s athletic tradition.
  - Develop an on-campus housing environment, inclusive of dining facilities, for student-athletes in a modern residential facility in close proximity to athletics facilities.
  - Evaluate opportunities to obtain dedicated IT staff services for intercollegiate athletics.
  - Provide, expand and maintain state-of-the-art athletic facilities and training venues for both practice and competition.

- Hire and retain coaches and administrators that are among the most talented in their fields.
  - Establish performance expectations of each sport program with the head coach.
  - Effectively evaluate the performance of all head and assistant coaches and administrators on an annual basis.
Head coaches annually review program support needs with supervising administrator.
Offer competitive compensation packages to hire and retain coaches and administrators who will provide high performance and mission fit.
Secure highly performing head coaches to agreements which are fair to both parties and reflect a commitment to Baylor University.

- Procure, develop and retain staff whose skills and experience are consistent with building a championship athletic program and Baylor’s commitment to student-athlete welfare and Christian values.
  - Maintain a hiring process that produces a high performing and diverse staff.
  - Develop an updated athletic staff performance evaluation form.
  - Provide competitive and financially responsible salaries and benefit programs.
  - Conduct annual staff needs assessment and implement changes relative to available resources and administrative priorities.
  - Enhance employee pre-screening process to ensure integrity of all new employees.

- Create a positive, dynamic and supportive work environment for all department staff.
  - Develop methods to build morale and recognize employees.
  - Conduct bi-annual events for staff and families (Christmas, summer).
  - Conduct Christian-based leadership programming for senior administrative staff.
  - Encourage staff to serve in NCAA, NACDA or community/state leadership roles.
  - Conduct professional development opportunities for administrative staff in support of building current and future athletic administrative leaders.
CULTURE OF INTEGRITY

Goal: A Christian environment where promotion of trust, good sporting conduct, compliance, service, equity and diversity will be established and maintained.

Action Items:

- Maintain a culture of compliance with University, Big 12 Conference and NCAA rules and regulations.
  - Increase the staffing of the compliance office to meet the growing needs of Big 12 and NCAA regulations.
  - Successfully implement monitoring technology (ACS).
  - Retain an outside consultant to conduct a review of compliance program every two years and implement recommendations for improvement.
  - Improve NCAA rules education programs for student-athletes, coaches, athletics staff, university staff and Baylor Athletics supporters.
  - Include commitment to compliance as part of the annual performance evaluation for all Athletics staff members.
  - Expand compliance interaction with Student-Athlete Services.

- Operate programs in compliance with Title IX and NCAA Gender Equity guidelines.
  - Annually review the roster management program in order to ensure that proportionality has been achieved.
  - Provide equivalent benefits for men’s and women’s programs.
  - Retain an outside consultant to conduct annual reviews of the Athletics program to ensure that the institution remains in Title IX compliance.
  - Conduct interests and abilities surveys of Baylor’s undergraduate student population every three years.

- Implement an equal opportunity plan consistent with Baylor’s affirmative action plan.
  - Seek diverse candidate pools for all positions, recognizing the benefits of a diverse staff.
  - Appoint a staff member to oversee departmental diversity issues and implement recommendations from the NCAA Certification Diversity Plan.
  - Conduct annual assessments of minority diversity issues, including percentage of minority student-athletes by sport and percentage of minority staff members.

- Actively encourage good sporting conduct on the part of student-athletes, staff and fans and fans.
  - Enhance education of coaches, staff, fans and student-athletes regarding the Big 12 Conference’s Principles and Standards of Sportsmanship.
  - Implement a sportsmanship initiative for the 2012-13 academic year.
RESOURCE DEVELOPMENT AND STEWARDSHIP

Goal: Revenue streams shall be enhanced and operational efficiency shall be increased in order to fund excellence.

Action Items:

- Increase financial contributions to the Athletics program through the Baylor Bear Foundation, excellence funds, capital campaigns and endowments.
  - Successfully launch and complete the “From Here We Build” athletic development campaign which will provide funding for a new on-campus football stadium.
  - Reach 85 percent of fundraising and 100 percent of financing for the on-campus football stadium (December 31, 2012). Implement the And 1 campaign to increase Baylor Bear Foundation membership.
  - Review annually the priority seating program and reseating processes for football, men’s basketball and women’s basketball.
  - Establish funding for sports ministry initiatives and mission trips.
  - Complete the fundraising for the final remaining project from Victory With Integrity – an on-campus track and field facility.

- Increase ticket sales, licensing royalties, broadcast properties revenue, concessions and corporate sponsorship revenues.
  - Maximize corporate sales revenue by continuing relationship with IMG Sports.
  - Continue implementation of annual marketing and ticket sales plans through multi-media campaigns and evaluate impact to revenues.
  - Evaluate concessions operations, staff and pricing to enhance customer service, presentation and product diversity to increase consumer demand and revenue.
  - Implement point-of-sale system (POS) within concession operation to provide more efficient inventory and revenue tracking.
  - Support the relationship with LRG to enhance distribution of Baylor apparel in the marketplace and increase licensing royalties.
  - Evaluate an all-sport apparel contract that enhances cash or trade opportunities and expansion of equipment resources.
  - Increase e-commerce through baylorbears.com including development, ticket sales, auctions and web-streaming.
  - Offer online auction items a few times a year to take advantage of team’s success and accomplishments in all areas.
  - Implement a ticket sales force with specific emphasis on customer retention and service and management to ensure the focus is on generating revenue.
  - Evaluate the existing athletic facilities and identify opportunities to leverage and generate additional athletic revenues.
  - Conduct review of athletic marks to ensure they are representing the Baylor brand and conveying the correct message.
• Enhance operations through customer service, technology, enhanced training and internal communication.
  o Evaluate our needs within Athletic Communications to consider new trends or technologies.
  o Successfully integrate the use of social media to drive users to baylorbears.com.
  o Continue to diversify content on baylorbears.com, including social media as the audience is increasing.
  o Develop podcast over department’s website, baylorbears.com.
  o Develop enhancements to the website to improve the efficiency of online giving, purchasing tickets and accessing information for fans.
  o Maintain regular contact and communication with University administrators and media members.
  o Develop a well-trained and highly customer service oriented ‘outbound ticket sales force’.
  o Ensure the Baylor/IMG Radio Network covers all major markets in Texas with football broadcasts and offers expanded coverage for men’s and women’s basketball broadcasts.
  o Secure agreement for satellite radio broadcasts of football and basketball games.
  o Establish a department-wide initiative to improve customer service and provide those staff members who go above and beyond internal recognition.
  o Conduct safety, security and customer service seminars within a comprehensive game management plan.
  o Ensure that ticketing system is efficient for all internal and external use and that it is up-to-date with technology improvements.

• Increase revenue through the use of third-tier television rights.
  o Establish a third-tier television partnership to increase revenue and exposure for teams.
  o Increase Communication staff to enhance website management and social media presence.
  o Enhance the internal broadcast production facility to provide broadcast quality events for distribution.
  o Web stream on baylorbears.com contests that are not selected by any of the three television tiers subject to applicable rules.
  o Return BaylorVision to the Athletics Department.
  o Evaluate Inside Baylor Sports’ future in its present format.

• Increase operating efficiencies while exhibiting good stewardship of all resources.
  o Continue to improve annual budget process and maintain conservative fiscal objectives to address: efficiency, oversight and accuracy of operating and capital budgets.
  o Evaluate the benefits of having a sports travel company provide service and pricing for recruiting, staff and team travel.
  o Evaluate Equipment Services area to identify possible efficiencies.
  o Continue to provide outside event opportunities as a source of increased revenue and community involvement for campus and outside clientele.
BRANDING AND ENGAGEMENT

Goal: The visibility of Athletics will be used to strengthen the Baylor brand and engage constituents in the University’s life.

Action Items:

- Increase the reach of the Baylor brand through media exposure.
  - Complete a 13-year grant of television rights to the Big 12 Conference by all 10 conference schools (September 1, 2012).
  - Work with Big 12 Television partners to maximize the number of regional and national television broadcasts.
  - Distribute additional content through baylorbears.com and social media outlets.
  - Work closely with the University’s Marketing Division to provide appealing content to institutional platforms such as Facebook, Twitter and Baylor Proud to strengthen branding and exposure.
  - Utilize Athletics website and social media platforms to engage constituents.
  - Take steps to strengthen the stability of the Big 12 conference including enhanced bowl game tie-ins, increased conference revenue and expansion.

- Create opportunities for major institutional events in key markets throughout Texas and nationally.
  - Expand the relationship with the Baylor Sports Network to create well attended events for coaches and administrators to speak with constituents.
  - Develop a spring/summer coaches caravan to provide exposure for a wider range of head coaches among the Baylor family.
  - Seek partnerships with other schools and venues to develop opportunity for major athletics contests and related events in important markets (i.e. Texas Farm Bureau Insurance Shootout; Baylor-Texas Tech football games at Cowboys Stadium).

- Attract constituents to campus events.
  - Utilize successful marketing campaigns and programmatic success to maximize attendance at on-campus athletics contests.
  - Seek to develop on-campus facilities for football and track to bring Baylor and community/high school events to campus.
  - Seek opportunities to hold additional Big 12 and NCAA events, special events, concerts and shows in athletics venues to attract non-traditional community members to campus.

- Enhance campus and community spirit.
  - Build upon the successful launch of the Baylor Spirit Initiative by reaching more than 1,000 local businesses that will agree to display signage, flags, schedule cards and posters.
  - Further strengthen the relationship between Athletics Marketing and Student Life to engage more students in athletics events.
o Implement faculty and staff appreciation events to further opportunities to bring the campus together for athletics events.

o Increase partnership with Sports Network and Baylor Bruins with BBF and B Association events much like University Development partners with the Student Foundation.

o Develop a student spirit committee with campus leaders’ input to grow tradition around athletic events.