



**Baylor University**

**Athletic Department**

**Five-Year Strategic Plan**

**“Above & Beyond”**

**Sept. 15, 2004**



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Baylor University enjoys a rich athletics tradition that dates to the late 1890s. Beginning in December 2003, the Department of Athletics began an intensive review of its 17-sport program and support services. This evaluation included opportunity for input and comment from athletic staff members, coaches and student-athletes.

The information, gathered over a seven-month period, served as the basis in the development of a five-year strategic plan to guide the Baylor program, *"Above & Beyond."* The plan is broken into two sections: An overview, which includes the department's history, values, vision and mission, and the action plan, which identifies the program's goals, objectives and measurements, as well as action items.

The Baylor program is built upon a foundation that includes ...

1. Providing student-athletes with the highest quality academic, athletic and social experience possible.
2. Achieving competitive success in every program.
3. Developing and maintaining an environment that promotes proper sporting conduct, rules compliance, equity and diversity.
4. Enhancing revenue streams and increasing operating efficiencies.
5. Providing superior leadership and management.

In addition to offering action items to be carried out over the next five years in support of the above-mentioned goals, a detailed description of the plan's implementation is included. Beginning in 2005, the Director of Athletics and his staff will conduct annual evaluations of the strategic plan and assess progress made in achieving the individual action items. The effect of the actions on the program's overall goals will be measured annually by the standard assessment items assigned to each goal.

For more than a century, Baylor Athletics has been interwoven into campus life. This strategic plan was developed with the understanding of the importance of intercollegiate athletics programs to the overall student experience on the Baylor campus. These goals and action items, designed to provide a better academic and athletic experience for all Baylor student-athletes, will result in dynamic and competitive athletics programs that will enhance the institution's regional and national image.



## **B** Baylor

*Build upon our tradition of educating men and women for worldwide leadership and service.*

## **E** Excellence

*Demonstrate a commitment and dedication to being the best at everything we do.*

## **A** Achievement

*Nurture and develop student-athletes, coaches and staff in order for each individual, program and area to reach the highest level of success.*

## **R** Respect

*Conduct ourselves and work with others in a way that displays our integrity, loyalty and faith.*

## **S** Service

*Treat all of our constituents with honor and represent the University in an exemplary manner at all times.*



## Department Goals

1. Provide student-athletes with the highest quality academic, athletic, social and spiritual experience.
2. Achieve competitive success in every program.
3. Develop and maintain a strong Christian environment which promotes equity, sportsmanship, compliance and diversity.
4. Enhance revenue streams and increase operating efficiencies in order to fund excellence.
5. Provide high quality leadership and management.



## Department Mission

To support the University's overall mission by providing a nationally competitive intercollegiate athletics program that attracts, nurtures, and graduates student-athletes who, under the guidance of a high-quality staff, pursue excellence in their respective sports, while representing Baylor with character and integrity.

Consistent with the Christian values of the University, the department will carry out this mission in a way that reflects fair and equivalent opportunities for all student-athletes and staff.

## Department Vision



The vision of the Baylor University Athletics Department is to become a pre-eminent Division I-A program in the Big 12 Conference and nationally which enhances the University's educational mission and values while operating within the National Collegiate Athletic Association's principles and regulations.

As an integral part of the University, the department is committed to maintaining the institution's Christian values while remaining focused on academic and athletic excellence for its student-athletes. Through strategic planning, the department will identify actions which will heighten the spiritual, physical, competitive and social environment to enhance the student-athlete experience and provide support for successful performances in the classroom and in the playing venues.

The Baylor Athletics program will be built upon a core value system that provides a high quality student-athlete experience; maintains a commitment to competitive success in all sports; creates an environment which promotes equity, diversity, compliance and good sporting conduct and citizenship, while also providing outstanding leadership and management. The efforts of all staff and student-athletes are important in creating a climate of excellence through teamwork.

Aware of its responsibility as a highly visible department within the world's largest Baptist educational institution, the Baylor Athletics Department is fortunate to be part of a vibrant and forward thinking University and community. Support of the community for the athletics programs and along with strategic alliances with the Christian community provides the most dynamic environment for mutual benefit. Successful outreach to both the University and Waco communities will be an important component in achieving the Department's vision.



## Overview

Since Baylor University fielded its first intercollegiate athletic team in 1899, through men's basketball's 1948 national runner-up finish, football's 1974 "Miracle on the Brazos," women's basketball's 3,861-point scorer Suzie Snider Eppers, sprinter Michael Johnson's sizzling world class track accomplishments, the men's tennis team's first NCAA national championship in 2004 and the gold-medal performances of Jeremy Wariner and Darold Williamson at the 2004 Athens Olympics, athletics have always played a prominent role in the University's educational mission.

Chartered in 1845 by the Republic of Texas through the efforts of Baptist pioneers, Baylor University is the state's oldest institution of higher learning in existence today. While remaining true to its Christian heritage, Baylor's enrollment has grown to more than 14,000 students, who come from all 50 states and some 90 countries. BU's nationally recognized academic divisions offer 164 undergraduate programs, 72 master's degree programs, 19 doctoral degree programs and five professional degree programs.

When Baylor first began intercollegiate athletic competition it had no official nickname. In 1914, BU President Samuel Palmer Brooks held a vote of the student body to determine how the University's teams would be known nationwide. Former student George Baines Rosborough offered a \$5 gold piece to the student who submitted the winning entry. Despite competition from two dozen rivals including the buffalo, antelope, frog and ferret, Baylor students chose the bear as the University's mascot.

Although Baylor adopted Bears as its official nickname in 1914, it wasn't until the 1920s that a real bear mascot came to the University. A series of live bears have served as Baylor's mascot since, however, in 1974, all the bears have been named "Judge" followed by a surname in honor of the university's namesake, Judge R.E.B. Baylor. The school's current mascots are "Joy," named in honor of the wife of former President Herbert H. Reynolds, and the newest mascot, "Lady" named after Sue Sloan, wife of President Robert B. Sloan. The bears live at the Steve Hudson Memorial Bear Plaza located in the center of the Baylor campus.

Without a conference home until becoming a charter member of the Southwest Conference on Dec. 8, 1914, Baylor athletic teams competed in the SWC until it disbanded at the end of the 1995-96 academic year. BU then joined fellow SWC institutions Texas, Texas A&M and Texas Tech in merging with the Big Eight institutions to form the Big 12 Conference.

## Academic Highlights

According to the most-recent NCAA Graduation Rates Report, 85 percent of Baylor's student-athletes who have exhausted their eligibility have left with degree in hand. Four times in the Big 12 Conference's eight-year history (1996, 1998, 2000 and 2001), Baylor has led the league in student-athlete graduation rates. Since the NCAA began producing its annual graduation rates survey in 1996, BU has graduated at least 60 percent of its student-athletes every year.

Since the Big 12 Conference's formation, 544 student-athletes have graduated, including a record 104 student-athletes during the 2002-03 academic year. In addition to leading the Big 12 in graduation rates four times, Baylor finished second three times and was fourth in the most-recent (2003) survey.

In addition to its outstanding graduation rates over the years, nearly 50 Baylor student-athletes have earned CoSIDA Academic All-America honors since the program was started in the early 1950s. The school has produced a trio of three-time Academic All-Americans in football's J.J. Joe, men's basketball's Doug Brandt and Karin Ernstrom of women's track and field.

Baylor is believed to be the only school in America to have two former athletes win the Congressional Medal of Honor, the nation's highest military honor for bravery. Both men—Jack Lummus (football, basketball and baseball) John "Killer" Kane (football and basketball) won the award for their service in World War II.



## Athletic Success & Facility Enhancements

The numbers tell a dramatic story of Baylor's rich athletic tradition that dates to 1899 and continues to be a source of tremendous pride for its fans, friends and alumni scattered throughout the world. Since finishing 125th in the Directors' Cup standings at the end of the 1996-97 academic year, the BU program has been ranked among the nation's top 70 programs in the year-ending all-sports sweepstakes every season since with a high mark of a 39th-place tie in 1998-99. All-told, BU's athletic program has finished in the top 65 of the season-ending all-sports rankings seven times.

While the school's commitment to academic and athletic excellence is evident, its success of late has been fueled by the construction of first-class athletic facilities. New facilities that have come on line since Baylor's move into the Big 12 Conference include the Baylor Ballpark (baseball), Getterman Stadium (softball), the Baylor Tennis Center, Bear Ridge Golf Course and Bailey Golf Center and the Betty Lou Mays Soccer Field.

Other facilities projects that have been completed of late include expansion of the football locker room, weight room and training room at Floyd Casey Stadium, the construction of the Wolfe Track and Field Clubhouse and the dedication of both the Dutch Schroeder Plaza, which runs the length of Baylor's Turner Riverfront Complex, and the Grant Teaff Plaza, which rings Floyd Casey Stadium. In addition, a new wood playing surface has been installed at the Ferrell Center, ProStar video boards have been added at four venues (Floyd Casey Stadium, Ferrell Center, Baylor Ballpark and Getterman Stadium) and Floyd Casey Stadium recently received a new press box with skyboxes and installation of the state-of-the-art Prestige playing surface to replace its natural grass surface.

## Sport-by-Sport Highlights

*(Entering 2004-05 academic year)*

The following is a brief historical recap of all 17 Baylor athletic programs:

**Baseball:** Eleven NCAA Tournament berths, two NCAA Super Regional appearances, two College World Series trips, one Big 12 Conference regular-season title, two Southwest Conference regular-season crowns and three SWC Tournament championships ... In 1999, Baylor's Jason Jennings became the first player in collegiate history to sweep all eight major National Player of the Year awards ... 14 All-Americans ... Baylor is the only Big 12 program to have posted a non-losing conference record in each of the league's eight seasons of competition ... The Bears finished as the national runner-up in 1948 ... The program has produced eight first-round Major League Draft selections, four of which have come since 1998 ... Ted Lyons, who played for the Bears in the 1920s, remains the only player from the Southwest Conference to be enshrined in the National Baseball Hall of Fame in Cooperstown, N.Y. ... Lyons, a three-time All-Southwest Conference performer in both baseball and basketball, spent 21 seasons in the major leagues with the Chicago White Sox ... Baylor Ballpark opened Feb. 26, 1999, as the new home of the Bears and was named the nation's No. 3 park in 2003 by *Baseball America*.

**Basketball, Men's:** Seven postseason tournament appearances, including four NCAA Tournament bids and three National Invitation Tournament berths ... One of the events that has had a lasting impact on the University and its athletic department is the tragic story of the Immortal Ten, who are remembered each year at Homecoming, when freshmen hear the story and participate in a candlelight remembrance ceremony ... On January 22, 1927, a bus taking the Baylor men's basketball team to its game at Texas was struck by a train in Round Rock, Texas, killing 10 of the 21 people in the group ... Baylor dropped a 58-42 decision to Kentucky in 1948 NCAA championship game and also advanced to the Final Four in 1950 ... The Bears' Jackie Robinson played on the 1948 U.S. Olympic basketball team, was a three-time All-Southwest Conference performer and earned All-America honors as a senior ... The program has produced five All-Americans and three first-round NBA Draft choices ... Five Southwest Conference crowns ... Home of the Bears is the 10,284-seat Ferrell Center, which opened its doors for the 1988-89 season.



**Basketball, Women's:** Three NCAA Tournament appearances, three WNIT postseason invites and two AIAW national tournament trips ... Made school's first-ever NCAA Sweet 16 appearance in 2004 ... The Lady Bears have won at least 20 games and advanced to postseason play in each of the past four years ... Finished fifth at 1977 AIAW national tournament ... The Lady Bears were seventh in the final 2001-02 Associated Press poll, their highest season-ending national rank ever ... Suzie Snider Eppers' 3,861 points is believed to be the highest career total ever tallied in the women's game ... Maggie Davis Stinnett was the only player in Southwest Conference history to score 2,000 points and grab 1,000 rebounds ... Sheila Lambert won 2002 Naismith Award and was Kodak All-American ... Eppers was the school's first Kodak All-America honoree ... Program has produced three All-Americans and a pair of first-round WNBA Draft picks ... The Lady Bears play in the 10,284-seat Ferrell Center.

**Cross Country, Men's:** One NCAA Championship invitation and two Southwest Conference titles ... The Bears finished 19th as a team at the 1994 NCAA meet in their only trip to the finals ... BU has sent individuals only to the NCAA Championships seven times with Brian Keim recording the school's highest individual finish (No. 52) at the 1994 meet ... Matt Chance placed ninth at the 2003 Big 12 meet, the highest finish ever by a Bear ... Two individual conference champions ... Home course is the Cottonwood Creek Golf Course.

**Cross Country, Women's:** Eight NCAA Championship appearances and four Southwest Conference titles ... BU finished eighth at the 1998 NCAA Championships, its highest national finish ever ... The program also recorded a top 10 finish in 1991 with its 10th-place performance ... A two-time cross country All-American, Natalie Nalepa owns Baylor's best-ever individual finish at an NCAA meet with her fifth-place outing in 1991 ... Five individual conference champions ... BU placed second at the 2003 Big 12 meet, its highest team finish in the meet's eight-year history ... Home meets are held at the Cottonwood Creek Golf Course.

**Football:** Baylor's oldest sport first took the field in 1899 and recorded a 20-0 win over Toby's Business ... Program won five Southwest Conference championships and has made 16 bowl appearances ... Grant Teaff arrived as head football coach in 1972 and changed the face of Baylor football, leading the program to the Southwest Conference title in 1974, a season that is remembered as Teaff's Miracle on the Brazos ... Teaff was a six-time SWC and one-time national coach of the year who recorded a 128-105-6 (.548) mark in 21 seasons on the BU sideline, guiding the Bears to a pair of league titles and eight bowl games ... 13 season-ending appearances in the national wire service rankings ... Linebacker Mike Singletary played for Teaff from 1977-80 and is recognized as one of the game's greatest players ever ... A three-time All-American, earning unanimous honors as a junior and senior, and a four-time All-SWC performer, Singletary is inducted in both the College Football Hall of Fame and NFL Hall of Fame ... Baylor has produced 41 All-Americans and 10 first-round NFL Draft choices ... Halfback Wesley Bradshaw was the school's first All-American in 1921 ... Barton "Botchey" Koch was the first consensus All-American in Southwest Conference history ... Eight individuals with Baylor ties are inducted into the College Football Hall of Fame ... Home games are played at Floyd Casey Stadium, which has been the home of the Bears since 1950.

**Golf, Men's:** Two-time conference champions have made nine NCAA Regional appearances and five NCAA Championship trips ... The program earned NCAA Championship berths in 1957, 1960, 1966, 1967 and 2002, recorded its best NCAA finish ever with a ninth-place effort at the 1960 meet ... Three student-athletes have won individual conference titles—Johnny Thornton (1955), Jason Hill (1993) and Worth Williams (2001) ... BU has produced nine All-Americans and currently boasts four former players playing professionally ... The Bears train and play at Bear Ridge Golf Club and Bailey Golf Center, which opened in Nov., 2001.

**Golf, Women's:** Program has earned five NCAA Regional bids since it became a varsity sport in 1988-89 ... Baylor made its first-ever NCAA Championship trip in 2004 and tied for 19th at the national meet ... Squad has made five consecutive NCAA Regional trips ... Melanie Hagewood received the 2001 LPGA Dinah Shore Award ... In 2002, Hagewood was the first Baylor golfer to qualify for the NCAA Championships as an individual ... Bears train and play at Bear Ridge Golf Club and Bailey Golf Center, which opened in Nov., 2001.

**Soccer, Women's:** Baylor started its women's soccer program from scratch in 1996 and in 1998 it won the school's first Big 12 Conference title in any sport and earned its first NCAA Tournament bid ... The Bears also advanced to the NCAA Tournament in 1999 ... Two players have earned All-America honors ... BU has finished in the top four of the Big 12 standings five times in the program's eight-year history.

# History



**Softball:** The Lady Bears have won 31 or more games in each of the past four seasons, including the 2004 campaign when they posted a school-record 48 victories and advanced to the NCAA Tournament for the first time in school history ... The Lady Bears also won a school-record 11 Big 12 games in 2004 and Getteman Stadium hosted an NCAA Regional for the first time ever ... Cristin Vitek established more than a dozen stadium, school, conference, NCAA Tournament and NCAA records with her 28-strikeout performance in Baylor's 1-0 regional-opening victory over North Carolina in 2004 ... The program has produced one All-American, Naomi Fitzgerald, who was a third-team selection in 2000 ... The Lady Bears play in one of the nation's top softball venues, 1,250-seat Getteman Stadium, which opened on May 1, 1999.

**Tennis, Men's:** The Bears made their first NCAA Tournament appearance in 1998 and have returned every year since, capturing the 2004 NCAA national team championship with a 4-0 victory over UCLA in the title match ... The NCAA team championship was the first in any sport for the Bears, who posted a school-best 32-2 mark in 2004 and were ranked No. 1 nationally in the season-ending ITA poll ... The Bears' also produced the 2004 NCAA singles champion in Benjamin Becker and had the 2004 ITA National Player of the Year in Benedikt Dorsch ... Baylor has captured Big 12 regular-season titles in 2000, 2002, 2003 and 2004, and won league tournament crowns in 2002, 2003 and 2004 ... Baylor also made trips to the NCAA's Sweet 16 in both 2000 and 2002 ... Johann Jooste was the school's first two-time All-America singles performer (1999 and 2000), while Becker earned singles All-America recognition in 2002 and 2004, and Dorsch earned 2003 and 2004 singles and doubles All-America honors ... Dorsch was also the first Baylor tennis player to win a national tournament title, as he claimed the singles crown at the 2003 Omni Indoor National Tournament ... The 2000 doubles team of David Hodge and Mark Williams earned All-America honors, as did the team of Dorsch and Reiner Neurohr in 2003 and the duo of Dorsch and Matija Zgaga in 2004 ... Mark Williams received the 2001 Arthur Ashe Sportsmanship Award ... Baylor plays its home matches at the Baylor Tennis Center, which opened in 2001.

**Tennis, Women's:** Baylor captured its only Big 12 title in the sport during the 2003 season and has made seven NCAA Regional appearances ... The Bears made their only trip to the NCAA Championship with their Sweet 16 appearance in 2001 ... Jahnavi Parekh earned Baylor's first All-America honor in the sport and is the only two-time All-American in the history of BU women's tennis ... The school's lone doubles team to earn All-America status was the duo of Parekh and Katja Kovac in 2001 ... Baylor plays its home matches at the Baylor Tennis Center, which opened in 2001.

**Track & Field, Men's:** Arguably Baylor's most successful men's program has finished in the top 20 at 18 NCAA Indoor Championships and 17 NCAA Outdoor Championship meets ... The school's best NCAA indoor finish was third (1985), while its best NCAA outdoor finish was third three times (1985, 1990 and 2001) ... BU has produced 13 (seven individual and six relay) indoor national champions and 13 (five individual and eight relay) outdoor national champs ... 357 Bears have earned All-America honors (119 individual/238 relay) ... Ten World Record performances (nine individual/one relay) and eight national Collegiate Record efforts (five individual/three relay) have been recorded ... Baylor thinclads have won eight Olympic gold medals and one bronze Olympic medal ... Baylor's 4 x 400-meter relay team has earned All-America honors at the NCAA Outdoor Championships for 24 consecutive years and in 2004 swept the NCAA indoor and outdoor titles ... The program's most decorated student-athlete is Michael Johnson, who owns 14 Olympic and World gold medals, five NCAA titles and is the only athlete to win consecutive 400 meter Olympic gold medals ... In 2004, Jeremy Wariner became the first athlete to win the 400 meters in the same year at the NCAA indoor, NCAA outdoor, U.S. Olympic Trails and the Olympics ... He also teamed with BU's Darold Williamson to lead the United States' 4 x 400-meter relay team to a gold medal in Athens, too ... BU won four Southwest Conference team titles (three outdoor, one indoor) ... The Bears race at the Hart-Patterson Track & Field Complex.

**Track & Field, Women's:** The Baylor women have finished among the nation's top 20 at three NCAA Indoor Championships and four NCAA Outdoor meets ... The Lady Bears' highest indoor finish was a fourth-place tie at the 1999 meet, while their best outdoor finishes were back-to-back 10th-place performances in 1998 and 1999 ... Program has produced one NCAA outdoor champion in Stacey Bowers, who captured her crown in the triple jump at the 1999 meet, and its lone indoor national championship came during the 1998 season in the 4 x 400-meter relay ... 114 All-Americans (42 individual/72 relay) all-told ... Like the BU men's team, the Lady Bears run at the Hart-Patterson Track & Field Complex.

**Volleyball:** Baylor has made three postseason tournament appearances (two NCAA, one NIVC) in the program's 26-year history as a varsity sport ... Playing in their first NCAA Tournament game (1999), the Bears beat Temple, 3-1 ... Baylor also earned an NCAA bid in 2001 ... BU placed second in its first-ever trip to the postseason, the 1993 NIVC Tournament at Kansas City, Mo.



## Action Items

### **Goal 1:**

*Provide student-athletes with the highest quality academic, athletic, social and spiritual experience.*

#### **1A - Establish programming to enhance student-athlete academic performance.**

1. Construct a Student-Athlete Learning Center to be utilized by all Baylor student-athletes.
2. Implement the Academic Game Plan or notebook academic support model for student-athletes.
3. Establish an effective aptitude evaluation at the start of a student-athletes' academic career to identify academic programs that meet the students needs, interests and abilities.
4. Develop a system to identify special needs and at-risk student-athletes and in turn develop special programming to meet their abilities and provide a learning specialist to work with those individuals.

#### **1B - Establish a comprehensive Life Skills Program.**

1. Develop a comprehensive NCAA Life Skills program under a full-time director that would report to the Director of Student-Athlete Services.
2. Implement a department-wide community service program wherein each team and student-athlete participate in at least one activity annually.
3. Implement a career services program to assist student-athletes making a transition from college into the work force.
4. Craft a student-athlete code of conduct to assist student-athletes and coaches in understanding the expectations and standards of Baylor Athletics. Ensure that the code is applied in an equitable manner.
5. Develop a comprehensive freshman student-athlete orientation program.

#### **1C - Provide support services that allow student-athletes to achieve their optimal physical and psychological condition for participation in college athletics.**

1. Implement a program for alcohol and drug education and testing.
2. Collaborate with kinesiology department on testing of student-athletes including the use of diet analysis software.
3. Develop a program to monitor student-athlete eating habits and re-establish an athletic training table.
4. Retain the services of a sport psychologist to be used by teams and student-athletes.
5. Retain the services of a nutritionist to assist all student-athletes.
6. Complete a review of student-athlete medical insurance, coverage and care.
7. Develop a plan to insure student-athletes have parking lot access at practice and competition venues.



### **1D - Create a student-athlete centered environment which provides for communication with and direct-input from student-athletes.**

1. Provide informal venues for interaction between staff and student-athletes including an annual awards event, color day and graduation event.
2. Conduct exit interviews with all senior student-athletes.
3. Utilize the student-athlete advisory committee as a mechanism for student-athletes to make recommendations directly to senior athletic administration. Allow student-athletes input into marketing of their sport when possible.

### **1E - Provide student-athletes an opportunity to obtain spiritual guidance and discipleship.**

1. Assign a spiritual mentor or team chaplain to each athletic program.
2. Work with Student Life to expand the FCA ministry on campus including hosting summer camps.
3. Create strategic alliances with churches and para-church organizations including Christian schools and ministries.

### **Goal 2:**

*Achieve competitive success in every sport program.*

### **2A - The athletic department will sponsor and support programs that compete successfully among the upper echelon of the Big 12 and are nationally ranked.**

1. Establish and implement program performance expectations for each sport.
2. Head coaches will annually identify financial, facility and program support needs with their sport supervisor in order to achieve the targeted level of success for the program.

### **2B - Department will recruit student-athletes who possess the academic and character profile that fits Baylor University and are able to effectively compete in the Big 12 Conference.**

1. All sport programs will focus recruiting efforts intensively in the state of Texas.
2. Programs will be encouraged to target and recruit out of region student-athletes who are attracted to Baylor's Christian mission along with its academic and athletic excellence.
3. Implement recommendations from the Baylor University Task Force on Student-Athlete Recruitment.
4. Redefine student-athlete admissions policies including the elimination of accepting transfer grades of D and developing a minimum SAT/ACT score requirement.
5. Hold two annual recruiting workshops for coaches that address best practices, strategies and ideas on how to recruit student-athletes who will succeed at Baylor.
6. Develop a recruiting library that maintains current information that may be sent to recruits including information on admissions, academic majors, university programs, athletic department materials, NCAA materials and relevant news articles.
7. Maintain academic records containing the profiles of scholarship student-athletes in each sport. This information will be tracked longitudinally and monitored by senior athletic administration.



## 2C - The Department's competitive and practice facilities will be among the best in the Big 12 Conference and in the nation.

1. Develop an updated athletic facilities master plan that provides nationally competitive, championship caliber facilities for Baylor teams which includes the following:

**[Projects Listed In Alphabetical Order]**

Basketball Practice Facility  
Indoor Tennis Facility  
Indoor Track and Field Facility  
On-Campus Football Training Facility  
Soccer Stadium Enhancements  
Student-Athlete Learning Center  
Volleyball Practice and Competition Facility

2. Create a Facility Enhancement & Technological Maintenance Endowment Fund to insure that Baylor's athletic facilities and equipment (i.e. BaylorVision, venue scoreboards, etc.) remain contemporary.
3. Appoint an athletics aesthetics committee to insure that facilities are properly maintained, have a uniform appearance and high quality presentation.
4. Work with Student Life to develop an on-campus athletic housing option permissible under NCAA rules that provides a living and learning center and dining facility by 2006.
5. Update and enhance both the Floyd Casey Stadium and Ferrell Center concourses to tell the story of Baylor Athletics and its history.
6. Update and improve the outside message boards at Floyd Casey Stadium and the Ferrell Center. Both message boards need to be as eye-catching as possible. Additional signage needs (Ticket Office, Parking, etc.) must also be evaluated.
7. Install a new synthetic field surface at Floyd Casey Stadium in order to reduce annual maintenance costs, improve appearance, reduce injury risk, benefit recruiting and attract special events.
8. Improve the conditions of roadways, parking lots and overall security system at Floyd Casey Stadium.
9. Replace the existing sport court surface in Marrs McLean with a hardwood floor.
10. Complete the Grant Teaff Plaza project at Floyd Casey Stadium.
11. Enhance the appearance and marketability of concession and merchandise stands at all venues to increase revenues.
12. Complete a renovation of the football press box and suites including improving the existing conditions and developing a roof-top, sound proof television booth.
13. Install a new sound system at the Ferrell Center.



## Action Items

### Goal 3:

*Develop and maintain a Christian environment which promotes good sporting conduct, compliance, equity and diversity.*

#### **3A - The department will operate its programs in compliance with Title IX and NCAA guidelines for Gender Equity.**

1. Develop and implement a formal Gender Equity Plan and update the university's Title IX plan including addressing future sport programming.
2. Insure that each intercollegiate program is fully funded in terms of athletics financial aid under NCAA guidelines.
3. Provide equivalent benefits for men's and women's programs including marketing, operating budgets, staffing and facilities.

#### **3B - The department is committed to creating a culture of compliance with University, Big 12 and NCAA regulations.**

1. Conduct an external audit of the compliance program once every two years.
2. Expand the rules education program with an emphasis on gambling, agents and boosters.
3. Update and revise the compliance manual.
4. Streamline the athletic aid authorization and explore the use of electronic forms.
5. Develop a system to review international prospective student-athlete's amateurism status.
6. Expand and enhance the compliance page on the official athletics website, BaylorBears.com.
7. Enhance the use of the NCAA compliance assistance program.
8. Develop computerized recruiting databases for each sport that will interface with the NCAA recruiting program.

#### **3C - The department will develop and implement an equal opportunity plan consistent with Baylor's affirmative action plan.**

1. Develop and implement a diversity plan as part of the NCAA certification process.
2. Search committees should actively recruit underutilized minority candidates to apply for vacant positions.
3. Entry level positions should be targeted for underutilized appointments.

#### **3D - The department will take an active role in encouraging good sporting conduct on the part of student-athletes, staff and fans.**

1. In conjunction with the office of risk management, ethics programming will be regularly conducted for staff members and student-athletes.
2. A sporting conduct initiative will be developed, presented and marketed to the Baylor community.
3. Work with the Office of Student Life to establish a strict program of monitoring and disciplining alcohol or drug related incidents involving student-athletes.



### Goal 4:

*Enhance revenue streams and increase operating efficiencies in order to fund excellence.*

#### **4A - The Department will increase financial contributions to the athletic program through the Baylor Bear Foundation, excellence funds, capital campaigns and endowments.**

1. Develop a broad-based "Victory and Integrity" athletic development campaign integrating and branding the needs for annual, endowment and capital support.
2. Hold an annual Spring Tour where select administrators and coaches travel to key in-state markets and meet with alumni, donors and key media outlets.
3. Build upon the brand value of the *Insider* publication to include an improved format, an enhanced sales and development component and regular e-mail correspondence.
4. Review priority seating plans for all sports.
5. Implement a planned giving emphasis for donor prospects.
6. Build upon working relationship with the B Association to engage more former letterwinners in the Baylor Bear Foundation.
7. Develop, with B Association, a schedule and plan to recognize milestone anniversaries of important athletic team/individual accomplishments (i.e., 2004 is the 30th anniversary of Miracle on the Brazos).
8. Complete the renewals of all Floyd Casey Stadium skyboxes. Create a schedule for future contract renewals based on the current 3 and 5 year terms.
9. Formalize and publicize a ticket donation program for individuals to direct unused tickets to charities. A complimentary ticket policy must also be constructed.

#### **4B - Department will aggressively move to increase ticket sales, licensing royalties, merchandise sales, broadcast properties revenues, concessions and corporate sponsorship revenues.**

1. A comprehensive in-house corporate sponsor program inclusive of anchor sponsorships and broad based business relationships will be expanded.
2. Develop an integrated Baylor Athletics marketing and communications plan inclusive of sport specific plans.
3. Develop additional strategies to enhance tailgating and event choreography including expanded integration of video boards, band, cheerleaders, dance teams and student promotions. All strategies should be filtered through athletic marketing.
4. Expand group, corporate and targeted ticket sales activity including the use of telemarketing.
5. Implement a sales and customer service initiative, "The Baylor Way."
6. Evaluate ticket operations with an emphasis on generating additional revenues for the athletic department.
7. Develop a primary Baylor Bear logo which along with the existing word and spirit marks will be utilized consistently and widely in the pursuit of increased merchandising and licensing revenues.
8. Develop and implement a comprehensive licensing and merchandising program inclusive of on-site sales, cataloguing and a retailer program recognizing the Team Baylor Brand.



## Action Items

9. Purchase direct mail lists of target audiences in Central Texas and secure additional lists from on-campus sources.
10. Work with the sport management and sport sales and sponsorship programs to identify and employ student workers who will assist in sales, marketing and promotions.
11. Conduct a thorough review of the concessions operation. Develop and propose changes to improve the diversity of products. The review should also include improvements and updates to the concessions area infrastructure at Floyd Casey Stadium in order to provide full concessions service.
12. Complete economic impact study to determine the annual value of Baylor Athletics to the community and utilize to foster mutually beneficial local relationships. Utilize the economic model for future financial and event decisions.
13. Acquire a customer resource management system in order to improve marketing outreach and customer relations, and assign staff (i.e. data base manager) to utilize the gathered material to benefit the department and cultivate the fan base.
14. Emphasize student attendance through *Lariat*, billboards and pro ad technology.
15. Baylor Athletics will host an annual sports and activities event for local schools to strengthen our relationship with the community. The department will also continue to work with Baylor Youth Programs to bring more youth from churches across the state to athletic events (i.e. Hispanic Youth Day, held each fall around a football game).

### **4C - The Department will use technology, internal communication and customer service to enhance its operations.**

1. All athletics department publications will be centrally administered through the media relations area. Brochures should be constructed by the office needing them, however, a proof should always be viewed by Media Relations.
2. Develop and implement a department-wide crisis communication plan.
3. The Baylor Radio Network will be expanded to cover all primary markets in the state of Texas.
4. Develop strategies to utilize radio and television broadcasts to promote the academic mission and story of Baylor University to the public.
5. Expand the purpose of Inside Baylor Sports television show to provide fans with more information.
6. Increase television opportunities for all sports with emphasis on football, women's basketball and Olympic sports.
7. Expand the utilization of the athletics department website, e-mail and facsimile in delivering information to external constituents.
8. Produce an Athletic Department Annual Report for Board of Regents, senior administration, key donors, etc., each year highlighting key academic and athletic accomplishments.
9. If commercial radio can't be arranged for all home (and selected away) volleyball, women's soccer and softball games, arrange for internet only Webcasts of those events. Webcasts could be used for all home and away contests in place of commercial radio at minimal cost.
10. Develop plan to update radio network equipment. Currently, equipment needs to be replaced and technology is always changing, thus we need to stay current to develop the best-sounding broadcasts possible.
11. Secure necessary computer equipment to deliver in-house, premium web site content which would include games, press conferences, feature material, etc.
12. Annually conduct a media tour to each primary market and foster working relationships with media outlets.



## Action Items

13. Expand the use of video streaming of game broadcasts.
14. Maintain a cutting-edge website with emphasis on recruiting materials
15. Disseminate a weekly e-mail to staff regarding department news and upcoming events.
16. Purchase mult box for press conferences.

### **4D - Department will identify ways to increase operating efficiencies and exhibit good stewardship of its resources.**

1. Insure that equipment and service purchases are approved in advance by the athletic business office.
2. Appoint a travel coordinator to review all team travel bids, purchases and selection of vendors.
3. Create an annual budgeting process that provides for accurate assessment of revenues and expenses, provides for coaches and administrative input, is consistent with university policies and procedures, and is fiscally responsible to Baylor University.
4. Update the athletic department purchasing policy, communicate this process to the staff, and provide the necessary forms and tools to comply with the policy.
5. Create a written plan which addresses current financial status of athletic department capital projects, assessment of payment schedule and payment pledges, and provides projections for future capital projects.
6. Evaluate the staff appraisal process, propose any necessary improvements, and consider means to further the professional development of current staff.
7. Media Relations Office must be kept current with latest technology (laptop computers, QuarkXPress, Photo Shop, etc.) relative to their role in order to effectively conduct its business on a daily basis. Software and equipment needs must be evaluated constantly.
8. For the media at FCS, Ferrell, Baylor Ballpark, Getterman Stadium, install Ethernet lines.

### **Goal 5:**

*Provide high quality leadership and management.*

### **5A - Departmental leadership will provide high quality representation of the university in all of its public interactions.**

1. The strategic plan will connect with Imperative X in 2012 and be broadly communicated and evaluated annually.
2. A marketing and communications plan for Baylor Athletics will be developed.
3. An identity and branding initiative for Baylor Athletics will be introduced.
4. External functions will be well coordinated with the Department of University Relations.
5. Athletic wordmarks, colors, logos and identifiers will be appropriately utilized on publications, facilities, merchandise and team uniforms.
6. Implement a management by objective model whereby staff members work collaboratively to solve problems and complete tasks.



### **5B - Senior athletic administration will review and reorganize department functions in order to maximize the quality of performance and efficiency.**

1. An administrative reorganization will be undertaken and annually reviewed.
2. An existing staff member will be assigned responsibility to serve as coordinator of scheduling.
3. An existing staff member will be assigned responsibility to serve as coordinator of licensing, merchandising and uniforms.
4. Periodic workshops covering topics including customer service training, time management, ethics and planning will be held.
5. One full-time staff member with expertise in the area of nutrition counseling is necessary within the area of speed, strength and conditioning.
6. An additional full-time athletic trainer is needed so the sports medicine staff may provide improved baseball and soccer coverage.
7. One intern will be added to the media relations office to expand coverage in this area.
8. A provider of sports psychology services needs to be identified and secured for student-athletes and teams.

### **5C - Department will recruit and retain staff members whose skills, experience, concern for student-athlete welfare, values and Christian commitment are consistent with building successful athletic programs at Baylor.**

1. Conduct a thorough evaluation of each sport program and coaching staff on an annual basis.
2. A staff recruitment strategy consistent with department and university goals will be developed.
3. Maintain an updated list of candidates for department positions.
4. Develop a policy for conducting thorough background checks including gathering information from the NCAA prior to hiring staff members.

### **5D - Create a positive, dynamic and supportive environment for student-athletes, athletic department staff and the university community.**

1. Conduct a review of student-athlete award policy.
2. Develop a formal orientation program for new staff members.

### **5E - Establish formal athletics department policies and procedures.**

1. Update the athletics department policies and procedures manual.
2. Establish a policy review committee empowered to evaluate the effectiveness of department policies and procedures, measure compliance with those procedures and make recommendations to the Director of Athletics regarding implementation, elimination or changes to policies and procedures.