Boston University is committed to its role as a leader in higher education, providing a rare combination of the highest-quality athletic, recreational and social experiences together with a rigorous academic curriculum.

As a central component of the University, Terrier Athletics exists to advance this Vision.
Dear Friends,

We are pleased to share our Vision for the future of the Boston University Department of Athletics.

Every day we strive for excellence on the playing field, in the classroom and within the community. To achieve excellence, we must have a clear Vision and a unified commitment from our student-athletes, coaches, staff, the University -- and you.

The title of this document, Terrier Pride, encompasses the commitment necessary to achieve our ambitious goals. We must take pride in everything we do, focusing our efforts on six objectives identified in the following pages. These six objectives, perhaps better identified as pillars, provide a consistent direction and form the basis for decision-making. Additionally, these objectives play an integral role in advancing Choosing to be Great, the University’s own strategic plan.

I personally want to thank the nearly 40 coaches and staff members who volunteered to serve on committees to draft this document. Dozens of current and former student-athletes, University administrators, alumni and other members of the Terrier family provided equally valuable direction and feedback. This collaboration assisted us to both conceptualize and articulate our thoughts, thus solidifying our Vision.

Finally, I want to thank each of you for what you have done for Terrier Athletics. As you may know, Terrier Pride has a double meaning, also serving as the name of the fundraising arm for the Department of Athletics. This is yet another example of the commitment we have been fortunate to receive, and will continue to need, to advance our Vision. Our success is possible because of your Pride.

I invite you to share in our Vision and take part in a very bright future for BU Athletics.

Go Terriers!

Michael P. Lynch
Assistant Vice President and Director of Athletics
This Strategic Vision is a playbook, providing our Department with constant and consistent direction. In order to develop this Vision, we engaged in a year-long examination of our current status as well as what we aspire to achieve. This disciplined process ultimately produced fundamental decisions that will shape and guide what we represent and why -- all with an emphasis on solidifying a strong and vibrant future.

The creation of one Vision truly was the work of many. Active participation and discussion among a diverse group of invested stakeholders identified six objectives most critical for the future success of the Department. Within each of these six broad-based objectives, ambitious yet achievable goals and dedicated tactics were developed to outline the steps necessary to be successful in the coming years. Implementation will require us to prioritize those goals and to construct timetables for completion.

This focused effort will position us best to achieve our core objectives. Our Vision assists in benchmarking, monitors performance and provides a basis for more detailed planning and allocation of resources. It informs prospective recruits, the University community and the Greater Boston area; motivates coaches, staff and administrators; and engages alumni, fans and donors. One of the many positive by-products of strategic planning is an alignment of objectives, so all participants and supporters of BU Athletics understand exactly what we aim to achieve.

The world of intercollegiate athletics presents a myriad of opportunities and challenges. The development of this Vision will position Terrier Athletics, and thus Boston University, favorably.

We know who we are today.

This Vision is a commitment to who we will be tomorrow.
As we prepare for the future of Terrier Athletics, we must consider the following:

**Pride in Athletic Excellence**
*Boston University Athletics will seek the highest level of success for each of our varsity sports teams at the conference, regional and national levels.*

**Pride in Academic Excellence**
*Boston University Athletics will maintain high expectations of academic achievement for individual student-athletes and every team, encouraging and supporting this endeavor throughout the Department.*

**Pride in Student-Athlete Growth and Development**
*Boston University Athletics will strive to enhance each student-athlete’s mental, physical and social well-being beyond the benefits of sport itself.*

**Pride in Community Relations**
*Boston University Athletics will develop strong and mutually beneficial relationships that involve and engage the various constituencies and communities whose support directly impacts the quality of our Department.*

**Pride in Fiscal Management and Resource Development**
*Boston University Athletics will administer a budgetary process and actively manage our resources, attracting a wider array of alumni and friends to support our teams and to supplement University-provided resources as a means to strengthen our Department.*

**Pride in an Equitable and Diverse Environment**
*Boston University Athletics will foster and encourage an inclusive environment built upon the principles of equity and diversity, committing to the recruitment of qualified student-athletes and staff from all backgrounds and seeking to increase participation opportunities for minorities.*
Win and defend team and individual conference titles, and have broad participation in NCAA championships, with emphasis on further advancement in these competitions.

- Identify opportunities and proactively plan for national, regional and local achievement
- Prioritize decision-making and distribute resources for success at all levels of competition
- Review regularly sports sponsorship and participation trends to ensure the Department reflects those findings
- Schedule national-caliber competition, increasing visibility and potential to rise in polls and rankings
- Provide appropriate staffing, game management and budget for teams’ non-traditional seasons
- Distribute marketing collateral and other related materials effectively to improve recruitment, retention and promotion of coaches and student-athletes

For three consecutive years, the Terriers have claimed the America East Commissioner’s Cup, which recognizes the top athletic program in the conference.

**AMERICA EAST CHAMPIONSHIPS SINCE 2004-05***

<table>
<thead>
<tr>
<th>Team</th>
<th>Championships</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU</td>
<td>23</td>
</tr>
<tr>
<td>Albany</td>
<td>15</td>
</tr>
<tr>
<td>UMBC</td>
<td>10</td>
</tr>
<tr>
<td>Hartford</td>
<td>7</td>
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<td>Binghamton</td>
<td>5</td>
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<tr>
<td>New Hampshire</td>
<td>4</td>
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<tr>
<td>Stony Brook</td>
<td>4</td>
</tr>
<tr>
<td>Vermont</td>
<td>2</td>
</tr>
<tr>
<td>Maine</td>
<td>1</td>
</tr>
</tbody>
</table>

*Includes sports in which BU competes and current conference membership*
Recruit top-quality student-athletes and coaches who will succeed at Boston University.

- Fund scholarship opportunities for teams based upon established University and Department priorities
- Hire and retain the appropriate number of coaches for each team, providing attractive and competitive compensation packages commensurate with qualifications, experience and expectations
- Develop and communicate specific short- and long-term goals with coaches
- Illuminate successful student-athlete achievement for admissions and academic constituencies in order to solidify further their confidence in our ability and commitment to recruit and retain talented student-athletes
- Optimize official visits and off-campus evaluations in the recruitment of prospective student-athletes
- Create positive experiences for all visiting recruits, articulating the opportunities we offer them and the goals for which we collectively aspire

The Terriers finished fourth nationally in the 2007-08 Directors’ Cup standings among similarly structured Division I athletic departments.

BU MEN’S ICE HOCKEY... A HISTORY OF SUCCESS

28 Beanpot Titles  7 Hockey East Regular Season Titles  4 National Championships
6 Hockey East Tournament Titles
Boston University Athletics will maintain high expectations of academic achievement for individual student-athletes and every team, encouraging and supporting this endeavor throughout the Department.

Maintain appropriate priority and balance between athletic and academic excellence.

- Recruit student-athletes who are qualified to succeed academically at Boston University
- Assist student-athletes at managing the extreme demands on their time and energy
- Develop, enhance and maintain the relationship between Athletics and other University departments and groups, including Admissions, the Dean of Students’ office and all faculty and staff members

Construct an environment in which student-athletes can achieve academic goals and reach their maximum academic potential.

- Provide sufficient, qualified and specialized Student-Athlete Support Services (SASS) staffing
- Encourage each individual’s educational goals through relevant academic-support programming
- Dedicate adequate facilities and appropriate technological resources
- Improve awareness of and access to other academic-support resources available on campus

![Student-Athlete Graduation Success Rates (GSR)]

- BU Student-Athletes
- NCAA Division I Average

*Includes all incoming student-athlete classes within each four-year span. This chart represents the most recent available data due to the NCAA’s six-year window of study for each class. Source: NCAA.org.
Establish challenging academic goals for all student-athletes, encouraging and supporting their achievements.

» Expect student-athletes to graduate within four years of enrollment
» Sustain a student-athlete Federal Graduation Rate for student-athletes as high or higher than that of the University’s student body
» Achieve an annual aggregate grade point average (GPA) of 3.0 for all student-athletes
» Earn broad representation by student-athletes among Dean’s List, other University- and conference-wide and All-America academic honors

Maintain a profile of academic distinction that is the highest in the conference and among the highest in the nation.

» Establish ambitious and achievable institutional goals for the Graduation Success Rate (95 percent) and Academic Progress Rate (980)
» Monitor department-wide, team and individual student-athlete academic performance
Boston University Athletics will strive to enhance each student-athlete’s mental, physical and social well-being beyond the benefits of sport itself.

Promote the growth and development of each individual student-athlete.

» Provide the best medical care possible
» Establish clear and consistent access to nutrition, counseling and sports psychology services
» Offer appropriate strength and conditioning programs and staff
» Improve the experience of the student-athlete by lowering their ratios to athletic training, strength and conditioning, game management and academic support staff members
» Identify a staff member dedicated to “Life Skills” programming that promotes character development, including the qualities of honesty, integrity, teamwork, leadership, responsibility and sportsmanship
» Program efficiently all mandatory events for student-athletes outside of academics and athletics
» Compile a list of recommended classes for personal development and leadership
» Empower the Student-Athlete Advisory Council (SAAC) to facilitate volunteer opportunities
» Implement a career development program for student-athletes that provides access to an alumni network
» Create a community-relations report for various constituents that calls attention to positive accomplishments
» Welcome all incoming student-athletes to the extended athletic community through orientation programming
Enhance the team environment for our student-athletes.

» Ensure an appropriate number of coaches for each sport
» Provide additional opportunities for team presentations, workshops and team-building activities aimed to develop interpersonal skills
» Develop a sense of community among sports teams through additional activities
» Create an environment that encourages integrity, ethical behavior and a sense of responsibility among student-athletes
» Offer opportunities for development of leadership skills
» Increase regular communication for SAAC with the Director of Athletics

Facilitate the growth and development of coaches and staff.

» Provide effective professional development opportunities
» Create a library of resources for continuing education
» Analyze the evaluation of our athletic programs and the Department as a whole

Integrate our student-athletes into the greater University community.

» Enhance relationships between Athletics and other University departments and groups, including Residence Life, Student Activities and the faculty and staff
» Collaborate with University on immersion programs
Boston University Athletics will develop strong and mutually beneficial relationships that involve and engage the various constituencies and communities whose support directly impacts the quality of our program.

Increase awareness of, participation in and attendance at athletic events.

» Inform incoming students during the admissions process about athletic offerings and fan-based opportunities, and continually educate them throughout their BU experience
» Encourage coaches and student-athletes to engage with students, faculty and staff through visible campus-outreach initiatives
» Educate the campus community about athletic events and accomplishments through a comprehensive University-wide communication outreach plan
» Establish goals annually to increase season- and individual-game ticket sales for men’s and women’s ice hockey, men’s and women’s basketball, women’s lacrosse and men’s and women’s soccer
» Schedule athletic events in conjunction with the University’s master calendar
» Maintain an updated list of faculty and staff for special outreach and collaboration, including key campus constituents
» Develop The Dog Pound, the official student fan group, into a sustainable student organization, qualifying its membership and partnering with its leadership
» Create a targeted marketing approach to maintain consistent contact with the Dean of Students’ Office
» Promote stronger working affiliations with Agganis Arena, the Office of Residence Life, Physical Education, Recreation and Dance and other critical campus partners

Improve the game-day experience.

» Initiate annual events embraced by and identifiable to students to build upon current Terrier traditions
» Develop new entry and seating plans at venues, including courtside student sections
» Upgrade customer service with all consumers, including simplifying the day-of-game ticket sales process
» Offer attractive and user-friendly media rooms
Maximize the opportunities for the Department of Athletics to receive public exposure.

- Utilize the Department's official website, GoTerriers.com, to its fullest potential
- Enforce the branding policies regarding athletic marks and logos, the mascot and colors
- Communicate positively and effectively the accomplishments, activities and events of the teams, coaches and student-athletes
- Cultivate personal relationships with all levels of the media, ranging from on-campus to national publications
- Develop a comprehensive media plan that integrates coaches and key administrators at appropriate campus, local, regional and national levels
- Partner with alumni relations to display information at each other's events

Emphasize the integration of Terrier Pride, the fundraising arm of the Department.

- Improve communication with coaches, including educating them about gift reports and how to utilize that information
- Utilize contacts of coaches and the Director of Athletics for cultivation and gift purposes
- Enhance the Terrier Pride section of the Department's website to encourage staff understanding and utilization
- Examine the current priority-seating system to ensure it provides the maximum revenue, rewards and cultivation opportunities
- Develop a comprehensive outreach plan for alumni and friends about key announcements, home and away events and the state of the Department, including thank-you letters, notes of appreciation and special ticket offerings

Showcase the Department as a partner in the community by encouraging service and leadership.

- Provide the opportunity for student-athletes and coaches to volunteer their time and serve as role models to the general public
- Increase activity, including speaking engagements and other interactions, by coaches and the Director of Athletics
- Survey the community to provide compelling on-campus programming for underrepresented youth and encourage their attendance at athletic events
- Adjust facility rental rates accordingly to encourage community participation
- Offer camps and clinics at special rates to metro-Boston and neighboring communities
- Develop and grow by 10 percent annually a working list of community contacts to solicit for group sales
Increase fundraising and alumni relations initiatives.
  » Coordinate all athletics fundraising and alumni-relations activities with the University’s capital campaign
  » Increase money raised in 2008-09 for Terrier Pride Annual Fund by 10 percent to $900,000 and raise $2 million in annual fund support by 2013
  » Grow the number of donors to the Terrier Pride Annual Fund by 25 percent to 2,800
  » Secure 10 commitments of at least $100,000 in 2008-09, 15 by 2010-11 and 25 by 2012-13
  » Focus on increasing endowed athletic scholarships by securing 25 new commitments by 2010-11
  » Launch the BU Hockey Forever Fund, and endow the head men’s ice hockey coach position for $5,000,000 by 2010-11
  » Endow three men’s ice hockey scholarships in 2008-09 and 10 men’s ice hockey scholarships by 2012-13

Grow revenue from existing and new sources.
  » Increase visibility through community outreach and on-campus awareness to bolster revenues derived from all available means, including ticket sales, marketing and partnerships
  » Strive continually to maximize revenue by renting athletic facilities

Continue to develop and maintain contemporary and attractive facilities.
  » Develop and prioritize a facility master plan in conjunction with the University’s planning process
  » Utilize existing state-of-the-art facilities to showcase the Department
  » Incorporate athletics capital projects into the University’s Capital Campaign
Develop an athletics facility master plan and funding model.
» Engage University consultants to articulate needs and desires of the Department in order to remain competitive among peer institutions
» Increase usage of Agganis Arena for men’s and women’s basketball and women’s ice hockey

Exercise responsibility and continually improve management of fiscal resources to meet the Department’s goals.
» Articulate the Department’s objectives effectively during the University budget process
» Work within budget provided by the University
» Hold quarterly budget review meetings with coaches and staff members
» Educate coaches and staff members about existing and new University policies and procedures to ensure fiscal discipline and responsibility within each unit
» Build and share database information with the alumni relations office and within the Department
P R I D E
IN AN EQUITABLE
AND DIVERSE
ENVIRONMENT

Boston University Athletics will foster and encourage an inclusive environment built upon the principles of equity and diversity, committing to the recruitment of qualified student-athletes and staff from all backgrounds and seeking to increase participation opportunities for minorities.

Educate coaches and staff about the importance of providing and maintaining an equitable, inclusive and diverse environment.

» Monitor continually the sports sponsored and services offered to student-athletes to meet federal requirements and ensure fulfillment of the mission of the Department
» Provide an equitable environment for all student-athletes as it relates to financial aid, equipment and supplies, scheduling of games and practices, travel accommodations, academic support services, quality of coaching, recruiting, medical and training services, housing and dining facilities, locker rooms, marketing, publicity and other services
» Adhere to the letter and spirit of the rules and regulations, including Title IX, set forth by Boston University, the NCAA, all affiliated conferences and associations, and all local, state and federal laws
» Implement fully the gender-equity plan developed by the Department in concert with the NCAA certification process
» Ensure compliance through a systematic process that annually reviews and updates the equity plan
Encourage and support diversity and equity throughout the workplace and within our student-athlete population.

» Identify, attract and retain outstanding coaches and staff who are dedicated to the best in athletic instruction and program management, who uphold our academic mission, who exhibit integrity and who possess the ability to recruit, motivate, inspire and support our student-athletes

» Conform to the University's Equal Opportunity/Affirmative Action Policy

» Announce employment opportunities in numerous publications, organizations and associations, including but not limited to the NCAA, the Black Coaches Association, the National Association of Collegiate Directors of Athletics and all of its affiliates

» Continually review and improve compensation packages

» Provide opportunities for employees to express their concerns and views on departmental issues

» Develop and broaden opportunities for professional development

Enhance strong partnerships with key departments on campus to attract and retain a diverse student-athlete pool.

» Collaborate with the Dean of Students' Office to raise awareness among student-athletes regarding campus-wide groups available for all students

» Articulate on-campus activities to potential student-athletes during the recruitment process
Success within the Department of Athletics makes Boston University stronger and will continue to attract an exceptional group of young men and women who excel athletically and academically.

The six objectives outlined on the preceding pages serve as the pillars upon which the Department stands. These bedrock principles are timeless, guiding Terrier Athletics when making decisions and prioritizing opportunities to ensure that we fulfill our role as a leading component of a world-class university.

The goals and tactics within each of these objectives, however, shall be reviewed and updated frequently. Constant evaluation of this Vision -- and how it fits within the dynamic environment of intercollegiate athletics -- will warrant adjustments based upon available resources and existing constraints. We must be proactive in our planning, yet nimble in our nature, in order to react quickly and effectively to emerging opportunities.

In addition, we are committing the Department to a comprehensive review of its Vision every four years, the expected length of a student-athlete’s career. Just as seniors will grow and mature during their college experience since their freshman year, we similarly mandate that the opportunities offered by the Department of Athletics must continually improve during that timeframe. Dedicating ourselves to a four-year cycle ensures that we adhere to the mission of our Department and our institution in a manner to serve best our most important constituency: our student-athletes.

Our place in the strategic plan of Boston University, Choosing to be Great, is important and we strive to play a significant role in its development by producing exceptional contributions from exceptional contributors throughout our organization. We encourage our young men and women to strive for excellence -- as students, as athletes, as people -- during their experience as a Terrier. Likewise, we expect our Department to strive for excellence every day, allowing us to continue offering the best experience possible to our student-athletes.

Our Vision holds everyone accountable to this pursuit by outlining the path of goals and tactics that must be followed together to achieve our objectives. We ask that every member of the Terrier family take pride in their role for this pursuit.

We are, indeed, Choosing to be Great by being prepared for the future, in whatever form the collegiate athletic landscape may take. We look to develop good citizens and encourage honesty, integrity and good sportsmanship at every turn. We own a proud history of success, which stimulates great pride among our constituents, and we look to carry that tradition forward for the Terriers of tomorrow.

JOHN HOLLAND, Class of 2011
2008 America East Rookie of the Year
pride [prahyd] noun.

1. the state or feeling of being proud
2. joy or satisfaction taken from the accomplishments of a person, group or organization that one identifies with
3. a strong sense of self-respect and care in presenting and carrying oneself in the best possible manner
4. the best of a group, class, society, etc.
5. a unified collection of individuals who gather as a family
Excellence in Athletics, Academics and Community