

Transforming Maryland Athletics: 2009-2014



THE STRATEGIC PLAN FOR THE UNIVERSITY OF MARYLAND DEPARTMENT OF INTERCOLLEGIATE ATHLETICS



TABLE OF CONTENTS

ICA STRATEGIC PLAN

I.	INTRODUCTION: <i>TRANSFORMING MARYLAND ATHLETICS 2009-2014</i>	2
II.	ICA STRATEGIC PLANNING PROCESS	3
III.	ICA MISSION STATEMENT AND GUIDING PRINCIPLES	4
IV.	ICA CORE EVALUATIVE AREAS AND STRATEGIC PLANNING COMMITTEES	5
V.	CURRENT STATE OF ICA	6-11
VI.	ICA S.W.O.T. ANALYSIS	12
VII.	ICA STRATEGIC GOALS / STRATEGIES / TIMELINES	13-40
VIII.	SUMMARY STATEMENT	41

I. INTRODUCTION

On May 21, 2008, University of Maryland President Dan Mote adopted *Transforming Maryland: Higher Expectations* as the institution's new 10-year strategic plan. The University's strategic planning process and resulting document clearly identified the school's priorities, initiatives, and enablers, as well as our values and action principles for the next decade.

In its introduction, *Transforming Maryland* makes clear that the values of "excellence; diversity and inclusiveness; innovation and creativity; ethical action; civility and collegiality; and openness and accountability underlie and will be reflected in all University activities."

As such, and as one of our University's most visible units and activity centers, the University of Maryland Department of Intercollegiate Athletics, in September of 2008, embarked on a comprehensive and inclusive strategic planning process for our department. The objective was to ensure departmental cohesion with the University's 10-year Strategic Plan, while also outlining the goals and strategies specific to Intercollegiate Athletics (ICA) for the next five years, as well as guiding our decision making and prioritization during this period. The importance and value of the strategic planning process was emphasized by the concurrent economic and financial challenges of the nation, state, university, and ICA.

The resulting document produced by this nine month process is *Transforming Maryland Athletics (2009-2014)*. It was adopted on August 20, 2009 by Director of Athletics Deborah A. Yow and the University Athletics Council.

As Director Yow has said, "We are blessed with a terrific President, Dr. Dan Mote, who has fostered a mindset of excellence across our institution. He is a strong advocate for what he calls 'the three A's of the University -- Academics, the Arts and Athletics'. We have a great Terrapin family. That's the foundation for all of our success... and the basis for our bright future."

II. ICA STRATEGIC PLANNING PROCESS

The primary aim of the ICA strategic planning process was to focus on our core evaluative areas of: 1) Branding, Partnerships and Outreach; 2) Competitive Excellence; 3) Compliance Education and Culture; 4) Facility Enhancement; 5) Financial Stability; and 6) Student-Athlete Well-Being, Academic Performance, and Personal Development. Six strategic planning committees comprised of internal and external constituents were formed to study and set the ICA five-year goals and strategies for each of the core areas. Representation on the committees included student-athletes, coaches, ICA administrators, donors, and ticket holders; members of the University Athletics Council; and university students, faculty, staff, and alumni.

The strategic planning process for ICA included several distinct steps. Like the University's strategic planning process, the first step was a comprehensive analysis of the current strengths, weaknesses, opportunities, and threats (S.W.O.T.). Each of the 27 intercollegiate athletic teams and 13 administrative units, as well as the Student Athlete Advisory Committee (S.A.A.C.), completed a S.W.O.T. analysis. The 41 individual analyses were consolidated into a comprehensive ICA S.W.O.T. assessment which was considered by all strategic planning committees in the development of the department's goals, strategies, and timelines.

The second stage of the ICA strategic planning process was the development of goal statements by each team, administrative unit, and the S.A.A.C. Goal statements that were specific, challenging, measurable, attainable, realistic, and timely were encouraged. These 41 goal statement summaries were consolidated and then considered by each strategic planning committee as they developed the over-arching ICA goals, strategies, and timelines for the next five years.

The third stage of the strategic planning process was the development of the key ICA goals, strategies and timelines for the next five years in each core area by each strategic planning committee. These goals, strategies, and timelines were identified as priority evaluative criteria to measure ICA progress from 2009-2014.

During the ICA strategic planning process, each of the six strategic planning committees, as well as the entire ICA staff, reviewed the department's Mission Statement and Guiding Principles adopted by the University Athletics Council in 2000. The Mission Statement and Guiding Principles were used to guide formulation of appropriate goals and strategies for Intercollegiate Athletics, which also reflected a recommitment to the core mission and principles by all stakeholders of ICA.

The ICA goals and strategies identified in the Strategic Plan are assigned to the appropriate coaches and administrative units for implementation and completion. The department will conduct regular assessments of progress towards each goal and update the plan, as might be warranted by changes in our working environment. All ICA personnel are expected to work collaboratively, while basing their respective decision-making, prioritization and goal-setting towards meeting the departmental goals identified in *Transforming Maryland Athletics (2009-2014)*.

III. ICA MISSION STATEMENT AND GUIDING PRINCIPLES

(ADOPTED BY THE UNIVERSITY ATHLETICS COUNCIL IN 2000)

It is the mission of the Department of Intercollegiate Athletics to provide our student athletes excellent opportunities to participate in an intercollegiate athletics experience of the highest quality, with the result that their athletics experience becomes an integral and valued component of their total educational experience at the University.

In achieving this mission the Department of Intercollegiate Athletics will embrace these guiding principles:

- To develop and maintain a highly competitive and sound athletic program-reaching a standard of achievement in athletics consistent with our purposes as a University and the excellence of our institution.
- To promote character development, leadership qualities, sportsmanship, and academic excellence in our student athletes.
- To employ coaches and staff members who exhibit high standards of integrity and ethical behavior, including good sportsmanship and a desire to assist student athletes in reaching their academic potential.
- To contribute to the enhancement of institutional morale and esprit de corps among students, faculty, and staff-while providing alumni and friends a means by which they can identify with the University for mutually beneficial purposes.
- To recruit student athletes who are capable of success in the University's academic program and to provide academic support and student development opportunities that will effectively assist student athletes to reach their potential.
- To function responsibly and with accountability in all its initiatives, programs, and operations, which includes providing equal treatment and opportunity for student athletes, coaches, and staff, in employment and in all athletic department programs and activities as required by law and University policy.
- To maintain fiscal and operational integrity by balancing budgets and carrying out sound management practices.
- To provide consistently excellent customer service.
- To comply carefully with institutional, conference, and NCAA regulations.
- To ensure ethnic and gender diversity among its coaches, staff, and student athletes, consistent with the University's educational mission.

IV. ICA CORE EVALUATIVE AREAS/ STRATEGIC PLANNING COMMITTEES

The ICA strategic planning process studied closely our core evaluative areas of: 1) Branding, Partnerships and Outreach; 2) Competitive Excellence; 3) Compliance Education and Culture; 4) Facility Enhancement; 5) Financial Stability; and 6) Student-Athlete Well-Being, Academic Performance, and Personal Development. Strategic planning committees comprised of internal and external constituents were formed to study and set the ICA five-year goals and strategies in each of the core areas. Representation on the committees included student-athletes, coaches, ICA administrators, donors, and ticket holders; members of the University Athletics Council; and university students, faculty, staff, and alumni. The **centers of focus** within each evaluative area are as follows:

- I. Branding, Partnerships and Outreach
 - A. Marketing and Sponsorships
 - B. Media Relations
 - C. Development
 - D. "Friends Of" Groups
 - E. Game Atmosphere
 - F. Ticket Services
 - G. Video Services
- II. Competitive Excellence
 - A. Recruiting Expectations
 - B. Scheduling Policies
 - C. Coaching Standards
 - D. Financial and Athletic Aid
 - E. Strength and Conditioning
 - F. Director's Cup Expectations
- III. Compliance Education and Culture
 - A. Title IX Compliance
 - B. Representatives of Athletics Interest
 - C. Admissions/Eligibility
 - D. Drug Testing
 - E. Student-Athlete Code of Conduct
 - F. NCAA Certification
 - G. Agents
 - H. Staff Education and Orientation
- IV. Facility Enhancement
 - A. Capital Projects
 - B. ICA Facilities Master Plan
 - C. Competition Venues
 - D. Indoor Training Facilities
 - E. Practice Facilities
 - F. Facility Scheduling
 - G. ICA Offices
 - H. Information Technology
 - I. Parking
 - J. Sustainability
 - K. Championship Hosting
- V. Financial Stability
 - A. Operational Budgets
 - B. Aid Budgets (Terrapin Club)
 - C. Cost Containment
 - D. Revenue Growth
 - E. Reserve Growth
 - F. Personnel Retention
- VI. Student-Athlete Well-Being, Academic Performance, and Personal Development
 - A. Academic Support/Career Development
 - B. Academic Excellence (Graduation Rates, APR, GSR, GPA)
 - C. Individual Admits
 - D. Student Life (Housing, Campus Safety, Dining Services)
 - E. Athletic Training and Sports Medicine
 - F. Student Athlete Advisory Committee
 - G. CHAMPS/Life Skills
 - H. M Club

V. CURRENT STATE OF ICA

The University of Maryland Athletics Program was officially recognized in 1888. Even with over a century of history and tradition, and despite the financial challenges, the last 15 years have been particularly dynamic, progressive, and largely successful for Maryland Athletics in each of the core evaluative areas.

Specifically, since assuming leadership at Maryland in 1994 as Athletic Director, Deborah A. Yow and her staff have:

- Won an ACC best 18 national championships during the past 15 years.
- Continued to dramatically improve venues and facilities for the department's 27 teams. Completed in 2002, the 18,000-seat Comcast Center is a prime example of the remarkable \$250 million upgrade of athletic facilities over the past 15 years, a number of which serve our female student-athletes.
- Developed and implemented a six-year Title IX plan in May of 1995 to reach federal compliance in scholarships and participation rates (51% male, 49% female undergraduate enrollment).
- Greatly enhanced the academic support services provided for student-athletes, with an enviable exhausted eligibility graduation rate of approximately 90% for student-athletes at Maryland while setting records for the number of student-athletes earning ACC Honor Roll honors. Academic outcomes and student-athlete welfare have received consistent and focused attention.
- Significantly expanded marketing and fund-raising efforts to support the 27 varsity teams. As a result, private gifts to athletics have increased exponentially since 1994.
- Balanced the department's annual budgets since 1994. The inherited \$51 million debt of 1994 has been reduced to \$6.8 million.
- Transformed Terrapin athletics into a responsive, goal-oriented organization with 27 sports and approximately 700 student-athletes.

V. (CONTINUED)

The most recent achievements of Maryland Athletics include the following:

- Won five ACC championships and two NCAA championships in the 2008-09 athletic season. The five ACC championships were the most in a single season in the last 44 years.
- A school-record 272 student-athletes at the University of Maryland were named to the 2007-08 Atlantic Coast Conference Honor Roll. Maryland was second in the ACC among public institutions. In 2008-09, Maryland placed 271 on the Honor Roll.
- With the 2006 Women's Basketball National Championship, Maryland became one of only three universities in the nation to win National Championships in men's basketball (2002), women's basketball and football. Stanford and UCLA are the other NCAA Division I institutions to achieve that status.
- Field hockey has earned National Championships in three of the last four years and finished the 2008 season as NCAA and ACC Champions.
- Men's soccer has appeared in five Final Fours in the past seven years and won the NCAA National Championship in 2005 and 2008, as well as the ACC Championship in 2008.
- Wrestling won a second consecutive ACC Championship in 2008-09 and finished in 10th place at the 2009 NCAA Championships. It was the second best finish in the school's NCAA wrestling history.
- Competitive Cheer won three consecutive National Championships between 2006 and 2008, and finished as the national runner-up in 2009.
- Expansion of Capital One Field at Byrd Stadium is complete, adding 64 luxury suites, over 400 new mezzanine seats, improved and expanded media space, enhanced concession and restroom facilities, and a University area of over 4,000 square feet for University guests in Tyser Tower.

V. (CONTINUED)

Other key metrics in regards to the current state of Maryland Athletics in a number of our core evaluative areas over the last five years are as follows:

BRANDING, PARTNERSHIPS, AND OUTREACH:

Overall Fundraising Results

Totals provided by UM Division of University Relations using the Council for the Advancement and Support of Education (CASE) counting policy, the standard University-wide and national measurement.

FY96: \$2,431,824	FY01: \$20,758,237	FY06: \$16,647,737
FY97: \$4,036,584	FY02: \$16,153,530	FY07: \$24,705,486
FY98: \$15,182,815	FY03: \$11,771,331	FY08: \$22,780,737
FY99: \$7,650,002	FY04: \$12,692,263	FY09: \$27,242,284
FY00: \$19,125,208	FY05: \$16,606,791	

Terrapin Club Annual Gifts Totals

Terrapin Club gifts support ICA scholarship costs. Terrapin Club membership is based on the July to June fiscal year.

FY95: \$2 million	FY00: \$3.8 million	FY05: \$9.8 million*
FY96: \$2.2 million	FY01: \$4.6 million	FY06: \$8.2 million
FY97: \$2.5 million	FY02: \$8.5 million	FY07: \$9.1 million
FY98: \$2.8 million	FY03: \$7.0 million	FY08: \$10.3 million*
FY99: \$3.4 million	FY04: \$8.4 million	FY09: \$7.65 million

*Comcast Center seat adjustment years.

"Fear the Turtle" Campaign

Established in October of 2003 to solicit scholarship funds for eight historically under-scholarshipped men's Olympic sports. Since then, 22.6 annual equivalency scholarships have been added to those sports. A "Fear the Turtle II" campaign began in 2009.

Athletic Endowment

The Athletic Endowment balance was \$17,650,514 as of June 30, 2008. Interest income of \$717,887 from these sources was applied to the annual scholarship bill in 2007-08.

V. (CONTINUED)

COMPETITIVE EXCELLENCE:

Learfield Sports Director's Cup Rankings

Measures overall competitive excellence through points earned exclusively through NCAA Championship participation/finish and Top 25 football finishes.

1995: #57
1996: #36
1997: #32
1998: #19
1999: #22
2000: #45
2001: #40
2002: #44
2003: #22
2004: #24
2005: #28
2006: #27
2007: #40
2008: #52
2009: #28

Maryland's outstanding Competitive Cheer program was designated as a varsity sport in 2003. Since then, the team has won three National Championships and finished as national runner-up. Once Competitive Cheer becomes an NCAA-recognized championship we will also receive Director's Cup points for our post-season success.

NCAA Honor

NCAA News honored Maryland as one of the Top 10 programs in the nation for 2008-2009 based on multiple national championships won.

FINANCIAL STABILITY:

Cost Containment

The ICA annual budget has been trimmed from approximately \$58 million in FY09 to approximately \$55 million in FY10, as the department works to contain expenses, while continuing to meet the needs of our student-athletes. The cuts were done as a result of the nationwide recession to best ensure fiscal prudence. The 1994 inherited debt of \$51 million stood at \$6.3 million as of August, 2009.

V. (CONTINUED)

STUDENT-ATHLETE WELL-BEING, ACADEMIC PERFORMANCE AND PERSONAL DEVELOPMENT:

Federal Graduation Rates

This calculation does not allow inclusion of non-scholarship student-athletes, spring admits, or transfers.

1995: 65%	2000: 61%	2005: 70%
1996: 68%	2001: 63%	2006: 76%
1997: 69%	2002: 68%	2007: 69%
1998: 51%	2003: 65%	2008: 68%
1999: 54%	2004: 67%	2009: 66%

NCAA Graduation Success Rate (GSR)

Established in 2005, the GSR does not penalize institutions if student-athletes in good academic standing transfer from Maryland. It does count student-athletes who transfer in and receive athletic financial aid.

2005: 76%
2006: 76%
2007: 77%
2008: 79%
2009: 76%

Exhausted Eligibility Graduation Rates

This rate includes scholarship student-athletes who stayed for their entire athletic careers at Maryland.

1996: 89%	2001: 85%	2006: 86%
1997: 84%	2002: 82%	2007: 92%
1998: 76%	2003: 86%	2008: 90%
1999: 83%	2004: 84%	2009: 85%
2000: 92%	2005: 88%	

V. (CONTINUED)

University of Maryland Athletics Honor Roll Student-Athletes

Minimum 3.0 GPA earned in Fall or Spring Semester

1995: 197	2000: 340	2005: 376
1996: 240	2001: 409	2006: 375
1997: 295	2002: 377	2007: 375
1998: 266	2003: 311	2008: 405
1999: 294	2004: 340	2009: 406

ACC All-Academic Student-Athletes

Minimum 3.0 GPA earned for an entire academic year

1995: 120	2000: 181	2005: 252
1996: 144	2001: 206	2006: 254
1997: 143	2002: 200	2007: 259
1998: 150	2003: 173	2008: 272
1999: 164	2004: 203	2009: 271

Student Athlete Community Service

Maryland student-athletes logged an impressive 130,000+ community service hours in 2007-08 in programs such as:

- The Annual Coat Drive (developed by Shawne Merriman)
- The American Cancer Society Relay for Life
- National Student-Athlete Day
- The Terrapin Reading Program in Prince Georges County and Washington D.C.
- Visits to various Children's Hospitals

VI. ICA S.W.O.T. ANALYSIS

In addition to evaluating the recent metrics in the core evaluative areas, the first phase of the ICA strategic planning process included an analysis of current strengths, weaknesses, opportunities, and threats (S.W.O.T.) as related to our internal and external environments. To aid in this comprehensive assessment, each of the 27 intercollegiate athletic teams and 13 administrative units, as well as the Student Athlete Advisory Committee (S.A.A.C.), completed a S.W.O.T. analysis. The 41 individual analyses were consolidated into a comprehensive ICA S.W.O.T. assessment which was considered by the strategic planning committees in the development of the department's goals, strategies, and timelines. The goals, strategies, and timelines included in Transforming Maryland Athletics seek to best take advantage of our strengths and opportunities, while taking into consideration and attempting to minimize the impact of our weaknesses and threats.

VII. ICA GOALS/STRATEGIES/TIMELINES

The primary aim of the ICA strategic planning process was to focus on the department's core evaluative areas of:

- 1) **Branding, Partnerships and Outreach**
- 2) **Competitive Excellence**
- 3) **Compliance Education and Culture**
- 4) **Facility Enhancement**
- 5) **Financial Stability**
- 6) **Student-Athlete Well-Being, Academic Performance, and Personal Development**

Strategic planning committees comprised of internal and external constituents were formed to study, evaluate and set the ICA five-year goals and strategies in each of the core areas. Representation on the committees included student-athletes, coaches, ICA administrators, donors, and ticket holders; members of the University Athletics Council; and university students, faculty, staff, and alumni.

Through their respective deliberations and after consideration of the team and administrative staff S.W.O.T. analyses and goal statements, the ICA Strategic Planning Committees identified the following goals and strategies as the priorities for Maryland Athletics over the next five years. In concert with and as stated in Transforming Maryland: Higher Expectations, the strategic plan for the University of Maryland, "these priorities call on the strengths of the entire University community. Through them, the University will have far-reaching and profound impacts on students, the State, the nation, and the world." It is our expectation that the same spirit can be adopted regarding the positive impact of the successful implementation and execution of ICA's goals and strategies over the next five years.

It is our expectation that all personnel in the University of Maryland Department of Intercollegiate Athletics will be committed to **achieving** the following key goals, **utilizing** these strategies, and **adhering** to these timelines, using them as the foundation for short-term and long-term decision-making, prioritization of daily tasks and budgeting decisions.

Finally, all of these goals, strategies, and timelines will be factored into the annual Performance Review and Development (PRD) of ICA employees, as appropriate.

VII. (CONTINUED)

I. BRANDING, PARTNERSHIPS, OUTREACH

GOAL A:

SUCCESSFULLY RAISE \$133 MILLION THROUGH THE CAMPAIGN FOR MARYLAND ATHLETICS, PER THE UNIVERSITY'S GREAT EXPECTATIONS CAMPAIGN BY JUNE 30, 2011 *

*OR BY ANY EXTENDED DEADLINE FOR THE CAMPAIGN

Strategies/Responsible Parties/Timelines:

1. Raise \$58.5 million for enhancements and improvements to our competition, practice and training facilities for a number of our teams
(ICA Development Staff, ICA Campaign Cabinet - June 2011)
2. Raise \$68 million in annual scholarship funding over the next five years
(ICA Development Staff, Terrapin Club Board - June 2011)
3. Raise \$6 million in unrestricted, student-athlete scholarship, coaching position and/or team endowment
(ICA Development Staff, ICA Campaign Cabinet - June 2011)
4. Fund annual scholarships for student-athletes in our eight traditionally under-funded men's Olympic sports (baseball, golf, swimming and diving, tennis track and field, and wrestling) through the Fear the Turtle II scholarship campaign
(ICA Development Staff, ICA Campaign Cabinet, Terrapin Club Board - June 2011)

VII. (CONTINUED)

GOAL B:

ACHIEVE ANNUAL TERRAPIN CLUB REVENUE PROJECTIONS

**(FY10: \$8.1 MILLION, FY11: \$8.3 MILLION, FY12: \$9.0 MILLION,
FY13: \$8.1 MILLION, FY14: \$8.3 MILLION)**

Strategies/Responsible Parties/Timelines:

1. Launch "Terps on Tour" (to replace previous Spring Outings) free event series to attract new members and expand engagement with statewide fans
(ICA Development Staff, ICA Coaches, Director of Athletics – May 2009)
2. Grow Terrapin Club membership to 10,000 members
(ICA Development Staff, Terrapin Club Board - December 2010)
3. Implement and expand the "Terrapin Club Agents" program to engage existing members in recruitment efforts, with the annual goal of 200 new agents who are each annually responsible for 50 member contacts and recruiting five new members
(ICA Development Staff, Terrapin Club Board - Ongoing)
4. Launch "Ultimate Upgrade" program to provide incentives for members to elevate giving levels
(ICA Development Staff – November 2009)
5. Conduct an aggressive multi-year acquisition campaign using direct mail, email and phone lists
(ICA Development Staff – October 2009)
6. Increase promotion of the Terrapin Club to current Maryland students with creative grassroots efforts
(ICA Development Staff – October 2009)
7. Introduce limited number of Terrapin Club lifetime memberships
(ICA Development Staff – October 2009)

VII. (CONTINUED)

GOAL C:

FULLY IMPLEMENT THE “GREATNESS CAMPAIGN” TO INSTILL A SENSE OF PHILANTHROPY AMONG OUR CURRENT TERRAPIN CLUB MEMBERS, DONORS AND FANS

Strategies/Responsible Parties/Timelines:

1. Focus on philanthropic messaging in all ICA fund-raising materials
(ICA Development, ICA Marketing, ICA Media Relations Staff – October 2009)
2. Add philanthropic messaging as a lead benefit in all Terrapin Club materials
(ICA Development Staff, ICA Marketing Staff, ICA Media Relations Staff – October 2009)
3. Actively solicit donors for naming rights opportunities within Athletics venues
(ICA Development Staff - ongoing)
4. Restructure development staff to maximize fundraising and stewardship
(ICA Development Staff – July 2009)
5. Develop and launch a grassroots Greatness Campaign, targeting gifts under \$1,000
(ICA Development Staff – Summer 2010)

VII. (CONTINUED)

GOAL D:

MAXIMIZE THE REVENUE POTENTIAL OF PREMIUM SEATING AND OTHER SEAT-RELATED OPPORTUNITIES

Strategies/Responsible Parties/Timelines:

1. Consider adding second row of courtside seats for men's and women's basketball (ICA Development Staff, ICA Facilities, Operations and Events Staff - October 2010)
2. Sell 650 Football mezzanine seats through combination of multi-year and season sales (ICA Development Staff - September 2010)
3. Lease 63 Football suites through combination of multi-year, season and single-game sales (ICA Development Staff - September 2010)
4. Develop and conduct volunteer-recommended Football seat adjustment (Terrapin Club Volunteer Committee, working with ICA Development Staff – tentatively, Summer 2011)
5. Conduct regular Men's Basketball seat adjustment (ICA Development Staff - Summer 2012)
6. Study the possibility of football club level seat sales (200 level) (ICA Development Staff - tentatively Summer 2013)

VII. (CONTINUED)

GOAL E:

DEVELOP AND IMPLEMENT A DEPARTMENT-WIDE STRUCTURE FOR 'FRIENDS OF' FUNDRAISING TO MAXIMIZE RESOURCES

Strategies/Responsible Parties/Timelines:

1. Designate a single development senior staff member to oversee and facilitate all 'Friends Of' fundraising initiatives
(ICA Development Staff – Summer 2009)
2. Communicate new "Friends Of" structure to all coaches and potential donors
(ICA Development Staff – Summer 2009)
3. Implement standards of operation for all 'Friends Of' fundraising that:
 - a. Provides donors the ability to give directly to a specific sport
 - b. Establishes a 'gatekeeper' to maintain appropriate priority for donor solicitations and events
(ICA Development Staff, ICA Coaches, ICA Business Office Staff, ICA Sport Supervisors – Summer 2009)

VII. (CONTINUED)

GOAL F:

LAUNCH NEW WWW.UMTERPS.COM TO EMPHASIZE ICA BRANDING, MULTIMEDIA CONTENT, AND REVENUE GENERATION

Strategies/Responsible Parties/Timelines:

1. Develop and launch leading edge flash-enabled website (with regular upgrades every two years)
(ICA Development Staff, ICA Marketing Staff, ICA Media Relations Staff, ICA Video Services Staff – August 2009)
2. Launch subscription-based multimedia channel featuring live video for Olympic sports (and select football, men's basketball and women's basketball games), live game audio, coaches shows, press conference and other special programming
(ICA Marketing Staff, ICA Media Relations Staff, ICA Video Services Staff – August 2009)
3. Redesign individual sport pages to feature multimedia content, with a particular focus on permissible recruit-oriented content
(ICA Marketing Staff, ICA Media Relations Staff, ICA Video Services Staff – August 2009)
4. Work with team store partner to develop leading edge e-commerce technology to include auctions, rewards program and website integration
(ICA Marketing Staff, ICA Media Relations Staff – August 2009)
5. Effectively integrate multimedia content into the website, including applications for Facebook and other social networking sites, blogs, live chats and internet podcasts
(ICA Marketing Staff, ICA Media Relations Staff, ICA Video Services Staff – August 2009)
6. Increase traffic to and revenue produced by umterps.com by at least 5% annually
(ICA Marketing Staff, ICA Media Relations Staff, ICA Video Services Staff – August 2009)

VII. (CONTINUED)

GOAL G:

ESTABLISH AND FOCUS ON A "RETURN TO TRADITION" INITIATIVE FOR ALL GAME PRESENTATION ELEMENTS FOR FOOTBALL, MEN'S AND WOMEN'S BASKETBALL

Strategies/Responsible Parties/Timelines:

1. Establish a music policy that implements a ratio of 75/25 for live band music and recorded music suitable for all fans
(ICA Marketing Staff – September 2009)
2. Restrict sponsor contests/promotions to one per halftime in football, men's basketball and women's basketball. Reinforce policy of no on-court/field promotions during media timeouts
(ICA Marketing Staff, Terrapin Sports Marketing – September 2009)
3. Of the available break time within games, not more than 20% shall be for stand-alone sponsor elements (no stand-alone video elements)
(ICA Marketing Staff, Terrapin Sports Marketing – September 2009)
4. Restructure supervision of Spirit Squad, Dance Team and Band to ensure maximum cooperation. Create a "Spirit Coalition" (comprised of Spirit Squad, Dance Team, Band, Special K, Joel D) that meets monthly to discuss game atmosphere
(ICA Marketing Staff, Terrapin Sports Marketing, ICA Spirit Squads, UM Band – September 2009)
5. Consider bringing back a small stage and mic for Special K to lead fan-friendly cheers
(ICA Marketing Staff, ICA Spirit Squads – Summer 2009)
6. Work with band to develop more energizing playlists with a goal of improving crowd participation and enjoyment
(ICA Marketing Staff, UM Band – Summer 2009)
7. Keep the best elements of football pregame while updating and improving all presentations
(ICA Marketing Staff, UM Band – Summer 2009)

VII. (CONTINUED)

GOAL H:

RECONFIGURE ICA MEDIA RELATIONS AND VIDEO SERVICES STAFFS TO ENSURE THAT MARYLAND ATHLETICS IS ABLE TO MEET THE GROWING MULTIMEDIA DEMANDS FOR FANS, TEAMS AND RECRUITS

Strategies/Responsible Parties/Timelines:

1. Develop and launch digital media guides for all varsity programs; eliminating printed media guides for all sports
(ICA Media Relations Staff, ICA Sport Supervisors, ICA Video Services Staff – Summer 2009)
2. If and when financially feasible, consider the possibility of adding a full-time Multimedia Services position to manage and optimize all ICA-related websites
(ICA Media Relations Staff - TBD)

VII. (CONTINUED)

GOAL I:

IMPLEMENT "TERPNESS", MARYLAND ATHLETICS' COMPREHENSIVE CUSTOMER SERVICE AND GOOD SPORTSMANSHIP INITIATIVE

Strategies/Responsible Parties/Timelines:

1. Produce new series of sportsmanship videos to air at all football, men's basketball and women's basketball home games
(ICA Marketing Staff, ICA Video Services Staff – September 2009)
2. Review university's cost of concessions and catering at all ICA venues, as compared to other local universities, as a service to our donors and event attendees
(ICA Marketing Staff, ICA Business Office Staff – Summer 2009)
3. Prominently feature Terpness! on umterps.com
(ICA Marketing Staff, ICA Media Relations Staff, ICA Video Services Staff – August 2009)
4. Install significant and visible sportsmanship signage within all Athletics venues
(ICA Marketing Staff, ICA Facilities, Operations and Events Staff – September 2009)
5. Diligently monitor and enforce sportsmanship and civility guidelines – to include remedial actions, as needed (removal from game, bans to future events)
(ICA Facilities, Operations and Events Staff, CSC Staff, ICA TerpHosts, UM Police – September 2009)
6. Encourage student leaders to replace "You Suck" chant with something more effective and creative; offer prizes for best opponent-specific cheer
(ICA Marketing Staff, ICA Coaches – August 2009)
7. Engage head coaches for in-game reminders, as appropriate
(ICA Marketing Staff, ICA Coaches – Summer 2009)

VII. (CONTINUED)

GOAL J:

MAXIMIZE TICKET REVENUE IN FOOTBALL, MEN'S BASKETBALL AND WOMEN'S BASKETBALL AND IMPLEMENT NEXT GENERATION DIGITAL TICKET SOLUTIONS

Strategies/Responsible Parties/Timelines:

1. Review all marketing and ticketing expenses to earmark appropriate funds for revenue-producing sports, while meeting all Title IX requirements
(ICA SWA, ICA Marketing Staff, ICA Ticket Office Staff, ICA Business Office Staff – Summer 2009)
2. Establish a tiered pricing structure for football and men's basketball that also supports revenue and attendance goals
(ICA Marketing Staff, ICA Ticket Office Staff, ICA Business Office Staff – September 2009 for FB; Summer 2010 for men's basketball)
3. Phase out separate student ticketing system to avoid duplicative services and expenses
(ICA Marketing Staff, ICA Ticket Office Staff – Summer 2010)
4. Implement digital ticketing for men's and women's basketball (Fall 2010) and football (Fall 2011) to:
 - i. Establish a regulated secondary ticketing marketplace
 - ii. Provide print-at-home capabilities for all fans
 - iii. Develop new revenue streams and eliminate duplicate expenses
 - iv. Conduct seat usage research and establish loyalty rewards for fans
(ICA Marketing Staff, ICA Development Staff, ICA Ticket Office Staff, ICA Facilities, Operations, and Events Staff – Fall 2010)

VII. (CONTINUED)

II. COMPETITIVE EXCELLENCE

GOAL A:

ACHIEVE THE FOLLOWING COMPETITIVE SUCCESS BENCHMARKS OVER THE NEXT FIVE YEARS:

- A) ANNUALLY MAINTAIN A TOP 10% DIRECTOR'S CUP RANKING;**
- B) EARN A TOP 25 DIRECTOR'S CUP RANKING AT LEAST TWICE BETWEEN 2009-10 AND 2013-14;**
- C) ANNUALLY QUALIFY 50% OF OUR SPORTS FOR NCAA CHAMPIONSHIP COMPETITION**

Strategies/Responsible Parties/Timelines:

1. Maintain a gender-equitable athletics program that allows for the maximum number of teams to score points in the Director's Cup rankings
(ICA Cabinet, University Athletic Council - Ongoing)
2. Provide operational, personnel, and aid funding for teams that is ranked in the top 50% of the ACC as reviewed annually by the ACC CFO Committee based on an established set of financial parameters.
(CFO, ICA Sport Supervisors - Ongoing)
3. Develop team-specific strategic plans, recruiting strategies and practices that result in all sports annually signing recruiting classes that are ranked in the top 10% as recognized by sport-specific national publications and/or recruiting services while supporting ICA Financial Stability goals over the next five years
(ICA Head Coaches, ICA Sport Supervisors – Summer 2010)
4. Evaluate current ICA Individual Admit (IA) policies in terms of allocation, contribution to competitive success of teams, academic support, university support and preparedness to promote academic success of IA population and total number admitted to emphasize student-athlete success while maximizing recruiting opportunities for all varsity teams.
(ASCDU Staff, University Athletics Council - Summer 2010)

VII. (CONTINUED)

5. Provide practice and competition facilities that allow each sport to meet competitive expectations, while working towards fulfillment of all ICA Facility Enhancement Goals over the next five years
(ICA Cabinet, ICA Facilities, Operations & Events Staff, ICA Sport Supervisors - Ongoing)
6. Fund annual scholarships for student-athletes in our eight traditionally under-funded men's Olympic sports (baseball, golf, swimming and diving, tennis track and field, and wrestling) through the Fear the Turtle II scholarship campaign
(ICA Development Staff, ICA Head Coaches, ICA Sport Supervisors– June 2011)
7. Annually set PRD expectations for coaches and support staffs that are reflective of ICA Competitive Excellence goals
(ICA Senior Staff, ICA Head Coaches, ICA Sport Supervisors– Annually in July)
8. Annually develop competition schedules for each team that support ICA's Competitive Excellence and Financial Stability goals
(ICA Head Coaches, ICA Sport Supervisors - Ongoing)
9. Study the concept of curtailing sports and/or financially tiering select sports, expecting greater financial support from letterwinners, while maintaining Title IX compliance
(ICA SWA, ICA Head Coaches, ICA Sport Supervisors - Ongoing)
10. Discuss the possibility of a Sport Management major on campus
(Director of Athletics, ICA Cabinet, ASCDU Staff – Ongoing)

VII. (CONTINUED)

**GOAL B:
RECRUIT, HIRE, RETAIN AND PROFESSIONALLY DEVELOP
THE MOST TALENTED AND EXPERIENCED COACHING AND
ADMINISTRATIVE STAFFS**

Strategies/Responsible Parties/Timelines:

1. Adhere to the University PRD expectation-setting, mid-year evaluation, and year-end evaluation process with coaches and staff to effectively set measurable and specific annual goals, facilitate professional development and evaluate performance (ICA Senior Staff, ICA Head Coaches, ICA Sport Supervisors, ICA Human Resources Staff – Ongoing)
2. Offer competitive compensation packages to recruit and retain talented coaches and administrative staff (ICA Senior Staff, ICA Human Resources Staff - Ongoing)
3. Annually conduct, evaluate and respond to the results of Student-Athlete Surveys and Senior Exit Interviews in a timeline that allows for the results to be added to the coaches' and administrative staff's final PRDs (ICA Sport Supervisors - Ongoing)
4. Annually conduct, evaluate and respond to the results of coaches' Administrative Staff Surveys (ICA Sport Supervisors - Ongoing)
5. Provide team-building, professional development, and information-sharing opportunities for ICA coaches and staff as appropriate and financially possible (ICA Senior Staff - Ongoing)
6. Provide a formal New Employee Orientation for all new ICA employees within 30 days of hire (Assistant AD for Human Resources, ICA CFO - Ongoing)

VII. (CONTINUED)

III. COMPLIANCE EDUCATION AND CULTURE

GOAL A:

COMPLY DILIGENTLY WITH INSTITUTIONAL, CONFERENCE, AND NCAA REGULATIONS

Strategies/Responsible Parties/Timelines:

1. Conduct the athletics program with the utmost integrity to best ensure compliance with the letter and spirit of NCAA and ACC rules through:
 - a. Education
 - b. Sound policies and procedures
 - c. Monitoring of activities
 - d. Proper investigative measures, as necessary(ICA Compliance Staff, ICA Staff and Coaches - Ongoing)
2. Educate our boosters, student athletes, coaches and staff through; a.) in-person educational presentations and b.) wide print distribution of NCAA rules, to best ensure compliance and no major violations due to "lack of institutional control"
(ICA Compliance Staff - Ongoing)
3. Self report any violations to the ACC office and/or NCAA, as appropriate, in a timely and responsible manner
(ICA Compliance Staff - Ongoing)
4. Engage committee and subcommittee members of the campus-wide Committee of the Whole to oversee areas of compliance responsibility to best ensure NCAA compliance via use of appropriate processes and policies
(ICA Compliance Staff - Ongoing)
5. Review any alleged violations with the goal of securing accurate data and responding, if warranted, via communications to the NCAA staff regarding such reviews and possible findings. These reviews are done in coordination with the UM Legal Office and the Faculty Athletics Representative (FAR), along with the Director of Athletics and the Associate Director of Athletics for Compliance, utilizing a specific, approved University process
(ICA Compliance Staff, FAR, UM Legal Office - Ongoing)

VII. (CONTINUED)

GOAL B:

ENHANCE THE CULTURE OF COMPLIANCE ESTABLISHED AT MARYLAND BY HAVING THE PRESIDENT, FACULTY ATHLETICS REPRESENTATIVE AND DIRECTOR OF ATHLETICS PROVIDE PERIODIC STATEMENTS TO ICA STAFF REGARDING MARYLAND'S COMMITMENT TO COMPLIANCE AND ETHICAL BEHAVIOR

Strategies/Responsible Parties/Timelines:

1. The President will address the athletics staff annually regarding our commitment to compliance
(ICA Compliance Staff, UM President - Ongoing)
2. The FAR will provide periodic statements to the ICA staff regarding our commitment to compliance and ethical behavior at coaches meetings and in an annual email to all ICA employees each September
(ICA Compliance Staff, FAR - Ongoing)
3. The Director of Athletics will continue to reinforce our commitment to compliance and ethical behavior on a regular basis at monthly coaches meetings
(ICA Compliance Staff, Director of Athletics - Ongoing)

VII. (CONTINUED)

GOAL C:

DEVELOP A COMPREHENSIVE RULES EDUCATION PROGRAM AND EDUCATIONAL CALENDAR FOR COACHES, STAFF, STUDENT-ATHLETES, UNIVERSITY EMPLOYEES, AND REPRESENTATIVES OF ATHLETICS INTERESTS

Strategies/Responsible Parties/Timelines:

1. Develop educational calendar specific to coaches, staff, departments, sports, institutional support groups (e.g. Registrar, Financial Aid, Admissions) and fundraising groups (e.g. Terrapin Club, M Club, Friends Of)
(ICA Compliance Staff – July 2009)
2. Update the current compliance manual and establish a comprehensive manual, including all facets of NCAA, ACC, and University of Maryland policies and procedures related to athletics rules compliance, to be included in the ICA on-line staff manual
(ICA Compliance Staff – August 2009)
3. Develop booster awareness video to be played at home football and basketball games featuring Faculty Athletics Representative, coaches and student-athletes as spokespeople
(ICA Compliance Staff, ICA Video Services Staff – August 2009)
4. Develop twice yearly educational email distribution to current list-serve of boosters
(ICA Compliance Staff, ICA Development Staff – September 2009)
5. Develop a comprehensive rules compliance orientation program for all new ICA employees, including coaches, staff, student staff (e.g. managers, trainers, etc.) and University employees with athletic-related job responsibilities
(ICA Compliance Staff, ICA Human Resources Staff – September 2009)

VII. (CONTINUED)

GOAL D:

COMMITMENT TO TITLE IX LAW AND NCAA GENDER EQUITY REQUIREMENTS (E.G. ROSTER MANAGEMENT, SCHOLARSHIP DISTRIBUTION, TITLE IX GUIDELINES/REQUIREMENTS).

Strategies/Responsible Parties/Timelines:

1. Continue plenary annual gender equity report to the University Athletics Council (ICA Compliance Staff, UM Legal Office – Annually in February)
2. For roster management, develop mechanism to monitor student-athlete participation, by team (ICA Compliance Staff, ICA Coaches, ICA Sport Supervisors – July 2009)
3. Maintain annual comprehensive review of Title IX compliance components (Participation, Scholarships, Other Benefits) “laundry list” for report to University Athletics Council (ICA Compliance Staff, UM Legal Office - Ongoing)
4. Work with Federal Office of Civil Rights and the NCAA National Office regarding Varsity Competitive Cheer’s “emerging sport” status (UM Legal Office, SWA – Ongoing)

VII. (CONTINUED)

GOAL E:

REVIEW, AMEND, AND DEVELOP, AS NEEDED, A COMPREHENSIVE RECRUITING MONITORING PROGRAM WHICH BEST ENSURES ADHERENCE WITH NCAA REGULATIONS AND OVERALL COMPLIANCE OBJECTIVES.

Strategies/Responsible Parties/Timelines:

1. Evaluate current system for overall effectiveness and thoroughness – Review major infraction cases of other institutions involving “failure to monitor” in conjunction with recruiting violations
(ICA Compliance Staff – July 2009)
2. Contact institutions that utilize alternative compliance monitoring systems for additional information
(ICA Compliance Staff – July 2009)
3. Review alternative compliance monitoring systems for possible improvements
(ICA Compliance Staff – September 2009)
4. Implement or continue with most effective recruitment monitoring system to ensure compliance with NCAA regulations
(ICA Compliance Staff – December 2009)

VII. (CONTINUED)

IV. FACILITY ENHANCEMENT

GOAL A:

DEVELOP A CRITICAL FACILITY DEVELOPMENT PLAN FOR PROJECTS THAT NEED IMMEDIATE ATTENTION

Strategies/Responsible Parties/Timelines:

1. Develop strategies to address the outdoor field inventory shortage
(ICA Cabinet, ICA Facilities, Operations & Events Staff, University Athletics Council - November 2009)
2. Explore the Varsity Team House renovation or new construction project
(ICA Cabinet, ICA Facilities, Operations & Events Staff - December 2009)
3. Investigate the indoor facility inventory shortage and try to identify cost effective concepts to address the problem
(ICA Cabinet, ICA Facilities, Operations & Events Staff - March 2010)

GOAL B:

DEVELOP A COMPREHENSIVE ATHLETICS FACILITIES MASTER PLAN

Strategies/Responsible Parties/Timelines:

1. Commission the ICA Facility Master Planning Committee
(ICA Cabinet - September 2009)
2. Generate a facility master planning process that includes the following:
 - a. Guidance from departmental and sports goals
 - b. Renewal, renovation and construction projects
 - c. Language demonstrating that the master plan is a living document and must be revised as fundraising and departmental goals are adjusted
 - d. The master plan must be developed in accordance with the University of Maryland Facilities Master Plan
 - e. The following groups must be involved in the process when appropriate; University Athletics Council, University Facilities Council, Department of Facilities Planning, University Facility Advisory Committee, University Transportation Advisory Committee, Sport Supervisors, ICA Cabinet
(ICA Cabinet, ICA Facilities, Operations & Events Staff, Sport Supervisors - May 2010)

VII. (CONTINUED)

GOAL C:

REVIEW THE CURRENT USE OF ALL ICA SPACE

Strategies/Responsible Parties/Timelines:

1. Assess the current use of space by ICA sports and support units to best ensure needs are being met
(ICA Facilities, Operations & Events Staff - July 2009)
2. Examine space adjacencies to make sure staff and student-athlete time is optimized
(ICA Facilities, Operations & Events Staff - Ongoing)

GOAL D:

ASSESS CURRENT AGREEMENTS FOR USE OF SPACE NOT MANAGED BY ICA

Strategies/Responsible Parties/Timelines:

1. Arrange meetings with the following groups to discuss current facility use agreements
 - a. School of Public Health
 - b. Eppley Recreation Center
 - c. University of Maryland Golf Course
 - d. College Park Tennis Center
 - e. Prince George's County Sports and Learning Complex
(ICA Sport Supervisors, ICA Facilities, Operations & Events Staff - February 2010)
2. Work with campus partners to develop guidelines and standards to formalize facility use agreements
(ICA Sport Supervisors, ICA Facilities, Operations & Events Staff - April 2010)

GOAL E:

UTILIZE ICA FACILITIES TO IDENTIFY NEW REVENUE STREAMS

Strategies/Responsible Parties/Timelines:

1. Increase number of special events at ICA facilities
(ICA Facilities, Operations & Events Staff - Ongoing)
2. Work with campus partners to ensure events brought to ICA facilities are suitable for the University of Maryland campus
(ICA Facilities, Operations & Events Staff - Ongoing)
3. Engage in a commitment to sustainability projects that will provide long term energy savings for ICA facilities as financially feasible
(ICA Facilities, Operations & Events Staff - January 2010)

VII. (CONTINUED)

V. FINANCIAL STABILITY

GOAL A:

DEVELOP A BALANCED ANNUAL ICA BUDGET WHILE ESTABLISHING A MINIMUM RESERVE EQUAL TO 3% OF THE ANNUAL BUDGET BY 2013-14 AND ESTABLISH ICA POLICIES ON HOW THE RESERVE CAN BE SPENT

Strategies/Responsible Parties/Timelines:

1. Identify and communicate cost-containment initiatives to ICA coaches and staff
(ICA Business Office Staff- Summer 2009)
2. Produce a manual for team and administrative travel which will provide recommendations and required policies to reduce expenses
(ICA Business Office Staff, ICA Cabinet - Summer 2009)
3. Conduct an extensive ICA energy use review and determine areas where we can decrease ICA usage
(ICA Business Office Staff, ICA Facilities, Operations, and Events Staff - Summer 2010)
4. Develop policy recommendations to restrict spending of ICA reserve
(ICA Business Office Staff - Summer 2010)

GOAL B:

STUDY EACH OF THE THREE FOLLOWING COURSES OF ACTION AND CHOOSE THE MOST VIABLE TO ENSURE THE LONG-TERM VIABILITY OF ICA, THEN IMPLEMENT THAT COURSE OF ACTION:

Strategies/Responsible Parties/Timelines:

1. Reduce controllable expenditures and pursue new revenue-generating initiatives
(ICA Cabinet – May 2009)
2. Consider financially tiering existing intercollegiate athletic sports
(ICA Cabinet – May 2010)
3. Consider reducing number of intercollegiate athletic teams sponsored (via University Athletics Council procedures)
(ICA Cabinet – May 2011)

VII. (CONTINUED)

GOAL C:

REVISIT POTENTIAL NEW REVENUE OPPORTUNITIES THAT HAVE NOT BEEN PURSUED PREVIOUSLY

Strategies/Responsible Parties/Timelines:

1. Consider negotiating with an outside event agency to bring event rentals to Comcast Center
(ICA Business Office Staff, ICA Facilities, Operations, and Events Staff - Ongoing)
2. Seek Faculty Athletics Representative and Student-Athlete Advisory Committee approval to use SAOF for tutoring and other ASCDU expenses as outlined in the current SAOF policy
(SWA, ICA CFO - Summer 2009)
3. Seek campus approval to lease ICA athletic facilities to special professional leagues events during summer months only
(Director of Athletics, ICA CFO - Ongoing)

VII. (CONTINUED)

VI. STUDENT-ATHLETE WELL-BEING, ACADEMIC PERFORMANCE, AND PERSONAL DEVELOPMENT

GOAL A:

ESTABLISH AS THE BASELINE FOR THE FEDERAL GRADUATION RATE THE MARK OF 70%; FOR THE GRADUATION SUCCESS RATE A MARK OF 75%; AND FOR THE EXHAUSTED ELIGIBILITY RATE THE MARK OF 90%

Strategies/Responsible Parties/Timelines:

1. Investigate alternative technology/means of delivering support services to student-athletes (tutoring/mentoring/on-line courses, etc.)
(ASCDU Staff, UM Faculty, UM Office of Learning Assistance Services (LAS) - Summer 2009)
2. Review PSA transcripts with each coaching staff during the recruiting process to identify student-athletes who will be successful at UM, as well as identify possible obstacles to student-athlete academic success
(ASCDU Staff, Sport Supervisors, ICA Coaching Staff, University Admissions - Summer 2009)
3. Identify the strengths and weakness of the ASCDU program and establish a plan to improve the services/facilities
(ASCDU Staff, University Athletics Council - August 2010)
4. Identify strategies to improve the Individual Admit (IA) graduation success rate (GSR) to a baseline mark of 60% by 2012
(ASCDU Staff, UM Faculty, Office of Disability Support Services (DSS) - August 2010)
5. Develop a plan to partner with on-campus services for academic support
(ASCDU Staff, UM Faculty, Provost Office - August 2010)

VII. (CONTINUED)

GOAL B:

HAVE 26 VARSITY SPORTS RANK IN THE 50TH PERCENTILE OR HIGHER OF APR SCORES FOR ACC PUBLIC INSTITUTIONS WITHIN THEIR SPORT, WHILE HAVING MEN'S BASKETBALL ACHIEVE THE 925 APR CUT SCORE BY THE SPRING 2011 APR REPORT.

Strategies/Responsible Parties/Timelines:

1. Establish an annual budget and online application process for the Returning Athlete Program
(ASCDU Staff, ICA Development Staff, UM Scholarship Office - Summer 2009)
2. Assign one full-time ASCDU professional to the Men's Basketball team and annually review the effectiveness
(ASCDU Staff – Ongoing)
3. Identify factors that damage retention of student-athletes
(ASCDU Staff, Office of Information, Research and Planning (OIRP), UM Faculty Researchers - August 2010)
4. Identify factors that decrease the potential of student-athletes maintaining their eligibility
(ASCDU Staff, Office of Information, Research and Planning (OIRP), UM Faculty Researchers - August 2010)
5. Produce a strategy that will combine what is learned from the research of retention and eligibility to improve APR scores
(ASCDU Staff, UM Faculty, Provost Office - January 2011)

VII. (CONTINUED)

GOAL C:

IMPROVE THE GRADUATION RATES AND ACADEMIC PERFORMANCE OF INDIVIDUAL ADMIT (IA) STUDENT-ATHLETES

Strategies/Responsible Parties/Timelines:

1. Review the process/numbers/criteria of IAs being admitted to UM
(ASCDU Staff, UM Admissions Office, ICA Sport Supervisors, ICA Coaches - August 2010)
2. Identify strategies used by other universities' athletic support units to support special admits/individual admits for consideration for usage at UM
(ASCDU Staff, University Athletics Council - August 2010)
3. Assess the adequacy of the ICA ASCDU facilities
(ASCDU Staff, ICA Facilities, Operations, & Events Staff - August 2010)
4. Research various technological tools that may be of use academically
(ASCDU Staff, ICA Information Tech, UM Office of Information Technology - August 2010)
5. Research use of Maryland community college courses for incoming freshman to take basic required math courses for transfer to UM
(ASCDU Staff, University Athletics Council - August 2010)

GOAL D:

IMPROVE THE CAREER DEVELOPMENT COMPONENT OF THE CHAMPS/LIFE SKILLS PROGRAM

Strategies/Responsible Parties/Timelines:

1. Assess the possibility of combining the career development/placement efforts of ASCDU, UM Career Center, and the M Club
(ASCDU Staff, UM Campus Career Center, M Club - August 2010)
2. Develop a networking database/website for career placement assistance
(ASCDU Staff, UM Campus Career Center, M Club, ICA IT Staff - August 2011)
3. Develop a tracking system to assess the placement percentage of the program
(ASCDU Staff, UM Campus Career Center, M Club - August 2011)

VII. (CONTINUED)

GOAL E:

IMPROVE AND EXPAND THE SERVICES OF ICA SPORTS MEDICINE AND ATHLETIC TRAINING

Strategies/Responsible Parties/Timelines:

1. Assess the possibility of creating partnerships with the Departments of Kinesiology, Exercise Physiology, Biomechanics, Engineering, and Nutrition
(ICA Sports Medicine and Athletic Training Staff, UM Faculty/Department Chairs - August 2010)
2. Develop effective and affordable delivery methods for Nutrition Education and Sport Psychology
(ASCDU Staff, ICA Sports Medicine and Athletic Training Staff, UM Faculty and Departments, Consultants - August 2010)
3. Develop a working relationship with UM School of Public Health and other faculty to collaborate in sports medicine research and publication
(ASCDU Staff, ICA Sports Medicine and Athletic Training Staff, UM Faculty and Departments, Consultants - August 2010)
4. Evaluate the components needed to create a site in College Park for Health Services Providers for UM student-athletes and the local community to receive medical procedures and conduct rehab services
(ICA Sports Medicine and Athletic Training Staff, ICA Cabinet – August 2010)

VII. (CONTINUED)

GOAL F:

DEVELOP A LEADERSHIP COMPONENT TO THE CHAMPS/LIFE SKILLS PROGRAM THAT INVOLVES THE COACHING STAFFS AND SENIOR ADMINISTRATORS TO DEVELOP THE LEADERSHIP SKILLS OF OUR STUDENT-ATHLETES

Strategies/Responsible Parties/Timelines:

1. Develop a partnership between ICA and the Center for Leadership on campus (ASCDU staff, UM Leadership Faculty – Summer 2009)
2. Have ICA staff members join the Campus Leadership Educators Committee (ICA Staff, Campus Leadership Educators Committee – Summer 2009)
3. Seek UM faculty/guest speakers to provide leadership training to ICA coaches and staff to better equip the coaches and staff to provide training/skills to our student-athletes (UM Faculty, ICA staff – August 2010)
4. Have ICA professionals collaborate with the University Leadership Institute to develop a speakers series/workshops on various leadership topics to be presented to our student-athletes (possibly for credit) (ASCDU Staff, ICA coaches and staff, UM Student-Athletes – 2011)

VIII. SUMMARY STATEMENT

As *Transforming Maryland: Higher Expectations* does for the University over the next decade, *Transforming Maryland Athletics* proposes significant strides for the Department of Intercollegiate Athletics over the next five years. Its goals are ambitious and aimed at improving in our primary evaluative areas. While the strategic plan provides clear strategies and timelines for achieving these goals, it does not include many implementation details. As with the University's strategic plan, these details must be developed in a thoughtful, fiscally-responsible and carefully planned implementation phase by the units responsible for the achievement of each goal. With such implementation, we will be on our way to successfully transforming Maryland Athletics.

ICA MISSION STATEMENT AND GUIDING PRINCIPLES

(ADOPTED BY THE UNIVERSITY ATHLETICS COUNCIL IN 2000)

It is the mission of the Department of Intercollegiate Athletics to provide our student athletes excellent opportunities to participate in an intercollegiate athletics experience of the highest quality, with the result that their athletics experience becomes an integral and valued component of their total educational experience at the University.

In achieving this mission the Department of Intercollegiate Athletics will embrace these guiding principles:

- To develop and maintain a highly competitive and sound athletic program-reaching a standard of achievement in athletics consistent with our purposes as a University and the excellence of our institution.
- To promote character development, leadership qualities, sportsmanship, and academic excellence in our student athletes.
- To employ coaches and staff members who exhibit high standards of integrity and ethical behavior, including good sportsmanship and a desire to assist student athletes in reaching their academic potential.
- To contribute to the enhancement of institutional morale and esprit de corps among students, faculty, and staff-while providing alumni and friends a means by which they can identify with the University for mutually beneficial purposes.
- To recruit student athletes who are capable of success in the University's academic program and to provide academic support and student development opportunities that will effectively assist student athletes to reach their potential.
- To function responsibly and with accountability in all its initiatives, programs, and operations, which includes providing equal treatment and opportunity for student athletes, coaches, and staff, in employment and in all athletic department programs and activities as required by law and University policy.
- To maintain fiscal and operational integrity by balancing budgets and carrying out sound management practices.
- To provide consistently excellent customer service.
- To comply carefully with institutional, conference, and NCAA regulations.
- To ensure ethnic and gender diversity among its coaches, staff, and student athletes, consistent with the University's educational mission.

Transforming Maryland Athletics: 2009-2014



THE STRATEGIC PLAN FOR THE UNIVERSITY OF MARYLAND DEPARTMENT OF INTERCOLLEGIATE ATHLETICS

