

# UNIVERSITY OF MARYLAND INTERCOLLEGIATE ATHLETICS

## 2004-05 GOALS

### INTRODUCTION

The goals listed for the 2004-05 year are grouped under three broad categories that have been identified by our President, Dr. C.D. Mote, Jr., as the building blocks of the University's Long Range Strategic Plan. These goals will be reached through the continued and effective implementation of the Performance Review and Development (PRD) process and the diligent efforts of coaches and staff throughout the year--while continuing to move our Performance Review and Development process towards increasingly outcomes-based, quantitative (and thus more readily measurable) performance/definition statements in the PRD document of each employee.

We believe the work of our department, when done well, achieves the following on behalf of the campus: (1) enhances the quality of life for students, faculty and staff, (2) serves as a unique catalyst to develop a heightened sense of pride for Maryland alumni and friends throughout the country, (3) aids in retention of students on our campus, (4) serves as an effective enrollment management tool for the institution and (5) contributes in other ways to the institution's achievement of its comprehensive mission (through enhanced private gifting to campus units, as an example).

### STRENGTHEN THE CULTURE OF EXCELLENCE

#### FISCAL INTEGRITY

1. Cover annual expenses for 2004-2005 of approximately \$52.8 million. Operational expenses total \$43.2 million, including (a) a \$1.2 million payment on the \$13 million balance of the inherited \$51 million debt, (b) a \$2.3 million payment for the Comcast Center, (c) \$1.8 million in special budget assistance to the campus, (d) University overhead (tax) of \$1.1 million and (e) City of College Park amusement tax of \$0.4 million. Athletics is also responsible for (f) approximately \$1.4 million for Gossett Football Team House expansion, (g) \$2.5 million for Phase II of the field hockey project, (h) \$1.5 million for enhancements to Shipley Field, and (i) \$2 million for upgrades to ICA's grass playing and practice fields.
2. Implement seat adjustment plan for Comcast Center Terpoint Donors developed by the University Seat Adjustment Committee of volunteers in the Spring of 2005.
3. Increase net membership of Terrapin Club by 10%. The growth opportunity is primarily in football and women's basketball, since Comcast Center is sold out for men's basketball.

4. Secure additional private gifts for final 4.3 scholarships of the "Fear the Turtle" campaign. A total of 15.7 out of 20 available scholarships were raised in 2003-04 in support of eight men's teams that do not have the maximum number of scholarships allowed by the NCAA.

### TITLE IX COMMITMENT AND DIVERSITY

1. Continue phase-in of scholarships for our two new women's sports, water polo (4 new scholarships) and competitive cheerleading (4 new scholarships), in support of our gender equity plan.
2. Complete Phase II (entrance, ticket booth and concession stand) of the field hockey and women's lacrosse facility.
3. Continue serious consideration of gender and racial minorities for hiring of staff openings as a component of our departmental diversity plan.

### COMPETITIVE ACHIEVEMENT

1. Finish in the top 10% of all NCAA Division I athletic programs (out of 325 programs) in overall competitive excellence as measured by the National Directors Cup competition, which awards points only for (a.) NCAA National Championship participation and advancement and (b.) a Top 25 ranking in the final ESPN/USA Today poll in the sport of football.
2. Each coach and respective sport administrator will jointly establish competitive goals that match available resources to expectations. Those resources include scholarships, coaching staff and adequate facilities, among other factors.

### FACILITIES IMPROVEMENT, MARKETING INITIATIVES AND BRAND ENHANCEMENT

1. Complete Phase II of new Field Hockey and Women's Lacrosse facility east of Comcast Center in August of 2005 (see "Title IX Commitment and Diversity," above).
2. Complete enhancements to Shipley Field, including new synthetic turf infield, new bleacher seating, and new outfield fence and padding.
3. Enhance significantly marketing efforts for women's basketball.
4. Ensure staff support is available for marketing and promotional efforts for specific events on behalf of our Olympic sports for women and men.

5. Encourage coaches and senior staff to tell the story of the University of Maryland Department of Athletics to educate others regarding our goals, challenges, achievements, mission statement and guiding principles. This will occur via on and off campus presentations, media interviews, and printed materials. We will encourage interactions with our campus through various initiatives throughout the year. Coaches and administrators alike will be involved in such interactions.

## TECHNOLOGY/INTERNET STRATEGIES

1. Continue to monitor and enhance the online student ticket distribution system working with TicketReturn, Inc.
2. Pursue new and additional video technologies, including online streaming video and an on-campus television satellite uplink to be shared among multiple campus units.

## CUSTOMER CARE

1. Ensure that the departmental *Mission Statement and Guiding Principles* is (a.) widely distributed throughout the year to all major constituent groups and (b.) prominently posted at all competition venues to reinforce our values and central areas of departmental focus.
2. Continue to administratively oversee and implement the 19 “Plans For Improvement” that resulted from the year-long NCAA Recertification process, as agreed to by the on-campus Steering Committee in May, 2000.
3. **As a department, through the work of each unit, we will respond to the needs of internal and external customers in a timely, professional and tactful manner. The definition of “meets expectations” concerning customer care in ICA employee Performance Review and Development documents will be specific to each unit. Throughout the department, we will consistently provide a high level of quality service to our customers.**
4. Work to coordinate successful booster events, held in conjunction with key athletic competitions, with the University Relations Division.

ENHANCE THE EDUCATIONAL EXPERIENCE

## ACADEMIC INTEGRITY AND ACHIEVEMENT

1. Achieve an exhausted eligibility rate of 80% or higher for the 1999 cohort (counts those student athletes who exhaust their eligibility at Maryland). We have until completion of summer school of 2005 to achieve this goal, a six-year period of time, for the 1999 cohort.

2. Graduate student athletes for the 1999 cohort in the range of the general student body graduation rate, using the NCAA graduation rate formula. (Rate currently used penalizes for student athletes who transfer from Maryland, even if in good academic standing, while excluding student athletes who have no athletic aid, but graduate. Eight of our men's teams are under-scholarshipped by a total of 18 scholarships, so many excellent students are not eligible to count in the rate.) We have until completion of summer school of 2005 to achieve this goal, a six-year period of time for the 1999 cohort.
3. Produce a school record number of ACC Academic Honor Roll Student Athletes (requires a 3.0 GPA for the 2003-2004 academic year) or finish 3<sup>rd</sup> or higher in the ACC institutional ranking in the total number of ACC Academic Honor Roll Student Athletes.
4. **Provide thorough training for all tutors. Continually reinforce to coaches, staff, student athletes, faculty and boosters that we must diligently strive to maintain integrity in this foundational academic area. Require tutors to sign NCAA compliance commitment agreements.**
5. **Create in our student athletes an understanding of our expectation for academic honesty and following rules for class attendance, study table and doing their own work. Will be done through leadership of coaches, EDCP classes, compliance presentations, ASCDU staff leadership, sport supervisor comments and SAAC initiatives.**

#### NCAA RULES COMPLIANCE

1. Educate our boosters, student athletes, coaches and staff through in-person presentations and wide distribution of NCAA rules to best ensure compliance and no major violations due to "lack of institutional control."
2. Self report any violations to the ACC office and/or NCAA, as appropriate, in a timely and responsible manner.
3. Utilize committee and subcommittee meetings of the campus-wide Committee of the Whole to oversee areas of responsibility to ensure NCAA compliance via use of appropriate processes and policies.
4. 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 UMCP Legal Office and the Faculty Athletics Representative, along with the Director of Athletics and the Associate Director of Athletics for Compliance, utilizing a specific, approved University process.

## CITIZENSHIP, SOCIAL RESPONSIBILITY AND CHARACTER ENHANCEMENT FOR STUDENT-ATHLETES

1. Provide special presentations for our student-athletes, through recommendations by the Student Athlete Advisory Council (SAAC), on topics such as gambling, hazing, agents, stress, academic integrity and binge drinking to assist student athletes, coaches and staff in better understanding the causes, consequences, and potential coping strategies that can be utilized. Also, emphasize the importance of the development of leadership skills, especially through initiatives of coaches and through the SAAC dialogue.
2. Encourage team-selected community service projects/interactions, as time permits, and as supported and condoned by each head coach.

BUILD MARYLAND FAMILY

## ROLE MODELING FOR STUDENT ATHLETES BY ALL ICA STAFF

We will serve as role models for our student athletes. We will demonstrate character, integrity, and respect for others by following the rules/laws of the State of Maryland, the University of Maryland, the NCAA, and the ACC. This will be demonstrated through attention to the needs of student athletes by all coaches and staff, as they seek our assistance in numerous ways, on a day-to-day basis. They will be treated with respect while also being challenged to raise their own goals as students, athletes, and citizens. **Coaches and administrators will respond to the misconduct of student athletes in a way that reinforces these values and ensures that we are sending a clear message to athletes that proper academic, NCAA, and citizenship is required to represent the University of Maryland. These expectations will be included in each coach and sport supervisor annual PRD.** This is reinforced via the implementation of the Maryland Student Athlete Code of Conduct Policy.

## COACHES

Specifically, coaches will serve as **leaders** and **mentors** to their student athletes in the following important ways: (a) they will serve as **positive role models** for our student athletes and other students on our campus by **modeling** appropriate behaviors in challenging athletic settings through their personal conduct. **Sportsmanship** will be a foundational principle embraced and exhibited by our coaches as they model behaviors for our student athletes; and (b) they will be available to **assist** student athletes **with their athletic and social concerns, providing mature counsel and referring student-athletes when necessary to professionals in specific matters, including the need for academic assistance through our Academic Support and Career Development Unit or assistance by professionals in the University Health Center.**

## PUBLIC SERVICE AND CAMPUS COMMITMENT AND INTERACTION

1. Those involved in Terrapin athletics will contribute positively to the fulfillment of the University's commitment to service by reaching out to the middle school and high school students in our geographic region with positive "life messages" about the value of education and clean living (no drugs, etc.) as time permits.
2. Free and reduced price tickets will be offered occasionally to all faculty and staff to athletic events, titled "Faculty & Staff Appreciation Day" by ICA. This includes a choice of one of two football games in 2004 and a selected home women's basketball and baseball contest in the Spring of 2005.
3. Discounted tickets (80% of face value) will be provided to faculty/staff for football and men's basketball season tickets.
4. When financially feasible and appropriate, Diamondback ads will occur whereby ICA thanks various units/groups on campus for their support of special initiatives, like the Thursday night ESPN home football game, which requires the support of a number of campus units.
5. Use of Comcast Center for faculty, staff and students will be provided at an "internal rate," which will be significantly less than that charged to external groups.
6. ICA will continue to actively and enthusiastically support Maryland Day by sponsoring multiple events throughout the day.
7. We will serve on University committees and search committees, as requested.
8. Holiday Adopt-A-Family Program: Work with Prince George's County Department of Social Services to provide food and clothing to a needy family in the area.
9. Thurmont Middle School: Provide students with the opportunity to "job shadow" staff members in various ICA units as part of 8<sup>th</sup> grade life skills curriculum.
10. Provide more than 10,000 complimentary tickets to Maryland Athletics events throughout the 2004-05 academic year to area organizations (many representing underprivileged youth).