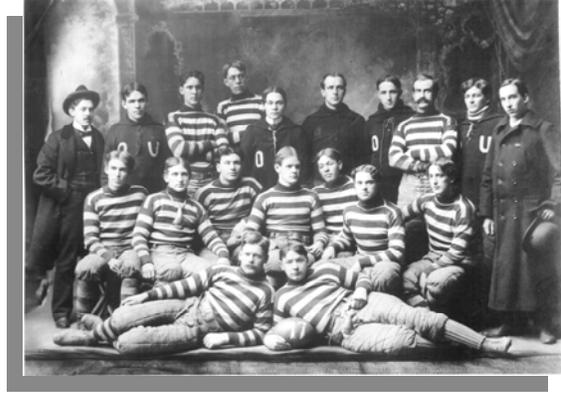


OHIO UNIVERSITY ATHLETIC DEPARTMENT STRATEGIC PLAN

Introduction

The Ohio University Athletic Department is in its third century of serving as an integral part of the institution and area community. During its rich heritage, it has impacted countless students, faculty, staff and fans. Ohio Bobcat Athletics is comprised of 16 men's and women's teams, over 400 student-athletes and nearly 100 coaches and administrative staff.



The following is a comprehensive five-year strategic plan which outlines a vision, priorities, goals and strategies for future success. This plan will serve as a compass in the department's quest for excellence in academics, athletic competition, integrity and fostering relationships with its constituents.

In 2006, Ohio University introduced a campus-wide strategic plan--*Vision Ohio*. It will chart a course of future excellence for the institution. The tenets of the athletic department strategic plan support *Vision Ohio* and will successfully address all future plan objectives for intercollegiate athletics.

This strategic planning process included input from a variety of key constituents, including: student athletes, coaches, athletic department administrative staff, students, faculty, vice presidents, deans, donors, ticket holders, alumni and other community members. Strategic planning expertise was also contributed by the Ohio University Center for Organizational Development and Effectiveness.



There is a commitment to the axiom: Plan the work, then work the plan. A comprehensive review process is included to ensure action items will be completed according to established timelines. This plan will be a working document which will be reviewed by the athletic department quarterly, each year of the planning period, to ensure that the plan is being worked effectively.

Times to make a difference in life are few. A unique window for athletics to positively impact Ohio University is open. This plan will be a conduit which will impact Ohio University Athletics and the institution forever.

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Strategic Planning Process

In the construction of a building, there are a strategic set of procedures which are sequentially followed in order to produce the desired result. A builder first starts with grading the land, laying a concrete foundation, followed by installing the frame, etc.

The strategic planning process also follows a logical sequence of activities. The process first starts with the **vision statement**, which outlines the desired destination. This is the foundation of the plan. From the vision comes a set of **priorities and values**, which are necessary to meet the vision. Each priority area produces several **goals**. Finally, from each goal is a series of specific strategies or action items which must be followed in order to satisfy the goals.

The **strategies** or action items are the end product of the planning process. They have been created in a system whose objective was to meet the athletic department's vision in the future. Each action item will be assigned to a project manager with a completion **timeline**. The department will **review** the project timeline quarterly to ensure projects are being completed in a timely fashion.



Mission / Vision Statement

The purpose of the mission statement is to outline our *purpose* or who we are as an organization. The objective of the vision statement is to determine our future *destination* or where we want to be. The vision statement is the foundation of the strategic plan and will guide all future steps. Future decisions and actions should reflect our vision.

Mission Statement

The mission of Ohio University Athletics is to successfully develop the student-athlete as a person, student and athlete. Athletics also contributes to the university through athletic and academic achievement, generates visibility, promotes institutional pride, enhances campus life and serves as a connection with alumni and fans.

Vision Statement

Ohio University Athletics strives to be a national level program through all sports participating in post-season competition, earning recognition as the premier athletic program in the Mid-American Conference, while renowned for academic excellence through outstanding graduation rates and scholastic honors. Athletics will provide exceptional value and benefit to the mission of Ohio University and community, demonstrate unrivaled pride and foster relationships with all constituents. The athletic department is committed to the utmost integrity through NCAA rules compliance, fiscal responsibility and student-athlete personal development.

Priorities and Values Guiding Principles

The following are the guiding principles for the strategic plan priorities and values. These core concepts represent the most significant areas of need for the athletic department and are essential to facilitate future excellence.

Academic Excellence and Student-Athlete Personal Development

The athletic department is committed to the academic and personal development of all student-athletes. It is of the highest priority to exhibit academic excellence in the department, graduate all student-athletes and prepare them for future learning and career opportunities.

Competitive Success

Ohio Bobcat Athletics endeavors to be the very best when representing Ohio University in athletic competition. The department is committed to provide the necessary resources and personnel support to achieve future success.

Program Integrity

It is imperative that athletics demonstrates integrity in all areas of its operation. The department is dedicated to overall financial stability, rules compliance and diversity as it reflects the image of the institution.

External Outreach

In order to meet its goals, athletics will successfully work with a variety of constituents to obtain financial support, market sport programs, promote Bobcats Athletics and build strong relationships in Ohio and throughout the country.

Value to University and Community

Ohio Athletics provides significant value to the university and community. Future planning efforts for the athletic department will ardently support the university's mission, vision and future objectives.

Priorities and Values

The following are the critical priorities and values to the athletic department. These priorities have been selected to best assist the department in achieving its vision. The priorities and values determine all future goals and subsequent strategies.

I. Academic Excellence and Student-Athlete Personal Development

- A. Academics
- B. Personal Development

II. Competitive Success

- A. Program Development
- B. Personnel
- C. Facilities

III. Program Integrity

- A. Budget Planning
- B. Compliance
- C. Gender Equity
- D. Diversity

IV. External Outreach

- A. Fundraising
- B. Marketing
- C. Ticket Sales
- D. Media Relations
- E. Relationship Building

V. Value to University and Community

- A. Benefits
- B. Meeting Vision Ohio Plan Objectives

Goals and Strategies

ACADEMIC EXCELLENCE AND STUDENT-ATHLETE PERSONAL DEVELOPMENT

The athletic department is committed to the academic and personal development of all student-athletes. It is of the highest priority to exhibit academic excellence in the department, graduate all student-athletes and prepare them for future learning and career opportunities.



ACADEMIC EXCELLENCE

Goal 1

Be recognized on campus, within the conference and nationally for academic excellence by providing the student-athlete with an environment in which exceptional scholastic performance can be achieved

- Provide a set of procedures which will better identify at-risk and learning-disabled student-athletes and provide necessary resources and programming
- Produce a detailed plan to improve the quality and quantity of space for the academic learning center and recommendations for future location options
- Increase academic support staff to provide adequate service to over 400 student-athletes (staff to student-athlete ratio is currently 1 to every 157 students)
- Revise study hall policies in an effort to increase overall academic performance
- Construct a set of procedures to enhance access/availability of tutors and educate coaches on the value of directing student-athletes to the tutoring program
- Examine any student-athlete retention issues and outline a series of recommendations to improve this vital area
- Outline a strategy to improve the priority registration system for student-athletes with 120 or more quarter hours to enable them to acquire class schedules which meet their graduation requirements and playing/practice time frames
- Set academic standards and procedures for student-athlete recruitment with all coaches
- Promote student services programs more comprehensively on website, etc.; establish a program name and plan future strategies

- Develop a mentoring program to provide academic assistance and guidance to student-athletes who are at academic risk; program will incorporate graduate assistants and volunteers from the campus and community
- Identify a plan to upgrade the response rate of progress reports from faculty for student-athletes through the implementation of a detailed electronic progress report distribution and submission process
- Detail steps to further educate and engage coaches as to the significance of their role in academic success for the student-athlete
- Continue to improve orientation class (PESS 100) for incoming student-athletes with the goal of developing successful study habits for first-year students
- Establish a long-term computer replacement plan for the academic learning center
- Begin a semi-annual review by a created working group to identify suggestions for improvement for academic services

Goal 2

Reward and recognize academic excellence of student-athletes

- Develop a detailed incentive/recognition plan for academic performance
- Establish schedule to recognize scholar student-athletes at an athletic event (Dean's List, conference/regional/national all-academic teams, MAC Honor Roll, and top performing men's and women's teams, etc.)
- Create recognition clubs to honor student-athletes with a 4.0 grade point average and student-athletes with 3.0 grade point average or better
- Work with the media relations and marketing offices to suggest new ideas to better publicize and promote the academic successes of student-athletes



Goal 3

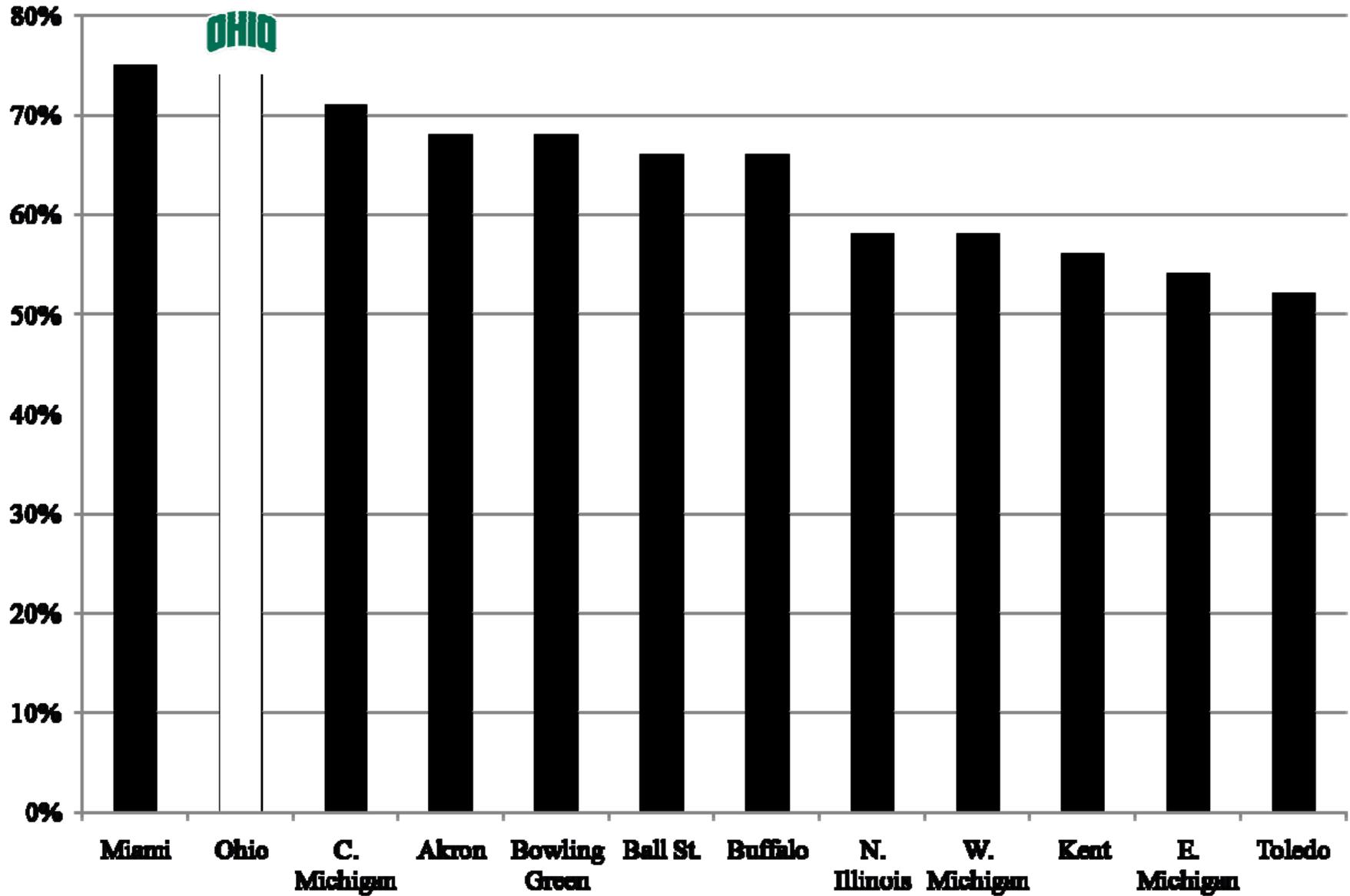
Build and enhance relationships with faculty, advisors and academic units on campus

- Work with faculty members of the Intercollegiate Athletic Board and other faculty groups to develop a plan to improve communication and relationships with faculty
- Have key athletics department staff meet regularly with academic leadership

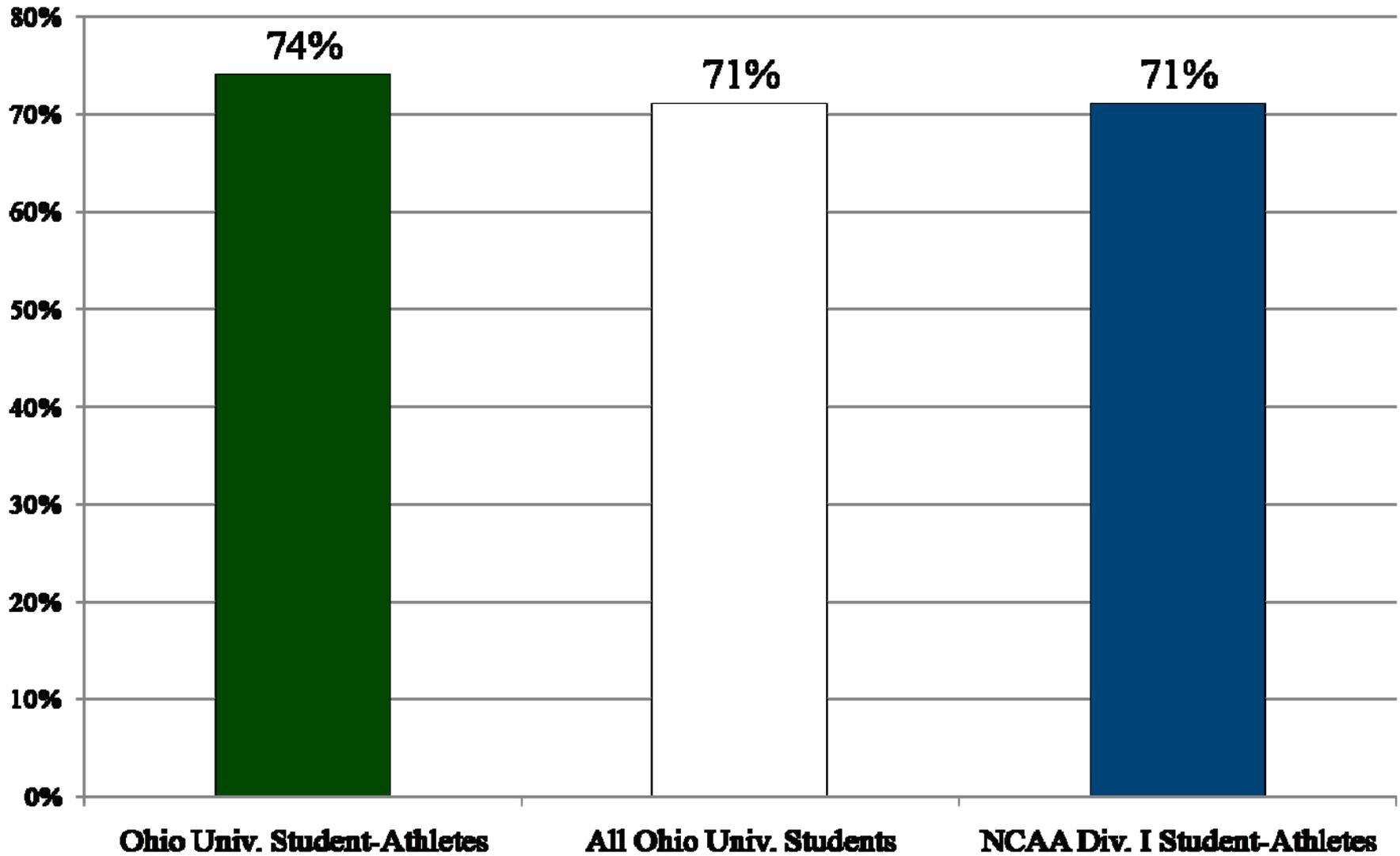
- Set forth a strategy to conduct additional education with faculty, advisors and academic units regarding student-athlete eligibility
- Expand the faculty guest coach program which will allow additional faculty members the opportunity to see an up close and unique perspective of student-athletes

2007-08 Graduation Rates

Freshman Cohort 2001-02



2007-08 Graduation Rates Freshman Cohort 2001-02



STUDENT-ATHLETE PERSONAL DEVELOPMENT

Goal 1

Provide opportunities for the student-athlete to develop as a person

- Develop an annual plan for the department Champs/Life Skills program, which will include speakers for alcohol/drug abuse, gambling, nutrition, date rape, etc.
- Develop community service opportunities and outline plans to have each sport regularly participate in community service projects annually
- Increase participation in the Student-Athlete Athletic Committee and their interaction and input with athletic department administration
- Educate coaches about student-athlete development issues, including a review of Ohio Athletics Code of Conduct policies and overall public responsibilities
- Improve programming/speakers in the department orientation class (PESS 100)
- Schedule to have the director of athletics visit student-athlete orientation and each team to discuss personal development issues, policies and expectations
- Work with the Athletic Development department to produce a plan to regularly publicize former student-athletes and highlight their career and personal successes (“Where Are They Now?”) to motivate current student-athletes to become their very best in all areas

Goal 2

Provide personal growth opportunities for student-athletes on campus and after graduation

- Student services staff will work with student-athletes to obtain more campus leadership positions
- Set forth an initiative to increase the number of personal development speakers for student-athletes by partnering and sharing costs with other campus entities
- Develop a second level orientation course to help student-athletes transition to life after college
- Utilize career services resources on campus and in the athletic student services office to enhance professional development programming to include resume writing, interviewing and job search opportunities

Goal 3

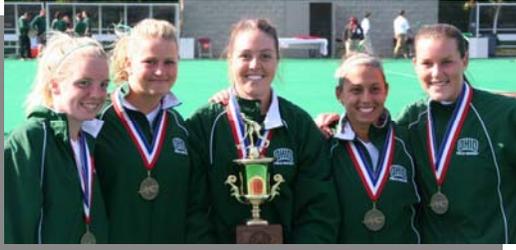
Provide superior medical coverage for student-athletes

- Provide all student-athletes access to contemporary sports medicine facilities and procedures.
- Identify a plan to increase medical services from area providers to include: diagnostics, orthopedic services and other key medical specialists
- Pursue outsourcing athletic training services to a hospital group in an effort to improve services and reduce costs



- Work with athletic training staff and head coaches to ensure that emergency action plans and rehabilitation protocol are properly followed
- Outline a process to provide continuing education opportunities for the professional development of athletic training staff
- Produce a strategy to acquire the necessary assistance from a licensed sports psychologist and sports nutritionist to benefit the overall health of student-athletes

COMPETITIVE SUCCESS



Ohio Bobcat Athletics endeavors to be the very best when representing Ohio University in athletic competition. The department is committed to provide the necessary resources and personnel support to achieve a winning athletic program.

PROGRAM DEVELOPMENT

Goal 1

Have Ohio Bobcat teams compete at the highest level

Future competitive goals for Ohio University Athletics include: have all teams consistently finish in the top half of the Mid-American Conference (MAC) each year, annually compete for MAC team championships, be recognized nationally by having teams consistently advance to post-season play (NCAA tournaments or bowl games), and contend for the men's and women's MAC All-Sports trophies.

- Require all head coaches and administrative department heads to complete an annual plan to direct future strategic steps; a consistent format for these plans must also be determined; plans will be reviewed throughout the year with appropriate supervisor to assist in its completion
- Build annual operating budgets to allow all sport programs to compete in the upper half of the conference
- Implement a scheduling philosophy plan with each head coach that maximizes opportunities for competitive success and post-season competition; encourage teams to schedule farther in advance in order to optimize results
- Identify a process to review team travel to maximize competitive success for away contests and provide an exemplary experience for student-athletes
- Develop strategies to have a full complement of assistant coaches for all sport programs as allowed by NCAA guidelines; seek to include graduate assistants/interns for all sports; review administrative staffing needs
- Create a long-term list of needed sports team equipment
- Produce and conduct an anonymous evaluation of all athletic support units (academic services, athletic training, strength and conditioning, media relations, marketing, etc); review end of year student-athlete surveys

- Receive a grade of “certified” from the pending NCAA certification process

Goal 2

Improve the overall recruiting talent and depth of student-athletes

- Develop a recruiting manual which will share successful practices of procedures with all coaches
- Benchmark the current recruiting budgets with other MAC schools and determine target goals for future planning
- Create a plan to market sport team summer/winter camps
- Outline an approach to coordinate coaching clinics throughout the state
- Obtain recruiting software for all teams to better track student-athlete prospects and assist with NCAA compliance monitoring of recruiting procedures

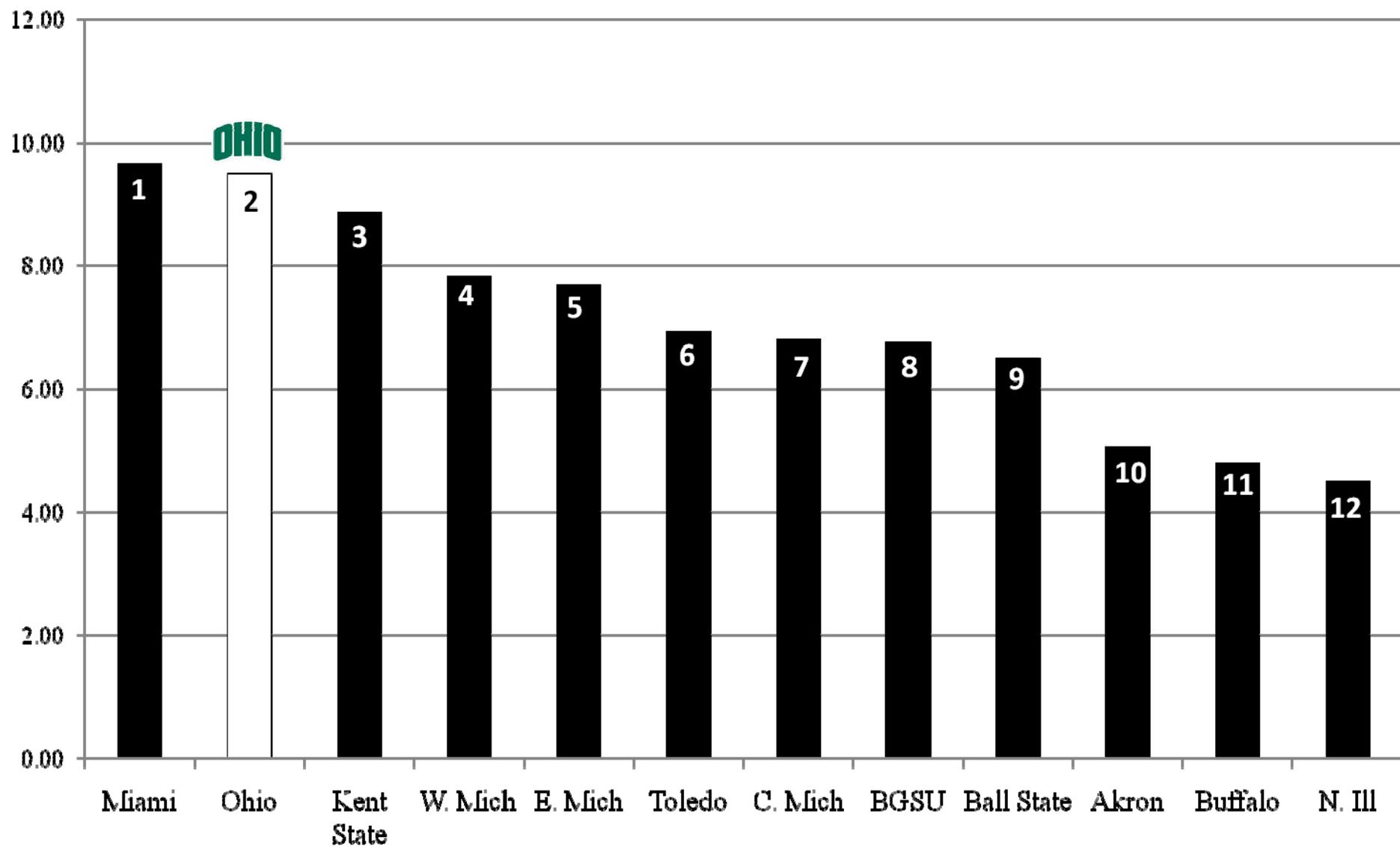


Goal 3

Develop a recognized strength and conditioning program to assist athletes in becoming stronger, faster and quicker

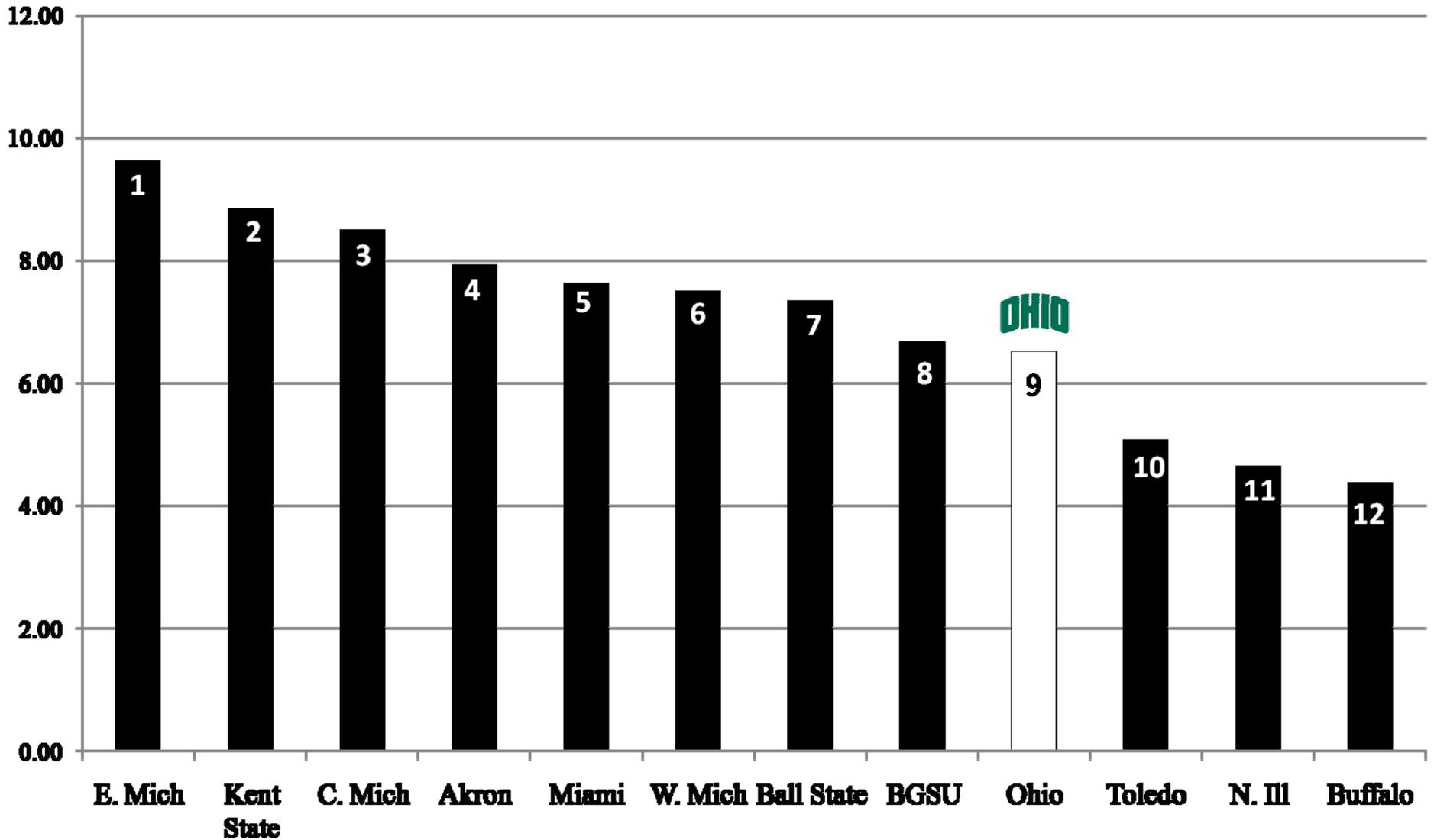
- Renovate the current strength and conditioning facility and upgrade equipment
- Increase the number of staff for the strength and conditioning program
- Generate a plan to produce a quarterly review of all sport programs plus weekly updates of student-athlete training activities to each head coach
- Present a series of approaches to motivate student-athletes and maximize strength training through reward and recognition programs

2007-08 Final Jacoby Standings Women's MAC All-Sports Trophy



2007-08 Final Reese Standings

Men's MAC All-Sports Trophy



PERSONNEL

Goal 1

Optimize the productivity of the athletic department through tactical procedures and administrative structure

- Review administrative organizational chart and job responsibilities to ensure they are consistent with the future direction and plans of the athletic department
- Produce a model for annual performance evaluations of coaches and staff in order to promote a productive and satisfying work environment
- Create a working group to review and revise the current Athletic Department Policies and Procedures Manual and construct a plan to creatively and effectively communicate to staff
- Finalize all emergency manual information and communicate to staff and key constituents

Goal 2

Hire and retain the finest coaches and administrative staff in the MAC and nationally

- Require that all hiring of coaching and administrative staff actively involve recruiting through contacting other athletic departments, conferences, associations and thus not relying on obtaining quality hiring pools exclusively from advertising
- Create a sales presentation template to best market all key open positions and convey attributes of position, overall athletic program, university and community to prospective candidates
- Make a persistent effort to recruit diversified pools of applicants for vacant staff positions

Goal 3

Create a productive and enjoyable workplace for coaches and staff

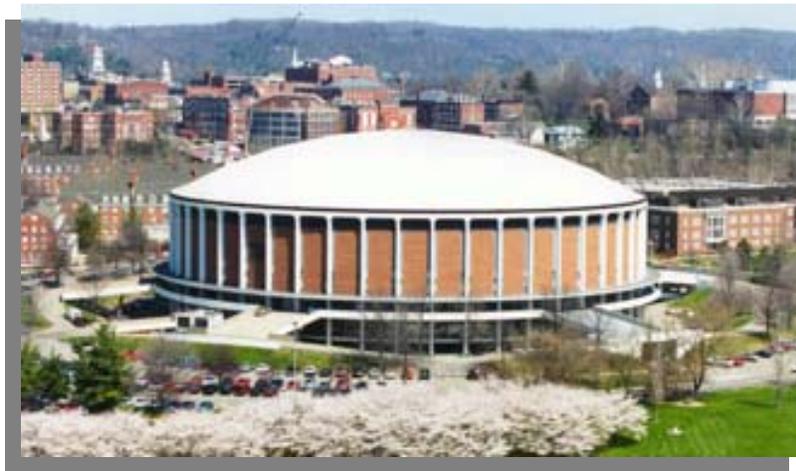
- Properly educate and communicate with coaches and staff critical issues for the athletics department through designed meetings
- Plan a series of staff relationship building activities throughout the year to build better rapport and create a productive and enjoyable working environment
- Encourage and support coaches and staff in their involvement with respective national organizations as well as review opportunities for professional development

FACILITIES

Goal 1

Orchestrate all new construction/renovation projects

- Finalize a long-term Athletic Department Facilities Master Plan for athletics which will prioritize specific projects, identify costs and determine timelines. Key areas to be reviewed in the plan will include:
 - Improvements outlined in the Athletic Department Gender Equity Plan for softball field, Pruitt Field, soccer complex, etc.
 - Construct a new indoor practice facility
 - Renovate locker rooms for sports programs
 - Renovate athletic training complex in the Convocation Center
 - Upgrade Convocation Center
 - Expand and improve academic center
 - Investigate the future viability of an 18-hole golf course
- Improve way-finding signage at athletics facilities



Goal 2

Successfully coordinate all facility operations for the department

- Create a master scheduling process to coordinate and communicate all event activities with the appropriate athletic department staff
- Develop a games management planning model and review process by appropriate staff for each key sport. Seek to increase temporary staffing at athletic events

- Identify concepts to further build relationships with Ohio University Facility Management
- Strategically recruit additional outside events to athletic department facilities to increase revenue, exposure and university image
- Specify future needs of sports which may require the use of off-campus facilities
- Determine a plan to review and acquire any additional office space to assist with current department needs
- Utilize facilities' webpage to enhance communication and reference materials available to fans, officials, and visiting teams

Goal 3

Properly manage the maintenance needs of all athletic facilities

- Develop a long-range facility maintenance and repair plan which will be coordinated with Ohio University Campus Facilities
- Produce a service agreement with Ohio University Facilities Management that will specify all requirements for assistance with athletic venues

PROGRAM INTEGRITY

It is imperative that athletics demonstrates integrity in all areas of its operation. The department is dedicated to overall financial stability, rules compliance and diversity as it reflects the image of the institution.



FISCAL RESPONSIBILITY

Goal 1

Develop a balanced annual operating budget for intercollegiate athletics

- Reconstruct all current budgets from the beginning (“zero base”) to seek cost savings, increase overall budget efficiencies and produce more realistic budgets
- Create a detailed plan to balance the annual operating budget to include athletic department cost reductions, increased revenue, addressing additional expense needs through revenue shifting and institutional assistance
- Work with the president and vice president, finance to finalize plans to address the current annual operating budget deficit in the athletic department
- Identify a plan to identify and communicate cost-saving opportunities to coaches and staff
- Produce a manual for team and administrative travel which will seek to provide recommendations to reduce expenses
- Develop a committee of selected staff members which will review budgets and seek creative concepts to decrease costs and increase revenues
- Assemble a preferred vendors list, working with coaches and staff, for all needed supply and equipment categories in an effort to provide cost savings

Goal 2

Ensure long term financial stability for the athletic department

- Complete a five-year budget plan for the department, which will reflect priorities and strategies outlined in the athletic department strategic plan
- Develop a monthly and quarterly reporting process to assist with management decision making, include up-to-date revenue and expense status and provide detailed budget forecasting

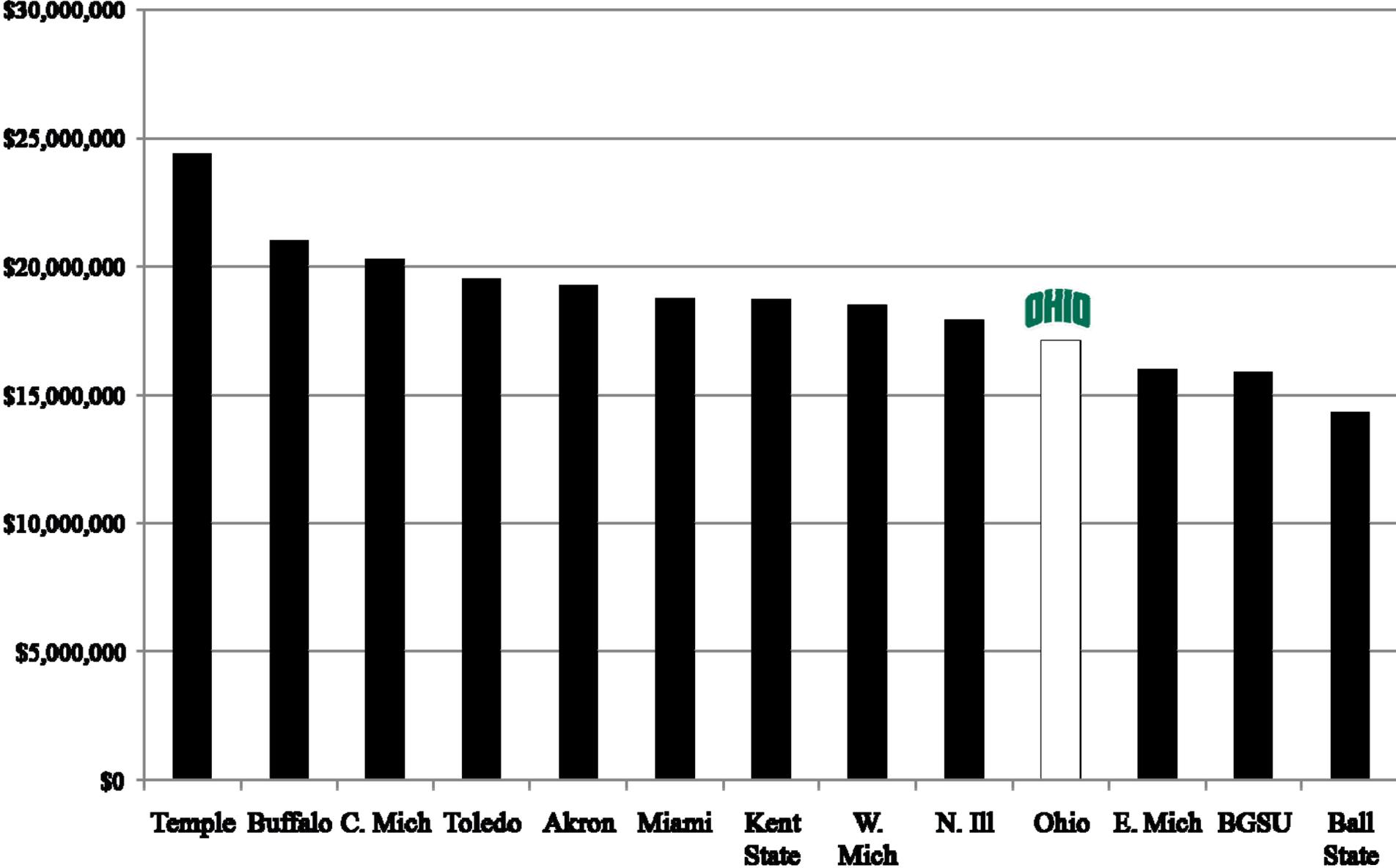
- Produce a future set of strategies which will promote success and growth for the department's largest revenue producers (football, men's basketball), which will promote financial stability for all sport programs and the department overall
- Construct plans to increase budget growth, institutional support, etc., in order to ensure the annual operating budget can pay for cost of living increases
- Establish a format to annually benchmark overall total budget, expenses, revenues and salaries with other conference and national peer institutions. Identify plans to address critical needs
- Eliminate any pending operational budget debt
- Produce a long-term strategy for general fee support
- Develop a process to seek additional institutional financial support to cover athletic department staff merit salary increases
- Orchestrate a process to develop a department budget reserve to cover emergencies and special project needs

Goal 3

Successfully establish a business operations administrative structure through personnel and procedures to guide financial excellence in the future

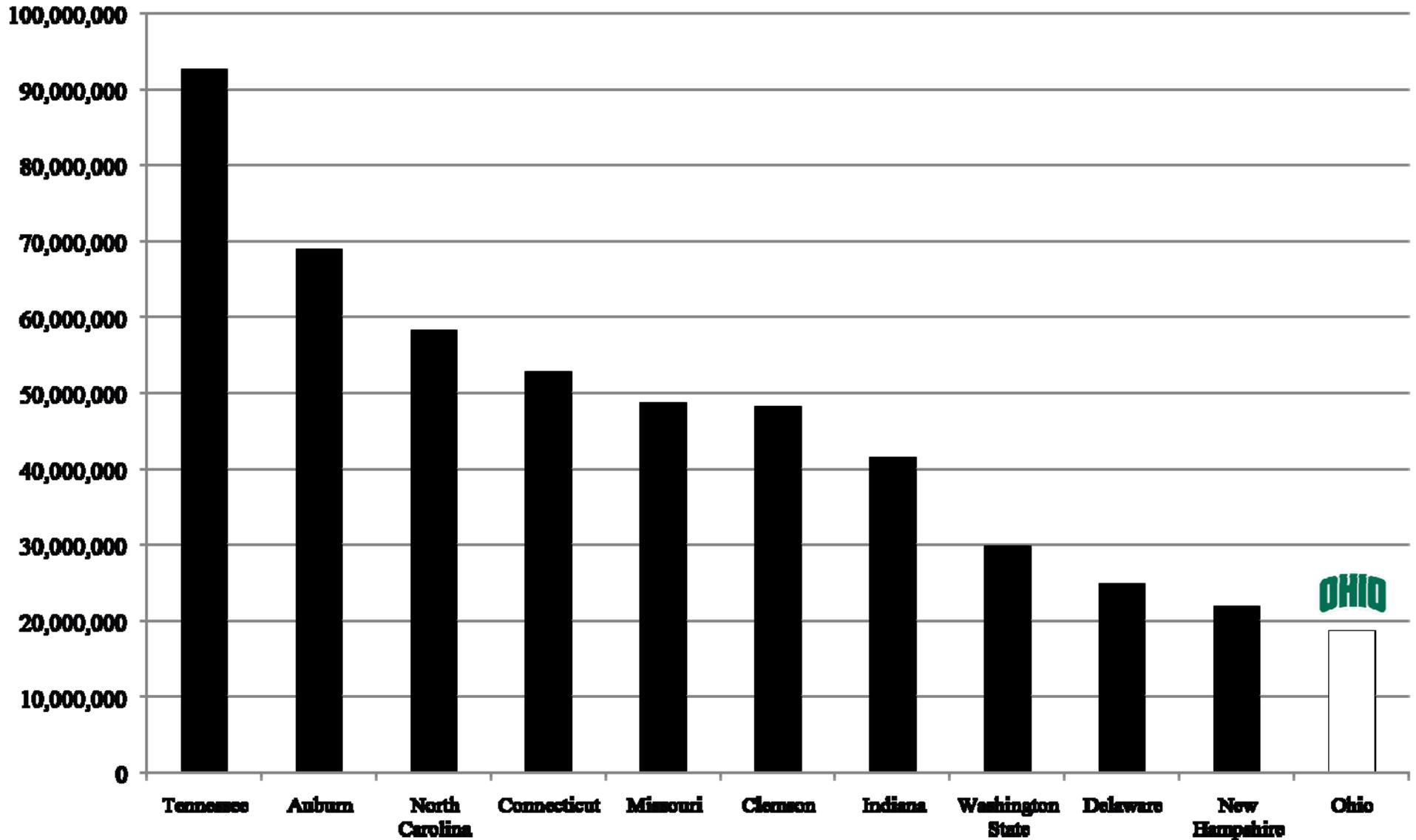
- Work with the university in the current business operations shared services model to increase staffing which will assist in producing timely reports for decision making and improve overall functionality
- Strategically increase key budgets through proper benchmarking that will grow department revenue and allow Ohio University Athletics to be more competitive in the MAC and nationally
- Review financial commitment to athletic department institutional equity areas annually and present a plan to obtain university support
- Identify a plan, which will include project timelines, to successfully prepare and complete annual internal and external financial annual audits

FY09 MAC Athletic Budgets



Information provided by financial representative of each institution

Ohio University Peer Institutions: 2007 Total Athletic Department Budget



COMPLIANCE

Goal 1

Develop a comprehensive monitoring program which ensures integrity with NCAA regulations and overall compliance objectives

- Create a set of procedures to encourage self reporting, reduce time between violations and filing reports plus provide a relaxed environment for questions by coaches/staff in an effort to reduce the likelihood of a major infraction.
- Develop a plan to successfully audit telephone calls to prospects, athletic aid, book vouchers and playing/practice procedures
- Update NCAA National Letter of Intent procedures to better monitor scholarship equivalency/counter limits, athletic department recruiting lists approved by the NCAA Eligibility Center and graduation rate packet information
- Establish an award for coaching staff that encourages cooperation in compliance, participation in rules education and timely submission of paperwork
- Produce a set of policies and procedures for monitoring the relationship between the athletic department and local sports clubs programs
- Review and comply with all compliance action items discussed in annual internal and external audits for the athletic department



Goal 2

Create a compliance education program which properly communicates with coaches, staff, student-athletes and individuals who financially support the institution

- Generate a comprehensive compliance education plan for staff, coaches and student-athletes. Create quick reference handouts of frequently asked questions. Document education plan in department compliance manual
- Design a schedule of rules education meetings for coaches and student-athletes
- Produce a compliance newsletter for coaches, staff and donors; outline a strategy for proper follow up with all groups on key issues
- Generate a plan to expand rules education for those who support financially the athletic department to include donors, ticket holders, corporate sponsors and area businesses
- Develop a rules education program for student-athletes who may have professional sports opportunities

GENDER EQUITY

Goal 1

Develop procedures to comply with the requirements and spirit of gender equity

- Create a document which will state the current proportionality figures for men and women student-athletes, financial aid status and a plan to ensure compliance in the future
- Determine and monitor appropriate sport team roster sizes
- Produce a plan which will review gender equity issues related to budgets, equipment, academic services, travel, practice times and facilities
- Develop a set of procedures to address the equity principles for available grants and aids plus out-of-state waivers per sport programs
- Outline an education program to instruct staff, coaches and student-athletes on key gender equity issues



Goal 2

Successfully review and complete all objectives identified in the Athletic Department Gender Equity Plan

- Key strategies of the plan include:

Scholarships: As related to sport and gender, annually assess and modify (if necessary) roster sizes, awarding of financial aid, number of out-of-state waivers and assignment of staff

Proportionality: Monitor student enrollment and manage rosters for all sports

Equipment: Annually review and manage equipment and supplies

Scheduling: Develop an assessment of practice and game schedules each year

Coaches: Create and implement a five-year hiring plan for women's programs

Facilities: In accordance with the Facilities Master Plan, address deficiencies as funding becomes available

Support Services: Review assignment of administrative clerical support staff

MINORITY ISSUES

Goal 1

Construct a set of procedures to comply with the requirements and spirit of minority issues

- Develop a clear and accessible written statement regarding the department's commitment to diversity and outline how it will be properly communicated
- Strategically review the athletic department administrative staff model and identify opportunities for future staffing enhancements related to minority issues
- Design an education program to train staff, coaches and student-athletes on key minority issues
- Make a concerted effort to recruit diversified pools of applicants for vacant staff positions
- Encourage minority student-athletes to participate in the Student Athlete Advisory Committee and other campus leadership opportunities
- Enlist the resources of the Office for Institutional Equity to conduct a periodic workplace review and assist in the recruiting and hiring process of the athletic department

Goal 2

Successfully review and complete all objectives identified in the Athletic Department Minority Issues Plan

- Key strategies of the plan include:

Evaluation: Develop and implement a periodic review to monitor consistency with written commitments to diversity

Enrollment: Continue to actively recruit minority student-athletes and educate them as to the availability of campus multicultural programs

Participation: As related to governance and decision-making, generate interest for minorities to serve on Student Athlete Advisory Committee and other campus leadership opportunities

Employment Opportunities: Develop strategies to identify and recruit applicants from diverse and under-represented groups

Programs and Activities: Survey minority student-athletes through exit interviews to provide feedback regarding needs and issues affecting minority student-athletes

EXTERNAL OUTREACH



In order to meet its goals, athletics will successfully work with a variety of constituents to obtain financial support, market sport programs, promote Bobcats Athletics and build strong relationships in Ohio and throughout the country.

FUNDRAISING

Goal 1

To establish unprecedented annual giving revenue and overall membership to the Bobcat Club

- Implement a new annual giving program which utilizes volunteers to assist staff in building relationships with university constituents throughout the state, bolster revenue generation and providing annual social events in each key area
- Revise the list of benefits provided by the Ohio Bobcat Club to encourage new donors and foster increased giving
- Determine a plan to increase donations through upgrading priority seating and parking benefits
- Generate programs to encourage increased gifts from current Bobcat Club members
- Create a set of innovative concepts with timelines to increase giving through direct mail and telemarketing approaches
- Outline a strategy to successfully solicit former athletic donors and prospective contributors
- Develop a long-term plan to successfully select committee members for the Bobcat Club Advisory Board and The Ohio University Foundation Board Committee for Intercollegiate Athletics
- Establish a new program directed at building relationships and encouraging financial support with former Ohio Bobcat student-athletes through correspondence, personal visits and events
- Determine a needs assessment of sports team budget with head coaches and how objectives can be met to assist their programs through fundraising

- Identify a strategic series of special events to increase annual giving throughout the state (dinners, auctions, golf tournaments, etc)
- Compile a list of creative concepts to generate additional fundraising revenue over the next five years
- Develop a long-term plan to enhance donor hospitality at home events
- Produce and distribute surveys to Bobcat Club members to identify areas in which service can be improved
- Increase the number of game day staff to service donor seating and hospitality areas in order to provide improved customer service

Goal 2

Successfully conduct a comprehensive campaign for facilities and scholarships, working in conjunction with the Ohio University Foundation

- Produce a detailed plan for the comprehensive campaign, outlining all projects, staffing assignments and timelines for completion
- Generate a project plan for each critical facility and scholarship initiative. Guide staff to ensure its successful completion. Planned projects include:
 - Gender equity plan facility improvements, including: renovate swimming locker room, renovate softball complex, upgrades to Pruitt Field and soccer stadium
 - New indoor practice facility
 - General renovation of the Convocation Center
 - Renovation of the Convocation Sports Medicine Complex
 - Upgrading locker rooms for sport programs
 - Redesign of Peden Stadium and Convocation Center donor seating and hospitality areas
 - Scholarship and special project endowments
 - Planned gift initiatives

Goal 3

Establish a comprehensive major gift program which will properly manage the identification, cultivation, solicitation and stewardship of key prospects

- Work with the Ohio University Advancement Division to refine a comprehensive major gift prospect management system, which identifies all key prospects, staff assignments and documents future planning steps
- Encourage fundraising staff to be spend significant time out of the office and increase the number of in-person donor solicitations
- In conjunction with the Executive Director of Development and Planned Giving, develop a long range strategy for planned giving (bequests, endowments, annuities, trusts, personal property, etc.) including identifying key prospects and marketing the program to constituents
- Provide professional development opportunities for all staff soliciting major gifts
- Develop major gift and planned giving societies to recognize significant contributions by donors and encourage future donations
- Create a donor club to receive external financial support to assist in attracting and retaining high profile coaches

MARKETING

Goal 1

Increase ticket revenue and overall fan experience for home events

- Develop annual marketing plans and associated timelines for all sports; meet budgeted goals for sports which sell tickets



- Create a long-term telemarketing plan and sales training program for group, season and individual game ticket sales utilizing staff, volunteers and commissioned sales personnel
- Identify a strategy to create a more entertaining and exciting atmosphere for fans at home athletic events. Expand entertainment areas in Pepsi Tailgreet Park, Convocation Center Kids Zone, etc.
- Increase the size and quality of ticketing customer databases to promote future revenue growth

- Determine a plan to increase ticket sales through the internet and publicize through the athletic department website, e-newsletters, mailings, etc.
- Implement partnership promotions with area businesses which will utilize their advertising and promotion resources to assist athletics in increased visibility, ticket sales and overall image
- Specify a list of marketing concepts which will aid in attracting new customers to athletic events
- Outline a future strategy to grow the athletic department's commitment to advertising through enhancing trade and cash budgets
- Construct a comprehensive customer service program for the next five years
- Produce ideas to better market athletic events to Ohio University faculty and staff
- Revise ticket categories for selected sports in order to increase revenue
- Install a long-term strategy to maximize the utilization of Ohio University Sports Administration Program students to assist with marketing projects
- Generate a plan for marketing research of fans who attend athletic events in an effort to identify and address areas of customer concern

Goal 2

Maximize revenue through national corporate sponsorship partnership

- Negotiate a new and improved contract with a national corporate sports sponsorship company (ISP, etc.) to ensure long-term sponsorship stability and growth
- Explore additional sponsor inventory opportunities through increased facility signage and new event promotions
- Seek new sponsorship leads through university departments and those organizations with whom the athletic department does business
- Identify key athletic department staff to assist sponsorship company staff with sponsorship proposals
- Utilize student workers to obtain additional appointments for sponsorship company staff with new accounts



- Outline a plan to build better relationships with key sponsors
- Create and sell current integrated sponsorships (Kids Zone, team presentations, etc.) and seek other opportunities

Goal 3

Creatively market athletics to all constituents and seek to increase special project revenue

- Determine concepts that will increase the visibility of athletic department website (ohiobobcats.com) through facility signage, publications, broadcasts, media, newsletters, strategic internet sites, etc.
- Complete a redesign of the ohiobobcats.com website which incorporates innovative and contemporary features
- Increase licensing royalty fee for manufacturers who utilize Bobcat logos as coordinated by the athletic department's licensing company (Licensing Resource Group)
- Produce strategies to increase concessions revenue and customer satisfaction
- Outline an approach to maximize parking revenue for events in athletic venues
- Identify ideas to promote marketing programs through available athletic department inventory (public address, scoreboard, website, publications, etc.)
- Evaluate all in-game promotions for Ohio football and basketball and create a plan to provide cost-effective, exciting and fresh entertainment at athletic events
- Develop a long-term strategy to market the athletic department's weekly e-newsletter and increase email databases through comprehensive advertising at Ohio athletic events and other approaches
- Craft a plan to expand and promote department video elements (game telecasts, Bobcat TV video content, future half hour TV show, Bobcat Broadcast Booth) via radio, satellite and internet coverage throughout the state and region
- Implement webcasting of selected home Ohio University Athletic events
- Produce a list of innovative and creative concepts to generate additional marketing revenue over the next five years (credit cards, internet, business partnerships, etc)

Goal 4

Grow student attendance and general participation

- Generate a detailed marketing plan to engage students and increase attendance
- Work with student leadership to assist in producing plans to increase the membership and participation of the student fan group (O-Zone)
- Develop a program to enlist students in assisting the marketing staff in reaching various geographic sections of the campus with the goal of increasing student attendance and participation
- Implement on-site, interactive programs to increase student attendance and involvement at football and basketball games



TICKET SALES

Goal 1

Increase ticket sales through strategic marketing strategies

- Determine a list of improvement areas for the computerized ticketing system (Jump TV) in an effort to increase on-line sales, improve staff efficiency, integrate ticketing and fundraising functions plus enhance customer service
- Produce a sales training seminar for all individuals working in the ticket office; encourage customers to consider additional ticketing products (“upselling”)
- Successfully market on-line ticketing options to fans through athletic department promotional resources
- Increase the number of ticket outlets for customers throughout the region/state
- Identify a program which can redistribute unused tickets by fans to produce benefits for the customer and athletic department
- Grow total seating inventory by reducing complimentary admissions
- Develop a strategy to market and distribute tickets to special events held in athletic department facilities
- Improve way-finding signage to the ticket office to improve access and sales

Goal 2

Optimize customer service and overall ticket office operation

- Create a detailed customer service training program for all full-time and part-time staff
- Evaluate current toll free phone number line to athletic department and determine if improvements are needed to better service ticketing customers
- Identify optimal location for ticket office to best serve the needs of the department
- Implement reward programs for customers for attendance and early renewals
- Produce and distribute customer service surveys to ticket holders to identify ways to better serve their needs
- Review current procedures and identify the best approach to successfully complete reports for NCAA attendance and internal/external audits
- Improve ticket office record management and filing system

MEDIA RELATIONS

Goal 1

Successfully communicate all news and activities in order to maximize media coverage of Ohio University athletics and its 16 varsity sport programs

- Develop a media/public relations plan for each sport annually to promote sports programs and non-athletic areas of interest
- Build a public relations program which will regularly send a release to an Ohio athlete's hometown media following a noteworthy accomplishment
- Map out a plan for publicizing athletic department website (ohiobobcats.com)
- Outline steps for the timely production of sport program media guides
- Orchestrate a training program on how to best work with the media for coaches and student-athletes
- Improve media record keeping and archives to assist with future publicity efforts
- Produce and distribute surveys to key media to identify areas of service needs

Goal 2

To better promote and enhance the image of Ohio Athletics

- Outline a set of strategies to further build the image and reputation of the athletic department
- Determine a plan to expand and improve relationships with media members throughout the state/region through regular personal visits and communication by media relations staff
- Develop a research project to identify the value of annual publicity for Ohio University athletic teams
- Produce an annual report which will include the athletic department's accomplishments and a review of completed projects from the Athletics Strategic Plan
- Communicate and educate constituents about how to increase media coverage in their geographic area with the assistance of volunteers and donors

RELATIONSHIP BUILDING

Goal 1

Build stronger relationships with all constituents throughout the state and nationally



- Encourage coaches and staff to be more visible and attend community activities
 - Communicate better and more regularly with constituents via personal visits, email, mailings and website
 - Outline steps to increase interaction with fans through developing more traditions at home events and increasing the number of activities for fans (autograph days, chalk talks, etc.)
 - Establish annual calling sessions for student-athletes and coaches to express appreciation to donors and other key people
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- Create a speakers bureau for coaches and staff to identify opportunities for public speaking appearances at civic group meetings throughout the region
 - Implement Fan Appreciation Day for all sports with special recognition and “thank you” to fans who attend events

- Develop a comprehensive implementation and marketing program for Bobcat sport camps plus coaching clinics throughout the state
- Consider moving Bobcat sporting events to key markets outside of the Athens area (spring football game, exhibition basketball game, etc.)

Goal 2

Enhance campus relationships with students, faculty and staff

- Utilize ICA board and other partnerships to grow campus relationships
- Outline ideas for key athletic administrators to visit with campus leadership groups, serve on standing institutional committees and attend university events
- Develop methods to highlight university faculty, staff and students at athletic events
- Seek new ideas to improve relationships with Ohio University branch campuses
- Produce and distribute surveys to students, faculty and staff to determine strategies to improve service

VALUE TO UNIVERSITY AND COMMUNITY

Ohio Athletics provides significant value to the university and community. Future planning efforts for the athletic department will ardently support the university's mission, vision and future objectives.



BENEFITS

Goal 1

Successfully communicate the benefits of athletics to the university and community to all constituents

The athletic department serves as a marketing arm for the institution through millions of dollars in annual publicity, which benefits student enrollment, fundraising, campus life and the connection with alumni and friends of the university. It also provides entertainment and economic impact for the southeast Ohio region. Additionally, athletics generates millions of dollars of tuition and fees annually from student-athletes not on full scholarship and other students who participate in groups who perform at athletic events.

The above benefits make Ohio University a better place. Interestingly, most of the top academic institutions in the country also participate in Division 1-A athletics (current reference: Football Bowl Subdivision, or FBS). Ohio Athletics has been able to benefit the university despite having less institutional support and operating budgets than most other conference members.

- Determine a plan to properly communicate the athletic department's value to the university and community through newsletters, website, radio, television, etc.
- Provide a summary of benefits to staff so they may share with others through speaking engagements and media interviews
- Complete and communicate the results of an economic impact survey researching the financial value of athletics to the community
- Organize a research project to calculate the monetary value of the annual media generated by athletic events and activities
- Effectively communicate a list of community service projects performed by student-athletes, coaches and staff, and their benefits to the region

MEETING VISION OHIO GOALS AND OBJECTIVES

Goal 1

Meet all of the stated goals and objectives for Athletics stated in Ohio University's Strategic Plan: Vision Ohio

1. "Further integrate intercollegiate athletics in general campus activities" (*Vision Ohio Five-Year Implementation Plan, Pg. 42, Objective 22*)
 - Develop a comprehensive plan to further integrate athletics into the campus

2. "Establish academic partnerships between colleges and Intercollegiate Athletics that incorporate student athletes into successful retention and engagement activities in effect within the broader university." (*Vision Ohio Five-Year Implementation Plan, pg. 12, Objective 2, Strategy 5.*)
 - Outline a set of strategic initiatives which successfully engages student-athletes into optimal involvement and retention activities

Strategic Plan Timeline

Academic Excellence

Goal 1: *Be recognized on campus, within the conference and nationally for academic excellence by providing the student-athlete with an environment in which exceptional scholastic performance can be achieved*

STRATEGY	Due Date	Date Completed
Revise study hall policies in an effort to increase overall academic performance	1-2009	
Outline a strategy to improve the priority registration system for student-athletes with 120 or more quarter hours to enable them to acquire class schedules which meet their graduation requirements and playing/practice time frames	1-2009	
Identify a plan to upgrade the response rate of progress reports from faculty for student-athletes through the implementation of a detailed electronic progress report distribution and submission process	8-2009	
Begin a semi-annual review by a created working group to identify suggestions for improvement for academic services	8-2009	
Continue to improve orientation class (PESS 100) for incoming student-athletes with the goal of developing successful study habits for first-year students	8-2009	
Establish a long-term computer replacement plan for the academic learning center	8-2009	
Examine any student-athlete retention issues and outline a series of recommendations to improve this vital area	6-2010	
Increase academic support staff to provide adequate service to over 400 student-athletes (staff to student-athlete ratio is currently 1 to every 157 students)	7-2010	
Promote student services programs more comprehensively on website, etc.; establish a program name and plan future strategies	8-2010	
Set academic standards and procedures for student-athlete recruitment with all coaches	8-2010	
Provide a set of procedures in order to better identify at-risk student-athletes and student-athletes with education impacting disabilities and provide necessary resources and programming	8-2010	
Detail steps to further educate and engage coaches as to the significance of their role in academic success for the student-athlete	8-2010	
Construct a set of procedures to enhance access/availability of tutors and educate coaches on the value of directing student-athletes to the tutoring program	8-2010	
Produce a detailed plan to improve the quality and quantity of space for the academic learning center and recommendations for future location options	6-2012	
Develop a mentoring program to provide academic assistance and guidance to student-athletes who are at	6-2013	

academic risk; program will incorporate graduate assistants and volunteers from the campus and community		
Goal 2: <i>Reward and recognize academic excellence of student-athletes</i>		
STRATEGY	Due Date	Date Completed
Create recognition clubs to honor student-athletes with a 4.0 grade point average and student-athletes with 3.0 grade point average or better	1-2009	
Develop a detailed incentive/recognition plan for academic performance	8-2009	
Establish schedule to recognize scholar student-athletes at an athletic event (Dean's List, conference/regional/national all-academic teams, MAC Honor Roll, and top performing men's and women's teams, etc.)	8-2009	
Work with the media relations and marketing offices to suggest new ideas to better publicize and promote the academic successes of student-athletes	8-2009	
Goal 3: <i>Build and enhance relationships with faculty, advisors and academic units on campus</i>		
STRATEGY	Due Date	Date Completed
Expand the faculty guest coach program which will allow additional faculty members the opportunity to see an up close and unique perspective of student-athletes	8-2009	
Work with faculty members of the Intercollegiate Athletic Board and other faculty groups to develop a plan to improve communication and relationships with faculty	8-2010	
Have key athletics department staff meet regularly with academic leadership	8-2010	
Set forth a strategy to conduct additional education with faculty, advisors and academic units regarding student-athlete eligibility	8-2010	

STUDENT-ATHLETE PERSONAL DEVELOPMENT

Goal 1: *Provide opportunities for the student-athlete to develop as a person*

STRATEGY	Due Date	Date Completed
Develop an annual plan for the department Champs/Life Skills program, which will include speakers for alcohol/drug abuse, gambling, nutrition, date rape, etc.	8-2009	
Develop community service opportunities and outline plans to have each sport regularly participate in community service projects annually	8-2009	
Develop student-athlete personal development team that regularly discusses potential issues	8-2009	
Improve programming/speakers in the department orientation class (PESS 100)	8-2009	
Schedule to have the director of athletics visit student-athlete orientation and each team to discuss personal development issues, policies and expectations	8-2009	
Work with the Athletic Development department to produce a plan to regularly publicize former student-athletes and highlight their career and personal successes (“Where Are They Now?”) to motivate current student-athletes to become their very best in all areas	8-2010	
Educate coaches about student-athlete development issues, including a review of Ohio Athletics Code of Conduct policies and overall public responsibilities	8-2010	
Increase participation in the Student-Athlete Athletic Committee and their interaction and input with athletic department administration	8-2011	

Goal 2: *Provide personal growth opportunities for student-athletes on campus and after graduation*

STRATEGY	Due Date	Date Completed
Student services staff will work with student-athletes to obtain more campus leadership positions	8-2009	
Set forth an initiative to increase the number of personal development speakers for student-athletes by partnering and sharing costs with other campus entities	8-2009	
Utilize career services resources on campus and in the athletic student services office to enhance professional development programming to include resume writing, interviewing and job search opportunities	8-2010	
Develop a second level orientation course to help student-athletes transition to life after college	8-2012	

Goal 3: <i>Provide superior medical coverage for student-athletes</i>		
STRATEGY	Due Date	Date Completed
Work with athletic training staff and head coaches to ensure that emergency action plans and rehabilitation protocol are properly followed	7-2009	
Outline a process to provide continuing education opportunities for the professional development of athletic training staff	6-2010	
Produce a strategy to acquire the necessary assistance from a licensed sports psychologist and sports nutritionist to benefit the overall health of student-athletes	6-2010	
Pursue outsourcing athletic training services to a hospital group in an effort to improve services and reduce costs	6-2010	
Identify a plan to increase medical services from area providers to include: diagnostics, orthopedic services and other key medical specialists	7-2011	
Provide all student-athletes access to contemporary sports medicine facilities and procedures.	8-2012	

PROGRAM DEVELOPMENT		
Goal 1: <i>Have Ohio Bobcat teams compete at the highest level</i>		
STRATEGY	Due Date	Date Completed
Create a long-term list of needed sports team equipment	3-2009	
Identify a process to review team travel to maximize competitive success for away contests and provide an exemplary experience for student-athletes	3-2009	
Receive a grade of “certified” from the pending NCAA certification process	3-2009	
Require all head coaches and administrative department heads to complete an annual plan to direct future strategic steps; a consistent format for these plans must also be determined; plans will be reviewed throughout the year with appropriate supervisor to assist in its completion	6-2009	
Implement a scheduling philosophy plan with each head coach that maximizes opportunities for competitive success and post-season competition; encourage teams to schedule farther in advance in order to optimize results	8-2010	
Develop strategies to have a full complement of assistant coaches for all sport programs as allowed by NCAA guidelines; seek to include graduate assistants/interns for all sports; review administrative staffing needs	6-2013	

Build annual operating budgets to allow all sport programs to compete in the upper half of the conference	7-2013	
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Goal 2: <i>Improve the overall recruiting talent and depth of student-athletes</i>		
STRATEGY	Due Date	Date Completed
Create a plan to market sport team summer/winter camps	3-2009	
Benchmark the current recruiting budgets with other MAC schools and determine target goals for future planning	8-2009	
Outline an approach to coordinate coaching clinics throughout the state	3-2010	
Develop a recruiting manual which will share successful practices of procedures with all coaches	8-2010	
Obtain recruiting software for all teams to better track student-athlete prospects and assist with NCAA compliance monitoring of recruiting procedures	8-2011	

Goal 3: <i>Develop a recognized strength and conditioning program to assist athletes in becoming stronger, faster and quicker</i>		
STRATEGY	Due Date	Date Completed
Present a series of approaches to motivate student-athletes and maximize strength training through reward and recognition programs	8-2009	
Generate a plan to produce a quarterly review of all sport programs plus weekly updates of student-athlete training/conditioning activities to each head coach	8-2010	
Increase the number of staff for the strength and conditioning program	7-2012	
Renovate the current strength and conditioning facility and upgrade equipment	8-2013	

PERSONNEL

Goal 1: *Optimize the productivity of the athletic department through tactical procedures and administrative structure*

STRATEGY	Due Date	Date Completed
Create a working group to review and revise the current Athletic Department Policies and Procedures Manual and construct a plan to creatively and effectively communicate to staff	1-2009	
Produce a model for annual performance evaluations of coaches and staff in order to promote a productive and satisfying work environment	3-2009	
Review administrative organizational chart and job responsibilities to ensure they are consistent with the future direction and plans of the athletic department	8-2009	
Finalize all emergency manual information and communicate to staff and key constituents	8-2009	

Goal 2: *Hire and retain the finest coaches and administrative staff in the MAC and nationally*

STRATEGY	Due Date	Date Completed
Make an persistent effort to recruit diversified pools of applicants for vacant staff positions	1-2009	
Require that all hiring of coaching and administrative staff actively involve recruiting through contacting other athletic departments, conferences, associations and thus not relying on obtaining quality hiring pools exclusively from advertising	4-2009	
Create a sales presentation template to best market all key open positions and convey attributes of position, overall athletic program, university and community to prospective candidates	4-2009	
Retain the finest coaches and administrative staff in the MAC and nationally through competitive salaries, perks, and multi-year contracts	7-2013	

Goal 3: *Create a productive and enjoyable workplace for coaches and staff*

STRATEGY	Due Date	Date Completed
Properly educate and communicate with coaches and staff critical issues for the athletics department through designed meetings	3-2009	
Plan a series of staff relationship building activities throughout the year to build better rapport and create a	4-2009	

productive and enjoyable working environment		
Encourage and support coaches and staff in their involvement with respective national organizations as well as review opportunities for professional development	8-2010	
Improve benefits packages	6-2011	
FACILITIES		
Goal 1: <i>Orchestrate all new construction/renovation projects</i>		
STRATEGY	Due Date	Date Completed
Finalize a long-term Athletic Department Facilities Master Plan for athletics which will prioritize specific projects, identify costs and determine timelines	9-2009	
Improve way-finding signage at athletics facilities	6-2010	
Goal 2: <i>Successfully coordinate all facility operations for the department</i>		
STRATEGY	Due Date	Date Completed
Specify future needs of sports which may require the use of off-campus facilities	4-2009	
Strategically recruit additional outside events to athletic department facilities to increase revenue, exposure and university image	6-2009	
Create a master scheduling process to coordinate and communicate all event activities with the appropriate athletic department staff	9-2009	
Utilize facilities' webpage to enhance communication and reference materials available to fans, officials, and visiting teams	12-2009	
Develop a games management planning model and review process by appropriate staff for each key sport. Seek to increase temporary staffing at athletic events	3-2010	
Identify concepts to further build relationships with Ohio University Facility Management	6-2010	
Determine a plan to review and acquire any additional office space to assist with current department needs	6-2011	

Goal 3: Properly manage the maintenance needs of all athletic facilities

STRATEGY	Due Date	Date Completed
Produce a service agreement with Ohio University Facilities Management that will specify all requirements for assistance with athletic venues	6-2009	
Develop a long-range facility maintenance and repair plan which will be coordinated with Ohio University Campus Facilities	9-2009	

FISCAL RESPONSIBILITY

Goal 1: Develop a balanced annual operating budget for intercollegiate athletics

STRATEGY	Due Date	Date Completed
Develop a committee of selected staff members which will review budgets and seek creative concepts to decrease costs and increase revenues	4-2009	
Work with the president and vice president, finance to finalize plans to address the current annual operating budget deficit in the athletic department	4-2009	
Reconstruct all current budgets from the beginning (“zero base”) to seek cost savings, increase overall budget efficiencies and produce more realistic budgets	5-2009	
Create a detailed plan to balance the annual operating budget to include athletic department cost reductions, increased revenue, addressing additional expense needs through revenue shifting and institutional assistance	4-2009	
Produce a manual for team and administrative travel which will seek to provide recommendations to reduce expenses	12-2009	
Assemble a preferred vendors list, working with coaches and staff, for all needed supply and equipment categories in an effort to provide cost savings	12-2009	
Identify a plan to communicate cost-saving opportunities to coaches and staff	12-2012	

Goal 2: *Ensure long term financial stability for the athletic department*

STRATEGY	Due Date	Date Completed
Establish a format to annually benchmark overall total budget, expenses, revenues and salaries with other conference and national peer institutions. Identify plans to address critical needs	3-2009	
Develop a monthly and quarterly reporting process to assist with management decision making, include up-to-date revenue and expense status and provide detailed budget forecasting	3-2009	
Produce a future set of strategies which will promote success and growth for the department's largest revenue producers (football, men's basketball), which will promote financial stability for all sport programs and the department overall	6-2009	
Eliminate any pending operational budget debt	6-2009	
Produce a long-term strategy for general fee support	6-2009	
Develop a process to seek additional institutional financial support to cover athletic department staff merit salary increases	6-2009	
Construct plans to increase budget growth, institutional support, etc., in order to ensure the annual operating budget can pay for cost of living increases	9-2009	
Complete a five-year budget plan for the department, which will reflect priorities and strategies outlined in the athletic department strategic plan	7-2010	
Orchestrate a process to develop a department budget reserve to cover emergencies and special project needs	9-2011	

Goal 3: *Successfully establish a business operations administrative structure through personnel and procedures to guide financial excellence in the future*

STRATEGY	Due Date	Date Completed
Work with the university in the current business operations shared services model to increase staffing which will assist in producing timely reports for decision making and improve overall functionality	7-2009	
Strategically increase key budgets through proper benchmarking that will grow department revenue and allow Ohio University Athletics to be more competitive in the MAC and nationally	7-2009	
Identify a plan, which will include project timelines, to successfully prepare and complete annual internal and external financial annual audits	12-2010	

COMPLIANCE

Goal 1: *Develop a comprehensive monitoring program which ensures integrity with NCAA regulations and overall compliance objectives*

STRATEGY	Due Date	Date Completed
Update NCAA National Letter of Intent procedures to better monitor scholarship equivalency/counter limits, athletic department recruiting lists approved by the NCAA Eligibility Center and graduation rate packet information	1-2009	
Review and comply with all compliance action items discussed in annual internal and external audits for the athletic department	8-2009	
Produce a set of policies and procedures for monitoring the relationship between the athletic department and local sports clubs programs	8-2009	
Establish an award for coaching staff that encourages cooperation in compliance, participation in rules education and timely submission of paperwork	8-2010	
Create a set of procedures to encourage self reporting, reduce time between violations and filing reports plus provide a relaxed environment for questions by coaches/staff in an effort to reduce the likelihood of a major infraction	8-2010	
Develop a plan to successfully audit telephone calls to prospects, athletic aid, book vouchers and playing/practice procedures	8-2010	

Goal 2: *Create a compliance education program which properly communicates with coaches, staff, student-athletes and individuals who financially support the institution*

STRATEGY	Due Date	Date Completed
Make a commitment to send staff to annual compliance seminars	8-2009	
Develop a rules education program for student-athletes who may have professional sports opportunities	8-2009	
Design a schedule of rules education meetings for coaches and student-athletes	8-2009	
Generate a comprehensive compliance education plan for staff, coaches and student-athletes. Create quick reference handouts of frequently asked questions. Document education plan in department compliance manual	8-2010	
Produce a compliance newsletter for coaches, staff and donors; outline a strategy for proper follow up with all	8-2010	

groups on key issues		
Generate a plan to expand rules education for those who support financially the athletic department to include donors, ticket holders, corporate sponsors and area businesses	8-2010	
GENDER EQUITY		
Goal 1: <i>Develop procedures to comply with the requirements and spirit of gender equity</i>		
STRATEGY	Due Date	Date Completed
Create a document which will state the current proportionality figures for men and women student-athletes, financial aid status and a plan to ensure compliance in the future	4-2009	
Produce a plan which will review gender equity issues related to budgets, equipment, academic services, travel, practice times and facilities	8-2009	
Develop a set of procedures to address the equity principles for available grants and aids plus out-of-state waivers per sport programs	8-2009	
Outline an education program to instruct staff, coaches and student-athletes on key gender equity issues	8-2009	
Goal 2: <i>Successfully review and complete all objectives identified in the Athletic Department Gender Equity Plan</i>		
STRATEGY	Due Date	Date Completed
<ul style="list-style-type: none"> Key strategies of the plan include: <ul style="list-style-type: none"> <u>Scholarships</u>: As related to sport and gender, annually assess and modify (if necessary) roster sizes, awarding of financial aid, number of out-of-state waivers and assignment of staff <u>Proportionality</u>: Monitor student enrollment and manage rosters for all sports <u>Equipment</u>: Annually review and manage equipment and supplies <u>Scheduling</u>: Develop an assessment of practice and game schedules each year <u>Coaches</u>: Create and implement a five-year hiring plan for women's programs <u>Facilities</u>: In accordance with the Facilities Master Plan, address deficiencies as funding becomes available <u>Support Services</u>: Review assignment of administrative clerical support staff 	See Gender Equity Plan	

MINORITY ISSUES

Goal 1: *Construct a set of procedures to comply with the requirements and spirit of minority issues*

STRATEGY	Due Date	Date Completed
Develop a clear and accessible written statement regarding the department's commitment to diversity and outline how it will be properly communicated	1-2009	
Make a concerted effort to recruit diversified pools of applicants for vacant staff positions	1-2009	
Encourage minority student-athletes to participate in the Student Athlete Advisory Committee and other campus leadership opportunities	5-2009	
Enlist the resources of the Office for Institutional Equity to conduct a periodic workplace review and assist in the recruiting and hiring process of the athletic department	7-2009	
Strategically review the athletic department administrative staff model and identify opportunities for future staffing enhancements related to minority issues	03-2010	
Design an education program for staff, coaches and student-athletes on key minority issues	06-2010	

Goal 2: *Successfully review and complete all objectives identified in the Athletic Department Minority Issues Plan*

STRATEGY	Due Date	Date Completed
<ul style="list-style-type: none"> Key strategies of the plan include: <ul style="list-style-type: none"> <u>Evaluation</u>: Develop and implement a periodic review to monitor consistency with written commitments to diversity <u>Enrollment</u>: Continue to actively recruit minority student-athletes and educate them as to the availability of campus multicultural programs <u>Participation</u>: As related to governance and decision-making, generate interest for minorities to serve on Student Athlete Advisory Committee and other campus leadership opportunities <u>Employment Opportunities</u>: Develop strategies to identify and recruit applicants from diverse and under-represented groups 	See Minority Issues Plan	

<u>Programs and Activities:</u> Survey minority student-athletes through exit interviews to provide feedback regarding needs and issues affecting minority student-athletes		
FUNDRAISING		
Goal 1: <i>To establish unprecedented annual giving revenue and overall membership to the Bobcat Club</i>		
STRATEGY	Due Date	Date Completed
Revise the list of benefits provided by the Ohio Bobcat Club to encourage new donors and foster increased giving	3-2009	
Determine a plan to increase donations through upgrading priority seating and parking benefits	3-2009	
Generate programs to encourage increased gifts from current Bobcat Club members	3-2009	
Implement a new annual giving program which utilizes volunteers to assist staff in building relationships with university constituents throughout the state, bolster revenue generation and providing annual social events in each key area	4-2009	
Develop a long-term plan to successfully select committee members for the Bobcat Club Advisory Board and The Ohio University Foundation Board Committee for Intercollegiate Athletics	4-2009	
Determine a needs assessment of sports team budget with head coaches and how objectives can be met to assist their programs through fundraising	6-2009	
Develop a long-term plan to enhance donor hospitality at home events	7-2009	
Create a set of innovative concepts with timelines to increase giving through direct mail and telemarketing approaches	7-2009	
Outline a strategy to successfully solicit former athletic donors and prospective contributors	7-2009	
Establish a new program directed at building relationships and encouraging financial support with former Ohio Bobcat student-athletes through correspondence, personal visits and events	7-2009	
Produce and distribute surveys to Bobcat Club members to identify areas in which service can be improved	10-2009	
Compile a list of creative concepts to generate additional fundraising revenue over the next five years	1-2010	
Increase the number of game day staff to service donor seating and hospitality areas in order to provide improved customer service	8-2010	
Identify a strategic series of special events to increase annual giving throughout the state (dinners, auctions, golf tournaments, etc)	7-2011	

Goal 2: *Successfully conduct a comprehensive campaign for facilities and scholarships, working in conjunction with the Ohio University Foundation*

STRATEGY	Due Date	Date Completed
Produce a detailed plan for the comprehensive campaign, outlining all projects, staffing assignments and timelines for completion	7-2009	
<ul style="list-style-type: none"> • Generate a project plan for each critical facility and scholarship initiative. Guide staff to ensure its successful completion. Planned projects include: <ul style="list-style-type: none"> -- Gender equity plan facility improvements, including: renovate swimming locker room, renovate softball complex, upgrades to Pruitt Field and soccer stadium -- New indoor practice facility -- General renovation of the Convocation Center -- Renovation of the Convocation Sports Medicine Complex -- Upgrading locker rooms for sport programs -- Redesign of Peden Stadium and Convocation Center donor seating and hospitality areas -- Scholarship and special project endowments -- Planned gift initiatives 	7-2009	

Goal 3: *Establish a comprehensive major gift program which will properly manage the identification, cultivation, solicitation and stewardship of key prospects*

STRATEGY	Due Date	Date Completed
Encourage fundraising staff to be spend significant time out of the office and increase the number of in-person donor solicitations	4-2009	

In conjunction with the Executive Director of Development and Planned Giving, develop a long range strategy for planned giving (bequests, endowments, annuities, trusts, personal property, etc.) including identifying key prospects and marketing the program to constituents	7-2009	
Work with the Ohio University Foundation to refine a comprehensive major gift prospect management system, which identifies all key prospects, staff assignments and documents future planning steps	7-2009	
Provide professional development opportunities for all staff soliciting major gifts	7-2009	
Develop major gift and planned giving societies to recognize significant contributions by donors and encourage future donations	7-2010	
Create a donor club to receive external financial support to assist in attracting and retaining high profile coaches	1-2011	

MARKETING

Goal 1: *Increase ticket revenue and overall fan experience for home events*

STRATEGY	Due Date	Date Completed
Revise ticket categories for selected sports in order to increase revenue	4-2009	
Develop annual marketing plans and associated timelines for all sports; meet budgeted goals for sports which sell tickets	6-2009	
Construct a comprehensive customer service program for the next five years	6-2009	
Implement partnership promotions with area businesses which will utilize their advertising and promotion resources to assist athletics in increased visibility, ticket sales and overall image	7-2009	
Create a long-term telemarketing plan and sales training program for group, season and individual game ticket sales utilizing staff, volunteers and commissioned sales personnel	8-2009	
Identify a strategy to create a more entertaining and exciting atmosphere for fans at home athletic events. Expand entertainment areas in Pepsi Tailgreat Park, Convocation Center Kids Zone, etc.	9-2009	
Outline a future strategy to grow the athletic department's commitment to advertising through enhancing trade and cash budgets	9-2009	
Specify a list of marketing concepts which will aid in attracting new customers to athletic events	1-2010	
Install a long-term strategy to maximize the utilization of Ohio University Sports Administration Program students to assist with marketing projects	5-2010	
Increase the size and quality of ticketing customer databases to promote future revenue growth	6-2010	
Determine a plan to increase ticket sales through the internet and publicize through the athletic department	7-2010	

website, e-newsletters, mailings, etc.		
Produce ideas to better market athletic events to Ohio University faculty and staff	9-2010	
Generate a plan for marketing research of fans who attend athletic events in an effort to identify and address areas of customer concern	9-2010	
Goal 2: Maximize revenue through national corporate sponsorship partnership		
STRATEGY	Due Date	Date Completed
Utilize students to obtain additional appointments for sponsorship company staff with new accounts	3-2009	
Negotiate a new and improved contract with a national corporate sports sponsorship company (ISP, etc.) to ensure long-term sponsorship stability and growth	5-2009	
Explore additional sponsor inventory opportunities through increased facility signage and new event promotions	5-2009	
Outline a plan to build better relationships with key sponsors	5-2009	
Create and sell current integrated sponsorships (Kids Zone, team presentations, etc.) and seek other opportunities	5-2009	
Identify key athletic department staff to assist sponsorship company staff with sponsorship proposals	6-2009	
Seek new sponsorship leads through university departments and those organizations with whom the athletic department does business	6-2009	
Goal 3: Creatively market athletics to all constituents and seek to increase special project revenue		
STRATEGY	Due Date	Date Completed
Develop a long-term strategy to market the athletic department's weekly e-newsletter and increase email databases through comprehensive advertising at Ohio athletic events and other approaches	03-2009	
Identify ideas to promote marketing programs through available athletic department inventory (public address, scoreboard, website, publications, etc.)	04-2009	
Outline an approach to maximize parking revenue for events in athletic venues	05-2009	
Determine concepts that will increase the visibility of athletic department website (ohiobobcats.com) through facility signage, publications, broadcasts, media, newsletters, strategic internet sites, etc.	05-2009	
Complete a redesign of the ohiobobcats.com website which incorporates innovative and contemporary features	07-2009	
Increase licensing royalty fee for manufacturers who utilize Bobcat logos as coordinated by the athletic department's licensing company (Licensing Resource Group)	07-2009	
Produce a list of innovative and creative concepts to generate additional marketing revenue over the next five years (credit cards, internet, business partnerships, etc)	07-2009	

Craft a plan to expand and promote department video elements (game telecasts, Bobcat TV video content, future half hour TV show, Bobcat Broadcast Booth) via radio, satellite and internet coverage throughout the state and region	08-2009	
Evaluate all in-game promotions for Ohio football and basketball and create a plan to provide cost-effective, exciting and fresh entertainment at athletic events	08-2009	
Implement webcasting of selected home Ohio University Athletic events	08-2009	
Produce strategies to increase concessions revenue and customer satisfaction	04-2010	

Goal 4: <i>Grow student attendance and general participation</i>		
STRATEGY	Due Date	Date Completed
Implement on-site, interactive programs to increase student attendance and involvement at football and basketball games	9-2009	
Develop a program to enlist students in assisting the marketing staff in reaching various geographic sections of the campus with the goal of increasing student attendance and participation	9-2009	
Create an incentive program to encourage student attendance to athletic events	9-2009	
Work with student leadership to assist in producing plans to increase the membership and participation of the student fan group (O-Zone)	7-2010	
Generate a detailed marketing plan to engage students and increase attendance	7-2010	

TICKET SALES		
Goal 1: <i>Increase ticket sales through strategic marketing strategies</i>		
STRATEGY	Due Date	Date Completed
Successfully market on-line ticketing options to fans through athletic department promotional resources	3-2009	
Determine a list of improvement areas for the computerized ticketing system (Jump TV) in an effort to increase on-line sales, improve staff efficiency, integrate ticketing and fundraising functions plus enhance customer service	5-2009	
Identify a program which can redistribute unused tickets by fans to produce benefits for the customer and athletic department	7-2009	
Develop a strategy to market and distribute tickets to special events held in athletic department facilities	7-2009	

Produce a sales training seminar for all individuals working in the ticket office; encourage customers to consider additional ticketing products (“upselling”)	7-2009	
Evaluate the current complimentary ticket policy and promotions to determine if improvements are necessary	9-2009	
Improve way-finding signage to the ticket office to improve access and sales	7-2010	
Increase the number of ticket outlets for customers throughout the region/state	7-2011	

Goal 2: <i>Optimize customer service and overall ticket office operation</i>		
Evaluate current toll free phone number line to athletic department and determine if improvements are needed to better service ticketing customers	3-2009	
Implement reward programs for customers for attendance and early renewals	4-2009	
Produce and distribute customer service surveys to ticket holders to identify ways to better serve their needs	5-2009	
Create a detailed customer service training program for all full-time and part-time staff	7-2009	
Identify optimal location for ticket office to best serve the needs of the department	7-2009	
Improve ticket office record management and filing system	7-2010	
Review current procedures and identify the best approach to successfully complete reports for NCAA attendance and internal/external audits	8-2010	

MEDIA RELATIONS

STRATEGY	Due Date	Date Completed
Goal 1: <i>Successfully communicate all news and activities in order to maximize media coverage of Ohio University athletics and its 16 varsity sport programs</i>		
Map out a plan for publicizing athletic department website (ohiobobcats.com)	7-2009	
Produce and distribute surveys to key media to identify areas of service needs	9-2009	
Build a public relations program which will regularly send a release to an Ohio athlete’s hometown media following a noteworthy accomplishment	9-2009	
Develop a media/public relations plan for each sport annually to promote sports programs and non-athletic areas of interest	9-2009	
Improve media record keeping and archives to assist with future publicity efforts	9-2009	
Outline steps for the timely production of sport program media guides	9-2009	
Orchestrate a training program on how to best work with the media for coaches and student-athletes	9-2010	

Goal 2: *To better promote and enhance the image of Ohio Athletics*

STRATEGY	Due Date	Date Completed
Outline a set of strategies to further build the image and reputation of the athletic department	4-2010	
Determine a plan to expand and improve relationships with media members throughout the state/region through regular personal visits and communication by media relations staff	4-2010	
Communicate and educate constituents about how to increase media coverage in their geographic area with the assistance of volunteers and donors	5-2009	
Produce an annual report which will include the athletic department's accomplishments and a review of completed projects from the Athletics Strategic Plan	7-2009	
Develop a research project to identify the value of annual publicity for Ohio University athletic teams	9-2009	

RELATIONSHIP BUILDING

Goal 1: *Build stronger relationships with all constituents throughout the state and nationally*

STRATEGY	Due Date	Date Completed
Encourage coaches and staff to be more visible and attend community activities	1-2009	
Communicate better and more regularly with constituents via personal visits, email, mailings and website	1-2009	
Implement Fan Appreciation Day for all sports with special recognition and "thank you" to fans who attend events	3-2009	
Establish annual calling sessions for student-athletes and coaches to express appreciation to donors and other key people	4-2009	
Develop a comprehensive implementation and marketing program for Bobcat sport camps plus coaching clinics throughout the state	6-2009	
Consider moving Bobcat sporting events to key markets outside of the Athens area (spring football game, exhibition basketball game, etc.)	7-2009	
Outline steps to increase interaction with fans through developing more traditions at home events and increasing the number of activities for fans (autograph days, chalk talks, etc.)	8-2009	

Create a speakers bureau for coaches and staff to identify opportunities for public speaking appearances at civic group meetings throughout the region	8-2009	
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Goal 2: <i>Enhance campus relationships with students, faculty and staff</i>		
STRATEGY	Due Date	Date Completed
Utilize ICA board and other partnerships to grow campus relationships	8-2009	
Outline ideas for key athletic administrators to visit with campus leadership groups, serve on standing institutional committees and attend university events	9-2009	
Develop methods to highlight university faculty, staff and students at athletic events	10-2009	
Seek new ideas to improve relationships with Ohio University branch campuses	10-2009	
Produce and distribute surveys to students, faculty and staff to determine strategies to improve service	10-2010	

BENEFITS		
Goal 1: <i>Successfully communicate the benefits of athletics to the university and community to all constituents</i>		
STRATEGY	Due Date	Date Completed
Effectively communicate a list of community service projects performed by student-athletes, coaches and staff, and their benefits to the region	6-2009	
Determine a plan to properly communicate the athletic department's value to the university and community through newsletters, website, radio, television, etc.	9-2009	
Provide a summary of benefits to staff so they may share with others through speaking engagements and media interviews	9-2009	
Complete and communicate the results of an economic impact survey researching the financial value of athletics to the community	9-2009	
Organize a research project to calculate the monetary value of the annual media generated by athletic events and activities	9-2010	

Goal 2: *Meet all of the stated goals and objectives for Athletics stated in Ohio University's Strategic Plan: Vision Ohio*

STRATEGY	Due Date	Date Completed
1. "Further integrate intercollegiate athletics in general campus activities" (<i>Vision Ohio Five-Year Implementation Plan, Pg. 42, Objective 22</i>) <ul style="list-style-type: none"> • Develop a comprehensive plan to further integrate athletics into the campus 	08-2010	
2. "Establish academic partnerships between colleges and Intercollegiate Athletics that incorporate student athletes into successful retention and engagement activities in effect within the broader university." (<i>Vision Ohio Five-Year Implementation Plan, pg. 12, Objective 2, Strategy 5.</i>) <ul style="list-style-type: none"> • Outline a set of strategic initiatives which successfully engages student-athletes into optimal involvement and retention activities 	08-2010	