STRATEGIC PLAN
THE UNIVERSITY OF MISSISSIPPI
DEPARTMENT OF INTERCOLLEGiate ATHLETICS
Rebel Nation:

Allow me to begin this letter by expressing how grateful and humbled I am to serve as your Director of Athletics. Your commitment to our student-athletes and this program is what makes it possible for us to achieve the goals stated in this plan.

A strategic plan would not be complete without communicating an organization’s ultimate purpose. Ours is very simple to understand while very challenging to attain – to develop students to their fullest potential through athletics.

In addition to communicating our ultimate purpose, we have been clear that our goal is to become the No. 1 academic and athletics program in the country. While we aren’t there yet, we are constantly assessing our progress and developing the right tools to help us get there. One of those tools is this strategic plan. It serves as the blueprint or road map for our staff to achieve that goal while delivering on a promise of transparency to Rebel Nation.

The plan was developed over the last several months by senior leadership in every area of the athletics department. Their collaboration and leadership throughout the process was a constant reminder to me how talented and committed our staff is to seeing Ole Miss succeed at the highest level. The plan has been through countless revisions and edits to ensure our message and plan is concise and clear. Moreover, the plan is a living document – with updates and changes along our journey. Take a moment to read, and your feedback is always welcomed.

Hotty Toddy!

Ross Bjork

[Signature]
VISION
TO BE THE NO. 1 ACADEMIC AND ATHLETICS PROGRAM THROUGH THE STRONG EMPHASIS OF CORE VALUES AND THE OPPORTUNITY TO EXPERIENCE ATHLETIC PURSUITS AT THE HIGHEST LEVEL.

PURPOSE
TO DEVELOP STUDENTS TO THEIR FULLEST POTENTIAL THROUGH ATHLETICS.

CORE VALUES
- Academic Excellence
- Integrity
- Social Responsibility
- Student-Athlete Welfare
- University Integration
- Community Engagement
- Competitive Excellence
WHAT DRIVES US

WHILE THE VISION, PURPOSE AND CORE VALUES SET OUR TRAJECTORY FOR SUCCESS, THE ENGINE THAT DRIVES EACH AND EVERY ONE OF US IS A COMBINATION OF TWO THINGS WE SAY ALOUD:

I AM AN OLE MISS REBEL
Personal responsibility and accountability combined with being part of a team. How do we define “rebel”? Very simply, being a rebel means not accepting the status quo. Never settling for second, for even a second. Being part of the Ole Miss Rebel family also means being part of a diverse and inclusive body, a family that builds upon an environment of acceptance, respect and dignity for everyone – our staff, student-athletes, fans and anyone else the brand touches.

HOTTY TODDY
Universities have cheers. Ole Miss has Hotty Toddy. It’s a feeling, ideal, fight song, prayer, verbal handshake and way of life, all rolled into one. Like that revered statue imploring us to “never quit,” Hotty Toddy encapsulates the spirit of Ole Miss. Whether yelled on the way to a stadium before a game, or said to someone wearing an Ole Miss shirt as you pass them in the airport. If institutions and traditions make up the fabric of Ole Miss, the thread of Hotty Toddy holds them together. And you don’t have to hear it to get it. Chucky had it. Those future Rebels buzzing The Grove stage before games have it. All our student-athletes live it. High schoolers aspire to it. Our faculty and staff perfect it. At Ole Miss, we’re constantly asking ourselves if we’re ready, even though we already know the answer—a resounding yes. But where’s the fun in keeping it to ourselves? So yell it. Feel it. And above all, live it. Hotty Toddy.
STRATEGIC AREAS

THE FOLLOWING STRATEGIC AREAS CAN BE SEGMENTED INTO TWO GROUPS: INTERNAL-FOCUSED AND EXTERNAL-FOCUSED.

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INTERNAL-FOCUSED AREAS

The two overarching principles of Internal-Focused areas are integrity and focus on the student-athlete. We will win the right way. No matter what. Consistent with our overall purpose, internal-focused areas will have the student-athlete at the center.
GOVERNANCE & COMPLIANCE

OVERVIEW

The Governance & Compliance office will be the model that demonstrates institutional control by providing exceptional customer service, being proactive in our education and monitoring efforts and fostering a culture where compliance is a shared responsibility, aligning with Ole Miss, the Southeastern Conference and NCAA rules and regulations.

OBJECTIVES, STRATEGIES & TACTICS

Provide an innovative and comprehensive rules education program to reach student-athletes, coaches, staff, faculty, alumni, representatives of the institution’s athletics interests and the community.

- Use multiple modes of communication to actively engage in and create new educational opportunities for the compliance staff to ensure the staff is knowledgeable about changes with NCAA rules and policies.

- Maintain a customer service approach to compliance and be accessible for internal and external constituencies.

- Utilize new technology to enhance ongoing rules education efforts and expand viewership.

- Assess current events regarding NCAA investigations, recent violations, etc., to ensure applicable points are included in education plans.

Establish wide-ranging and effective monitoring programs that evolve as the landscape of college athletics changes.

- Regularly analyze policies and procedures to ensure appropriate monitoring based on NCAA rule changes, infractions cases and current hot topics.

- Identify and incorporate new technologies to increase efficiency in monitoring efforts.

- Be visible and educate internal and external constituencies on how to report compliance concerns.

Maintain institutional control by remaining diligent in reporting instances where actions did not conform to University, SEC and/or NCAA expectations.

- Promptly report identified violations to the appropriate governing body.

- Implement corrective actions when necessary and as appropriate.
FINANCIAL MANAGEMENT

OVERVIEW

The Financial Management team is charged with stewarding the financial resources required to achieve the department’s vision of being the No. 1 academics and athletics program while operating successfully as a self-supporting auxiliary unit of the University of Mississippi.

OBJECTIVES, STRATEGIES & TACTICS

Maintain fiscal responsibility through sound financial decision making.

- Conduct annual budget planning based on the identified needs and goals of all administrative areas and sports programs.
- Monitor revenue and expenses to ensure fiscal integrity and a balanced budget.
HEALTH & SPORTS PERFORMANCE

OVERVIEW

The Health & Sports Performance unit’s primary responsibility is to provide at the highest level: current education, preventative measures, strength training, treatment and rehabilitation for both emotional and physical needs of our student-athletes. This concept is provided through research-based training, evidence-based medicine, and current standards of care. The department contains six units:

- Sports Medicine
- Strength and Conditioning
- Sports Nutrition
- Sports Psychology
- Physical Therapy
- Manual Therapy (Massage Therapy, Chiropractic Care)

These services are provided through six athletics venues on campus, serving 450 student-athletes and spirit squad members.

OBJECTIVES, STRATEGIES & TACTICS

Ensure the safety of all student-athletes and staff.

- Routinely have outside consultants evaluate and ensure proper sports medicine needs are being met and appropriate medical services are being provided.
- Continue constant evaluation to determine the need to replace equipment in order to ensure safe and optimal training environment.
- Evaluate emergency response plan annually to determine opportunities for improvement.
- Maintain affiliations with board-certified physician groups and sports medicine specialists for team medical coverage.
- Continue to enhance partnerships with health care providers such as local physician clinics, University of Mississippi Medical Center and Baptist Memorial Hospital of North Mississippi.
- Continue to develop staff, facilities and education that ensure opportunities for championship-level physical performance from our student-athletes.

- Utilize the measurement questionnaire developed to analyze the effectiveness of strength and conditioning programs. This questionnaire will be given to sport coaches each year to ensure appropriate programs target the essential athletic movements and conditioning demands of each sport.
- Ensure that sports medicine, physical therapy and strength training facilities provide optimal, equitable and safe performance-improving equipment.
• Develop a Performance Nutrition Center within the Manning Center. This facility will be staffed with sports nutritionists to educate and provide meal planning.

• Expand the sports nutrition staff by adding one full-time sports nutritionist while continuing to utilize our sports nutrition consultant.

• Continue to utilize appropriate objective and subjective measures of performance for strength and conditioning coaches without compromising safety or quality of sound strength and conditioning techniques and principles.

Provide the very best resources for student-athlete emotional health.

• Provide proper and effective counseling services in areas of psychology (sports performance and mental health issues), nutrition and drug/alcohol issues that student-athletes experience.

• Expand the existing sports psychology services both in staff and space.

• Use this innovative, multi-faceted approach of Health and Sports Performance to become the model for athletics organizations.

• The Health and Sports Performance leadership team will meet on a monthly basis and is composed of the leader/supervisor of each service provided.
STUDENT-ATHLETE DEVELOPMENT

OVERVIEW

The Ole Miss Student-Athlete Development Program comprises two significant areas: the FedEx Student-Athlete Academic Support Center and the Rebel Ready Life Skills Program.

The FedEx Student-Athlete Academic Support Center’s primary responsibilities are to provide developmental and need-based programs as well as upper-level tutorial support to the excelling University of Mississippi student-athlete population. The Center’s focus is on student-athletes becoming successful in all their personal endeavors – graduating in a timely manner, solidifying the right career path for their personal skill sets, building a respectable resume, having found or narrowed their career path while also competing at the highest level athletically.

OBJECTIVES, STRATEGIES & TACTICS

- A total student-athlete population with a 3.00 GPA.
- The department aims to achieve an overall Exhausted Eligibility Graduation Rate of 93 percent.

The primary responsibility of the Rebel Ready Program (Life Skills) is to engage, enhance and empower student-athletes to develop personally and professionally. The Rebel Ready Program staff also serves as the adviser for the NCAA-mandated Student-Athlete Advisory Committee (SAAC). Additionally, the office coordinates staff development initiatives, community outreach and special events for the athletics department. The Rebel Ready Program will become the premier model for Life Skills programs in the Southeastern Conference as well as programs in all conferences. We will provide the programs and services that allow student-athletes to consistently serve the Oxford community and abroad by building great relationships through goodwill, advancing the initiative to help teach the next generations to strive for educational excellence and to live a healthy lifestyle.

- Each varsity team is committed to scoring above 930 in APR scores each year.
- Each varsity team will strive towards an annual FGR and GSR in the top third of the SEC.
FEDEX STUDENT-ATHLETE ACADEMIC SUPPORT CENTER

OBJECTIVES, STRATEGIES & TACTICS

Attract prospective student-athletes who are likely to excel academically and athletically.

- Continue to improve the summer bridge and reading programs and continue to serve as a model for the University.
- Continue to make improvements to recruiting presentations in order to make a lasting impression on prospective student-athletes and their parents.

Provide and enhance cutting-edge academic support resources (i.e. support staff, computer technology, facilities, etc.)

- Integrate innovative technologies as learning tools for student-athletes.
- Continue to enhance the tutorial program to meet the needs of our student-athletes in quantity and quality, while also providing our tutors with continuing education and professional development opportunities for their position and beyond.
- Enhance the FedEx Academic Support Center website to be an interactive learning and resource tool for student-athletes.
- Evaluate the opportunity for offering student-athletes 24-hour computer lab access, which may require additional security features such as video surveillance, staff for overnight hours and computer log-in security.

- Enhance the academic capabilities and resources available via the OleMissSports.com website for current student-athlete use.
- Create a partnership with an annual giving group whose sole beneficiary is the FedEx Student-Athlete Academic Support Center; offering to update technology on a regular basis, fund worthwhile programming designed to enhance the student-athlete experience.

Develop and train staff to effectively meet the needs of our student-athletes.

- Establish an annual office retreat before fall and spring semesters to review and update unit-level goals and progress.
- Enhance the Academic Strategist and Mentor Training Program and continue to update and develop the Academic Enrichment Handbook – Mentors are critical to the success of the FedEx Academic Support Center mission.
- Establish formal professional development opportunities and training program for staff to ensure best practices and that we are the first to use cutting-edge tools and resources to serve our student-athlete population.
- Continue to update the Academic Counselor and Learning Specialist Training Manuals.
- Continue to enhance the learning specialist program and present as a model practice at national conferences exhibiting our successes with our at-risk population.
• Continue to improve compliance training for NCAA and SEC rules and operate with the utmost integrity.

• Collaborate with the Rebel Ready Program to create and implement a comprehensive program that helps develop leadership skills, continues to serve the Oxford community philanthropically and prepares student-athletes for life after sport.

**Implement a strong preventative system to maximize student-athlete academic achievement and graduation success.**

• Continue to improve reporting to coaches and administrators to increase graduation success and, most importantly, make an impact in the lives of student-athletes by being proactive in correcting destructive academic behavior.

• Continue to improve class monitoring and tutorial absence measures to isolate the instances of repeat offenders to less than 10 percent of the student-athlete population.

• Continue to develop the academic testing program for all student-athletes.

**Solidify and strengthen the relationship between the University and Athletics.**

• Continue to expand and enhance collaboration opportunities with academic departments on campus and at other institutions to present information and educate faculty regarding items such as APR, GSR, Progress Towards Degree Standards and other FedEx Academic Center programs.

• Evaluate opportunities for establishing a new Sports Marketing and Sports Management degree program with the University’s Office of Academic Affairs and other key stakeholders.

• Continue to improve and expand the Faculty-Staff Guest Coach Program in all sports.
REBEL READY

OBJECTIVES, STRATEGIES & TACTICS

Expand the life skills department to meet the needs of 400+ student-athletes, 17 sports programs, athletics support staff and campus and local community.

- Develop and implement fundraising strategies with the Ole Miss Athletics Foundation and M-Club to provide quality programming and support staff.
- Hire a full-time director, assistant director, two coordinators and interns.
- Train current and future staff in areas that service students and athletics staff (i.e. conflict resolution, career planning, assessment interpretation, service and leadership).

Assess and provide effective curriculums to service student-athletes and athletics staff.

- Evaluate opportunities for improvement and establish performance metrics to measure long-term progress.
- Use primary and secondary research to benchmark attitudes and needs for student-athlete and staff growth.
- For maximum efficiency, design specific curriculums based on research.
- Provide professional assessments to student-athletes and support staff.

Solidify and strengthen the relationship between the University and Athletics.

- Continue to invite local and campus community to athletics professional development opportunities.
- Increase involvement on University and community committees.
- Host service providers at athletics events.

Increase internal and external awareness of Rebel Ready Program and Student-Athlete Advisory Committee (SAAC).

- Work with marketing department to develop communications and promotional plan.
- Seek opportunities to achieve national recognition for programs and initiatives.
- Continue to engage community through social networking opportunities.
- Develop tracking system of student-athlete outreach activities.
- Maintain and enhance web page.

Engage student-athletes.

- Develop mentoring program with senior leadership to address such issues as: financial/money management, leadership, parenting, media relations, professional dress, etiquette, diversity, healthy life choices and career placement.
- Continue to sponsor special events that celebrate student-athlete achievement.
- Attend practices, competitions and other events where the student-athletes are recognized.
DIVERSITY & INCLUSION

OVERVIEW

The Department of Intercollegiate Athletics strives to be a leader on campus and in the community at large by embracing the uniqueness of all individuals and providing the best environment for all staff and student-athletes to thrive.

OBJECTIVES, STRATEGIES & TACTICS

Ensure the equality in the treatment of staff, student-athletes and athletics community at large based on an environment of acceptance, respect and dignity for everyone.

- Maintain a commitment and compliance with gender equity, diversity and inclusion.
- Execute the annual departmental gender equity plan while providing gender equity and diversity data through annual reporting requirements.
- Measure the perception of the student-athletes as it relates to the athletics community that support them to maintain a strong commitment to diversity and inclusion.
- Provide educational opportunities to student-athletes and staff on multicultural and gender issues.
- Contract external equity audit every three years.
- Be the best at providing student-athletes with a diverse and inclusive experience.
- Provide appropriate programming through Rebel Ready.
- Encourage a partnership with the Multicultural Affairs division of the Office of the Dean of Students on opportunities to develop awareness.
- Provide an avenue for student-athletes to voice their opinions.
- Instill and protect the departmental Golden Rule.

Create a work environment that is inviting and productive and that embraces each employee’s abilities.

- Create systems to support this culture.
- Continue to support the University’s hiring system to recruit a diverse employee pool.
- Provide employees opportunities to influence policy decisions through representation on campus, SEC and NCAA committees.
- Provide avenue to embrace employees’ professional accomplishments.

Create a culture of internal communication that ensures the vision remains central to all departmental decisions.

- Create a daily and monthly communication system.
- Ensure the daily communication system is accessible to all employees.
- Host monthly in-person departmental meetings.
- Provide an environment that encourages an open dialogue and invites other opinions and ways of thinking.
- Ensure a culture of integrity and pride in all departmental decisions and actions.
- Encourage and provide opportunities for staff development by providing funds and/or time to attend appropriate and available opportunities.
EXTERNAL-FOCUSED AREAS
For all external-focused areas, the overarching mission is twofold: first, we will have the best gameday experience in the country at each of our venues; second, we must generate the resources to afford our appetite for success.
FACILITIES & GAME OPERATIONS

OVERVIEW
The Facilities and Game Operations Departments primary responsibilities are to provide day-to-day operations for all 14 University of Mississippi athletics venues and fields as well as the exemplary game operations and customer service to meet the needs of all student-athletes, coaches, staff, alumni and patrons.

OBJECTIVES, STRATEGIES & TACTICS
Meet the needs of all student-athletes, coaches, staff, alumni and patrons.

- Maximize usability of all facilities for student-athletes and staff.
- Develop a new and comprehensive facility and sports turf maintenance plan.
- Seek out and develop new innovations and practices while striving to be at the forefront of facility and sports turf trends.

Establish a facility renewal and deferred maintenance plan for long-term preservation.

Provide best-in-class service with regards to game operations and logistics for all athletics and external events hosted in our venues.

- Establish a culture of service among internal staff and external partners that interface with customers.
- Develop and deploy training manuals for all customer-contact positions.
- Develop a formal event management plan that will be implemented for all sports.
- Partner with Marketing and Communications to further understand and meet customer needs.
- Strive to provide state-of-the-art facilities in conjunction with the Athletics and University master plan.
- Seek to provide leadership in creating and developing environmentally.

Construct new facilities that align with the mission and core values of the athletics department and University.

- Identify facility priorities and funding strategies through the Forward Together campaign.
- Pursue the position of industry leader in new technology applications and use of environmentally and energy-efficient practices.
MARKETING, COMMUNICATIONS & FAN EXPERIENCE

OVERVIEW
The Marketing, Communications & Fan Experience department’s primary goal is to grow Rebel Nation. This growth will be measured by increased engagement, which will come from personalizing our student-athletes and coaches as well as creating the best gameday experience in the country for all our venues. Athletics Marketing and Communications has five areas of focus:

- Creative Content Development
- Fan Experience and Strategy
- Media and Public Relations
- Spirit
- Sponsorship and Partnership Development

OBJECTIVES, STRATEGIES & TACTICS

Create the best gameday experience in the country at all our venues.

- Continue to measure, benchmark and increase customer satisfaction in all areas of the gameday experience.
- Work with IMG College, our multimedia rights holder, to develop a “fans-first” multi-year marketing and sponsorship plan, which explores innovative opportunities for increasing sponsor revenue.
- Deliver more value to a smaller number of corporate partners – increasing renewal percentages while still providing a “fans-first” product.

- Continue to work closely with the director of the Pride of the South marching band, spirit coordinators and overall spirit committee to set our gameday experience apart from all others.
- Research best practices for spirit programs and implement ideas to increase spirit program effectiveness at achieving the objective.
- Strengthen relationship with concessions partner to create win-win-win unique concessions opportunities for customers in our venues.

Retain existing customers while adding new customers.

- Personalize and humanize student-athletes and coaches to create a strong emotional connection with customers and prospective customers.
- Deliver on the “best gameday experience” promise to increase customer retention through season ticket renewals.
- Develop a comprehensive marketing and sales plan to increase awareness, ticket sales and other engagement from new customers.
- Aggressively promote Ole Miss Athletics with creative and innovative advertising and promotional tactics.
- Continue to develop sport-specific engagement plans, complete with audience information, communications strategies, tactics and measurement plans.
Ensure Ole Miss is easy to do business with.

- Provide best-in-class customer experience in all customer contact areas.
- Research and deploy best practices for e-commerce design and usability.
- Assess customer experience on existing inbound and outbound telephone touch points.
- Work with Facilities and Game Operations to train staff and external partners on customer service standards.

Ensure that owned media sources (OleMissSports.com, social media channels, mobile apps, etc.) are the primary sources of content for our customers.

- Effectively and efficiently communicate the brand, messages, news, results and accomplishments of Ole Miss Athletics and its student-athletes, both on and off the field.
- Continue to develop innovative ways to capitalize on new media in the increasingly competitive market of collegiate sports communications and public and media relations.
- Establish measurement strategies to benchmark and measure all engagement opportunities in owned media.
- Develop, launch and promote innovative solutions that deliver Ole Miss Athletics to our fans on the go.
- Continue to transfer archival information, including photographs, to a digital format in an effort to make content accessible in several different platforms, some of which may provide additional revenue streams.
- Continue to work with external partners to advance the OleMissSports.com website as a better communication tool for internal and external constituents.
Effectively blend the expertise of media relations, marketing and creative content roles – this increase in collaboration will ensure consistency across all channels.

- Establish a formal professional development program for MARCOM staff to ensure that best practices are being integrated in the day-to-day operations.

Proactively increase department transparency and provide fans and target audiences with a consistent way to provide feedback and opinions to the athletics department.

- Launch a new initiative to proactively promote two-way communications with Ole Miss Athletics leadership.
- Provide fans and target audiences with a consistent way to submit feedback and opinions.
- Continue to provide survey opportunities for customers.
- Report on progress of sales so that we are transparent and so that fans can be a part of the success at Ole Miss. This will create a sense of ownership of the program.

Use customer research and feedback to prioritize, fund and implement initiatives in other areas of the department – facilities, tickets, spirit, etc.

- Implement a customer relationship management system to efficiently communicate with all segments of the fan base.

Increase student engagement in athletics strategy and execution.

- Build on the instant success that Rebel Rewards has generated.
- Continue to leverage the Cardinal Club in the athletics department.
- Form a spirit committee of campus leaders (student life, band, athletics, sports marketing, dean of students, alumni, finance and students) to maximize participation of students in athletics venues.

Build and protect the Ole Miss Rebel brand.

- Ensure all brand touch points consistently align with the desired core brand attributes.
- Continue to work with the Collegiate Licensing Company to find new ways to leverage the Ole Miss marks.
- Educate department and key groups on the power of the Ole Miss brand and why it must be protected.
- Update and enforce the Brand Standards Guide.
OLE MISS ATHLETICS FOUNDATION

OVERVIEW

The Ole Miss Athletics Foundation is a private, 501c3 organization whose goal is to provide financial support to the Department of Intercollegiate Athletics at the University of Mississippi and its more than 400 student-athletes.

OBJECTIVES, STRATEGIES & TACTICS

Provide opportunities for every Rebel fan to “give what they can” in support of intercollegiate athletics through the annual giving and/or Forward Together campaigns.

- Create a stewardship program to tie the current priority seating funds into a single annual giving campaign.
- Expand the base of donors through increased ticket sales for football, basketball and baseball, as well as providing avenues of support for alumni, fans and friends to support Ole Miss Athletics in a philanthropic manner.
- Provide adequate and appropriate recognition of all gifts made to Ole Miss Athletics.
- Coordinate with the University of Mississippi Alumni Association, affinity support groups and other Ole Miss constituencies to make the case for private giving to athletics.
- Implement a successful young alumni program and reach out to the non-alumni fan base so that they may become season ticket purchasers.

Successfully complete the Forward Together campaign, supporting much-needed improvements to Ole Miss Athletics’ facilities to provide an unparalleled experience to student-athletes competing in all 18 varsity sports.

- Continue pursuit of gifts toward the Forward Together campaign with an increased focus on private giving through a systematic, organized approach.
- Coordinate with University Development and the University of Mississippi Foundation to identify, cultivate and solicit private gifts to Forward Together and its various projects.
- Identify a funding model and goals for successful completion of Phase II of the Forward Together campaign.
- Integrate with the M-Club to create a more hands-on relationship with former student-athletes.

Focus on stewardship to ensure that donors are appropriately educated, thanked and informed as to the impact of their contributions on the athletics program.

- Emphasize the impact of a donor’s giving on Rebel Athletics.
- Act as good stewards of donors’ financial investment in Ole Miss through sound, transparent and responsible fiscal policy and oversight.
- Maximize the use of technology to improve transparency and individual customer service, including but not limited to, communications, seating and parking allocations, and database management.