INSPIRE PRIDE. BUILD CHAMPIONS.

The STRATEGIC PLAN for Pitt Athletics
2016-2021
DEAR PITT ATHLETIC FAMILY,

It is with great pride that we share our strategic vision with all of you in this Plan for Pitt Athletics. Our Strategic Plan, a fluid document designed to evolve as the department, the University of Pittsburgh and the landscape of collegiate athletics continue to grow and advance. It is the product of thorough assessment, detailed analysis and dynamic collaboration between the University community and our own coaches, staff and student-athletes. Our plan is intended to guide us through the next three years with some objectives reaching out as far as 2020-21.

While planning processes are not new to intercollegiate athletics administration, the level of commitment and buy-in to the process that I have witnessed from our staff at Pitt has been the absolute best. The most energizing part of the process was witnessing our planning subcommittees – comprised of athletic staff, coaches, student-athletes and University faculty and staff – collaborate on the creation of objectives and strategies for each strategic goal, devoting countless hours of work to the future vision of the Pitt Athletic Department. The level of engagement from those volunteers was extraordinary, and undoubtedly a central reason why our Strategic Plan will serve as an invaluable guide to success.

A key priority within our plan was to align ourselves with the goals outlined in the University’s Plan for Pitt – to advance educational excellence, engage in research of impact, strengthen communities, build foundational strength, and embrace diversity and inclusion. We are so appreciative of having been given the chance to collaborate with the University on their plan, and to have been able to craft our own plan in a way that supports the University’s vision.

Throughout our plan, you will learn how we intend to achieve competitive success; maintain program integrity; develop the finest staff, coaches and student-athletes; graduate our student-athletes; strengthen and prioritize our resource base; and enhance engagement and communication with our constituencies. Our staff has already taken action on several objectives and strategies that support those goals, and we will continue to utilize the Strategic Plan for Pitt Athletics as we Inspire Pride and Build Champions.

Hail to Pitt!

S. Scott Barnes
Director of Athletics
Step 1: The University’s Plan and Goals are intended to align themselves with the University’s Plan and Goals and are reflective of the redesigned mission, vision and values.

Step 3: The Steering Committee and Strategic Goals

Immediately following the Retreat, the department formed a Strategic Planning Steering Committee whose objective would be to review the mission, vision, values and key focus areas created at the retreat and utilize them to draft the Strategic Goals that would be at the center of the plan moving forward.

Step 4: Subcommittees – Objectives and Strategies

Upon presentation and review by the entire athletic department, the six Strategic Goals became a guide for six subcommittees charged with assisting the steering committee in drafting the objectives and strategies that would allow for implementation. Subcommittees met regularly in the winter and spring of 2015-16 and presented their final objectives and strategies under each goal in April 2016. This finalized the Strategic Plan as a guide for the department moving forward.

In order to maximize implementation efficiency, the plan was organized into the following components:

- **Strategic Goals:** A statement of what the department wishes to achieve over the course of the Strategic Plan. Strategic Goals are intended to align themselves with the University’s Plan and Goals and are reflective of the redesigned mission, vision and values.

- **Objectives:** Specific statements that enable the achievement of Strategic Goals.

- **Strategies:** Unit-specific actions that show how those objectives will be met.

Step 5: Implementation

Beginning in the Spring of 2016, departmental units began developing action plans to achieve the finalized Strategic Plan. These action plans were assimilated into the budgetary planning and performance review process and will be revisited annually throughout the life of the Plan.

Strategic Planning Steering Committee

Dan Bartholomew, Deputy Athletic Director – Internal Affairs (Chair)

Susan Albrecht, Faculty Athletic Representative; Associate Dean – School of Nursing

Maureen Anderson, Senior Associate Athletic Director – Major Gifts

Chris Bain, Assistant Athletic Director – Marketing

Marcus Boerman, Senior Associate Athletic Director/Chief of Staff

Kirk Bruce, Associate Athletic Director – Sport Administration

Mike Farabaugh, Director, Academic Support Services for Student-Athletes

Chris Ferris, Executive Associate Athletic Director – External Relations

Jeff Irwin, Assistant Athletic Director – Technology

Chris LaSala, Assistant Athletic Director – Football

Wendy Meyers, Executive Associate Athletic Director – Business Administration and Human Resources

Zac Saunders, Assistant Athletic Director Compliance

Pammy Senaia, Senior Associate Athletic Director – Student Life

Jen Tuscano, Associate Athletic Director – Sport Administration/SAW

The Pitt Strategic Planning Process

Our Process

Step 1: University Strategic Planning Working Groups

The University’s ongoing strategic planning process included the formation of working groups charged with moving the University’s strategic concepts to operational plans. In order to support that initiative, and to best prepare the athletic department to engage in a strategic planning process in line with that of the University, select athletics senior staff were added to these working groups and engaged in that discussion.

Step 2: Staff, Coaches and Student-Athlete Planning Retreat

In Fall of 2015, the athletic department senior staff, select coaches, student-athletes, and key University constituents were invited to an all-day planning session centered on the development of the Athletic Department’s revised mission, as well as the vision, values and key focus areas of the upcoming strategic planning process. This broad-based and diverse array of individuals contributed to the high level principles that would guide the plan moving forward.

Step 3: Strategic Planning Committee and Strategic Goals

Immediately following the Retreat, the department formed a Strategic Planning Steering Committee whose objective would be to review the mission, vision, values and key focus areas created at the retreat and utilize them to draft the Strategic Goals that would be at the center of the plan moving forward.

After developing the Six Strategic Goals, the Steering Committee was then charged with leading the effort to develop actionable objectives and strategies to support each Strategic Goal.

Step 4: Implementation

Beginning in the Spring of 2016, departmental units began developing action plans to achieve the finalized Strategic Plan. These action plans were assimilated into the budgetary planning and performance review process and will be revisited annually throughout the life of the Plan.

The Pitt Strategic Plan for Pitt Athletics

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Immediately following the Retreat, the department formed a Strategic Planning Steering Committee whose objective would be to review the mission, vision, values and key focus areas created at the retreat and utilize them to draft the Strategic Goals that would be at the center of the plan moving forward.

After developing the Six Strategic Goals, the Steering Committee was then charged with leading the effort to develop actionable objectives and strategies to support each Strategic Goal.
The University of Pittsburgh Athletic Department will provide athletic, academic and personal development opportunities to support its student-athletes. We will promote a culture of excellence and diversity, while providing the resources that will enable our student-athletes and staff to achieve the highest levels of success.

It is our mission to develop the best athletic programs and serve as a great source of pride in representing the University of Pittsburgh community, the City of Pittsburgh and our alumni and friends worldwide.

Our Mission

We will inspire pride and build champions in academics, in athletics and in life.

Our Values

- Passion - Give it your all
- Integrity - Do what is right
- Teamwork - We over I
- Trust - Earn it and give it
- Innovation - Set a new standard
- Service - People matter
- Intensity - Never lose focus
- Tradition - Embrace our history

Our Key Focus Areas

- Student-Athlete Experience
- Academic Achievement & Graduation
- Program Integrity
- Competitive Success
- Resource Development
- Engagement & Communication

Our Strategic Plan for Pitt Athletics

Our Mission, Vision, and Values
The STRATEGIC PLAN for Pitt Athletics

STRATEGIC GOAL 1

Compete at a level of athletic excellence measured by championships, ACC finishes, national rankings and the Director’s cup while maintaining program integrity.

Objective 1.1

Achieve athletic excellence by finishing in the top half of all conference standings and qualifying teams and individuals for NCAA postseason to consistently improve our Director’s Cup standing to the top 10% in Division 1 by 2021 as described below:

- 2018-19: 20%
- 2019-20: 15%
- 2020-21: 10%

STRATEGIES

A. Understand how scoring of the Director’s Cup is calculated, track points each season, and share the results with the department.

B. Develop sport-specific championships plans for success to finish in the top half of the conference standings annually.

C. Review current scheduling practices and develop sport-specific non-conference schedules that support selection to ACC & NCAA postseason play.

D. Develop a plan to position all eligible sports to host Conference and NCAA Championships on a regular basis.

Objective 1.2

Provide optimal sports performance services for all student-athletes to train and compete at the highest level.

STRATEGIES

A. Design, evaluate, and enhance sport-specific injury prevention, treatment, and rehabilitation programs to achieve peak performance.

B. Design science-based sport-specific athlete appropriate programs that will enhance athletic performance for all student-athletes.

C. Develop sport-specific championship plans for success to finish in the top half of the conference standings annually.

D. Develop a comprehensive sports nutrition program to meet the individual needs of student-athletes that will include a full-time nutrition staff and first-rate nutrition centers.

E. Review available case precedent and benchmark all compliance efforts relative to Head Coach Responsibility against conference and other peer institutions and implement enhanced procedures that reflect the top tier of those institutions.

F. Implement the agreed upon recommendations from the 2015-16 ACC Compliance Group Review.

Objective 1.3

Maintain a comprehensive compliance program that continues to provide innovative solutions and exceptional service while upholding the expectations of compliance at the NCAA, ACC, and institutional level.

STRATEGIES

A. Conduct a comprehensive assessment of Pitt Athletics’ compliance monitoring systems and develop an enhanced strategic monitoring plan that is reflective of growing trends, best practices of our Power 5 peer institutions and NAAC’s Reasonable Standards.

B. Benchmark all compliance efforts relative to high profile sports and elite athletes against conference and other peer institutions and implement enhanced procedures that reflect the top tier of those institutions.

C. Review available case precedent and benchmark all compliance efforts relative to Head Coach Responsibility against conference and other peer institutions and implement enhanced procedures that reflect the top tier of those institutions.

D. Annually review and enhance educational efforts in a manner that considers current and future national compliance related issues and infractions and which reinforces the shared responsibility of NCAA compliance within the entire athletics organization.

E. Continue to evaluate the functionality of the JumpForward software system to strengthen compliance monitoring and enhance its capabilities to best meet the needs of our student-athletes and staff and in a way that increases efficiencies related to forms and record keeping.

F. Implement the agreed upon recommendations from the 2015-16 ACC Compliance Group Review.
The STRATEGIC PLAN for Pitt Athletics

STRATEGIC GOAL 2

Recruit, develop and retain the best student-athletes, coaches and staff that embody the University’s commitment to diversity and inclusion while supporting their continued growth and success.

STRATEGIES:

A. Develop and implement an evaluation tool/survey for incoming student-athletes to complete upon admission at the institution to assist coaches and administrators in the recruiting process (i.e., identify strengths/weaknesses/areas of improvement in recruiting efforts).

B. Host the first “Recruiting Summit” and bring all head coaches and select staff coaches together to collaborate, share and discuss effective strategies for recruiting prospective student-athletes to the University of Pittsburgh. Establish guiding principles that will aid each sport in their recruiting efforts.

C. Reassess, develop and implement a written recruiting plan for each sport that outlines key objectives and initiatives for recruiting outstanding student-athletes.

D. Evaluate recruiting budgets to ensure that the needs of each sport program are aligned with their respective recruiting plans.

E. Evaluate the recruiting needs of all our sport programs from a graphic design and video perspective to assist and support our sport programs in their recruiting efforts.

F. Support recruiting efforts through a centralized unit that will provide consistent marketing materials and resources related to the Athletic Department, University, Atlantic Coast Conference, and City of Pittsburgh.

G. Assess the current practice in screening prospective student-athletes and develop a tool that may be used during the recruiting process (pre-NLI signing) to evaluate the whole prospective student-athlete (e.g., background, medical/health history, mental health screening, academics, character, etc.).

Objective 2.1

Attract and recruit exceptional student-athletes with high character and a commitment to excellence and hard work.

STRATEGIES:

A. Attract and recruit exceptional student-athletes with high character and a commitment to excellence and hard work.

B. Enhance the current environment to maximize student-athlete development and success holistically.

C. Develop and implement a “code of conduct” (standard) for all student-athletes to adopt, embrace and enforce within the student-athlete population.

D. Implement a student-athlete mentor program to help advance student-athlete development, award recognition, retention and overall success.

E. Assess the current practice in screening prospective student-athletes and develop a tool that may be used during the recruiting process (pre-NLI signing) to evaluate the whole prospective student-athlete (e.g., background, medical/health history, mental health screening, academics, character, etc.).

F. Continue to evaluate the needs of our student-athletes from a mental health standpoint and enhance related support services.

G. Evaluate the recruiting needs of all our sport programs from a graphic design and video perspective to assist and support our sport programs in their recruiting efforts.

H. Support recruiting efforts through a centralized unit that will provide consistent marketing materials and resources related to the Athletic Department, University, Atlantic Coast Conference, and City of Pittsburgh.

I. Assess the current practice in screening prospective student-athletes and develop a tool that may be used during the recruiting process (pre-NLI signing) to evaluate the whole prospective student-athlete (e.g., background, medical/health history, mental health screening, academics, character, etc.).
**Objective 2.3** Attract, develop and retain extraordinary coaches and staff who are committed to a culture of excellence and integrity.

- **Examine and develop** best practices for hiring with a consciousness of diversity and inclusion.
- **Provide competitive compensation packages** to attract and retain top talent that compares favorably to our peer institutions.
- **Invest in the development** of our coaches and staff, and support professional development opportunities.
- **Recognize** exceptional work and talent.

**STRATEGIES:**

A. Examine and develop best practices for hiring with a consciousness of diversity and inclusion.
B. Provide competitive compensation packages to attract and retain top talent that compares favorably to our peer institutions.
C. Invest in the development of our coaches and staff, and support professional development opportunities.
D. Recognize exceptional work and talent.

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**Objective 2.4** Create an environment that embraces diversity and inclusion to enrich the student-athlete, coach and staff member experience while reinforcing the values of a global community.

- **Conduct a diversity assessment** of the Athletic Department to ensure alignment with that of the University’s strategies to enhance diversity and inclusion on campus.
- **Provide and support educational programming** for student-athletes, coaches and staff on diversity and inclusion.
- **Conduct an assessment** of the Athletics Title IX plan to ensure equity and compliance with federal and institutional guidelines while also maximizing opportunities to advance our men’s and women’s athletic programs (e.g., resource allocation, benchmark/review institutional roster limits, etc.).

**STRATEGIES:**

A. Conduct a diversity assessment of the Athletic Department to ensure alignment with that of the University’s strategies to enhance diversity and inclusion on campus.
B. Provide and support educational programming for student-athletes, coaches and staff on diversity and inclusion.
C. Conduct an assessment of the Athletics Title IX plan to ensure equity and compliance with federal and institutional guidelines while also maximizing opportunities to advance our men’s and women’s athletic programs (e.g., resource allocation, benchmark/review institutional roster limits, etc.).
STRATEGIC GOAL

Educate, retain and graduate our student-athletes with an emphasis on achieving academic excellence at a rate that compares favorably within the ACC and nationwide.

Objective 3.1
Assess/evaluate/encourage the recruitment of prospective student athletes who will succeed at a high level academically, as well as athletically, at the University.

- Develop an assessment tool to assist coaches in the recruitment process in predicting academic success of prospective student-athletes.

- Assess and analyze the APR/GR/GSR to identify trends/issues that can impact current results A and annually update action items and improvement plans to resolve or reinforce.

- Establish annual in-person reviews of previous four recruiting classes to identify trends related to eligibility/retention rates and incoming profiles. Establish accountability guidelines for sports whose classes translate to comparatively low APR and GSR rates.

- Review the list of incoming student-athletes prior to enrollment to identify potential academic challenges and to discuss student-specific planning.

- Assess/evaluate/encourage the recruitment of prospective student-athletes who will succeed at a high level academically, as well as athletically, at the University.

Objective 3.2
Assess/enhance the evaluative process and programming initiatives of our current student-athletes to promote their academic success, retention and graduation from the University.

- Establish sport specific APR/GR/GSR benchmarks designed to move each team within the top tier of ACC schools.

- Develop an assessment tool to assist coaches in the recruitment process in predicting academic success of prospective student-athletes.

- Review academic performance of individual teams with Sport Administrators at the conclusion of each academic term with the goal of implementing measures that assist student-athletes, particularly those "at-risk."

- Develop an "at-risk" intervention workshop at the start of each Spring term for all student-athletes who did not meet certain academic goals during the Fall term.

- Evaluate the continuing eligibility certification process to identify how specific course degree applicability information for each student-athlete can be better articulated and kept as part of the official certification record.

- Include language in future head coaches’ contracts that rewards improvement in APR and retention rates.

Objective 3.3
Assess and expand upon monitoring processes related to both a student-athlete’s progress/toward-degree and the University’s principles of academic integrity to promote graduation and academic institutional control.

- Create and distribute graduation plans for all student-athletes upon declaration of a major to ensure clear communication and expectations in regard to class scheduling and receipt of athletic aid.

- Develop a list of the academic integrity monitoring activities that are occurring throughout the academic year, the departments responsible to administer such monitoring and the identification of the groups that receive such information. Evaluate and expand upon that list annually as deemed necessary.

- Establish sport specific APR/GR/GSR benchmarks designed to move each team within the top tier of ACC schools.

- Evaluate the continuing eligibility certification process to identify how specific course degree applicability information for each student-athlete can be better articulated and kept as part of the official certification record.

- Review the list of incoming student-athletes prior to enrollment to identify trends related to eligibility/retention rates and incoming profiles. Establish accountability guidelines for sports whose classes translate to comparatively low APR and GSR rates.

- Review academic performance of individual teams with Sport Administrators at the conclusion of each academic term with the goal of implementing measures that assist student-athletes, particularly those "at-risk."

- Develop an "at-risk" intervention workshop at the start of each Spring term for all student-athletes who did not meet certain academic goals during the Fall term.

- Include language in future head coaches’ contracts that rewards improvement in APR and retention rates.

- Formalize a program to assist in identifying former student-athletes who have not yet graduated in returning to the University to complete their degree through the Degree Completion Program.
The STRATEGIC PLAN for Pitt Athletics

Objective 4.1

Fundraising Revenue – Grow the Pitt Athletics donor base and increase private financial support by prioritizing the following fundraising areas:

- **MAJOR GIFTS**: Support of current capital and program-enhancing projects.
- **ANNUAL GIVING**: Panther Club Athletics Scholarship Fund which helps offset rising scholarship costs.
- **ENDOWMENT & PLANNED GIFTS**: Serving as a long-term revenue source.

**STRATEGIES:**

- **A**: Review, recommend and implement a new premium seating plan at the Petersen Events Center and Heinz Field to maximize annual revenue generated from per seat donations.
- **B**: Increase development staff to meet the needs of aggressive fundraising plans. Implement a measurement system for fundraising activity that evaluates strategic outreach, portfolio management and prospect oversight.
- **C**: Develop and execute strategic stewardship initiatives for major donors, utilizing our student-athletes, coaches and administration to help bolster relationships.
- **D**: Build a pipeline by identifying and cultivating new prospects as well as current donors. Recruit volunteer leadership to help reach alumni and friends not yet engaged.

Objective 4.2

Ticket Sales Revenue - Increase Pitt’s fan base, home event attendance and ticket sales revenue by prioritizing the following key Ticket Sales and Operations focus areas:

- **STRATEGIES:**
  - **A**: Maximize ticket sales revenue by implementing fair, variable and dynamic pricing for football, men’s basketball and women’s basketball.
  - **B**: Maintain an annual season ticket renewal rate of 90% or greater for football, men’s basketball and women’s basketball.
  - **C**: Synchronize football, men’s basketball and Olympic sports ticket sales timelines when possible to enhance our customer outreach and maximize season ticket renewals, new season, single-game, group and corporate ticket sales opportunities.
  - **D**: Sell all suites at Heinz Field and the Petersen Events Center for all games.

**STRATEGIES:**

- **A**: Develop and maintain a broad menu of sales opportunities designed to appeal to new customers and increase new sales (season plans, mini-plans, single-game promotions, etc.).
- **B**: Enhance our ticket sales team and operations to increase our outbound call volume and the number of new customers that we are able to connect with.
- **C**: Collaborate with the Athletics Marketing Office and other University departments to diagnose and outreach to new customers.
- **D**: Develop new single-game promotions designed to attract new customers, increase attendance and ticket sales.
Objective 4.3 Licensing and Merchandising Revenue - Grow Pitt’s Brand and Licensing and Merchandising program by prioritizing the following key focus areas: (1) Brand Identity (2) Product and Licensee Partnership Growth (3) Retail Partnership Growth (4) Sales Growth.

Successful transition to the Pitt Script as the Athletic Department's primary brand identity.

Transition to the Pitt Script in a manner that is inclusive of the entire University.

Work with the Collegiate Licensing Company to engage new licensed partners and increase Pitt licensed products available at retail.

Work with the Collegiate Licensing Company to grow the number of stores offering officially licensed Pitt apparel and products.

- Grow Pitt’s merchandise sales with a specific focus on: Team Store daily sales, event sales, online sales and an increased collaboration with the University Retail Community.
- Collaborate with our official apparel partner and participate in a comprehensive brand analysis to review and evaluate all athletic marks, colors, fonts, numbers and opportunities.
- Maximize licensing, merchandise sales and marketing opportunities with official apparel partner.

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Objective 4.4 Sponsorship Revenue – In partnership with IMG College, annually be one of the top 25 athletic programs nationally within IMG College’s network in sponsorship value.

Achieve gross sponsorship sales that provide annual new revenue share.

Collaborate with University Community partners and leaders to maximize current and develop new sponsorship opportunities.

Assess facilities, game day events and marketing initiatives to diagnose and activate new sponsorship and partner engagement opportunities that provide new revenue.

Diagnose and implement new technology solutions that increase and improve partnership, fan experiences and revenue.

- Increase trade sponsorship goals to grow support of Athletic Department business initiatives and decrease annual operating costs.
- Evaluate and consider new initiatives and technology that enhance the gameday experience (seat upgrades, premium seat availability, 50/50 raffles, etc.).

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Objective 4.5 Game Day Revenue – Grow our home event revenue generation while enhancing the fan experience.

Develop a home events revenue measurement tool that will include ticket sales, merchandise sales, concessions and suite orders to assist with event day revenue goal setting and evaluation.

Strategically evaluate team competition schedules, development and marketing events, as compared to University and city events to avoid conflicts and growth ticket sales and attendance.

Develop a formalized system for Equipment Services, Event Management, Licensing and Marketing to strategically collaborate prior to home events to grow retail sales and concessions.

Initiate a regular and consistent evaluation of concession and retail options.

- Successfully transition to the Pitt Script as the Athletic Department's primary brand identity.
- Work with the Collegiate Licensing Company to engage new licensed partners and increase Pitt licensed products available at retail.
- Work with the Collegiate Licensing Company to grow the number of stores offering officially licensed Pitt apparel and products.
Objective 5.1

Create a system that further promotes cost containment by allowing sports and units to build reserves through the partial retention of year-end surpluses.

Continuously refine the department’s multi-year financial plan to identify opportunities for future investment and growth.

Develop an enhanced shadow system that enables more timely and comprehensive information updates.

STRATEGIES

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B

C

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G

Objective 5.2

Revise and distribute a complete organizational chart with description of specific areas of responsibility for each unit.

Update the staff directory on PittsburghPanthers.com to include bios and photographs for all staff members and coaches.

Review current position classification structure and update as necessary.

Maintain and update concise job descriptions and expectations for every employee.

Explore financing options to support capital initiatives.

A

B

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G

Prioritize and allocate our resources with a focus on the growth and success of our athletic programs and infrastructure.

Refine the existing budget process to ensure financial resources are utilized and deployed in a strategic and responsible manner that aligns with department and institutional goals.

Emphasize greater communication and transparency regarding the overall budget process.

Build and replenish the operating and capital reserve accounts to meet high priority needs and allow for greater flexibility.

Utilize benchmarking and gap analysis to ensure sports and units are properly positioned to allow for growth and success.

Develop an enhanced shadow system that enables more real-time, readily accessible budget information and status updates.

Build and replenish the operating and capital reserve accounts to meet high priority needs and allow for greater flexibility.

Continuously refine the department’s multi-year financial plan to identify opportunities for future investment and growth.

Explore financing options to support capital initiatives.

Create a system that further promotes cost containment by allowing sports and units to build reserves through the partial retention of year-end surpluses.

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Develop an enhanced shadow system that enables more real-time, readily accessible budget information and status updates.

Build and replenish the operating and capital reserve accounts to meet high priority needs and allow for greater flexibility.

Continuously refine the department’s multi-year financial plan to identify opportunities for future investment and growth.

Explore financing options to support capital initiatives.

Create an organization that has clearly defined and communicated structure, classification and expectations to strategically deploy our personnel in the most efficient and effective manner.

Review current position classification structure and update as necessary.

Maintain and update concise job descriptions and expectations for every employee.

Employ effective and continuous use of performance management throughout the year to ensure timely feedback and completion of annual appraisals for every employee.

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Objective 5.3

Through careful planning, upgrades and capital investment – improve our facilities and operations to enhance our competitive excellence, strengthen our support network for student-athletes and coaches and improve the game day experience.

STRATEGIES

A

B

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D

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F

Develop a comprehensive facilities master plan.

Design and implement a multi-year capital renewal plan.

Design and implement a multi-year maintenance plan.

Develop a comprehensive facility project management strategy that is used throughout the Athletic Department.

Develop a comprehensive game operations strategy that is standardized across all sports.

Establish a centralized software system to facilitate scheduling of facilities and resources.

Objective 5.4

Establish and support a culture that embraces the use of innovative technology to enhance communication, processes, operations and efficiencies.

STRATEGIES

A

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C

D

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F

Develop a technology master plan that is integrated and aligned with the department’s strategic goals.

Leverage partnerships and expertise within the university community to promote efficiency and maximize resources.

Promote technology to streamline administrative operations and systems.

Research and develop plans to best position the Athletic Department for future broadcast and digital platforms.

Establish a comprehensive game operations strategy that is standardized across all sports.

Develop a comprehensive technology master plan that is integrated and aligned with the department’s strategic goals.

Objective 5.5

Develop a departmental process by which policies and procedures are documented, maintained, communicated and updated to ensure consistency and transparency throughout the organization.

STRATEGIES

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C

D

E

F

Utilize existing policies and procedures (Athletics, University, ACC, NCAA, etc.) to formalize a comprehensive policies and procedures manual for Pitt Athletics.

Continuously analyze policies and procedures and gather systematic feedback aimed at identifying strengths, weaknesses and opportunity for growth.

Clearly communicate policies and procedures on a consistent basis.

Centrally host the complete policies and procedures manual in an easily accessible location.

Design and implement a multi-year capital renewal plan.

Design a technology master plan.

Develop a comprehensive facility project management strategy that is used throughout the Athletic Department.

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Development of a comprehensive facilities master plan.

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Development of a comprehensive facilities master plan.
Unify our Pitt Alumni and friends worldwide and inspire pride through enhanced collaboration, communication and engagement.

Objective 6.1
Continue to build strong relationships within the university community.

- Develop a plan to enhance brand and event awareness on campus as well as community partners in Oakland.
- Develop an athletics student group that is charged with increasing and encouraging student attendance at all athletic sporting events.
- Identify opportunities at home contests for campus groups to be involved.

Objective 6.2
Build, develop and foster experiences with past, present and future Panthers.

- Enhance the student experience with an increased collaboration between student affairs and athletics.
- Use our facilities and special events to celebrate our history.
- Restructure Varsity Letter Club membership to increase engagement of graduating student athletes and alumni.
- Implement a Young Alumni season ticket program for football and basketball.

Objective 6.3
Establish an unwavering commitment to unifying the Pitt brand.

- Identify key units on campus in an effort to broadly integrate the Pitt script logo.
- Develop specifications for student groups to incorporate the Pitt Script.
- Create a style guide for staff and coaches for proper usage of the logo and colors.
- Establish an in-house graphics department.

STRATEGIES:

A. Implement a branding tradition plan that accounts for all Athletic Department administrative functions, facilities, equipment, apparel and licensing/merchandising.
B. Create a style guide for staff and coaches for proper usage of the logo and colors.
C. Establish an in-house graphics department.
D. Develop specifications for student groups to incorporate the Pitt Script.
E. Restructure Varsity Letter Club membership to increase engagement of graduating student athletes and alumni.
F. Implement a Young Alumni season ticket program for football and basketball.
Objective 6.4  Create a memorable game day experience for fans at all events.

- Evaluate, consider and invest in new initiatives and technology that enhance the game day experience.
- Partner and strategize with our sponsors and rights holder to interact with our fans during games.
- Work with the Panther Fans Experience Committee to evaluate and improve game day experience at all sports.

STRATEGIES:

A. Evaluate, consider and invest in new initiatives and technology that enhance the game day experience.
B. Partner and strategize with our sponsors and rights holder to interact with our fans during games.
C. Work with the Panther Fans Experience Committee to evaluate and improve game day experience at all sports.

Objective 6.5  Grow regional and national media coverage of all individual athletics programs.

- Initiate a regular “Pitt Athletics Show” that will feature news and guests from across Pitt’s entire sports spectrum.
- Utilize our football home broadcast schedule to have one Olympics coach and/or student-athlete on during the IMG pregame show.
- Focus on strengthening “cross-promotional” efforts across each of our social media platforms.
- Host Olympic sports media days for the fall, winter and spring.
- Explore a collaborative endeavor with ROOT SPORTS Pittsburgh that would create a weekly magazine-style television show for Pitt Athletics.

STRATEGIES:

A. Initiate a regular “Pitt Athletics Show” that will feature news and guests from across Pitt’s entire sports spectrum.
B. Utilize our football home broadcast schedule to have one Olympics coach and/or student-athlete on during the IMG pregame show.
C. Focus on strengthening “cross-promotional” efforts across each of our social media platforms.
D. Host Olympic sports media days for the fall, winter and spring.
E. Explore a collaborative endeavor with ROOT SPORTS Pittsburgh that would create a weekly magazine-style television show for Pitt Athletics.
**STRATEGIC GOALS SUBCOMMITTEES**

**STRATEGIC Goal 1**

Compete at a level of athletic excellence measured by championships, ACC finishes, national rankings and the Director’s Cup—while maintaining program integrity.

Subcommittee Co-Chairs: Marcus Bowman and Jen Tuscano

Athletic Department Staff

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<tr>
<th>Subcommittee Co-Chairs</th>
<th>Zac Saunders and Penny Semaia</th>
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<td>Athletics Department Staff</td>
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<tr>
<td>Tricia Adamczyk, Coordinator of Marketing</td>
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**STRATEGIC Goal 3**

Educate, retain and graduate our student-athletes with an emphasis on achieving academic excellence at a rate that compares favorably within the ACC and nationwide.

Subcommittee Co-Chairs: Susan Albrecht and Mike Farabaugh

Athletic Department Staff

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<tr>
<td>Associate Athletic Director, Ticket Sales and Operations</td>
<td>Pat Bostick, Chief Creative Officer</td>
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**STRATEGIC Goal 4**

Strengthen our recruiting base in order to facilitate championship level success across the athletic department.

Subcommittee Co-Chairs: Taylor Francis, Women’s Soccer

Faculty

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<td>Mike Episportun, Faculty Department of Sociology and Social Sciences</td>
<td>Mary Beth George, Assistant Strength &amp; Conditioning Coach, Women’s Basketball</td>
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**STRATEGIC GOALS SUBCOMMITTEES**

**STRATEGIC Goal 2**

Recruit, develop and retain the best student-athletes, coaches and staff that embody the University’s commitment to diversity and inclusion while supporting their continued growth and success.

Subcommittee Co-Chairs: Zac Saunders and Penny Semaia

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**STRATEGIC GOALS SUBCOMMITTEES**

**STRATEGIC Goal 4**

Strengthen our recruiting base in order to facilitate championship level success across the athletic department.

Subcommittee Co-Chairs: Maureen Anderson and Chris Ferris

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**STRATEGIC GOALS SUBCOMMITTEES**

**STRATEGIC Goal 3**

Educate, retain and graduate our student-athletes with an emphasis on achieving academic excellence at a rate that compares favorably within the ACC and nationwide.

Subcommittee Co-Chairs: Susan Albrecht and Mike Farabaugh

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The STRATEGIC PLAN for Pitt Athletics 28
Pursue and allocate our resources with a focus on the growth and success of our athletic programs and infrastructure.

**Subcommittee Co-Chairs:** Jeff Irwin and Wendy Meyers

**Athletic Department Staff**
- John Abrams, Associate Athletic Director, Facilities & Operations
- Marian Clark, Director of Operations/Senior Assistant Coach, Swimming and Diving
- Jess Edle, Coordinator of Facilities & Operations
- Dan Fisher, Head Coach, Volleyball
- Colleen Hague, Equipment Manager
- Terry Kanowski, Assistant Coach, Gymnastics
- Amy Lempert, Administrative Operations Specialist
- Matt Pluta, Assistant Athletic Director, Media Relations
- Tony Saleski, Executive Associate Athletic Director for Coaches and Performance/Head Athlete Trainer
- Tilly Sheets, Academic Counselor, BIBB
- Brian Tempilien, Video Director, Olympic Sports
- Brad Townsend, Band Director
- Ryan Varley, Assistant Athletic Director for Business and Finance
- Kelly Zitz, Director of Student Athletics

**Student-Athletes**
- Dan Foris, Wrestling

**University Staff**
- Owen Cooks, Associate Vice-Chancellor, Planning, Design and Construction, Facilities Management
- Thurman Wingrove, Controller, Office of the Chief Financial Officer

**Subcommittee Co-Chairs:** Chris Bain and Chris LaSala

**Athletic Department Staff**
- Matt Alosi, Assistant Band Director
- EJ Borghetti, Executive Associate Athletic Director for Media Relations
- Sam Clancy, Coordinator of Varsity Letter Club
- Mark Diethorn, Director of Recruiting, Football
- Craig Dyer, Associate Head Coach, Volleyball
- Casey Garrow, Coordinator of Fan Engagement and New Media
- Seth Graham, Information Technology Support Analyst
- Bob Junko, Director of Football Relations & Program Enhancement
- Julie Jurich, Assistant Director of Media Relations
- Joe Lassi, Coordinator of Marketing
- Ryan Maerder, Assistant Director of Marketing
- Jen Nock, Assistant Director of Business Operations
- Theresa Nuess, Head Coach, Cheer and Dance
- Tony Przy, Marketing and Development Coordinator
- Celeste Welsh, Media Relations Coordinator

**Student-Athletes**
- Dom Foris, Wrestling

**University Staff**
- Kenny Donaldson, Director of Regional Clubs & Advocacy, Alumni Association
- Kevin Sheehy, Director of Auxiliary Finance and Director of Parking, Transportation, and Services

**INSPIRE PRIDE. BUILD CHAMPIONS.**
UNIVERSITY OF PITTSBURGH
Department of Athletics

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