



VALPARAISO ATHLETICS MISSION

Supporting the traditions and heritage of Valparaiso University, the Department of Athletics prepares our students to lead and serve through exceptional experiences in athletics.



VALPARAISO ATHLETICS VISION

Valparaiso Athletics will be renowned for creating champions in competition, the classroom, and the community.

CHAMPIONS: Students will compete with passion and contribute positively to society by preparing for a life of integrity, leadership, and service.

COMPETITION: Students will engage in a fulfilling competitive culture, striving for continuous improvement and the achievement of team and individual goals.

CLASSROOM: Students will reach their full potential academically, developing a passion for learning while working with persistence toward graduation.

COMMUNITY: Students will participate and contribute positively to the life of the campus and broader communities.



VALPARAISO ATHLETICS CORE VALUES

Student Well-being

We are committed to the health, safety, and athletic, academic, and personal growth of the students.

Character & Integrity

We hold ourselves accountable to the highest standards of sportsmanship as well as professional and personal conduct.

Stewardship

We are committed to being trustworthy stewards of the reputation of the University, the experiences of the students, and the resources we manage.

Respect

We believe that respect for people, their personal identity, differences, and beliefs is an undeniable tenet that guides our professional and personal interactions



A STRATEGIC PLAN

VALPARAISO ATHLETICS

2012-2017

The Strategic Plan identifies six categories of Goals followed by a series of recommended Strategies and specific Action Steps that should be undertaken to achieve those goals. Strategies and Action Steps to be implemented within the first twenty-four months of the Plan are listed herein along with more long term Strategies and Action Steps (*highlighted in italics*) that are recommended for implementation in years three through five of the Plan.

To ensure and facilitate consistent administration of the Strategic Plan, it is essential to assess what Valparaiso needs to provide in order to achieve its vision for its intercollegiate athletics program. Conducting a comprehensive study of athletics program support provided by Horizon League and University peer institutions will provide benchmark data for use in setting goals in each of the five categories identified in the Plan. A task force should be appointed to gather this data and distribute it to key university leaders and groups involved in the strategic planning effort. Among the areas that should be surveyed are: facilities, operating budgets, scholarship support, staff support, support areas (Training Room Weight Room, Academic Support), compliance office and staff compensation.

Once data has been gathered and needs are determined, the University can go about the process of identifying the levels of institutional support needed to successfully implement the Plan.

CATEGORY 1: STUDENT-ATHLETE WELL-BEING

Goal 1.1: Prioritize the student-athlete experience.

Goal 1.2: Ensure the safety of each student-athlete.

Goal 1.3: Create an athletics experience for students that results in positive feelings towards the University.

Strategy 1.A: Create an environment for students that foster a positive athletics experience at the University. Impact of support programs to be evaluated: Sports Medicine, Academic Support, Event Management, Weight Room, Equipment Room, Facilities Management.

Action Step 1.A.i: Survey coaches and student-athletes on what is needed from the support programs for each sport.

Action Step 1.A.ii: Examine benchmark data on levels of service and staff support among comparable schools and peers.

Action Step 1.A.iii: Develop and implement a plan to improve support programs for each sport.

Action Step 1.A.iv: *Track and report upon progress.*

Strategy 1.B: *Improve student-athlete support programs. Areas of emphasis include: Nutrition and Wellness, Sports Psychology, Minority Student-Athlete experience, Mentoring, and Academic Support.*

Action Step 1.B.i: *Survey student-athletes on their needs and experiences related to support programs and make recommendations as needed.*

Action Step 1.B.ii: *Gather data from Dining Services, Health Center, Counseling Center, etc.*

Action Step 1.B.iii: Track and report upon progress.

Strategy 1.C: Upgrade student-athlete spaces. Areas of emphasis include: Locker Rooms, Academic Areas, Sports Medicine, Weight Room.

Action Step 1.C.i: Survey coaches and student-athletes to determine adequate amenities for each area.

Action Step 1.C.ii: Examine benchmark data on facility space at comparable schools and peers.

Action Step 1.C.iii: Track and report upon progress.

Strategy 1.D: Improve safety for all student-athletes.

Action Step 1.D.1: Identify and document safety concerns

Action Step 1.D(1).i: Develop focus group to evaluate purchase/replacement policy for equipment.

Action Step 1.D(2).ii: Create task force to evaluate enhancing amenities of Sports Medicine Dept.

Action Step 1.D(3).iii: Risk assessment of athletic facilities.

Strategy 1.E: Assess the student-athlete's experience.

Action Step 1.E.i: Survey/exit interviews with every departing student-athlete.

Action Step 1.E.ii: Survey interview with student-athletes at conclusion of sophomore year (academic).



CATEGORY 2: COMPETITIVENESS

Goal 2.1: Finish in the top 3 in the McCafferty Cup while winning it at least once every four years.

Goal 2.2: Basketball programs are regular participants in the NCAA Tournament.

Goal 2.3: Two additional sports annually compete in the NCAA Championships.

Goal 2.4: Finish in the top 3 in the Pioneer Football League while winning the Championship at least once every four years.

Goal 2.5: An increasing number of student-athletes and coaches participate in NCAA Championships or win national and/or conference individual honors.

Strategy 2.A: Review the intercollegiate sports mix to determine optimal number of sports, and scholarship sports, which will enhance the vision of creating an exceptional student experience.

Action Step 2.A.i: Appoint a task force to review the number and mix of sports and determine what is appropriate in order to meet the competitive goals of the University.

Action Step 2.A.ii: Examine peer data and develop a plan and series of goals to improve the competitiveness of each program. (address facilities, operating budgets, scholarships, staff support, etc.).

Action Step 2.A.iii: Develop and gain institutional approval for implementation of the task force's recommendation.

Action Step 2.A.iv: Complete implementation of the task force's recommendation.

Strategy 2.B: Increase scholarship support for Flagship sports to NCAA limit and other sports to Horizon League average.

Action Step 2.B.i: Determine cost of adding scholarships.

Action Step 2.B.ii: Design and implement a program to grow private support to cover scholarship costs.

Action Step 2.B.iii: Complete funding of scholarships.



CATEGORY 3: ACADEMICS

Goal 3.1: Valpo student-athletes have a 5-year graduation rate higher than the general student body and Graduation Success Rates of 90% or better for all teams.

Goal 3.2: Valpo leads the Horizon League in programs that achieve NCAA Public Recognition with all teams having an APR above the national average for their sport.

Goal 3.2: 40% of all Valpo student-athletes have cumulative GPA of 3.25 or better.

Goal 3.4: Valpo student-athletes are recognized by the community and their peers for academic success.

Strategy 3.A: Recognize and accommodate student-athlete academic and athletics obligations and schedules through campus-wide collaboration.

Action Step 3.A.i: Prior to each semester, communicate to coaches and student-athletes critical dates on the academic calendar.

Action Step 3.A.ii: Prior to each semester, organize a meeting with campus officials, faculty, etc. to build awareness of scheduling challenges and to determine if there are ways to accommodate student-athletes' scheduling challenges.

Action Step 3.A.iii: Prior to each semester, organize a meeting of key individuals to determine facility availability and communicate limitations to campus officials and faculty.

Strategy 3.B: Recruit student-athletes with an academic/personal profile that will translate into success at Valpo.

Action Step 3.B.i: Create an academic personal profile.

Action Step 3.B.ii: Determine the definition of a culture of success at Valpo.

Action Step 3.B.iii: Develop academic profile questions (institutional fit) for exit interviews for all student-athletes leaving Valpo.

Action Step 3.B.iv: Develop recruiting strategies that will help identify and enroll prospective student-athletes that meet Valpo's academic/personal profile.

Strategy 3.C: *Implement a comprehensive Life Skills program.*

Action Step 3.C.i: Conduct a needs assessment for the Life Skills Program.

Action Step 3.C.ii: Develop and implement a plan to improve the Life Skills Program.

Strategy 3.D: *Improve Academic Support Program.*

Action Step 3.D.i: Collaborate and coordinate with existing campus support programs to develop better and more complete tracking, monitoring, and support tools for student-athlete academic progress.

Action Step 3.D.ii: Create and maintain a computer Lab/Study Center for student-athletes.

Strategy 3.E: Publicly recognize exceptional student-athlete academic achievement.

Action Step 3.E.i: Develop a list of external constituents to be informed of academic achievement.

Action Step 3.E.ii: Gather and determine components of what is to be reported.

Action Step 3.E.iii: Determine platforms for information delivery.



Strategy 3.F: *Communicate academic data to the university community (including head coaches).*

Action 3.F.i: *Develop a list of internal constituents to be informed of academic achievement.*

Action 3.F.ii: *Gather and determine components of what is to be reported.*

Action 3.F.iii: *Determine platforms for information delivery.*



CATEGORY 4: OUTREACH-REPUTATION

Goal 4.1: Represent the University consistent with its mission and values.

Goal 4.2: Instill a sense of pride in the University through athletics excellence.

Goal 4.3: Build community support for the University.

Goal 4.4: Generate positive perceptions and messages suitable for University marketing and promotion.

Strategy 4.A: Make each sport a compelling and unique experience (more than the game!) for fans and make this effort a community-wide discussion.

Action Step 4.A.i: Appoint an oversight group with game management responsibilities for the basketball programs (concessions, restrooms, parking, ticketing, messageboard, security, band, cheerleaders, etc.).

Action Step 4.A.ii: *Appoint an individual(s) to manage a process to improve the game experience for the sports other than basketball and communicate the appointment to an oversight group with game management responsibilities (concessions, restrooms, parking, ticketing, messageboard, security, band, cheerleaders, etc.).*

Action Step 4.A.iii: Accountable individual(s) brings key parties together to develop a plan to improve the game experience.

Action Step 4.A.iv: *Create a committee charged with creating an experience for each and every sport.*

Action Step 4.A.v: Have 80% of fan surveys score 9s and 10s on a scale of 1-10.

Action Step 4.A.vi: Create a VIP/hospitality experience where appropriate.

Action Step 4.A.vii: Provide opportunities for player/coach interactions with fans.

Action Step 4.A.viii: Incorporate history and traditions.

Action Step 4.A.ix: Create events around the event.



Strategy 4.B: *Be consistent with the standards that have been established for the Valpo "brand".*

Action Step 4.B.i: *Establish a group responsible for image priorities within athletics to support and manage department-wide ownership of the athletics brand.*

Action Step 4.B.ii: *Create consistent look/colors across all sports for uniforms.*

Action Step 4.B.iii: *Reevaluate the apparel/uniform company deal.*

Strategy 4.C: *Effectively communicate with campus and community members on athletics events and student-athlete achievements.*

Action Step 4.C.i: *Develop a campus delivery system for events (i.e. signage boards on 30, campus boards).*

Strategy 4.D: Educate student-athletes and staff on their responsibilities as highly public representatives of Valparaiso University.

Action Step 5.D.i: Develop and implement a media training program that is suitable for all student-athletes and head coaches.

Action Step 5.D.ii: Develop and implement for all student-athletes and staff an on-going educational program on the code of conduct.

Strategy 4.E: *Improve alumni engagement.*

Action Step 5.E.i: *Develop and implement a program that focuses upon building support for athletics among former student-athletes (lettermen).*

Strategy 4.F: *Develop and implement a comprehensive civic engagement/community outreach plan.*

Action Step 4.F.i: *Utilizing University and departmental resources, develop an appropriate staffing model to support the plan.*



Action Step 4.F.ii: *Develop relationships with not for profits in the community and define the position.*

Strategy 4.G: *Expand and coordinate sports camp program.*

Action Step 4.G.i: *Create a sports camp coordinator that will work with the Union/rest of campus.*

Action Step 4.G.ii: *Establish consistent sports camp policies.*

Strategy 5.H: *Maximize media coverage.*

Action Step 4.H.i: *Promote Horizon League Network to the general public/campus community.*

Action Step 4.H.ii: *Develop relationships with Communication, PE, and Business departments to create internships for student-athletes.*

Action Step 4.H.iii: *Produce more documentaries/features of athletic programs by students/interns.*

Action Step 4.H.iv: *Work with WVUR to webstream all campus radio programming.*

Action Step 4.H.v: *Live broadcasts of all home sporting events on HLN.*

Action Step 4.H.vi: *Analyze and evaluate the Valpo Sports Radio Network.*

Action Step 4.H.vii: *Look into and analyze benefits/drawbacks of television packages in Chicago markets.*

Action Step 4.H.viii: *Create own media market in NW Indiana.*



CATEGORY 5: COMPLIANCE

- 5.1 Support a complete understanding of University and NCAA rules.**
- 5.2 Support full compliance with NCAA rules and guidelines.**
- 5.3 Continue commitment to Title IX and Gender Equity guidelines.**
- 5.4 Prepare for NCAA Certification and self-study.**

Strategy 5.A: Enhance NCAA and University rules education.

Action Step 5.A.i: Provide regular and varied rules education for coaches, staff, and student-athletes.

Action Step 5.A.ii: Provide regular and varied rules education for university community (faculty, staff).

Action Step 5.A.iii: Provide regular and varied rules education for external constituents (Alumni, representatives of athletics interests, etc.).

Action Step 5.A.iv: Provide training and educational opportunities for Compliance Staff.

Action Step 5.A.v: Provide sportsmanship and ethics training for staff and student-athletes.

Strategy 5.B: *Provide a level of staffing in the Compliance Office that meets the needs of a program of Valpo's scope sufficient to meet the goal statement.*

Action Step 5.B.i: *Examine benchmark data for compliance staffing at comparable schools and peers.*

Action Step 5.B.ii: *Benchmark duties/services of compliance office and institutional staff.*

Strategy 5.C: Effectively monitor compliance.

Action Step 5.C.i: Enhance and coordinate monitoring of recruiting activities (phones, visits, contacts, etc.).

Action Step 5.C.ii: Enhance and coordinate monitoring of social media.

Strategy 5.D: Comply with Title IX/Gender Equity guidelines.

Action Step 5.D.i: Hire an outside consultant to assist in conducting a needs assessment for Title IX compliance.

Action Step 5.D.ii: *Develop and implement 5-year plans for Title IX compliance; Minority issues; gender equity.*

Action Step 5.D.iii: *Provide staff and student-athlete diversity training.*



CATEGORY 6: RESOURCES

- 6.1** Establish a sustainable financial model that supports the objectives of the athletics strategic plan.
- 6.2** Manage costs so that expense growth is aligned with other sectors of the campus.
- 6.3** Provide and maintain facilities capable of supporting the athletics strategic plan.
- 6.4** Maintain a departmental staff capable of supporting the athletics strategic plan.

Strategy 6.A: Maximize current revenue streams.

Action Step 6.A.i: Ticket sales - Increase sales through event promotion and group sales for all sports. Explore opportunities to: outsource ticket sales and operations, leverage technology and social media to market to young families/fans.

Action Step 6.A.ii: *Facilities rental - Identify appropriate opportunities to expand Athletic facilities (all) rentals during off-peak use and establish use policies.*

Action Step 6.A.iii: *Guarantees - Determine appropriate level of game guarantees and a financial template and approval process to ensure financial viability of proposed guarantee arrangement.*

Action Step 6.A.iv: *Camps & Clinics - Explore opportunities to maximize revenues from sports camps and clinics.*

Action Step 6.A.v: Expand the corporate partners program; explore opportunities for renewable naming rights.

Strategy 6.B: *Create new revenue streams.*

Action Step 6.B.i: *Examine athletics revenue data from comparable/peer institutions; identify best practices and innovative approaches to creating potential new revenue streams.*

Action Step 6.B.ii: *Explore the financial and public relations value of a Valpo branded on-line network for live and archived sports events.*

Strategy 6.C: *Improve budget management.*

Action Step 6.C.i: *Explore renegotiation of equipment/apparel contract and assess market alternatives.*

Action Step 6.C.ii: *Review cost structure throughout the Athletics support functions to identify opportunities to partner for cost savings (i.e. Travel, Dining, Facilities Management, etc.).*

Action Step 6.C.iii: *Explore opportunities to enhance staffing through student internships/externships.*

Strategy 6.D: Provide a fund raising organization/structure that maximizes giving to athletics.

Action Step 6.D.i: Identify, prioritize, and articulate fundraising needs and work to develop and implement a plan to promote the goal of growing and stewarding the financial resources necessary to meet those needs.

Action Step 6.D.ii: Develop and implement an annual giving plan to promote the goal of increasing revenue to support the annual operating budget.

Action Step 6.D.iii: Examine data from comparable/peer institutions to help make informed planning decisions, develop new and innovative strategies and initiatives, and improve fundraising processes and systems in areas such as: ticket access and fundraising; policies, procedures, and guidelines for athletics fundraising; athletics fundraising personnel; identifying and cultivating athletics prospects.

Strategy 6.E: *Improve facilities upkeep and maintenance.*

Action Step 6.E.i: *Examine benchmark data for comparable/peer institutions and identify optimal levels of staffing for all Athletic venues, indoor and outdoor.*

Action Step 6.E.ii: *Review alternative reporting structures for staff with dedicated assignment to Athletics facilities and grounds.*

Strategy 6.F: Compensate coaches/staff at or above the median level of compensation among peer institutions.

Action Step 6.F.i: Examine benchmark data on coach and staff salaries at comparable/peer institutions.

Action Step 6.F.ii: Create a plan for reaching compensations targets and begin to move toward them.

Strategy 6.G: Improve staff effectiveness and performance.

Action Step 6.G.i: Organize a staff structure to support and encourage accountability and clarify roles.

Action Step 6.G.ii: *Provide opportunities for professional growth for coaches and staff, including training, career pathing, and job sequencing.*

Action Step 6.G.iii: *Implement University policies and procedures regarding performance reviews; provide opportunities to give 360 degree feedback.*

