



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

2017-2022

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 next 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.

The initial Athletics Strategic Plan was created through a comprehensive process involving all areas of the Athletics Department. Feedback and comment was solicited from all areas of University community. The original plan was endorsed by the University Board of Directors in October 2012.

The Athletics Strategic Plan 2017-2022 is the updated and revised version of the original plan created in 2012. Revisions have been made Categories 4 and 5. Additional categories will be reviewed during the coming year. Completed action steps were removed and new action steps added. The revision process was conducted by a broad group of Athletics Department staff directly involved in the implementation and management of the plan and reviewed by the head coaches.

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 spaces be evaluated: Sports Medicine, Academic Support, Event Management, Locker Rooms, Weight Room, Equipment Room, and Facilities Management.

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

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

Action Step 1.A.iii: Develop and implement a plan to improve support programs and spaces 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: Improve safety for all student-athletes.

Action Step 1.C.i: Identify and document safety concerns in the following areas: facilities, health and personal safety, and event and building management.

Action Step 1.C ii: *Develop focus group to evaluate purchase/replacement policy for equipment.*

Action Step 1.Ciii: Create task force to evaluate policies, procedures, and amenities of the Sports Medicine Department.

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

Action Step 1.D.i: *With the Committee on Intercollegiate Athletics (CIA), create a procedure for survey/exit interviews with every departing student-athlete.*

Action Step 1.E.ii: *With the CIA, create a procedure to survey 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: Develop a plan of support for the University's Strategic Plan Objective 3.6 while enhancing the vision of providing intercollegiate athletic programs that compete for team championships, provide opportunities for student-athletes to secure individual championships, and create exceptional student experiences.

Action step 2.A.i: Establish criteria to compete for conference championships at the team level in the sports of Baseball, Men's and Women's Basketball, Bowling, Football, Men's and Women's Golf, Men's and Women's Soccer, Softball, Men's and Women's Tennis, and Volleyball.

Action step 2.A.ii Establish criteria that support students' opportunity to win individual championships in the sports of Men's and Women's Cross Country, Men's and Women's Swimming, Men's and Women's Track and Field.

Action step 2.A.iii: Develop a plan to implement the University's strategic goal 3.6, fielding 21 varsity intercollegiate teams

Strategy 2.B: Increase scholarship support for Horizon League priority sports and bowling to the NCAA limit, remaining team championship sports to Horizon League averages, and individual championship sports to appropriate levels.

Action step 2.B.i: Determine the number and costs of the required additional scholarships at each level.

Action step 2.B.ii Develop funding strategy, in consultation with Vice-President for Enrollment Management, for the additional scholarships at each level.

Action step 2.B.iii: In conjunction with the University's current fundraising campaign, implement a program to grow private support to endow scholarship costs.

Strategy 2.C: Improve Athletics facilities in accordance with the University's strategic goal 3.4:

Action Step 2.C.i: Develop program and preliminary design for a new Recreation Center and Athletic Field on the former Porter Hospital property.

Action Step 2.C.ii: Develop and execute a funding model to construct the new Recreation Center and Athletic Field.

Action Step 2.C.iii: Identify and prioritize additional investments in athletics facilities that will assist in meeting Objective 3.4 of the current University Strategic Plan

Action step 2.C.iv: Develop and execute a funding model to construct those facilities.



CATEGORY 3: ACADEMICS

Goal 3.1: Valpo student-athletes have a 4-year average federal 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: In collaboration with the Committee on Intercollegiate Athletics, build awareness of scheduling challenges and determine if there are ways to accommodate student-athletes' scheduling challenges.

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

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

Action Step 3.B.ii: *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: *Communicate academic data to the university community (including head coaches).*

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

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

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

Strategy 3.F: *Establish a mentoring program to enhance the academic success of minority, international, and first generation student-athletes.*

Action Step 3.F.i: *Establish partnerships with on-campus programs, departments, and individuals.*

Action Step 3.F.ii: *Establish program that involves alumni and community leaders.*

Action Step 3.F.iii: *Establish peer mentoring program.*

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: Be consistent with the standards that have been established for the Valpo "brand".

Action Step 4.A.i *Create consistent look/colors across all sports camps.*

Action Step 4.A.ii: Reevaluate the apparel/uniform company deal.

Action Step 4.A.iii: Develop standards for signage and advertising displayed at athletics events. Signs should have a quality control process to ensure correct spelling, logos and branding are used.

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

Action Step 4.B.i: Develop and implement a social media training program that is suitable for all student-athletes, head coaches, and staff.

Action Step 4.B.ii: Develop process to review and monitor athletics social media accounts.

Strategy 4.C: Improve alumni engagement.

Action Step 4.C.i: Develop and implement a program that focuses upon building support for athletics among former student-athletes (lettermen).

Action Step 4.C.ii In cooperation with the Alumni Association, create additional opportunities to promote ValpoAthletics.com and broadcast partners.

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

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

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

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

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

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

Strategy 4.F: Maximize media coverage.

Action Step 4.F.i: Promote and enhance live broadcasts of all home sporting events.

Action Step 4.F.ii: Analyze and evaluate the Valpo Sports Radio Network.-

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

Action Step 4.F.iv: *Create two separate roles in Sports Information department. One for sports information and one for media relations.*

Action Step 4.F.v: Work with IMC to better integrate athletics messaging into University messaging.

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.

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

Action Step 5.A.i: Create orientation program for new athletics staff.

Action Step 5.A.ii: Create a comprehensive annual orientation for all student-athletes.

Action Step 5.A.iii: Create a comprehensive annual orientation for all returning student-athletes.

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

Action Step 5.A.v: *Create an updated athletics compliance policy and procedure manual.*

Strategy 5.B: Provide a university structure that meets the needs of a program of Valpo's scope sufficient to meet the goal statement.

Action Step 5.B.i: Create policies consistent with industry best practices in certifying student-athlete eligibility.

Action Step 5.B.ii: *Create policies consistent with industry best practices in awarding and certifying student-athlete financial aid.*

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 and auditing of recruiting activities (phones, visits, contacts, etc.).

Action Step 5.C.ii: Create institutional policies and processes to effectively monitor all institutional and non-institutional camp activities.

Action Step 5.C.iii: Create institutional policies and processes to effectively monitor the equipment room.

Action Step 5.C.iv: Create institutional policies and processes to effectively monitor facility usage by outside groups.

Strategy 5.D: Comply with Title IX guidelines.

Action Step 5.D.i: Conduct a needs assessment for Title IX compliance as it relates to sexual harassment.

Action Step 5.D.ii: Conduct a needs assessment for Title IX as it relates to gender equity.

Action Step 5.D.iii: Create and implement strategies to ensure Title IX compliance and enhance the University Strategic Goal for a more inclusive and welcoming community.

Strategy 5.E: Develop a comprehensive compliance and risk management plan to ensure institutional control.

Action Step 5.E.i: Develop and implement a process for Head Coach Responsibility for each team.

Action Step 5.E.ii: Conduct evaluation of institutional control utilizing the Institutional Control Scorecard.

Action Step 5.E.iii: Implement processes for areas of improvement based on the results of the Institutional Score Card.

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: Facilities rental - Identify appropriate opportunities to expand Athletic facilities (all) rentals during off-peak use and establish use policies.

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

Action Step 6.A.iv: 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: *Develop systematic annual budgeting process for all sports programs.*

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 attractive philanthropic opportunities that maximize support for Athletics.

Action Step 6.D.i: Identify and prioritize departmental needs and develop a priority list for those needs to be met with philanthropic support.

Action Step 6.D.ii: 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 the area of ticket access.

Action Step 6.D.iii: Identify and develop appropriate stewardship opportunities for athletics donors.

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.*

Action Step 6.E.iii: *Establish preventative and deferred maintenance schedules for Athletics facilities.*

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.

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.*

