

DEPARTMENT OF INTERCOLLEGIATE ATHLETICS

Mission

The Department of Intercollegiate Athletics provides student-athletes with excellent opportunities to compete and win at the highest levels of collegiate sports and prepares student-athletes for lifelong contributions to society; embracing equality, educational opportunity, and diversity while operating with fiscal integrity in compliance with NCAA, Big Twelve Conference, and University guidelines; and serving as a positive influence on sportsmanship and the reputation and purposes of Oklahoma State University.

Vision

Oklahoma State University's Department of Intercollegiate Athletics will be one of the premier intercollegiate athletic programs in the nation and be recognized for excellence in integrity, sportsmanship, leadership, academic success, and winning athletic teams.

Core Values

Excellence – We seek excellence in all our endeavors, and we are committed to continuous improvement.

Intellectual Freedom – We believe in ethical and scholarly questioning in an environment that respects the rights of all to freely pursue knowledge.

Integrity – We are committed to the principles of truth and honesty, and we will be equitable, ethical, and professional.

Service – We believe that serving others is a noble and worthy endeavor.

Diversity – We respect others and value diversity of opinion, freedom of expression, and other ethnic and cultural backgrounds.

Stewardship of Resources – We are dedicated to the efficient and effective use of resources. We accept the responsibility of the public's trust and are accountable for our actions.

Goals, Critical Success Factors, Objectives, and Strategies

Goal One: Develop quality and successful athletic teams.

Critical Success Factors:

- Two thirds of teams finish in the top half of the Big 12 Conference standings.
- Qualify at least 50% of teams for the NCAA Tournaments and/or post season competition.
- Win at least one national championship each year and at least one regional championship per year.
- Have two teams attain top five finishes at NCAA Tournaments.
- Win at least 3 Big 12 titles and/or team tournament championships.

Objectives:

Objective 1.1: Recruit quality student-athletes who reflect positively on OSU.

Strategies:

- Recruit blue-chip athletes involving all head coaches and the Athletic Director.
- Minimize recruitment of non-qualifiers.
- Identify learning disabilities and special needs early and provide service network for academic success.

Objective 1.2: Develop an attitude of winning in keeping with the spirit and tradition of OSU.

Strategies:

- Hold monthly staff and coaches meetings.
- Provide training and develop expectations for each sport.
- Training sessions for student-athletes emphasizing “positive thinking, positive habits, and winning attitudes.”

Objective 1.3: Maximize academic leadership potential in student-athletes.

Strategies:

- Enhance academic support services for student-athletes.
- Emphasize participation in Student-Athlete Advisory Committee.
- Raise private funds to upgrade equipment and special needs staffing.
- Emphasize volunteerism and community involvement.

Goal Two: Provide sound revenue development and exceptional fiscal management.

Critical Success Factors:

- Continue to maintain a balanced budget.
- Develop long-range planning.
- Systematic reduction of cash fund deficit.
- Reach the “Next Level” stadium fund raising goals.
- Develop a long term sustained giving capacity for OSU Athletics from private sources.

Objectives:

Objective 2.1: Develop annual budget guidelines.

Strategies:

- Periodic review of performance to budget.
- Follow “best practice” spending, cost, and deficit reductions.
- Participatory budget planning and periodic review with sub-units.
- Develop and follow capital budget plan by sport.

Objective 2.2: Ethical business decision making.

Strategies:

- Follow generally accepted accounting practices.
- Follow Big 12/NCAA and OSU policies and procedures.

Objective 2.3: Develop contingency and long-range plans as part of the budget cycle.

Strategies:

- Develop 5-year financial plan.
- Develop 5-year capital plan.
- Achieve planned giving and endowment objectives of \$50 million in 5 years.

Objective 2.4: Maximize revenue opportunities.

Strategies:

- Reorganize Posse Club to maximize annual giving with a targeted increase of 25% within 3 years.
- Renegotiate multi-media rights and concession contracts to increase annual revenue by 20% and 40% respectively.
- Increase season ticket sales by 5% annually.

Goal Three: Continue to develop and maintain competitive, high quality facilities, materials and equipment.

Critical Success Factors:

- Complete Next Level Campaign for stadium improvements.
- Develop overall facilities strategic plan.
- Raise \$10 million in addition to stadium project for facility renovation and maintenance avoiding stress on annual operating budget.

Objectives:

Objective 3.1: Develop an overall facilities strategic plan.

Strategies:

- Develop a fundraising plan for improvements and maintenance of all athletic facilities.
- Assess gender equity facilities requirements.
- Consult with University architects, as required, to develop master plans, schematic drawings, and concept proposals to assist specific facility fundraising.

Objective 3.2: Properly maintain and refresh athletic facilities to assure competitive quality in the Big 12.

Strategies:

- Develop endowments for maintenance as part of long-term planning through private gifts and testamentary bequeaths.
- Continue to assess yearly maintenance needs through annual plans of facilities coordination sub unit.
- Actively review facilities strategic plan.

Goal Four: Recruit and retain quality staff, coaches and student-athletes.

Critical Success Factors:

- Increase diversity within the department.
- Increase retention among student-athletes.
- Minimize annual turnover of coaches and key staff to prompt continuity to 10%.

Objectives:

Objective 4.1: Recruit and retain the most highly qualified coaches, staff, and student-athletes, who demonstrate leadership traits that will contribute to the excellence and success of our intercollegiate athletic teams.

Strategies:

- Emphasize core values of department in recruiting personnel and student-athletes.
- Support professional development programs.
- Establish targeted goals by gender and emphasize hiring ethic role models by sport.

Objective 4.2: Establish a quality recruiting process for student-athletes that follows NCAA rules and effectively differentiates OSU from other universities.

Strategies:

- Periodic review of recruiting procedures with conference office.
- Continue to conduct NCAA educational sessions.
- Emphasize the strategic benefits of OSU during recruiting: Friendly, values, emphasis on students as individuals, meeting individual needs.
- Insist on the active participation of every head coach in the recruiting process.

Objective 4.3: Develop and maintain diversity in staff and student-athletes

Strategies:

- Create plan to hire a diverse staff.
- Comply with Title IX through annual review by consultant to assure compliance and targeted actions.

Goal Five: Emphasize academic excellence among undergraduate student-athletes and focus on personal growth and success.

Critical Success Factors:

- Increase Life Skills participation by 10%.
- Increase and maintain annual student-athlete graduation rate to at least 60%.
- At least 80% of student-athletes exhausting eligibility.
- Outperform overall student body in graduation rates.
- Increase retention rate of women's sports by 20% on an ongoing basis.
- Be among the top one half of Big 12 Athletic Departments in percentage of student-athletes earning All Big 12 and All American Academic Honors.

Objectives:

Objective 5.1: Provide academic and life skills services to enhance retention, graduation, and success opportunities for student-athletes.

Strategies.

- Provide workshops and presentations to all student-athletes, emphasizing the importance of graduation and post athletic experiences.
- Provide for special needs of "at risk" athletes to provide greatest success options.
- Identify and correct any barriers, policies, or decisions that impair academic success of student-athletes.

Objective 5.2: Reward and recognize student-athletes for retention and graduation success.

Strategies:

- Provide funds from student opportunity fund as a graduation incentive – consistent with NCAA guidelines.

Goal Six: Focus on diversity and gender equity opportunities.

Critical Success Factors:

- Expand numbers of ethnic minorities on staff and among coaches to provide social and aspirational role models for student-athletes.
- Meet the requirements of Title IX for proportionality and equivalent opportunity.
- Provide enhanced opportunities for women in senior management positions.

Objectives:

Objective 6.1: Continue systematic plan of facilities upgrade for women's sports.

Strategies:

- Develop master plans to enhance fund raising.
- Pursue elimination of state's entertainment tax on college athletic tickets in favor of payments in lieu of tax for women's facility improvements.
- Solicit private dollars to enhance women's facilities.
- Develop fund raising and support groups for women's sports programs.

Objective 6.2: Utilize national consultant to develop annual plan for gender equity benchmarks.

Strategies:

- Monitor performance to plan and identify recommendations for strategic actions.
- Eliminate inequities in provision of equipment and scholarship assistance.

Objective 6.3: Continue to monitor hiring and promotion of under represented groups in the department with university human resources and affirmative action offices.

Strategies:

- Promote women and minority staff training and development.

Goal Seven: Capitalize on opportunities to improve internal and external communications.

Critical Success Factors:

- Target a change in campus attitude (particularly faculty) to understand the leadership, community service, and academic achievements of student-athletes.
- Maximize the effective use of all communication outlets, both internal and external.
- Create a public relations plan to heighten awareness of OSU athletics, students, season-ticket holders, alumni, fans, community leaders and staff.

Objectives:

Objective 7.1: Promote the achievements of teams and individual athletic accomplishments.

Strategies:

- Expand the web casting and web site access to OSU fans with at least 1,000 subscribers added annually.
- Create Fax blast network with 150 to 200 key opinion leaders on and off campus.
- Develop specialized campaigns to promote the achievements of teams.
- Develop continuing plan to maximize opportunities for bowl consideration, emphasizing the history of OSU participation with all eight Big 12 bowls involving at least 100 key contacts annually.
- Promote the citizenship, volunteerism, and academic success of student-athletes through all available media and marketing resources.

Objective 7.1: Provide timely information flow in the department, through the university and the fan base of OSU.

Strategies:

- Utilize Sports Information resources on media outlets.
- Operate professional media relations office and differentiate our treatment of media compared to other universities (such as noise free writing areas and same day response to media inquiries).

Goal Eight: Excel in marketing and exemplary customer service.

Critical Success Factors:

- Follow customer service procedures for all departmental events.
- Maintain appropriate staffing to maximize customer satisfaction.
- Determine fan satisfaction with procedures and policies of the department.

Objectives:

Objective 8.1: Strive for customer satisfaction in all contacts, sales, and services.

Strategies:

- Respond personally to all complaints, concerns, and suggestions in a timely manner and ask customer ... “How can we do it better?”
- Anticipate customer needs and opportunities.
- Build trust and teamwork with customers.
- Reduce customer complaints by 10% for each of the next 5 years.

Objective 8.2: Remain flexible, innovative, and responsive to customer needs.

Strategies:

- Provide maximum efficiency and accountability of all office processes, using automation when possible.
- Assess hardware and software systems to develop greater efficiency, automation, and tracking of data.
- Increase on-line ticket and clothing sales by 100% in 5 years.
- Expand Posse Club membership by 2500 in 3 years.

Objective 8.3: Continual reassessment of customer service.

Strategies:

- Send teams annually to determine best practices of other Division 1-A athletic departments.
- Conduct quarterly training for all marketing and development staff in courtesy, information flow, and customer appreciation.

Goal Nine: Improve opportunities for personal and professional staff growth in a quality working environment.

Critical Success Factors:

- Annual staff turnover to 10%.
- Competent, successful, motivated, and satisfied staff.
- Continuity of work force who perform at a high level of competence.

Objectives:

Objective 9.1: Continue to upgrade the performance of staff.

Strategies:

- Provide and encourage educational and training opportunities for staff through university programs and external opportunities.

Objective 9.2: Provide state of the art equipment and facilities to enhance staff effectiveness and efficiency.

Strategies:

- Enhance computing and technological capability through multi-year rotational replacement of equipment.
- Provide and maintain quality facilities and resources.
- Meet or exceed required safety and university standards.
- Encourage suggestions and comments, which benefit the workplace.

Objective 9.3: Maintain a recognition process for performance in both formal evaluations and informal verbal feedback.

Strategies:

- Provide an awards program for individual achievements.
- Maintain a constructive and timely evaluation process.
- Provide and maintain an environment that fosters job satisfaction, mutual respect, diversity, trust, and open communication.
- Provide competitive, market salaries for coaches and staff of department.
- Assess salaries in Big 12 and develop plan to move toward peer compensation as a minimum goal.

Goal 10: Maintain NCAA certification and emphasis on departmental compliance.

Critical Success Factors:

- Maintain 100% pass rate on coaches recruiting tests.
- Have no major NCAA or Big 12 penalty infractions.
- Maintain open communication with NCAA and Big 12 compliance offices.

Objectives:

Objective 10.1: Adhere to and monitor all NCAA and Big 12 rules and regulations.

Strategies:

- Conduct annual NCAA testing of all coaches.
- Investigate all allegations regardless of scope or source to determine validity.

Objective 10.2: Provide a continuous NCAA rules education process for all coaches, staff members, and student-athletes.

Strategies:

- Increase staffing for compliance, focusing on procedure and records keeping, especially during recruiting.

Objective 10.3: Meet all NCAA peer evaluation requirements.

Strategies:

- Continue to review performance to plan.
- Take corrective action to assure compliance.

Objective 10.4: Maintain and review an annual gender equity plan.

Strategies:

- Annually employ a national consultant to monitor performance to plan.
- Track women and minority hiring, retention, and promotion.