

The University of Iowa

Athletics Department Strategic Plan

2013-2018

Introduction

The University of Iowa Department of Intercollegiate Athletics employs more than 200 full-time staff who, collectively, work to provide more than 650 talented male and female student-athletes a superior academic and athletic experience. In 2008, the Department introduced its first five-year strategic plan. That document detailed the goals and action items that would guide the planning across all units of the Department. Much has been accomplished since the conception of this document, a period of time that has been marked by significant changes locally, regionally, and nationally in intercollegiate athletics.

The five-year plan embodied in this new strategic plan will serve as the road map for the Department. The plan provides the framework to support the stated mission of the Department as well as the Department's stated values and commitments; continues to embrace the Department's commitment to being "student-athlete centered"; and maintains the Department's long-standing culture of striving to compete for championships (Win), academic success (Graduate), and for its participants to be active contributors to the greater university and Iowa City communities (Do it Right) on the path to ensure that "Today's Hawkeyes are Tomorrow's Leaders."

The Athletics Department's strategic plan process invited input from all staff, student-athletes (through their representatives), the Presidential Committee on Athletics (PCA), and other members of the UI community. The strategic plan of the UI Department of Intercollegiate Athletics is not a static document. As goals are accomplished, they will likely be replaced by greater aspirations. As new, unforeseen initiatives are undertaken, they will be added where appropriate.

November 22, 2016

August 13, 2015

August 12, 2014

April 2, 2014

October 28, 2013

September 3, 2013

Table of Contents

Introduction	01
Table of Contents	02
Mission Statement - Values and Commitments	03
Executive Summary	05
Measures of Success	09

2013-2018 Strategic Plan

I.	Competitive Success	25
II.	Undergraduate Success	27
	A. Academics	27
	B. Student Representation	29
III.	Compliance/Student-Athlete Well-Being/Diversity	30
	A. Compliance	30
	B. Student-Athlete Well-Being	31
	C. Gender Equity	33
	D. Diversity Initiatives	36
IV.	Finance/Facilities/Operations	38
	A. Budget	38
	B. Development	39
	C. Facilities	40
	D. Personnel	41
	E. Sports Performance	43
	F. Drug Testing	44
	G. Information Technology	45
	H. Atmosphere	45
V.	Engagement	48
	A. External Relations	48
	B. Customer Service, Satisfaction, and Safety	50
	C. Tickets	53
	D. Premium Seating and Club Space	53

Mission Statement

The mission of the Department of Intercollegiate Athletics is to provide the administrative and coaching support, facilities, resources, and equipment necessary for student-athletes to graduate from the University of Iowa while competing successfully in broad-based, championship-caliber intercollegiate athletics. The overall well-being of the participant and integrity of the program are paramount in all that we do.

Values and Commitments

Education and enrichment of the student-athlete

The Department values competitive athletic and academic experiences that foster self-esteem, a sense of responsibility, effective communication skills, and an appreciation for lifelong learning.

Integrity in all aspects of behavior

The highest level of excellence and integrity shall characterize every aspect of policy, competitive performance, and programs in the Department. All participants in the Department shall be expected to exemplify impeccable integrity, be they student-athletes, coaching staff, administrative professionals, or support staff.

Fiscal responsibility

It is a fundamental tenet that the Department shall at all times maintain a fiscally responsible and economically sound structure that provides the optimal environment for student-athlete success within budgetary parameters.

Innovation in approach and spirit

In order to meet its goals and develop a problem-solving orientation, the Department is dedicated to encouraging innovation and creativity as core values.

Respect for the individual and diversity

The Department values diversity in its people, whether that diversity is expressed by race, creed, color, religion, national origin, age, sex, pregnancy, disability, genetic information, status as a U.S. veteran, service in the U.S. military, sexual orientation, gender identity, or associational preferences and recognizes the need to work as a team while valuing each individual's self-worth.

Valuing our heritage

The Department is committed to principled championship-caliber athletic achievement and the ongoing enhancement of the traditions of Iowa Hawkeye Athletics, including leadership, individual and team achievement, and intense pride and loyalty.

Outreach

The Department must strive to enhance the overall mission of the university through competitive excellence, academic achievement, and an ongoing commitment to service.

Leadership

The University of Iowa will continue its long history of conference and national leadership through a commitment to leading-edge involvement in athletics issues.

Executive Summary

This document serves as a road map toward achieving high levels of athletic and academic success during the next five years and beyond. The opportunity to reach these milestones is achievable with the total buy-in and commitment of Hawkeye coaches, student-athletes, administrators, alumni, and fans. The history and tradition of Hawkeye Athletics run deep and are strong. Together, and with total commitment, the future looks even brighter. The following executive summary provides a brief overview and a sampling of the goals and aspirations contained within the Strategic Plan.

I. Competitive Success – (WIN)

- ❖ Compete for Big Ten and National Championships in every sport.
- ❖ Provide resources and opportunities for every program to compete for Big Ten and National Championships.
- ❖ Reach and maintain a position in the top 35 of the Learfield Sports Directors' Cup, which historically would place the Hawkeyes in the top half of the Big Ten Conference.

II. Undergraduate Education – (GRADUATE)

Academics

- ❖ Consistently meet or exceed the university-wide goal of a six-year federal graduation rate of 70 percent and maintain an athletic Graduation Success Rate of 80 percent or higher. Meet or exceed the federal graduation rate of all University of Iowa students.
- ❖ Each sport exceeds the NCAA mandated multiyear Academic Progress Rate score of 930; exceeds the national average multiyear Academic Progress Rate within each sport; earns a multiyear Academic Progress Rate score that ranks in the top half of the Big Ten Conference for each sport.
- ❖ Each sport exceeds the NCAA Division I four-class average federal graduation rate for its sport and earn a four-class average federal graduation score that ranks in the top half of the Big Ten Conference for its sport.

Student Representation

- ❖ Increase student-athlete participation on university and Athletics Department committees and in working groups.
- ❖ Establish yearly student-athlete-driven initiatives through the Iowa Student-Athlete Advisory Committee (ISAAC).
- ❖ Increase student-athlete participation in campus cultural activities.

III. Compliance/Student Athlete Well-Being/Diversity – (DO IT RIGHT)

Compliance

- ❖ Provide a comprehensive compliance program that promotes the knowledge of and adheres to NCAA, Big Ten, and institutional rules and regulations.
- ❖ Maintain and continue to refine a compliance unit that promotes integrity, academic success, and winning through excellent customer service.

Student-Athlete Well-Being

- ❖ Provide student-athletes with the necessary support they need to train and compete, e.g., scholarships, equipment, facilities, health care.
- ❖ Create and maintain a safe environment for student-athletes free from hazing, harassment, sexual misconduct, and any other forms of harmful/inappropriate behavior. Continue to provide a welcoming and inclusive environment for all student-athletes.
- ❖ Provide high quality physical and mental health care support for student-athletes.

Gender Equity/Diversity

- ❖ Ensure the Department continues to meet Title IX compliance according to the federal mandate and, in complete spirit of the law, ensure all student-athletes are treated fairly.
- ❖ Hold all parts of the Athletics Department accountable for achieving the Athletics Department's Diversity Plan.
- ❖ Promote a welcoming climate that enhances the educational and work experience for all members of the Athletics Department.

IV. Finance, Facility, and Operations

Budget

- ❖ Ensure annual operating resources exceed annual operating expenses; operate under the premise of maintaining a self-sustaining annual budget.
- ❖ Work to move the Department and each sport to a financial level that is at least in the top half of the Big Ten—according to the Big Ten annual financial survey—for sports that every Conference school sponsors.
- ❖ Continue to fully fund scholarships for each sport per NCAA guidelines.

Development

- ❖ Develop and initiate a plan to increase the number of annual contributors and amount raised by 5-10 percent.
- ❖ Successfully complete fundraising goals in the University of Iowa Foundation Comprehensive Campaign and continue to increase private contributor support (years) of campaign.

- Annual giving – \$128M
- Hawkeye Visions Endowment Program – Additional \$20M
- ❖ Develop five-year/ten-year plan on athletic facility reseating and annual giving level changes.

Facilities

- ❖ Provide all intercollegiate athletics teams with facilities that are competitive with Big Ten Conference peer institutions and maximize training, recruiting, and competition.
- ❖ Finalize the long-range Master Facility Plan.

Personnel

- ❖ Share diversity recruitment and hiring goals (high quality pool; ethnic minority and gender representation) with all hiring supervisors annually.
- ❖ Promote and support professional development of employees and student-athletes to enhance success.
- ❖ Encourage all staff to regularly seek out and identify talented potential employees.

Sports Performance

- ❖ Work with staff from athletic training, strength and conditioning, nutrition, and mental health to form a student-athlete performance area to ensure all student-athletes have everything necessary to perform to the highest levels.
- ❖ Develop educational programs to assist coaches and student-athletes regarding performance.
- ❖ Utilize our sports psychologists for our student-athletes' needs.

Drug Testing

- ❖ Achieve a drug-free environment in which competitive intercollegiate athletics programs are conducted at the University of Iowa
- ❖ Assess how current staff is being used and determine if additional skills can be used throughout the Department.

Information Technology

- ❖ Work with support staff, coaches, and administration to keep Athletics up-to-date with hardware, software, and mobile technology.
- ❖ Educate coaches, administrators, and support staff on new software, technologies, and available vendors for hardware/software solutions.
- ❖ Continue to engage Senior Staff and coaching staff in Athletics technology plans to ensure they are accurate and properly vetted.

Atmosphere

- ❖ Create and maintain a positive workplace environment through the adherence to ethical standards that are consistent with the core values of the university and Athletics Department.
- ❖ Foster a mindset that the Athletics Department's realization of its potential depends on valuing the people who work in it and the student-athletes it serves.
- ❖ Enhance productivity by elevating employees' engagement with their work.
- ❖ Maximize communication within the Department so that all personnel have the opportunity to be informed and contributing members of the organization.

V. Engagement

External Relations

- ❖ Optimize the efficiency and effectiveness of the External Relations unit by reviewing organizational structure and culture, making sure it meets the needs of each unit within the department.
- ❖ Develop external relations plans annually that are agreed to by the respective head coach for all 24 sports programs.
- ❖ Continue to maximize the impact of the Big Ten Network.
- ❖ Introduce a coordinated, comprehensive, and Department-wide branding program.
- ❖ Continue to be a leader in the application of new technologies, social media, new media, etc.

Customer Service, Satisfaction, and Safety

- ❖ Promote and foster a “family friendly” and positive environment at all Athletics events.
- ❖ Commit to establishing a positive customer service mentality in all internal and external areas.
- ❖ Develop targeted plans to secure NCAA championships and external events that have a positive impact on the Athletics Department, University, and local communities.

Tickets

- ❖ Develop a ticketless entry for student football tickets using their student IDs.
- ❖ Incorporate the scanning capability of the ticketing operation to include things such as parking placards, marketing coupons, and other items that are currently not being successfully transmitted or tracked electronically.

Premium Seating and Club Space

- ❖ Continue to operate Premium Seating at or near 100 percent capacity.
- ❖ Implement a premium seating plan for men's basketball to be applied in the upcoming seasons.

Measures of Success – Charts and Graphs

Teams in Postseason Play

Men's Sports Big Ten Standings

Women's Sports Big Ten Standings

Directors' Cup Standings

Graduation Rates

Academic Progress Rate – Men's Teams

Academic Progress Rate – Women's Teams

Student-Athlete Grade Point Average

Annual Operation Budget

Big Ten Budget

Total Private Support

Endowment Funds

Total Contributors

Attendance Numbers

Teams in Postseason Play

2015-16	
Men's Basketball	NCAA 2 nd Round (1 All-American)
Women's Basketball	WNIT 1 st Round (1 All-American)
Men's Cross Country	NCAA Regionals
Women's Cross Country	NCAA Regionals
Football	Rose Bowl
Men's Golf	NCAA Regionals
Women's Golf	1 NCAA Regionals Individual
Men's Gymnastics	NCAA Team Championships (5 individual finalists)
Women's Gymnastics	NCAA Regionals (1 All-American)
Men's Swimming & Diving	NCAA 40 th Place
Women's Swimming & Diving	NCAA 38 th Place
Men's Indoor Track & Field	2 All-Americans
Women's Indoor Track & Field	5 All-Americans
Men's Outdoor Track & Field	8 All-Americans
Women's Outdoor Track & Field	12 All-Americans
Wrestling	NCAA 5 th Place (6 All-Americans)

2014-15	
Baseball	NCAA Regionals
Men's Basketball	NCAA 3 rd Round
Women's Basketball	NCAA 3 rd Round
Men's Cross Country	NCAA Regionals
Women's Cross Country	NCAA Regionals
Football	TaxSlayer Bowl
Men's Golf	NCAA Regionals
Men's Gymnastics	NCAA 6 th Place (1 All-American)
Women's Gymnastics	NCAA Qualifier
Men's Swimming & Diving	NCAA 32 nd Place
Women's Swimming & Diving	NCAA 35 th Place
Men's Indoor Track & Field	NCAA Regionals/Championships (3 individual qualifiers) (3 All-Americans)
Men's Outdoor Track & Field	NCAA Regionals/Championships (15 individual qualifiers) (6 All-Americans)
Women's Outdoor Track & Field	NCAA Regionals/Championships (10 individual qualifiers) (2 All-Americans)
Wrestling	NCAA 2 nd Place (6 All-Americans)

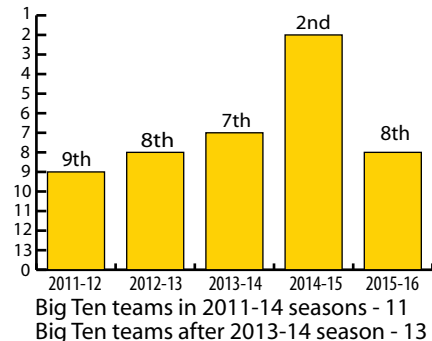
2013-14	
Men's Basketball	NCAA 1 st Round
Women's Basketball	NCAA 2 nd Round
Men's Cross Country	NCAA Regionals
Women's Cross Country	NCAA Regionals
Football	Outback Bowl
Men's Golf	NCAA Regionals
Men's Gymnastics	NCAA Qualifier
Women's Gymnastics	NCAA Regionals (Individuals only)
Rowing	1 All-American
Soccer	NCAA 1 st Round
Men's Indoor Track & Field	NCAA Championships (1 individual qualifier)
Men's Outdoor Track & Field	NCAA Regionals/Championships (13 individual qualifiers) (6 All-Americans)
Women's Outdoor Track & Field	NCAA Regionals/Championships (15 individual qualifiers) (3 All-Americans)

2012-13	
Men's Basketball	NIT Championship - Runner-up
Women's Basketball	NCAA 2 nd Round
Men's Cross Country	NCAA Regionals
Women's Cross Country	NCAA Regionals
Field Hockey	NCAA 1 st Round
Men's Golf	NCAA Regionals
Men's Gymnastics	NCAA 5 th Place (2 All-Americans)
Women's Gymnastics	NCAA Regionals
Men's Swimming & Diving	NCAA 32 nd Place
Men's Indoor Track & Field	NCAA Qualifier
Men's Outdoor Track & Field	NCAA Qualifier (8 All-Americans)
Women's Outdoor Track & Field	NCAA Qualifier (1 All-American)
Wrestling	NCAA 4 th Place (4 All-Americans)

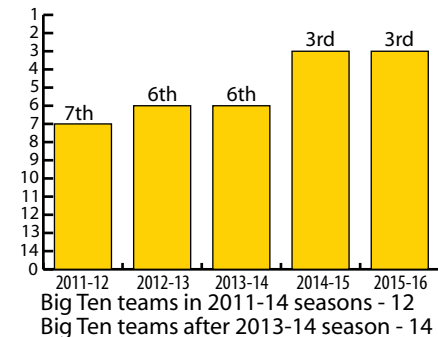
2011-12	
Men's Basketball	NIT 2 nd Round
Women's Basketball	NCAA 1 st Round
Men's Cross Country	NCAA Championships (1 Student-Athlete)
Women's Cross Country	NCAA Regionals
Field Hockey	NCAA 1 st Round
Football	Insight Bowl
Men's Golf	NCAA 22 nd Place
Men's Gymnastics	NCAA Qualifier
Women's Gymnastics	NCAA Regionals
Men's Swimming & Diving	NCAA 26 th Place
Women's Swimming & Diving	NCAA 37 th Place
Men's Indoor Track	NCAA Qualifier (2 All-Americans)
Men's Outdoor Track	NCAA Qualifier (2 All-Americans)
Women's Outdoor Track & Field	NCAA Championships (2 individual qualifiers)
Wrestling	NCAA 3 rd Place (6 All-Americans)

Men's Sports Big Ten Standings

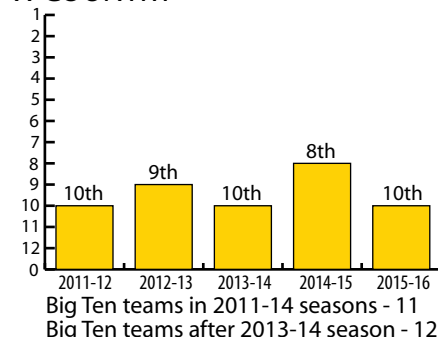
BASEBALL



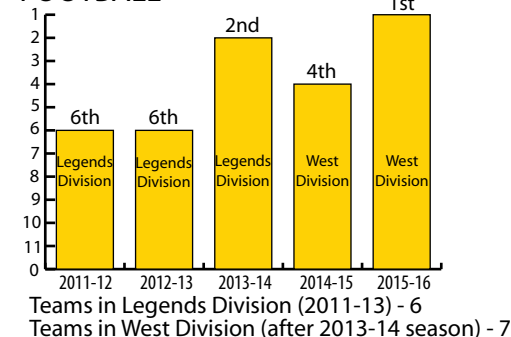
BASKETBALL



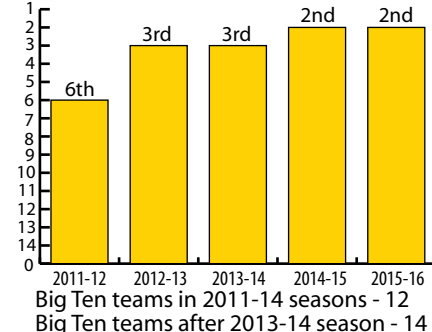
X-COUNTRY



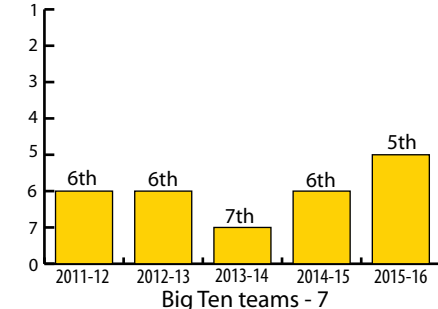
FOOTBALL



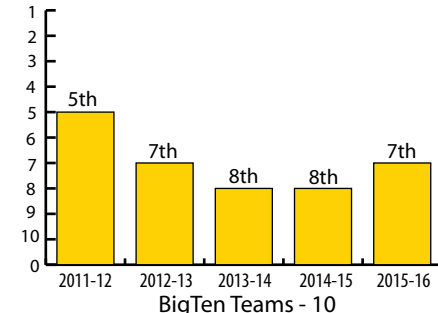
GOLF



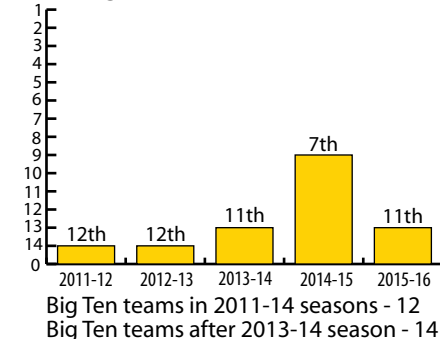
GYMNASTICS



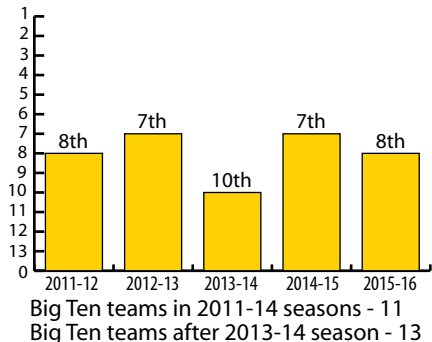
SWIMMING and DIVING



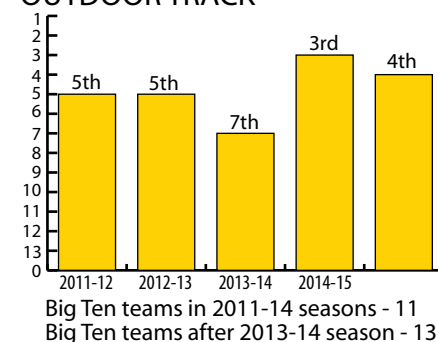
TENNIS



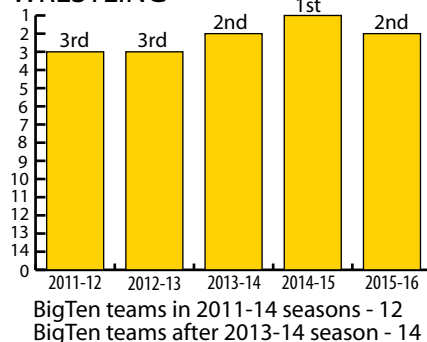
INDOOR TRACK



OUTDOOR TRACK

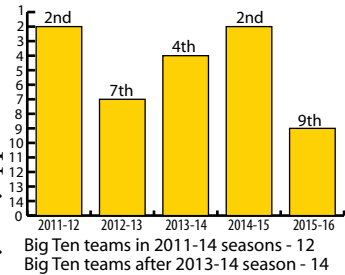


WRESTLING

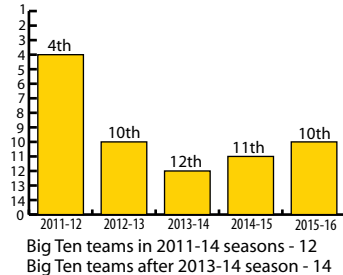


Women's Sports Big Ten Standings

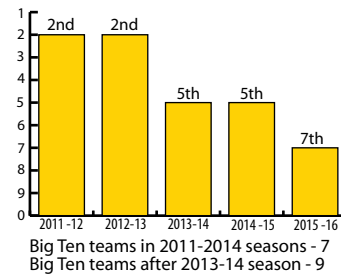
BASKETBALL



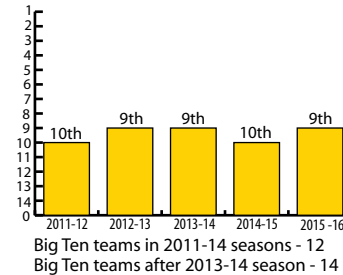
X-COUNTRY



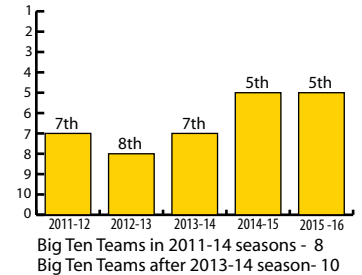
FIELD HOCKEY



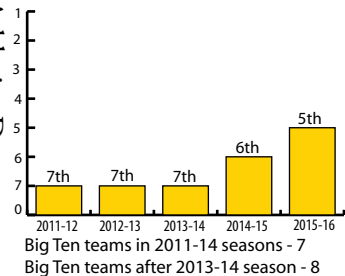
GOLF



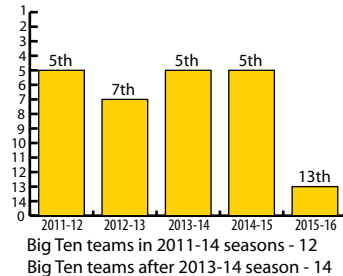
GYMNASTICS



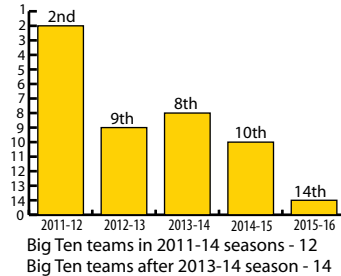
ROWING



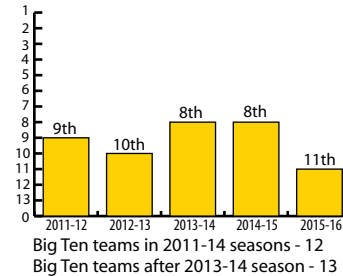
SOCCER



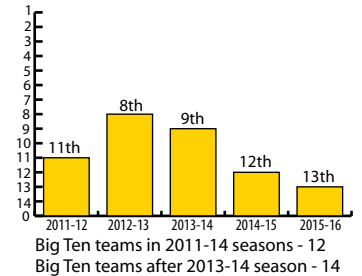
SOFTBALL



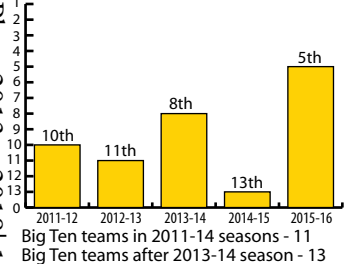
SWIMMING



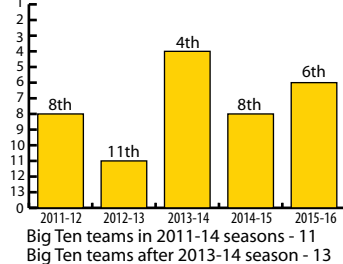
TENNIS



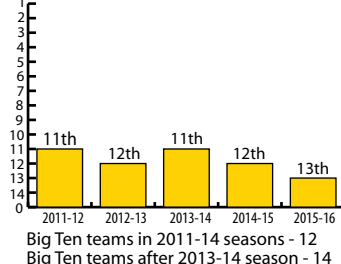
INDOOR TRACK



OUTDOOR TRACK

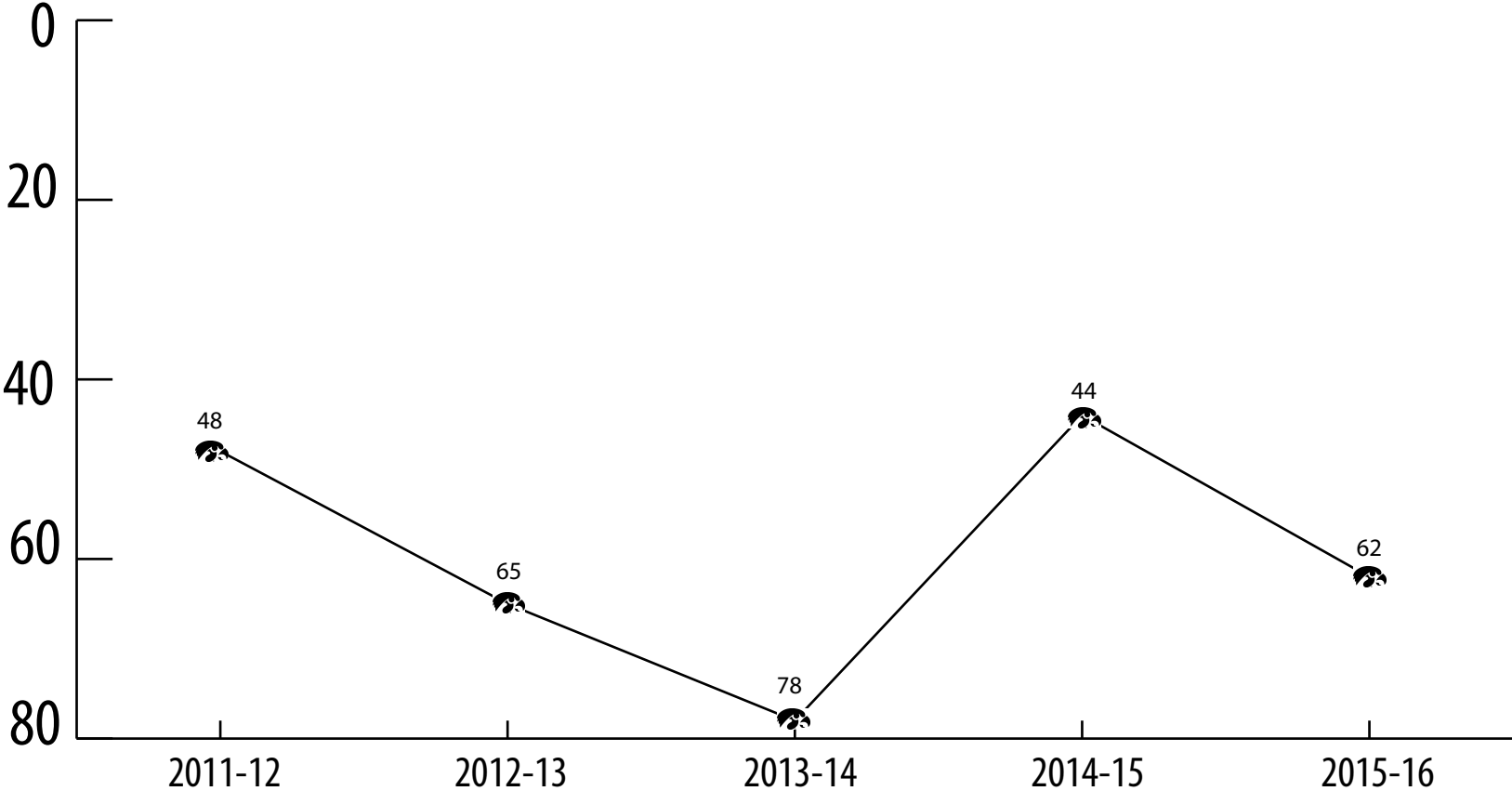


VOLLEYBALL

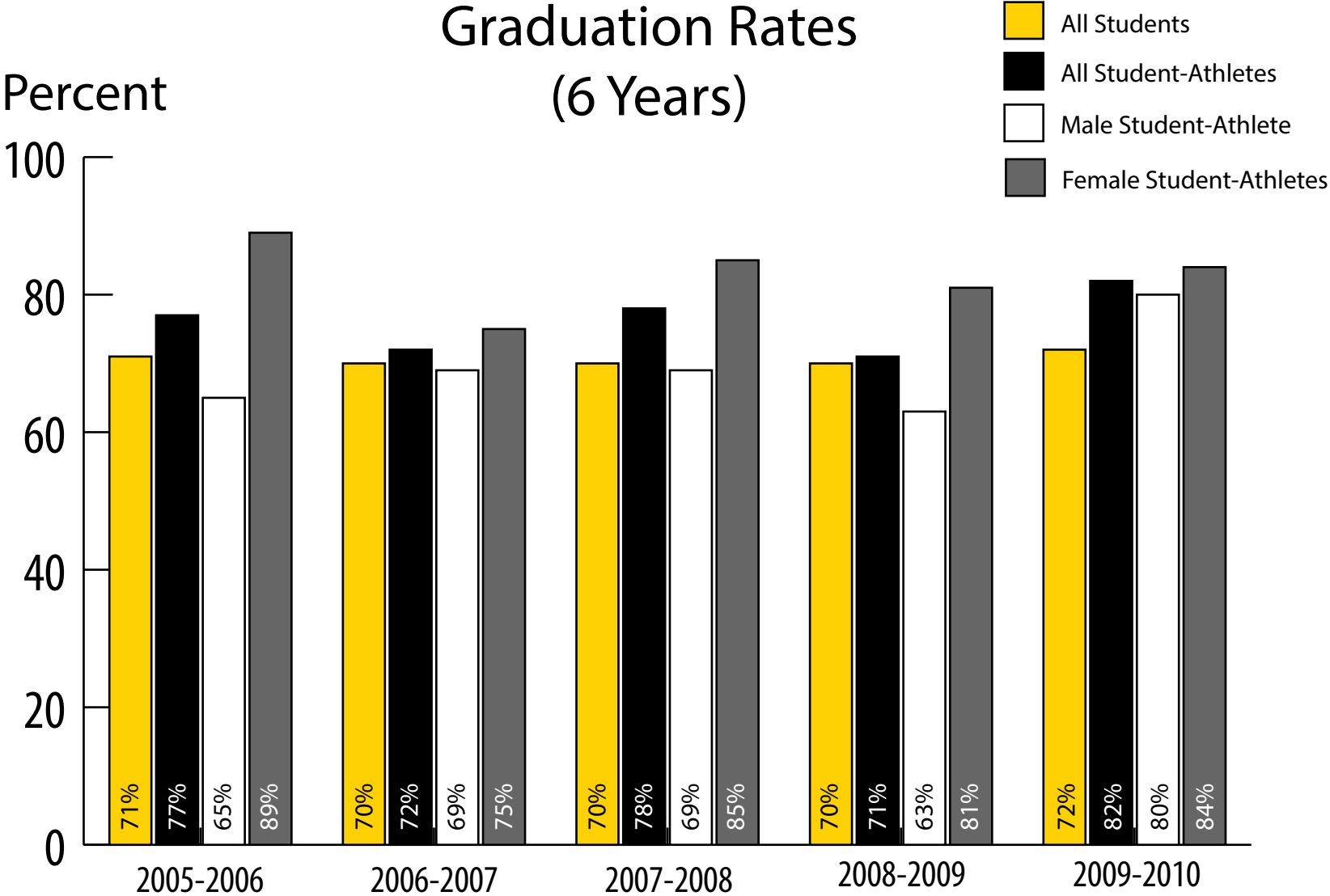


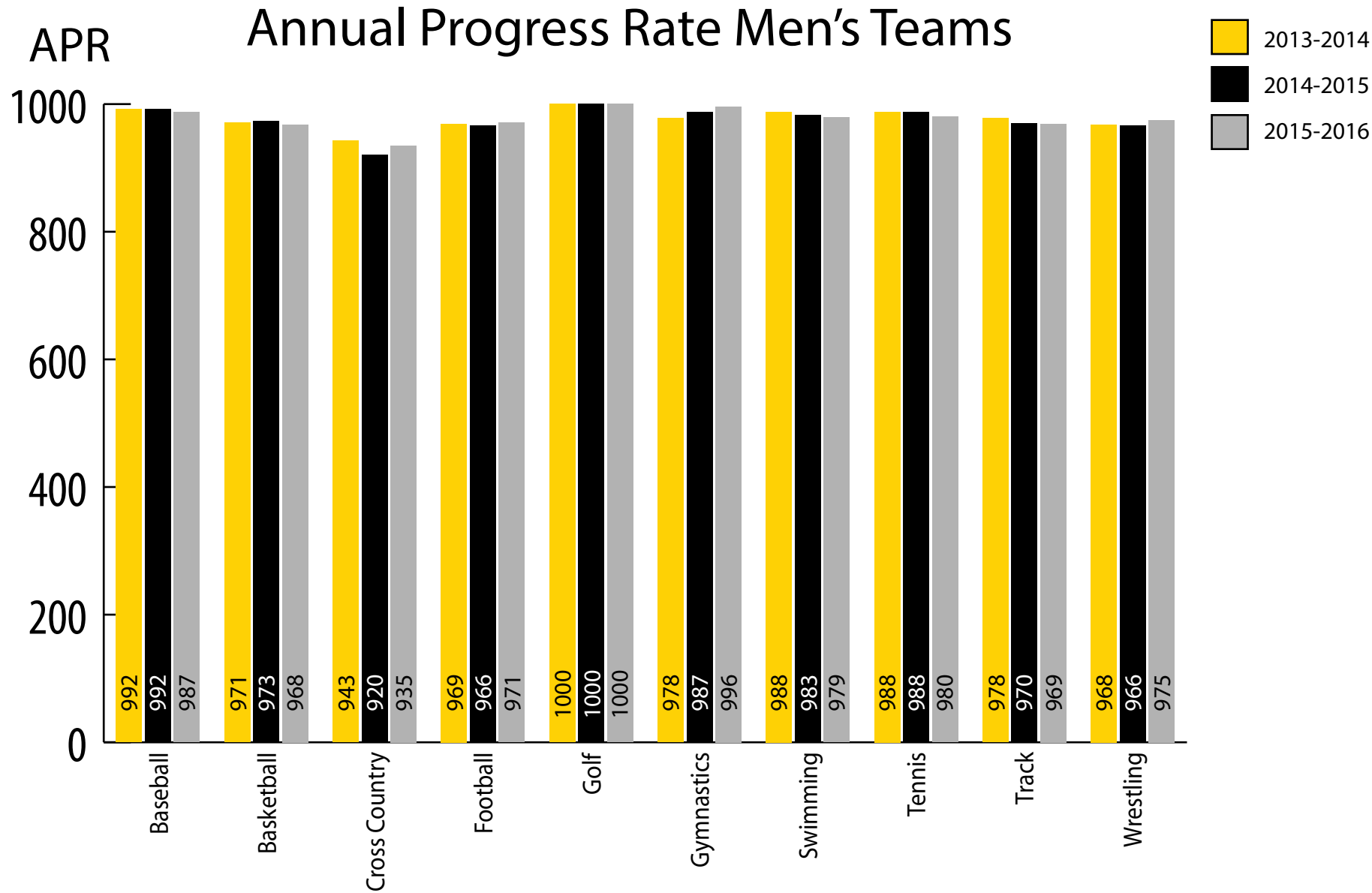
Directors' Cup National Standings

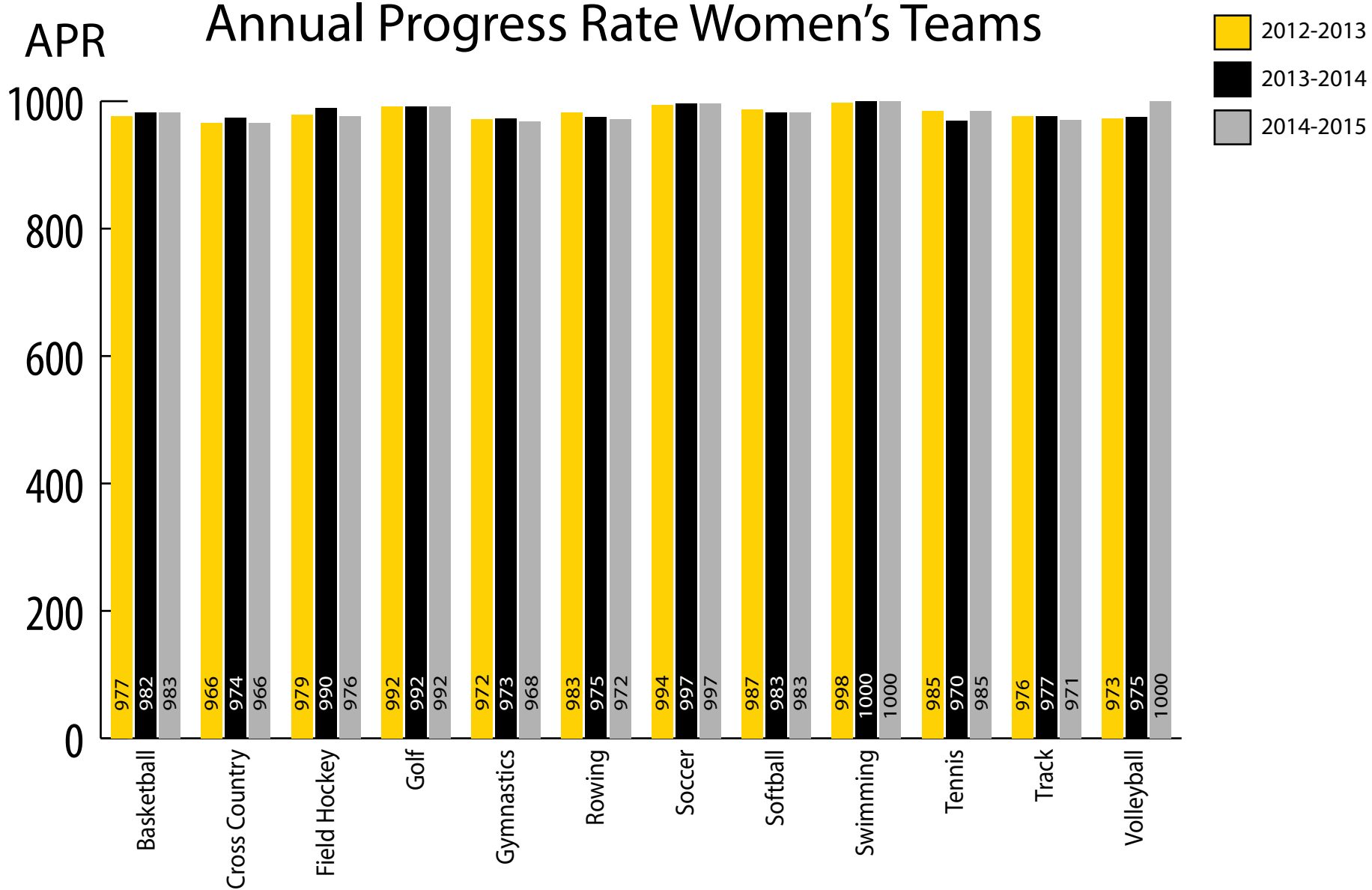
University of Iowa



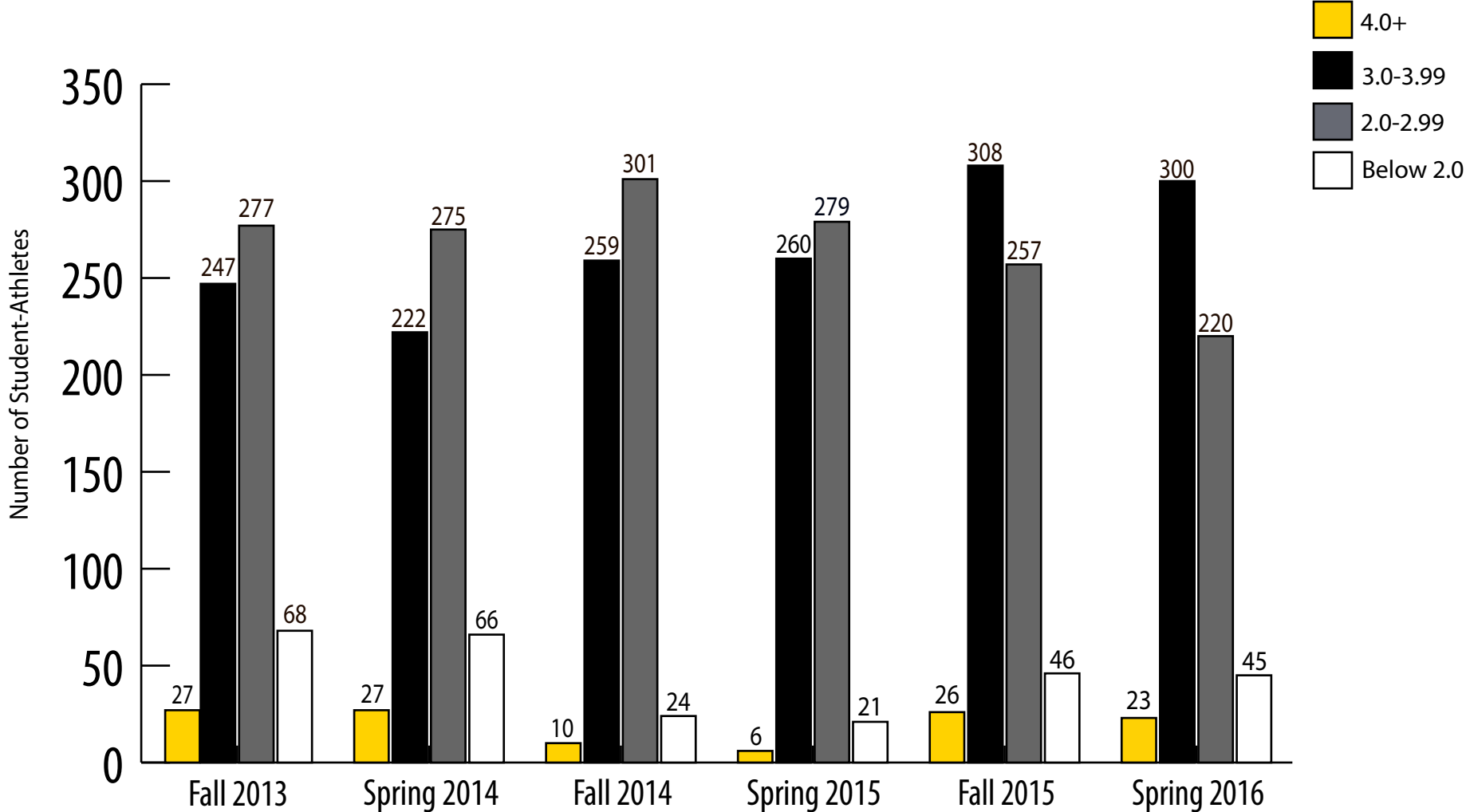
Each year the average number of Division I Universities was 288 schools.
This graph reflects Iowa's standings.







Student-Athlete Grade Point Average



Annual Operating Budget of Big Ten Athletics Departments

	2011-12 Budget	2012-13 Budget	2013-14 Budget	2014-15 Budget	2015-16 Budget
Michigan	121,218,000	130,300,000	137,500,000	146,000,000	154,000,000
Ohio State	126,478,270	132,430,537	139,073,015	151,000,000	153,000,000
Wisconsin	88,291,900	108,189,113	127,600,000	99,000,000	113,000,000
Penn State	105,600,000	98,332,309	91,800,000	99,000,000	111,000,000
Nebraska	79,097,400	85,478,252	94,600,000	102,000,000	109,000,000
Minnesota	78,322,813	79,589,566	84,500,000	95,000,000	107,000,000
Michigan State	78,805,000	85,135,000	89,800,000	95,000,000	107,000,000
*Maryland			64,000,000	78,000,000	95,000,000
Iowa	74,942,716	80,620,770	84,293,331	90,000,000	94,000,000
Indiana	61,163,304	65,455,500	73,600,000	76,000,000	84,000,000
Illinois	70,200,000	74,463,000	76,100,000	77,00,000	81,000,000
Purdue	68,693,639	70,369,704	72,800,000	76,000,000	80,000,000
*Rutgers			65,000,000	69,000,000	71,000,000
Northwestern	58,248,671	63,250,000	60,000,000	64,000,000	68,000,000

Listed in rank order by 2015-2016 Budget

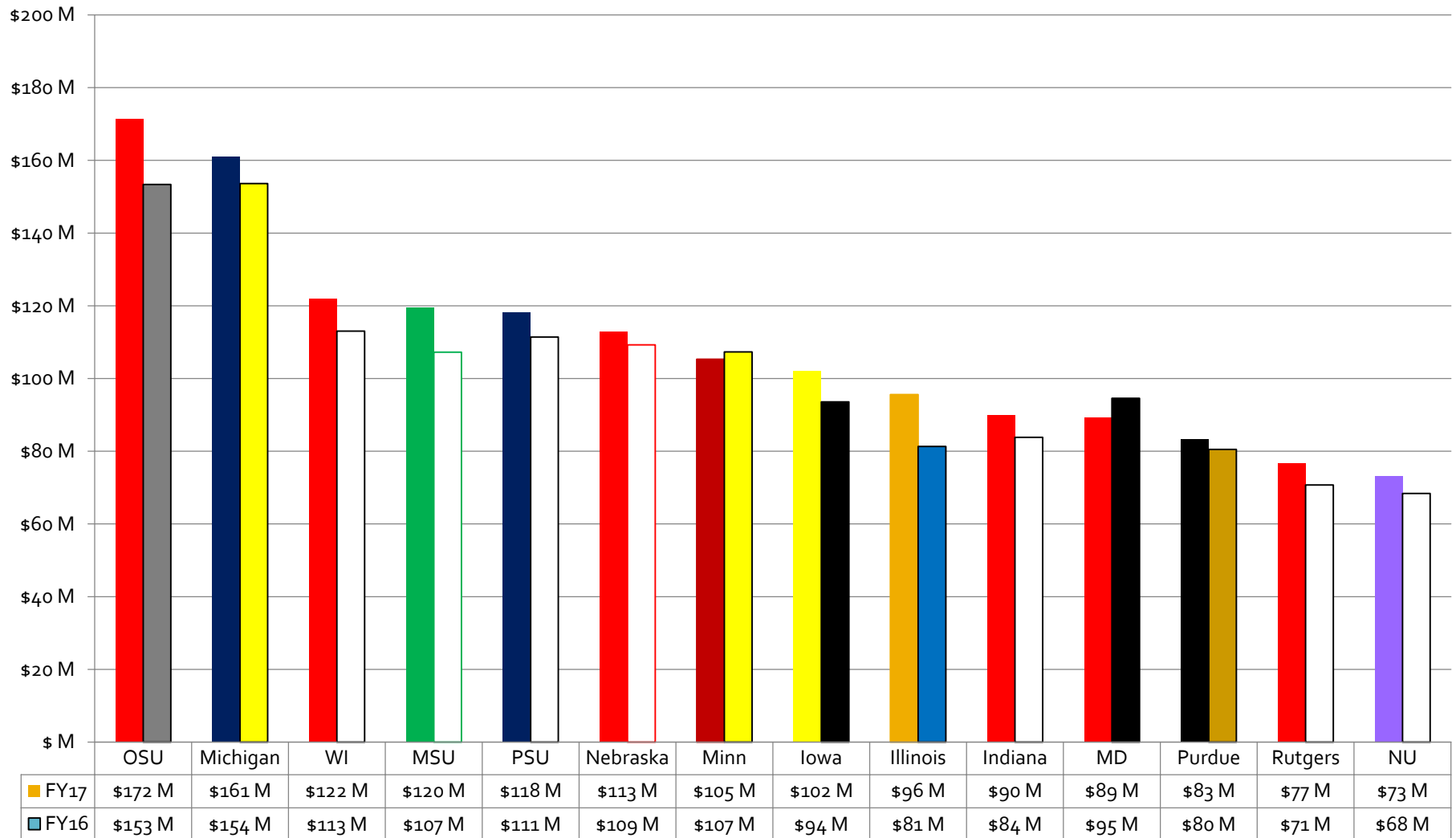
Budgets as provided to Athletics Oversight Committees

*Joined the Big Ten in 2014-2015

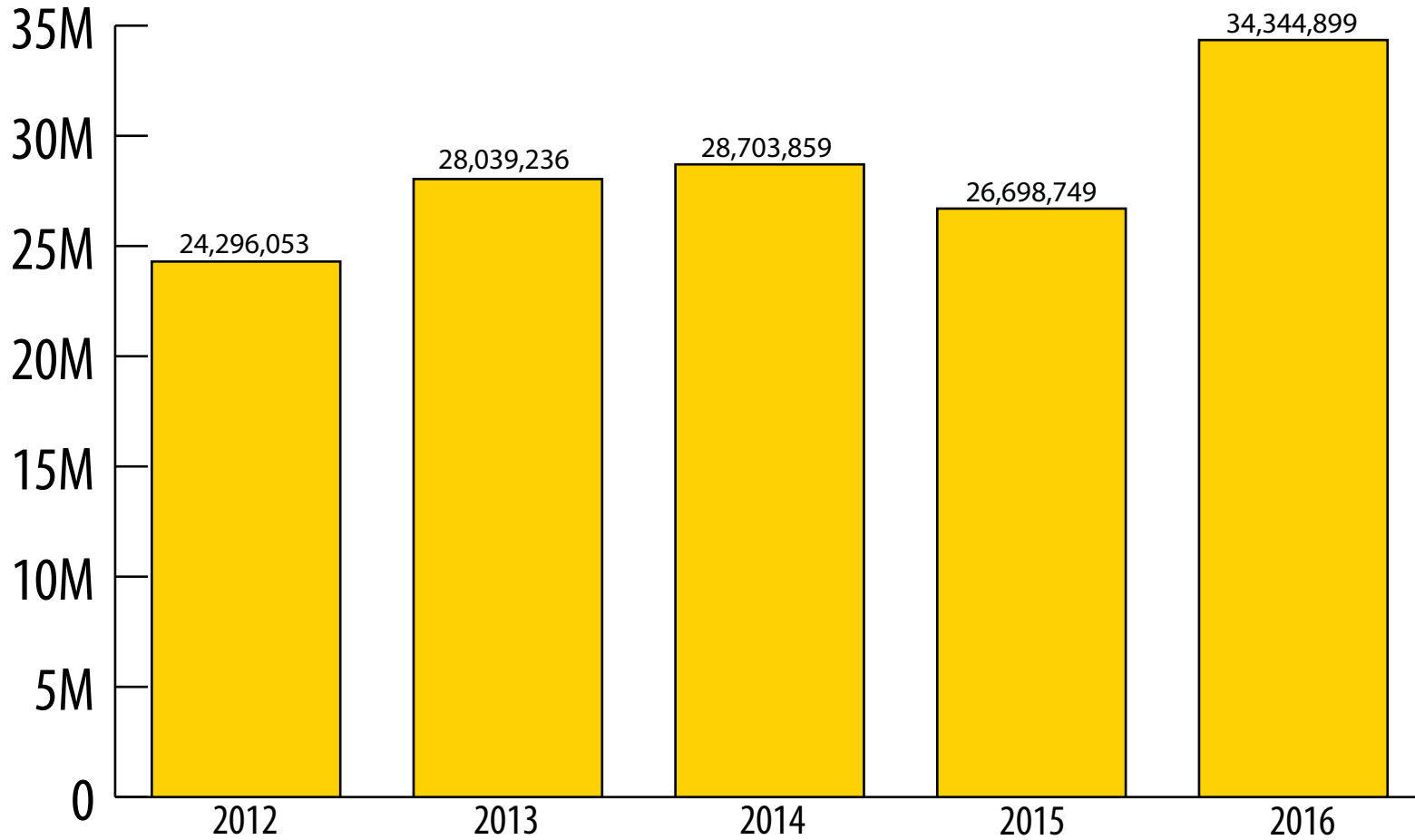
8/1/2016

Big Ten Budgets

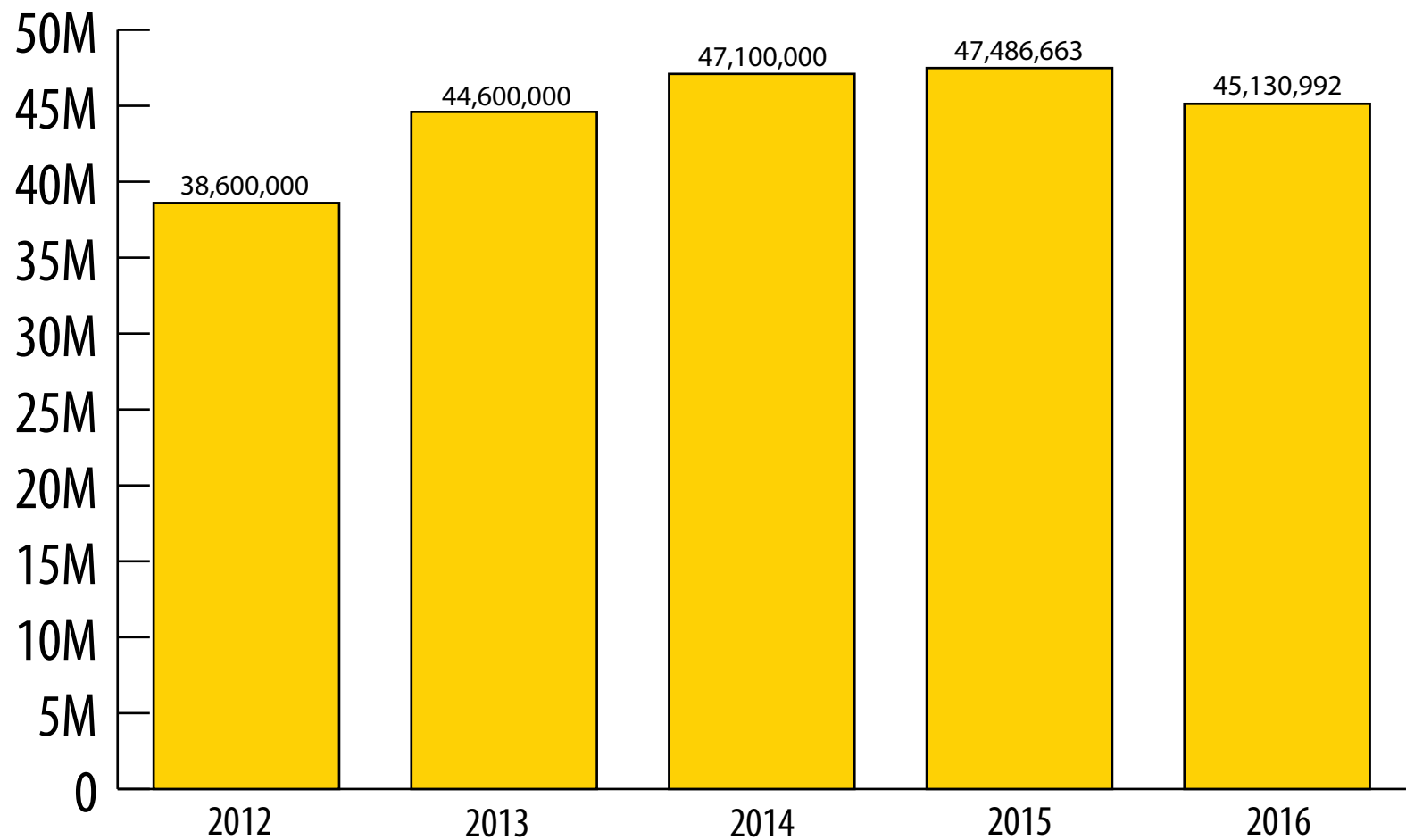
Fiscal Years 2017 and 2016



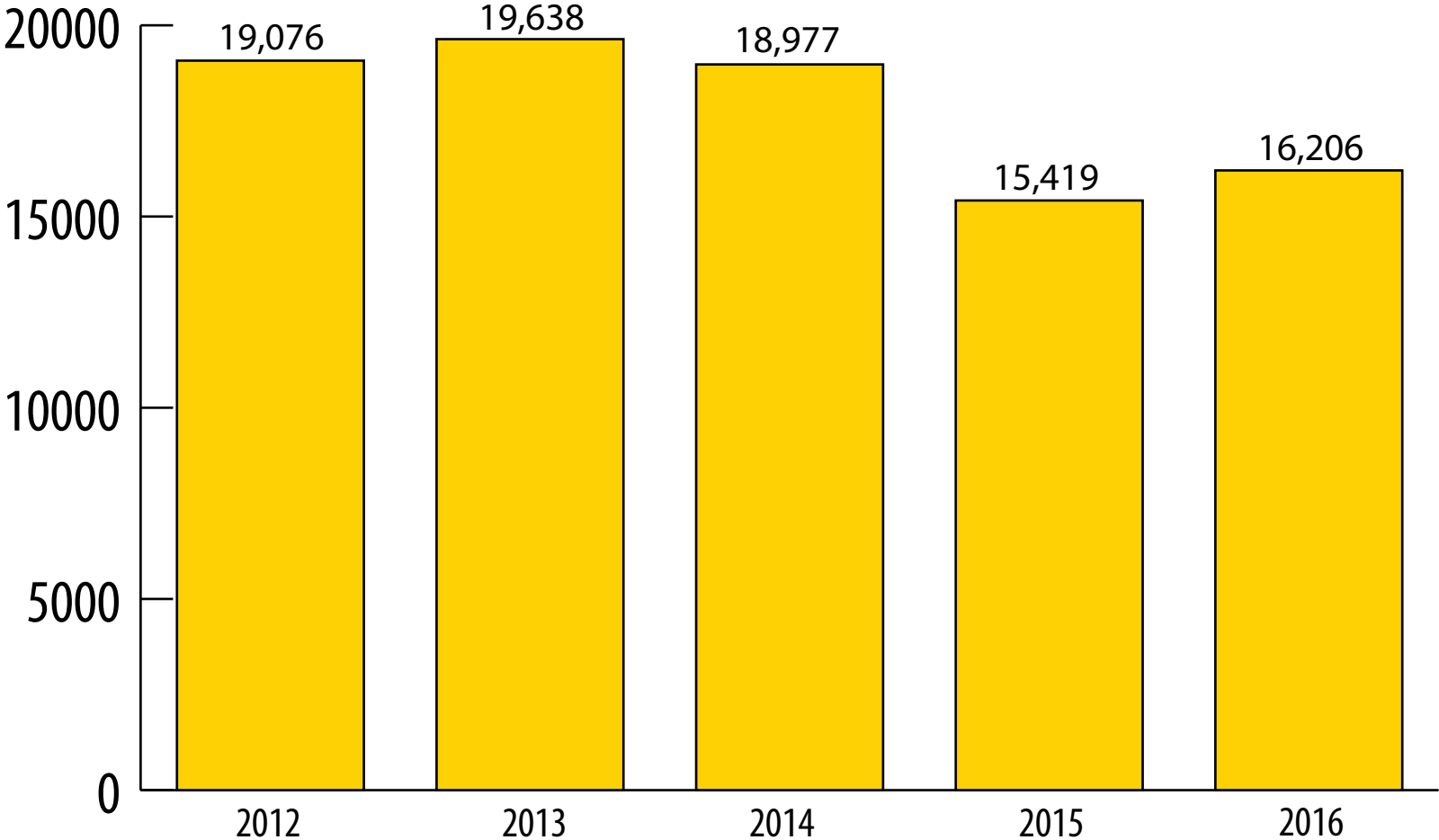
Total Private Support



Athletic Endowment Funds



Iowa Athletics Department Donors Total Contributors



Home Attendance Numbers

	2011-12	2012-13	2013-14	2014-15	2015-16
Baseball	18-11,462 (637)	19-9,427 (487)	20-11,693 (615)	18-17,870 (993)	23-14,210 (618)
Women's Basketball	15-65,714 (4,381)	16-70,422 (4,401)	17-72,272 (4,251)	17-87,396 (5,141)	16-78,627 (4,914)
Men's Basketball	19-224,421 (11,812)	18-241,696 (13,428)	18-269,988 (15,000)	19-267,401 (14,073)	15-220,402 (14,693)
Field Hockey	8-1,977 (247)	7-1,350 (193)	10-2,389 (239)	9-1,964 (218)	8-1,612 (161)
Football	7-494,095 (70,585)	7-493,315 (70,474)	7-469,872 (67,125)	7-472,584 (67,512)	7-441,992 (63,142)
Gymnastics – Men	3-2,176 (725)	4-1432 (358)	2-985 (493)	2-1,067 (534)	3-1,198 (399)
Gymnastics – Women	6-5,644 (940)	4-5,552 (1,388)	4-5,171 (1,293)	4-5,851 (1,463)	6-9,664 (1,611)
Soccer	10-5,341 (534)	10-5,069 (507)	10-5,354 (535)	8-4,830 (604)	11-7,047 (641)
Softball	10-7,093 (709)	12-7,075 (590)	12-5,945 (496)	12-6,403 (534)	16-8,613 (538)
Swimming	8-2,129 (266)	10-3,033 (303)	10-4,452 (446)	12-3,077 (256)	5-2,917 (583)
Volleyball	16-22,346 (1,397)	14-13,913 (994)	12-15,786 (1,316)	10-13,752 (1,375)	17-20,172 (1,186)
Wrestling	7-62,609 (8,944)	8-67,004 (8,376)	8-67,563 (8,445)	9-69,242 (7,442)	11-97,325 (8,848)

Number of Home Games-Total Attendance
(per event average in parentheses)

2013–2018 Strategic Plan

I. Competitive Success

Winning is an essential element of the Hawkeye tradition. Every person associated with the Athletics Department must be committed to the expectation of competing for championships. It is a given that every coach and student-athlete prepares and train to be the best. Beyond that, each staff member plays a critical role in providing support to create an environment in which success can be achieved. All members of our Department must remember that the first rule of competitive success is to do everything by the rules as set forth by the NCAA, Big Ten, and University of Iowa. We strive to win at the highest levels with integrity and through maximum effort.

Goals and Commitments

1. Compete for Big Ten and National Championships in every sport.
2. Provide resources and opportunities for every program to compete in Big Ten and National Championships.
3. Reach and maintain a position in the top 35 of the Learfield Sports Directors' Cup, which historically would place us in the top half of the Big Ten as relates to the Learfield Sports Directors' Cup.

Action Items and Initiatives

- Review/analyze each sport annually, discussing “challenges and opportunities.”
 - Facilities
 - Budget
 - Coaching/staffing
 - Win/loss...in conference, out of conference
 - Other factors impacting competitive success
- Conduct a peer/Big Ten comparison each year for sports that do not reach goal number one. Review and analyze pertinent areas to see if needs or issues can be identified.
 - Financial support (travel, guarantees, recruiting, other)
 - Facilities (competition and practice)
 - Coaching/staff
 - Recruiting (philosophy, strategy, budget, other)
 - Scheduling
 - Academic support
 - Other
- Strive to host regular season games and Big Ten and NCAA championships.

Hosted in 2014-15:

2014 AAU Junior Olympics Field Hockey
2014 Big Ten M/W Cross Country Championships
2015 Big Ten Men's Swimming and Diving Championships
2015 NCAA Zone D Diving
2015 NCAA Women's Basketball Tournament First and Second Rounds
2015 NCAA Men's Swimming and Diving Championships

Hosted in 2015-16:

2015 Big Ten Men's Indoor Tennis Tournament
2016 Big Ten Wrestling Championships
2016 NCAA Women's Gymnastics Regional
2016 US Olympic Team Trials – Wrestling

Hosting in 2016-17:

2016 NCAA M/W Cross Country Regional

- Review Directors' Cup and Iowa Corn Cy-Hawk Series sport scoring systems to better learn where Iowa is scoring points and where we are not. As much as possible, make coaches aware of the points their teams contributed and/or how far they were from scoring additional points.
- Work with coaches to identify areas for improvement throughout the Department. Prioritize the list and identify an action plan to address them.
- Monitor the integration of Rutgers and Maryland into the Big Ten Conference. Evaluate on a sport-by-sport basis what changes in travel policy and team budgeting may or may not be necessary due to these additions to the Big Ten.

II. Undergraduate Success

The University of Iowa Athletics Department aspires for its signature accomplishment to be graduating student-athletes. Historically, our student-athletes graduate at a rate that is equal to or greater than the rate of all undergraduates at the university. We support the recent initiatives in academic reform in intercollegiate athletics; our goal is not just to meet these standards but to exceed them. In doing this, our student-athletes will be role models for academic excellence not only on our campus but on the national scene within intercollegiate athletics. In addition, the Athletics Department supports the development of student leadership roles in the belief that students have a fundamental right to participate in university, Big Ten Conference, and NCAA governance. Additionally, these opportunities are significant contributors to social development and civic engagement; they are key steps to solidifying Today's Hawkeyes are Tomorrow's Leaders.

A. Academics

B. Student Representation

A. ACADEMICS

Goals and Commitments

1. Consistently meet or exceed the university-wide goal of a six-year federal graduation rate of 70 percent and maintain an athletics Graduation Success Rate of 80 percent or higher.
2. Each sport exceeds the NCAA mandated multiyear Academic Progress Rate score of 930; exceeds the national average multiyear Academic Progress Rate within each sport; earns a multiyear Progress Rate score that ranks in the top half of the Big Ten Conference for each sport.
3. Each sport exceeds the NCAA Division I four-class average federal graduation rate for its sport; earns a four-class average federal graduation rate that ranks in the top half of the Big Ten Conference for its sport.
4. Ensure the dismissal and probation rate for student-athletes is no greater than the dismissal and probation rate for the College of Liberal Arts and Sciences.
5. Increase the number of student-athletes with a 3.0 or above GPA. Meet or exceed the goal of 50 percent or more student-athletes maintaining a 3.0 UI cumulative GPA and/or over half of UI sports teams achieve a 3.0 UI cumulative GPA.
6. Ensure the graduation rate of African American and international student-athletes meets or exceeds the overall graduation rate of UI African American and international students.

7. Increase the number of student-athletes who earn national and conference academic recognition.
8. Increase the number of student-athletes who graduate within 4.5 years of their initial eligibility session at Iowa.

Action Items and Initiatives

- Annually review departmental graduation rates, giving increased attention to teams that fall below established goals (federal 70 percent; GSR 80 percent).
- Compile and compare federal graduation rate data for FBS Division I and Big Ten Conference by sport.
- Encourage the development of initiatives by head coaches to promote overall team academic success.
 - Develop yearly team academic goals and discuss during fall academic team meetings.
 - Develop a team academic support plan to promote a culture of academic success.
 - Maintain and continue to evaluate a required structured study program that includes retention and tutoring services.
- Foster the expectation that teams accept responsibility to encourage attendance and participation in educational programs, academic services, and other university and departmental services.
 - Solicit feedback from student-athletes and coaches to assist in assessing programming and other services.
- Consistently nominate qualified student-athletes for Capital One Academic All-American, Big Ten Postgraduate Scholarship, Big Ten Sportsmanship Award, Academic All-Big Ten, Big Ten Distinguished Scholar, NCAA Postgraduate Scholarship, Walter Byers Postgraduate Scholarship, Wayne Duke Postgraduate Scholarship, NCAA Leadership Forum, and NCAA Career in Sports Forum.
- Continue to enhance Student-Athlete Academic Services and the Gerdin Athletic Learning Center.
 - Complete third floor.
 - Renovate the first and second floors.
 - Create additional tutorial and retention space.
 - Designate a permanent space for the refueling station in the Gerdin Athletic Learning Center.
 - Conduct periodic evaluations of staffing for Student-Athlete Academic Services to ensure an effective professional to student-athlete ratio that meets student-athlete needs.
 - Continue to enhance Retention and Supervised Structured Study programs
 - Provide student-athletes enhanced technology resources (computer lab upgrade, student-athlete portal).

- Continue communicating student-athletes' academic achievements to all constituent groups.

B. STUDENT REPRESENTATION

Goals and Commitments

1. Increase student-athlete participation on university and Athletics Department committees and in working groups.
2. Establish yearly student-athlete-driven initiatives through the Iowa Student-Athlete Advisory Committee.
3. Actively encourage student-athlete participation at Big Ten Conference meetings and in NCAA leadership and career development opportunities.
4. Increase student-athlete participation in campus cultural activities.
5. Continue to encourage and support student-athlete participation in student government and/or campus leadership opportunities.

Action Items and Initiatives

- Request that head coaches encourage and support student-athletes' involvement with university and Athletics Department committees.
- Student-Athlete Academic Services will actively seek collaborations through campus to ensure student-athletes have opportunities to integrate with campus and the community.
- Through ISAAC, continue to support and encourage team-specific community service hours and opportunities.
- Director of Athletics will meet annually with ISAAC to discuss student-athlete issues and opportunities as well as goals and commitments

III. Compliance/Student Athlete Well-Being/Diversity

The University of Iowa is committed and obligated to the principle of institutional control in operating its athletics program in a manner that is consistent with the letter and spirit of federal, NCAA, Big Ten Conference, and institutional rules and regulations. In addition, the Athletics Department is dedicated to fostering a healthy, safe, equitable, and culturally diverse environment for student-athletes. We strive to be a national leader in increasing the ethnic minority presence on campus and in achieving gender equity, providing a first-class athletic and academic experience for all of our student-athletes.

- A. Compliance**
- B. Student-Athlete Well-Being**
- C. Gender Equity**
- D. Minority Issues**

A. COMPLIANCE

Goals and Commitments

1. Maintain and continue to refine departmental culture to ensure that students, staff, and athletics supporters feel an obligation to follow all rules and regulations that govern athletics.
2. Provide a comprehensive compliance program that promotes the knowledge of and adheres to NCAA, Big Ten, and institutional rules and regulations.
3. Refine and execute a comprehensive internal educational plan for Athletics Department personnel, student-athletes, coaches, and select university personnel.
4. Refine and implement an effective educational plan for external groups with athletics interests.
5. Evaluate, utilize, and/or integrate audit recommendations to strengthen the overall compliance program and institutional control.
6. Maintain and continue to refine a compliance unit that promotes integrity, academic success, and winning through excellent customer service.

Action Items and Initiatives

- Develop an effective budget and staffing plan for the Compliance Office that supports its goals and commitments.
- Maintain a strong working relationship with other university offices that have responsibilities in critical and sensitive areas for the Athletics Department (Financial Aid, Admissions, Registrar, other).
- Effectively utilize the University of Iowa Compliance Group to evaluate both the external regulatory environment and the university infrastructure in order to

employ safeguards and best practices to maintain institutional control of the Athletics program.

- Review, adjust, or create—as necessary—compliance processes, educational tools, publications, and forms that promote accountability and are user-friendly.
- Maintain an online compliance policy and procedure resource site (i.e., manual) for coaches and Athletics Department staff.
- Maintain a rules education calendar that delivers information in a timely and effective manner.
 - Conduct annual compliance educational programming for all student-athletes.
 - Conduct educational sessions (scheduled and ad hoc) with the coaching staff, support units/personnel, groups that assist in the recruitment process, campus units that conduct business on behalf of Athletics, and the leadership of our booster clubs.
 - Utilize a variety of educational tools to deliver time-sensitive information to coaches and other affected parties.
 - Develop a variety of mechanisms to deliver rules education to boosters and local businesses.
 - Ensure that all student-athletes and departmental personnel receive a written expectation about their obligation to report possible rule infractions.
- Utilize informal, small-group settings to elevate the level of engagement in and understanding of national issues that impact our athletics environment.
- As needed or required, work with the University of Iowa Office of Internal Audit, the Big Ten Conference, or outside audit agencies to conduct external compliance reviews that supplement existing internal audits.

B. STUDENT-ATHLETE WELL-BEING

Goals and Commitments

1. Provide student-athletes with the necessary support they need to train and compete (e.g., scholarships, equipment, facilities, health care).
2. Create and maintain a safe environment for student-athletes that is free from hazing, harassment, sexual misconduct, and any other forms of harmful and inappropriate behavior.
3. Create and maintain an environment in which student-athletes are informed and aware of their responsibilities, in which discipline is fair and consistent, and where obtaining a quality education is encouraged.
4. Provide high quality physical and mental health care support for student-athletes.
5. Provide a welcoming and inclusive environment for all student-athletes.
6. Affirm and support student-athletes' athletic and scholastic balance.

7. Provide quality programming to address addictive behaviors (e.g. drugs, alcohol, gambling).

Action Items and Initiatives

- Conduct an annual review of sports equipment to ensure all sports have adequate resources to train and compete.
- Review summer school funding.
- Review facilities on an ongoing basis to ensure safety and security.
- Review and update referral policy for student-athlete physical and mental health services.
- Meet with coaches and Athletics Department Administrators yearly to target specific student-athlete programming initiatives.
- Implement a plan to educate coaches and staff about student-athlete development issues.
- Conduct an annual review of the athletic training policy for each sport and determine the need for additional full-time staff positions (e.g., athletic trainers).
- Monitor individual team travel policies to ensure all student-athletes are treated equitably.
- Annually review the per diem provided to student-athletes.
- Annually inform student-athletes of travel policies through certification and orientation meetings, the student-athlete portal, and postings in Athletics Department facilities.
- Annually review university and departmental travel policies with coaches and sport administrators.
- Review and monitor teams' modes of transportation to ensure all university risk management policies are followed.
- Annually review and monitor the Student-Athlete Pregnancy Policy.
- Review and monitor the Student-Athlete Code of Conduct.
- Review and monitor the guidelines and principles related to student-athletes' use of social networks.
- Affirm the NCAA's principles related to the 20-hour rule; clarify to and communicate with coaches.
- Ensure that student-athletes have opportunities to integrate into campus and community activities.
- Communicate to student-athletes the emergency medical protocols for games and in-season and out-of-season workouts.
- Review the overall year-end process of surveying student-athletes and incorporate appropriate elements of the NCAA's Institutional Performance Program (IPP).
- Continue to review and consider data from student-athletes' year-end surveys to identify student-athlete well-being issues.

- Utilize the Health Care Advisory Committee to evaluate existing health-related policies and streamline student-athlete referrals.
- Maintain student-athlete representation on the Student Athlete Well-Being Subcommittee of the Presidential Committee on Athletics.
- Review each team's published practice schedule to ensure student-athletes can reasonably schedule classes.
- Review the principles and guidelines applied in developing team competition schedules to ensure reasonable opportunities to enroll in classes.
- Maintain a supportive environment for student-athletes and staff of all sexual orientations.

C. GENDER EQUITY

Goals and Commitments

1. Ensure the Department continues to meet Title IX compliance according to the federal mandate and, in complete spirit of the law, ensure all student-athletes are treated fairly.
 - Commitment to provide training and education to staff, coaches, and student-athletes that embrace a culture of respect and fairness.

Action Items and Initiatives

- Continue to evaluate and address the goals established in the five-year equity plan as outlined in the NCAA Certification self-study.
 - Review 2015 the NCAA Institutional Performance Program (revised summer 2015) in collaboration with Chuck Lynch.
 - <http://www.ncaa.org/governance/committees/division-i-committee-institutional-performance>
 - Continue to evaluate, monitor, and update—in collaboration with PCA Equity Subcommittee—the Department's Gender Equity plan.
 - Updated and revised the Gender Equity Plan (March 2016)
 - Presented the Gender Equity Plan to PCA Equity Subcommittee (April 2016)
- Evaluate current sport offerings to determine if this is the best number and kind of sports to be offered by the Department of Athletics to ensure athletics excellence.
 - EADA, NCAA scholarship report, roster management, Big Ten and NCAA sport championships, and internal Gender Equity plan are utilized in reviewing sport offerings.
 - Develop analysis of women's lacrosse and other sports such as bowling and beach volleyball (Big Ten Conference institutions currently sponsor).
- Ensure all Athletics Department facilities are designed, constructed, or renovated in an equitable manner.
 - Master Facility Plan developed with input from coaches and sport

administrators.

- Evaluate roster management numbers for all sports to ensure compliance and adjust numbers if needed.
 - Three-year Roster Management (2014-15) average indicates a 2 percent gap between women's participation numbers (49 percent) and undergraduate enrollment for women (51 percent).
 - Three-year Roster Management (2015-16) average indicates a 3 percent gap between women's participation numbers (49 percent) and undergraduate enrollment for women (52 percent).
 - Projected roster numbers for 2016-17 indicate an increase in the percent of women's participation numbers
 - Review areas to see if coaches need assistance during recruiting/admissions process
 - Sport Administrators have discussed with coaches changes that need to occur.
 - Continue to review roster management target numbers for all sports
- Evaluate all 13 Title IX areas for compliance and determine if adjustments or changes need to be made to ensure compliance.
 - Monitor all 13 areas on an annual basis.
 - Include in PCA Equity Subcommittee review
 - Updated Gender Equity Plan
 - Areas to review:
 - Number of females in coaching and in Senior Staff positions
 - ❖ Review findings and recommendations from Women's Sports Foundation research project, **Beyond X's & O's: Gender Bias in Coaches of Women's College Sports.**
 - www.BeyondXandO.org
 - Administrative support, Director of Operations, number of managers
 - ❖ Reviewed distribution of strength and conditioning coaches and athletic trainers.
 - ❖ Revised managerial funding policy.
 - Compensation
 - ❖ Continue to conduct annual market reviews.
 - Scheduling of practice times
 - Equipment
 - ❖ Review Nike allocations.
 - Recruiting
 - ❖ PCA interviews indicate coaches have necessary recruiting funding available.
 - ❖ Conduct review of budget versus expenses.

- Facilities
 - ❖ Competitive venues
 - ❖ Locker rooms
 - Update/enhance softball locker room at Recreation Building.
 - Short- and long-range plans for the number of lockers available for rowing, men's and women's track & field.
 - Housing and Dining
 - ❖ Availability of training table/meals
 - Reviewing option to increase the number of meals available per day
 - Recommend adding refueling stations to Beckwith Boathouse, Jacobson/Recreation Building, and Hawkeye Tennis and Recreation Center
 - ❖ Reviewing policy to allow lodging prior to home contests
 - Provide coaches' option
 - Publicity/marketing
 - ❖ Provide each sport a baseline marketing plan.
- Contract with outside entity to conduct a Title IX review.
 - Utilize information collected for OCR in annual Gender Equity review
- Work with the PCA Equity Subcommittee to assist with evaluation of various areas.
 - 2014-15 PCA Equity Subcommittee report submitted with the following recommendations:
 - Review and maintain established roster management numbers for each sport
 - Longitudinal study comparing Iowa's graduation rate of African American male student-athletes nationally and in the Big Ten
 - Re-examine the formal procedures used to create and communicate marketing plans for each sport. Subcommittee will request copies of each plan and a year-end re-evaluation
 - More transparent decisions pertaining to courtesy car program
 - 2015-16 PCA Equity Subcommittee report submitted with the following recommendations:
 - Continue the review of roster management numbers for each team
 - Annual reports from Student-Athlete Academic Services describing progress in meeting graduation goals, diversity programming, and mentoring for minority student-athletes
 - Review past marketing efforts and future plans
 - Review transportation arrangements by sport and communicate

- justification for any differences to coaches
- Recommend the Gender Equity section of the Department Strategic Plan include a specific goal regarding pay equity
 - ❖ Updated Performance Incentive Policy for Sports
- Implementation of the softball facility goals in the Master Facility Plan

D. DIVERSITY INITIATIVES

The University of Iowa and the Department of Intercollegiate Athletics is committed to equal opportunity and diversity in the recruitment, hiring, promotion, and professional development of staff and student-athletes.

In this commitment, the Iowa Athletics Department promotes excellence in education by increasing the diversity of staff and our student-athlete population.

Goals and Commitments

1. Recruit and graduate academically and athletically talented minority student-athletes at a rate equal or greater to that of the university.
2. Seek a diverse candidate pool for all positions, in particular, coaching and administrative staff positions.
3. Increase opportunities for current under-represented student-athletes, coaches, and staff to become more involved in leadership roles and higher visibility functions in the Athletics Department and within the university community.
4. Promote a welcoming climate that enhances the educational and work experience for all members of the Athletics Department.
5. Hold all parts of the Athletics Department accountable for achieving the Department's Diversity Plan.

Action Items:

- Recruit and graduate academically and athletically talented minority student-athletes at a rate equal to or greater than that of the university.
 - Discuss minority student-athlete recruitment plans with head coaches during annual performance evaluations to ensure diversity among prospective student-athletes.
 - Assist coaches in developing a more effective marketing and recruiting strategy to become more effective in recruiting from high schools with substantial populations of underrepresented student-athletes.
 - Annually review the graduation rates of ethnic minority student-athletes as compared to Division I, Big Ten Conference, and University of Iowa students with coaches and the PCA.

- Seek a diverse candidate pool for all positions.
 - Continue to conduct national searches for all coaching positions and administrative appointments.
 - Strive to ensure diverse representation on search committees for coaching and administrative vacancies.
 - All full-time searches that do not include a minority candidate will need justification and final approval of the Director of Athletics.
 - Annually review the retention and hiring of ethnic minority coaches and staff with the PCA.
 - Seek ethnic diversity in candidate pools for internships, graduate assistantships, and managerial positions in the Athletics Department.
- Increase opportunities for underrepresented student-athletes, coaches, and staff to assume more individual and leadership roles and higher visibility functions in the Athletics Department and within the university community.
 - Encourage minority participation in Athletics Department outreach efforts.
 - Continue to appoint minority coaches and staff to Athletics Department and university committees.
 - Recruit minority student-athletes to serve on the Minority Focus Group Student Advisory Committee; seek their input on developing yearly initiatives and programs; and encourage participation on both ISAAC and PCA Subcommittees.
- Promote a welcoming climate that enhances the educational and work experience for all members of the Athletics Department.
 - Continue diversity sensitivity programming for all Athletics staff.
 - Annually distribute the Big Ten Advisory Survey data with the Student Athlete Well-Being Committee.
 - Annually inform student-athletes of the policies and procedures for seeking help if they believe they have experienced or witnessed harassment or discrimination.
 - Annually nominate minority student-athletes for the Arthur Ashe Sports Scholars and the Ethnic Minority, NCAA Women's Enhancement Postgraduate Scholarship, and the Center for Diversity and Enrichment Student Leadership award.
 - Continue to work with faculty and alumni groups to develop mentoring relationships for ethnic minority student-athletes.
- Hold all parts of the Athletics Department accountable for improving the climate for diversity.
- Athletics Department Senior Staff will operationalize all facets of the Diversity Plan.
 - Annually review the Athletics Department Diversity Plan and outline expectations about diversity with all staff members.

IV. Finance/Facilities/Operations

The Athletics Department's most important endeavors are hiring and retaining people of high integrity with the skill level to provide the leadership necessary to positively impact our student-athletes and provide facilities that allow them to achieve their maximum athletic and academic prowess, all within the context of a balanced annual budget. Thoughtful budgetary planning, which utilizes resources garnered from various sources including generous gifts from our constituents through Athletics Development, will be used to continue the mission of the Athletics Department. With over 200 employees, it is incumbent upon the Athletics Department to foster an environment where staff members are encouraged to utilize their skills to their optimum potential in order to ensure the athletic and academic success of our student-athletes.

- A. Budget**
- B. Development**
- C. Facilities**
- D. Personnel**
- E. Atmosphere**

A. BUDGET

Goals and Commitments

1. Ensure annual operating resources exceed annual operating expenses.
2. Operate under the premise of maintaining a self-sustaining annual budget.
3. Meet all debt payment obligations. Any new debt will be part of the Department's 10-year strategic financial plan and approved by the university Administration.
4. Create a \$20 million debt reserve fund to cover revenue shortfalls in any given year. As of FY16, \$7.5 million has been committed.
5. Work to move the Department and each sport to a financial level that is at least in the top half of the Big Ten—according to the Big Ten annual financial survey—for sports that every school sponsors.
6. Continue to fully fund scholarships for each sport per NCAA guidelines.

Action Items and Initiatives

- Conduct an itemized review of all annual expenses to ensure efficiency and eliminate waste.
- Annually review sport recruiting, travel, equipment/supplies, budgets, and other areas to ensure opportunity for success, favorable comparisons with Big Ten and peer schools, and Department equity.
- Continue to monitor and update the Department's 10-year strategic financial plan.

- Continue to work with the university Purchasing, Accounts Payable and Travel, and departmental staff on the implementation of the TIER shared financial services concept within the Department.

B. DEVELOPMENT

Goals and Commitments

1. Develop and initiate a plan to increase the number of annual contributors and the amount raised by 5-10 percent.
2. Successfully complete fundraising goals in the University of Iowa Foundation Comprehensive Campaign.
3. Coordinate fundraising initiatives for the following capital campaigns:
 - Kinnick Edge Campaign – \$25M
 - Finkbine Clubhouse
 - Gerdin Renovation
 - Indoor Track
4. Annual giving – \$128M
5. Hawkeye Visions Endowment – Additional \$20M
6. Coordinate efforts to maximize efficiency and effectiveness of the interfaces between BGI and Paciolan databases.
7. Develop five- to ten-year plan on athletic facility reseating and annual giving level changes.
8. Maximize the number of face-to-face contacts and asks. In addition, develop proper donor stewardship program and refine all I-Club events.
9. Review Development staffing to provide maximum impact and efficiency.

Action Items and Initiatives

- Conduct a complete study of our current annual giving program. Examine all aspects of annual giving, target audience, and segments of the annual giving process.
- Coordinate e-mails to patrons from all the different areas of Athletics.
- Kinnick Edge Campaign:
 - Solicitation to all logical parties
 - Solicitation to former football letter winners
 - Major gift solicitation
 - Cultivate new givers
 - Coordinate premium seating sales
- Hawkeye Visions Endowment
 - Brochure to be completed
- Critical success of the Ticket Office and fundraising (giving, ticket location, parking) all depends on BGI communicating/interfaces with Paciolan.
- Reassess the amenities associated with Carver club seats.

- Conduct a complete study and possible overhaul of the I-Club banquets.

C. FACILITIES

Goals and Commitments

1. Provide all intercollegiate athletics teams with facilities that are competitive with Big Ten Conference peer institutions and maximize training, recruiting, and competition.
2. Consolidate support areas and teams as much as possible to develop an “Athletics Department campus.”
3. Fund all intercollegiate athletics facilities and maximize fundraising support for each project. If fundraising is not an option, then determine how best to fund projects in an effort to provide the best facilities possible.
4. Properly maintain all facilities. Facilities have an aggregate value of more than \$700 million.

Action Items and Initiatives

- Finalize the long-range facilities master plan.
- Work with campus master planner to finalize plans for the Hawkeye Campus.
- Involve all constituent groups from the Department of Athletics in ongoing discussions and renderings of the master plan.
- Ensure buy-in with the final version of the master plan.
- Develop fundraising materials—paper and electronic—to sell the Department’s vision.
- Develop the funding model for each planned facility.
- Develop and complete fundraising campaigns to maximize private support for facilities.
- Maintain all facilities in a first-class manner.
- Develop and regularly update the comprehensive maintenance plan that is electronically managed and controlled. This plan will assist in determining when maintenance and upkeep need to occur for budget and planning purposes, including all related costs.
- Maintain and continuously update the comprehensive list of facility projects that cost over \$5,000 for historical purposes (project name, project cost, and date of project completion).
- Complete the following projects in the next five years:
 - Determine a plan to provide gymnastics teams with support facilities such as locker rooms, changing rooms, and graphics.
 - Determine a plan to provide the volleyball team with an appropriate practice and competition facility.
 - Determine a plan to repurpose the Jacobson building.

- Installed new scoreboard, sound system, and basketball floor in Carver and new LED lights in 2016.
- Continue to review facility staffing needs.
- Evaluate how facilities staff is organized as retirements occur and/or facilities come online, e.g., Finkbine Clubhouse.
- Ensure Finkbine Golf Course is a financially self-sustaining unit within the Department of Athletics.
- Finalize plans to build a new clubhouse to meet the needs of the user groups and the golf teams, based on Duda gift.
- Determine how best to staff the facility, both the clubhouse and maintenance areas.
- Continue to evaluate the irrigation system at Finkbine Golf Course and upgrade as necessary.
- Replaced football practice field.
- Finalize:
 - North end zone decision
 - Installation of indoor track
 - Repair various concrete issues in Kinnick
 - Gerdin Academic Learning Center

D. PERSONNEL

Goals and Commitments

1. Share diversity recruitment and hiring goals (high quality pool; ethnic minority and gender representation) with all hiring supervisors annually.
2. Hire Athletics professional staff at a competitive market rate. When appropriate, place non-coaching staff in the median zone and coaching staff at or above the midpoint of their respective athletics peers.
3. Provide competitive benefit packages as allowed by the University of Iowa and consistent with Big Ten and national peers.
4. Make certain (a) all employees fully understand the expectations of their positions and receive regular feedback and (b) job descriptions and goal plans reflect the needs of the unit/Department and the actual duties being performed.
5. Promote and support professional development of employees and student-athletes to enhance success.
6. Optimize workforce and efficiencies within units and across the Department through regular review of structure, processes, outcome, and resources. Utilize university resources for workplace redesign and quality improvement processes.
7. Continue to provide the full complement of coaches allowed by the NCAA for each sport.

Action Items and Initiatives

1. Diversity recruitment and hiring goal

- Encourage all staff to regularly seek out and identify talented potential employees; charge all supervisors who are hiring with the responsibility to actively recruit diversity, regardless of whether it is a temporary or regular position.
- In open P&S searches, interview pools that do not include minority representation will require justification and final approval by the Director of Athletics.
- Actively seek minority search committee members from outside the hiring unit for coaching and administrative management vacancies.
- Utilize networks to identify talented professionals that have the potential to fit our culture, enhance the diversity and/or quality of future applicant pools, and advance the organization's talent level/productivity. Develop and maintain a talent acquisition database.

2. Competitive Market Rate Goal

- Participate in the LEAD1 Annual Compensation Survey, subscribe to WinAD database, and conduct additional targeted surveys as necessary to stay abreast of the current market.
- At point of hire, place Professional and Scientific employees appropriately within the market based on their skill set and ability to perform the full scope of duties.
- Annually review Department Professional and Scientific salaries and strive to ensure that Athletics Department professional salaries are competitive and, if appropriate, rank in the top half of the Big Ten.
- Annually educate staff about career development processes (employee development, salary advancements and promotions).

3. Competitive Benefit Goal

- Optimize the use of annual Flexible Pay Awards.
- Periodically review performance incentives available to coaches and staff. As needed, conduct market comparisons with Big Ten and/or national peers. As needed, adjust Iowa's general or contract-specific incentives where necessary to be competitive and equitable while also rewarding continued success.

4. Expectations and Feedback Goal

- Continue to conduct individual new staff orientation meetings with all new regular staff hires, preferably in the first week of employment.

- Engage supervisors and employees in periodically updating job descriptions, identifying development goals, reviewing classification fit and, when appropriate, utilizing career development processes.
 - Develop and implement a program that educates all staff regarding the importance of having active and measurable goals designed to improve individual work performance and/or achieve strategic priorities; fully integrate goals into the annual performance review process.
 - Conduct performance reviews for regular staff on an annual basis with the goal of 100 percent of evaluations completed.
5. Professional Development Goal
- Design/identify and implement an annual staff education program for supervisors and staff to improve skills, morale, and retention.
6. Optimize Workforce Goal
- Evaluate the cost-benefit ratio of proposed new positions. Special scrutiny should be given to the division of duties among sport-specific positions (e.g., secretaries, graduate assistants, interns, directors of operations, administrative assistants, video operations). Units should be operating at maximum capacity and efficiency prior to proposing new positions. When appropriate, engage workplace consultants to assist.
 - Strategically review each unit's function with the intent to maximize efficiency and success of both the unit and the Athletics Department. Process is to be guided by the following questions:
 - Is this unit operating at full capacity or are there inefficiencies?
 - Is this unit accomplishing all goals and contributing to the success of the Athletics Department?
 - Is this unit delivering excellent customer service?
 - Can this unit (and/or the Department) benefit from participation in quality improvement processes or reorganization?
7. NCAA Coaching Positions Goal
- Provide competitive funding for all permissible NCAA coaching positions.

E. SPORTS PERFORMANCE

Goals and Commitments

1. Work with staff from athletic training, strength and conditioning, nutrition, and mental health to form a student-athlete performance area to ensure all student-athletes have everything necessary to perform to the highest level.
2. Ensure staffing is appropriate for all athletics teams.

- Added an additional strength coach
 - Added a full-time nutritionist
 - An additional trainer will be added to staff later
3. Educate coaches on how these areas will benefit their programs.
 4. Develop educational programs to assist coaches and student-athletes regarding performance.
 - Landon Evans, Director of Sports Science
 - GSP Systems
 - Construct tracking
 5. Collaborate with UIHC Sports Medicine to ensure comprehensive care for all student-athletes.
 6. Continue to engage the Health Care Advisory Committee as needed to guide decisions and evaluate effectiveness and participating individuals.
 7. Utilize our sports psychologists for our student-athletes' needs.
 - Meet the mental health needs of our student-athletes.
 - Collaborate with our counseling center on campus to provide a wider network of counselors.
 - Work with individual athletes on all mental health issues.
 - Work with student-athletes to ensure they are following through on all drug or alcohol required counseling.
 - Meet the sports performance goal of our teams through our psychologists.
 - Work with teams and coaches on individual and team related sports performance issues.
 - Collaborate with athletic trainers and strength and conditioning staff to assist in sports performance issues.
 - Assist in return to play readiness after injury.
 - Attend practices for teams regularly.
 8. Finalize organizational structure.

F. DRUG TESTING

Goals and Commitments

1. Achieve a drug-free environment in which competitive intercollegiate athletics programs are conducted at the University of Iowa.
2. To test all student-athletes through the substance abuse program on a year-round basis; to protect student-athletes' health and safety, provide assistance for any student-athlete found to abuse substances, and to prevent an unfair competitive edge by those who abuse certain substances.
3. Verify that all processes and procedures are being followed.

4. Assess how current staff is being used and determine if additional skills can be used throughout the Department, e.g., educational programming, mental health assessments, and other.
5. Evaluate the use of the RFP-selected vendor (Aegis) on how well they are providing the collection and testing of the specimens.

G. INFORMATION TECHNOLOGY

Goals and Commitments

1. Work with support staff, coaches, and administration to keep Athletics up-to-date with hardware (four-year refresh), software (maintain accurate catalog and updates with Central ITS), and mobile technology (iPad project, US Cellular phone sponsorship).
2. Ensure equipment is appropriate for all athletics teams, reviewing contracts, purchases, and deployments within the Department.
3. Educate coaches, administrators, and support staff on new software, technologies, and available vendors for hardware/software solutions.
4. Develop training programs to assist coaches, administrators, and support staff in learning new software and becoming aware of emerging technologies in their field.
5. Collaborate with Central ITS to ensure efficient overlap where possible, mutual hardware investments, software licensing, and other various initiatives.
6. Continue to engage Senior Staff and coaching staff to ensure Athletics technology plans are accurate and properly vetted.

H. ATMOSPHERE

Goals and Commitments

1. Create and maintain a positive workplace environment through the adherence to ethical standards that are consistent with the core values of the university and Athletics Department.
2. Foster a mindset that the Athletics Department's realization of its potential depends on valuing the people who work in it and the student-athletes it serves.
3. Enhance productivity and morale by clearly defining priorities, holding employees accountable for performance and conduct standards, increasing collaboration, and elevating employee engagement in their work.
4. Reinforce a strong customer service focus in order to enhance the experience of the employee, student-athlete, fan, and booster.
5. Maximize communication within the Department so that all personnel have the opportunity to be informed and contributing members of the organization.
6. Improve Department scores in targeted "Working at Iowa" categories.

Action Items and Initiatives

1. Ethical Standards

- Every new, regular employee will receive university on-boarding guidance and departmental/unit orientation that clearly conveys the values and commitments of the organization.
- Staff shall be provided with annual reminders of ethical standards and expectations, and reporting/resolution obligations.
- Further develop a positive sport behavior initiative and incorporate it into policies and procedures of related areas (e.g., event management, external relations, student-athlete life skills, and sport administration/coaches).

2. Valuing People

- Explore additional means for creating an atmosphere where people want to come to work each day and feel they are in a place where they can reach their fullest potential.

3. Enhance Productivity

- Improve employee-supervisor relationships, especially in areas of feedback and acknowledgement of a job well done. Annually promote the following and offer periodic training:
 - Supervisors and employees shall collaborate in establishing measurable goals that positively impact productivity and the achievement of increased customer service, collaboration, and diversity.
 - Supervisors and employees shall collaborate to identify professional development opportunities that will enable the employee to either maintain or improve his/her contributions to the organization.
 - Supervisors shall acknowledge positive performance and reward employees for distinguished work that advances the organization through Flex Pay Program options.
- Improve supervisor skills, especially in the area of employee performance and accountability. Annually promote the following and offer periodic training:
 - Supervisors shall clearly define responsibilities and hold employees accountable for meeting performance and conduct standards to each and every employee.
 - Supervisors shall manage work-related conflicts in a timely and effective manner.

4. Customer Service Focus

- Explore additional means of enhancing the quality of customer service internally and externally.

5. Maximize Communication

- Continue to conduct monthly/regular meetings with the entire staff and also with specific groups, including head coaches and directors.
- Continue to use and improve the Intranet to enhance Department communication.
- Achieve greater transparency by continuing to update and expand written policies and procedures that promote "best practices" and maintain integrity while striving for success.
- Develop and maintain an effective emergency communication plan.

6. Improving "Working at Iowa" Scores

- Provide a minimum of one in-house annual workshop to advance the skills of supervisors.
- Explore creating a rewards and recognition program that encourages and rewards innovation, increased efficiencies, and positive results.
- Promote the concept of cross-training to achieve (a) better life-work balance and (b) knowledge management and succession planning.

V. Engagement

The University of Iowa Athletics Department takes great pride in representing the Hawkeye State and is very pleased to be supported by numerous Hawkeye patrons who are among the best fans in the country. The Athletics Department has a close relationship with alumni and supporters across the state of Iowa, throughout the nation, and around the world. It is that partnership with the public that sustains the Athletics program and the student-athletes who have the opportunity to compete at this high level. The University of Iowa Athletics Department does not receive any resources from the university's General Fund. The Athletics enterprise is completely reliant upon its ability to raise the funds necessary to support its annual operations and capital improvements in concert with university regulations. The partnership forged with the patrons of the program is essential for the continued success and very existence of Iowa Athletics. A high level of first-class customer service is always the overall factor in all areas of ticketing and development. These areas strive to be current with the latest technology in order to serve our customers, fans, and donors in an efficient and satisfactory fashion.

- A. External Relations**
- B. Customer Service, Satisfaction, and Safety**
- C. Tickets**
- D. Premium Seating and Club Space**

A. EXTERNAL RELATIONS

Goals and Commitments

1. Optimize the efficiency and effectiveness of the External Relations unit by reviewing organizational structure and culture, making sure it meets the needs of each unit within the department.
2. Develop social media policy and strategy.
3. Educate internal and external staff on the department's relationship and opportunities related to Hawkeye Sports Properties.
4. Continue to provide, if not build upon, the support and collaboration for the UI Athletics Ticket Office, the National I-Club, Event Management, and other units within the Department.
5. Develop an over-arching external relations plan that supports and promotes "Win. Graduate. Do it Right."
6. Develop external relations plans annually that are agreed to by the respective head coach for all 24 sports programs.
7. Continue to maximize the impact of the Big Ten Network.

8. Introduce a coordinated, comprehensive, and Department-wide branding program.
9. Increase support for non-sport units within and/or affiliated with the Department, e.g., Student-Athlete Academic Services, Athletics Development.
10. Continue to be a leader in the application of new technologies, social media, new media, other.
11. Implement document retention/storage plan.
12. Implement video retention/storage plan.

Action Items and Initiatives

- Preseason plan from marketing, Athletic Communications, new media, video units.
- Monitor and proactively address issues of “equality” and “access” vis-à-vis the Big Ten Conference expansion.
- Continue to provide appropriate support and direction for Learfield Sports/Hawkeye Sports Properties.
 - Aggressively seek to create new revenue opportunities that maintain appropriate “balance.”
 - Successfully assist with the opportunities created by the installation of new scoreboard/message board equipment at Kinnick Stadium, Carver-Hawkeye Arena, other.
- Successfully transition administrative units of the Department from current to new.
 - Successfully transition sports teams’ units of the Department from current to new.
 - Begin discussions on other applications, e.g., uniforms, practice gear.
- Work with the staffs of non-sport units to create a calendar of annual events and/or special events and determine the appropriate level of support provided.
- Introduce version 7.0 of hawkeyesports.com inclusive of a section dedicated to recruiting.
- Assist men’s basketball and women’s basketball staffs with evaluation of current dedicated web presence and planning for the future.
 - Investigate solutions for sports beyond football, men’s basketball, women’s basketball.
- Stay current with trends applicable to Facebook and Twitter and other social media pages.
- Bolster the effort to build awareness of the online video library inside Hawkeye All-Access and the UI Athletics Department’s YouTube presence.
- Successfully address the issue of photography of current student-athletes being available in the marketplace.
- Manage our presence vis-à-vis the Big Ten Conference/Big Ten Network guidelines and rules and the relationship with our multi-media partner and the UI’s distribution partner (Mediacom).

- Fully explore with the UI Athletics Ticket Office staff third-party group sales options emerging in the marketplace.
- Work with Development staff to provide comprehensive support of all activities including, most notably, capital projects and, specifically, the master plan for facilities/Hawkeye Campus.
- Work with Event Management staff to continue to improve game day experience at home events.
- Collaborate where necessary on fan research, customer service “secret shopper,” and economic impact surveys.

B. CUSTOMER SERVICE, SATISFACTION, AND SAFETY

Goals and Commitments

1. Commit to establishing a positive customer service mentality in all internal and external areas.
 - Fans First Practicum – starting its second year
 - Participated in training sessions
 - Continue to emphasize customer service importance in all areas of the department
2. Focus on enhancing the quality of service and athletic experience for all student-athletes, coaches, staff, and fans.
 - Fans First Initiative
 - Pre- and postseason meetings with coaches and staff
 - Game environment emphasis – specific responsibilities assigned to staff
3. Promote and foster a family-friendly and positive environment at all Athletics events.
 - Fans First Practicum
 - Focus Group and Survey
 - Continue to engage focus groups
4. Provide professional administration and management of all Athletics events.
 - Conduct pre- and postseason meetings in all sports
 - NCS4 – Big Ten Event Managers Meetings
5. Provide a consistent, fair, and safe athletic environment for student-athletes, coaches, staff, customers, and fans.
 - NCS4 Meeting
 - Big Ten Meetings (Event Managers and Replay)
 - Big Ten Facilities Conference
 - Constantly review and if necessary, update game day policies and security procedures
6. Foster lines of communication between customers, fans, staff, and administration.
 - Fans First Initiative
 - Conducted focus groups and fan survey

- Established event management twitter account
- Continue to update and revise website information and format
- Increase exposure for Game Day text and hotline
- 7. Support and uphold all NCAA, Big Ten Conference, University of Iowa, and departmental policies.
- 8. Develop targeted plans to secure NCAA championships and external events that have a positive impact on the Athletics Department, university, and local communities.
 - Previous and upcoming NCAA/Big Ten championship events
 - 2016-2022 bid cycle
 - Wrestling World Cup-2018
- 9. Establish a leadership role in the areas of customer service, satisfaction, and safety.
 - Active members of:
 - NCS4
 - Big Ten Event Management Group
 - Big Ten Facilities Conference
 - CEFMA

Action Items and Initiatives

- Initiate customer service training for internal and external staff by utilizing resources provided by experts, e.g., Disney in the field.
 - Investigate options for additional training
 - Research training programs established at other institutions
 - Event Management staff reviews training programs presented to staff to ensure consistency with Athletics Department goals and values
- Continue to work and build relationships with University of Iowa Police, Whelan and University Parking to enhance game day environment
 - Tailgating hours relaxed
 - Submitting RFP for contract security
 - Established clear bag policy for Kinnick Stadium
 - Increasing security around Kinnick Stadium by eliminating vehicle traffic immediately west and east of stadium
 - Developing new initiative with UIPD
 - UI Student Security program
- Provide education and training to internal and external staff and volunteers to assist in the appropriate response to game day situations.
 - Kinnick Stadium Evacuation Video
 - Fans First Initiative (customer service practicum)
 - Second Year of program
 - Feedback utilized to increase positive fan experience

- Partnering with UIPD and conducting a Threat and Vulnerability Assessment
- Partnering with UIPD in the development of a campus-wide severe weather plan
- Obtain feedback through the use of surveys, focus groups, and daily interactions.
 - Football season ticket holder survey - focus group
 - Project sponsor with Executive Leadership Academy
 - Develop reports and recommendations regarding engagement between Athletics and the campus community
- Develop program and timeline for information collection for football, men's and women's basketball, and wrestling one time per year and establish a three-year rotation for all other sports.
- Increase information available electronically by providing sport-specific event information and answers to frequently asked questions.
 - www.footballgameday.com – transitioning to hawkeyesports.com
 - Establish similar web information for all sports
- Establish “Secret Shopper” program for football, men's and women's basketball, and wrestling and develop limited program for other sports. Audit schedule will be developed with assistance from UIPD, Whelan, Aramark, Hawkeye Fan Shop and internal Department units.
- Provide adequate and accurate venue signage and information.
 - Utilized recommendations from Fan's First when upgrading stadium signage
- Investigate use of social media for information and communication purposes.
 - Twitter account (@iowaevent)
 - All social media sources integrated with External Communications
- Continue to conduct regularly scheduled Event Management meetings focused on information sharing, feedback, improved communication and evaluation.
- Continue to study and implement realistic ways to decrease abuse and illegal use of alcohol at Athletics events.
- Continue formal end-of-season assessments and reports to enhance the performance of departmental units.
- Initiate “Best Practice” procedures that can be utilized across the conference.
 - NCS4 – Big Ten
 - Collaboration with UIPD
- Study the possibility of using third parties for food and beverage services.
 - Utilizing Aramark for food and beverage in Kinnick Press Box during football games

C. TICKETS

Goals and Commitments

1. Successfully convert from current software operating platform to a web-based platform.
2. Continue to grow the website utilization in terms of online renewals, single game orders, and print-at-home tickets.
3. Go to ticketless entry for student football tickets using their student IDs.
4. Incorporate the scanning capability of our operation to include such things as parking placards, marketing coupons, and other items that we are not currently able to successfully transmit and track electronically.
5. Implement the ability for customers to choose a particular parking lot based on their priority points and giving levels.

Action Items and Initiatives

- Work with Paciolan on the BETA site, which is currently a test base. Patrons can see the seating maps clearly on the BETA site.
- Continue to communicate with our fans on how to use the ticketing website.
- Use student IDs to gain access to football games by the 2014 football season.
- Suggest that Aramark purchase scanners.
- Parking – use scanners for parking passes:
 - Track who is duplicating parking placards
 - Track number of cars in each lot
 - Print passes at home
- Will reseat Kinnick Stadium for the 2014 season.
- Put a timetable together for future reseating of Kinnick and Carver.

D. PREMIUM SEATING AND CLUB SPACE

Goals and Commitments

1. Operate Premium Seating at or near 100 percent capacity.
2. Successfully and efficiently address the facility updating at Kinnick (carpet, paint, walls, etc.).
3. Strive to offer/add/update value-added amenities to all premium seating areas.
4. Revamp our rental rates for all club spaces to reflect current market conditions.
5. Implement a premium seating plan for men's basketball to be applied in the upcoming seasons.
6. Create a durable and reliable reporting tool for tracking Athletics' income from catering services.
7. Address the Human Resources' needs related to event setups.

8. Design and implement a Boca stock premium seat ticket.
9. Streamline the contract process between patrons and UI Purchasing, Accounts Payable and Travel.
10. Create a website for all rental spaces on the Athletics campus.

Action Items and Initiatives

- Strive to create a level of customer service so wins/losses do not affect seating demand.
- Develop a rotation plan of what equipment and furnishings need to be replaced, repainted, purchased new, etc.
- Improve the quality of the catered food.
- Improve the parking experience/situation for the football premium seating patrons.
- Consider reserved parking for Indoor Club patrons.
- Conduct a market analysis of what other places in the Iowa City area are charging for their event space.
- Decide on how people will gain access to the Feller Club Room in the future.
- Event set up: Coordinate with facilities and work out some type of relationship where we share one staff member to do this.
- Create a new design for premium single tickets.
- Market every space on one website, e.g., Hall of Fame, Boathouse, Carver, Kinnick.