

# The University of Iowa

## Athletics Department Strategic Plan

### 2013-2018

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#### **Introduction**

The University of Iowa's Department of Intercollegiate Athletics employs more than 200 full-time staff who, collectively, works to provide more than 650 talented male and female student-athletes a superior academic and athletics 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 during the past five years, a period of time that has also been marked by significant changes locally, regionally, and nationally in intercollegiate athletics.

The five-year plan embodied in this new strategic plan will, again, serve as the road map for the Department as it moves further into the 21st century. 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 (Doing it right) as the path to ensure that "Today's Hawkeyes are Tomorrow's Leaders."

The athletic department strategic plan process invited input from all staff, student-athletes (through their representatives), the Presidential Committee on Athletics, 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.

**September 3, 2013**



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## **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 life-long 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 heritage, race, belief, age, sexual orientation, gender, disability, or veteran status 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 on-going 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 on-going 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 all 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)**

- ❖ Consistently finish in the top half of the Big Ten Conference in all sports.
- ❖ Compete for Big Ten and National Championships in every sport.
- ❖ Reach and maintain a position no lower than the top 35 of the Learfield Sports Directors' Cup, which historically would place the Hawkeyes in the top half of the Big Ten Conference competitively.
- ❖ Create a sport-by-sport map to achieve championship goals and aspirations.

### **II. Undergraduate Education – (GRADUATE)**

#### **Academics**

- ❖ Consistently meet or exceed the University-wide goal of a six-year Federal Graduation Rate of 70% and maintain an Athletic Graduation Success Rate of 80% or higher. Meet or exceed the Federal Graduation Rate of all University of Iowa students.
- ❖ Each sport exceeds the NCAA mandated Academic Progress Rate cumulative score of 930; exceed the national average for each sport; rank in the top half of the Big Ten Conference for each sport.
- ❖ Increase the number of student-athletes with a 3.0 or above GPA. Annually meet or exceed the College of Liberal Arts and Sciences in GPA.
- ❖ Continue to maintain a culture of student-athlete participation in the following: University and Athletics Department committees and working groups, Athletics Department civic activities, campus cultural activities, and in student government.

### **III. Compliance/Student-Athlete Welfare/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.
- ❖ Complete the process of separating the Offices of Compliance and Student Services. Successfully hire and integrate new Directors of Compliance and Student-Athlete Academic Services.
- ❖ Maintain and continue to refine a compliance unit that promotes integrity, academic success, and winning through excellent customer service.

#### **Student-Athlete Welfare**

- ❖ Provide student-athletes with the necessary support they need to train and compete (i.e. 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 and 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, ensuring all student-athletes are treated fairly.
- ❖ Maintain a supportive environment throughout the Athletics Department and campus for ethnic minority student-athletes and staff with the specific goal of increasing ethnic minority student-athlete participation and retention on Department teams.
- ❖ Regularly review and modify the Athletics Department diversity plan, which includes soliciting feedback from ethnic minority student-athletes and Department staff.
- ❖ Maintain a supportive environment for student-athletes and staff of all sexual orientations.

### **IV. Finance, Facility, and Operations**

#### **Budget**

- ❖ Ensure annual operating resources exceed annual operating expenses. Continue to 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 competitive and comparable to Big Ten and other peer institution programs.



## **Development**

- ❖ Develop and initiate a plan to increase the number of annual contributors and amount raised by 5-10%.
- ❖ Successfully complete fundraising goals in The University of Iowa Foundation Comprehensive Campaign and continue to increase private contributor support (years) of campaign.
  - Football Facilities Campaign – Goal \$35M
  - Annual giving – \$128M
  - Hawkeye Visions Endowment – 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.
- ❖ Complete five – ten year Master Facility Plan and begin construction of facilities as funding becomes available.

## **Personnel**

- ❖ Recognizing that the Senior Management Team will be undergoing change over the next few years due to retirements, create and activate a reorganization plan to continue the successful and efficient management of the Department.
- ❖ Reaffirm the priority of increasing diversity with particular attention to increasing ethnic minority and gender representation.
- ❖ Strive to hire athletics professional staff at a competitive market rate and, when possible, at or above the midpoint of their respective athletics' peers and provide a competitive benefits package.
- ❖ Continue to provide the full complement of coaches allowed by the NCAA for each sport.

## **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 employee 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.

## **Engagement**

### **External Relations**

- ❖ Develop an over-arching external relations plan that supports and promotes “Win. Graduate. Do it right.”
- ❖ Develop external relations plans for all 24 sports programs annually that are agreed to by the respective head coach.
- ❖ 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**

- ❖ Continue to improve upon customer service while promoting a professional, family-friendly, and positive environment at all athletics events for fans, student-athletes and coaches.
- ❖ Continue to seek and implement new ideas and technologies that provide enhanced fan experiences.
- ❖ 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 and activate a ticketless entry for student football ticketholders using their student IDs.
- ❖ Incorporate the scanning capability of the ticketing operation to include such things as parking placards, marketing coupons, and other items that currently are not being successfully transmitted or tracked electronically.
- ❖ Implement the plan for ticketholders to choose a particular parking lot based on their priority points and giving levels.

### **Premium Seating & Club Space**

- ❖ Continue to operate Premium Seating at or near 100% capacity.
- ❖ Strive to offer/add/update value-added amenities to all premium seating areas. Continue to find ways to implement an innovative parking system at football games for our most loyal and generous donors.
- ❖ Implement a premium seating plan for men’s basketball to be applied in the 2016-2017 season.

# Measures of Success – Charts and Graphs

**Teams in Post Season 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 Post-Season Play

## 2008-09

Women's Basketball	NCAA 1 <sup>st</sup> Round
Men's Cross Country	NCAA Regionals
Women's Cross Country	NCAA 24 <sup>th</sup> Place
Field Hockey	NCAA Final Four
Football	Outback Bowl
Men's Golf	NCAA 17 <sup>th</sup> Place
Men's Gymnastics	NCAA Qualifier (1 All-American)
Women's Gymnastics	NCAA Regionals
Softball	NCAA Regionals
Men's Indoor Track & Field	NCAA Championships (6 individual qualifiers)
Men's Outdoor Track & Field	NCAA Championships (3 individual qualifiers)
Women's Indoor Track & Field	NCAA Championships (6 individual qualifiers)
Women's Outdoor Track & Field	NCAA Championships (3 individual qualifiers)
Wrestling	NCAA 1 <sup>st</sup> Place (5 All-Americans)

## 2009-10

Women's Basketball	NCAA 2 <sup>nd</sup> Round
Men's Cross Country	NCAA Regionals
Women's Cross Country	NCAA Regionals
Football	Orange Bowl
Men's Golf	NCAA Regionals
Men's Gymnastics	NCAA Qualifier (1 All-American)
Women's Tennis	NCAA 1 <sup>st</sup> Round
Men's Indoor Track & Field	NCAA Championships (7 individual qualifiers)
Men's Outdoor Track & Field	NCAA Championships (7 individual qualifiers) (4 All-Americans)
Women's Indoor Track & Field	NCAA Championships (7 individual qualifiers)
Women's Outdoor Track & Field	NCAA Championships (2 individual qualifiers)
Wrestling	NCAA 1 <sup>st</sup> Place (8 All-Americans)

## 2010-11

Women's Basketball	NCAA 2 <sup>nd</sup> Round
Men's Cross Country	NCAA Regional (1 All-American)
Women's Cross Country	NCAA Regional
Football	Insight Bowl
Men's Golf	NCAA 10 <sup>th</sup> Place

## 2010-11 Continued

Men's Gymnastics	NCAA Qualifier
Women's Gymnastics	NCAA Regionals (1 All-American)
Men's Swimming & Diving	NCAA 35 <sup>th</sup> Place
Women's Swimming & Diving	NCAA 30 <sup>th</sup> Place
Men's Indoor Track & Field	NCAA Championships (8 individual qualifiers) (8 All-Americans)
Men's Outdoor Track & Field	NCAA Championships (8 individual qualifiers) (2 All-Americans)
Women's Indoor Track & Field	NCAA Championships (2 individual qualifiers) (1 All-American)
Women's Outdoor Track & Field	NCAA 20 <sup>th</sup> Place
Wrestling	NCAA 3 <sup>rd</sup> Place (6 All-Americans)

## 2011-12

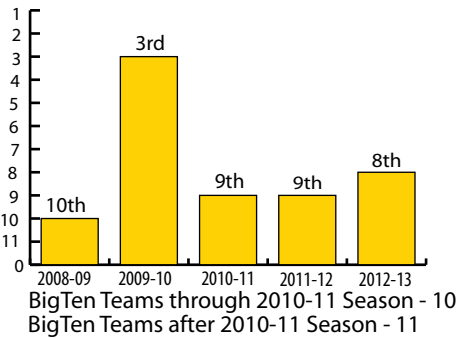
Men's Basketball	NIT 2 <sup>nd</sup> Round
Women's Basketball	NCAA 1 <sup>st</sup> Round
Men's Cross Country	NCAA Championships (1 Athlete)
Women's Cross Country	NCAA Regionals
Field Hockey	NCAA 1 <sup>st</sup> Round
Football	Insight Bowl
Men's Golf	NCAA Championships-22 <sup>nd</sup> Place
Men's Gymnastics	NCAA Qualifier
Women's Gymnastics	NCAA Regionals
Men's Swimming & Diving	NCAA Championships-26 <sup>th</sup> Place
Women's Swimming & Diving	NCAA Championships-37 <sup>th</sup> 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 <sup>rd</sup> Place; 6 All-Americans

## 2012-13

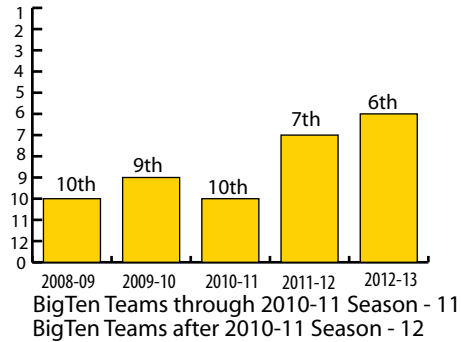
Men's Basketball	NIT Championship- Runner-up
Women's Basketball	NCAA 2 <sup>nd</sup> Round
Men's Cross Country	NCAA Regionals
Women's Cross Country	NCAA Regionals
Field Hockey	NCAA 1 <sup>st</sup> Round
Men's Golf	NCAA Regionals
Men's Gymnastics	NCAA Championships -5 <sup>th</sup> Place (2 All-Americans)
Women's Gymnastics	NCAA Regionals
Men's Swimming & Diving	NCAA Championships-32 <sup>nd</sup> 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 <sup>th</sup> Place (4 All-Americans)

# Men's Sports Big Ten Standings

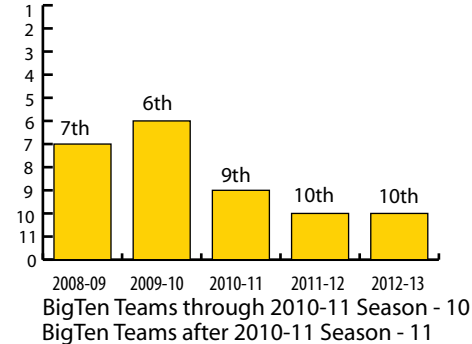
## BASEBALL



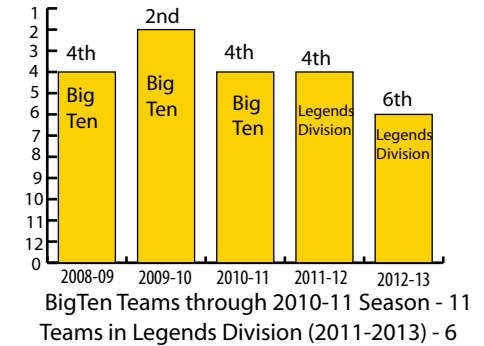
## BASKETBALL



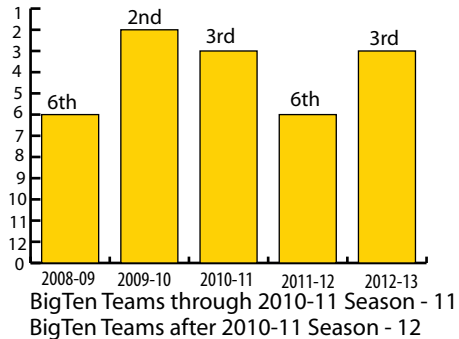
## X-COUNTRY



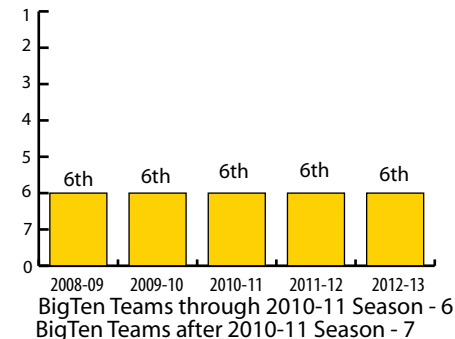
## FOOTBALL



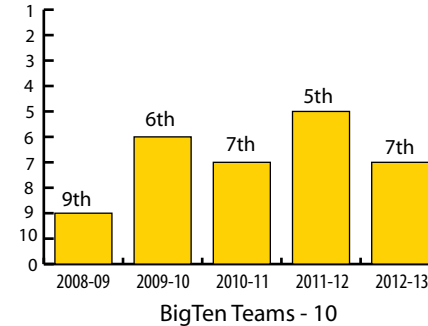
## GOLF



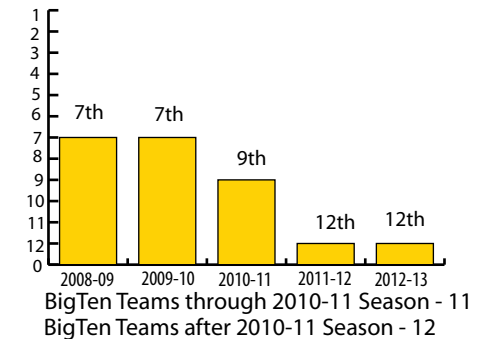
## GYMNASTICS



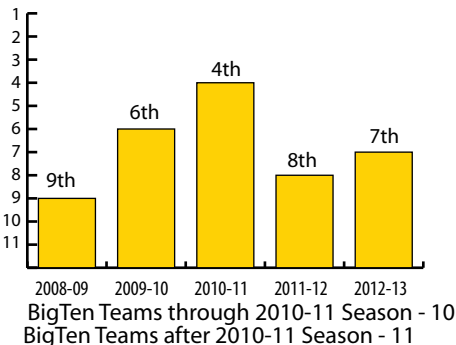
## SWIMMING



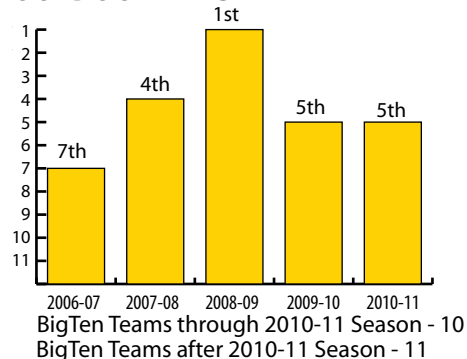
## TENNIS



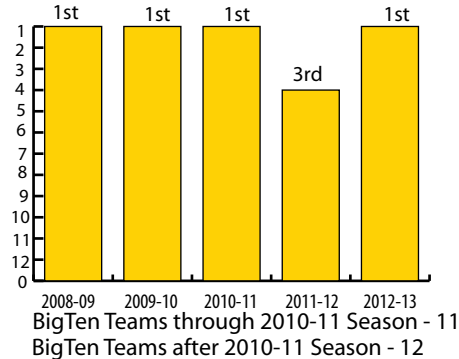
## INDOOR TRACK



## OUTDOOR TRACK

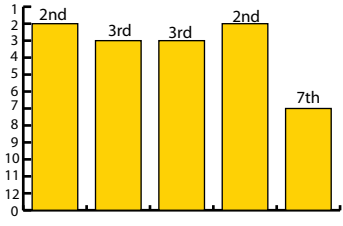


## WRESTLING



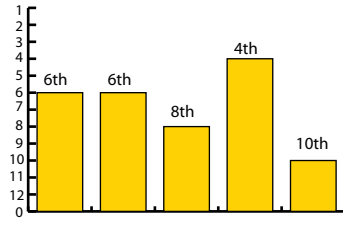
# Women's Sports Big Ten Standings

## BASKETBALL



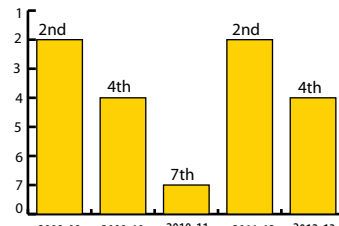
Total BigTen Teams through 2010-11 Season - 11  
Total BigTen Teams after 2010-11 Season - 12

## X-COUNTRY



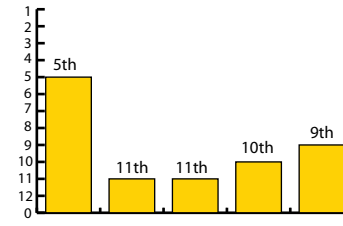
Total BigTen Teams through 2010-11 Season - 11  
Total BigTen Teams after 2010-11 Season - 12

## FIELD HOCKEY



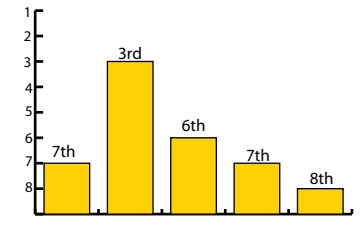
Total BigTen Teams - 7

## GOLF



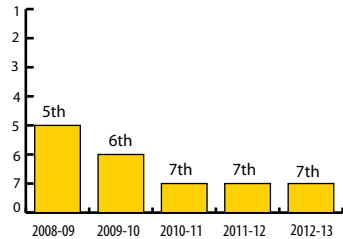
Total BigTen Teams through 2010-11 Season - 11  
Total BigTen Teams after 2010-11 Season - 12

## GYMNASTICS



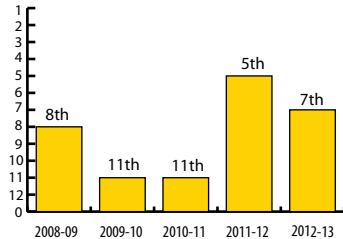
Total BigTen Teams through 2010-11 Season - 7  
Total BigTen Teams after 2010-11 Season - 8

## ROWING



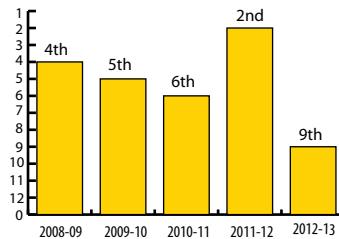
Total BigTen Teams - 7

## SOCCER



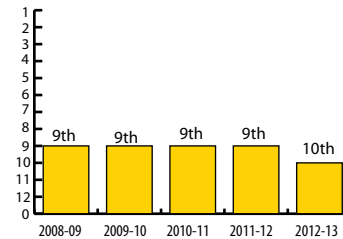
Total BigTen Teams through 2010-11 Season - 11  
Total BigTen Teams after 2010-11 Season - 12

## SOFTBALL



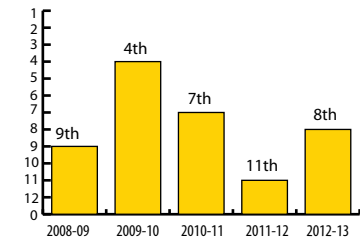
Total BigTen Teams through 2010-11 Season - 11  
Total BigTen Teams after 2010-11 Season - 12

## SWIMMING



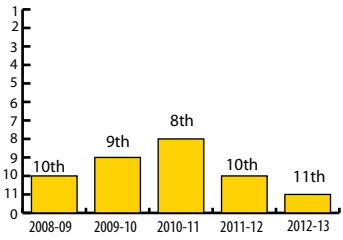
Total BigTen Teams through 2010-11 Season - 11  
Total BigTen Teams after 2010-11 Season - 12

## TENNIS



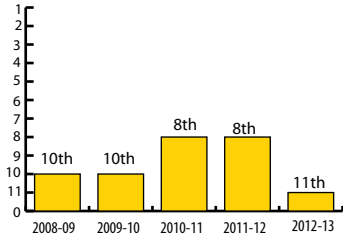
Total BigTen Teams through 2010-11 Season - 11  
Total BigTen Teams after 2010-11 Season - 12

## INDOOR TRACK



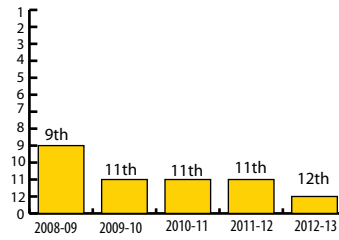
Total BigTen Teams through 2010-11 Season-10  
Total BigTen Teams after 2010-11 Season-11

## OUTDOOR TRACK



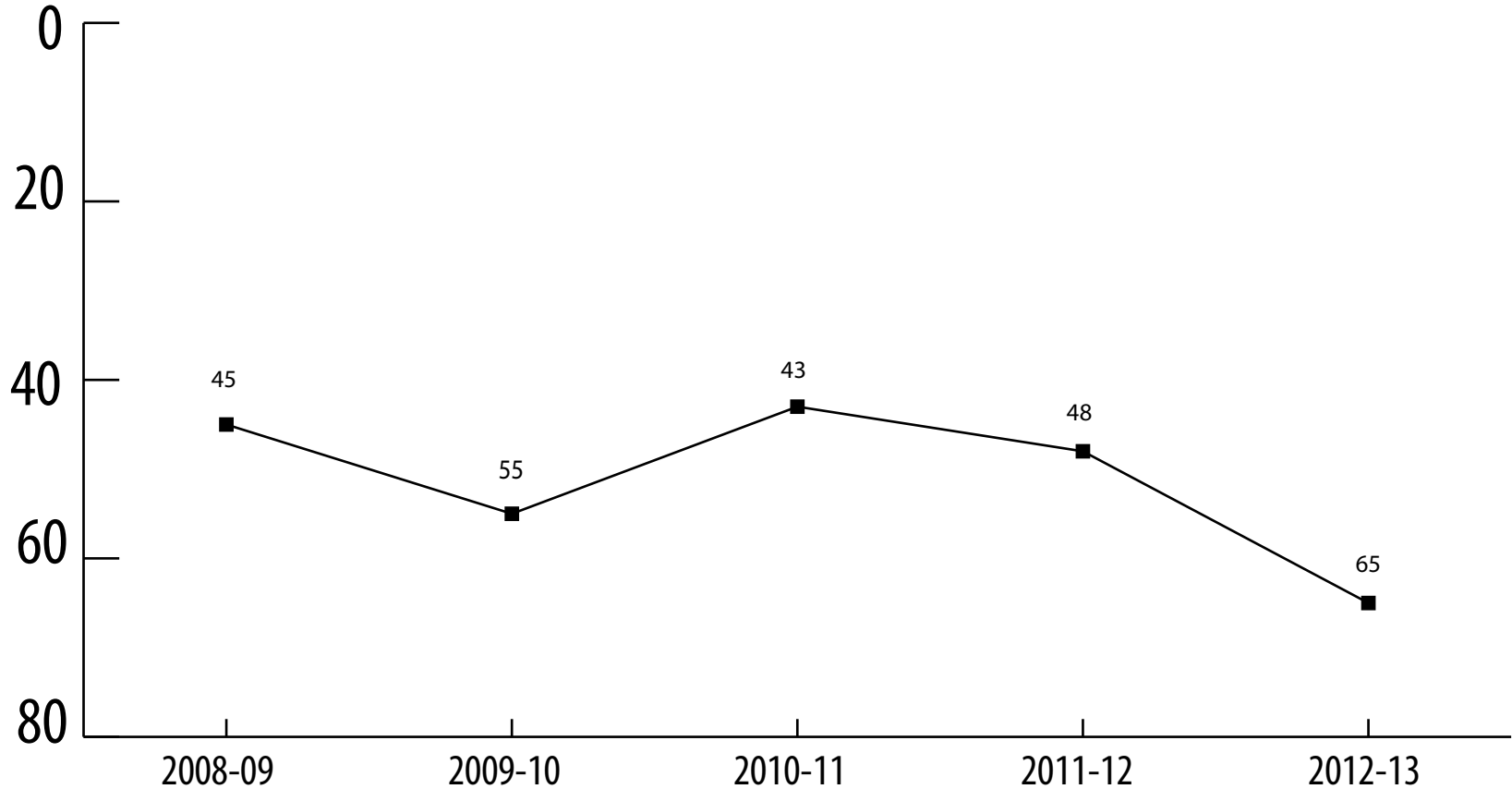
Total BigTen Teams through 2010-11 Season-10  
Total BigTen Teams after 2010-11 Season-11

## VOLLEYBALL



Total BigTen Teams through 2010-11 Season-11  
Total BigTen Teams after 2010-11 Season-12

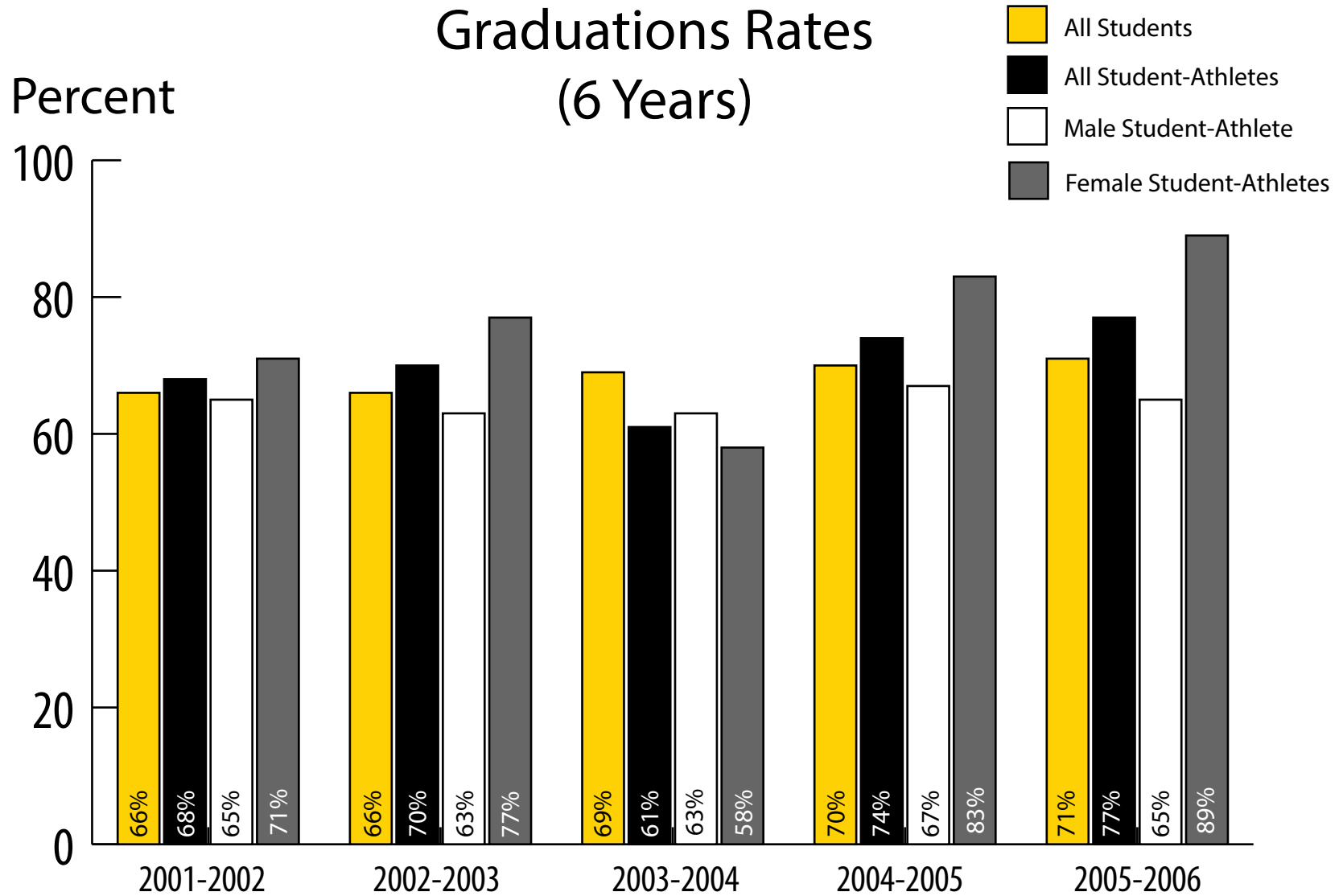
# Directors' Cup National Standings University of Iowa



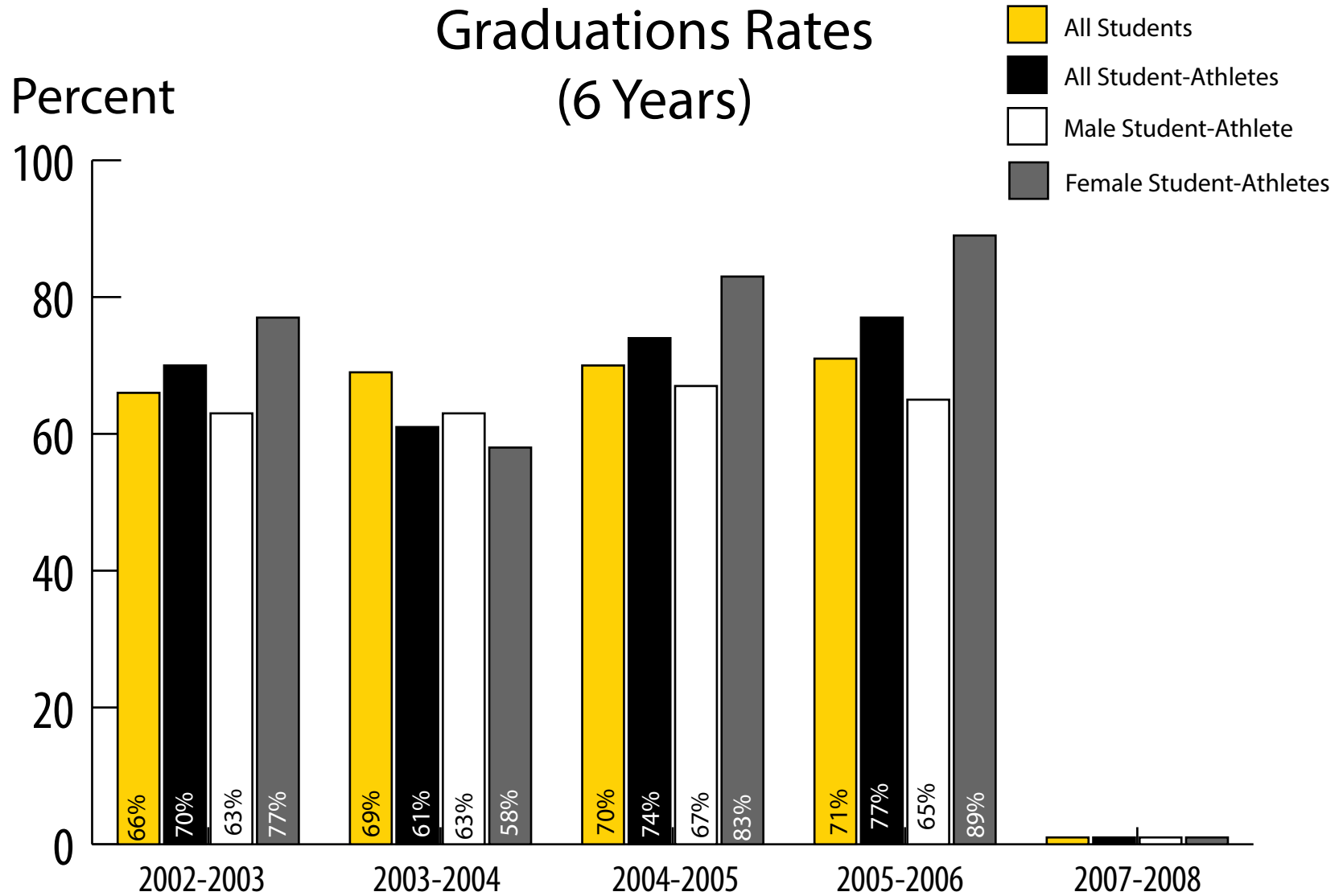
Each year the average number of Division I Universities was 288 schools.  
This graph reflects Iowa's standings

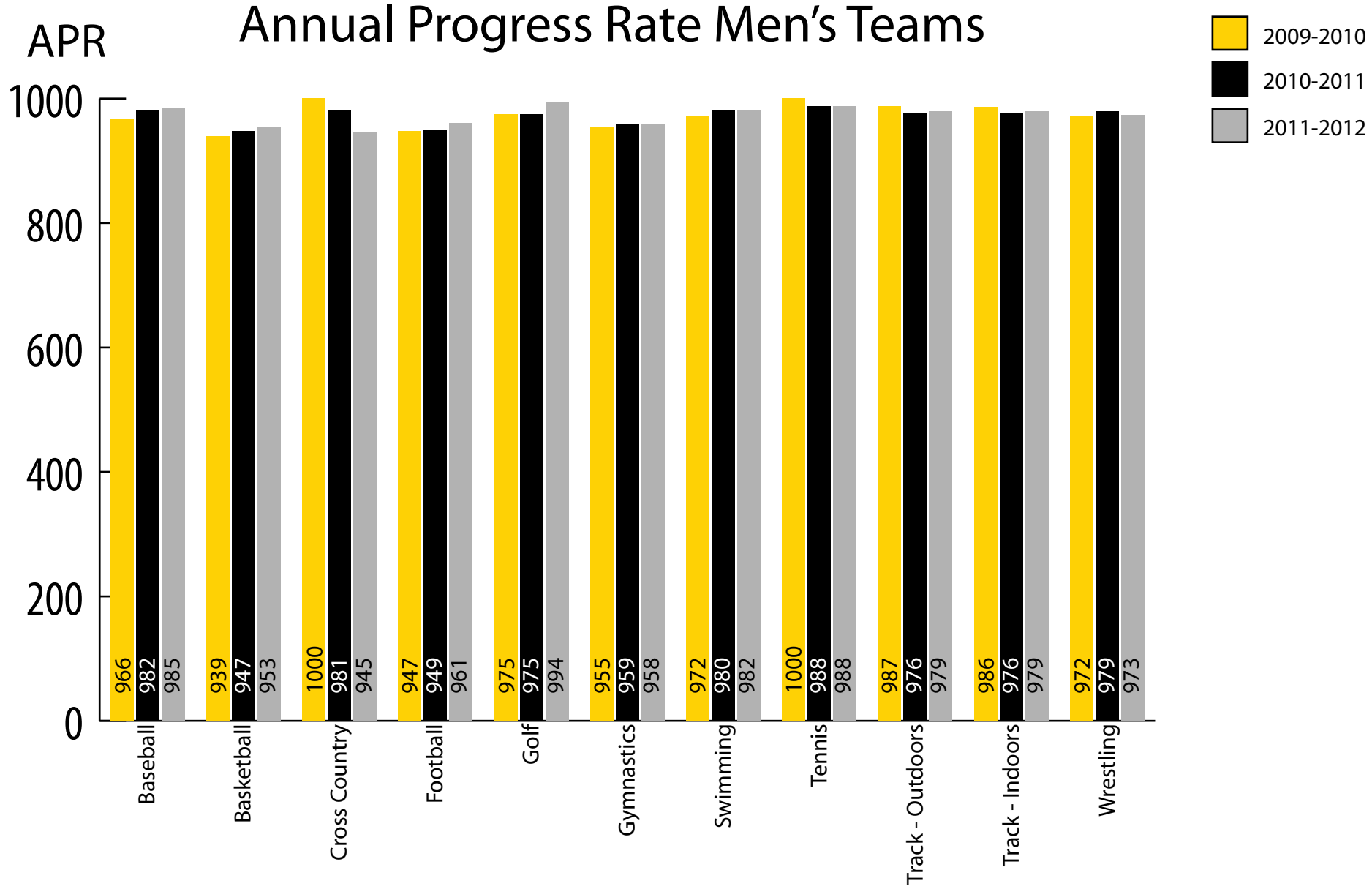


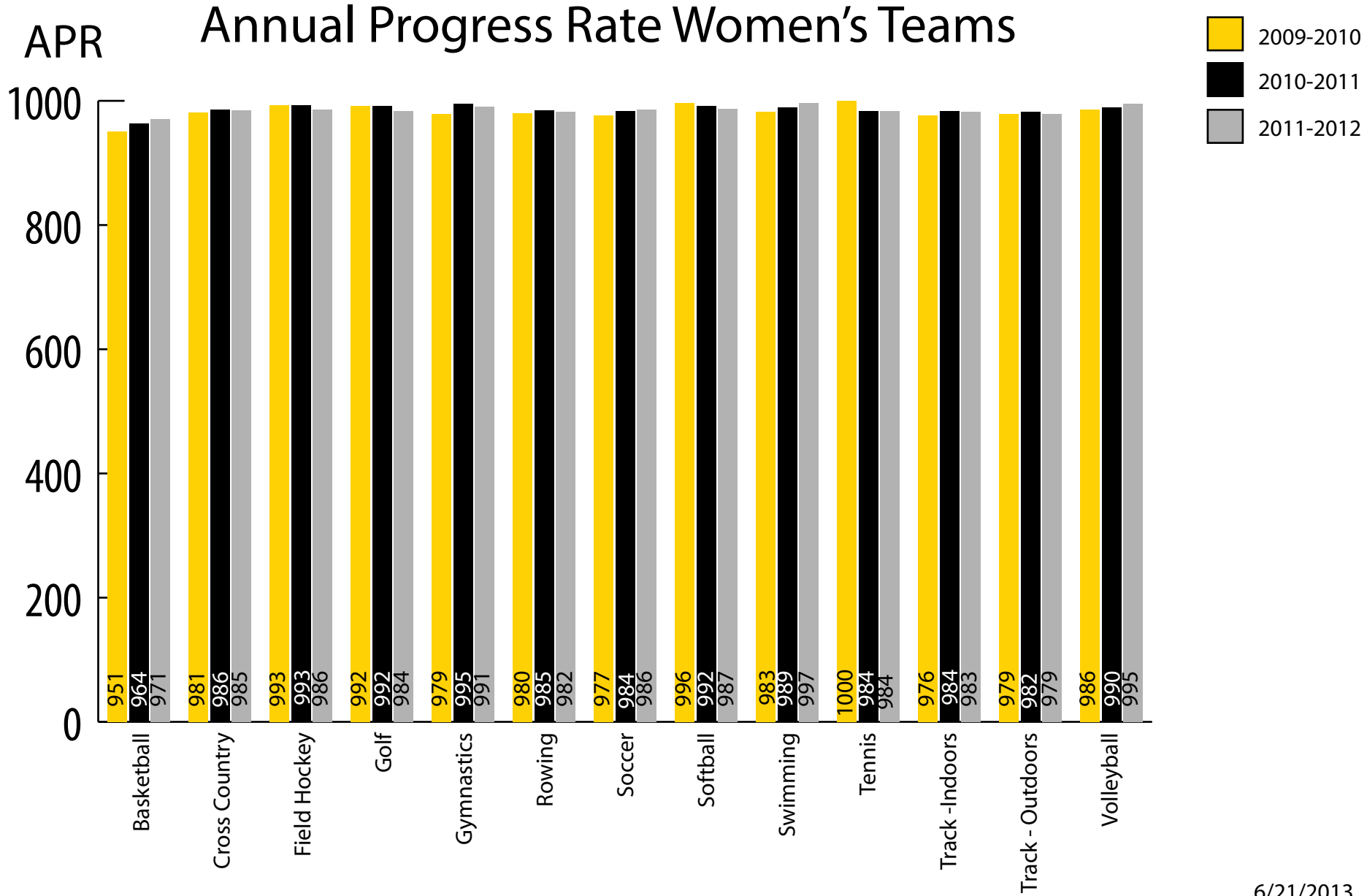
# Graduations Rates (6 Years)



# Graduations Rates (6 Years)

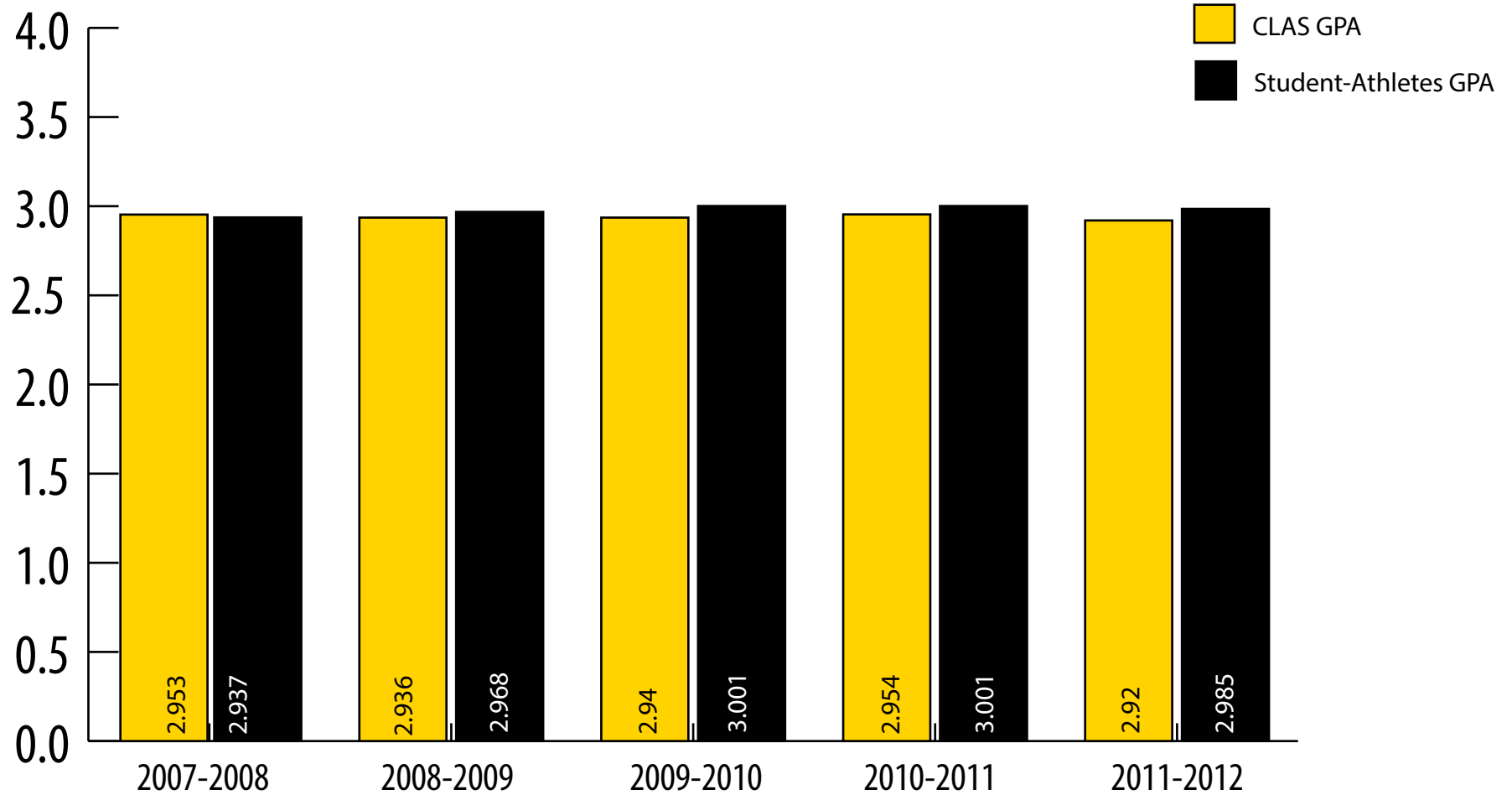






# Student Athlete Grade Point Average

(Comparison To College of Liberal Arts & Sciences Students)



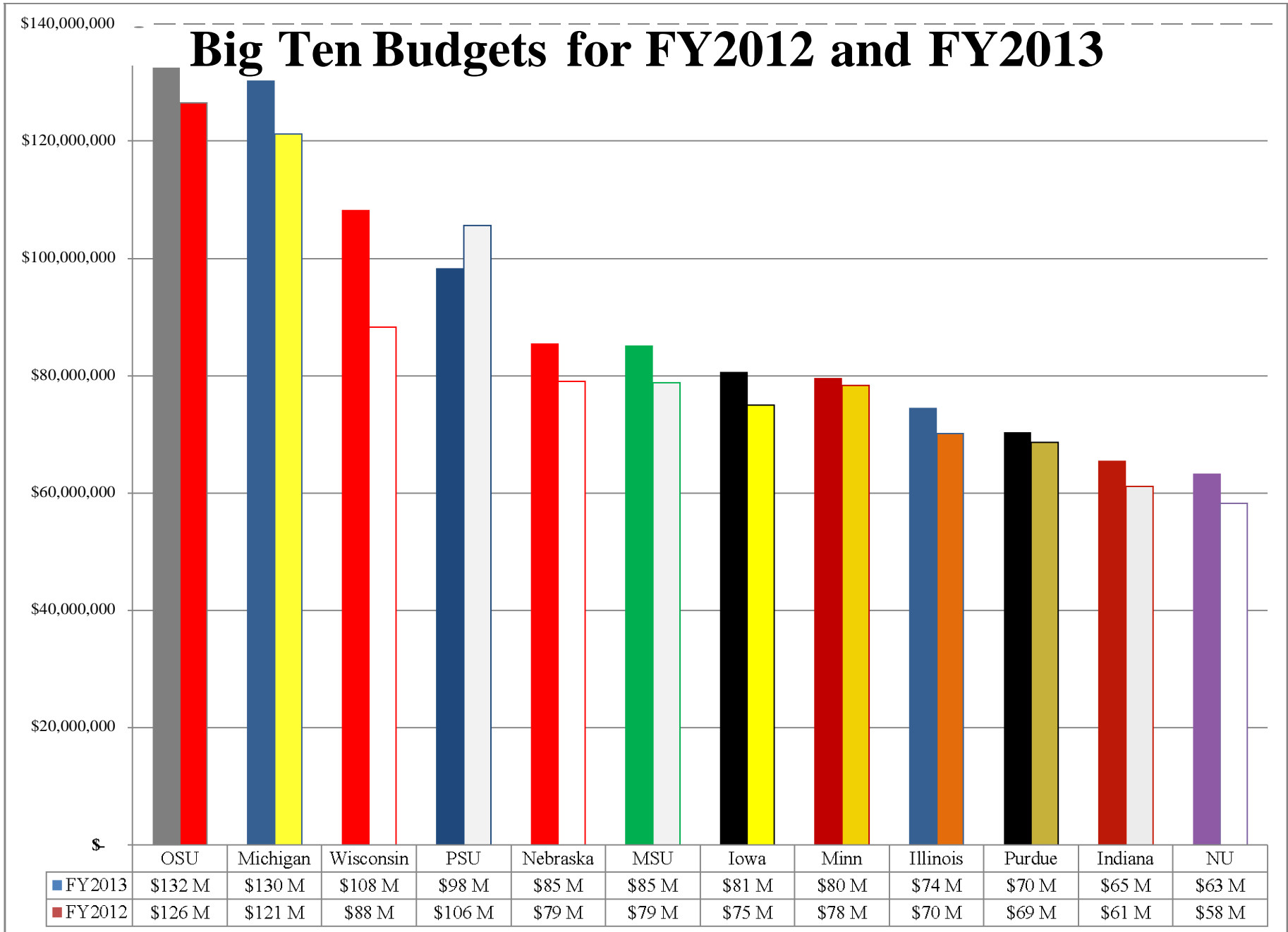
# Annual Operating Budget of Big Ten Athletics Departments

	2008-09 Budget	2009-10 Budget	2010-11 Budget	2011-12 Budget	2012-13 Budget
Ohio State	115,400,000	117,949,000	128,425,030	126,478,270	<b>132,430,537</b>
Michigan	90,400,000	85,625,000	100,307,000	121,218,000	<b>130,300,000</b>
Wisconsin	83,693,505	83,326,200	83,088,800	88,291,900	<b>108,189,113</b>
Penn State	<b>Not Available</b>	86,760,616	90,294,365	105,600,000	<b>98,332,309</b>
Nebraska	<b>Not Available</b>	74,000,000	79,000,000	79,097,400	<b>85,478,252</b>
Michigan State	73,500,000	74,040,000	76,120,000	78,805,000	<b>85,135,000</b>
Iowa	66,162,327	65,609,010	70,689,725	74,942,716	<b>80,620,770</b>
Minnesota	69,205,091	74,095,000	76,715,704	78,322,813	<b>79,589,566</b>
Illinois	62,800,000	66,400,000	66,037,000	70,200,000	<b>74,463,000</b>
Purdue	54,917,238	55,600,000	57,580,957	68,693,639	<b>70,369,704</b>
Indiana	51,124,504	55,619,677	59,615,620	61,163,304	<b>65,455,500</b>
Northwestern	41,500,000	52,000,000	54,736,946	58,248,671	<b>63,250,000</b>

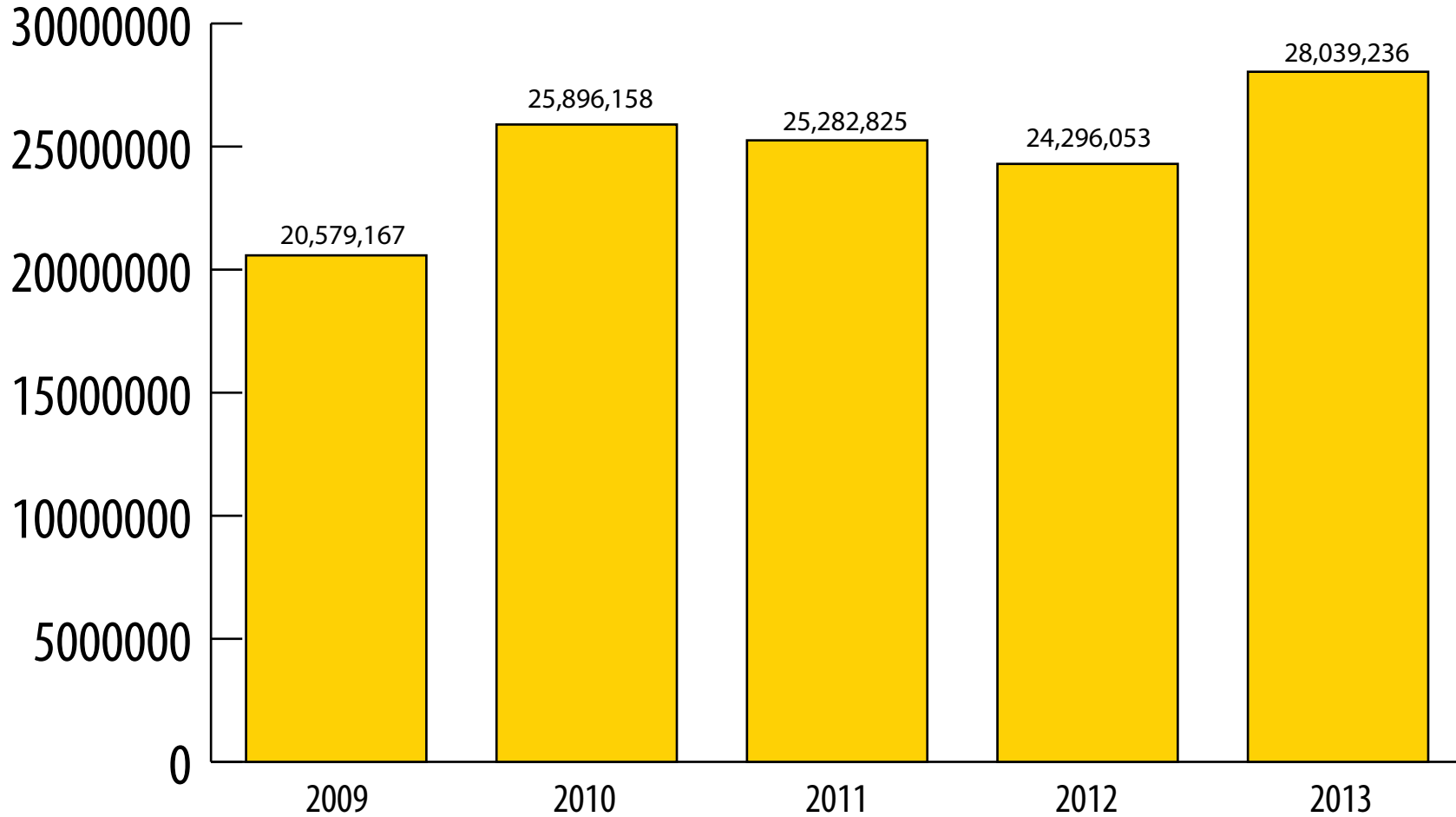
Listed in rank order by 2012-2013 Budget

*Budgets as provided to Athletics Oversight Committees*

# Big Ten Budgets for FY2012 and FY2013

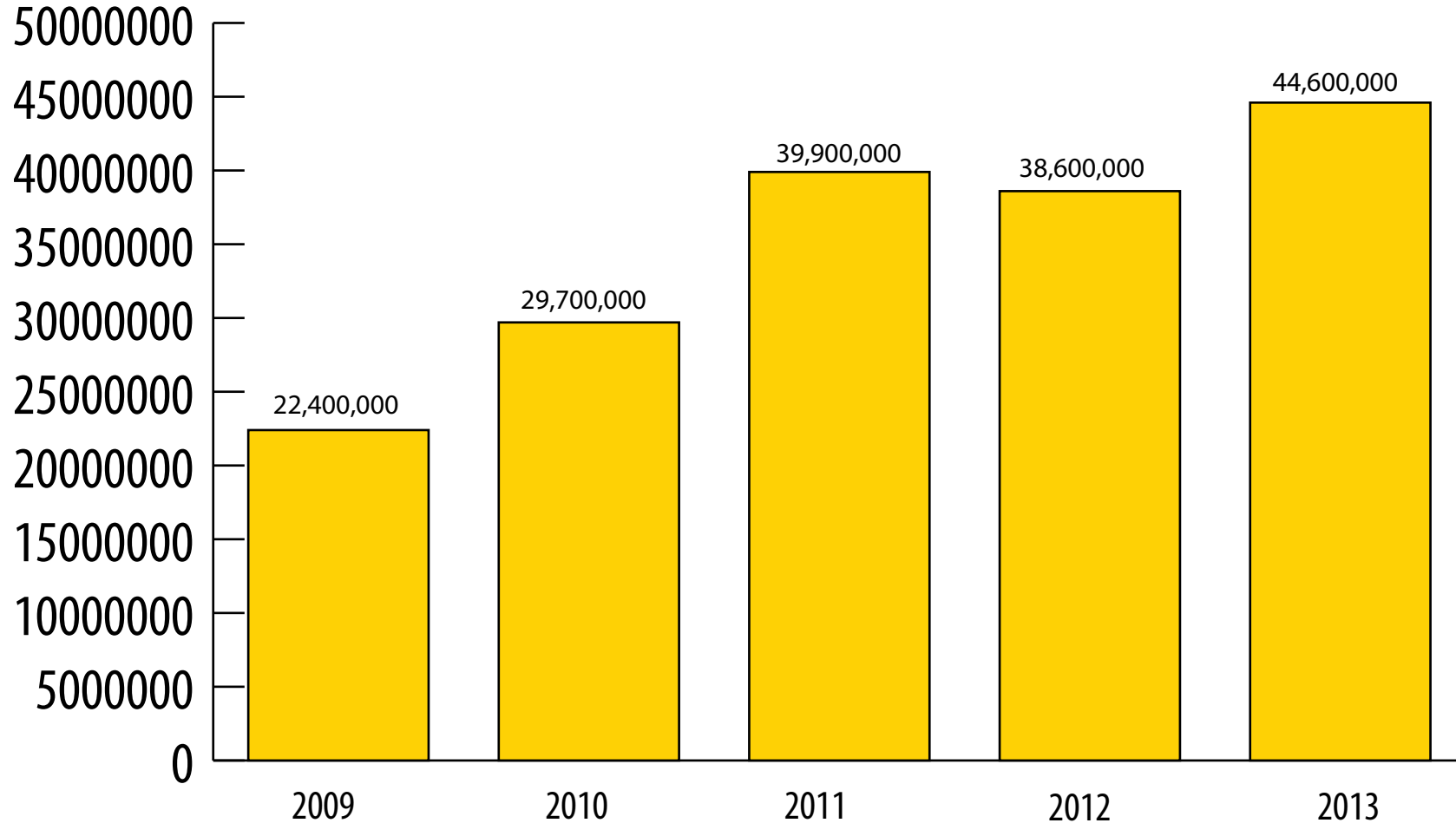


# Total Private Support

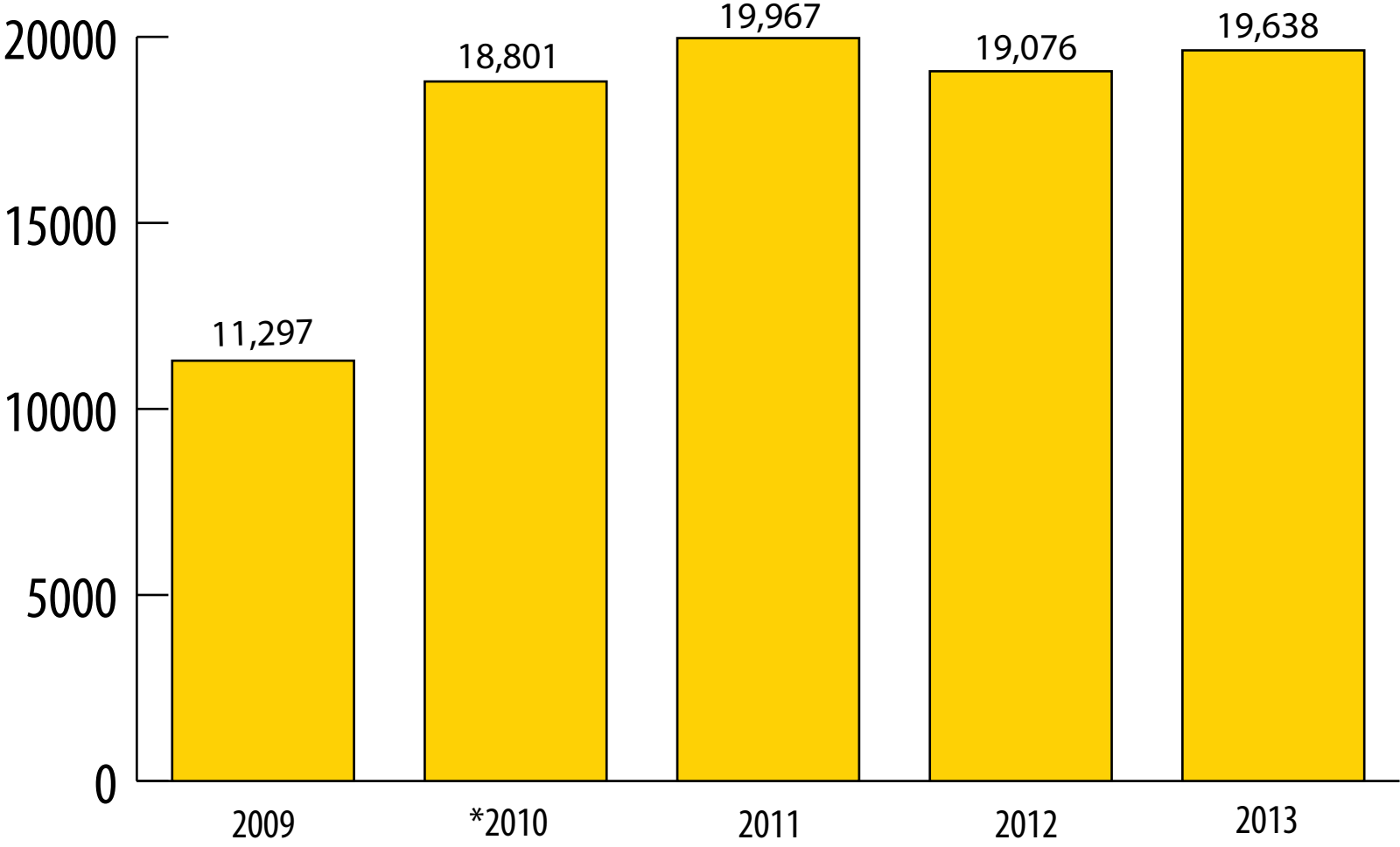




# Athletic Endowment Funds



# Iowa Athletics Department Donors Total Contributors



\* Contributors changed from household recognition to individual recognition

# Home Attendance Numbers

	<b>2008-09</b>	<b>2009-10</b>	<b>2010-11</b>	<b>2011-12</b>	<b>2012-13</b>
<b>Baseball</b>	20-7,317 (366)	19-11,457 (603)	21-11,407 (543)	18-11,462 (637)	19-9,427 (487)
<b>Women's Basketball</b>	14-47,530 (3,395)	16-55,813 (3,488)	14-83,968 (5,998)	15-65,714 (4,381)	16-70,422 (4,401)
<b>Men's Basketball</b>	17-184,643 (10,861)	18-171,902 (9,550)	16-186,226 (11,639)	19-224,421 (11,812)	18-241,696 (13,428)
<b>Field Hockey</b>	8-1,901 (238)	10-1,307 (131)	6-1,089 (182)	8-1,977 (247)	7-1,350 (193)
<b>Football</b>	7-491,186 (70,169)	6-423,499 (70,214)	7-494,095 (70,585)	7-494,095 (70,585)	7-493,315 (70,474)
<b>Gymnastics – Men</b>	<b>NA</b>	<b>NA</b>	3-1,1716 (572)	3-2,176 (725)	4-1432 (358)
<b>Gymnastics – Women</b>	<b>NA</b>	<b>NA</b>	5-4,404 (880)	6-5,644 (940)	4-5,552 (1,388)
<b>Soccer</b>	12-5,307 (442)	12-3,244 (270)	9-2,784 (309)	10-5,341 (534)	10-5,069 (507)
<b>Softball</b>	8-5,462 (683)	12-8,120 (677)	10-4,816 (482)	10-7,093 (709)	12-7,075 (590)
<b>Swimming</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	8-2,129 (266)	10-3,033 (303)
<b>Volleyball</b>	13-13,497 1,038	13-12,322 (1,332)	14-18,040 (1,288)	16-22,346 (1,397)	14-13,913 (994)
<b>Wrestling</b>	6-56,057 (8,008)	6-54,218 (7,745)	7-54,829 (7832)	7-62,609 (8944)	8- 67,004 (8376)

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 prepare and train to be the best. Beyond that, each staff member plays a critical role in providing support to create an environment in which that 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 The University of Iowa. We strive to win at the highest levels with integrity and through maximum effort.

## Goals and Commitments

1. Consistently finish in the top half of the Big Ten Conference in all sports, while giving us an opportunity to compete for championships.
2. Compete for Big Ten Championships in every sport.
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.
  - Facilities
  - Budget
  - Coaching/staffing
  - Win/loss...in conference, out of conference
  - Other factors impacting competitive success
- Meet annually with each coach to discuss “challenges and opportunities” within his/her sport.
- Conduct a peer/Big Ten comparison each year for sports that do not reach above goal number 1. 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, Big Ten Conference, and NCAA championships as often as possible to increase chances of winning.

- Review Directors' Cup sport scoring system 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.
- Add full-time coaches in all sports up to the NCAA maximum (swimming, men's golf, women's golf, men's tennis, and women's tennis).
- 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 students 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 as Tomorrow's Leaders.

- A. Academics**
- B. Student Representation**

### A. ACADEMICS

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#### Goals and Commitments

1. Consistently meet or exceed the University-wide goal of a six-year Federal Graduation Rate of 70% and maintain an Athletics Graduation Success Rate of 80% or higher.
2. Achieve a Department-wide student-athlete GPA that annually meets or exceeds the College of Liberal Arts and Sciences (CLAS) cumulative GPA, which is the largest undergraduate population and most broadly represents the student body.
3. Each sport exceeds the NCAA mandated Academic Progress Rate cumulative score of 930; exceed the national average for each sport; rank in the top half of the Big Ten Conference for each sport.
4. Each sport exceeds the NCAA Division I average for the 6-Year Federal Graduation Rate for its sport; rank in the top half of the Big Ten Conference for its sport.
5. Reduce the number of student-athletes on probation and/or dismissed for academics.
6. Increase the number of student-athletes with a 3.0 or above GPA.
7. Increase the number of student-athletes who earn national and conference academic recognition.
8. Increase the number of tendered (at any time) student-athletes who graduate in 4.5 years or less.

## Action Items and Initiatives

- Annually review Departmental graduation rates giving increased attention to teams that fall below established goals (Fed 70%; GSR 80%).
- Compile and compare federal graduation rate data for Division I and Big Ten Conference by sport.
- Define principles for the recruitment of potential student-athletes who are academically prepared to succeed at Iowa.
  - Review with Senior Staff
  - Review with and secure buy-in from coaches
- Encourage the development of initiatives by head coaches to promote overall team academic success.
  - Develop a team recruiting plan that identifies at-risk prospective student-athletes
  - Develop a team academic support plan that supports 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
- Continue to enhance Athletics Student Services and the Gerdin Athletic Learning Center.
  - Complete 3rd floor
  - Create additional tutorial and retention space
  - Create canteen-area in center
  - Conduct periodic evaluations of staffing for Athletics Student 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**

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### **Goals and Commitments**

1. Increase student-athlete participation on University and Athletics Department committees and working groups.
2. Increase student-athlete participation in Athletics Department civic activities.
3. Increase student-athlete participation in the planning and execution of campus cultural activities.
4. Continue to encourage and support student-athlete participation in student government.

### **Action Items and Initiatives**

- Request that head coaches encourage and support student-athletes' involvement with University and Athletics Department committees.
- With input from coaches and student-athletes, develop and implement a mechanism to recognize team captains for their leadership roles.
- Through Iowa Student-Athlete Advisory Committee, continue to support and encourage team-specific community service hours and opportunities.
- Athletics Director will meet biannually with Iowa Student-Athlete Advisory Committee to discuss student-athlete issues and opportunities, as well as goals and commitments.



### **III. Compliance/Student-Athlete Welfare/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 Welfare**
- C. Gender Equity**
- D. Minority Issues**

#### **A. COMPLIANCE**

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##### **Goals and Commitments**

1. Maintain and continue to refine Departmental culture to ensure that students, staff, and athletic 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. Complete the process of separating the Offices of Compliance and Student Services.
7. 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 WELFARE**

### **Goals and Commitments**

1. Provide student-athletes with the necessary support they need to train and compete (i.e. scholarships, equipment, facilities, health care).
2. Create and maintain a safe environment for student-athletes free from hazing, harassment, sexual misconduct, and any other forms of harmful and inappropriate behavior. Continue to provide a welcoming and inclusive environment for all student-athletes.
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' athletics 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 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, nutritionist).
- 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-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 welfare issues.
- Utilize the Health Services Advisory Committee to evaluate existing health-related policies and streamline student-athlete referrals.
- Maintain student-athlete representation on the Student-Athlete Welfare 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**

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### **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, ensuring all student-athletes are treated fairly.

### **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, even though the self-study is no longer applicable.
- 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.
- Ensure all Athletics Department facilities are designed, constructed, and/or renovated in an equitable manner.
- Evaluate roster management numbers for all sports to ensure compliance and if numbers need to be adjusted.
- Evaluate all 13 areas for compliance and determine if adjustments or changes need to be made to ensure compliance.
- Work with the PCA Equity Subcommittee to assist with evaluation of various areas.



## **D. MINORITY ISSUES**

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### **Goals and Commitments**

1. Maintain a supportive environment throughout the Athletics Department and campus for ethnic minority student-athletes and staff.
2. Regularly review and modify as necessary the Athletics Department diversity plan, which includes soliciting feedback from ethnic minority student-athletes and Athletics Department staff.
3. Increase ethnic minority student-athlete participation and retention on Athletics Department teams.
4. Publicize the comprehensive, written recruitment plan for ethnic minority coaches, administrators, and staff.
5. Annually inform student-athletes of the policies and procedures for seeking help if they believe they have experienced or witnessed harassment or discrimination.
6. Ensure that ethnic minority student-athletes are involved in Department governance.
7. Increase educational programming activities focused on multicultural awareness, racism, and diversity for student-athletes and staff.
8. Support ethnic minority student participation opportunities in campus and community life outside their sport teams.
9. Meet or exceed the percentage of ethnic minorities that are in the University community (staff and students) within the Athletics Department.

### **Action Items and Initiatives**

- Biennially develop and administer an Athletics Department climate survey.
- Foster relationships with other campus offices to assist in the retention and recruitment of ethnic minority student-athletes, coaches, and staff.
- In each coach evaluation review the coach's efforts to recruit ethnic minority student-athletes and staff.
- Publish the Athletics Department diversity goals and objectives.
- Continue to work with faculty and alumni groups to develop mentoring relationships for ethnic minority student-athletes.
- Annually review the marketing strategies in the recruitment of ethnic minority coaches and staff.
- Annually review and monitor the recruitment of ethnic minority staff by all sports and Athletics Department units. Ensure all interview pools have at minimum one minority candidate.
- Encourage Department units to expand intern opportunities to include minority interns.

- Continue to involve ethnic minority student-athletes' participation on the Iowa Student-Athlete Advisory Committee (ISAAC) and Presidential Committee on Athletics (PCA) subcommittee.
- Review and monitor the sports teams' efforts to recruit a diverse student-athlete population that includes international, ethnic minorities, and students from other diverse backgrounds.
- Develop new opportunities that enhance the cultural competencies of student-athletes, coaches, and Athletics Department staff.
- Annually review the graduation rates of ethnic minority student-athletes as compared to Division I, Big Ten Conference, and University of Iowa.
- Annually review the retention and hiring of ethnic minority coaches and staff.
- Increase the ethnic diversity of individuals in managerial positions in the Athletics Department.
- Hold all Athletics Department units accountable for improving the climate that contributes to the Department's efforts to recruit and retain a diverse student-athlete and Athletics Department staff population.

## 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 utilizing 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 is 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

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#### 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 strategic 10-year budget 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 FY14, have committed \$10.2 million.
5. Work to move the Department and each sport to a financial level that is competitive and comparable to Big Ten and other peer institution programs.
6. Continue to fully fund scholarships for each sport per NCAA guidelines.

#### Action Items and Initiatives

- Continue to develop and grow the University of Iowa content on the Big Ten Network.
- Enlarge the Athletics Department's donor base and continue to increase private support.
- 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 peer comparisons, and Department equity.

## **B. DEVELOPMENT**

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### **Goals and Commitments**

1. Develop and initiate a plan to increase the number of annual contributors and amount raised by 5-10%.
2. Successfully complete fundraising goals in The University of Iowa Foundation Comprehensive Campaign.
  - a) Football Facilities Campaign – Goal \$35M
  - b) Annual giving – \$128M
  - c) Hawkeye Visions Endowment – Additional \$20M
3. Coordinate efforts to maximize efficiency and effectiveness of the interfaces between BGI and Paciolan databases.
4. Develop five-year/ten-year plan on athletic facility reseating and annual giving level changes.
5. Maximize the number of face-to-face contacts and asks. In addition, develop proper donor stewardship program and refine all I-Club events.
6. 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.
- Football Campaign:
  - Mass solicitation to all logical parties
  - Coordinate solicitation from former football letter winners
  - Major gift solicitation
  - Cultivate new givers
- Hawkeye Visions Endowment:
  - New brochure to be completed
  - “13 in ‘13” campaign – 13 new endowed scholarships in 2013
- Critical success of the Ticket Office and fundraising (giving, ticket location, parking) all depends on BGI communicating/interfacing with Paciolan.
- Reseating plan of Kinnick Stadium is in process. The reseat will culminate with the 2014 football season.
- Reassess the amenities associated with Carver club seats.
- Conduct a complete study and possible overhaul of the I-Club banquets.
- Hire an Annual Giving Coordinator.

## **C. FACILITIES**

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### **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 Master Facility Plan.
- Work with campus master planner to finalize plans for the Hawkeye Campus.
- Involve all constituent groups from the Department of Athletics in on-going 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 a maintenance and utility plan for existing and newly constructed or renovated facilities.
- 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 \$5000 for historical purposes (project name, project cost, and date of project completion).
- Complete the following projects in the next five years:
  - Replace the sound system at Kinnick Stadium
  - Complete football phase II/football operations on-time and on-budget
  - Determine a plan to provide gymnastics teams with appropriate practice facilities

- Determine a plan to provide the volleyball team with an appropriate practice and competition facility
- Determine a plan to re-purpose the Jacobson building once football moves into the new football operations facility in early fall 2014
- Continue to review facility staffing needs.
- Implement improvements.
- Evaluate how Facilities staff is organized as retirements occur and/or facilities come on-line.
- Ensure Finkbine Golf Course is a financially self-sustaining unit within the Department of Athletics.
- Determine how best to renovate or build a new clubhouse to meet the needs of the user groups and the golf teams.
- 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.

## **D. PERSONNEL**

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### **Goals and Commitments**

1. Reaffirm the priority of increasing diversity with particular attention to increasing ethnic minority and gender representation.
2. Strive to hire Athletics professional staff at a competitive market rate and, when possible, 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. Maximize efficiency within units and across the Department through regular review of structure, processes, outcome, and resources. Embrace the concept of workplace consultations and quality improvement processes. Consider reorganization and changes to the workforce to improve the organization.
5. Make certain that all employees fully understand the expectations of their positions and that job descriptions and classifications reflect the needs of the unit/department and the actual duties being performed.
6. Promote and support professional development of employees and student-athletes to enhance success.
7. Continue to provide the full complement of coaches allowed by the NCAA for each sport.

## **Action Items and Initiatives**

- Participate in the Division I-A Athletics Directors' Association Annual Compensation Survey 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.
- 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.
- Maintain current practice of providing full complement of coaches and staff per NCAA rules and make future adjustments as the NCAA and resources allow.
- Ask all staff to regularly look for 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.
- Charge Chairs of open searches with the responsibility to actively recruit a diverse pool of highly qualified candidates, including ethnic minority applicants; interview pools that do not include minority representation will require justification and final Athletics Director approval.
- Actively seek minority search committee members from outside the hiring unit for coaching and administrative management vacancies.
- Maintain membership in professional organizations that have potential job applicants from underrepresented groups; adjust and improve recruitment strategies as needed to gain access to highly qualified professionals (e.g., new vendors, social media, other).
- Continue to conduct individual new staff orientation meetings with all new regular staff hires.
- Conduct performance reviews for regular staff on an annual basis with the goal of 100% of evaluations completed.
- Develop and implement a program that educates all staff regarding the importance of having active and measurable goals designed to improve individual work performance; fully integrate goals into the annual performance review process. Promote professional development opportunities as an important option in the process.
- Engage supervisors and employees in updating job descriptions annually and in a manner appropriate for the current Professional and Scientific classification system.
- Optimize the use of annual Flexible Pay Awards.

- 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.
- Annually review a unit's function with the strategic 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?

## **E. ATHLETIC TRAINING**

### **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 to perform to the highest level.
2. Ensure staffing is appropriate for all Athletics teams.
3. Educate coaches on how these areas will benefit their programs.
4. Develop educational programs to assist coaches and student-athletes regarding performance.
5. Collaborate with UIHC Sports Medicine to ensure comprehensive care for all student-athletes.
6. Continue to engage Health Services Advisory Committee as needed to guide decisions and evaluate effectiveness and participating individuals.

## **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. ATMOSPHERE**

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### **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. Reinforce a strong customer service focus in order to enhance the experience of the employee, student-athlete, fan, and booster.
4. Enhance productivity by elevating employee engagement with their work.
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**

- Every new regular employee will receive University on-boarding guidance and departmental/unit orientation that clearly conveys the values and commitments of the organization.
- Supervisors shall clearly define responsibilities and accountability standards to each and every employee.
- Maintain a system for annual individual performance reviews; provide the education and tools necessary to conduct effective performance reviews.
- Improve supervisor relationships, especially in areas of feedback and acknowledgement of a job well done.
  - 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 encourage and reward employees for distinguished work that advances the organization.
- Continue to use and expand the Intranet to improve 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.
- Continue to conduct monthly meetings with the entire staff and also with specific groups, including head coaches and directors.
- Provide a minimum of one in-house annual workshop to advance the skills of supervisors.
- Grow supervisors' skills in managing work-related conflicts and holding members accountable for the ethical standards of the organization.
- Explore additional means for creating a rewards and recognition program that encourages and rewards innovation, increased efficiencies, and positive results.
- 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.
- Explore additional means of enhancing the quality of customer service internally and externally.
- Promote the concept of cross-training to achieve better life-work balance throughout the workforce.
- 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).
- Develop and maintain an effective emergency communication plan.

## 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 & Club Space**

### A. EXTERNAL RELATIONS

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#### Goals and Commitments

1. Develop an over-arching external relations plan that supports and promotes "Win. Graduate. Do it right."
2. Develop external relations plans annually that are agreed to by the respective head coach for all 24 sports programs.
3. Continue to maximize the impact of the Big Ten Network.
4. Introduce a coordinated, comprehensive, and Department-wide branding program.
5. Increase support for non-sport units within and/or affiliated with the Department, e.g., Academic Student Services, National I-Club.
6. Continue to be a leader in the application of new technologies, social media, new media, other.
7. Provide appropriate support and direction for the Hawkeye Network.
8. Continue to provide, if not build upon, the support for the UI Athletics Ticket Office, the National I-Club, and the Event Management unit of the Department.
9. Implement document retention/storage plan.
10. Implement video retention/storage plan.

## Action Items and Initiatives

- Pre-season plan from marketing, Athletic Communications, new media, video units.
- Monitor and proactively address issues of “equality” and “access” vis-à-vis Big Ten Conference expansion.
- Continue to provide appropriate support and direction for Learfield Sports/Hawkeye Sports Properties.
- Aggressively seek to create new 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 all other applications, e.g. uniforms, practice gear, etc.
- 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 football staff with update of the gohawks.com website and accompanying apps for phones and tabs.
- 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.
- Continue to define/refine responsibilities between External Relations staffs and Sports Programs staffs vis-à-vis social media presence.
- Bolster effort to build awareness of online video library inside Hawkeye All-Access and the UI Athletics Department’s office YouTube presence.
- Successfully address the issue of photography of current student-athletes being available in the marketplace.
- Manage our presence vis-à-vis Big Ten Conference/Big Ten Network guidelines and rules, and the relationship with our multi-media partner and the UI’s distribution partner (Mediacom).
- Successfully create new content for the Hawkeye Network.

- Aggressively promote the Hawkeye Network and, specifically, the content available there that is about the intercollegiate athletics program at the UI.
- 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.
2. Focus on enhancing the quality of service and athletic experience for all student-athletes, coaches, staff, and fans.
3. Promote and foster a “family friendly” and positive environment at all Athletics events.
4. Provide professional administration and management of all Athletics events.
5. Provide a consistent, fair, and safe athletic environment for student-athletes, coaches, staff, customers, and fans.
6. Foster lines of communication between customers, fans, staff, and administration.
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.
9. Establish a leadership role in the areas of customer service, satisfaction, and safety.

### **Action Items and Initiatives**

- Initiate customer service training for internal and external staff by utilizing resources provided by experts i.e., Disney in the field.
- Continue to work and fine-tune relationships with Whelan, University of Iowa Police Department, and University Parking.
- Provide education and training to internal and external staff and volunteers to assist in the appropriate response to gameday situations. For example, create an emergency response training video and a Customer Service Tac Team program and expand training for current Kinnick Ambassador Program.

- Obtain feedback through the use of surveys, focus groups, and daily interactions. 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.
- 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, Herky's Locker Room and internal Department units.
- Provide adequate and accurate venue signage and information.
- Investigate use of social media for information and communication purposes.
- 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.
- Study the possibility of using third parties for food and beverage services.

## **C. TICKETS**

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### **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 the Student ID to gain access to football games by the 2014 football season.
- Suggest that Aramark purchase scanners.
- Parking: Would like to be able to use scanners for parking passes:

- Track who is duplicating parking placards
  - Track number of cars in each lot
  - Print passes at home
- Will reseal Kinnick Stadium for the 2014 season.
- Put a timetable together for future reseating of Kinnick and Carver.

## **D. PREMIUM SEATING & CLUB SPACE**

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### **Goals and Commitments**

1. Operate Premium Seating at or near 100% 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. Implement an innovative parking system for football for our most loyal and generous donors.
5. Revamp our rental rates for all club spaces to reflect current market conditions.
6. Implement a premium seating plan for men's basketball to be applied in the 2016-2017 season.
7. Create a durable and reliable reporting tool for tracking Athletics' income from catering services.
8. Address the Human Resources needs related to event setups.
9. Design and implement a Boca stock premium seat ticket.
10. Streamline the contract process between University Purchasing and patrons.
11. 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.
- Within the next 18 months, make a decision as to what the rate will be for club seats for men's basketball after the 2016 season.
- 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.
- Be 100% electronic by fall 2013 for premium seating agreements and club space rental.
- Market every space on one website, i.e., Hall of Fame, Boathouse, Carver, Kinnick, etc.