



2022-2027 NEBRASKA ATHLETICS
**STRATEGIC
PLAN**
CORNHUSKER FUTURES

Significance & Process

It is critical for Nebraska Athletics to be guided by an all-encompassing Strategic Plan serving as a guide for staff to prioritize initiatives that will continue to elevate Nebraska Athletics, best serving student-athletes and all constituents, while collaborating with the greater campus. This Strategic Plan will continue to position Nebraska Athletics to be a national leader within all departments relying upon innovation, integrity, fiscal responsibility, and the vision to be among the best athletics departments in the country. Department managers consulted with staff members to determine specific aims, standards of excellence, and ongoing priorities. Every athletic department staff member had the opportunity to give feedback regarding departmental core values and the mission statement. This Strategic Plan aligns with the University of Nebraska-Lincoln Strategic Plan and will be used as a tool to guide the future of Nebraska Athletics and also to demonstrate priorities and goals to all members of the external community.

- Trev Alberts | Vice Chancellor, Director of Athletics



Mission Statement

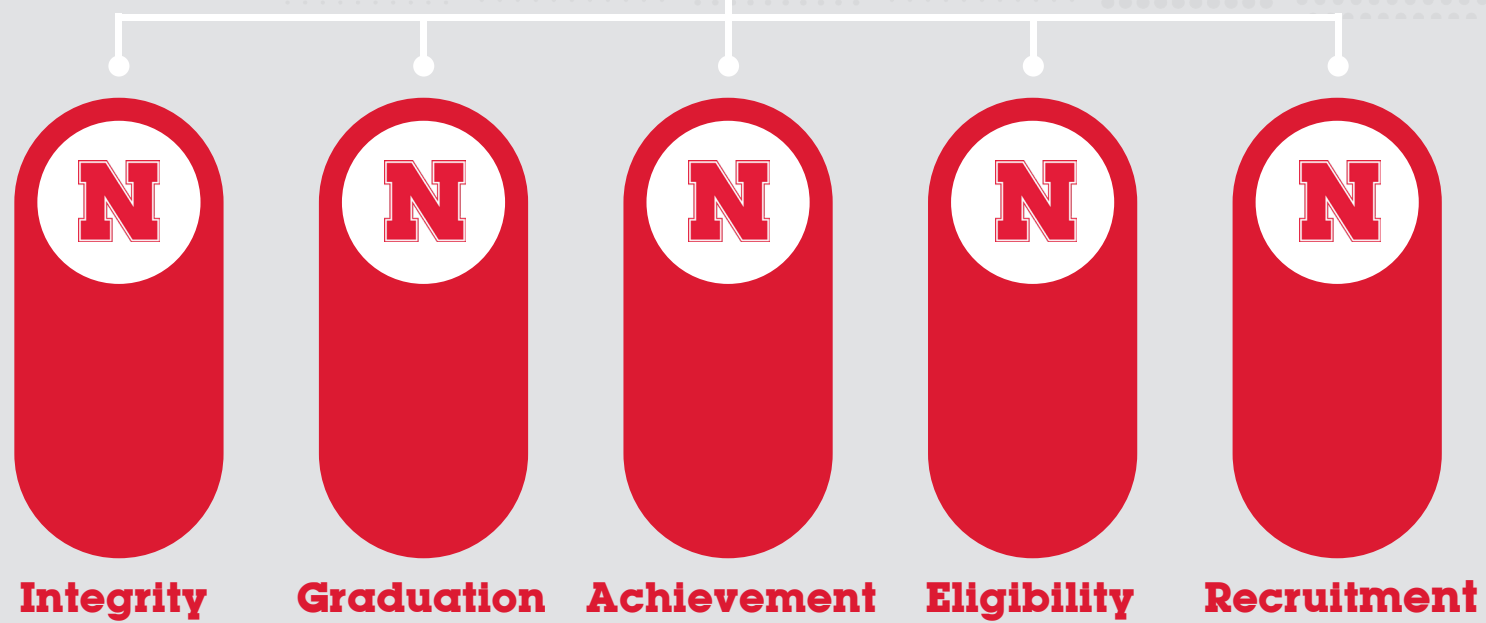
Recruit and develop student-athletes who compete and achieve at the highest level in academics, athletics, and life served by hard-working, unified, accountable professionals who lead with integrity, are respectful to all, and have the vision to make Nebraska Athletics elite.

Complementary Core Values



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01

Academic Excellence

Provide a comprehensive, nationally recognized academic support program leading to academic success and graduation.



Academic Excellence

Nebraska will remain a conference and national leader in academic performance of student-athletes including graduation rates, academic progress, conference and national awards serving as a source of pride for the University system and state of Nebraska.

Standard of Excellence:

- Maintain nation leading total of CoSIDA Academic All-Americans
- Achieve an NCAA Graduation Success Rate (GSR) above the Big Ten and national averages
- All intercollegiate teams will remain at or above an NCAA Academic Progress Rate (APR) of 950
- Achieve an all student-athlete cumulative grade point average (GPA) at or above 3.200 by June of each year

Academic Excellence

Accountable Staff – Executive Associate AD - Academics

Priorities

- Prepare for transition into Go BIG facility to best maximize facility and resources
- Continued strong collaboration, trust, integrity, and respect with greater campus including advisors, faculty, and campus professionals
- Continued collaboration with coaching staffs supporting student-athlete academic progress leading to graduation
- Ongoing efforts to recognize and promote academic excellence institutionally and at the highest level
- Offer orientations, specialized assistance, and resources to promote successful transition, retention, and graduation from UNL





Development



Evaluation



Recognition



Consistency



Retention

02

Assessing and Valuing Personnel

Complete evaluation of departmental structure, positions, staff development, compensation, and diversification.



Assessing & Valuing Personnel

Nebraska Athletics will create and maintain a current organizational staff chart detailing personnel within each unit, the necessity of each position, and ensuring all necessary positions have current and detailed job descriptions of which supervisors can enforce accountability as well as work toward compensation consistency and departmental fairness.

Standard of Excellence:

- Nebraska’s organizational chart has been modified and reviewed with all staff
- Annual staff performance evaluations are required, and staff are able to submit feedback and suggestions
- 5 hours of Justice, Equity, Diversity, and Inclusion are strongly recommended for all staff annually

Assessing & Valuing Personnel

Accountable Staff – Executive Associate AD – Strategic Initiatives

Priorities

- Department heads will evaluate and update all current job descriptions
- Thorough salary assessment and comparables will be conducted
- New employee orientation will be re-instituted with detailed on-boarding process to ensure successful transition/acclimation
- Programs to further increase staff morale and cohesion will be implemented and maintained
- Evaluation form and process will be revised





Tradition



Development



Retention



Culture



Recruitment

03

Competitive Excellence

Each sports program will have the resources and support from administration to develop their student-athletes at the highest level, while consistently winning conference and national championships.



Competitive Excellence

Nebraska will strive to provide the very best coaches, support staff, and resources to help Nebraska student-athletes and teams win conference and national championships.

Standard of Excellence:

- Rely upon fundamental, intangible skills, such as effort, dedication, discipline, work ethic, execution and adaptability to position teams for athletic success
- Consistently compete for conference and national championships in all sports
- Improve competitive results in all sports programs
- Nebraska Athletics will rank in the top 20 of the Director’s Cup
- Roster management review and evaluation

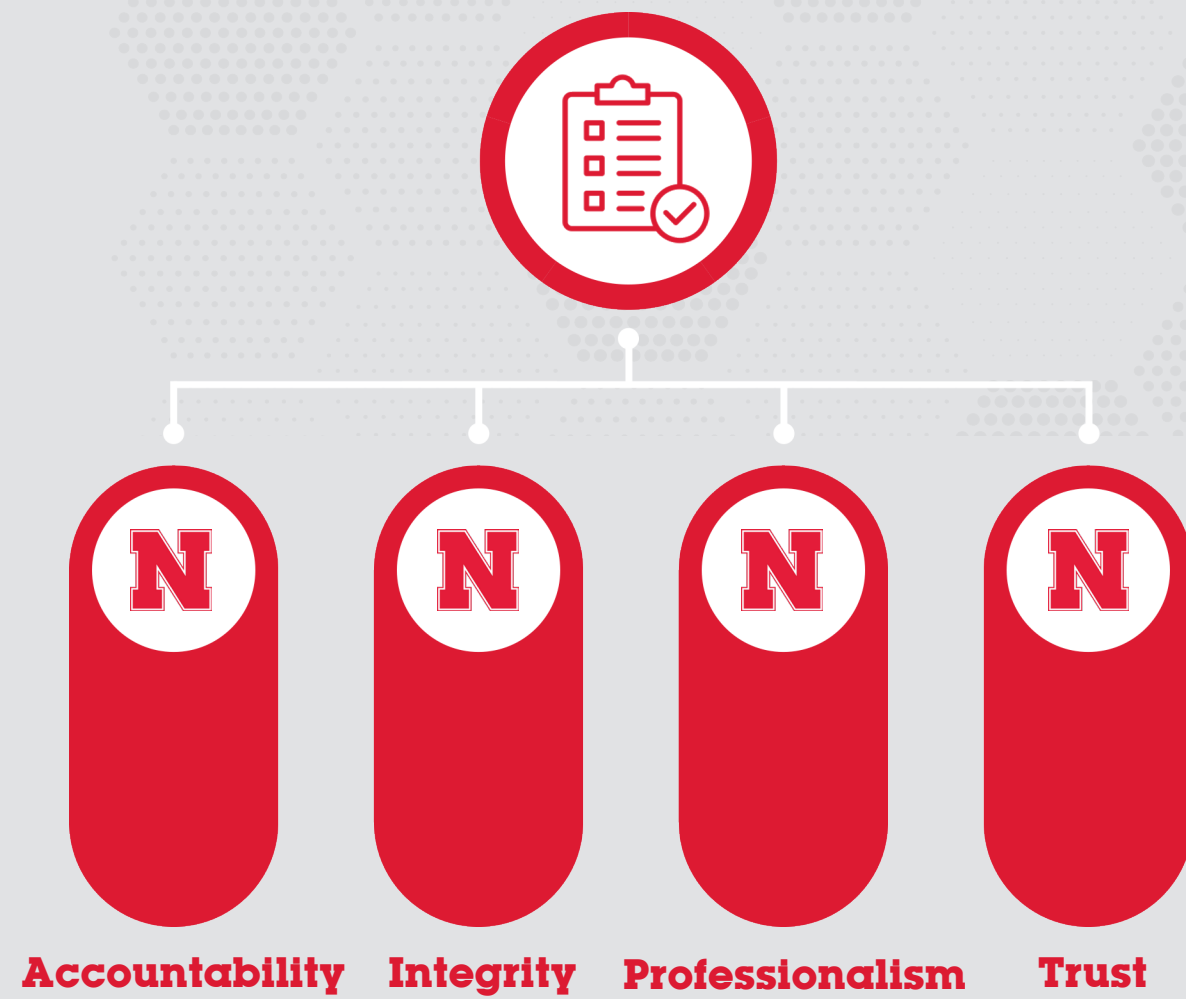
Competitive Excellence

Accountable Staff – Vice Chancellor/Director of Athletics

Priorities

- Commitment to coach and staff development
- Will conduct comprehensive national searches generating exceptional and diverse candidate pool
- Continued networking and monitoring of successful and promising coaches for potential future consideration
- Continue to surround each sports program with comprehensive resources and facilities that separate Nebraska from peer institutions
- Coaches will be accountable annually for submitting recruiting and player development plans
- Advise coaching staffs on how to best promote Nebraska Athletics during recruitment process
- Consistently nurture relationships with existing student-athletes to promote retention
- Coaches will utilize and maximize all performance areas





04

Compliance

Always operate with integrity, complying with all institutional, conference, and national guidelines.



Compliance

Nebraska Athletics will always operate with integrity demonstrating compliance to all institutional, conference, and national rules.

Standard of Excellence:

- Historical development and implementation of a comprehensive compliance program
- Rules education for all athletic department staff, student-athletes, campus constituents, fans, and friends of the university
- Commitment to accountability through the development and use of appropriate monitoring systems
- Commitment to integrity through the continued use of appropriate investigative and enforcement processes
- Professionalism in all interactions with university, conference office, NCAA, and community partners
- Integration of compliance staff into all aspects of the athletic department to promote communication, build trust, and cultivate collaboration

Compliance

Accountable Staff – Executive Associate AD – Compliance & Faculty Athletics Representative

Priorities

- Continue to develop and implement a comprehensive compliance program
- Play a leading role in the conference and national governing structure in college athletics
- Be engaged in the national discussion about the modernization of NCAA and other governing rules/regulations
- Be a national leader in the development and employment of NIL policies and procedures
- Continue to support department-wide Title IX initiatives



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Engagement

Education

Pride

Recognition

Evaluation

5

Donor & Corporate Partner Relationships

Continuously establish rapport with donors and partners, ensuring investments and contributions to Husker Athletics.

GOBIG

THE 315,000-SQUARE-FOOT NORTH STADIUM EXPANSION PROJECT
WILL CREATE THE FUTURE OF NEBRASKA ATHLETICS.



- ATHLETIC MEDICINE AREA
- STRENGTH COMPLEX
- EQUIPMENT ROOM
- LOCKER ROOM
- FOOTBALL OFFICES
- MEETING SPACES
- NEW ACADEMIC CENTER
- NEW TRAINING TABLE
- ALL STUDENT-ATHLETE LOBBY
- NEW LIFE SKILLS CENTER



OPENING SUMMER 2023

Donor & Corporate Partner Relationships

Nebraska will build and maintain excellent relationships with donors, corporate partners, alumni, and fans to generate ongoing support and donations to best support the future of Husker Athletics.

Standard of Excellence:

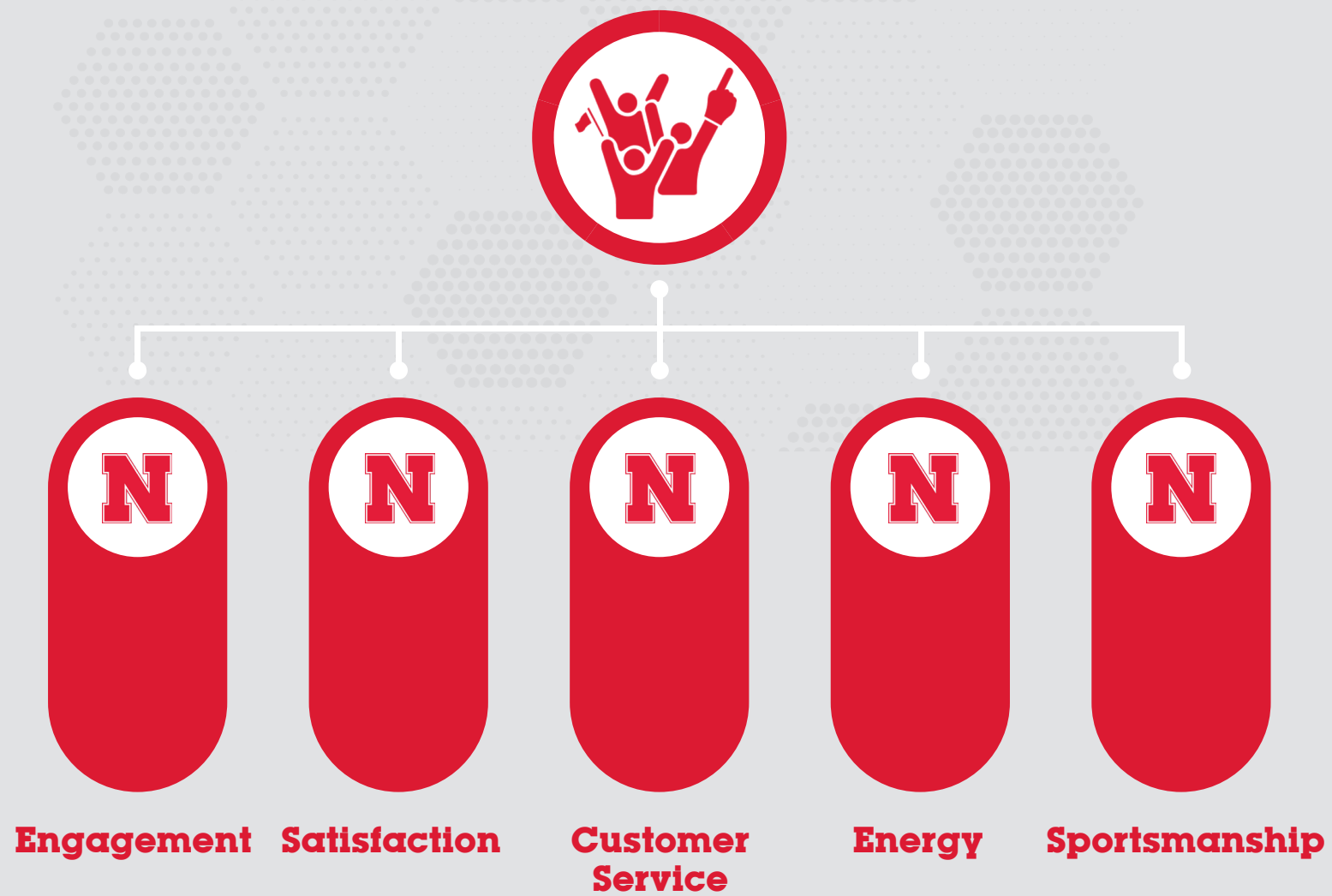
- Increase annual donor gifting by 5% annually
- Create and initiate the Game Plan for Success fundraising campaign
- Maximize revenue through licensing program utilizing consistent branding and marks
- Increase multi-media rights revenue on annual basis having contracts that rank among the best in the conference
- Nebraska has outstanding sponsorship support, which provide valuable revenue to Nebraska Athletics

Donor & Corporate Partner Relationships

Accountable Staff – Executive Associate AD – Chief Financial Officer and Senior Associate AD - Development

Priorities

- Work tirelessly to establish, develop, and maintain exceptional relationships with all donors
- Strategize specific ways to continuously thank and recognize top donors from any and all members of the Athletic Department, including appreciation from student-athletes on a consistent basis
- Evaluation of sponsorships being managed internally or externally with guaranteed income
- Integrated fundraising efforts involving highest levels of campus leadership
- National Donor Trips, updating the status of Nebraska Athletics
- Re-establish the Beef Club



First-Class Fan Experience

Nebraska will be committed to ensuring an unmatched fan experience at all events, celebrating the best fans in college athletics.



First-Class Fan Experience

Nebraska will be committed to ensuring an unmatched fan experience at all events, celebrating the best fans in college athletics.

Standard of Excellence:

- Nebraska has one of the best fan bases in all of college athletics
- Nebraska owns the nation’s longest consecutive sellout streaks in football and volleyball
- Nebraska is regarded as a pioneer and leader in video production and game day experience at many venues
- Nebraska has a dedicated, loyal, and hard-working events staff, committed to fan satisfaction

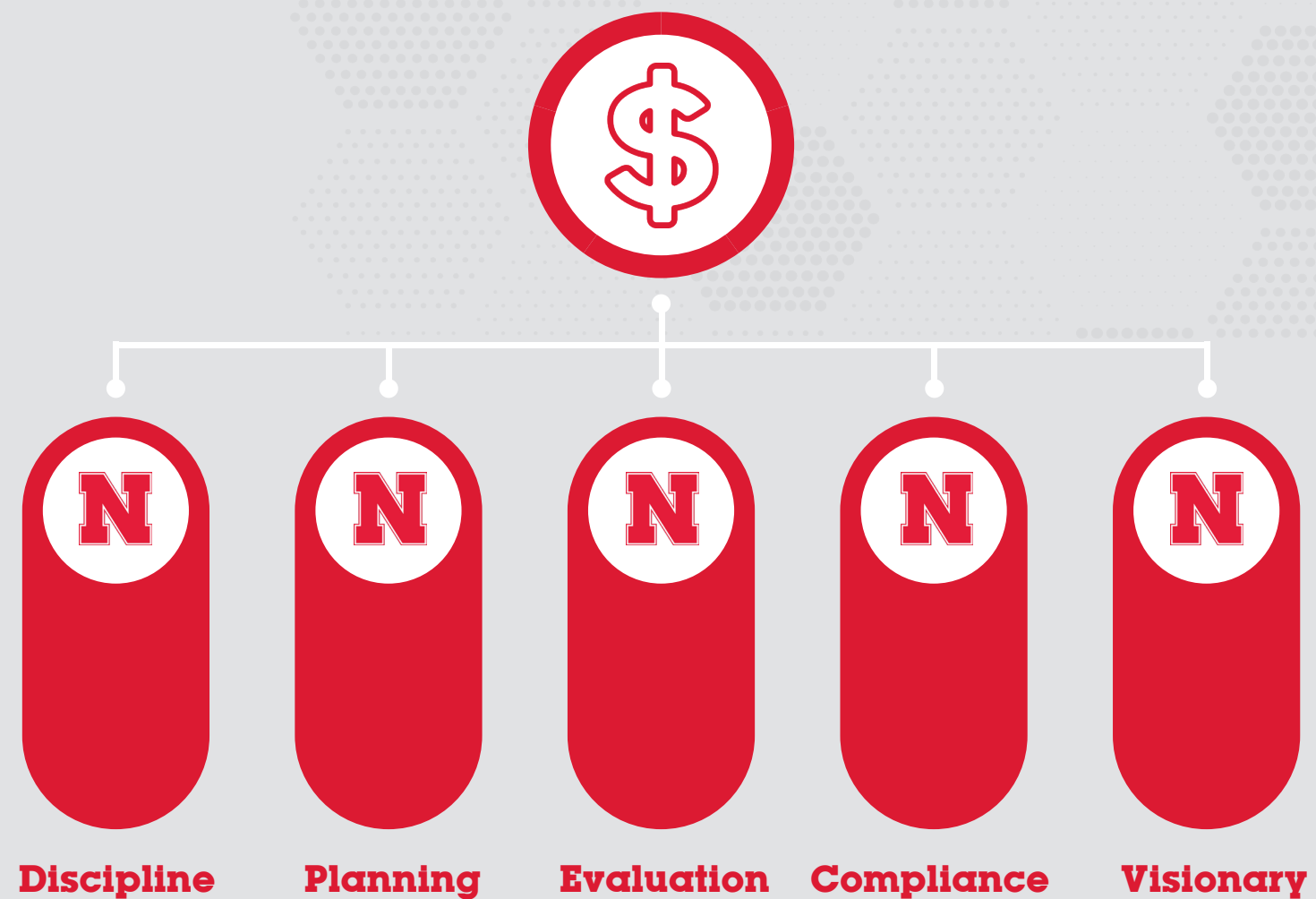
First-Class Fan Experience

Accountable Staff – Executive Associate AD –
Chief Financial Officer and Senior Associate AD –
Marketing and Multimedia

Priorities

- Conduct periodic fan experience surveys
- Continued synergy between marketing, HuskerVision, events, and communication departments
- Create accessibility for fans from diverse backgrounds and socioeconomic classes
- Assess all athletic venues to maximize fan offerings, experience, and revenue streams
- Prepare for integration of alcohol sales into venues
- Evaluate and act upon recommendations from stadium modernization committee
- Engage consultants to improve concessions and fan experience

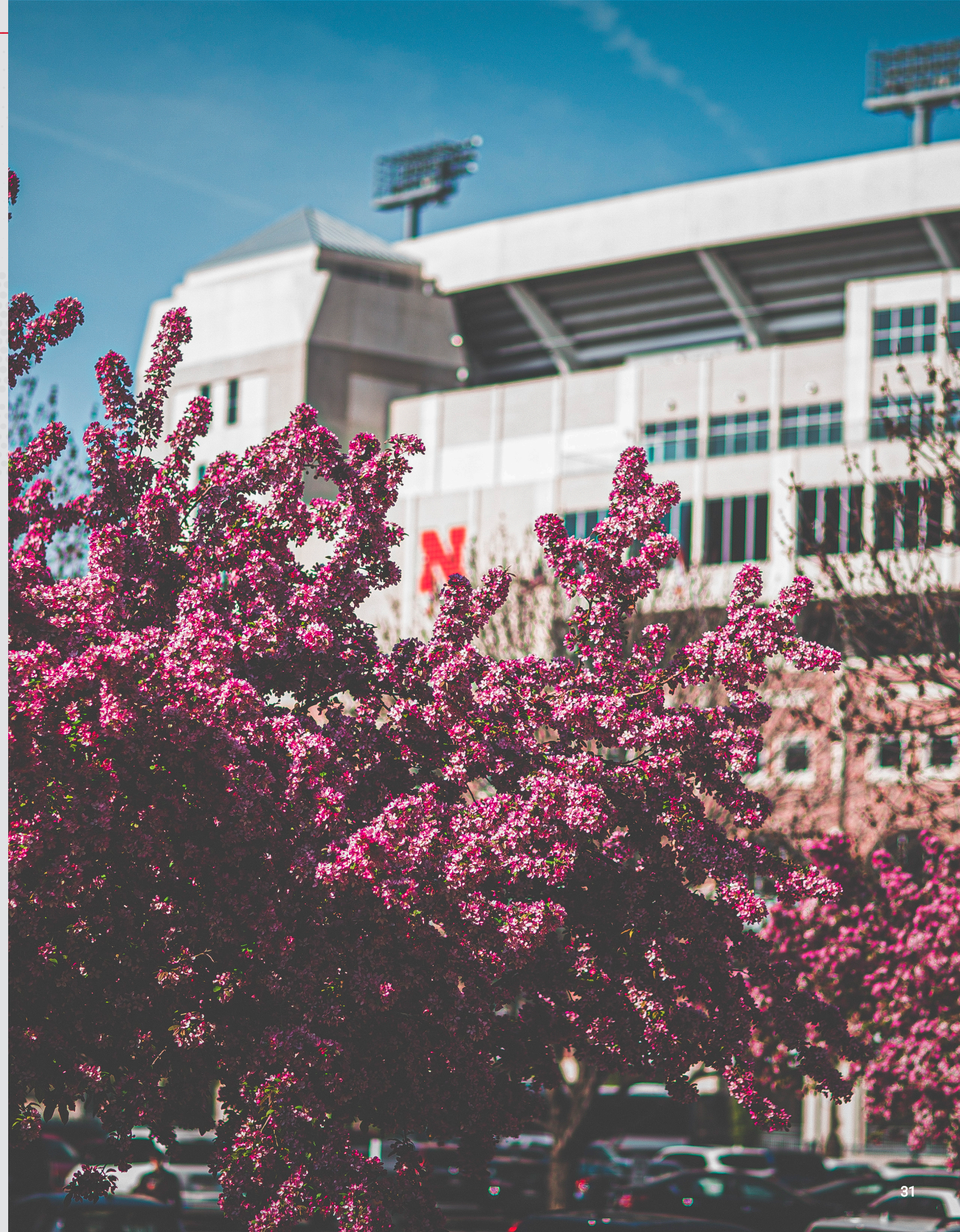




7

Fiscal Responsibility

Nebraska will always be good stewards of all financial resources and work within approved budgets.



Fiscal Responsibility

Nebraska will insist on fiscal responsibility to ensure the growth and success of the entire Athletic Department. The creation, ongoing evaluation, and successful implementation of a comprehensive financial master plan will position the department for long-term success.

Standard of Excellence:

- Annually submit budget signed off by sport administrator focusing on needs, not wants
- Continued transparency with all staff, ensuring understanding of Athletic Department finances
- Departments and sports programs will not exceed approved annual budget

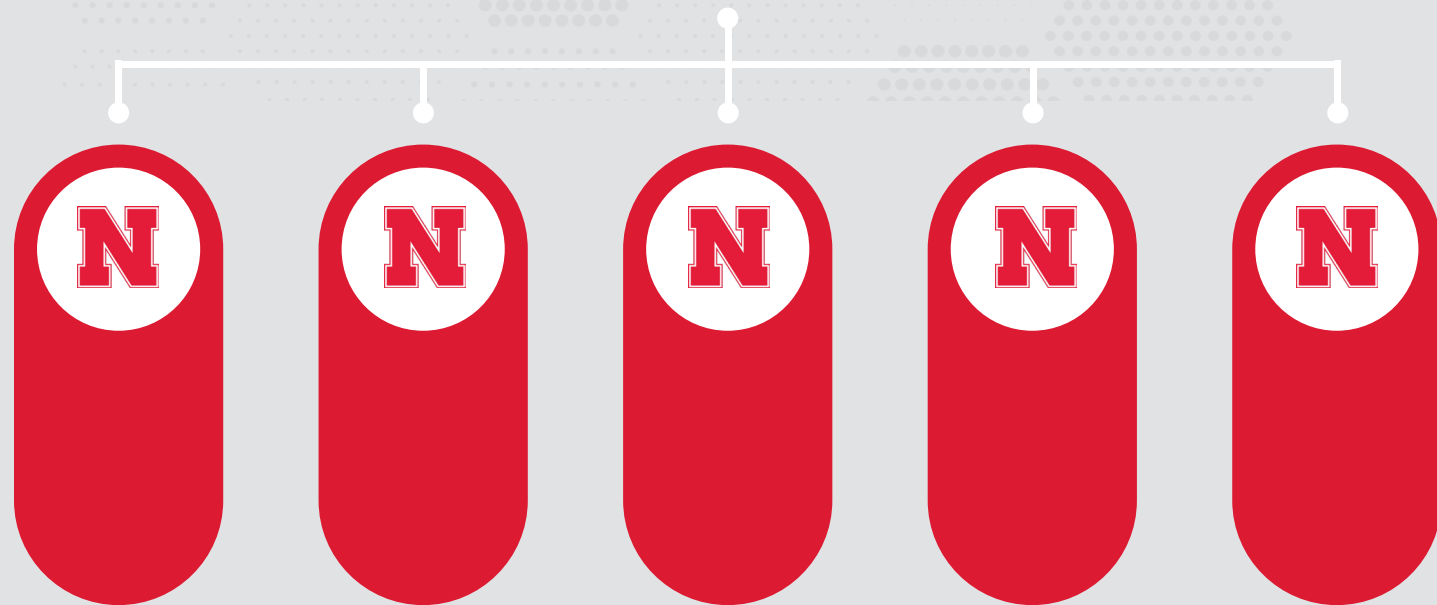


Fiscal Responsibility

Accountable Staff – Executive Associate AD –
Chief Financial Officer

Priorities

- Consistent monitoring between head coach and sport administrator to ensure annual adherence to budget
- Departmental monthly budget analysis ensuring annual compliance
- Identify operational efficiencies and cost-saving measures across the department
- Create and maintain comprehensive financial plan addressing facility renovations and new projects, including debt of related projects
- Analyze all existing contracts
- Evaluation of existing consulting agreements
- Assess Business Office staff and assigned responsibilities
- Evaluate all positions and necessities within Athletic Department
- Evaluate and adjust all current financial commitments to University system
- Explore in-kind giving to maximize budget and departmental resources
- Consistently explore new revenue streams
- Continue to develop the data and presentation of the monthly financial dashboard



Proactive

Awareness

Advocate

Leadership

Forward
Thinking



Future of College Athletics

Proactively, Nebraska will monitor the
changing landscape of college athletics.



Future of College Athletics

With excellent leadership, education, advocacy, and awareness, Nebraska Athletics will proactively position the department for long-term success exploring all options for scheduling, expansion, partnerships, and categorizing student-athletes as employees.

Standard of Excellence:

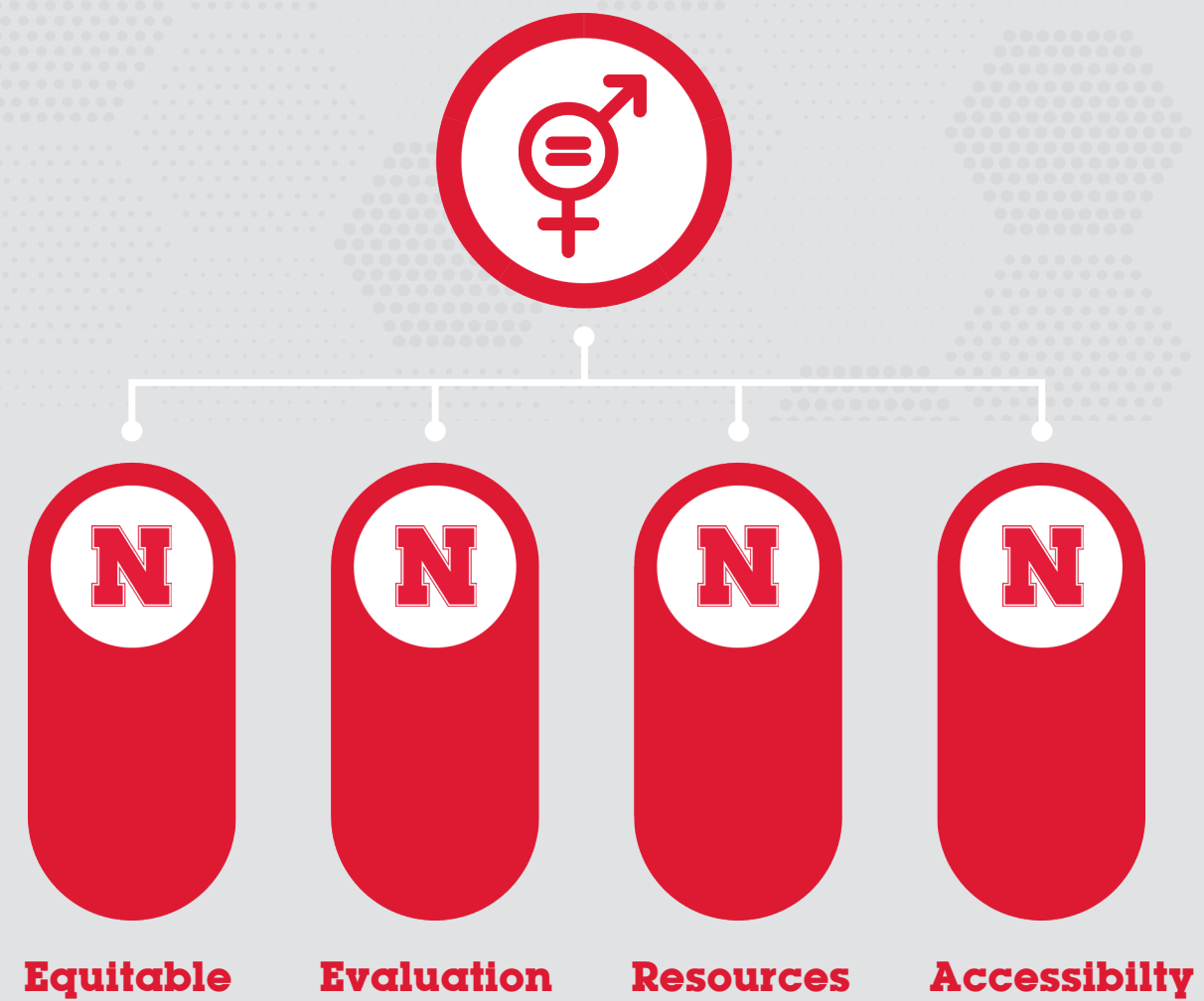
- Nebraska Leadership will continue to have representation on all essential committees
- Nebraska is a proud member of the Big Ten Conference
- Nebraska represents the Big Ten on discussions related to the College Football Playoff expansion
- Nebraska offers a comprehensive NIL educational program

Future of College Athletics

Accountable Staff – Vice Chancellor/Director of Athletics
& Executive Associate AD – Chief Financial Officer

Priorities

- Continued emphasis internally and externally about Nebraska being a proud member of the Big Ten Conference
- Ongoing consideration to implementation of Husker Athletic Association, converting Nebraska Athletics to a non-profit
- Collaborations and relationship development with Pac 12 and MAC schools to maximize desirable scheduling options
- Implement the N-Vest (5980) program for all scholarship athletes with potential to include walk-ons contingent upon roster management
- Ensure Nebraska leadership is represented on conference and national committees to best position Nebraska for future changes in college athletics
- Rely upon internal legal counsel expertise to navigate changing landscape of college athletics
- Continually monitor latest developments in Name, Image, and Likeness (NIL) to best support student-athletes, while staying competitive with peers
- Continued awareness and athletic department education to prospective donors to generate financial support
- Engage a national marketing rights partner



9

Gender Equity

Nebraska will provide equitable opportunities and resources to all student-athletes, ensuring an inclusive and well-balanced department.



Gender Equity

Nebraska will remain committed to periodic reviews, ensuring equitable opportunities and resources are accessible to student athletes of all genders.

Standard of Excellence:

- Nebraska offers 13 female intercollegiate programs and 9 for the men
- All student-athletes receive equitable resources and services within Nebraska Athletics
- Nebraska has worked with an outside consultant to assess Title IX compliance

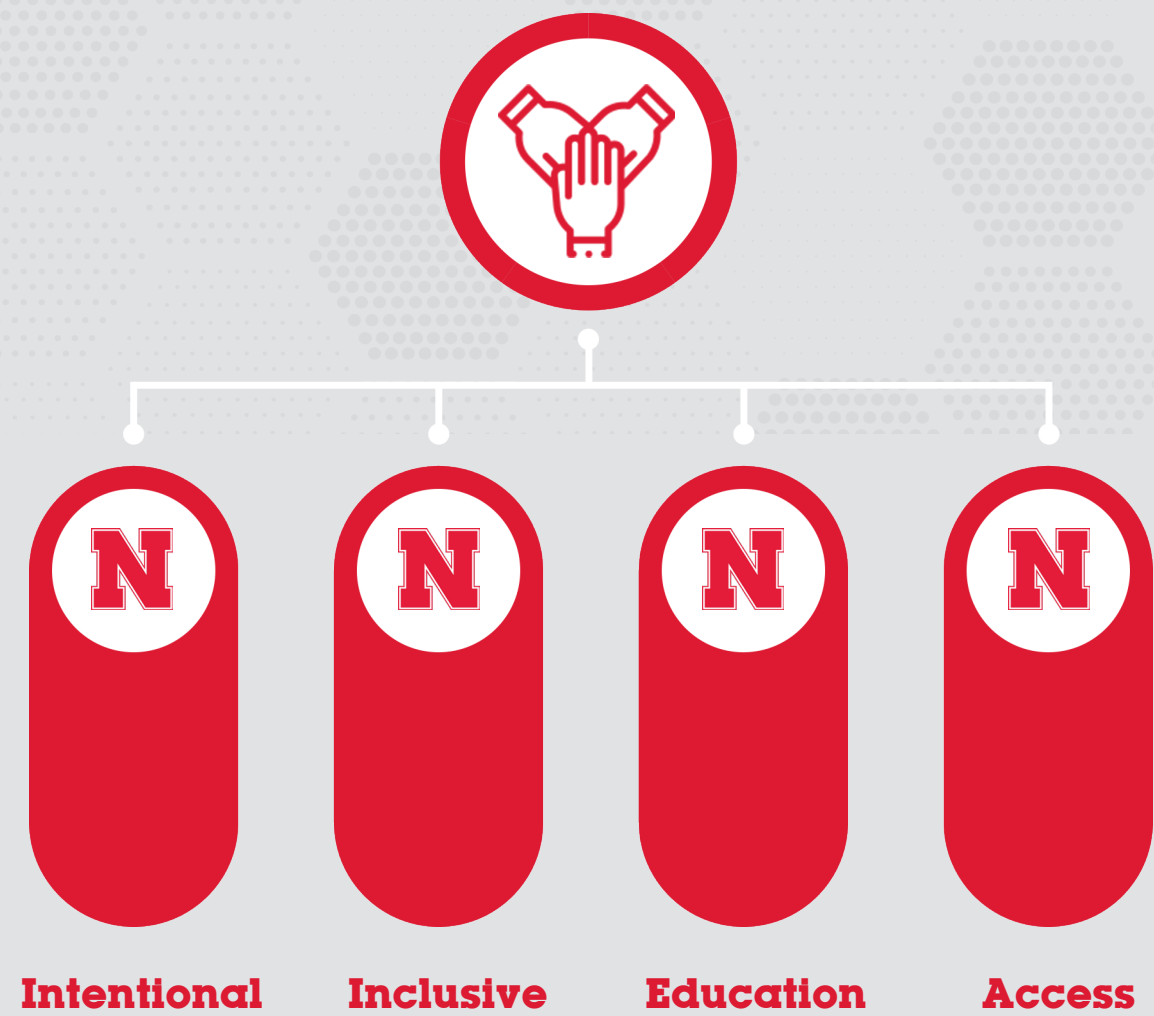
Gender Equity

Accountable Staff – Executive Associate AD –
Senior Woman Administrator

Priorities

- Prepare a plan to ensure future and ongoing Title IX compliance
- Focused efforts to recruit more female head coaches when opportunities become available
- Evaluate feasibility of maintaining all current 22 sports while striving for gender and roster balance
- Assess possibility to tier teams while ensuring each team has access to fundamental student-athlete experience resources
- Working group to plan events and promotions to celebrate 50th anniversary of Title IX





10

Justice, Equity, Diversity & Inclusion

Continuously strive toward inclusive excellence in all aspects of our department. Everyone is welcome in Husker Nation.



Justice, Equity, Diversity & Inclusion

Nebraska Athletics will continuously strive towards inclusive excellence in all aspects of our department. Everyone is welcome in Husker Nation.

Standard of Excellence:

- Nebraska staff, student-athletes, and fans will be held to the highest standards of inclusive excellence
- Nebraska will intentionally increase the diversity of our student-athletes, staff, and fans
- Nebraska will provide inclusive learning opportunities for all
- Nebraska will create a competitively inclusive experience for all student-athletes, staff, and fans
- Nebraska will retain, support, and celebrate all student-athletes and staff

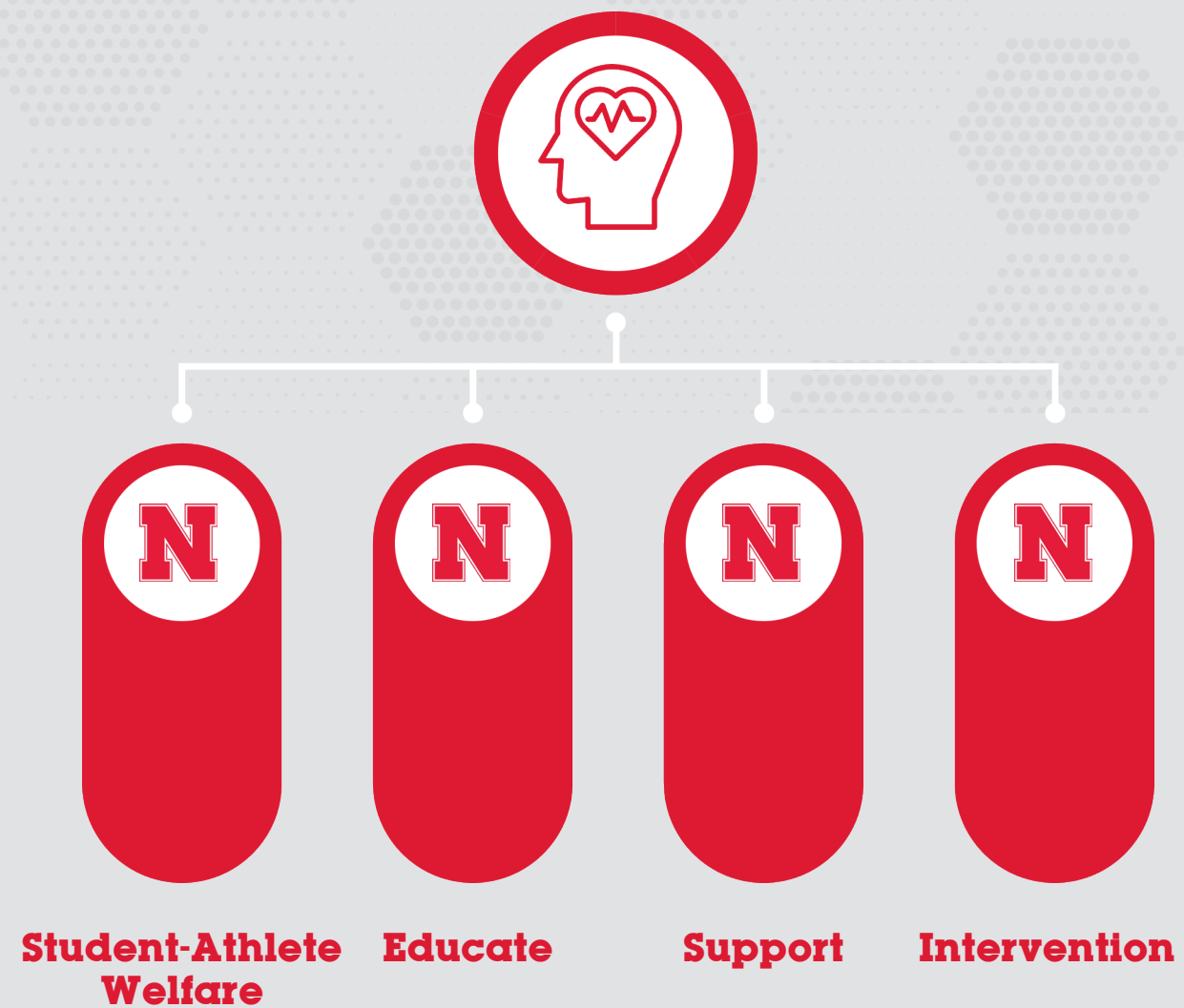
Justice, Equity, Diversity & Inclusion

Accountable Staff – Executive Associate AD –
Strategic Initiatives

Priorities

- Implement inclusive education across the athletic department to include 5-10 hours of workshops and training annually
- Increase accessibility to Nebraska Athletics for all
- Intentionally engage and collaborate with campus and community partners with a focus on justice, equity, diversity, and inclusion
- Provide opportunities for fans to learn about inclusive excellence through workshops, trainings, and student-athlete/staff focused projects





11

Mental Wellness

Ongoing sensitivity to the demands of the student-athlete experience with corresponding support systems.

A photograph of a hallway with a large red 'N' logo and the text 'SPORT PSYCHOLOGY' on the wall. The hallway has a glass door at the end, and the floor is covered with a blue and white checkered carpet.

N

SPORT PSYCHOLOGY

Mental Wellness

Nebraska Athletics will always be committed to the welfare and mental health of all student-athletes providing support services to balance the pressures and demands of college sports. Sport Psychology aims to help student-athletes live, work, and compete to the best of their abilities.

Standard of Excellence:

- Comprehensive mental health screening for prospective and current student-athletes
- Coordinated mental health care providing accessibility to all student-athletes
- Mental health first aid training will be available to all athletic department support staff
- Coordination with coaches to ensure accessible mental wellness resources to teams and individual student-athletes

Mental Wellness

Accountable Staff – Director of Sport Psychology

Priorities

- Conduct intake during recruitment process to assess pre-existing wellness issues
- Training to all staff members on how to make appropriate referrals to student-athletes in need
- Continued strong partnerships with resources on campus to best serve student-athlete needs including but not limited to mental health
- Annual staff evaluations to ensure manageable caseloads of mental health professionals while underscoring importance of confidentiality
- Coordinated efforts with all involved parties impacting student-athlete demands



Nebraska Huskers
@Huskers

"As a man, you have so much pride.

To admit to yourself that you have a mental health issue isn't easy.

To seek help from someone else, that's a whole different animal."

@TheOmarManning • #MentalHealthAwarenessMonth



7:40 69.8K views



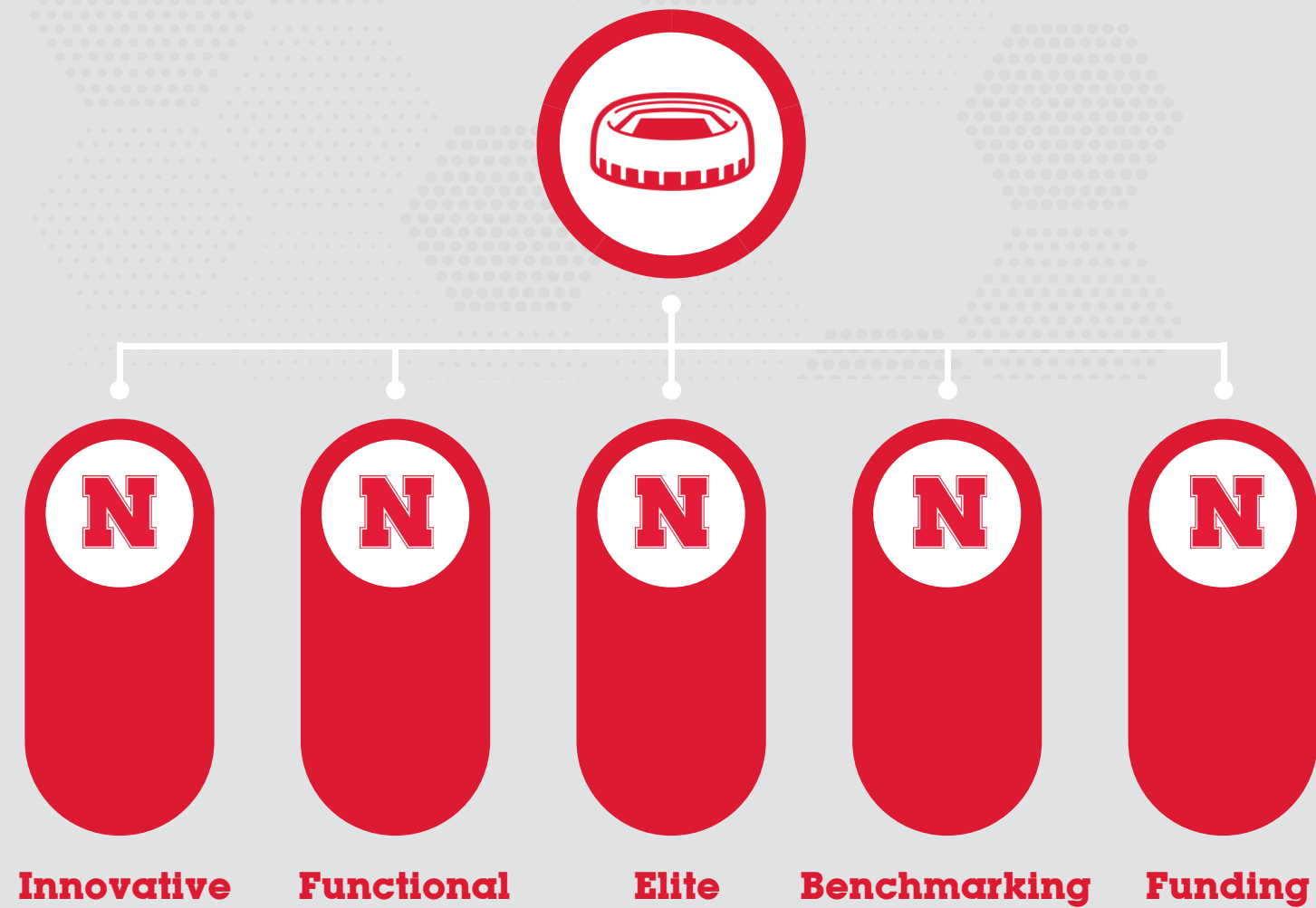
Nebraska Huskers
@Huskers

Together as [#Huskers](#), we are taking a stand for change.

A stand to eliminate the stigma surrounding mental health.

[#WorldMentalHealthDay](#)





12

Premier Athletic Facilities

Detailed planning and assessment of all facilities to ensure unmatched student-athlete and fan experience.



Premier Athletic Facilities

Nebraska will strive to have among the nation's best athletic facilities aiding in the competitive success of student-athletes, the recruitment of elite prospects and staff, and strategies to ensure an unmatched fan experience.

Standard of Excellence:

- Go BIG Project
- Track & Field Stadium
- Devaney Center Indoor Track Project
- Hendricks Training Complex (men's and women's basketball; wrestling)
- Devaney Center Volleyball Arena/Terry Pettit Court
- Dillon Tennis Center
- Hibner Soccer Stadium
- Francis Allen Training Complex (men's and women's gymnastics)
- Renovated Husker Bowling Center
- Pinnacle Bank Arena
- Memorial Stadium/Tom Osborne Field

Premier Athletic Facilities

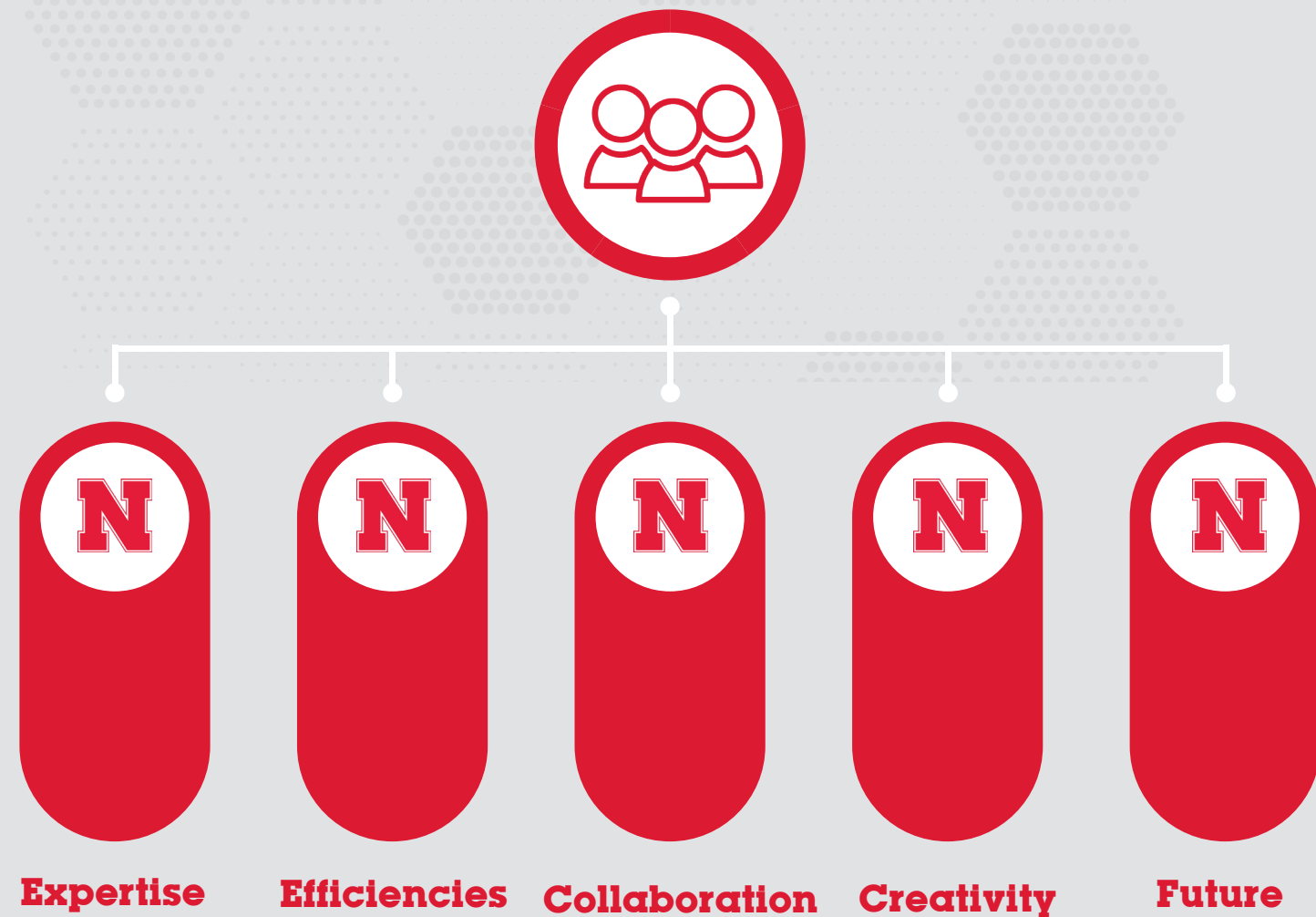
Accountable Staff – Executive Associate AD – Chief Financial Officer,
Executive Associate AD – Facilities, and Associate AD – Capital Planning
and Construction



Priorities

- Complete Go BIG project within timeline
- Complete outdoor track project in phases to ensure elite facility
- Go BIG, facilities master plan including Memorial Stadium, campus natatorium, updates to Hawks Field and Bowlin Stadium, Golf, and Rifle facilities
- Benchmarking of Nebraska Athletics facilities with other premier national programs
- Annual review of all facilities for capital projects requests
- Continued donor cultivation, identifying those with interest, ability, and connection to invest in a facility project
- Nebraska will continue to be a leader and pioneer in state-of-the-art facilities, ensuring first-class fan experience while generating maximum revenue with awareness of challenges, economy, and shifts in fan support





13

Public/Private Partnerships

Explore partnerships within the University system and community to maximize resources and the student-athlete experience.

Public/Private Partnerships

Nebraska will rely upon innovation and technology to enhance the efficiencies and ever-changing landscape of college athletics, exploring benefits of all public/private partnerships.

Standard of Excellence:

- NIL related partnerships with BrandR group and Opendorse to maximize monetization opportunities for student-athletes
- Brain, Biology, and Behavior integrated with academic community
- Exploration of ways to enhance athletic performance and gain competitive advantage through state-of-the-art NAPL and Data Analytics

Public/Private Partnerships

Accountable Staff – Vice Chancellor, Director of Athletics and Executive Associate AD - Chief Financial Officer

Priorities

- Monetizing existing athletic resources to the public, generating additional revenue streams
- Explore any and all partnerships utilizing existing University of Nebraska relationships, growing revenue, expertise, resources, and efficiencies of department
- Utilize existing expertise and relationships from UNMC to reshape athletic medicine and provide enhanced expertise and credibility
- Each team will submit annual plan for intended assessment and use of NAPL
- Minimize outsourcing of services when internal staff and expertise exist

N

Nebraska Huskers NIL Marketplace

Powered by opendorse

Log in

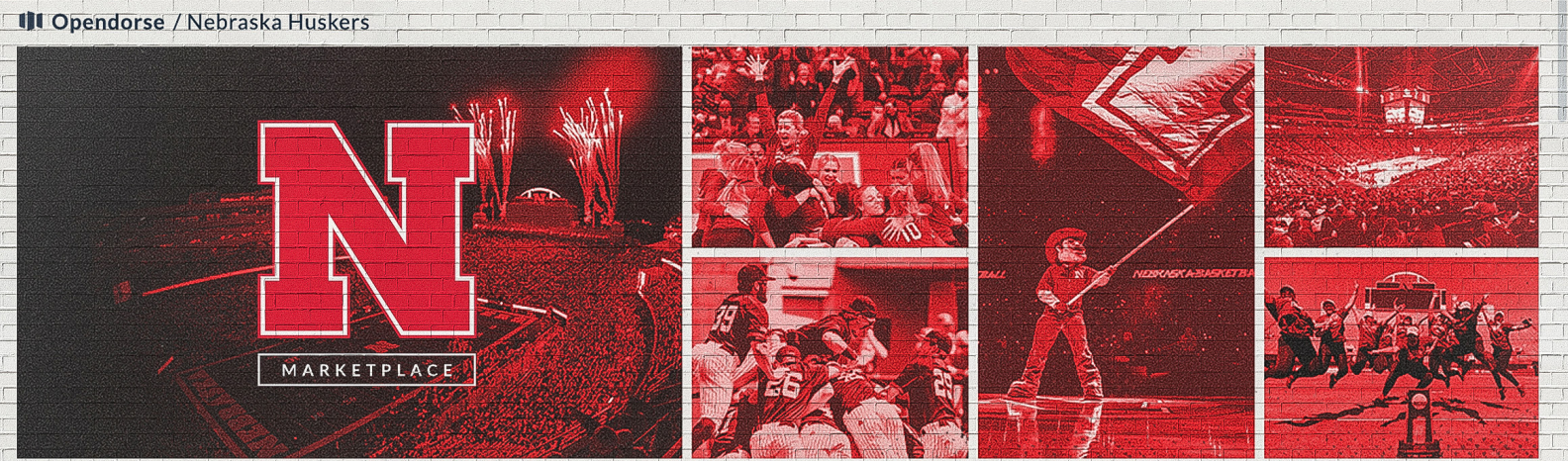
Search name or location

Clear filters

Profile (1)

Preferences

Sort



Garrett Nelson
Student-Athlete
8.8k 8.4k
Football * College * University of Nebraska-Lincoln Male

Madi Kubik
Student-Athlete
7.3k 25.5k
Volleyball * College * University of Nebraska-Lincoln English * Female * 21y/o

Derrick Walker Jr.
Student-Athlete
6.3k 6.8k 1
Basketball * College * University of Nebraska-Lincoln English * Male * 24y/o

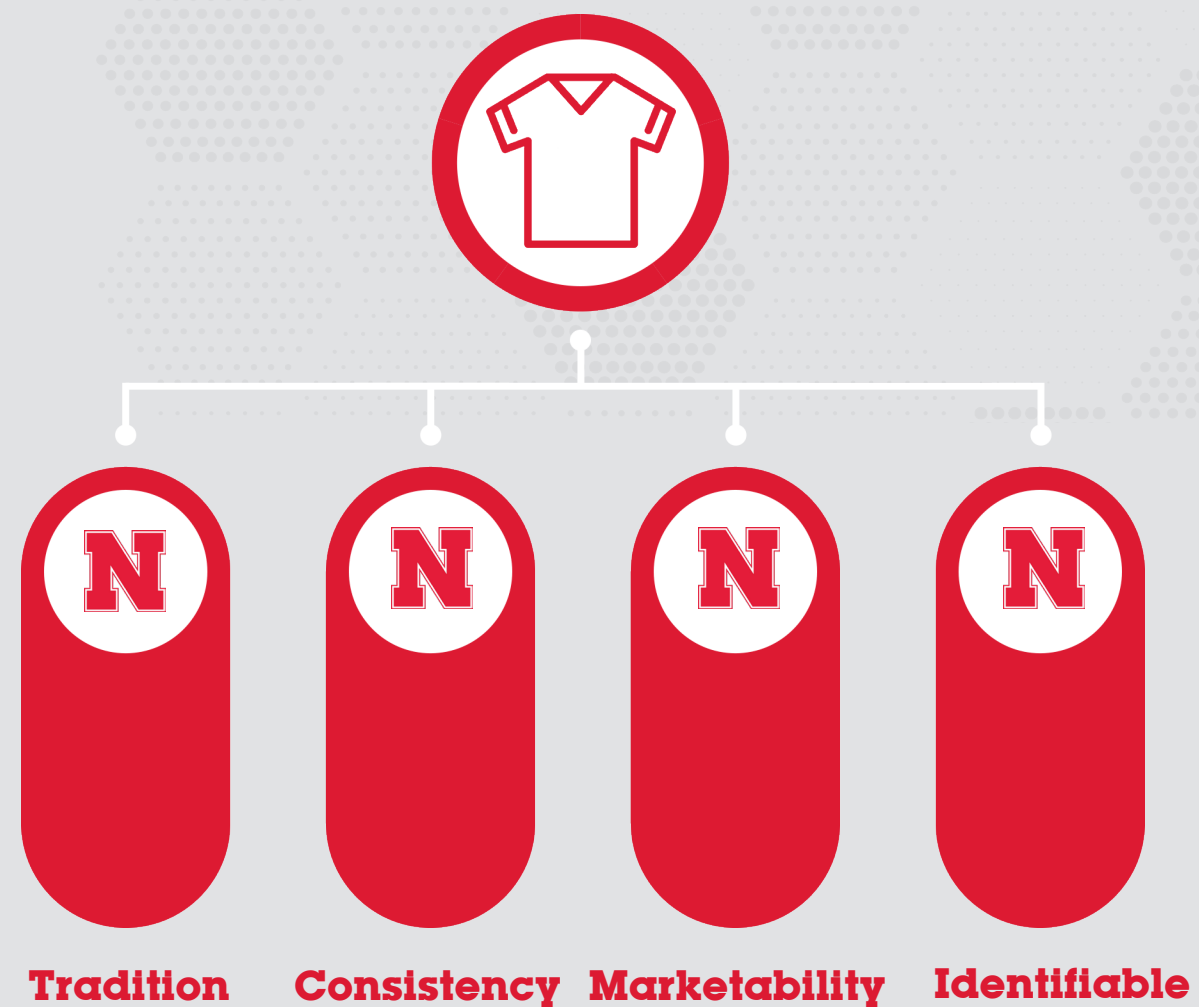
Courtney Wallace
Student-Athlete
1.1k 1.7k
Softball * College * University of Nebraska-Lincoln English * Female * 22y/o

Reagan Raabe
Student-Athlete
1.0k 2.5k
Soccer * University of Nebraska-Lincoln Female * 20y/o

#NILBRASKA



GO BIG RED



14

Strong National Brand

Renewed commitment to feature Nebraska's tradition with consistency of marks.



Strong National Brand

Nebraska Athletics will evaluate and be committed to elevating our respected and national brand through consistency of marks, social media branding, one centralized voice, and promotion of our success on and off the field.

Standard of Excellence:

- Nebraska consistently has one of the most respected brands in college athletics
- Nebraska has one of the most comprehensive and fan-friendly internet sites ranked among the best in college sports
- Nebraska was a pioneer and is a national leader in Creative and Emerging Media
- Nebraska excels at promoting student-athlete success in athletics, academics, and life

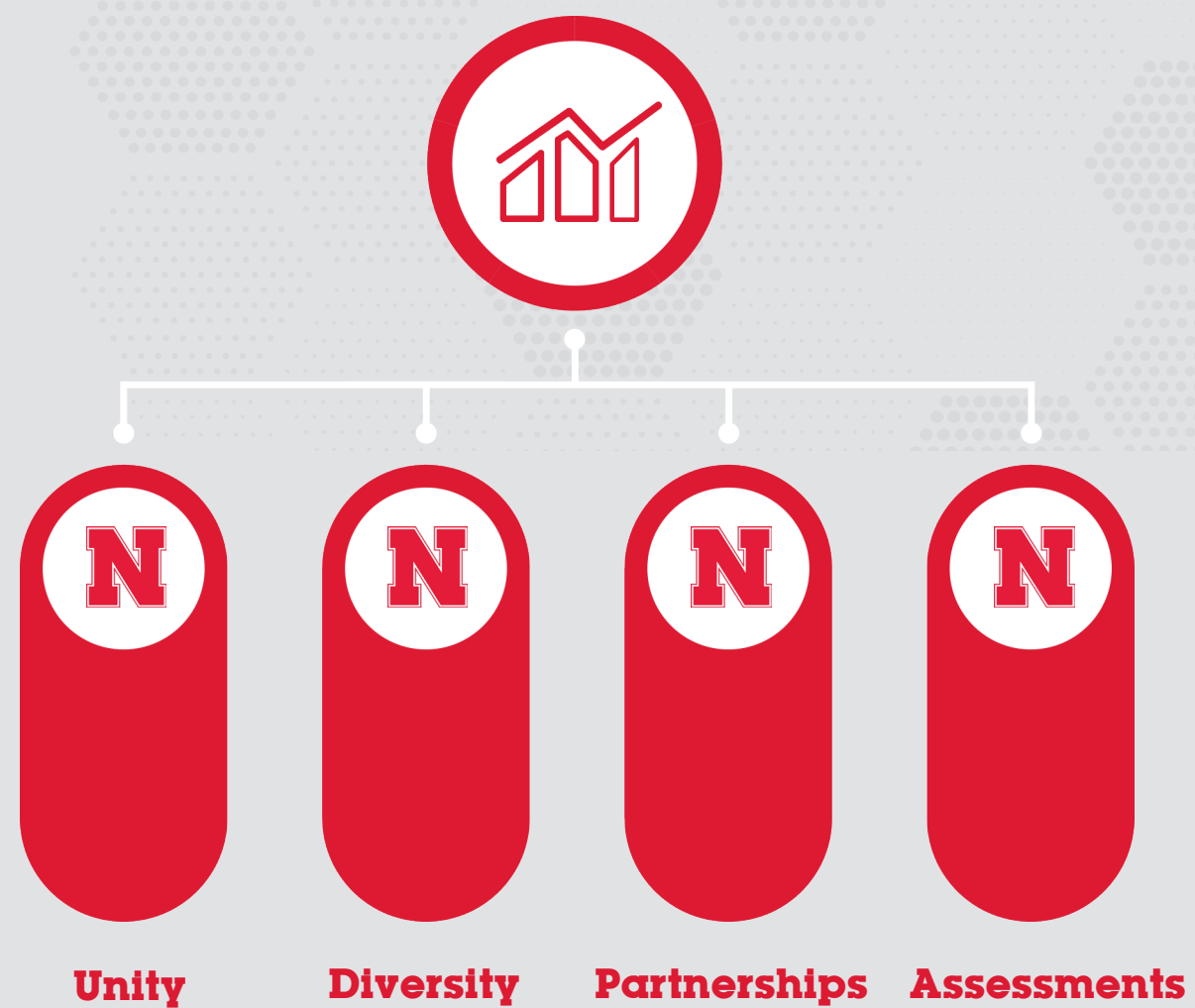
Strong National Brand

Accountable Staff – Executive Associate AD – Chief Financial Officer, Senior Associate AD – Marketing & Multimedia, and Director of Licensing & Branding

Priorities

- Licensing will create uniform brand book for all sports programs with one home, one away, and one alternate uniform
- Ongoing evaluation of Creative and Emerging Media so that Nebraska is best promoted in an innovative manner appealing to fan base, supporters, and prospects
- Continued innovation to maximize following of Husker student-athletes and programs which will result in continued Name, Image, and Likeness opportunities
- Proactive communication from Athletic Administration to all staff prior to external release with final messaging approved by Athletic Director
- Continue to build strong relationships with area and national media
- Nebraska will continue to recognize the rich tradition of success and honor teams and alums through a comprehensive N-Club and Hall of Fame





15

Synergy of Performance Areas

Provide world class medical resources in a collaborative manner with all performance areas, ensuring student-athlete welfare and wellness.



Synergy of Performance Areas

Nebraska Athletics will evaluate all performance areas to provide unified and integrated world-class support to Husker student-athletes.

Standard of Excellence:

- Completed USCAH Medical Review
- Diversifying physician staff with hiring of female doctor
- Integrated meetings led by Senior Staff supervisor involving medicine, sport psychology, strength and conditioning, nutrition and NAPL
- Nebraska has made a strong commitment to mental health with five full-time professionals

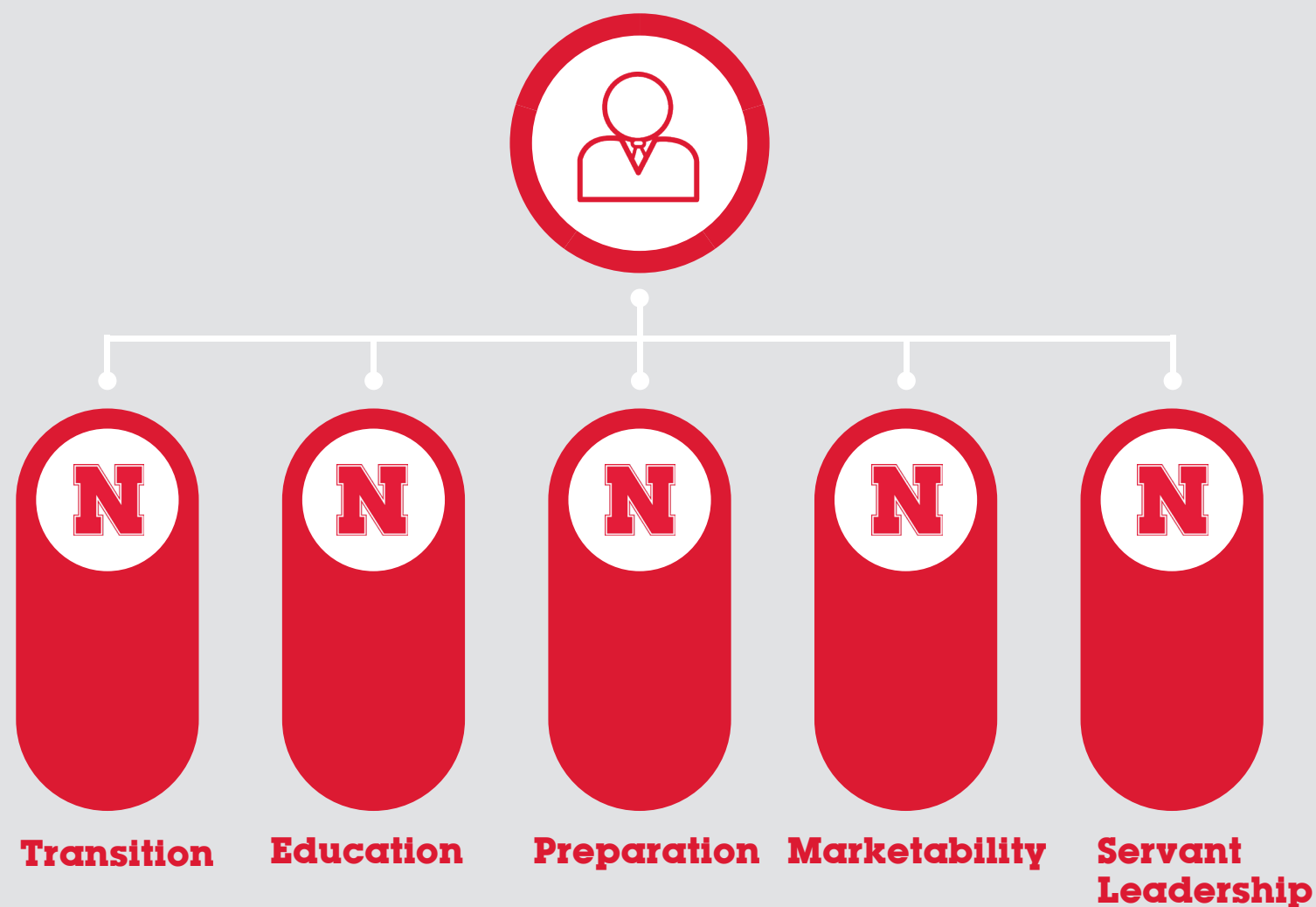
Synergy of Performance Areas

Accountable Staff – Executive Associate AD –
Senior Woman Administrator

Priorities

- Implement recommendations from USCAH medical review and consider additional outside reviews
- Diversify professional medical staff
- Continued efforts to integrate and maximize athletic medicine, strength and conditioning, nutrition, sport psychology, and NAPL
- Explore partnerships with UNMC and other proven medical experts
- Evaluate public/private medical offerings
- Integrated performance areas staff meetings led by SWA





16

Total Person Development

Continued commitment to student-athlete development, preparing for life after college athletics.

Total Person Development

Nebraska Athletics and Husker Life Skills will continue to provide a first-class, unmatched student-athlete experience that will uniquely prepare all student-athletes for life after sport.

Standard of Excellence:

- Nebraska continues to be regarded as one of the most complete and innovative Life Skills programs in the country
- 100% student-athlete participation in NIL education programming through Husker Advantage
- Husker Life Skills is a proven positive resource to be highlighted in the recruitment process of prospective student-athletes
- Nebraska has a strong and vibrant Student-Athlete Advisory Committee with representation from all 22 teams
- Post-Eligibility Opportunities (PEO) scholarship offered to all student-athletes who have met program requirements
- Minimum 10 hours of required personal and career development through four-year tiered programming

Total Person Development

Accountable Staff – Executive Associate AD – Life Skills

Priorities

- Ongoing evaluation of four-year required, tiered education model and program delivery format
- 75% student-athlete representation on the Tom Osborne Citizenship Team
- Create and implement annual survey of Life Skills programs, seeking feedback from student-athletes and coaches
- Improve accountability of student-athletes to achieve 100% completion of individual life skills meetings
- Reinstate NoFilter Service Abroad program



Current Strategic Subcommittees

Championship Expectations/Competitive Excellence

- Recruiting/Assessment/Player Development, Elite Coaching, Synergize Performance Areas, Culture, Facilities, Tradition, National Brand

Relationships

- Value Personnel, Donors/Corporate Partners, Campus, Letterwinners, First Class Fan Experience, Private/Public Partnerships

Pulse and Future of College Athletics

- Gender Equity, Roster Management, Tiering Sports Programs, NIL Pay to Play, Stadium Modernization

Student-Athlete Development and Welfare

- Academic Excellence, Total Person Development/Life Skills, Mental Wellness, Justice, Equity, Diversity, & Inclusion

The Nebraska Way

- Integrity, Fiscal Responsibility, Tradition, Strong Brand, Updated Mission Statement and Core Values





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