



# PLAN 2020

DEPARTMENT OF INTERCOLLEGIATE ATHLETICS  
PURDUE UNIVERSITY





## PLAN 2020

The Department of Intercollegiate Athletics takes great pride in its role as a front porch to Purdue University. We embrace the responsibility of uniting alums, forging lifelong ties with students and enticing future Boilermakers to apply for admission, all while providing opportunities for more than 500 student-athletes each year to pursue excellence in competition and in the classroom.

In 2008, we unveiled our strategic plan for the six-year period through 2014, a road map that guided us along an exciting journey to improve performance. On the next page, you will find a recap of our accomplishments during the period.

Now, as we embark on the next six years, we present "Plan 2020." It is an epilogue to our strategic plan, designed to help us move into that elite status of departments nationwide that consistently have their teams ranked in the top 25 while graduating their student-athletes at an 85 percent rate, a dual goal we call the "25/85 Club." Precious few of the 351 Division I universities achieve that lofty status, but that remains our ambition. We know as we climb the Directors' Cup standings the competition gets fiercer. We pledge to continue working hard.

On behalf of the student-athletes, coaches and staff, thank you to our 8,000-plus loyal and generous John Purdue Club members. We share your appetite for winning, and we appreciate you sharing our vision of striving to do it the right way. Your investments pay off in championships today and in experiences that will provide a lifetime of benefits for our student-athletes.

Boiler Up!  
Hammer Down!  
Hail Purdue!

Morgan J. Burke  
Vice President – Director of Intercollegiate Athletics  
Purdue University



## STRATEGIC PLAN 2008-14: A LOOK BACK

Purdue Athletics set a series of lofty goals when it released its strategic plan in 2008. Each was designed with the department's vision in mind: A championship-caliber athletics organization that is excellent in all respects and is a constant member of the "25/85 Club."

In looking back, there were numerous accomplishments across the board. Here is a snapshot:

**Athletic:** In the Director's Cup competition, our average finish was 46th, and we were consistently between the 85th and 88th percentile among the 351 NCAA Division I schools. When looking at only the 20 sports that we sponsor, our finish increased an average of seven spots per year. On average, 11.6 teams earned NCAA postseason opportunities annually (with highs of 14 in 2011-12 and 12 in 2013-14), while 8.8 had upper-half Big Ten Conference finishes (with highs of 14 in 2009-10 and 12 in 2013-14). Women's golf won the 2010 NCAA Championship, while five teams won Big Ten regular-season championships and five squads captured conference tournament titles. To hit the target of a top 25 Director's Cup finish, 16 of our 20 teams need to qualify for postseason competition, with eight or more placing in the top 16 or higher. Student-athlete welfare was improved with the creation of the sports performance area focusing on unique training methods for each sport program, including strength, power development, speed, recovery, regeneration and diet.

**Academic:** Student-athletes performed equal to or better than the student body every semester and now have done so for 34 consecutive semesters – or 17 years – dating to 1997-98. Student-athletes have maintained better than a 3.0 cumulative grade-point average for the last 11 semesters, achieving a record 3.04 in the spring of 2014. Our Graduation Success Rate has climbed to 82 percent, and we expect to hit 84 percent in 2015. Ninety percent of student-athletes completing his/her eligibility at Purdue graduate. Student-athletes who graduated in May of 2013 realized a 90 percent job-placement rate (based upon placement within six months of graduation).

**Fiscal:** Purdue Athletics is a self-supporting auxiliary enterprise – one of just seven such NCAA Division I programs currently – that receives no university or state funding and writes a check to the university for scholarships (currently more than \$10 million annually). Nearly \$130 million was invested in facility construction and renovation, highlighted by the Mackey Complex project, Alexander Field, Brees Academic Center, soccer complex and softball stadium. We believed that eliminating the remaining obvious facility deficiencies was critical to our attaining the 25/85 vision, and we elected to invest the vast majority of the incremental television revenue to do so. We were able to match each dollar of private donations with \$3 from that revenue stream to accomplish the \$130 million investment. In addition, Intercollegiate Athletics committed \$12 million to the Krach Leadership Center out of Big Ten television revenue. John Purdue Club membership stood at an average of 8,370 annually, and growth in this area is critical if we are to achieve our 25/85 vision.

**Equity:** An average of 528 students participated in intercollegiate athletics. Our equity rate of 56.1 percent for men and 43.9 percent for women was in line with the university undergraduate gender distribution of 57.6 percent men and 42.4 percent women.

**Image:** While continuing to utilize our website as the definite source of information about Purdue Athletics, we became actively involved in myriad of social media platforms to report on the accomplishments of our student-athletes and proactively tell our stories. Community service took on heightened awareness, with individuals and teams involved in projects on campus, around town and globally. Support for the Purdue University Center for Cancer Research has been a department-wide initiative, with participation in the annual 5K run/walk and team events like the Hammer Down Cancer game and Dig for a Cure match. All teams also are involved in Shoes for Haiti. Other service initiatives have included the creation of IMPACT (Influencing/Mentoring by Purdue Athletes with the [Brian and Danielle] Cardinal Tradition), in which student-athletes regularly visit elementary schools, and Boiler-Maker-Wish, modeled after the Make-A-Wish Foundation and aimed at putting smiles on the faces of children facing physical adversity in the West Lafayette and Lafayette communities. The Boilermaker Athletic Council and Emerging Leaders group have taken on the Purdue University Dance Marathon as their fall semester group project and last year helped raise more than \$1 million for Riley Hospital for Children.

**Leadership:** The John R. Wooden Leadership Institute was established in 2009 to accelerate the leadership development of student-athletes. Resources include the legendary Pyramid of Success and a series of speakers designed to highlight each of Wooden's 15 building blocks for a better life. Among the speakers have been Super Bowl MVP quarterback Drew Brees (self-control), Amway president Doug DeVos (industriousness), General Electric CEO Jeff Immelt (team spirit) and longtime NFL executive Bill Polian (competitive greatness). Other programs include Transition IN (assist incoming student-athletes with their adjustment to college), financial management and career development workshops, and Transition OUT (assist graduating student-athletes for life after college). In 2013-14, 100 percent of our student-athletes participated in a leadership activity.

To read comprehensive annual recaps of the strategic plan, click: <http://www.purduesports.com/school-bio/strategic-plan.html>



# PLAN 2020

Attitude / Consistency / Energy / Passion / No Laziness

## Our Vision

A championship-caliber athletics organization that is excellent in all respects and is a consistent member of the "25/85 Club."

## Our Mission

Developing Champions / Scholars / Citizens

We will engage and inspire all constituencies to support the broader university pursuit of preeminence by attracting and retaining the very best student-athletes, coaches and staff while engaging former student-athletes in an effort to maintain their identity as part of the Purdue athletics family.

The very best will execute this mission sharing a common set of values – integrity, mutual respect, a belief in hard work and team work, a commitment to inclusiveness – and the courage to lead. They will be the Purdue Athletics' brand and continue to enhance our reputation while being pleased with every aspect of their experience at the university.

It is expected that we will be a financially self-supporting enterprise that provides the resources for coaches and staff to develop championship programs.

*Execution of our mission and attainment of our vision requires focus on five goals:*

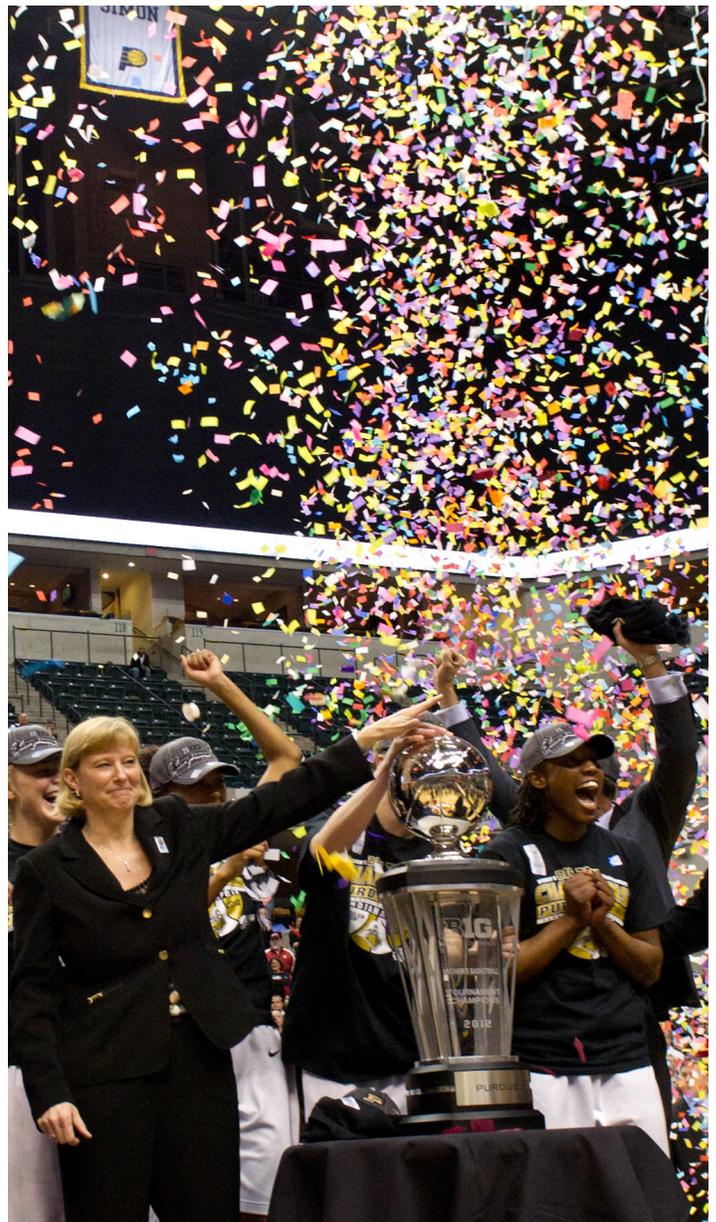
**Athletic:** All sports will place in the top 25 nationally. Consistent performance at this level will see us competing for Big Ten and NCAA championships.

**Student-Athlete Development and Welfare:** We will deliver exceptional support services throughout the athletics department to all student-athletes to ensure they are mentally and physically prepared to absorb the skill development necessary to maximize their potential as students, leaders, and athletes.

**Fiscal:** All financial resources will be allocated in pursuit of the vision and managed to ensure that we recognize the expectation to remain self-supporting while providing scholarships, quality academic support services, competitive operating budgets, and comprehensive facilities. Marketing and development plans will be designed and executed to generate revenue.

**Equity and Integrity:** To promote an atmosphere that upholds and embraces inclusiveness among all constituencies, we will provide championship-caliber participation opportunities that recognize and reinforce gender and ethnic equality for all coaches, staff and student-athletes.

**Image:** The student-athletes, coaches, and staff will live their shared values as the role models that they are, so that people "experience" Purdue Athletics with respect, admiration and pride. All decisions will be communicated in a manner to create, project and enhance this strong intercollegiate athletic brand.





# ATHLETIC

*All sports will place in the top 25 nationally. Consistent performance at this level will see us competing for Big Ten and NCAA championships.*

## **STRATEGIES:**

**Each head coach will annually develop plans including a SWOT analysis to build a program where a consistent top-25 finish is the expectation**

- Develop sport-specific competitive objectives with each head coach through an annual systematic review of each program in concert with the sports administration team
- Support an ongoing series of mini-sessions for the development of assistant coaches by leading or participating in sessions to be held each year

**Ensure all sport programs develop recruiting plans that identify successful prospects both athletically and academically**

- Work with our faculty representatives and admissions to ensure credentials and, where appropriate, academic maintenance plans are presented to support admissions and ultimately student academic and athletic success
- Create a small team of assistant coaches/staff to identify what has worked and what has not by annually talking to prior-year recruits and making recommendations to specific areas or for the entire department
- Create a positive experience for all visiting prospective student-athletes and effectively train hosts
- Working with our faculty athletic representatives, identify and recruit effective faculty contacts in each college to personalize the recruiting process; these contacts will be individuals who value the student-athlete experience and are capable of effectively selling prospects on the total Purdue experience
- Assess the feasibility of incorporating a recruiting room in the Ross-Ade Stadium south end zone project which could serve as a central meeting point for all prospects when they arrive on campus
- Build relationships with high school athletics directors and guidance counselors to build the Purdue Athletics brand in order to assist in the recruiting process
- Create a small team of coaches and staff who will develop a common electronic library of department and university materials that will make the recruiting process more effective and efficient
- Head coaches will work with marketing to ensure game-day experiences are positive for our current and future student-athletes as well as fans

**Ensure we are utilizing all communications platforms, including social media, print and video, showcasing topics of interest to fans and prospects**

- Timely updates will be provided
- Use of changing and evolving media including BTN will be exploited

**Enhance student-athlete well-being and performance**

- Design sport-specific strength and conditioning programs and annually review their impact with each head coach and sports medicine staff so continuous improvement becomes the norm
- Provide necessary services to support the student-athletes performance – sports medicine, academic counselors, tutors, mentors, and learning specialists – so obstacles to performance are removed
- Place a special emphasis on understanding best nutrition practices and integrating them into the student-athletes' daily life

**Strengthen the pride of a Boilermaker student-athlete**

- Identify and implement opportunities to strengthen the relationships among student-athletes
- Utilize the Boilermaker Athletic Council to develop means by which teams support teams, opportunities for community service are seized, and student-athlete input to department policy and practice is the norm

**Identify and implement opportunities to showcase program accomplishments and Boilermaker pride**

- As new facilities are built or upgraded, ensure celebration of program accomplishments and facility beautification are suitably included in the design
- Annually develop plans to ensure we consistently use Purdue Athletics marks and logos
- Continue to work with local mayors and businesses to fly the Purdue flag as a sign of a welcoming community
- Effectively communicate the importance of the Purdue brand on the entryways to campus as university and local government officials undertake new or upgraded projects with particular emphasis on the State Street project and the new south campus gateway
- Continue to work with the local convention and visitors bureau and Greater Lafayette Commerce so local hotels incorporate a Purdue look into their lobbies
- Update the facility major maintenance plan and include aesthetics of each venue as part of the review; continue to place an emphasis on facility cleanliness/painting as a way of fostering pride for all



# STUDENT-ATHLETE DEVELOPMENT AND WELFARE

*We will deliver exceptional support services throughout the athletics department to all student-athletes to ensure they are mentally and physically prepared to absorb the skill development necessary to maximize their potential as students, leaders and athletes.*

Student-athletes will maintain a cumulative grade-point average of 3.0 or above each semester while competing to perform at or above the all-campus cumulative grade-point average; all Purdue teams will have a graduation success rate (GSR) equal to or better than sport specific Division I-A GSR while striving to achieve a department-wide GSR of 85 percent or higher

We will identify, cultivate, and reinforce those student-athletes, coaches and staff members who are willing to lead by example, who are committed to thorough implementation and who challenge the status quo

## **STRATEGIES:**

### **Improve the yearly academic profile of incoming freshmen student-athletes**

- Coaches should actively pursue prospective student-athletes who are academically prepared to be successful at Purdue
- In consultation with head coaches, monitor the academic profiles of freshmen student-athletes and track each team's improvement
- Assist coaches in transforming departmental recruiting mentality to bring in academically talented and athletically talented student-athletes
- In consultation with head coaches, conduct periodic reviews of academic profiles of incoming student-athletes by sport

### **Promote comprehensive academic support services and Purdue's vast curriculum**

- Ensure prospective student-athletes understand the extensive academic support services available to help them succeed academically at Purdue
- Promote Purdue's 10 colleges and schools and its nearly 200 majors to prospective student-athletes
- Ensure prospective student-athletes fully understand that they can select a major of their choice and receive the support to earn a Purdue degree
- Promote the value of a degree from Purdue

### **Improve the level of tutoring provided to our student-athletes**

- Develop a tutor recruitment plan and screening tool to attract more tutors who can best assist student-athletes
- Annually assess the tutoring program by surveying student-athletes and tutors

### **Educate student-athletes and staff about the importance of academic integrity**

- Recruit and retain student-athletes and staff who exhibit and embrace the values of a Boilermaker student-athlete

- Ensure that student-athletes understand their enhanced public visibility and their responsibility as representatives of the university and their team

### **Conduct a systematic review of problematic courses**

- Review appropriate data to identify the most difficult courses at Purdue
- Identify avenues for improving support and preparation for the courses that most affect student-athletes

### **Explore the future use of new technology for student-athletes**

- Continue the pilot study of student-athletes' academic use of iPads and Microsoft Surface tablets
- Investigate with ITaP the possible future faculty use of e-texts in their courses

### **Use social media to help promote the academic success and community service of our student-athletes**

- In conjunction with Athletics Communications, establish Purdue Athletics Student Services social media accounts
- Assign a staff member to oversee these accounts regularly

### **Develop an individual career plan for each student-athlete to be updated annually to ensure academic success and progress is achieved**

- Design a plan of study that helps each student-athlete to be on track for graduation in his/her final semester of athletics eligibility (i.e., fall sports graduate in fall of their final year of athletics eligibility, winter and spring sports graduate in spring of their final year of athletics eligibility)
- Ensure plans of study enable student-athletes to graduate as efficiently, timely, and economically as possible
- Track the number/percentage of student-athletes in a given class that graduate later than their final semester of athletics eligibility and determine why

### **Enhance post-graduate and career development opportunities for student-athletes**

Continue and improve the student-athlete career fair

- Establish a yearly summer internship program for student-athletes
- Provide resources and workshops that will help student-athletes with their resumes and cover letters, preparing for career fairs and interviews, etc.
- Establish a network of Purdue alumni interested in hiring student-athletes
- Assist high-performing student-athletes in applying for postgraduate awards and scholarship opportunities

### **Develop a leadership manual for all student-athletes**

- The manual will serve as a tool to help maneuver our student-athletes successfully through their academic and athletic careers
- The manual will serve as a resource for the development of our student-athletes that equips them with the skills necessary to become tomorrow's leaders within their chosen fields



# STUDENT-ATHLETE DEVELOPMENT AND WELFARE

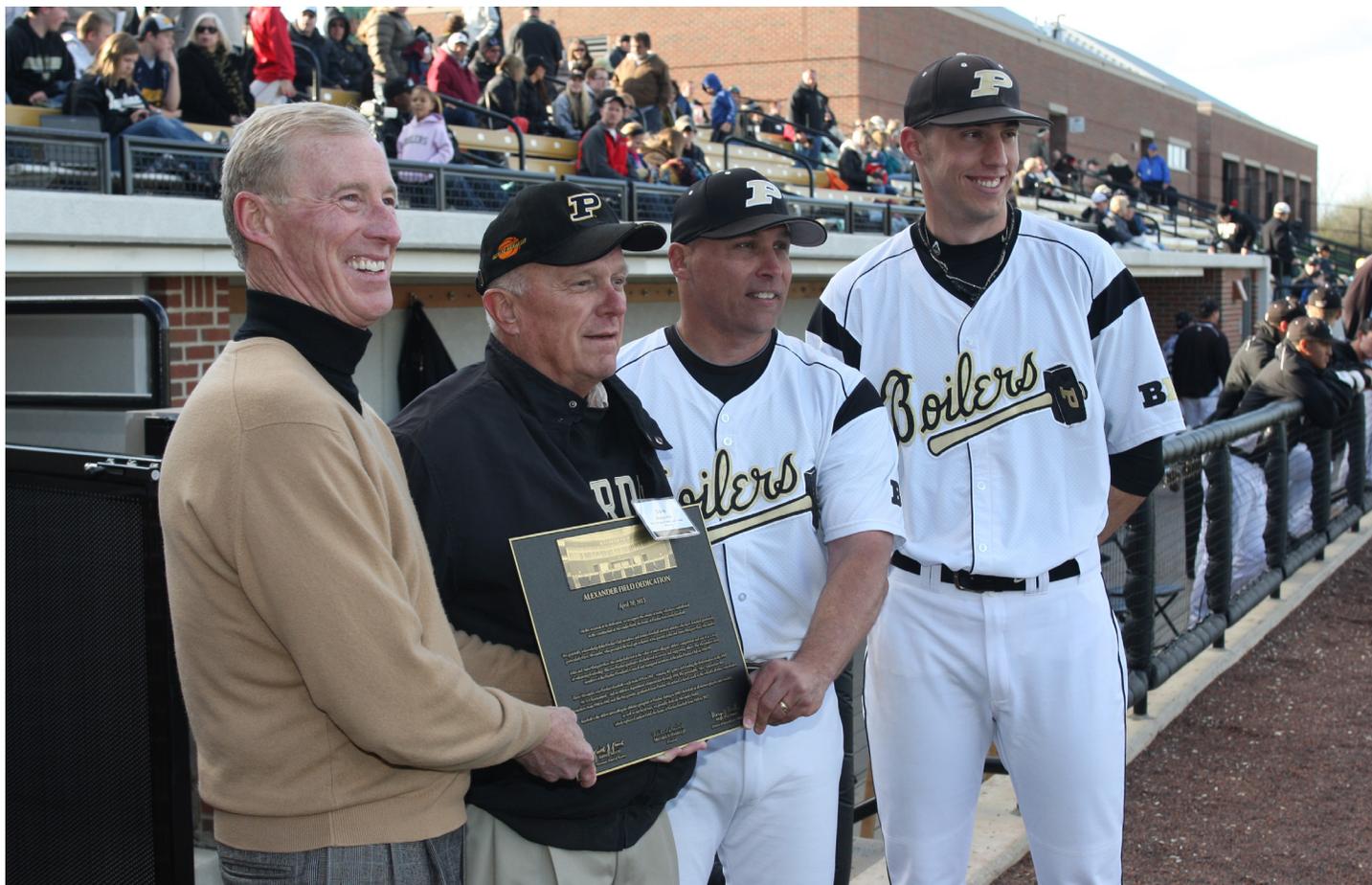
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**Ensure the Boilermaker Athletic Council receives training in the use of tools that will allow them to embrace inclusiveness**

- Continue to provide meaningful programs for student-athletes via:
  - Boilermaker Athletic Council and Emerging Leaders
  - Bystander Intervention Training
  - Wooden Pyramid of Success Series
  - Equal Access/Equal Opportunity Training
  - Diversity 360: University Programming on Inclusiveness
  - EDPS 490: Life Skills and Strategies for Success Class for freshman

**Conduct a longitudinal study on all former student-athletes who participated in the John R. Wooden Leadership Institute**

- Identify outside entity to conduct the study
- Utilize the results to update and revise the John R. Wooden Leadership Institute curriculum





# FISCAL

*All financial resources will be allocated in pursuit of the vision and managed to ensure that we recognize the expectation to remain self-supporting while providing scholarships, quality academic support services, competitive operating budgets, and comprehensive facilities. Marketing and development plans will be designed and executed to generate revenue.*

## STRATEGIES:

### Maintain fiscal responsibility through sound financial decision-making

- Conduct annual budget planning based on the identified needs and goals of all sport programs and administrative areas
- Continue to update the 10-year financial plan
- Monitor revenue and expenses to ensure fiscal integrity and continue to ensure we recognize the expectation to remain self-sustaining
- Identify and communicate cost-efficiency initiatives
- Build operating and capital reserves to recommended levels
- Negotiate favorable terms for the following contracts as they expire: Licensing (June 30, 2016), Concessions/Catering (June 30, 2017), Multimedia/Sponsorships (June 30, 2017), Merchandising (June 30, 2017) and Travel (June 30, 2018)

### Annually update and execute 10-year major maintenance plan to include:

- Renovation of Ackerman Hills golf course
- Concrete repair in Ross-Ade Stadium
- Steel structure repainting in Ross-Ade Stadium

### Update Facility Master Plan to include:

- Completion of new softball facility
- Ross-Ade Stadium south end zone project

### Complete a floor-to-ceiling facility review of upcoming major maintenance by a third-party expert every five years (next due in 2017)

### Maximize fundraising opportunities by identifying, cultivating, and maintaining relationships with donors

- Through better use of tools, technology and strategies provided by University Development, increase the number of new endowed funds and scholarships, increase the corpus of current endowed scholarships, and establish an out-of-state endowed scholarship level
- Raise funds for projects identified in the facility master plan and work to increase our facilities' endowment
- Through better use of tools, technology and strategies provided by University Development, identify new major gift and planned giving prospects each year and develop cultivation and solicitation plans
- Increase giving through the John Purdue Club, maintain strong retention rate of existing John Purdue Club members and recruit new members, with special emphasis on segmented populations and programs like the young professionals, national leadership circle, etc.

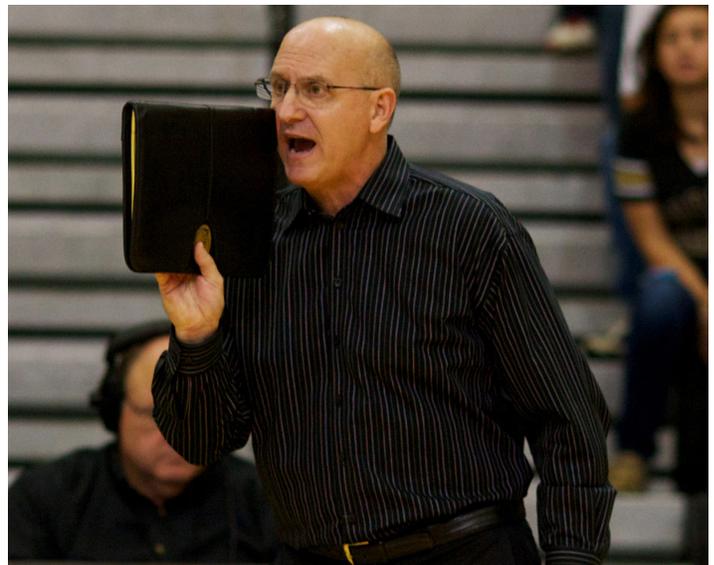
- Maintain and foster relationships with former student-athletes to grow the Varsity P Club

### Design and implement a comprehensive program to educate student-athletes and parents about athletic scholarship funding Capitalize on sponsorship assets

- Increase corporate sponsorship revenue through current and new revenue streams (i.e. categories, sponsorship inventory)
- Develop an integrated activation program for each sponsor that supports the department's critical initiatives while maximizing revenue

### Generate new customers and maintain current ones to increase attendance and revenues through marketing and sales initiatives

- Define responsibilities for all areas in the ticket revenue generation process
- Establish and evaluate budget and objective numbers for ticket revenues and attendance
- Engage coaches in the development of sport-specific marketing plans
- Devise marketing, sales, and promotional plan to create a department-wide emphasis on increasing revenue and attendance
- Invest in technologies that make attending our events more efficient and convenient
- Create a positive game atmosphere that appeals to every target market for each sport's culture
- Partner with student groups (Purdue Student Government, sport booster groups, etc.) to increase student attendance at athletics events and create an environment featuring sportsmanlike behavior by fans
- Provide outstanding customer service at every opportunity and continue to evaluate policies and procedures that affect our customers





## EQUITY AND INTEGRITY

*To promote an atmosphere of integrity that upholds and embraces inclusiveness among all constituencies, we will provide champion-caliber participation opportunities that recognize and reinforce gender and ethnic equality for all coaches, staff and student-athletes.*

*The Big Ten Conference document, Standards for Safeguarding Institutional Governance of Intercollegiate Athletics ("Conference Standards"), embodies the firm and common commitment of each conference member institution to the core principle that intercollegiate athletics must be properly aligned with the overall educational mission. The Conference Standards were adopted to underscore this commitment and to reflect the agreement by all conference member institutions as to what must be achieved if institutions are to maintain appropriate oversight and control of the operation of intercollegiate athletic programs.*

### **STRATEGIES:**

**Maintain an environment where equity is a fundamental component of the decision-making process – annually assess opportunities to grow the sport base provided recurring revenues will support national prominence in terms of facilities and budget**

**Employ a diverse and qualified group of coaches, administrators and support staff in the athletics department and create an environment that provides opportunities and training for all staff equally**

**Maintain an internal culture of compliance that encourages accountability for all coaches and administrators, including a commitment through one's actions related to business and recruiting integrity**

**Maintain an external culture of compliance that encourages accountability for our donors and fans through regular educational initiatives**

**Beginning in 2014-15, Purdue will be required to annually report to the Big Ten that it adheres to the principles and standards laid forth within the Conference Standards document**





## IMAGE



*The student-athletes, coaches, and staff will live their shared values as the role models that they are, so that people “experience” Purdue Athletics with respect, admiration and pride. All decisions will be communicated in a manner to create, project and enhance this strong intercollegiate athletic brand.*

### **STRATEGIES:**

**Focus on branding throughout the department, utilizing current standards in order to achieve a consistent look within our facilities and nationwide through licensing**

- Formulate plan to replace outdated logos and word marks
- Updates will be provided

**Pro-active telling of compelling stories that reinforce our view of intercollegiate athletics**

- Focus on more than event previews and recaps with human-interest stories
- Continue to develop and grow Purdue content on BTN

**\* Utilize new technology for communication and delivering messages**

- Keep up-to-date on changes in social media and new initiatives

**Work with John Purdue Club to review current communications strategy with donors**

**In this day of “over-reporting” and misinformation, serve as the decisive source of accurate and timely material and strengthen our position as our own media entity**

**Utilize Boilermaker Athletic Council, Quality of Life council and all staff to focus community interaction and coordination of speaking requests**



## BENCHMARK METRICS

With the Vision, Mission and Goals articulated and the enumeration of strategies to achieve the goals, Purdue Athletics will continue to compare itself to a set of peer institutions for the purpose of benchmarking to assess progress and competitiveness.

These peers include the Big Ten Conference institutions and public university aspirational peers: University of California-Berkeley, Georgia Tech, Texas and Texas A&M.

The 25/85 designation was achieved by only 11 of the 351 NCAA Division I programs in 2013-14 and represents our aspirational vision. By 2020, we intend to close the gap (48/82 in 2013-14) and solidify our standing as a nationally elite program.

### **Athletic Goal**

- Upper-Half Big Ten Finishes (most recent five years)
- Directors' Cup Performance (most recent five years)

### **Student-Athlete Development and Welfare Goal**

- Average Cumulative Grade Indices: Student-athlete vs. student body (most recent five years)
- Graduation Success Rates (peer comparison)
- Spring Academic Profile contrasted with the student body

### **Fiscal Goal**

#### *Internal*

- Development Summary (most recent five years – total production, cash production and annual fund)
- John Purdue Club Membership (most recent five years plus current month)
- Ross-Ade Premium Seating Licensing Activity
- Major Maintenance Summary (listing of projects from past year)
- External (peer comparison)
- Total Athletics Revenue
- Generated Revenue/Total Athletics Revenue
- Net Revenue
- Total Expenditures
- Athletic Expenses/Student-athlete
- Athletic Expenses Rate of Change/University Rate of Change

### **Equity and Integrity Goal**

- Squad Size Trend Data which compares gender make-up of teams
- Equity Indices and Athletically Related Student Aid by Gender

### **Image Goal**

- Web Traffic: total monthly hits and unique visitors





# PURDUE ATHLETICS

## Our Values

- Positive attitude in all we do
- Business and recruiting integrity
- Mutual respect for all
- Belief in hard work by all
- Teamwork brings results
- Commitment to include yields better performance
- Courage to lead

## Our Commitment

The Purdue athletics brand is based on these values and will:

- Support the pursuit of excellence by all
- Attract the very best student-athletes, coaches, and staff and retain the engaged involvement of our former student-athletes
- Attract the support of our Purdue alums and fans



