

ASCEND TOGETHER OUR PATH TO EXCELLENCE

2024-2028



Mountain West Strategic Plan



COMPETITIVE EXCELLENCE ACADEMIC ACHIEVEMENT INTEGRITY R

DEAR MOUNTAIN WEST CONFERENCE COMMUNITY:

We are a thriving, 12-member intercollegiate athletics conference celebrating our 25th Season, and we have never been stronger! Our exceptional student-athletes, coaches and staff across the Conference footprint continue to make us proud with their competitive and academic achievements. With profound changes currently underway in intercollegiate athletics and more likely to come, the Mountain West must continue to be adaptable and play an integral role in the national decision-making regarding what the future will look like. To that end, with the full support of the Mountain West Board of Directors and Directors of Athletics, we embarked on a several-month inclusive planning process that resulted in this strategic plan – Ascend Together: Our Path To Excellence.

As you will read in the pages ahead, our Strategic Planning Advisory Committee, co-chaired by Boise State University Director of Athletics Jeramiah Dickey and United States Air Force Academy Faculty Athletics Representative Colonel Meg Martin, has provided us with a clearly-defined vision, mission, value principles and core strategic priorities that will guide the Mountain West Conference in the years ahead. Their work was based on input from nearly 10,000 members of the Mountain West community, including student-athletes, coaches, staff, faculty, presidents, members of the student body, media, alumni, former letterwinners, donors and fans.

We have established our core values-based principles as Competitive Excellence, Academic Achievement, Integrity, Relentless Drive and Community and Inclusion, and our decision-making will be based upon those ideals. Our strategic priorities are supported by internal detailed objectives, goals, resources and timelines to ensure we collectively hold ourselves accountable for implementing the priorities, relying upon the Conference staff to guide those efforts. This strategic plan will remain an important, vibrant and malleable roadmap for our many years of success ahead.

On behalf of the entire Mountain West, I want to offer our sincere gratitude to Jeramiah and Meg for their exceptional leadership, as well as the members of the Strategic Planning Advisory Committee representing our member institutions for their time and energy. We are also indebted to Colorado State University Vice Provost Dr. Laura Jensen and the Office of Institutional Research, Planning and Effectiveness for their partnership with our survey. Finally, our collective thanks to Deputy Commissioner Bret Gilliland for spearheading our staff efforts.

Together, the Mountain West Conference can achieve all that it seeks to pursue.

Sincerely,

Gloria Nevarez, Commissioner
TheMW.com



VALUES

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COMPETITIVE EXCELLENCE

Commit to consistent excellence in preparation and competition.

ACADEMIC ACHIEVEMENT

Develop our student-athletes, create opportunities, and support them in their academic pursuits.

INTEGRITY

Conduct ourselves with honesty, sportsmanship and ethical behavior; act honorably toward each other, our opponents, and our fellow member institutions.

RELENTLESS DRIVE

Persevere with an unstoppable work ethic, be resilient, and outperform our competition.

COMMUNITY AND INCLUSION

Respect everyone; create a sense of belonging and support a culture of inclusion by valuing diverse perspectives.



MISSION

MISSION

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The Mountain West Conference serves its member institutions in their efforts, through sport and education, to win championships, provide a world-class student-athlete experience, and develop leaders who will impact their communities.





While supporting its student-athletes, the Mountain West seeks to become the most highly respected, best-in-class national athletics conference recognized for its achievements and endeavors.

VISION VISION VISION



STRATEGIC
PRIORITIES
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PRIORITIES



1

STRATEGIC PRIORITY ONE

SUPPORT MOUNTAIN WEST MEMBER INSTITUTIONS IN PROVIDING STUDENT-ATHLETES WITH A HOLISTIC EXPERIENCE IN AN EXCEPTIONAL ENVIRONMENT

PROVIDE CONFERENCE LEADERSHIP in the development of policies and practices that enhance the ability of Mountain West student-athletes to win Conference and national championships.

INVEST in excellent postseason Conference championships experiences for all league-sponsored sports.

ENSURE Conference student-athletes have an established voice in Mountain West governance that is both meaningful and inclusive.

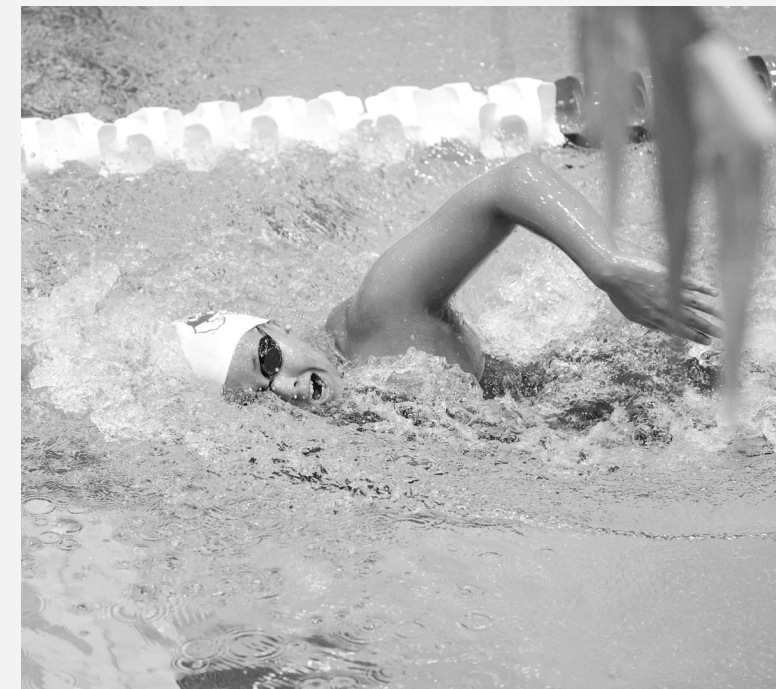
CREATE league-wide programming and education for student-athletes, coaches, and staff in the areas of health and wellness, including a focus on mental health.

ESTABLISH AND LEAD Conference-wide community service projects, leadership training, and career skills development opportunities.

DEVELOP INITIATIVES to be implemented across the Conference throughout the year that encourage inclusivity and promote an atmosphere that welcomes diverse voices.

TAKE A LEADERSHIP ROLE on important issues as they relate to the Conference's values and mission, empowering student-athletes and others in their efforts to unite institutions and people.

RECOGNIZE ACADEMIC ACHIEVEMENTS by Conference student-athletes in ongoing meaningful ways.





STRATEGIC PRIORITY TWO

POSITION THE MOUNTAIN WEST AMONG THE NATION'S ELITE ATHLETIC CONFERENCES THROUGH SUCCESS, INNOVATION, AND BRAND ENHANCEMENT

AGGRESSIVELY PURSUE ELITE COMPETITIVE SUCCESS in all Conference-sanctioned sports.

ENHANCE THE COLLECTIVE NATIONAL BRAND and media presence of the Mountain West to provide a platform for elevating the individual member institutions.

ENSURE THE CONFERENCE HAS A STRONG PRESENCE and an influential voice in national discussions and decisions regarding the future of intercollegiate athletics issues including, but not limited to, Name, Image, Likeness (NIL), the transfer portal and Congressional intervention.

SEEK INNOVATIVE PROGRAMMING, EDUCATION, AND STRATEGIES to set the Conference apart from its peers by engaging our communities and elevating the experiences of our constituents.

DEVELOP A COMPREHENSIVE PLAN to ensure multiple Conference teams are competing for annual berths in the College Football Playoff.

EMBRACE AND EVALUATE all opportunities regarding membership composition in order to maintain and enhance Conference competitiveness.





3

STRATEGIC PRIORITY THREE

ENHANCE REVENUE GENERATION AND SUPPORT FOR MEMBER INSTITUTIONS

ACTIVELY AND AGGRESSIVELY SEEK INNOVATIVE REVENUE opportunities for the Conference and its member schools, particularly through emerging sectors and new technologies.

FOSTER NEW AND EXCLUSIVE PARTNERSHIPS in concert with our multimedia rights holders, including leveraging the Mountain West Network.

PROMOTE CREATIVE SPONSORSHIP activation and collaboration.

AGGRESSIVELY MARKET CONFERENCE CHAMPIONSHIP EVENTS, merchandising, and licensing opportunities.

WORK WITH CURRENT AND POTENTIAL BROADCAST AND STREAMING PARTNERS to maximize revenue and exposure for the member institutions.

LEVERAGE DATA ANALYTICS and market insights.

PROVIDE GUIDANCE AND SUPPORT to member institutions on development efforts, facility projects, and in navigating the evolving landscape of Name, Image, and Likeness.





STRATEGIC PRIORITY FOUR

ENERGIZE AND ENGAGE MOUNTAIN WEST MEMBER INSTITUTIONS

PROACTIVELY EDUCATE MEMBERSHIP on the role and responsibilities of the Conference and its benefits to strengthen the partnership between the Conference and member schools' student-athletes, coaches, staff, and supporters.

PUBLICIZE, EMPHASIZE, AND ENSURE ACCOUNTABILITY to the core values, mission, vision, and strategic priorities of the Conference.

DEFINE AND SHARE THE KEY AREAS for which individual institutions are responsible and ways in which they can actively engage to promote collaboration and synergy within the Conference.

AS A CONFERENCE, PROACTIVELY ON-BOARD and provide a Conference orientation to all new Presidents and Chancellors, Directors of Athletics, senior staff, coaches, and student-athletes.

ACTIVELY CULTIVATE AND STRENGTHEN RELATIONSHIPS among Conference office staff members, institutional staff members, and fellow member institutions; foster effective and constant communication to share resources, expertise, and knowledge.

ENCOURAGE INVOLVEMENT in the NCAA governance and committee structures.





STRATEGIC PRIORITY FIVE

MAXIMIZE EFFECTIVENESS OF CONFERENCE OPERATIONS

EVALUATE THE CONFERENCE GOVERNANCE STRUCTURE to ensure inclusion, efficiency, and progress toward common goals aligned with the tenets of the Mountain West Strategic Plan.

PROMOTE A CULTURE OF TRANSPARENT DISCOURSE leading to united support of the selected path, thereby advancing the Conference's stated goals.

ATTRACT AND RETAIN CONFERENCE EMPLOYEES who help advance the mission, by providing growth opportunities and support, thereby ensuring consistency and efficiency.

ENSURE THAT HIRING POLICIES FOR CONFERENCE STAFF reflect inclusion during the search process and in hiring decisions.

ENSURE PRUDENT FISCAL STEWARDSHIP of all Conference revenue and finances, including effective management of league operational expenses, resources, and initiatives.

CONTINUE PROACTIVE DECISION-MAKING in order to advance and promote the Mountain West.





“ Together, the Mountain West Conference can achieve all that it seeks to pursue. ”

GLORIA NEVAREZ, COMMISSIONER



The Mountain West Conference strategic planning process began in February 2023 with the appointment of Boise State Director of Athletics **JERAMIAH DICKEY** and Air Force Academy Faculty Athletics Representative **COLONEL MEG MARTIN** as the Strategic Planning Advisory Committee (SPAC) co-chairs. They were joined on the Committee by:

CRAIG BOHL, Head Football Coach, University of Wyoming

DR. CASSIDY CREECH, Professor, Utah State University

KAIYA JOHNSON, Track & Field Student-Athlete, San José State University

MARK MILLER, CEO, Miller Family Holdings LLC

DR. RICK MIRANDA, Executive Vice President, Colorado State University

ERIC NEPOMUCENO, Deputy Athletics Director, University of Nevada, Las Vegas

NATHAN PINE, Director of Athletics, United States Air Force Academy

MALLORY POOLE, Associate Athletics Director, University of Nevada, Las Vegas

MICHAEL SHAWCROFT, Football Student-Athlete, San Diego State University

KENDALL SPENCER, Former Student-Athlete, University of New Mexico

SHANTEL TWIGGS, Head Women's Track & Field Coach, University of Nevada, Reno

DR. VICTOR TORRES, Faculty Athletics Representative, California State University, Fresno

DENNIS TRAPANI, Associate Athletics Director for Creative Services, University of Wyoming

Over the course of several months, the Committee and its subcommittees identified and executed multiple methods to receive input from a broad range of Mountain West Conference constituents. An online survey was created in partnership with Colorado State's Office of Institutional Research, Planning and Effectiveness and more than 8,000 individuals responded from across the membership including student-athletes, coaches, staff, faculty, students, donors, alumni, season ticket holders, community members and former letterwinners. In addition to the survey, the Committee hosted 14 Focus Groups comprised of representatives from the above constituencies, along with members of the Conference office staff, media professionals and representatives of the intercollegiate athletics industry who all shared their feedback. Finally, one-on-one conversations were held with the president or superintendent of each member institution.

After collecting and analyzing the data and feedback, the Committee engaged in robust dialogue which provided the basis for a subcommittee draft of an initial strategic plan document. The draft underwent a number of revisions and a final version was approved by the full Strategic Planning Advisory Committee in July. In August, the Mountain West Board of Directors ultimately adopted the proposed plan as submitted.





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