

Montana State University-Bozeman  
Department of Intercollegiate Athletics



# STRATEGIC PLAN

May 2003

## VISION STATEMENT

The Department of Intercollegiate Athletics, Montana State University-Bozeman will provide student-athletes an environment that encourages, supports, and promotes academic, athletic, and personal achievement. This focus on the student-athlete's total collegiate experience will result in Montana State University-Bozeman being the institution of choice for students seeking a quality academic experience while participating in challenging intercollegiate athletic competition.

## MISSION STATEMENT

The mission of the Department of Intercollegiate Athletics at Montana State University-Bozeman is to develop and enhance athletic programs promoting academic integrity, athletic competition and social responsibility consistent with University philosophies. The Department of Intercollegiate Athletics will provide:

Opportunities for a richly diverse academic and athletic environment in which the entire University community is fully engaged in supporting student-athletes' success.

A competitive opportunity that strives for athletic excellence within the Big Sky Conference and NCAA while promoting self-discipline, sportsmanship and ethical conduct.

A mutually beneficial relationship, which enhances welfare, personal growth, social responsibility, and success between student-athletes and all constituencies.

The Department of Intercollegiate Athletics is committed to promoting honesty, integrity, fiscal responsibility, and a sense of Bobcat Pride throughout the University community and the State of Montana. Student-athletes and staff of the Department shall be afforded these opportunities regardless of sex, race, creed, or national origin.

## STRATEGIC GOALS

The following strategic goals reflect six critical components of Montana State University-Bozeman's Department of Intercollegiate Athletics. Success in meeting these goals over the next 3-5 years will position student-athletes to realize their academic and athletic potential. The goals are organized purposefully, with the first reflecting the University's primary emphasis—student welfare. The following four goals reflect critical operational components which must be in place to meet the final goal—successful competition. Successfully realizing the *implementation strategies* identified under each of the six strategic goals will move the Department of Intercollegiate Athletics toward its vision and allow it to be successful in meeting its mission.

- I. **Student-Athlete Success and Welfare:** Expand and strengthen the positive relationship between student-athlete success in the classroom and their success as competitive athletes and responsive community members. This goal provides the basic foundation that links life-long achievement goals of student-athletes to the University's primary role of providing programs and activities that prepare students to be successful throughout all facets of their lives.
- II. **Governance and Structure:** Establish consistent procedures that relate to all processes (responsibilities by position and calendars) as related to student-athlete certification, NCAA and Big Sky Conference rules education for students and coaches, and bylaws and procedures that define relationships with advisory committees, external funding groups, and individuals and units in the University administration.
- III. **Financial Stability:** Attain financial stability by maintaining and expanding existing revenue sources, identifying and securing additional funding to support student-athlete scholarships, upgrading existing athletic facilities and sport venues, and retiring existing debt.
- IV. **Marketing:** Strengthen Montana State University-Bozeman Department of Intercollegiate Athletics' role as a "window" to the University and the state of Montana by focusing on the integrity and image of the Department to its internal and external constituencies.
- V. **Facilities:** Inventory athletics facilities and develop the information required to systematically preserve and enhance the functional and financial value of Montana State University-Bozeman's sports facilities assets.
- VI. **Successful Competition:** Student-athletes in each sport will contend for a Big Sky Conference championship, reach post-season play, and graduate at rates above the Montana State University-Bozeman five-year graduation rate.

## STUDENT-ATHLETE SUCCESS AND WELFARE

**Strategic Goal I: Expand and strengthen the positive relationship between student-athlete success in the classroom and their success as competitive athletes and responsive community members. This goal provides the basic foundation that links life-long achievement goals of student-athletes to the University's primary role of providing programs and activities that prepare students to be successful throughout all facets of their lives.**

### Academic Success

#### **Implementation Strategies:**

Continue to stress the importance of academic achievement and the student-athlete's personal responsibility through existing award programs and strive to maintain a minimum grade-point average of 3.0 across all sports and all student-athletes.

Implement the Life Skills course (by Fall 2003) as indicated in the NCAA regulations by utilizing key student development theory to address basic career-life planning skills, as well as academic success skills, to ensure that student-athletes are successful personally and academically.

Identify and evaluate options for enhancing academic support and the study environment for student-athletes by April 2004.

### Athletic Success

#### **Implementation Strategies:**

Evaluate the staffing needs for the academic center, weight room, and training room and develop a staffing plan by April 2004.

Develop a Departmental recruiting program that will result in balance of transfer and freshmen-based students, while maintaining high academic and athletic standards of performance.<sup>9</sup> This program will provide coaches input about a wider group of potential recruits as related to their probability of academic and athletic success as the recruiting process begins.

### Equity and Opportunity

The following strategies are defined in the Department's *Equity, Welfare, and Sportsmanship Plan*. They are reflected on the next page to emphasize the importance the Department believes they play in a healthy intercollegiate athletics program.

#### **Implementation Strategies:**

Outline clearly and purposefully educate all student-athletes and athletic staff in prejudice reduction and diversity appreciation.

Remain committed to Title IX compliance and offer quality opportunities for participation and competition.

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Create a climate that accepts, embraces and supports diversity among student-athletes through an effort to provide an increasingly diverse coaching and administrative staff.

Improve data collection, maintenance, and analysis to provide accurate assessments of equity and academic success for planning and reporting purposes.

### Sportsmanship Success

#### **Implementation Strategies:**

The athletic administration will implement a process to educate coaches and players on the expectations of good sportsmanship.<sup>o</sup>Routinely review expectations and measurements of results versus expectations for coaches and players.

Develop and implement a process to educate the fans for each sport about sportsmanship and make it a part of the season ticket policy and booster organization.

### Social/Personal Success

#### **Implementation Strategies:**

Develop and implement a mentoring program for incoming student-athletes (currently underway; will be in place for Fall 2003 arrivals).

Develop a program to target involvement in community service programs by student-athletes.<sup>o</sup>This program can and should use campus resources such as "Into the Streets" and the Office for Community Involvement to generate target organizations.

Include measurements of student-athlete retention as part of the coaches' annual evaluation process. In addition, student-athlete exit interview information and turnover statistics will be evaluated and target turnover improvement rates established for each sport.

## GOVERNANCE AND STRUCTURE

**Strategic Goal II: Establish consistent procedures that relate to all processes (responsibilities by position and calendars) as related to student-athlete certification, NCAA and Big Sky Conference rules education for students and coaches, and bylaws and procedures that define relationships with advisory committees, external funding groups, and individuals and units in the University administration.**

#### **Implementation Strategies:**

Develop a codified set of roles and expectations of the Athletics Committee's support of the Department of Intercollegiate Athletics.

Annually provide a report to the Faculty Council in conjunction with the Faculty Athletics Representative (FAR) about the status and accomplishments of student athletes, including areas of academic, athletic, and fiscal activities.

Continue to work within the framework of the University's financial planning structure and make full financial disclosure available.

Develop and increase the effectiveness of the Student-Athlete Advisory Council (SAAC) through student-athlete involvement in all phases of the intercollegiate athletics program.<sup>o</sup>

## FINANCIAL STABILITY

**Strategic Goal III: Attain financial stability by maintaining and expanding existing revenue sources, identifying and securing additional funding to support student-athlete scholarships, upgrading existing athletic facilities and sport venues, and retiring existing debt.**

The following strategies reflect an assumption that support from State funding will decrease during the next three years and, at a minimum, the Department will maintain its current level of spending.

### **Implementation Strategies:**

Secure funds to eliminate stadium debt.

Develop and implement a plan to increase membership in the Athletic Scholarship Association to 3,000 members and reach a goal of \$1,000,000 annually in cash by the fiscal year 2005-2006.

Increase revenues from Corporate Partnerships by \$175,000 by the fiscal year 2005-2006.

Create an "efficiency task force" to assure the proper stewardship of the Department's human, financial, and physical resources through continuous evaluation and monitoring of processes and expenditures.

Proactively manage and grow endowments to maximize returns.

Create a reserve fund equaling two percent (.02) of the Department's annual budget by the fiscal year 2005-2006.

As a part of the larger University-wide capital campaign, the Department of Intercollegiate Athletics will develop a capital campaign to enhance Student-Athlete Success and Welfare and facilities with a target to be determined by the Campaign Committee by Fall 2004.

Develop alternative sources of revenue for the Department of Intercollegiate Athletics.

Increase awareness of and revenues from Montana State University-Bozeman marks and logos registered with the Collegiate Licensing Company (CLC) by helping to increase state-wide retailer availability and quality and helping to increase merchandise available on the Internet.

Increase by five percent (.05) annually ticket sales revenue from football, men's basketball, women's basketball, volleyball, and Olympic sports.

## MARKETING

**Strategic Goal IV: Strengthen Montana State University-Bozeman Department of Intercollegiate Athletics' role as a "window" to the University and the state of Montana by focusing on the integrity and image of the Department to its internal and external constituencies.**

### **External Objective**

Actively communicate consistently and accurately to all constituents (university staff, student-athletes, boosters and general public) the Department of Intercollegiate Athletics' values and achievements.

Engage and foster the involvement of all Montana State University-Bozeman Department of Intercollegiate Athletics' constituencies.

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### **Implementation Strategies:**

Implement a redesign of the Department's website, and continually update and enhance the site on an on-going basis.

Increase opportunities through specific programs to get coaches and student-athletes involved in the community and the community involved with the coaches and student-athletes.

Improve Internet presence and relationships with targeted media outlets by establishing "pages" or "buttons" on key newspaper, search engines and/or television websites.

Continue to develop a calendar of promotional events for each sport.

Aggressively tie-in to the University for promotional outreach events.

Establish a monthly electronic newsletter for corporate partners.

Enhance relationships with state media outlets through regular contacts.

Maintain and/or enhance the recognition of donors through special "recognition" programs and personal contact by University and Department leaders.

Upgrade physical presentation of home venues, including corporate presence, booster recognition, and Montana State University-Bozeman athletics' tradition.

Enhance relationships with customers at "point-of-sale" and at events by building a customer-friendly environment.

Establish a department-wide student-athlete parent's association that will work in conjunction with the University parent association.

Develop marketing campaigns and pricing structures to increase season ticket sales.

Promote awareness and develop programs to maintain fan loyalty and a sense of pride and tradition in Bobcat Athletics.

### **Internal Objective**

Establish specific communication plans to cultivate relationships with, loyalty by, and involvement from students, faculty, and staff.

### **Implementation Strategies:**

Cultivate relationships within the University through regular communication with Academic Departments, University Relations and Alumni to more aggressively tie intercollegiate athletics into University outreach events.

Create a formal organization for students and faculty/staff to:

- Offer incentives to campus constituencies, which promote involvement through programs such as payroll deductions, ticket discounts, family packages, etc. and
- Internally work to create Alumni loyalty.

Establish programs to promote the involvement and education of students/faculty/staff about the successes of Bobcat Athletics, i.e., "Coffee with the Coaches," emails, "Cat Chats," lunch seminars, etc.

## Montana State University Department of Intercollegiate Athletics

### Image Objective

Establish a consistent mark and revenue-growth strategy for the Department of Intercollegiate Athletics.

### **Implementation Strategies:**

Develop style guide to maintain consistency with mark.

Increase merchandise and develop co-branding opportunities.

Establish and cultivate relationships with key retailers/vendors.

## FACILITIES

**Strategic Goal V: Inventory athletics facilities and develop the information required to systematically preserve and enhance the functional and financial value of Montana State University's sports facilities assets.**

**While the facilities that support athletics events at Montana State University-Bozeman are not under the direct responsibility or management of the Department of Intercollegiate Athletics, the functionality, condition and availability of those facilities is critically important to the success of the overall athletic endeavor. Events originating from outside the Department of Intercollegiate Athletics both compete for scheduling and necessitate a complex funding, cost-recovery system that requires attentive management and accountability. Multiple uses of many of the facilities is mandated by the University, and therefore, the Sports Facilities are properly managed independently from the Department of Intercollegiate Athletics; however, the Department of Intercollegiate Athletics must remain a primary customer, both in terms of usage and input, and should continue to assert its position as such.**

The following strategies will be accomplished within a framework that accommodates:

The mission of the institution and the Department;

The expanding academic and athletic program needs of the student-athletes;

The changing market demands of the various sports venues;

The need to provide a flexible venue to accommodate other desirable non-sports events;

The importance of continually striving to improve all athletic facilities to meet growing program needs at more than minimum levels; and

The ability of the facilities to provide an inviting, fun and successful sporting event for spectators and participants.

### **Implementation Strategies:**

Designate a specific senior position within the Department to work with the Director of Sports Facilities.

Establish a formal system to assess and monitor the condition of existing facilities (12 months).

Establish replacement cycles for major facilities components (12 months).

Establish formal methods to assess adaptive renovation and facilities enhancement needs on a scheduled annual basis. (Develop method in four months; implement immediately and assess annually.)

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Determine and formalize funding responsibilities for all aspects of the sports facilities (12 months):

University/Athletics

Auxiliaries

Ticket Surcharges/Student Fees

Donor/Booster, etc

Other?

In addition to on-campus facilities managed by Sports Facilities, the senior Departmental officer should inventory off-campus venues and determine suitability and negotiate necessary improvements on a scheduled, annual basis.

Establish a ten-year financial plan that identifies the facilities investments necessary to address annual maintenance requirements, major component replacement cycles and adaptive enhancement cycles for existing facilities (18 months).

Develop a corresponding ten-year integrated funding plan to address the identified needs (18 months).

Establish a separate, but similar, methodology to assess the need for new facilities and/or major facility demo/replacement projects, including financial requirements and funding plans (24 months).

## SUCCESSFUL COMPETITION

**Strategic Goal VI: Student-athletes in each sport will contend for a Big Sky Conference championship, reach post-season play, and graduate at rates above the Montana State University five-year graduation rate.**

As a Division I NCAA member, the Department of Intercollegiate Athletics at Montana State University-Bozeman strives to provide student-athletes with the resources and support to excel not only in the classroom but in their respective competition venues as well. The expectation for each sport is to contend for conference championship, reach post-season play, and to graduate student-athletes above the general MSU student graduation rate.

### **Implementation Strategies:**

Secure funding to provide adequate resources to reach competitive goals by developing and structuring department-wide involvement in fundraising efforts that include administrators, coaches and student-athletes.

Hire and retain quality coaches and staff by offering value packages that reflect both intrinsic and extrinsic rewards; and by providing a stimulating and challenging work environment by enhancing department-wide team building.

Working together, departmental administration and coaches will maintain a quality and competitive non-conference schedule that reflects a healthy balance of the Department's financial, competitive, and academic goals.

Recruit and secure Montana student-athletes who will succeed academically and athletically; continue to enhance established recruiting areas; continue to develop and foster relationships and trust with coaches in Montana and throughout established recruiting areas; and improve response efforts to inquiries from interested recruits to enhance attracting not only student-athletes, but also students in general.

Comply with NCAA and Title IX rules and regulations and enhance the educational components of the compliance program to include student-athletes, coaches, staff and boosters.

Continue to enhance campus and community outreach programs through the development and implementation of the Life Skills Program.

*(Revised: May 2003)*