

## **2019-2020: Intercollegiate Athletics**

### **Definition of Unit**

#### **Providing Department:**

Athletics

#### **Department/Unit Contact:**

Kim Nash

#### **Mission/Vision Statement:**

##### **Vision:**

Tennessee Tech Athletics will be the model intercollegiate athletics program, developing champions who excel in academics, athletics and life.

##### **Mission:**

Tennessee Tech Athletics will enhance the University and its communities. We are committed to a quality intercollegiate athletics program by:

- Educating, retaining and graduating student-athletes;
- Winning championships;
- Providing resources for student-athletes and staff success;
- Operating with integrity and fiscal responsibility;
- Instilling pride and honoring traditions;
- Engaging in partnerships, service and leadership opportunities;
- Exhibiting a culture of sportsmanship, equity, diversity and inclusion; and
- Adhering to NCAA, Conference and Institutional rules and regulations

##### **Diversity Statement:**

Tennessee Tech Athletics is committed to valuing diversity and inclusion while supporting equitable opportunities for student-athletes and staff.

##### **Unique Value Proposition:**

Tennessee Tech Athletics embodies a culture that is instrumental in developing and nurturing meaningful and lifelong relationships. As a Golden Eagle family, we are **BOLD, FEARLESS AND CONFIDENT!**

##### **Core Values:**

Teamwork, Passion, Inclusion, Integrity, Respect, Accountability and Transparency

## **Goal 1: Academic Excellence**

### **Define Goal:**

To be consistent with the University's goals, recruit, retain and graduate talented and diverse student-athletes.

### **Intended Outcomes / Objectives:**

Objective 1: Support an academic environment where the NCAA Academic Progress Rate (APR) of student-athletes is 40 points above the required minimum standard of 930 and the Graduation Success Rate (GSR) is in the top three of NCAA Division I public institutions of higher education in the state of Tennessee.

Objective 2: Provide an academic environment where the Federal Graduation Rate (FGR) of student-athletes is 13 percent higher than the FGR for the overall student body.

Objective 3: Reinforce and expand Student-Athlete Support Services for student-athletes by strengthening campus collaboration with faculty and staff.

Objective 4: Recruit prospective student-athletes who demonstrate the academic and athletic profile to be successful at Tennessee Tech.

DRILL DOWN-----

RELATED ITEM LEVEL 1

## **Goal 1: Assessment of Academic Excellence**

### **Frequency of Assessment:**

Daily, monthly and annually

### **Rationale:**

Measures:

- Evaluate high school transcripts and ACT/SAT scores early in the recruiting process to identify prospective student-athletes who will achieve academic success at Tennessee Tech.
- Review APR and GSR goals for each sports program and evaluate academic progress at the end of each semester.
- Evaluate overall Grade Point Average (GPA) for student-athletes at the end of each semester and academic year.

- Require all incoming first-year and transfer student-athletes and any returning student-athletes who are academically at-risk to be enrolled in the Work Intensely Now (WIN) Program and monitor their success
- Improve retention rate of student-athletes by providing enhanced strategic study skills, time management and stress management workshops throughout the academic year for at-risk student-athletes.
- Increase faculty response rates to Grades First campaigns through faculty education and collaboration.
- Monitor Take 15/Pass 15 in each student-athlete's chosen degree program by reviewing and approving class schedules.
- Educate academic advisors regarding Athletics' policy of Take 15/Pass 15 philosophy and NCAA progress toward degree requirements.
- Review individual student-athletes' programs of study at the end of each semester to ensure enrollment in classes that lead to graduation within four years.

#### Targets:

- APR and GSR-Academic Progress Rate of 940 and Graduation Success Rate above 80 percent annually
- Student-athlete Grade Point Average (GPA)-Student-athlete GPA of 3.0 annually
- Student-athlete retention rate-Retention Rate of 85 percent from freshman to sophomore year and Retention Rate of 75 percent over four years
- WIN Program enrollment
- Response rate for Grades First campaigns -Grades First Response rate of 50 percent annually
- Athletic Director's Honor Roll
- Academic honors
- Number of student-athletes who Take 15/Pass 15 in chosen degree program each semester
- Number of student-athletes who graduate within four years
- Number of student-athletes in summer school
- Number of student-athletes who receive fifth-year aid
- Number of student-athletes who use tutoring support
- Student-athlete FGR of at least 13% above general student population
- Collaborate with Office of Admissions, Office of Minority Affairs and other select departmental representatives to market Tennessee Tech to our most promising prospective student-athletes.

## **Goal 2: Competitive Success**

### **Define Goal:**

Determine competitive expectations for each varsity sports program which reflect and are consistent with the core values of the University and the Department of Athletics.

### **Intended Outcomes / Objectives:**

Objective 1: Achieve and sustain competitive success by each varsity sports program annually finishing in the top third of the Ohio Valley Conference (OVC) standings.

Objective 2: Win a conference championship in each varsity sports program at least every four years.

Objective 3: Rank annually in the top 3 of the OVC Commissioner's Cup.

Objective 4: Qualify four teams and seven individuals annually for NCAA postseason appearances.

DRILL DOWN-----

RELATED ITEM LEVEL 1

## **Goal 2: Assessment of Competitive Success**

### **Frequency of Assessment:**

The results will be evaluated each semester and annually.

### **Rationale:**

Measures:

- Overall win/loss records
- OVC standings
- OVC championships (team and individual)
- OVC Commissioner's Cup finish
- NCAA post-season appearances
- Student-athlete athletic awards
- Participation ratio of female student-athletes to undergraduate female student population
- Sports program operating budgets
- Staff hires

Targets:

- Place in the Top 3 of the OVC for each varsity sports program annually
- Win a minimum of 66% of all contests in all sports annually
- Compete in NCAA postseason championships with at least four sports annually
- Compete in NCAA postseason championships with at least seven individual student-athletes annually
- Earn student-athlete athletic awards (e.g., All-OVC and CoSIDA)
- Ensure female student-athlete participation rate within 1% (plus or minus) of undergraduate female student population each year

### **Goal 3: Student-Athlete Experience/Community Service**

#### **Define Goal:**

Maximize community outreach initiatives for student-athletes, coaches and staff that will provide opportunities that will prepare leaders for life.

#### **Intended Outcomes / Objectives:**

Objective 1: Enhance the current environment where student-athletes thrive in their sport, in the classroom and in the community.

Objective 2: Develop and implement an ongoing community service initiative to maximize opportunities for each team to engage with the Upper Cumberland and Cookeville communities.

DRILL DOWN-----

RELATED ITEM LEVEL 1

### **Goal 3: Assessment of Student Athlete Experience/Community Service**

#### **Frequency of Assessment:**

Annually

#### **Rationale:**

#### **Strategies:**

- Develop and enhance life skills programming for student-athletes to include at least one department-wide leadership development event per semester and at least one class-specific event per year.
- Identify and secure enhanced funding for life skills programming.

- Collaborate with campus partners to offer life skills and leadership development programming.
- Work with the Office of International Student Affairs and Office of Minority Affairs to help International student-athletes of Color to adjust to campus life.
- Enhance the Leaders for Life Program for female student-athletes.
- Work closely with the Student-Athlete Advisory Committee (SAAC) to create opportunities for input and feedback regarding their student-athlete experience.
- Require each student-athlete in all sports programs to participate in a minimum of 20 hours of community service each academic year.
- Identify individual student-athletes early in their time on campus and encourage community service efforts that could lead to recognition and awards.

Measures:

- Number of life skills and leadership development events
- Feedback from Student-Athlete Advisory Committee
- Number of community service hours for each student-athlete
- Number of community service events each academic year
- Student-athlete awards
- Number of department-wide leadership development event each semester

## **Goal 4: Fiscal Management and Sustainability**

### **Define Goal:**

Maximize internal and external revenue opportunities and manage expenditures to support Athletic's goals and strategic objectives.

### **Intended Outcomes / Objectives:**

Objective 1: Strive to achieve long-term financial stability for Tennessee Tech Athletics.

Objective 2: Increase Departmental-generated revenues through ticket sales, concessions, contest guarantees, licensing, merchandising and corporate sponsors.

Objective 3: Increase annual fund support to Athletics.

Objective 4: Increase major gift support to Athletics.

Objective 5: Increase internal and external stakeholders support to Tennessee Tech Athletics.

DRILL DOWN-----

RELATED ITEM LEVEL 1

## **Goal 4: Assessment Fiscal Management and Sustainability**

### **Frequency of Assessment:**

Monthly

### **Rationale:**

### **Strategies:**

- Provide compensation and perquisites consistent with the top third of athletics programs of the Ohio Valley Conference.
- Provide operating budgets consistent with the top third of athletics programs of the Ohio Valley Conference.
- Reduce the reliance of contest guarantees from the Athletics operating budget.
- Develop and implement a Five-Year Technology Replacement Plan for coaches and staff.

- Market football and basketball season ticket sales by distributing ticket information earlier through a variety of marketing and social media initiatives.
- Evaluate season, individual and group ticket prices on an annual basis using benchmarks from Ohio Valley Conference peers and the local economy.
- Develop a dedicated sales team for increasing ticket sales and multimedia rights.
- Develop and implement a stewardship plan for retaining corporate sponsors and ticket holders, including invitations to special events, in-person visits and personal communications.
- Create and distribute a customer service survey for feedback on concessions, game times and in-game promotions.
- Increase opportunities for merchandising sales through alumni and vendor outreach.
- Retain 90% of season ticket sales and corporate sponsors annually
- Increase new season ticket sales and corporate sponsors by 20% annually
- Increase spectator attendance by 10% at home contests annually
- Achieve 30% return rate on customer service survey annually
- Increase annual fund support to Athletics
- Re-brand the Athletics Association by creating a donor club with distinct giving levels to better promote and market annual giving.
- Provide annual professional development opportunities and training for staff, coaches, and volunteers to enhance friend, fan and fundraising.
- Establish a baseline of annual fund giving for each varsity sports program with a target to increase annual giving through close consultation with head coaches and the Director of Athletics.
- Increase the visibility and participation of head coaches, administrators and staff in friend, fan and fundraising activities.
- Retain current donors and secure new donors to the annual fund through mailings, personal solicitation, multimedia outreach and stewardship activities.
- Maximize staff giving to the annual fund by encouraging 100% participation.
- Create a student-athlete and student-athlete parent giving program to the annual fund and qualify select parents to target for major gifts.
- Increase the number of contactable athletic alumni, friends and current and former donors by utilizing social media and database research.
- Develop a pipeline of qualified donors to the annual giving fund for future major gifts through strengthened relationships.
- Provide annual professional development opportunities and training for staff, coaches, and volunteers to enhance fundraising.
- Identify sports program special programmatic needs through collaboration with head coaches and Associate Athletics Director for Sports and Compliance, and communicate those needs strategically with select donors and major gift officer.
- Retain current donors and secure new major gift donors through personal solicitations.
- Increase the number of prospective and current donor contacts and visitations, specifically targeting women in philanthropy.
- Utilize state-of-the-art technology and social media to enhance the solicitation of major gifts.
- Utilize student-athletes, athletics alumni and major donors to provide testimonials to encourage major gifts.
- Develop a pipeline of qualified donors to the annual giving fund for future major gifts through strengthened relationships.
- Collaborate with head coaches to create and implement at least one athletic alumni event each year.



- Review and evaluate current special events to determine their purpose and expectations.
- Collaborate with head coaches to identify, create, and implement at least one special event each year to enhance relationships and create friend, fan and fundraising opportunities.
- Increase attendance and enhance special friend and fan raising events (e.g., Wings Up luncheons, golf outings, fall caravans, Legends Weekends, Hall of Fame, Bobby Nichols Golden Eagle Scramble).
- Solicit feedback from participants of all special events for the purpose of enhancing the events and increasing attendance.
- Identify and solicit corporate partners associated with Tennessee Tech to sponsor special events.

#### Measures:

- Increased operating budgets
- Implementation of Technology Plan
- Number of Ticket sales
- Amount of Merchandise sales
- Amount of Concessions sales
- Revenue from corporate sales
- Customer service feedback
- Number of donors
- Number of gifts
- Total gifts
- New donor club
- Funds raised by teams
- Staff giving
- Number of donors
- Number of gifts
- Total amount of gifts
- Prospect visits and solicitations
- Number of events
- Number of sponsors
- Participant feedback

## **Goal 5: Championship Facilities**

### **Define Goal:**

Improve athletics facilities and venues to support event operations that encourage competitive success

### **Intended Outcomes / Objectives:**

Objective 1: Review and update the Athletics Facilities Master Plan by realigning priorities

Objective 2: Provide state-of-the-art technology for athletics event operations

Objective 3: Increase professional support staff in all areas related to event operations.

Objective 4: Provide fans with an engaging and fun atmosphere through innovative entertainment

### DRILL DOWN-----

#### RELATED ITEM LEVEL 1

## **Goal 5: Assessment of Championship Facilities**

### **Frequency of Assessment:**

Daily, monthly and annually

### **Rationale:**

#### Strategies:

- Work with University leadership and the Department of Exercise Science, Physical Education and Wellness to reprogram usage of the existing fitness center to enhance athletics operations.
- Work with University leadership to secure Institutional and bond funding for new athletics facilities and facility enhancements.
- Work in partnership with University Advancement to identify and cultivate prospective donors to raise funds for athletics facilities.
- Work in partnership with city, county and Chamber of Commerce leadership to identify funds for new athletics facilities.
- Work with University Facilities to develop and implement an Athletics Facilities Maintenance Plan which places direct ownership and responsibility on University Facilities.
- Hire additional personnel dedicated to Athletics as new or renovated athletics facilities are assigned to the athletics program to support facility and event operations.

- Identify, cultivate and solicit donors who have interest in capital projects through a review of major gift prospects and a specific strategy for each potential donor.
- Audit technology inventory and implement maintenance and replacement priorities.
- Identify and secure Institutional funding for maintenance and replacement of technology.
- Identify video technology needs for all sports programs and venues.
- Secure funding to provide enhanced Wi-Fi for athletics contests and special events
- Work with the University's Information Technology Services (ITS) Office to provide IT staffing during athletics contests and special events.
- Identify and integrate innovative technology for live social media interaction with fans during athletics contests and special events.
- Purchase or enhance contest officials' replay for sports programs as mandated by the Ohio Valley Conference.
- Hire one additional FTE video production staff member, and continue to evaluate additional staff needs as new technology is implemented.
- Enhance compensation to retain current video production staff members.
- Evaluate and identify event staffing needs based on Institutional, OVC, NCAA and Collegiate Event and Facilities Management Association (CEFMA) best practices.
- Enhance safety and security to enhance the fan experience.
- Work with Office of University Police to provide security presence at athletics contests and special events at no cost to the Tennessee Tech Athletics.
- Provide professional development opportunities and training for event operations staff.
- Hire and/or contract additional operations staff as needed (e.g., tickets, ushers, security, parking, emergency medical services, event management, marketing, sports information, broadcasting, social media and statistics).
- Continue to enhance contest/game day activities by providing marketing and promotional initiatives.
- Increase promotional activities through corporate sponsorship opportunities (e.g., giveaways, fan cams, in-contest/game promotions).
- Target specific fan bases by strategically coordinating special theme events (e.g. Education Day, Military and Public Safety Night, Think Pink, Gold Rush).
- Focus specific marketing efforts to increase student attendance.
- Explore the feasibility of introducing a fan engagement app

#### Measures:

- Usage of fitness center
- Institutional funding
- Amount of funds raised
- Number of partnerships
- New staff hired
- Hiring Athletics major development officer
- Funds raised for capital projects
- Inventory of technology and equipment
- Annual review of technology replacement plan
- Institutional funding
- Staffing
- Staff compensation
- Staffing needs

- Professional development and training opportunities
- Promotional sponsorships
- Giveaways
- Theme events
- Spectator attendance

Targets:

- Complete Athletics Facilities Master Plan
- Hire additional facilities and events personnel as warranted
- Hire Athletics major development officer
- Identify 100 major gift prospects for select capital projects
- Secure 10 major gifts targeted to select capital projects
- Implement safety, security and fan experience initiative
- Identify, hire and/or contract necessary staff as warranted
- Increase spectator attendance by 5% in all ticketed sports
- Provide professional development opportunities annually
- Secure five promotional corporate sponsorship opportunities

## **Goal 6: Institutional Control and Rules Compliance**

### **Define Goal:**

Sustain a culture of institutional control through progressive rules education, monitoring and self-reporting.

### **Intended Outcomes / Objectives:**

Objective 1: Maintain an institutional compliance program that provides institutional control expectations, educational updates and monitoring guidelines established by NCAA, Ohio Valley Conference and Tennessee Tech.

DRILL DOWN-----

RELATED ITEM LEVEL 1

## **Goal 6: Assessment of Institutional Control and Rules Compliance**

### **Frequency of Assessment:**

Daily, monthly and annually

**Rationale:**

## Measures:

- Rules interpretation response time
- Attendance of compliance officers at NCAA regional seminars and OVC compliance meetings
- Attendance at annual compliance, monthly head coach, and bi-annual student-athlete meetings
- Number of compliance materials distributed
- Pass rate of NCAA recruiting certification examination
- Scores of coaches on NCAA recruiting certification examination
- Number of secondary violations
- Number of major infractions

**Goal 7: Student-Athlete Well-being****Define Goal:**

Increase resources and enhance support services in Strength and Conditioning, Sports Nutrition, Athletic Training, Sports Medicine and Sports Psychology to improve overall student-athlete wellbeing.

**Intended Outcomes / Objectives:**

Objective 1: Add two FTE assistant strength and conditioning coaches when funds become available.

Objective 2: Add a graduate assistant to sports nutrition services.

Objective 3: Replace two graduate assistant positions in sports medicine with two FTE assistant athletic trainers due to national certification requirements.

Objective 4: Add two FTE assistant athletic trainers.

Objective 5: Maintain a coach to athlete ratio as outlined by the National Strength and Conditioning Association.

Objective 6: Maintain an athletic trainer to athlete ratio as outlined by the National Athletic Trainers Association.

Objective 7: Maintain athletic injury rates at or below NCAA national average.

Objective 8: Meet recovery time that meets or is below NCAA national average.

Objective 9: Reduce secondary insurance costs by 50%.

DRILL DOWN-----

RELATED ITEM LEVEL 1

## **Goal 7: Assessment of Student-Athlete Well-being**

### **Frequency of Assessment:**

Daily, Monthly, Annually

### **Rationale:**

#### Strategies:

- Identify strength and conditioning priorities and enhance operating budget through collaboration with Director of Athletic Performance.
- Identify sports nutrition priorities and enhance operating budget through collaboration with Sports Nutritionist.
- Identify athletic training and sports medicine priorities and enhance operating budget through collaboration with Director of Sports Medicine.
- Evaluate sports psychology programs at peer institutions to determine a model program for implementation by Tennessee Tech Athletics.
- Provide appropriate athletic training, sports nutrition, and strength and conditioning staff to support the physical development and conditioning needs of our student-athletes.
- Increase medical and nutritional testing for student-athletes.
- Evaluate current drug testing practices and implement best practices based on NCAA Sports Science Institute recommendations.
- Assess strength and conditioning and athletic training equipment needs and replace or upgrade as needed.
  
- Compile comprehensive data of medical and sports-related injuries and expenses
- Compare medical and sports-related injuries and expenses from three previous years and identify any trends.
- Review athletic injury rates as compared to NCAA national averages.
- Assess data compared to medical and sports-related injuries and expenses of select peers.
- Review insurance claims/loss ratio by risk management to provide recommendations for secondary insurance policy or move to self-insuring coverage.
- Conduct an extensive review of existing student-athlete accident insurance policy and its effect on individual student-athlete insurance policies; make appropriate recommendations subsequent to review.
- Identify potential cost savings

#### Measures:

- Number of new staff positions
- Strength coach to athlete ratio
- Athletic trainer to athlete ratio
- Operating budgets
- Athletic injury rates
- Recovery time from athletic injuries
- Number of incidents where Athletics pays for medical expenses versus claims that meet the deductible

Targets:

- Add two FTE assistant strength and conditioning coaches
- Add a graduate assistant to sports nutrition services
- Update Sports Medicine Handbook
- Distribute Sports Medicine Handbook to 100% of student-athletes and Athletics staff
- Maintain athletic injury rates at or below NCAA national average
- Meet recovery time that meets or is below NCAA national average
- Reduce secondary insurance costs by 50%