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THE

# KNIGHTS' CHARGE

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A Strategic Plan For UCF Athletics 2017-2022

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Completed June 2017

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# STATEMENT OF PURPOSE

**The Accompanying Plan** will serve as a guide for UCF Athletics (UCFAA) as it sets new priorities; identifies and allocates resources; and serves to create a unifying direction for coaches, student-athletes, and athletics' staff. The plan reaches out to the University community, including faculty, administration, alumni, and supporters to create a road map for the University's national branding strategies and its efforts to definitively establish the distinctive "Knights' Charge."

## The Strategic Plan Will:

- Clearly define the UCF Athletics Mission, Vision and Core Values to be known as the "Knights' Charge";
- Ensure alignment with the University and the region's Vision and Core Values;
- Identify specific goals and action steps that will enable UCF Athletics to achieve its commitment to the University, student-athletes, alumni and supporters;
- Provide a management, planning and assessment tool for the President and the Vice President and Director of Athletics;
- Enable and foster a collaborative positive working environment for students, faculty, coaches, and staff through common goals and initiatives.

**The Strategic Plan** is intended to be a fluid document that adapts with the ever-changing landscape of college athletics. With ever-increasing demands upon athletics, this plan encourages expansion and a clear path for that growth. The plan also encourages broad-based oversight and University-wide participation in the future of UCF Athletics.

Division I intercollegiate athletic experience for a diverse population of student-athletes. The effectiveness of the plan will further rely on the University and the city of Orlando to assume a shared commitment to the athletics program, its contributions to the state, and its shared commitment to the well-being of the student-athletes that has characterized the planning process.

Successful implementation of the plan rests upon the University community's ongoing commitment to building a quality

# EXECUTIVE SUMMARY

**I**n June 2016, the Athletics Department, led by Vice President and Director of Athletics Dr. Daniel J. White, initiated a process to develop a strategic plan to serve the Department into the year 2022.

The inclusive planning process encouraged broad-based ownership of the Plan. The Vice President and Director of Athletics appointed a Steering Committee of fourteen (14) members from a wide range of constituent groups to oversee the strategic planning process. The resulting plan would then serve as a road map for the future of athletics at UCF and as a unifying document of reference for coaches, student-athletes, athletics department staff, the University community, alumni, stakeholders throughout the region, and supporters of the Knights.

Work on the plan began with input from a broad range of constituents. That input provided context for planning by providing priorities, goals, and perspectives of many constituents. Survey data was supplemented by information gathered by a review team

during personal on-campus interviews with key constituents, including UCF President, Dr. John Hitt.

This information was shared with a 12-member working group, charged by the steering committee to review the current Mission and Vision Statements as well as the established Core Values for the Athletics Program and make any revisions that would provide a foundation for the overall strategic planning process. The resulting Mission, Vision and Core Values statements were shared with constituent groups and approved by the Vice President and Director of Athletics and the Strategic Plan Steering Committee.

A Mission, Vision, Core Values working group identified five priority areas that would serve as focal points for developing the Strategic Plan. It was agreed that the plan would focus upon: Student-Athlete Success, Resources, Branding and Messaging, Competitive Success, and Culture.

Additional working groups were appointed to develop specific goals, strategies, and metrics in each of the five priority areas. Metrics included: accountability, anticipated costs or investment, key measurements to track success and completion dates. The working groups identified 20 specific goals supported by 49 strategies that would ensure successful attainment of each goal. The resulting Strategic Plan priorities provide the Vice President and Director of Athletics with a management tool to track and ensure the successful implementation of the final Strategic Plan.



## **MISSION** STATEMENT

To positively transform the lives of our students academically, athletically and personally through a nationally competitive intercollegiate athletics program that enhances the reputation and visibility of the University.

To be Florida's preeminent athletics program, representing UCF and our community with distinction on the national stage as ***“Orlando's Hometown Team”***

## **VISION** STATEMENT



## MISSION, VISION AND CORE VALUES STATEMENTS CONT.

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# CORE **VALUES**

### Student-Athlete Success

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In support of UCF's commitment to student success, we invest in our student-athletes as individuals and maintain an environment that encompasses their holistic development, empowering them to achieve their personal best in all facets of life.

### Integrity

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In support of UCF's commitment to excellence, we maintain an unwavering commitment to the highest standards of character and sportsmanship in all we do.

### Partnership

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In support of UCF's role as America's Partnership University, we are committed to fostering teamwork on campus and engaging the community through collaboration and mutually beneficial relationships.

### Inclusion

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In support of UCF's commitment to inclusion, we embrace diversity and champion a welcoming and supportive environment for all members of our community.

### Accountability

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In support of UCF's commitment to excellence, we set high standards, are reliable and hold ourselves responsible for our actions and results.



# PRIORITIES

## **STUDENT-ATHLETE SUCCESS**

We will enhance the student-athlete experience through the promotion of health and safety, experiential learning and academic success.

## **BRANDING AND MESSAGING**

We will develop meaningful connections to the University and the athletics program by telling the UCF story locally and globally.

## **RESOURCES**

Our goal is to enhance our resources to allow our coaches and student-athletes to compete at the highest levels by engaging all stakeholders.

## **COMPETITIVE SUCCESS**

We will create a championship culture that propels UCF to compete successfully at the highest level in all facets of athletics.

## **CULTURE**

We will recruit and retain highly talented individuals with strong character to enhance our team-oriented, innovative, and creative environment.

PRIORITY

# STUDENT-ATHLETE SUCCESS

GOAL : We will enhance the student-athlete experience through the promotion of health and safety, experiential learning, and academic success.

## GOAL 1.1

Individual teams reach and maintain GSR and APR scores at or above their respective national averages, and have our student-athletes recognized nationally for their academic achievements.

### OBJECTIVES

Individual teams reach and maintain Academic Progress Report (APR) scores at or above their respective national averages.

- I. Increase tutor availability for every course
- II. Facilitate a 100% progress report response rate
- III. Increase communication, education, and documentation between advisors, coaching staffs, support staff, and the certifying officer

Individual teams reach and maintain a Graduation Success Rate (GSR) at or above their respective national averages.

- I. Implement objective based study hall environment and enforce conduct policy to ensure an optimal learning environment for student-athlete success
- II. Every student-athlete will have at least one individual meeting with sport specific academic advisors during the semester and at registration time
- III. Hire additional learning specialists, tutors, and mentors

Achieve and maintain a 3.2 average departmental Grade Point Average (GPA) each semester.

- I. Develop and implement a walk-on rule, requiring all walk-ons have at least a cumulative 2.75 GPA in order to participate in athletics
- II. Develop and implement a class attendance policy that, if violated, could result in missing 10% of scheduled athletic contests
- III. Hire one additional learning specialist and additional tutors/mentors

Enhance campus relationships through education, communication, and outreach.

- I. Educate campus partners on student-athlete services pertaining to academic success
- II. Increase outreach programming to include campus faculty and staff

Increase opportunities for national award recognition.

- I. Collaborate with student-athletes and individual colleges to identify criteria for national awards
- II. Identify current student-athletes with potential to compete for the Rhodes Scholarship

### STUDENT-ATHLETE SUCCESS COMMITTEE

- **Brandi Stuart** Chair, Sr. Associate Athletic Director/SWA/Student-Athlete Welfare & Development
- **Ben Rodriguez** Director, Student-Athlete Welfare & Development
- **Davonte Anderson** Assistant Director, Student-Athlete Welfare & Development
- **Tara Helton** Associate Director, ASSA
- **Elena Paolini** Assistant Director, ASSA

- **Andrew Strop** Assistant Director, Sports Performance for Football
- **Mallory Benard** Assistant Coach/Sports Performance
- **Brittany Solis** President/Student-Athlete Advisory Committee, Softball
- **Bryce Wallor** Head Coach/Men's Golf
- **Tiffany Roberts Sahaydak** Head Coach/Women's Soccer



## GOAL 1.2

Maximize the opportunities for experiential learning and career development for all student-athletes.

### OBJECTIVES

Provide more experiential learning opportunities for student-athletes domestically and internationally.

- I. Expand the reach of our KnightShip program throughout the athletics department and to the university level
- II. Grow partnership with Career Services to provide information regarding internship / job shadowing opportunities
- III. Cultivate relationships with business partners to learn about internship / job shadowing opportunities (networking Knights, mock interviews)
- IV. Promote community service initiatives, especially Knights Without Borders (KWOB), to generate awareness and potential funding

Continue to create leadership development programming for student-athletes in order to assist in their personal and professional development.

- I. Keep up-to-date on key trends as it relates to career development through research and professional development for Student-Athlete Welfare and Development (SAWD) staff (conferences, networking events, etc.)
- II. Communicate with Academic Services for Student-Athletes (ASSA), Sports Medicine, and coaching staffs to create personal development programming that addresses the specific needs of our student-athletes

Create more opportunities to incorporate coach and staff involvement in the facilitation or presentation of programming.

- I. Inform the athletics department of our programs and specifically ask if there is interest in participating as a facilitator (through emails, staff meetings, coaches' meetings, etc.)

Maximize the potential of the First Round Draft Choice (FRDC) Program to assist in supporting career/professional development opportunities for student-athletes and grow our corporate/organizational partnerships.

- I. Build development program supporting corporate and, private partnerships, building to FRDC
- II. Grow partnerships with corporations and UCF colleges, as well as their corporate affiliations, to increase student-athlete engagement, including work-related experiences, with creative scheduling
- III. Assist in developing additional work experiences within UCF Athletics

# STUDENT-ATHLETE SUCCESS

# GOAL 1.3

Provide premier healthcare, promote mental and physical wellness, and enhance resources to provide a safe environment for all student-athletes.

## OBJECTIVES

Continue to provide premier healthcare to student-athletes by increasing the number of full-time staff of sports medicine department to adequately cover all sports and to comply with AMICA standards.

- I. Hire full-time women's basketball / women's golf Certified Athletic Trainer
- II. Provide education to coaches and staff on AMICA standards and appropriate staffing

Upgrade and standardize access to nutrition programming for student-athletes.

- I. Implement training table program (including facility, equipment, and staff) for all student-athletes
- II. Develop budget for fueling stations and training table for all sports
- III. Hire full-time registered dietitian, with sports nutrition certification, and support staff
- IV. Provide unlimited access to non-meal fueling in centralized location (weight rooms)

Provide more secure access to all athletics facilities.

- I. Install thumb print / retinal system for WD 77, Arena, The Venue, LC, Softball, Baseball, Rowing, Admin Building
- II. Activate current security cameras in athletics facilities, assess additional needs at other facilities for implementation (WD 77)

Upgrade sports performance resources.

- I. Refit weight rooms with new equipment
- II. Evaluate and invest in GPS systems for all sports that want them

Ensure that all athletics staff is CPR/AED certified.

- I. Certify incoming athletics personnel and recertify current athletics personnel

# STUDENT-ATHLETE SUCCESS





## GOAL 1.4

Establish a standard of excellence in customer service and department-wide commitment to student-athlete success.

### OBJECTIVES

Establish a standard of excellence in customer service.

- I. Promote an open door policy to be more accessible to staff and student-athletes
- II. Visibly reinforce Mission, Vision, Core Values, and Priorities

Upgrade and standardize access to resources for all student-athletes to ensure equitable treatment.

- I. Provide guidelines for all support staff areas working directly with sport programs regarding standard operations (equipment, sports medicine, ASSA, compliance, SAWD, and business office)

Establish department-wide commitment from coaches and administration regarding student-athlete success (academics, student-athlete development, health and wellness, and safety).

- I. Identify and utilize key coaches, administrators, and staff to create implementation plan

# STUDENT-ATHLETE SUCCESS

PRIORITY

# RESOURCES

GOAL : To enhance our resources to allow our coaches and student-athletes to compete at the highest levels by engaging all stakeholders.



## GOAL 2.1

Enhance operating revenues through philanthropy, ticket sales, merchandising and corporate sponsorships.

### OBJECTIVE

To provide exceptional operating resources through ticket sales, fundraising, merchandise and sponsorship revenues.

- I. Increase ticket and gift revenues by transitioning to a per seat giving model in all sports - simplifies consumer understanding
- II. Refine Golden Knights Club (GKC) giving, stewardship and donor referral programming to stimulate annual fund growth in numbers of donors and revenue
- III. Enhance Varsity Knights programming efforts with a goal of increased engagement and giving participation
- IV. Identify and pursue life-long fans using research and creative programming for current ticket-holders, current students, and young alumni efforts
- V. Develop new premium seating options and acquire new individual and corporate season ticket holders and donors while retaining an optimal measure of accounts through excellent customer and donor service
- VI. Generate auxiliary revenue through facilities rental business model
- VII. Explore best practices in donor research and innovative giving technologies for efficiency in giving, sport-specific giving, and priority points.
- VIII. Maximize corporate sponsorship opportunities while developing new marketing inventories

### RESOURCES COMMITTEE

- **Mark Wright** Chair, Executive Associate Athletic Director/ Development & Tickets
- **Terry Cooksey** Director of Ticket Operations
- **David Hansen** Executive Associate Athletics Director/Chief Operating Officer
- **Kevin Wilson** Director of Development/Major Gifts
- **Chris Huff** Associate Athletics Director, Development/Executive Director of GKC
- **Jon Waldrop** Director of Business Services
- **Patrick Ransdell** Senior Associate Athletics Director/Strategic Initiatives and Revenue Generation
- **Becca Savolainen** Assistant Director of Fan Development
- **Jeff Coates** Associate Vice President for Advancement, Colleges and Units
- **Taylor Leffler** Assistant Director/Major Gift Services

## GOAL 2.2

Educate and entertain alumni, fans and donors through the athletics enterprise.

### OBJECTIVE

To provide compelling and impactful narrative and sales and fundraising collateral.

- I. Enhance gameday and virtual fan experience for each sporting venue
- II. Develop a creative production process to support ticket and corporate sales and development efforts with print and digital media
- III. Retain and add staff to create a more consistent and stronger marketing department

## GOAL 2.3

Provide exceptional athletics facilities for training, nutrition and competition.

### OBJECTIVE

To design and pursue a world-class master facilities development plan.

- I. Review and assess athletics facilities needs and prioritize future construction, enhancements, and expansion projects for competition, training, nutrition, academic, and personal development and administration
- II. Assess capacity, relevant interest and readiness of donor prospect pool to engage and pursue qualified prospects
- III. Seek external creative assistance with conceptualizing a compelling case for charitable support for the facilities development campaign
- IV. Establish an annual facilities maintenance and reinvestment budget within new or existing capital projects

# RESOURCES



## GOAL 2.4

Maximize impact with corporate and university partners.

### OBJECTIVE

Maximize corporate, university, alumni, and community partnership and sponsorship opportunities.

- I. Create a comprehensive partnership with the UCF Alumni Office and UCF Marketing and Communications to build mutually beneficial marketing and programming initiatives
- II. Utilize UCF Foundation resources and research to identify new and/or enhanced corporate partnership opportunities
- III. Seek comprehensive university-wide sponsorship and partnership opportunities with UCF vendors, student, faculty and staff-related assets

## GOAL 2.5

Execute innovative business practices with emphasis on efficiency and creativity.

### OBJECTIVE

Establish and utilize best business operating principles with an emphasis on efficiency and effectiveness.

- I. Maximize efficiency, identify budgetary savings and explore creative trade agreements
- II. Review, update, distribute, and utilize business policies
- III. Create and distribute an inventory management and capital asset disposal process
- IV. Assess financial viability of not ticketing Olympic sports

# RESOURCES

PRIORITY

# BRANDING AND MESSAGING

GOAL: We will develop meaningful connections to the University and the athletics program by telling the UCF story locally and globally.

## GOAL 3.1

Promote widespread definition, awareness, and application of a consistent ucf brand to become Orlando's Hometown Team.

### OBJECTIVES

Branding in all messaging.

- I. Create a style guide

# A

UCFAA Staff Education and Buy-In.

- I. Hold semi-annual meetings with staff to review style guide

# B

The area surrounding UCF will become our "College Town" (12-mile radius).

- I. Create and implement a community relations program to include a Local Organizing Committee (LOC) and involvement with local Chambers of Commerce
- II. Create and implement a UCF branding program within the community (billboards, grassroots signage, business contests, etc.)

# C

Awareness and relevancy in Orlando outside the "College Town."

- I. Hold premier events involving coaches; activate alumni; strategic marketing in select areas
- II. Create and implement a UCF Branding program within the community (billboards, grassroots signage, business contests, etc.)

# D

Brand awareness in the state of Florida, nationally, and internationally.

- I. Implementation of a national lobbyist; strategic marketing; tell our unique stories

# E

### BRANDING AND MESSAGING COMMITTEE

- **Scott Carr** Chair, Executive Associate Athletic Director/Chief Marketing Officer
- **Andy Seeley** Associate AD/Strategic Communications
- **John Kvatek** Associate AD/Multimedia & Creative
- **Jimmy Skiles** Associate AD/Fan Development

- **Bill Houston** Associate AD/Corporate Partnerships
- **Matt Kommer** Director of Development/Major Gifts
- **Eric DeSalvo** Director of Digital and Social Media
- **Chris Stoney** Assistant Director of Graphic Design

## GOAL 3.2

Utilize technology to optimize our position as an industry leader and strategically drive revenue generation.

### OBJECTIVES

Be an industry-leading in-house agency for all creative that is used internally and externally for UCF Athletics.

- I. Create a digital department (mission control)
- II. Tell the story of UCF Athletics through written word, visually, and socially
- III. Establish a pipeline with colleges on campus to send best students interested in sports careers through the athletics department

Use data analytics to effectively make decisions for communications, marketing, and sales.

- I. Staff and develop a lead-nurturing and scoring system that allows the sales team to be more effective and cultivate relationships before prospects are called
- II. Develop a position that analyzes social, ticket, and email data to predict trends and leads that department should capitalize on
- III. Evaluate, select, and implement a CRM system that is compatible with the Athletics ticketing system
- IV. Implement enterprise management system that encompasses all revenue related data that builds and stores fan profile information
- V. Implement a corporate sales inventory management system



# BRANDING AND MESSAGING

# GOAL 3.3

Implement the most unique gameday experience in the country while staying on brand message.

## OBJECTIVES

Customizable experience for all fans at all price points.

Partnerships that help UCF celebrate on gameday what makes Orlando unique.

Continuous evolution of the in-game experience.

- I. Increase premium areas and availability
- II. Provide access fans can't get elsewhere (new events, opportunities, and experiences)
- III. Maximize the student experience to increase fanhood while in school (including direct connect students)
- IV. Create and implement a full menu of family gameday programming
- V. Improve concession experience for all sports

- I. Enhance IOA Plaza programming
- II. Enhance in-game programming
- III. Improve campus partnerships that lead to increase participation/programming (Homecoming, LightUp UCF)
- IV. Create and implement new experiences at all Olympic sporting events

- I. Investment and reinvestment in the technology to enhance the gameday experience
- II. Analysis/assessment of gameday to build traditions and eliminate ineffective practices. Must stay on brand message through all (presentations, reads, graphics, concerts, concessions, etc.)

# BRANDING AND MESSAGING



## GOAL 3.4

Establish effective and efficient communication with all constituents.

### OBJECTIVES

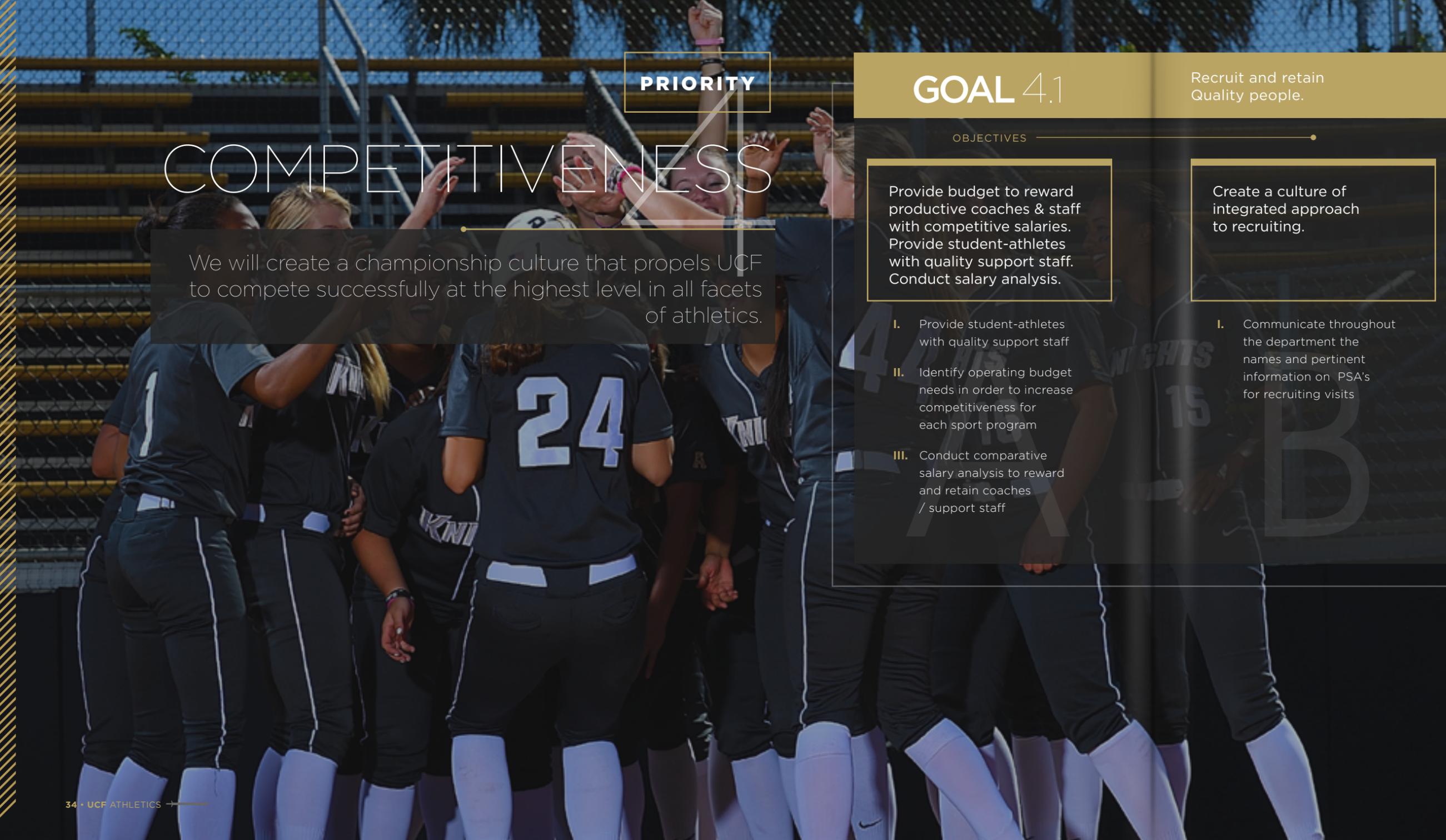
Effective internal communications functions inside UCF Athletics.

- I. Form a working group to determine best practices and create official guidelines
- II. Hold regular department-wide traditional media training and social media training for staff, coaches, and student-athletes

Effective communication and collaboration between Athletics Department and all external units.

- I. Build and strengthen relationships with university counterparts
- II. Build and strengthen relationships with members of the media
- III. Build strategic relationships with all other external constituencies

# BRANDING AND MESSAGING



**PRIORITY**

# COMPETITIVENESS

We will create a championship culture that propels UCF to compete successfully at the highest level in all facets of athletics.

## GOAL 4.1

Recruit and retain Quality people.

### OBJECTIVES

Provide budget to reward productive coaches & staff with competitive salaries. Provide student-athletes with quality support staff. Conduct salary analysis.

- I. Provide student-athletes with quality support staff
- II. Identify operating budget needs in order to increase competitiveness for each sport program
- III. Conduct comparative salary analysis to reward and retain coaches / support staff

Create a culture of integrated approach to recruiting.

- I. Communicate throughout the department the names and pertinent information on PSA's for recruiting visits

## GOAL 4.2

Develop and maintain a broad based competitive Athletics Program.

### OBJECTIVES

Facilities master plan to ensure UCF is at the top of The American Athletic Conference

- I. Development of facilities master plan

Evaluate each team's nutritional needs. Develop a plan to address needs and offer a centralized location.

- I. Evaluate nutritional needs by athlete and sport
- II. Develop a comprehensive plan based on sport-specific needs

Reinforce department-wide comprehensive performance review process.

- I. Development of formal evaluation documents for staff and coaches

### COMPETITIVENESS COMMITTEE

- **Dr. Eric A. Wood** Chair Sr. Associate Athletic Director/ Academic Services
- **Jennifer Alger** Assistant Director/Academic Services
- **Zach Duval** Director of Sports Performance for Football
- **Jamil Jones** Assistant Coach/Men's Basketball
- **Dr. Thad Rivers** Assistant Equipment Manager
- **Kathy Les** Assistant Coach/Rowing
- **Jeanette Bolden** Head Coach/Track & Field
- **Matt Oberlin** Assistant AD/Event Management

## GOAL 4.3

Win Championships.

### OBJECTIVES

Successfully compete for top three in The American Athletic Conference based on RPI rankings.

- I. Coaches strategically plan schedules to improve RPI ranking and enhance postseason opportunities
- II. Coaches collaborate with GKC to identify potential donors to provide financial support needed to finish in top three of league

Successfully compete for Top 25 national rankings in each sport.

- I. Coaches strategically plan schedules to enhance postseason opportunities
- II. Include competitive metrics in annual head coach evaluations
- III. Identify apparel and equipment needs for student-athletes that will prepare them to compete at the highest level
- IV. Enhance recruitment and retention of top prospective and current student-athletes by establishing athletics only liaisons across campus

Achieve Top 50 ranking in Director's Cup standings.

- I. Conduct an analysis of current Director's Cup standings benchmarking schools in The American Athletic Conference as well as aspirational peer institutions

## GOAL 4.4

Increase brand awareness.

### OBJECTIVES

Win Campus.

- I. Enhance relationships with on-campus groups (greek life, SGA, Faculty, etc.) through various campaigns and events

Win Orlando (alumni, local businesses, municipalities).

- I. Partnerships with local sports organizations, media, businesses, etc.

Streamline licensing, and promotional items - needs to be uniform - protect the brand.

- I. Make UCF gear more readily available outside of campus bookstore. Increase availability of gear for UCF student-athletes

# COMPETITIVENESS

PRIORITY

# CULTURE

GOAL : We will recruit and retain highly-talented individuals with strong character to enhance our team-oriented, innovative, and creative environment.

## GOAL 5.1

Empower and encourage an atmosphere of transparent and open communication.

### OBJECTIVE

Embrace open communication and transparency through greater emphasis on bringing employees together and internal staff development.

- I. Identify, announce, and publicize the Mission, Vision, and Core Values (athletics meetings, website, publications, and copies strategically placed around the department)
- II. Develop employee education opportunities about the different departments within Athletics through department-wide service arrays," departmental who-to-contact list," departmental recognitions, and educational sessions at staff events
- III. Offer employee engagement activities with encouraged attendance and participation
- IV. Initiate a program where all student-athletes and athletics staff attend one designated competition for each sport
- V. Create and post internally distribute master calendar
- VI. Create a repository of policies and procedures for each department accessible to all within UCF Athletics

### CULTURE COMMITTEE

- **Nicole Harvey** Chair, Sr. Associate Athletic Director/Compliance
- **Brian Reed** Assistant Athletic Director/HRRM
- **Emanuela Briscese** Associate Director/HRRM
- **Marcus Hilliard** Director/Constituent Relations
- **John Kvatek** Associate Athletic Director/Video & Creative Services
- **Becky Cramer** Head Coach/Rowing
- **Michael Garcia** Assistant Director/Fan Development
- **Angela Lawrence** Assistant Athletic Trainer
- **Patrick Ransdell** Sr. Associate Athletic Director/Strategic Initiatives
- **Cameron Walker** Assistant Athletic Director/Compliance

## GOAL 5.2

Actively invest and promote staff education and professional development.

### OBJECTIVE

Actively welcome and support a culture based on compliance, respect, and inclusion.

- I. Provide regular and consistent educational opportunities for coaches and staff in the legal aspects of compliance (NCAA, Title IX, Clery, etc.)
- II. Provide regular and consistent education of coaches and staff in the areas of management and leadership
- III. Create and promote professional development to coaches and staff members, as well as student-athletes

## GOAL 5.3

Employee-Centric approach towards the elimination of barriers and providing opportunities for individual and team success.

### OBJECTIVES

Enhance the organizational structure to better model the needs and expectations of UCF Athletics.

- I. Conduct a gap analysis of the current organizational structure, and staffing model against current and forecasted needs, and expectations of department (including tech options)
- II. Review salary structure against internal and external (UCF, NCAA, local market) benchmarks and expectations
- III. Develop and institute budget plan that balances and maintains staffing and salary levels against benchmarks and expectations

Recognize and celebrate department and individual accomplishments.

- I. Revive and update the “Employee of the Month” and “Thank You” programming with better rewards for those who go above and beyond. Involve head coaches to give a monthly recognition award to nominated staff members
- II. Offer employee engagement activities and programming with encouraged attendance, participation and regular recognition of achievements
- III. Establish productivity, and innovation awards program

# CULTURE



# APPENDIX

# THE STRATEGIC PLANNING PROCESS

Stakeholder input revealed many of the unique features of UCF Athletics. Among them are:

## What do we value most?

- Integrity and the highest standards of ethical behavior
- Student-athlete well-being
- Academic primacy
- Trust and Transparency
- Inclusion, Diversity, and Equality

## What distinguishes us from our competitors?

- Location and climate of Orlando
- Young and innovative program, staff, alumni, and community
- Academic excellence of athletes and University - high APR/GSR
- Large size of student body and rate of growth

## What are the obstacles that stand in the way of us reaching our aspirations?

- Financial limitations
- Athletics staff turnover
- Compensation of coaches and staff

## What values drive decision-making within the Athletics department?

- Student-athlete well-being
- Academic primacy
- Sportsmanship
- Integrity
- Commitment to equity
- Respect

## How do we wish to be known?

- For doing things the right way
- For student-athlete health and safety
- For having high quality student-athletes
- For the holistic development of our student-athletes as citizens and people
- For having teams that regularly contend for AAC championships

## Where should we focus our efforts to advance our programs?

- Grow corporate support
- Grow donor base
- Improve funding through more effective fund raising
- Improve student support and attendance at events
- Improve promotion within the local community
- Increase funding through more effective marketing
- Improve communication with alumni and supporters

# STRATEGIC PLAN STEERING COMMITTEE & STRATEGIC PLAN WORKING GROUPS

To oversee the planning process, a Strategic Planning Steering Committee was appointed by Director of Athletics (Dr. Daniel White). The Strategic Plan Steering Committee members were selected to ensure broad based participation and included senior University officials; UCF faculty; senior athletics administrators; coaches; representatives of the Golden Knights Club, Alumni Association, Letterman's Association, Student-athlete Advisory Committee, and the local community.



The Mission, Vision, Core Values Working Group reviewed and discussed the information gathered during the landscape analysis and program review. To provide further context for planning, Dr. Daniel J. White also shared his assessment and views on the athletics program's current challenges and opportunities as well as his vision for the future. His observations are summarized on the next page.

## DIRECTOR OF ATHLETICS PERSPECTIVE

### WHAT'S WORKING WELL

- Student-athlete academic performance 19 consecutive semesters over 3.0 GPA
- Olympic sports are historically very successful.
- UCF is a young school with competitive and academic success in the American Athletic Conference
- Extremely supportive University leadership - President Hitt is supportive and understands the value of a successful program run the right way
- Alumni and University community are supportive and helpful
- Fan base (even as a young program) is further developed than most realize. Attendance at major events is strong, especially for football
- Extremely talented coaches on board

### OPPORTUNITIES

- Growing young alumni base to activate their ongoing and future support
- Capture new fans in the fastest growing city in the nation; Orlando is the largest city without an NFL team. We can build a huge fan base that other communities our size cannot
- Great weather, good place to recruit to, especially for outdoor sports
- Beautiful campus...new and growing
- Fertile recruiting area. Florida is the number one market for the sport of football (and many other sports too)
- Large diverse university with many degree offerings, gender and ethnic (43% minority)

### CHALLENGES

- Great facilities, but not yet completed; finish out the athletics village (Athletic Department Headquarters, Garvy Center for Student-Athlete Nutrition, John Euliano Park )
- Enhance operating budget (\$52M - 4th in American Athletic Conference behind UConn, SMU, & Cincinnati)
- More premium seat opportunities, engagement with donors & fans
- Still building a traditional college athletic culture within the Athletics Department; maintain our uniqueness, but realize what that culture looks like in successful athletic programs; relationships are strong, harmonious, and supportive

### GOALS & PRIORITIES

- Maintain academic success and reputation (metrics) while building top 25 caliber teams in all sports
- Compete for AAC and national championships
- Build resource-based budget and facilities through increased philanthropy, corporate sponsorships, premium seating, season tickets, etc.
- Establish real-time metrics (academic, competitive, revenue, etc.) that measure success and hold ourselves accountable
- UCF should be at the top of the American Athletic Conference in revenue generation
- Top 25 caliber teams in all sports - aggressive expectations
- Integrity and character requirements - no shortcuts; build this type of culture and expectation among our fans and supporters

### WE SHOULD VALUE:

- Student-athlete experience - well-being, life preparation, health and safety
- Integrity
- Competitive success - Championships
- People who fit our culture, share common goals & values (leadership, coaches, staff, student-athletes); people from diverse backgrounds who view job as a lifestyle, not a job.
- Innovation and entrepreneurial spirit - business model



# STRATEGIC PLANNING STEERING COMMITTEE

- Dr. Manoj Chopra - Chair, Faculty Athletics Representative, Engineering Professor
- Katie Abrahamson-Henderson - Head Coach, Women's Basketball
- Dr. Gordan Chavis - UCF Associate Vice President, Enrollment Services
- Micky Grindstaff - Partner, Shutts & Bowen Law Firm
- Grant Heston - UCF Vice President, Communications and Marketing
- Faron Kelly - Vice President, Disney Sports & Water Parks
- Phyllis Klock - Philanthropist
- Alex Martins - UCF Trustee, CEO of Orlando Magic
- Mike Morsberger - Vice President/CEO, UCF Foundation
- Mike Palmer - Co-Founder, Pinnacle Laboratory Services (Letterman)
- Christal Peterson - SAAC, Former Student-Athlete
- John Pittman - UCF Associate Vice President, Debt Management
- Dr. Dale Whittaker - Provost and Executive Vice President
- John Williams - Owner, Wayne Densch, Inc.
- Anne Marie (Rossi) Williams - Financial Advisor/Raymond James (Letterman)



## STRATEGIC PLANNING MISSION, VISION, AND CORE VALUES PLANNING GROUP

- Eric Golden - Alumnus and Donor
- David Hansen - Executive Associate Athletic Director/Chief Operating Officer
- Jamil Jones - Assistant Coach/Men's Basketball
- Lisa Guion Jones - Associate Provost for Strategy and Special Assistant To the President
- Jimmy Skiles - Associate Athletic Director/Fan Development
- Andy Seeley - Associate Athletic Director/Strategic Communications
- Brittany Solis - Student-Athlete/Softball
- Brandi Stuart - Sr. Associate Athletic Director/SWA/Student-Athlete & Welfare Development
- Matt Williams - Student-Athlete/Men's Basketball
- Dr. Eric A. Wood - Senior Associate Athletic Director/Academic Services
- Mark Wright - Executive Associate Athletic Director/Development and Tickets
- Scott Carr - Executive Associate Athletics Director/Chief Marketing Officer

### EX OFFICIO:

- Dr. Daniel J. White - Vice President and Director of Athletics
- Brad Stricklin - Executive Associate Athletics Director/Chief Financial Officer



## STRATEGIC PLANNING OPERATIONAL PLAN WORKING GROUPS

### STUDENT-ATHLETE SUCCESS

- Brandi Stuart - Chair, Sr. Associate Athletic Director/SWA/Student-Athlete Welfare & Development
- Ben Rodriguez - Director, Student-Athlete Welfare & Development
- Davonte Anderson - Assistant Director, Student-Athlete Welfare & Development
- Tara Helton - Associate Director, ASSA
- Elena Paolini - Assistant Director, ASSA
- Andrew Strop - Assistant Director, Sports Performance for Football
- Mallory Benard - Assistant Coach, Sports Performance
- Brittany Solis - President/Student-Athlete Advisory Committee, Softball
- Bryce Wallor - Head Coach/Men's Golf
- Tiffany Roberts Sahaydak - Head Coach/Women's Soccer

### RESOURCES

- Mark Wright - Chair, Executive Associate Athletic Director/Development & Tickets
- Terry Cooksey - Director of Ticket Operations
- David Hansen - Executive Associate Athletics Director/Chief Operating Officer
- Kevin Wilson - Director of Development/Major Gifts
- Chris Huff - Associate Athletics Director, Development/Executive Director of GKC
- Jon Waldrop - Director of Business Services
- Patrick Ransdell - Senior Associate Athletics Director/Strategic Initiatives and Revenue Generation
- Becca Savolainen - Assistant Director of Fan Development
- Jeff Coates - Associate Vice President for Advancement, Colleges and Units
- Taylor Leffler - Assistant Director/Major Gift Services



## STRATEGIC PLANNING OPERATIONAL PLAN WORKING GROUPS

### BRANDING AND MESSAGING

- Scott Carr - Chair, Executive Associate Athletic Director/Chief Marketing Officer
- Andy Seeley - Associate AD/Strategic Communications
- John Kvatek - Associate AD/Multimedia & Creative
- Jimmy Skiles - Associate AD/Fan Development
- Bill Houston - Associate AD/Corporate Partnerships
- Matt Kommer - Director of Development/Major Gifts
- Eric DeSalvo - Director of Digital and Social Media
- Chris Stoney - Assistant Director of Graphic Design

### COMPETITIVE SUCCESS

- Dr. Eric A. Wood - Chair Sr. Associate Athletic Director/Academic Services
- Jennifer Alger - Associate Director/Academic Services
- Zach Duval - Director of Sports Performance for Football
- Jamil Jones - Assistant Coach/Men's Basketball
- Dr. Thad Rivers - Assistant Equipment Manager
- Kathy Les - Assistant Coach/Rowing
- Jeanette Bolden - Head Coach/Track & Field
- Matt Oberlin - Assistant AD/Event Management



## STRATEGIC PLANNING OPERATIONAL PLAN WORKING GROUPS

### CULTURE

- Nicole Harvey - Chair, Sr. Associate Athletic Director/Compliance
- Brian Reed - Assistant Athletic Director/HRRM
- Emanuela Briscese - Associate Director/HRRM
- Marcus Hilliard - Director/Constituent Relations
- John Kvatek - Associate Athletic Director/Video & Creative Services
- Becky Cramer - Head Coach/Rowing
- Michael Garcia - Assistant Director/Fan Development
- Angela Lawrence - Assistant Athletic Trainer
- Patrick Ransdell - Senior Associate Athletics Director/Strategic Initiatives and Revenue Generation
- Cameron Walker - Assistant Athletic Director/Compliance

## ACTION STEP MATRIX

A comprehensive list of action steps were created to implement the strategies needed to achieve the goals identified in the plan. The Matrix also defined accountability, key measurements, resource requirements, and time frames for completion that were developed and put into a management matrix document for use in tracking progress on the plan. This operational part of the plan will guide UCFAA through the commitments established, allowing for monitoring and tracking of the plan and helping to ensure success.

## THE FINAL REPORT

UCF Athletics' Strategic Plan for 2017-2022, was completed in June 2017.

## EPILOGUE

The true value of Strategic Planning is not in the document that is created, but in the planning process that brought people together to review, assess, examine, visualize, explore and to contribute and create. The process used to give life to this document was intentionally inclusive to encourage broad-based participation that will ultimately lead to buy-in and ownership by the University and its many constituents, stakeholders and supporters. It is a document that

encourages continuous improvement, not only in the content of the Plan, but also in continued collaboration and support for the successful operation of the Association.

Until changed through a similar collaborative and inclusive process, the Mission, Vision, and Core Values should be widely celebrated and serve as constant reminders of the significant value of the Athletics program to the distinct culture that characterizes the University of Central Florida and its commitment to the student-

athlete and the success of the entire program.

As conditions change, so too may the goals, strategies, and action steps in place to achieve change. Thus, this Strategic Plan should always be viewed as a dynamic and ever-changing document that will guide UCFAA's commitment to excellence in all aspects of its highly competitive athletics program.

## PURPOSE & METHODOLOGY

In order to assess the current role and charted direction of the UCF Athletics Association, key stakeholders were invited to have input.

## MISSION & PURPOSE

Holistically developing student-athletes and representing the university in a manner consistent with institutional values were identified as the most important things the athletic department does.

## CORE VALUES

Integrity, student-athlete well-being, and academic primacy were identified as core values important to those within the UCF Athletics family.

## DISTINGUISHING FEATURES

The location and climate of Orlando, the young, innovative, up-and-coming culture of the program, staff, alumni and community, the academic excellence of UCF student-athletes and university, and the large size and rate of UCF growth were the four most-mentioned distinguishing features of the department of athletics.

## PEER INSTITUTIONS

The University of Florida and Florida State University were often identified as both the top academic and athletic peers for UCF. From there, numerous other peers were mentioned with a total of more than 50 academic and athletic peers mentioned.

## OBSTACLES

Financial limitations, athletics staff turnover, and compensation were among the notable obstacles identified that are hindering the success of UCF Athletics.

## OPPORTUNITIES

Growing corporate support and growing the donor base were identified as top opportunities that should be focused upon in order to advance the programs within UCF Athletics.

## FINAL THOUGHTS

Stakeholders were given an opportunity to provide additional thoughts critical to future goals, priorities, and overall success of UCF Athletics.

Topping the list of themes that emerged from these narratives was a tie between positive and encouraging sentiments and a call for a uniting vision and enhanced communication internally and with donors.

Other prominent themes were the critical need to reduce turnover by properly compensating and rewarding staff.