



A Strategic Plan for Spider Student-Athletes

University of Richmond Athletics

MISSION STATEMENT

The University of Richmond's NCAA Division I Intercollegiate Athletics Program collaborates with the University community to educate, inspire, and enable student-athletes to achieve beyond even their own academic, athletic, and personal aspirations; represents the University with integrity, emphasizing equity, inclusiveness, and compliance; engenders a collective sense of pride in the institution; and provides the support necessary to compete successfully for conference championships and national recognition.

VISION STATEMENT

We are nationally recognized for winning championships with student-athletes who achieve extraordinary accomplishments in all facets of life.

Our vision is characterized by:

- An experience that makes the University of Richmond the first choice for exceptionally talented scholar athletes;
- Student-athletes and staff who are engaged in all aspects of University life and the greater Richmond community;
- An inclusive and innovative work place that is a preferred destination for talented coaches and staff;
- A campus culture that respects, supports, and enables student-athletes in achieving their goals and preparing them for a purposeful life beyond graduation;
- An Athletics Department that energizes and unifies the University community, cultivating campus pride and bringing global distinction to the University;

- An Athletics Department that contributes to the diversity and distinctiveness of the campus, both culturally and socially.

STATEMENT OF CORE VALUES

WE ARE STUDENT-ATHLETE CENTERED: The well-being of our student-athletes is at the core of every decision we make.

WE WILL ACT WITH INTEGRITY: We have an unwavering commitment to do what is right and always to act with character, honesty, and in compliance with the rules and regulations of the University, the Conference, and the NCAA.

WE WILL FOSTER A CULTURE OF RESPECT: We will honor, uphold, and promote the principles of sportsmanship, citizenship, equity, and inclusiveness.

VALUES STATEMENTS:

- We believe student-athletes should have the opportunity to be engaged in the life of the University with equal access to all of its academic and cultural programs and opportunities.
- We believe in shared responsibility with the University community to support student-athlete personal success and development.
- We believe the accomplishments of our Athletics programs and student-athletes in all facets of life should be celebrated and valued by the University community.
- We believe in the value of collaboration, transparency, and teamwork within the Athletics Department and across the University community.
- We believe in the value of community engagement and the importance of citizenship and service.
- We believe the intercollegiate athletics program should enhance the name and reputation of the University of Richmond.

STRATEGIC PLAN STATEMENT OF PURPOSE AND INTENT

The Momentum of Spider Athletics

Spider Athletics has achieved considerable success following the guidelines set forth in its Strategic Plan of 2000.

Since joining the Atlantic 10 Conference in July 2001, Richmond has won 42 conference championships with its Head Coaches being named Conference Coach of Year 29 times. Men's basketball has played in the NCAA tournament three times, winning the Atlantic 10 championship and advancing to the Sweet 16 in 2011. Football has earned five NCAA FCS playoff appearances and won the NCAA Division I National Championship in 2008. Women's Olympic Sports teams have won 29 conference champions and women's basketball has played in four post-season tournaments, including one NCAA tournament.

All athletic facilities have been enhanced, and the construction of the E. Claiborne Robins Stadium brought football back to campus in fall 2010.

Ticket revenue more than doubled over the past three years. The number of individual donors to Athletics overall has more than doubled, as has the number of alumni donors; annual giving support has similarly increased (from \$400,000 to \$1.2M over a period of eight years). Full-time staff have been significantly augmented in Academic Support, Compliance, Marketing, Public Relations, and Sports Medicine.

Today, some 360 student-athletes compete through Richmond's 19 Division I sports—representing 12% of the University's full-time, traditional undergraduate enrollment of 2,945. The graduation rate of Spider student-athletes is among the best in the country—83%, which is comparable to that of the student body overall. A majority of student-athletes consistently have semester GPAs at or above 3.0; 14% of student-athletes were on the Dean's list for fall 2011; and numerous Spider student-athletes are annually selected for Academic All-Conference Teams. Student-athletes cite as their reasons for attending Richmond the opportunity to win championships, the University's commitment to access and affordability, the quality of coaching, the quality of facilities, and most important, Richmond's reputation for academic excellence.

Clearly, the 2011 Athletics Strategic Plan is created at a time of significant positive momentum for Spider Athletics and seeks to sustain and build further on the accomplishments of the past decade.

Foundation

To provide a foundation for a new strategic plan, a comprehensive benchmarking study of Athletics was conducted in 2010. It identified a range of opportunities to better position Athletics for continued success. One notable area of opportunity was the integration of Athletics operations with those of the University overall. Accordingly, collaboration has been greatly enhanced between Athletics and the Offices of the Provost (academic support), Enrollment Management (admission and financial aid), Business and Finance (budgeting, human resources, and facilities), Advancement (fund raising), and the General Counsel (compliance). The benchmarking study also identified challenges that the Plan seeks to address—enhancing the academic performance of student-athletes, addressing facilities needs, enhancing revenue through fund raising and marketing, and allocating existing resources in the way that best positions Athletics for competitive success. In addition, the University had established the expectation of a robust Athletics compliance program to ensure integrity as a hallmark of Spider Athletics, consistent with the institution’s overall culture of excellence.

The Richmond Promise

The Athletics Strategic Plan also seeks to align Athletics more fully with the institution’s overall aspirations and the objectives of the University’s strategic plan, *The Richmond Promise*, adopted in 2009. *The Richmond Promise* establishes a set of interlocking institutional commitments, each of which reinforces the others:

- 1) to provide a learning environment unlike any other in higher education, offering students an extraordinary combination of traditional strengths in the liberal arts with law, business, leadership studies, and continuing education;
- 2) to offer a distinctly integrated student experience, coordinating a rich and innovative life for students inside and outside of the classroom, with excellent programs as varied as international study, arts, and athletics;
- 3) to foster and sustain a defining spirit of opportunity and welcome to excellent students, faculty, and staff of all means and backgrounds, sustained through a bold program of financial aid, a dedication to fairness, and an authentic culture of inclusivity that seeks and prizes diversity of experience, belief, and thought;
- 4) to engage as a meaningful part of the Richmond community, of the nation, and of the world; and
- 5) to operate as a model institution of higher education, sustaining a superb faculty and staff and administering the institution with the highest standards of innovation and professionalism.

The Richmond Promise affirms the University’s mission to “prepare students to live lives of purpose, thoughtful inquiry, and responsible leadership in a global and pluralistic society”—and its aim to be a private university dedicated to the public good.

Planning Charge

The President's charge to the Athletics Strategic Plan Steering Committee drew on all of the considerations outlined above—Spider Athletics' competitive success, fuller integration of Athletics with the University community, and an alignment of Athletics' strategic direction with the objectives of *The Richmond Promise*. The planning exercise was also intended to capitalize on the distinctive contribution Spider Athletics makes to the University. That is, Richmond's Division I Athletics Program is a core element of institutional identity—something that helps makes Richmond unique in higher education as a university of its size and character. Spider Athletics not only helps attract outstanding student-athletes to Richmond, but also makes important contributions to student and campus life, alumni engagement, and national reputation.

At the forefront of the plan would be the student-athlete experience, broadly considered. That is, in addition to seeking to assure a first-rate competitive experience, the plan would seek to enable student-athletes to take fuller advantage of the Richmond experience—from facilitating access to the full range of majors and supporting achievement in the classroom, to enabling student-athletes to take advantage of co-curricular opportunities such as international experiences, internships, research, and community engagement. Achieving these objectives requires the active involvement of not only the Athletics Department leadership, but also colleagues across the University—faculty, academic advising, student development, career development, international education, admission, financial aid, civic engagement, and others.

In addition, the President specifically directed that the Plan take into account the continuum of competitive athletic opportunities available to Richmond students—from Intramural to Sport Clubs to Division I. As more than 900 students participate in Sport Clubs and more than 1,000 participate in Intramurals annually, such opportunities are viewed as central to student well-being and should be consistent with the overall quality of the Richmond educational and Athletic experiences. The Plan accordingly seeks to create a framework for continued collaboration between Athletics and the Department of Recreation and Wellness with an emphasis on areas such as facilities and other potentially shared resources, particularly as they pertain to Varsity Club sports.

Athletics' spending, including Grant-in-aids, represents a significant portion of the overall annual institutional operating budget (9%), and the University has made crucial one-time investments in facilities and other areas. A final key planning assumption was that Athletics should not rely on the allocation of new institutional resources to achieve the goals of the Plan. The Plan accordingly seeks to maximize new streams of revenue to support Athletics and strategic priorities.

Objectives

The Plan will be used by Athletics and University Administration to set priorities, allocate resources, and serve as a unifying point of reference for coaches, student-athletes, Athletics staff, and the University community, including faculty, administration, alumni, and supporters of Spider Athletics. The Plan seeks to:

1. Reaffirm the Department of Athletics' Mission, Vision, and Core Values;
2. Ensure alignment of Athletics' Mission, Vision, Core Values, priorities, and initiatives with *The Richmond Promise*;
3. Identify the priorities, goals, and specific objectives that will enable Richmond Athletics to fulfill its Mission and achieve its Vision;
4. Identify specific initiatives that will be implemented to assist Athletics in reaching its goals and objectives;
5. Further align planning for Wellness and Recreation (Intramural and Sports Clubs) with that of the Department of Athletics;
6. Provide a management planning and assessment tool for the President and Director of Athletics; and
7. Enable and foster collaborative, effective decision-making within the University and, especially, within the Department of Athletics, with a common understanding of Departmental and University priorities, objectives, and initiatives.

The Plan establishes goals and priorities for Athletics that enable efficient and effective management consistent with its core values and a common understanding of the Department's Mission and Vision for the future. The Plan is intended to serve as a compass for the operation of the Athletics program through at least 2015, although some initiatives that emerge from the Plan may carry over beyond that date. The Plan is intended to be a fluid document that will adapt as conditions merit. Imbedded in this plan are principles that seek to encourage broad-based oversight and University-wide participation in its implementation, monitoring, and revision.

Successful implementation will rest upon the University community's ongoing commitment to providing a high-quality Division I intercollegiate Athletics experience for a diverse population of highly-skilled student-athletes. Wide distribution to all University constituent groups of Athletics' Mission, Vision, and Core Values statements along with the goals identified in the Strategic Plan will ensure, to the greatest extent possible, a common understanding of the role of the intercollegiate athletics program at the University.

The effectiveness of the Plan will be further reliant upon the University community's willingness to collaborate in the spirit of trust, transparency, and shared commitment to the well-being of student-athletes that has characterized the planning process itself.

THE STRATEGIC PLANNING PROCESS

Work on the Plan began in September 2010. Collegiate Sports Associates was engaged by the University President and Director of Athletics to assist in the planning process.

In September, Collegiate Sports Associates consultant Todd Turner conducted extensive interviews and collected data via survey (Exhibit A) as part of an initial landscape analysis. The analysis included the observations and opinions of a wide variety of University constituents, including sports administrators, coaches, faculty, senior University officials, Trustees, alumni, and friends. The analysis also examined the current trends in intercollegiate athletics, identifying challenges and opportunities available to the University. The findings of the landscape analysis are reported in Exhibit B.

A Strategic Planning Committee (Exhibit C) was appointed by the President and Director of Athletics to oversee the planning process. To ensure broad-based participation in the process, the Committee of sixteen comprised senior University officials, Trustees, faculty, senior Athletics administrators, a student-athlete, and alumni. The Committee met for the first time on September 30, 2010 to discuss the planning process and to hear a presentation from Mr. Turner on the future of intercollegiate athletics and how it might impact the University of Richmond Athletics Strategic Plan.

The consultant also met with the Student Development Committee of the Board of Trustees on September 30, 2010. The Committee encouraged the University's leadership to ensure the Athletics strategic planning process considered a wider range of athletic programming, specifically Intramural and Sport Clubs.

The first deliverable in the process was new Mission, Vision, and Values statements for Athletics to serve as foundational documents for strategic planning. A Working Group was charged for this purpose, with representation from Athletics, faculty, and administration (Exhibit D). The new Mission, Vision, Values statements drafted by this group were reviewed by multiple University constituencies, including Athletics Department staff, the Athletics Strategic Plan Steering Committee, the Athletics Council, and the Board of Trustees. They are reflected above as the first sections of this document.

Four additional Working Groups were charged shortly thereafter to focus on the suggested planning themes: academic excellence, the co-curricular experience, competitive excellence, and revenue. The four working groups included nearly 40 individuals (Exhibit E) from a wide variety of University

constituent groups. The groups were charged to prepare initial drafts of the various components of the Plan. Their appointed chairs also met regularly to review the collective work of the groups in an effort to eliminate duplication and improve workability of the Plan.

In developing the Plan, the Steering Committee, aided by the Working Groups, identified four key principles under which to establish goals, strategies, and action steps. The Steering Committee added "Compliance" as an additional principle and relied upon the University's General Counsel and Assistant AD for Compliance to develop this component of the Plan. Ultimately, eight (8) specific goal statements were developed under the principles to focus the Plan on the agreed upon themes: Compliance, Academics and Co-Curricular Experience, Competitiveness, and Revenue. The Department of Recreation and Wellness developed its own strategic plan, which is incorporated as an addendum to the Athletics Plan, but the Athletics Plan itself appropriately establishes collaboration with Recreation and Wellness as a priority. The Plan's goal statements are accompanied by strategies with action plans for accomplishing each. Twenty-five (25) separate and distinct strategies for achieving the goals have been developed. Further, sixty-three (63) action steps have been established to fully implement the strategies and to achieve the overall goals and objectives of the Plan.

Draft principles and goals were presented to the Athletics Council and the Board of Trustees on February 14 and February 18, 2011, respectively. The final principles, goals, strategies, and action steps, having been discussed with the Steering Committee, Head Coaches, the Student-Athletes Advisory Council, the President's Cabinet, Academic Deans, and the University Faculty Council, were presented to the Athletics Council and the Board of Trustees for final approval on April 13 and April 22, respectively.

The final component of the Plan will be the development of detailed Strategic Plan Work Sheets that will serve as a dynamic management tool for those charged with implementing and managing the Plan. The Work Sheets include details for implementing and tracking action steps associated with each strategy including:

1. Assignments of accountability for implementation;
2. Key measurements;
3. Resource requirements; and
4. Time frames for completion of each action step.

In addition, the Department of Athletics will work closely with the University's Business and Finance Office to develop a business plan to support implementation. The Director of Athletics will report regularly to the President and Athletics Council and at least annually to the Board of Trustees or its appropriate Committees on progress toward implementation.

THE STRATEGIC PLAN

Principle I: *Athletics will operate with the highest degree of integrity, sportsmanship, and character, abiding by the letter and spirit of all rules and regulations, and promoting the University's goals regarding diversity and inclusivity.*

Goal #1: Develop an organizational culture and effective policies and procedures that foster compliance with federal laws and regulations, and NCAA, conference, and University bylaws, rules, regulations, and policies.

Strategy 1.a- Collaborate with University Counsel and benchmark against other institutions and industries to develop and implement strategies to maintain compliance.

Action Step 1.a.i- Enhance the accountability of all Athletics Department staff regarding compliance by incorporating compliance obligations into position descriptions, employment contracts, and performance evaluations.

Action Step 1.a.ii- Maintain a comprehensive rules education plan that reaches, staff, coaches, student-athletes, faculty, and boosters.

Action Step 1.a.iii- Maintain monitoring activities, including internal and external audits, to assess compliance.

Action Step 1.a.iv- Identify and utilize new technologies to enhance compliance monitoring systems.

Goal #2 - Foster a culture in Athletics that demonstrates a commitment to and leadership in fostering diversity and inclusivity, in all dimensions defined in Principle II of the Richmond Promise.

Strategy 2.a -Develop and implement tools and programming within Athletics and in collaboration with the University community to promote inclusivity.

Action Step 2.a.i. Conduct final assessment of progress on existing comprehensive diversity and gender equity plans and develop, with cross-campus working groups, new five-year plans (consistent with NCAA Athletics Certification requirements and federal laws and regulations) to support an inclusive community for all coaches, student-athletes, and Athletics Department staff.

Action Step 2.a.ii - Collaborate with appropriate University groups and coaches, staff, and student-athletes to strengthen Athletics' culture of inclusivity.

2.a.iii. Establish a policy and employ a full range of methods for hiring a diverse workforce at all levels. (see 6.d)

2.a.iv. Evaluate coaches on their efforts and results in maintaining a culture of inclusivity within teams.

Principle II: *With the encouragement and support of the University community we will attract elite student-athletes who contribute positively to the University community. We will provide our student-athletes with access to the academic opportunities available to all students and will widely recognize them for their academic success and achievements.*

Goal #3: Attract, enroll, and retain extraordinary student-athletes, focusing both nationally and internationally.

Strategy 3.a- Partner with the campus community to coordinate athletic recruiting efforts with relevant University recruiting strategies, materials, and programs.

Action Step 3.a.i – Establish a recruiting protocol that includes prospective student-athlete interaction with faculty, program administrators, admission representatives, and University staff during campus visits.

Strategy 3.b- Partner with Enrollment Management to regularly review the admission process as well as financial aid policies and procedures for student-athletes to ensure that all procedures and policies appropriately serve the mission and goals of both the Athletics Department and University.

Action Step 3.b.i- Create a committee within the Department of Athletics to review all prospective student-athletes with identified academic concerns prior to sending a formal recommendation of admission to the Office of Admission.

Action Step 3.b.ii- Establish an annual meeting between Enrollment Management and appropriate Athletics Department staff and coaches to provide updates on admission trends, accepted student profile, and admission and financial aid policies and procedures.

Strategy 3.c- Provide recruiting budgets that ensure sufficient funds are available to meet each sport's appropriate national and international recruiting objectives.

Action Step 3.c.i- At a minimum of every three years, collect benchmark data from peer institutions regarding budgeting and expenditures related to recruiting.

Action Step 3.c.ii- In consultation with the coaching staff for each sport and the appropriate athletics administrators, develop recruiting budgets that enable competitive success with peer programs.

Goal #4: Create and maintain a seamless University support system that enhances academic success, facilitates student-athlete involvement in co-curricular activities, and prepares them for a purposeful life, ensuring that they have access to the full Richmond experience and are rigorously prepared for life beyond graduation.

Strategy 4.a- Enhance and restructure the Office of Student-Athlete Support Services to ensure that the academic needs of all student-athletes are met.

Action Step 4.a.i- At least every three years, review and benchmark staffing, budgets, facilities, technology, and best practices for the Office of Student-Athlete Support Services against similar institutions as well as within the University and provide ways to enhance levels of academic support for all student-athletes (including the academically high-performing) consistent with peers.

Action Step 4.a.ii- Renovate current or seek a new dedicated space for the Office of Student-Athlete Support Services to include group and individual study /meeting areas, state-of-the-art computer laboratory, as well as appropriate office space customized to the needs of Athletics.

Action Step 4.a.iii- Enhance funding of the Office of Student-Athlete Support Service's budget to include the following line items: summer school grant-in-aids (first determining implications/feasibility in consultation with the Office of Financial Aid), hourly staffing (tutors, study hall monitors, writing fellows, mentors, etc.), contractual services, equipment, general materials and supplies, as well as professional development opportunities for staff.

Strategy 4.b- Develop an effective advising and mentoring structure that focuses on providing student-athletes with full access to the benefits of *The Richmond Promise*.

Action Step 4.b.i- Collaborate with the Academic Advising and Resource Center (AARC) to develop an effective dual advising model, involving both faculty and athletic department advisors.

Strategy 4.c – Create an effective assessment and support structure to indentify and meet the academic needs of all student-athletes.

Action Step 4.c.i- Assess the academic preparedness of incoming student-athletes (using as needed, tools such as, but not limited to, Woodcock-McGrew-Werder MBA and LASSI) and develop individualized academic plans that provide academic skill development.

Action Step 4.c.ii- Participate in wider University effort to study and revise appropriately the Bridge to Success Program to provide a lasting foundation for all students required to attend, emphasizing assessment and academic skill development that continues post successful program completion.

Action Step 4.c.iii- Create a wellness course that focuses on academic and life skills for first- and second- year student-athletes.

Strategy 4.d – Create a system where team and individual academic achievements are monitored and exceptional performances are rewarded and recognized.

Action Step 4.d.i- Determine how to further engage coaches in supporting the academic achievements of student-athletes through analysis of team academic performances (e.g., APR), annual performance reviews, incentives, and recognition.

Action Step 4.d.ii – Develop a program to recognize and reward individual, team, and departmental academic achievements.

Goal #5: Establish a campus and Athletics Department culture that enables student-athletes to be fully engaged in the academic, co-curricular, and athletic life of the University.

Strategy 5.a- Identify and reduce University and Athletics Department operational impediments to enable student-athletes to access academic, co-curricular, and athletic opportunities.

Action Step 5.a.i – Continue regular monitoring and analysis of and adjustments to scheduling of practices and games in an effort to minimize class conflicts.

Action Step 5.a.ii – Manage effectively the balance of practice and academic responsibilities by examining the policy on maximum practice times during non-traditional seasons and making changes as appropriate.

Action Step 5.a.iii – Participate in creation of an accurate institutional system to track student participation in co-curricular activities to include domestic and international internships, community engagement, research, and participation in

University-sponsored student organizations, student government, and Sport Clubs.

Action Step 5.a.iv - Collaborate with the Provost's office, Registrar's office, Academic Deans, and faculty to examine the time and day distribution of class offerings to ensure that student-athletes have reasonable access to classes.

Action Step 5.a.v – Examine an expansion of summer school course offerings and Athletics Department grant-in-aid funding to provide student-athletes with flexibility during the academic school year for participation in co-curricular activities, keep pace with NCAA academic requirements, and graduate within with eight semesters.

Action Step 5.a.vi– Work through the Faculty Athletics Representative and the Faculty Athletics Committee to evaluate and manage the impact of any proposed major curricular changes (such as the past conversion to the Unit System) on NCAA full-time enrollment, satisfactory progress, and progress towards degree requirements of student-athletes.

Strategy 5.b- Review and revise Athletics Department and University policies to ensure student-athletes have access to International Educational experiences and programming.

Action Step 5.b.i- Examine Athletics Department and University policies to enable student-athletes to take advantage of International Educational experiences during their non-traditional season or summer sessions, including financial feasibility of making athletically-related financial aid applicable to international experience as permitted by NCAA rules.

Action Step 5.b.ii- Determine the feasibility of providing University funding to support team travel abroad for competition, including educational and/or cultural component where possible.

Action Step 5.b.iii– In consultation with academic leadership, expand credit and non-credit international summer experience opportunities for all students.

Action Step 5.b.iv– Annually report participation rates of student-athletes who participate in Semester Study Abroad and Summer Study Abroad as well as international volunteer, research, and internship programming.

Strategy 5.c- Create an environment that fosters cross communication and understanding between Athletics Department staff, faculty, students, student-athletes, and University support programming offices.

Action Step 5.c.i- Enhance education of Athletics Department coaching and staff regarding non-athletic co-curricular programming for student-athletes.

Action Step 5.c.ii- Expand the Faculty-Coach Exchange Program.

Action Step 5.c.iii- Create a four-year student-athlete development plan (that is sport specific) to guide advisors, student-athletes, and coaches about academic and co-curricular possibilities.

Action Step 5.c.iv- Appoint Student-Athletes Advisory Committee representatives to the Student Government Association.

Principle III: *The University's Division I Athletics program and Sport Club programs will provide a positive athletic experience for student-athletes, compete successfully for conference championships, attract national recognition, and be a source of pride for the institution.*

Goal #6: **Deliver a Division I Athletic program that provides a positive athletic experience for student-athletes, competes successfully for conference championships, attracts national recognition, and is a source of pride for the University.**

Strategy 6.a- Determine whether resources are effectively used among intercollegiate sports offered to ensure the University is best positioned to provide a positive student-athlete experience, as specified in this plan, and to compete successfully for conference championships and national recognition.

Action Step 6.a.i- Establish a task force to study and recommend the appropriate number and mix of intercollegiate and Varsity Club sports programs to effectively utilize existing resources and accomplish the goals of this plan.

Action Step 6.a.ii- Establish, in conjunction with the University Administration and the Department of Recreation and Wellness, a process and protocol for classification of Sport Club programs, Varsity Club programs, and intercollegiate sport programs. (See Recreation and Wellness Strategic Plan: 1.c)

Action Step 6.a.iii- Determine appropriate levels of support (e.g., facilities, staffing, budgets, management oversight, competitive opportunities, academic

support, etc.) for sport classification. (See Recreation and Wellness Strategic Plan: 1.c.i)

Strategy 6.b- Provide sufficient resources to enable Division I sport programs to compete successfully for conference championships and national recognition.

Action Step 6.b.i- At least every three years, review and benchmark each sport program's staffing, budgets, scholarships, scheduling, facilities, and best practices.

Action Step 6.b.ii- Collaborate with University Development to enhance fund raising to support each sport's restricted account. (See Goal #7 for specific resource development strategies.)

Strategy 6.c- Successfully recruit and retain highly skilled student-athletes. (See Strategies set forth under Goal #3.)

Strategy 6.d- Attract and retain a talented and diverse coaching staff.

Action Step 6.d.i- Commit to compensating and incentivizing coaches at an appropriate, competitive level, using benchmark data on coaching and support staff salary and benefits with competitive peers as designated by the University.

Action Step 6.d.ii- Commit to interviewing a diverse candidate pool.

Strategy 6.e- Create and maintain a model student-athlete support system to meet their personal and team competitive objectives.

Action Step 6.e.i- At a minimum of every three years, review and benchmark staffing, budgets, facilities technology, and best practices for sports medicine, public relations, strength & conditioning, and marketing.

Action Step 6.e.ii- Collaborate with Student Health Center to explore providing better access to primary, sports medicine, and urgent care services for students and other University populations (i.e., Club and Intramural sports, faculty, and staff).

Strategy 6.f- Collaborate with University Facilities and Recreation and Wellness to develop and implement a long-term plan for the enhancement, renovation, and maintenance of Robins Center, Robins Stadium, and other athletic facilities.

Action 6.f.i- Appoint a task force to identify and prioritize facility needs, coordinating efforts with the sport analysis task force, Recreation and Wellness, and the University Master Plan.

Principle IV: *The Athletics Department, with the support of the University, will provide the resources to enable Athletics to attract top student-athletes, receive national recognition, be an ongoing source of pride for the institution, and most importantly, ensure a highly positive experience for all student-athletes at the University of Richmond.*

The strategies for achieving this goal focus upon those revenue streams that have significant growth potential. As revenue streams from football and basketball guarantees, ticket revenues for all sports other than men's basketball and football, and NCAA and Atlantic 10 distributions are fixed or cannot be significantly increased, they have very little impact upon the overall revenue streams that support Athletics and were not considered.

Goal #7: **Athletics, in partnership with the University, will secure the resources required for our student-athletes and teams to compete successfully at the Division I level.**

Strategy 7.a- Maximize the effectiveness of Athletics' partnership with University Development to develop new strategies in increase Athletics giving.

Action Step 7.a.i- At a minimum of every three years, review and benchmark staffing, budgets, facilities technology, and best practices for Athletics development, including Spider Points and the Spider Club donor benefit program.

Action Step 7.a.ii- Collaborate with University Development to create a case statement for Athletics that includes a menu of facility needs, projects, initiatives, and naming opportunities to present to donors.

Action Step 7.a.iii- Collaborate with University Development to identify new potential Athletics donors.

Action Step 7.a.iv- Explore the merits of developing an Athletics volunteer group to help cultivate major gifts.

Action Step 7.a.v- Collaborate with University Communications and Development to develop communication strategies and presentation materials to support Athletics development initiatives.

Action Step 7.a.vi- Collaborate with University Development and University Facilities to implement physical enhancements to the Robins Center and Robins Stadium that will increase fund-raising opportunities. (see 6.f)

Action Step 7.a.vii- Collaborate with Alumni Relations to develop additional alumni events that have a development focus.

Strategy 7.b- Enhance the game day experience to increase attendance and ticket sales revenues.

Action Step 7.b.i- Review seat distribution and allocations in the Robins Center arena for the purpose of increasing demand for tickets and creating more attractive premium seating.

Action Step 7.b.ii- Review strategies to modernize the Robins Center including, but not limited to, concessions, concourse, lighting, premium seating, rest rooms, and hospitality areas.

Action Step 7.b.iii- Regularly review game management policies, focusing on parking, entertainment, and concessions.

Action Step 7.b.iv- Continue to create new strategies designed to focus on the youth market.

Strategy 7.c- Enhance ticket marketing, sales, and operations to increase ticket sales revenues.

Action Step 7.c.i- Establish a sales training program for ticket office staff.

Action Step 7.c.ii- Expand the use of technology to enhance customer databases.

Action Step 7.c.iii- Implement creative ticket purchasing and exchange opportunities.

Action Step 7.c.iv- Annually review and benchmark staffing, facilities, budgets, and best practices for the ticket and marketing offices.

Strategy 7.d- Increase revenues from non-ticket sales opportunities.

Action Step 7.d.i- Review the University's concession and licensing revenue policies to determine what changes, if any, should be made relative to Athletics Department revenue sharing.

Action Step 7.d.ii- Collaborate with marketing and media partner to corporate revenue opportunities, such as additional signage, technology, communication, and vendor leverage opportunities.

Strategy 7.e- Collaborate with University Finance Office to effectively and efficiently develop and implement Athletics Department annual operating and labor budgets, and with the Finance Office and the Office of Financial Aid to implement scholarship budgets.

Action Step 7.e.i- Develop a business plan to implement this Strategic Plan.

Principle V: *The Department of Athletics values the role of Recreation and Wellness in providing athletic competition among all students and collaborates with Recreation and Wellness to promote shared interests and increased efficiencies.*

Goal #8: **Partner with Recreation and Wellness to enhance the University's continuum of athletic opportunities for its students.**

Strategy 8.1: Establish a mechanism and protocol for on-going communication between the Athletics Department and Recreation and Wellness.

Strategy 8.2: Explore collaborative strategies that create efficiencies, reduce costs, and improve the daily operation of each department.

Note: As this is a Strategic Plan for the Department of Athletics, details related to planning in Recreation and Wellness are included as an addendum to this Plan. The intent is to acknowledge the importance of collaboration and partnership between both departments, especially in the areas of program support and facilities usage. (See also Goal #6, strategies 6.a and 6.f and their related action steps.)

ADDENDUM: Recreation and Wellness

Principle: In recognition of the growth and popularity of Sport Clubs and the value and benefits of participation, as well as the impact Sport Clubs have on the recruitment and retention of students, the University will foster a campus culture that respects, supports, and enables these student-athletes. The University will be recognized as a national leader in Sport Club and Intramural programs that complement Richmond Division I programs, are highly competitive, result in a positive experience for all student-athletes, and contribute to the many opportunities for participatory sports in the Richmond area (for which the region is widely known). Recreation and Wellness and the Department of Athletics are mutually committed to working in formal collaboration on issues such as facilities and other potentially shared resources, particularly as they pertain to Varsity Club sports.

Goal Statement: Recreation and Wellness will enhance the quality of the student experience by providing a program of Intramural, Sport Club, and Varsity Clubs that will make Richmond Recreation and Wellness a national leader.

Strategy 1.a- University Recreation and Wellness will seek to enhance the Sport Club student experience by developing appropriate levels of staffing, support, and funding.

Action Step 1.a.i- Determine the appropriate funding model for the University of Richmond to achieve its goals for Intramural and Club sports.

Action Step 1.a.ii- Determine the funding and support needed to provide high quality services in the areas of preventative risk management including transportation, athletic trainers, and support staff.

Action Step 1.a.iii- Determine the levels of Sports Medicine coverage and support needed by the Intramural and Sport Club program.

Action Step 1.a.iv- Collaborate with Athletics to develop a plan to provide Sports Medicine support and coverage as may be necessary (see 6.a.iii).

Action Step 1.a.v- Collaborate with Athletics to develop a plan to provide expanded health and wellness programs to NCAA and Sport Club athletes.

Strategy 1.b- Collaborate with Athletics to review athletic and recreational facility usage, schedules, and policies and procedures and make recommendations for how facilities can be better utilized.

Action Step 1.b.i- Collaborate with various campus constituents to oversee a study of facilities assessing needs and developing short and long term recommendations. (See Athletics Strategic Plan 6.f.i.)

Action Step 1.b.ii- Participate in a collaborative effort to inventory all facilities, review schedules, and make recommendations for how facilities can be shared and be better utilized by and better benefit the student body and larger University community.

Strategy 1.c- In conjunction with the University Administration and the Department of Athletics, establish a protocol and criteria for classification of Sport Club programs, Varsity Club programs, and intercollegiate sport programs. (See Athletics Strategic Plan: 6.a.ii.)

Action Step 1.c.i- Determine appropriate levels of support (e.g., facilities, staffing, budgets, management oversight, competitive opportunities, academic support, etc.) for each level of sport classification. (see Athletics Strategic Plan 6.a.iii.)