



**ATHLETIC DEPARTMENT
STRATEGIC PLAN
2015-2020**

2015-2020 Athletic Department Strategic Plan

Mission - The Winona State University Department of Intercollegiate Athletics, as an integral part of the University's educational mission, is committed to offering opportunities to experience academic and athletic excellence for our student-athletes through two simple words: ***Graduate Champions***. The Department provides for the emotional, physical and social well-being and development of the student-athlete. In the Department's attempt to "Graduate Champions," the individual growth and progress of our student-athletes is nurtured by offering opportunities for success in the classroom as well as the development of leadership, skills and talents in the field of competition. An intercollegiate athletics program enhances the University experience for both the participant and the observer. The Department strives to encourage unity within the Winona State University community by providing a program of excellence, honor and integrity.

Philosophy - The Winona State University Department of Intercollegiate Athletics, through our stated mission and goals, shall advance the mission of Winona State University and support the educational objectives and academic progress of our student-athletes. Furthermore, we support the Sixteen Principles for Conduct of Intercollegiate Athletics, as stated in Article 2 of the National Collegiate Athletic Association Division II Manual. These principles guide the decision-making process at WSU and provide general standards in the areas of Institutional Control and Responsibility; Student-Athlete Well-Being; Gender Equity; Sportsmanship and Ethical Conduct; Sound Academic Standards; Nondiscrimination; Diversity within Governance Structures; Rules Compliance; Amateurism; Competitive Equity; Recruiting; Eligibility; Financial Aid; Playing and Practice Seasons; Postseason Competition and Contests Sponsored by Noncollegiate Organizations; and the Economy of Athletics Program Operation. We also strive to adhere to the values espoused in the NCAA Division II Philosophy Statement, as found in NCAA Division II Article 20.10, and the Division II Strategic Positioning Platform, which advocates development in six key attributes: Balance, Learning, Passion, Resourcefulness, Service and Sportsmanship. As a proud NCAA D-II member, WSU fully supports the ideals and mission of the Division II Community.

Strategic Goals

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

I. Student Success: Expand and strengthen the positive relationship between student athletes in the classroom and their success as competitive athletes and responsive community members. This goal provides the basic foundation that links life-long achievement goals of student athletes to the University's primary role of providing programs and activities that prepare students to be successful throughout all facets of their lives, including but not limited to career development, diversity, safety, citizenship, and personal growth and wellness.

II. Governance and Structure: Establish consistent procedures that relate to all areas of Staffing, Compliance, Title IX/Gender Equity and Minority Opportunities.

III. Facilities: Inventory athletics facilities and develop the information required to systematically preserve and enhance the functional and financial value of Winona State University's sports facilities assets, while developing plans and funding for new facilities.

IV. Finances: Attain financial stability by maintaining and expanding existing revenue sources, identifying and securing additional funding to support student athlete scholarships, hiring and retaining quality staff, and increasing existing operation and recruiting budgets for all sports.

V. Marketing and Reputation: Strengthen Winona State University Department of Intercollegiate Athletics' role as a "front porch" to the University and Southeast Minnesota by focusing on the integrity and image of the Department to its internal and external constituencies, including students, faculty/staff, community and alumni.

VI. Successful Competition: Student athletes in each sport will contend for a Northern Sun Intercollegiate Conference championship, reach post season play, and graduate at rates above the Winona State University five year graduation rate.

- I. **STUDENT SUCCESS (12 of 75 points, or 16%)**
- **Enhance Academic Facilities (19 of 37 points)**
 - Develop plans and funding for a permanent facility on main campus through the master planning process (12 points)
 - Identify the appropriate number of staff members needed to serve our student athlete population and develop a plan to fund additional positions (6 points)
 - Identify ways in which our academic facility and its successes can be used to enhance recruiting for all sports (1 point)
 - **Maintain and Strengthen Classroom Performance (17 of 37 points)**
 - Maintain department cumulative grade point average at or above 3.0; (11 points) Maintain higher graduation rate than general student body; Maintain higher retention rate than general student body
 - Enhance Support for Student Athlete Success Center by securing buy-in from all 15 sports, collaborating with like departments across campus; building and/or strengthening faculty relationships; and promoting successes (6 points)
 - **Promote and Enhance Current Life Skills Program, which focuses on five key commitments: academic excellence, athletic excellence, personal development, career development and community service (1 of 37 points)**
 - Develop a systematic plan to implement annual programming to adequately address the five key commitments of the Life Skills program (1 point)
- II. **GOVERNANCE AND STRUCTURE (3 of 75 points, or 4%)**
- **Improve Title IX/Gender Equity and Minority Opportunities Awareness and Education (20 of 36 points)**
 - Develop and implement Gender Equity and Minority Opportunities Plan (9 points)
 - Develop and fund a plan to add athletic scholarships for females to meet Title IX requirements (8 points)
 - Develop and implement a Title IX education program for staff, SAs, campus and alumni (3 points)
 - **Maintain and Improve Compliance Procedures and Education Programs (16 of 36 points)**
 - Fund 1.0 FTE for Compliance Coordinator (16 points)
 - Develop a Compliance Team
 - This group will review current issues within the Department related to compliance with WSU, NSIC/WIAC and NCAA rules and regulations, and will provide recommendations and guidance to help improve compliance procedures at WSU
 - Continue monthly rules education meetings and campaigns
 - Develop and implement rules education program for SAs, parents, boosters and alumni

III. FACILITIES *(23 of 75 points, or 30.66%)*

- Develop a Plan to Construct and Fund New Athletic Facilities that will provide safe practice and competition spaces for student athletes, while benefiting all WSU students and the Winona Community *(31 of 36 points)*
 - Fieldhouse *(21 points)*
 - Student Athlete Success Center *(4 points)*
 - Baseball field *(3 points)*
 - Rehab and hydrotherapy area for athletic training *(2 points)*
 - Gymnastics practice area *(1 point)*
 - Indoor golf practice area
- Develop a Plan to Renovate/Improve Existing Athletic Facilities that will provide safe practice and competition spaces for student athletes, while benefiting all WSU students and the Winona Community *(5 of 36 points)*
 - Upgrade women's locker rooms *(2 points)*
 - Expand Warrior Stadium *(2 points)*
 - Replace McCown floor *(1 point)*
 - Replace bleachers in McCown
 - Replace Talbot floor
 - Renovate coaches' offices in Memorial Hall

IV. FINANCES *(27 of 75 points, or 36%)*

- Increase Funding for Athletic Scholarships *(27 of 37 points)*
 - Fully fund all sports, keeping Title IX in perspective, within NSIC/NCAA limits *(12 points)*
 - Develop and implement a capital campaign for athletic scholarships *(12 points)*
 - Increase current revenue streams *(3 points)*
 - Annual scholarships
 - Endowments
 - Corporate sponsors
 - Suite revenues at Warrior Stadium
 - Warrior Club membership and special events
 - Outside contracts (royalties, vending, naming rights)
 - Establish an endowment for athletics general fund
 - Fund 1.0 FTE for Athletics Major Gifts Officer
- Provide Appropriate Number of Staff/Personnel to Maintain a Top-Quality Division II Athletics Program *(6 of 37 points)*
 - Prioritize and fund positions that will positively impact all programs *(6 points)*
 - Student Athlete Success Center, Compliance, Sports Psychologist, Strength and Conditioning
 - Develop a plan to fund and provide 1.0 FTE for a head coach in soccer, tennis, golf and cross country
 - Hire and retain quality staff – emphasis on EEO/AA

- Increase Operating Budget for All Varsity Programs *(4 of 37 points)*
 - Develop and fund a recruiting budget for all sports *(3 points)*
 - Prioritize operating budget increases to sports not playing the NCAA maximum number of competitions *(1 point)*
 - Develop and implement department travel guidelines to ensure equity for all programs
 - Set meal allowances, mode of transportation, hotel allowance, sleeping arrangements (one SA per bed)
- V. **MARKETING AND REPUTATION** *(6 of 75 points, or 8%)*
- Develop a Brand Enhancement Program *(23 of 38 points)*
 - Develop and fund a plan to tell the WSU Athletics story – academic success, competition, feature stories, community service, successes of alums *(17 points)*
 - Within NCAA rules, utilize current SAs for these messages
 - Promote winning culture and sense of belongingness *(6 points)*
 - Enhance website and utilize social media in branding efforts
 - Enhance Student, Fan and Faculty/Staff Involvement *(8 of 38 points)*
 - Develop an annual marketing and ticket sales program to increase attendance at home events, focusing on surrounding areas *(6 points)*
 - Develop and fund a plan for a student rewards program *(2 points)*
 - Increase family events/promotions at home games
 - Improve Alumni Relations *(5 of 38 points)*
 - Develop a plan to reconnect with former athletes *(4 points)*
 - Collaborate with Alumni Office and Board *(1 point)*
 - Continue weekly eNewsletter
 - Target alums in SE Minnesota for attendance at home events and special events
 - Increase Community Outreach and Collaboration Efforts *(2 of 38 points)*
 - Collaborate with Director of Community/Student Engagement *(2 points)*
 - Continue working with SAAC for events like Think Pink and Trick-or-Treat for Cans projects
 - Develop a Life Skills competition for all teams
 - Encourage staff to be more active in community – join service organizations

- VI. SUCCESSFUL COMPETITION (*4 of 75 points, or 5.33%*)
- Enhance Recruiting Strategies (*28 of 37 points*)
 - Establish and fund a general recruiting budget for all sports (*15 points*)
 - Recruit and retain quality student athletes (*13 points*)
 - Maintain focus on regional PSAs
 - Increase efforts in recruiting diversity, while maintaining compliance with new NCAA requirements
 - Continue to Promote an Atmosphere of Sportsmanship through a Positive Game Environment Plan (*4 of 37 points*)
 - Develop and implement a positive game environment plan (*4 points*)
 - Continue to read NSIC Sportsmanship Creed prior to all home contests
 - Reinforce the importance of sportsmanship with SAs and coaches annually
 - Win the NSIC Sportsmanship Trophy
 - Maintain Athletic Success in NSIC, Central Region, Nationally (*2 of 37 points*)
 - Finish in the top four in the NSIC in each sport (*2 points*)
 - Finish in the top 25 of the Learfield Sports Directors Cup annually
 - Finish in the top four of the NSIC Commissioners Cup annually
 - Maintain and Enhance Sport Offerings (*2 of 37 points*)
 - Develop and fund a plan to expand sport offerings based on NSIC and Regional opportunities (*2 points*)
 - Priority consideration should be given to wrestling, men's track and field, and women's Rugby
 - Enhance Athletic Training (*1 of 37 points*)
 - Develop and fund a facility and equipment upgrade/maintenance plan to keep student athletes healthy and return them to practice and competition in a timely manner (*1 point*)

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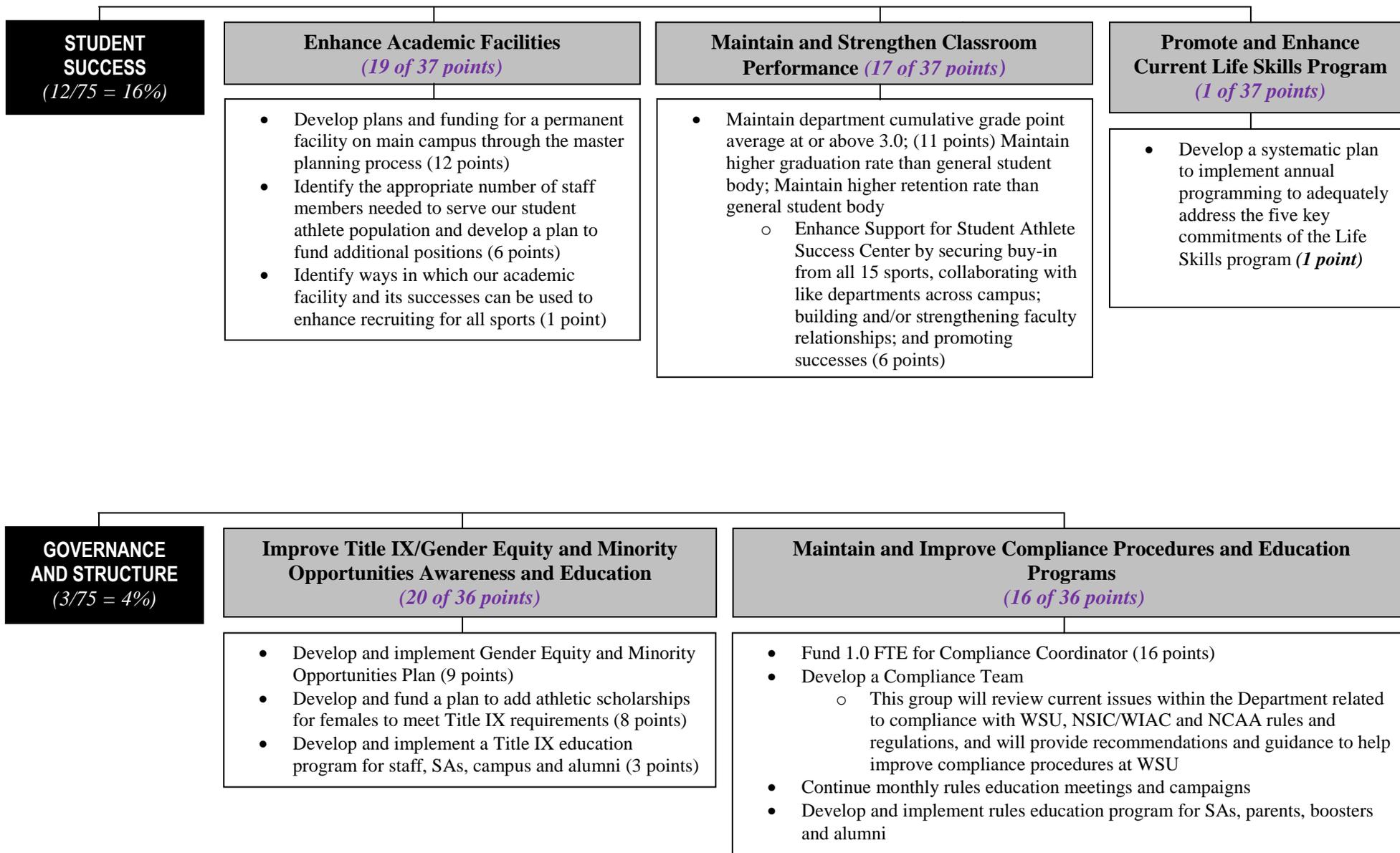
The numbers listed in red are the totals when attendees were asked to prioritize the six emphasis areas. Each attendee received two votes to place anywhere on the six emphasis areas.

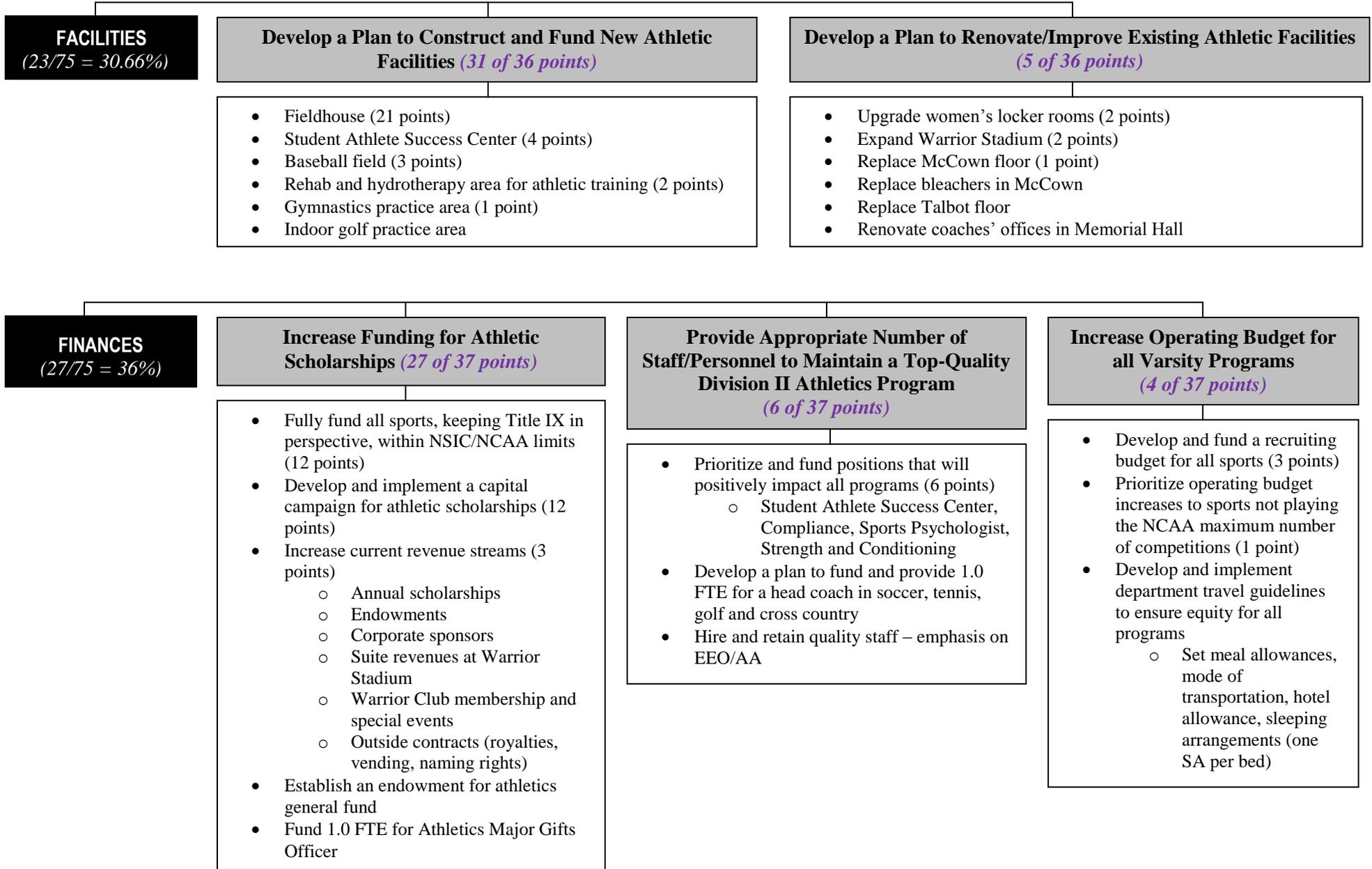
The numbers in purple indicate the level of support for each goal within the emphasis area, and are the total of all votes received by each objective under a specific goal.

The numbers in **black** are the specific objectives that received votes as priorities within each goal. Each attendee was asked to place one vote on the objective he/she thought was the biggest priority in that emphasis area.

WSU WARRIOR ATHLETICS STRATEGIC PLAN

EMPHASIS AREAS, GOALS, AND OBJECTIVES





FACILITIES
(23/75 = 30.66%)

Develop a Plan to Construct and Fund New Athletic Facilities (31 of 36 points)

- Fieldhouse (21 points)
- Student Athlete Success Center (4 points)
- Baseball field (3 points)
- Rehab and hydrotherapy area for athletic training (2 points)
- Gymnastics practice area (1 point)
- Indoor golf practice area

Develop a Plan to Renovate/Improve Existing Athletic Facilities (5 of 36 points)

- Upgrade women's locker rooms (2 points)
- Expand Warrior Stadium (2 points)
- Replace McCown floor (1 point)
- Replace bleachers in McCown
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FINANCES
(27/75 = 36%)

Increase Funding for Athletic Scholarships (27 of 37 points)

- Fully fund all sports, keeping Title IX in perspective, within NSIC/NCAA limits (12 points)
- Develop and implement a capital campaign for athletic scholarships (12 points)
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- Establish an endowment for athletics general fund
- Fund 1.0 FTE for Athletics Major Gifts Officer

Provide Appropriate Number of Staff/Personnel to Maintain a Top-Quality Division II Athletics Program (6 of 37 points)

- Prioritize and fund positions that will positively impact all programs (6 points)
 - Student Athlete Success Center, Compliance, Sports Psychologist, Strength and Conditioning
- Develop a plan to fund and provide 1.0 FTE for a head coach in soccer, tennis, golf and cross country
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