
APPENDIX 2.6
Athletic Department Strategic Plan

WESTERN WASHINGTON UNIVERSITY

ATHLETICS



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MISSION STATEMENT AND GUIDING PRINCIPLES

INTERCOLLEGIATE ATHLETICS AND LEARNING

EXCELLENCE WITH INTEGRITY

MISSION

Teaching and learning at Western Washington University link the classroom to all aspects of student life, including Intercollegiate Athletics.

The mission of Intercollegiate Athletics is three-fold:

1. To compete in a broad spectrum of sports at the highest competitive NCAA Division II level attainable
2. To compete with integrity
3. To link athletics participation to all aspects of learning within the University

GUIDING PRINCIPLES

These principles shall guide the administration and implementation of Western Washington University's Intercollegiate Athletics program:

1. To conduct the athletics program ethically within the spirit and letter of institutional, conference and NCAA rules and regulations
2. To establish and maintain an environment in which athletic activities are conducted as an integral part of the student-athlete's academic experience
3. To establish and maintain an environment that values cultural diversity and gender equity among student-athletes and intercollegiate department staff
4. To protect the health of, and provide a safe environment for, student-athletes
5. To establish and maintain an environment that fosters a positive relationship between student-athletes and coaches



WWU ATHLETICS GOALS

1 ACADEMIC EXCELLENCE

WWU Student-Athletes will excel in the classroom. They will meet or exceed all WWU, GNAC and NCAA II expectations for academic performance

2 ATHLETIC EXCELLENCE

Attain a top 20 ranking each year in the annual NCAA II Directors' Cup and win the Great Northwest Athletic Conference all-sports trophy each year

3 STUDENT-ATHLETE EXPERIENCE

Offer WWU student-athletes the best NCAA II experience in the country

4 RESOURCE DEVELOPMENT

Continue to enhance monetary and non monetary resources to WWU Athletics through donations, corporate sponsorships, community partnerships, ticket sales, and special events

5 FACILITIES

Develop a master facilities plan for Athletics to address both short-term and long-term needs

6 COMMUNICATION

Enhance communication with all WWU constituencies: student-athletes, coaches, students, faculty & staff, alumni, donors, ticket holders, business community and media

7 TRADITION

Celebrate and enhance WWU's traditions

8 COMMUNITY RELATIONS

Develop a comprehensive community relations plan to ensure student-athletes, coaches and staff actively participates in community service programs

9 TITLE IX

Continue WWU's commitment to Title IX

GOAL ONE

1

ACADEMIC EXCELLENCE

GOAL:

WWU Student-Athletes will excel in the classroom. They will meet or exceed all WWU, GNAC and NCAA II expectations for academic performance.

STRATEGIES:

Areas to maintain

1. Recruit student-athletes who are academically prepared to succeed WWU
2. Continue to communicate academic achievements of student-athletes to all constituencies
3. Provide laptop computers for student-athlete use
4. Utilize ASR, graduation rates and GPA statistics to assess overall goal

Areas to enhance

1. Assess relationships and strengthen collaboration with Academic Support Services
 - Academic Advising / Tutorial Center
 - Admissions
 - Scholarship Center
 - Career Center
 - Student Outreach Services
 - disAbility Resources
2. Enhance communication with student-athletes about expectations and services offered to achieve academic excellence
 - Enhance student-athlete handbook
 - Utilize web site, e-mail and text messaging service to inform student-athletes
3. Enhance technology resources for student-athletes
 - Upgrade computer equipment and facilities (workstations)
 - Identify areas in Carver Gym / High Street Hall

New initiatives

1. Establish faculty mentoring program



ATHLETIC EXCELLENCE

2 GOAL TWO

GOAL:

Attain a top 20 ranking each year in the annual NCAA II Directors' Cup and win the Great Northwest Athletic Conference all-sports trophy each year

STRATEGIES:

Areas to maintain

1. Recruit student-athletes who are prepared to compete athletically and academically at WWU and NCAA II
 - Work with Admissions to highlight Athletics on campus
2. Provide the coaching staff necessary to recruit and coach quality student-athletes
 - Assess administrative, coaching staff, and support staff levels for each sport with benchmarks consistent with top-10 teams in the country
 - Conduct research to set benchmarks

Areas to enhance

1. Add / upgrade facilities for practice and games (see Facilities Goal)
2. Coaches and staff continuing education
 - Allow for travel to conventions and clinics
3. Increase recruiting budgets to allow for regional recruiting
 - Coaches to provide recruiting needs
4. Improve scheduling for team competition
 - Identify possible scheduling options and approximate costs
 - Spring sports travel for early competition
 - Spring competition for fall sports
5. Assess equipment and apparel levels/future needs for each sport
 - Need equitable levels for basic uniform needs

GOAL

THREE

STUDENT-ATHLETE EXPERIENCE

GOAL:

Offer WWU Student-Athletes the best NCAA II experience in the country

STRATEGIES:

Areas to maintain

1. Provide the best and safest equipment and uniforms
 - Utilize Prostock / adidas partnership
2. Provide the best in strength training and conditioning
 - Parberry Fitness Center – varsity athletes only
 - Custom workouts for each sport
3. Provide the best in sports medicine

Areas to enhance

1. Training Room
 - Expand Facilities (see Facilities Goal)
 - Eliminate the student-athlete health fee
2. Increase travel budgets and assess cost impact of the following areas:
 - Assess proper modes of transportation for entire length of trips
 - Lodging (2 per room for all sports)
 - Gradual per diem increase from \$22 to \$30 and establish method for tipping
 - Changing airline travel rules and cost impact
3. Facilitate and encourage involvement in community service
 - Provide education on the importance of volunteering
 - Work with Student-Athlete Advisory Committee (SAAC) in taking the lead in this area
 - Tie in with overall Community Relations goal
4. Enhance the Student Athlete Advisory Committee (SAAC)
 - Conduct monthly meetings to address student-athlete concerns and keep lines of communication open
 - Establish community relations plan (see Community Relations Goal)



STUDENT- ATHLETE EXPERIENCE

3 GOAL THREE

STRATEGIES:

Areas to enhance (continued)

5. Establish educational workshops / seminars
 - Career development, healthy relationships, finances, etc.
 - Collaborate with Leadership Development Program on campus
 - Work with nutritionists on campus to establish proper diet for fitness goals
 - Partner with WWU offices, NCAA and local business to bring speakers to campus

New initiatives

1. Establish priority registration for student-athletes
2. Establish a plan to address housing and food for fall sports prior to the start of school
3. Establish a department-wide volunteer day/project

4

GOAL
FOUR

RESOURCE DEVELOPMENT

GOAL:

Continue to enhance monetary and non monetary resources to WWU Athletics through donations, corporate sponsorships, community partnerships, ticket sales, and special events

STRATEGIES:

Areas to maintain

1. Stabilize donations, sponsorships, ticket sales and special event revenues in light of current economic climate and political climate (dropping football)
2. Collaborate with WWU Administration on Cold Beverage Contract
3. Collaborate with WWU Administration on Athletics' role in the upcoming University Capital Campaign
4. S&A fees, state funding

Areas to enhance

1. Reformulate corporate sponsorship program to reflect sponsorship inventory changes (web, signage, print, etc.)
2. Explore resources such as assistance from on and off campus entities to help in areas such as technology, graphic design, printing, staffing for projects, etc.
3. Engage coaches and staff in conversations regarding opportunities to uncover possible resources
4. Inform student-athletes about donors and sponsors and the impact they have on the department and student-athletes

New Initiatives

1. Develop strategies to raise additional resources
 - New events
 - Hosting outside events (rents, fees, etc.)
 - New advertising revenue streams
2. Develop strategic goals for sport specific fund raising efforts
Conduct market research – fan base



FACILITIES

5 GOAL FIVE

GOAL :

Develop a master facilities plan for Athletics to address short-term and long-term needs

STRATEGIES :

New initiatives

1. Work with Facilities Management on maintenance schedules and issues in Carver Gym:
 - Short term Carver upgrades
 - Paint
 - Carpet
 - Safety
 - Restrooms
 - Storage
 - Equipment room
 - Training room
 - Men's locker room
 - Scoreboards
 - Lighting
 - Classrooms
 - Signage
 - Scorer's table
 - VB sport court
 - Graphics
 - Foyer
 - Front entrance bricks
 - Window tinting
 - Evaluate scoreboard, scorer's table and message board project
 - Submit projects for minor capital improvements
 - Assess the future of Carver Gym
2. Collaborate with Campus Recreation in addressing facility and green space needs
 - Soccer field (Seating, lighting, scoreboards, press box)
 - Softball complex completion (Seating, press box, restrooms, batting cages)
3. Play a major role in the Carver Gym renovation project
 - Collaborate with Physical Education, Health and Recreation
4. Future performance center
 - Potential partnership with Fine & Performing Arts
 - Research various methods to accomplish the goal
 - Brainstorm with campus and community leaders on potential solutions
5. Establish a presence on the University Master Planning Committee
6. Establish funding mechanisms to support facilities master plan
 - Capital budgets, fundraising, fee-based resources, bonding

GOAL SIX

6

COMMUNICATIONS

GOAL:

Improve communication with all WWU constituencies: student-athletes, coaches, students, faculty & staff, alumni, donors, ticket holders, business community and media

STRATEGIES:

Areas to maintain

1. Conduct monthly staff meetings
2. Continue to provide a quality entertainment environment for fans
 - Provide the best in-game entertainment in the GNAC & NCAA II
3. Use wwuvikings.com effectively to improve communication with all constituencies
 - Utilize web solutions (Cash net for camp registration, online donations, social media, video streaming, text messaging, etc.)

Areas to enhance

1. Maintain regular communication with WWU Administration
2. Expand the use of web based solutions to improve communication and interaction with all constituencies
 - Cash net for camp registration, online donations, social media, video streaming, blogs, interviews, videos, etc.)
3. Outreach to our alumni base
 - Communication methods
 - Event planning
 - Utilize relationship with the Alumni Association
4. Continue to find effective and efficient ways to reach fans through new media
5. Provide customer service that meets or exceeds expectations
 - Improve communication between season ticket holders and the WWU Box Office
 - Utilize student-athletes (as a team) in welcoming fans to events other than their own (athletic and non-sport related such as Convocation, Viking Night, special events)
 - Train event staff
 - Outfit in apparel that will be presentable and identifies staff to the public
 - Instruct staff on how to handle complaints and utilize on-site administrators to resolve issues



COMMUNICATIONS



STRATEGIES:

New initiatives

1. Collaborate with University Communications Office
 - Establish quarterly meetings
2. Establish social media communications plan
3. Utilize new FanBase program to collect and manage database
 - Collaborate with Alumni and Foundation database manager
4. Install new digital signage and scoreboards in Carver Gym (see Facilities Goal)
5. Display pride throughout venues with banners, trophies and graphics

GOAL

SEVEN

TRADITION

GOAL:

Celebrate and enhance WWU's traditions

STRATEGIES:

Areas to maintain

1. Complete Carver banner project
 - Hang national champion banners in Carver
 - Hang banners in Parberry Fitness Center

Areas to enhance

1. Work with the Alumni Assoc. to celebrate established traditions and develop new traditions
 - Hall of Fame
 - Back to Bellingham weekend
2. Enhance start of year student-athlete barbecue

New initiatives

1. Enhance presence in Carver Gymnasium with respect to former athletes, Hall of Fame, etc.
2. Re-develop the "W" Club for former student-athletes
 - Develop and maintain up-to-date database of former student-athletes
 - Communicate with former student-athletes on how to continue to be a part of WWU Athletics
3. Use wwuvikings.com and other means of communication to educate fans about the traditions at WWU
4. Examine letter winner program
 - Senior awards
5. Establish Hall of Fame committee
6. Develop end of the year student-athlete awards event



COMMUNITY RELATIONS



GOAL :

Develop a comprehensive community relations plan to ensure student-athletes, coaches and staff actively participates in community service programs

STRATEGIES :

Areas to maintain

1. Continue the procedure for handling donation requests
 - This written policy was developed several years ago that addresses the need to respond to and support various community non-profit organizations just as we rely on others to support our fund-raising/community relations efforts
 - Developed with WWU Internal Auditor and based on the WSU model that satisfies NCAA guidelines

Areas to enhance

1. Involve Student-Athlete Advisory Committee (SAAC) to guide WWU Athletics' involvement in community relations
 - Conduct monthly meetings to determine shared goals of the department
2. Review ticket policy for community groups

New initiatives

1. Conduct an audit of current community relations activities of WWU student-athletes, coaches and staff
2. Develop a list of 3-5 general areas that WWU Athletics is interested in supporting on an annual basis
 - Interfaith Coalition
 - Project Homeless
 - Cancer Awareness (Dig Pink, Coaches vs. Cancer, Think Pink)
 - Boys & Girls Club
3. Develop community relations report and distribute to all University constituencies

GOAL NINE

TITLE IX

GOAL:

Continue WWU's commitment to Title IX

STRATEGIES:

Areas to maintain

1. Maintain participation opportunities in proportion to WWU enrollment rates
 - Practice roster management for all sports

Areas to enhance

1. Review head and assistant coaches compensation
 - Goal of coaches' salaries being commensurate with salaries at peer NCAA II institutions
 - Benchmarks consistent with top-10 teams in the country
 - Conduct research to set benchmarks

New initiatives

1. Increase the number of female coaches/staff if possible and as positions become vacant
 - Monitor head and assistant coach vacancies
 - Work with current coaches and coaching associations to identify potential job candidates
2. Develop facilities master plan for practice, competition, locker room, and equipment storage needs (see Facilities Goal)
3. Establish a Title IX Committee on campus
4. Evaluate equity in all aspects of athletic operations



