

Vision, Mission and Goals

A. Executive Summary

Vision of the Department of Athletics

The University of South Carolina Department of Athletics is recognized as a leader in athletic and academic excellence, and provides an exceptional student-athlete experience.

Mission of the Department of Athletics

The Director of Athletics is charged with the overall leadership of the department, including program and personnel development and success, (student-athlete and staff), facility enhancement, and fund raising. To that end, the department embraces seven components of a successful program:

- Integrity
- Student-Athlete Experience
- Rewarding Competitive Experience
- Academic Success
- Positive Visibility
- Staff Cohesiveness
- Contribution to Society

Goals of the Department of Athletics

1. **Academics.** Achieve a minimum Academic Performance Rate (APR) score of 925 for each sports program and reduce the number of points (from previous year) lost due to eligibility.
2. **Competition.** Place ten sports programs in the top 25 nationally, ten sports programs in the top six in the Southeastern Conference (SEC) or top three in the division. Place in the top six of the SEC in the Director's Cup.
3. **Facilities.** Complete the feasibility studies at Williams-Brice Stadium for master plan utilities, suites in the 200 level and north stands construction. Begin construction of the Academic Enrichment Center (AEC).
4. **Financial.** Increase fund reserve to 15% of the total annual budget.
5. **Gamecock Club.** Appoint and implement an Athletics Department Capital Campaign Steering Committee. Complete Williams-Brice Stadium and baseball facility seating studies. Develop a marketing plan for 200 level club suites in Williams-Brice Stadium.

6. Marketing. Enhance visibility and branding of the department by implementing a consistent imaging program. Increase marketing related revenue streams to facilitate financial goals of the department.

B. Goals, Initiatives and Actions Plans

In view of the mission articulated above, the following goals were adopted:

Goal 1. Academics. Achieve a minimum Academic Performance Rate (APR) score of 925 for each sports program and reduce the number of points (from previous year) lost due to eligibility.

Initiative 1(a): Develop and implement a revised class attendance policy.

Action Plan: Class attendance policies from other institutions in the conference and state were collected and reviewed. Based on the summary of information gathered, a departmental policy was generated through an internal committee including the faculty athletics representative. The final draft was completed and submitted to institutional legal counsel for review and comment. Upon receipt and review of legal counsel comments, the committee reviewed and approved the final draft to be submitted to the department's management team for final review and approval. Once approved, implementation will be effective in Fall 2008.

Progress to Date: Nearing completion, the final draft will be presented to the management team on April 23, 2008.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 1(b): Hire and train class attendance monitors, and compile a weekly report.

Action Plan: One of the current staff members from the Academic Enrichment Center (AEC) has been assigned the responsibility of class attendance monitoring coordinator. The coordinator will hire and train class attendance monitors and compile a summary report each week for review by the head coach of each sports program and the management team in accordance with the policy.

Progress to Date: Hiring of quality class attendance monitors is ongoing.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 1(c): Develop and maintain academic contracts for “at risk” student-athletes.

Action Plan: All incoming student-athletes and returning student-athletes with a cumulative grade point average (GPA) of 2.4 or below are required to participate in the Individual Success Program (ISP). An individual academic contract is created for each student-athlete. The contract specifies mandatory academic activities and expectations. The activities include mandatory study hall and tutoring sessions, monitored class attendance, and weekly academic meetings.

Progress to Date: Completed.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 1(d): Identify early those enrolled student-athletes that may be in danger of lost eligibility and/or retention.

Action Plan: Conduct reading, writing and psychological assessments for all special admit student-athletes. This assessment determines existing academic deficiencies and identifies the need for further testing.

Progress to Date: Testing for all incoming special admit student-athletes was conducted prior to Fall 2007 and Spring 2008 semesters; and will continue as a component of the assessment program.

Funding: Current athletic operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 1(e): Create a noncredit course (Prep 100) to enhance the academic skills of the under-prepared student-athletes for college level coursework.

Action Plan: Under supervision of the Director of Academics and Life Skills, Educational Consultant worked closely with an English Composition Professor to develop and teach a course addressing the academic deficiencies of students, particularly writing, study skills and time management/organization.

Progress to Date: Course implemented Summer 2007.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 1(f): Reduce number of NCAA Academic Performance Rate (APR) points lost by exhausted eligibility and fifth year student-athletes receiving athletically related financial aid.

Action Plan: A policy was developed for all exhausted eligibility and fifth year student-athletes receiving athletically related financial aid that requires student-athletes to sign a contract delineating all academic requirements. Failure to meet such academic requirements may result in reduction or loss of athletically related financial aid.

Progress to Date: Policy was created and implemented in Spring 2008. The process is ongoing and will be assessed at the conclusion of the Spring 2008.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 1(g): Plan and construct a new state-of-the-art academic enrichment center.

Action Plan: The construction plan was developed in conjunction with the funding plan to build the Academic Enrichment Center (AEC). The facility will provide the space and programming services required for our student-athletes to be academically successful.

Progress to Date: Plans are finalized and the ground breaking will be held in April 2008.

Funding: Philanthropy and athletic bonds will be required to pay for the new AEC.

Goal 2. Competition. Place ten sports programs in the top 25 nationally, ten sports programs in the top six in the Southeastern Conference (SEC) or top three in the division. Place in the top six of the SEC in the Director's Cup.

Initiative 2(a): Assess coaching staff annually to review program integrity, the student-athlete experience, competitive performance, academic performance, public visibility, staff cohesiveness and contribution to society.

Action Plan: An assessment tool has been developed and is used at the conclusion of each year. The assessment process affords the opportunity to review the performance of the previous year and determine short and long terms goals for the future.

Progress to Date: Assessment tool and process have been implemented for each sports program.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 2(b): Review coaching staff salaries and benefits with peer institutions and evaluate based on performance.

Action Plan: Collate salary data, review and develop a plan to maintain competitive salaries.

Progress to Date: Review and evaluation have been implemented.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Goal 3. Facilities. Complete the feasibility studies at Williams-Brice Stadium for master plan utilities, suites in the 200 level and north stands construction. Begin construction of the Academic Enrichment Center (AEC).

Initiative 3(a): Utility feasibility studies for the Athletics Master Plan.

Action Plan: On October 18, 2007, the Building and Grounds Committee of the Board of Trustees voted to establish a project to study the Roost Heyward Street Parking Area and Infrastructure Modification. This project will rework the existing parking area and current utility infrastructure in the north area of the Roost site. The work is required to prepare the site for the first phase of the Athletics Master Plan Development, construction of the Academic Enrichment Center.

Progress to Date: BP Barber has been hired by Campus Construction to study the Roost Master Plan utility infrastructure. BP Barber is in the process of gathering data and has been reporting regularly to representatives from Campus Construction and Athletics. GMK Associates has been hired by Campus Construction to study the Roost Heyward Parking Area. GMK is in the process of gathering data and has been reporting regularly to representatives from Campus Construction and Athletics.

Funding: Current athletics department operations will fund the initial study at a cost of \$495,000.

Initiative 3(b): Williams-Brice Stadium Feasibility Study.

Action Plan: On November 9, 2007, the Building and Grounds Committee of the Board of Trustees gave final approval of the project. This project will conduct a feasibility study for Williams-Brice Stadium to examine the north end zone expansion project. A detailed analysis of all previous concepts, utilities, existing sewer, water, electrical, HVAC systems, and the existing Crews Building will be conducted as well.

The study will consist of a survey of all existing facilities and utilities to include as-built drawings for the existing stadium. A deferred maintenance list will also be developed, along with a market analysis of the demand for club seating in the stadium.

Progress to Date: Heery International has been selected by a review team made up of representatives from Campus Construction and Athletics. Heery will begin work soon and the project is expected to require four months of construction.

Funding: Current athletics department operations will fund the initial study at a cost of \$495,000.

Initiative 3(c): Feasibility and construction of suites in the 200 level of Williams-Brice Stadium.

Action Plan: On October 18, 2007, the Building and Grounds Committee of the Board of Trustees gave final approval of the project. This project will provide additional club seating at Williams-Brice Stadium. Sections 201, 202, 208, and 209 will be converted to club seating.

Progress to Date: Club Sections 208 and 209 are under construction and will be completed prior to the start of the 2008 football season. Construction on Club Sections 201 and 202 will begin at the conclusion of the 2008 football season and will be ready for the 2009 football season.

Funding: Seat premiums associated with the 200 level will generate revenue for the short term financing required for construction. The payback is estimated at three years. Initial cost of \$1,950,000 will be funded with Athletics Department funds.

Initiative 3(d): Academic Enrichment Center (AEC) construction.

Action Plan: The Architectural Review Committee selected JHS Architects for this project. JHS has been working with Campus Construction and the Architectural Review Committee to adhere to all deadlines.

Progress to Date: Construction documents are nearing completion. The project is expected to go out for construction bids on May 2, 2008. Construction should begin in July 2008.

Funding: Philanthropy and bonds will be required to pay for this project.

Goal 4. Financial. Increase fund reserve to be 15% of total annual budget.

Initiative 4(a): Build an adequate financial reserve to provide financial flexibility for unforeseen revenue shortages or expenditure overages.

Action Plan: Implement zero based budgeting throughout the department to ensure adequate funding of all sport and departmental needs. Annually review the expenditure budget and establish the dollars needed at the end of each fiscal year to fund an adequate reserve balance (target is 15% of annual expenditures) to protect the department against unforeseen changes in revenues or expenditures.

Progress to Date: Appears to be obtainable from current projections

Funding: Estimated reserve at the end of the fiscal year to reach the 15% threshold is \$1.8 million.

Goal 5. Gamecock Club. Appoint and implement an Athletics Department Capital Campaign Steering Committee. Complete Williams-Brice Stadium and Baseball Facility seating study. Develop marketing plan for 200 level club suites in Williams-Brice Stadium.

Initiative 5(a): Hire a professional firm to assist in the development of the capital campaign for the athletics department.

Action Plan: Chernoff-Newman (professional marketing firm) has been retained and will set agenda for the chairperson of campaign committee.

Progress to Date: Tentatively scheduled to begin campaign committee meeting in May 2008.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 5(b): Form a sub-committee from the Special Committee on Athletics to conduct Williams-Brice Stadium seating study. Form an internal committee to review and study baseball seating plans.

Action Plan: Williams-Brice Stadium seating study was conducted by a sub-committee formed from the Special Committee on Athletics. The study was presented to the Special Committee on Athletics for approval in October 2007.

Baseball seating study was conducted by an internal committee with the assistance of Coach Tanner. The committee reviewed all SEC baseball seating plans and various ACC baseball seating plans. The plan will need approval from the Special Committee on Athletics and the athletics department's management team.

Progress to Date: Williams-Brice Stadium seating study was completed October 2007.

Baseball seating study has been completed. The plan will need approval from the Special Committee on Athletics and the athletics department's management team by May 2008.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 5(c): Develop a marketing plan for Williams-Brice Stadium 200 level club seating.

Action Plan: The WBS 200 level marketing plan was developed by Chernoff-Newman. Letters and 200 level “Champions Club” brochures were printed and mailed to all current 208/209 seat holders and Silver Spur, Garnet Spur, Golden Spur, Platinum Spur and Diamond Spur members.

Progress to Date: Completed March 2008

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Goal 6. Marketing. Enhance visibility and branding of the department by implementing a consistent imaging program. Increase marketing related revenue streams to facilitate financial goals of the department.

Initiative 6(a): Launch new website.

Action Plan: Work in conjunction with CSTV to develop and implement revised website image.

Progress to Date: Launched in September 2007.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 6(b): Develop departmental branding plan.

Action Plan: Work in conjunction with university marketing to develop comprehensive branding plan.

Progress to Date: Website image and word marks branding plan have been implemented.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 6(c): Increase local ad sales and property revenue.

Action Plan: Submit request for proposal for media rights holder; include sales and revenue goals

Progress to Date: Bid was awarded to ISP Sports Properties; annual sales and revenue goals were increased by 300 percent.

Funding: Current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.