

2010 BLUEPRINT FOR SERVICE EXCELLENCE

**Department of Athletics
University of South Carolina**



**Report Submitted
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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 athletics 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 resource development. 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

Academics

1. Achieve annual minimum Academic Performance Rate (APR) score of 935 for each sports program.
2. Achieve GPA of 3.0 or better for each semester for a minimum of 14 sports programs.

Business

3. Implement all internal audit recommendations.

Competition

4. Place ten sports programs in the top six in the Southeastern Conference (SEC) or top three in the eastern division of the SEC; place ten sports programs in the top 25 nationally.

Compliance

5. Reduce occurrences of secondary violations.

Development

6. Increase Gamecock Club membership by 1,000.

Facilities

7. Obtain bids and begin construction on the next phase of the Athletics Village at the Roost (Garage, Coaches Support Building, Tennis Complex and Infrastructure).
8. Create a final conceptual design for the Farmer's Market site; obtain Phase II approvals.

Marketing, Media Relations and Multi-Media Services

9. Develop a comprehensive plan for use of digital and social media.

Life Skills, Sports Medicine, Strength and Conditioning, and Wellness

10. Develop a plan to provide enhanced educational opportunities for student-athletes in preparation for life beyond sports.

Administration, Gamecock Club, Marketing, Ticket Office

11. Develop and implement a customer service program targeted to Gamecock Club members and fans attending events and competitions.

B. Goals, Initiatives and Actions Plans

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

Goal 1. Academics. Achieve annual minimum Academic Performance Rate (APR) score of 935 for each sports program.

Goal 2. Academics. Achieve GPA of 3.0 or better for each semester for a minimum of 14 sports programs.

Initiative 1(a): Identify and monitor student-athletes who may be in danger of lost eligibility and/or retention points.

Action Plan: Conduct cognitive screening for all special admit student-athletes to evaluate writing, comprehension and learning styles. This assessment determines existing academic deficiencies and identifies the need for further testing.

Monitor first year and matriculating special admit and "at-risk" student-athletes through required weekly meetings with their assigned academic advisor.

Progress to Date: Testing for all incoming special admit student-athletes was conducted prior to the beginning of each semester; and will continue as a component of the assessment program.

Weekly meetings with academic advisors have been implemented and will continue as a component of the monitoring program.

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

Initiative 1(b): Provide additional resources and support for student-athletes diagnosed with learning disabilities.

Action Plan: Assign student-athletes with learning disabilities to meet with the learning specialist weekly, and with their academic mentor multiple times throughout each week.

Progress to Date: Student-athletes with diagnosed learning disabilities have been provided substantial resources and support through the assistance of the learning specialist and academic mentors. This initiative will be assessed at the conclusion of Spring 2010 to determine its effectiveness.

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

Initiative 1(c): Implement revision to class attendance policy; assign class attendance monitors by sport.

Action Plan: A comprehensive class attendance policy was developed throughout the 2007-08 academic year and enacted in Fall 2008. The athletics department hired and trained a staff of class attendance monitors to facilitate the program. The following revision will be implemented to further improve the effectiveness of the program.

Assign class attendance monitors by sport to enhance familiarity with both student-athletes and faculty, and decrease opportunity for error. Designate student-athletes who have demonstrated a propensity for missing classes to class attendance monitors for immediate notification to the assigned academic advisor.

Progress to Date: Class attendance monitors have been assigned by sport. This revision appears to enhance familiarity with both student-athletes and faculty.

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

Initiative 1(d): Provide greater academic assistance to student-athletes during required team travel.

Action Plan: Request all academic advisors to develop academic plans for student-athletes during required team travel. Offer option of academic advisor travel on trips in which student-athletes have substantial need.

Progress to Date: Academic advisors have been pro-active in preparing student-athletes and coaching staffs for travel. Some sports programs have included their academic

advisor in required team travel. This initiative will be assessed at the conclusion of Spring 2010 to determine its effectiveness.

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

Goal 3. Business. Implement all internal audit recommendations.

Initiative 3(a): Educate all athletics department staff regarding issues from the internal audit.

Action Plan: The business office will discuss the internal audit findings at the September 2009 All-Staff meeting.

Progress to Date: The business office has educated the athletics department staff of the internal audit findings.

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

Initiative 3(b): Review annually business office policies and procedures to ensure appropriate measures are in place.

Action Plan: The policy committee will annually review all department policies, including those related to the business office. A business office staff member will serve on this committee.

Progress to Date: The policy committee has reviewed the athletics department's policies and procedures for the 2009-10 academic year, including those of the business office.

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

Goal 4. Competition. Place ten sports programs in the top six in the Southeastern Conference (SEC) or top three in the eastern division of the SEC; place ten sports programs in the top 25 nationally.

Initiative 4(a): Assess head 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 all head coaching staff members.

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

Initiative 4(b): Identify and provide resources needed for coaches to recruit and develop accomplished student-athletes.

Action Plan: Facilities have been identified as a much needed resource for coaches to recruit and develop student-athletes. A master plan for facilities has been developed and current initiatives are addressed in this document in the facilities initiative.

Progress to Date: Substantial progress has been made in providing facilities conducive to building winning sports programs. Baseball is supported by one of the best stadiums in all of college baseball. Basketball facilities have been enhanced with renovated coaches' offices and lobby graphics, as well as digital scoreboards. Improvements have been made in Williams-Brice Stadium, including the football lobby, locker rooms, recruiting room and training room. The Equestrian farm has been renovated to provide a well-appointed training facility. The Blatt Physical Education Center, which houses the natatorium has been refurbished to include new lighting, paint and graphics. The athletics department's master plan for facilities addresses the facility needs for all sports programs.

Funding: Philanthropy, athletics bonds and new revenue initiatives will support the funding of these projects.

Goal 5. Compliance. Reduce occurrences of secondary violations.

Initiative 5(a): Develop "Policy for Submission of Information to Compliance."

Action Plan: The compliance staff will develop a policy to enhance the submission of information to the compliance office.

Progress to Date: The compliance staff developed the policy, and inacted the policy on January 1, 2010. The policy includes a four-tiered process of escalating penalties for failure to submit information to the compliance office.

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

Initiative 5(b): Provide enhanced rules education for athletics department staff members.

Action Plan: The compliance staff will enhance the content of the monthly meeting with athletics department staff members to include a review of policies and procedures in addition to applicable NCAA, SEC and institutional bylaws.

Progress to Date: The compliance staff has met with all units of the athletics department.

The compliance question of the week has been distributed to all athletics staff throughout the academic year. This initiative will be assessed at the conclusion of Spring 2010 to determine its effectiveness.

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

Initiative 5(c): Assess options of available monitoring software to facilitate the efficiency and effectiveness of the compliance monitoring operation.

Action Plan: The compliance staff will assess compliance monitoring software and make a recommendation for purchase and implementation for the 2010-11 academic year.

Progress to Date: The compliance staff is assessing these options. A recommendation will be made for implementation in 2010-11.

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

Goal 6. Development. Increase Gamecock Club membership by 1,000

Initiative 6(a): Develop a marketing plan to generate interest in Gamecock Club membership.

Action Plan: The development staff will develop a marketing plan to generate interest in Gamecock Club membership.

Progress to Date: The development staff has developed and implemented the marketing plan to include increased advertising and a special promotion for new members.

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

Goal 7. Facilities. Obtain bids and begin construction on the next phase of the Athletics Village at the Roost (Garage, Coaches Support Building, Tennis Complex and Infrastructure).

Initiative 7(a): Obtain bids and begin construction on the next phase of the Athletics Village at the Roost (Garage, Coaches Support Building, Tennis Complex and Infrastructure).

Action Plan: Obtain bids and begin construction on the next phase of the Athletics Village at the Roost (Garage, Coaches Support Building, Tennis Complex and Infrastructure).

Progress to Date: Bids have been received for the Infrastructure, Garage, Tennis Complex and Coaches Support Building. Construction has started on the Garage and Infrastructure and will start on the Tennis Complex on December 6, 2010 and Coaches Support Building in early January 2011.

Funding: These projects will be funded by athletics bonds and philanthropy.

Goal 8. Facilities. Create a final conceptual design for the Farmer's Market site; obtain Phase II approvals.

Initiative 8(a): Create a final conceptual design for the Farmer's Market site; obtain Phase II approvals.

Action Plan: Create a final conceptual design for the Farmer's Market site; obtain Phase II approvals.

Progress to Date: Cox and Dinkins has been selected to design the Farmer's Market Parking Complex. A final conceptual design for the Farmer's Market has been created. Final Phase II approvals are anticipated on December 4, 2010 by JBRC and December 14, 2010 by the Budget and Control Board.

Funding: These projects will be funded by athletics bonds and philanthropy.

Goal 9. Marketing, Media Relations and Multi-Media Services. Develop a comprehensive plan for use of digital and social media.

Initiative 9(a): Develop a comprehensive plan for use of digital and social media.

Action Plan: The marketing staff, in conjunction with media relations and multi-media services staffs will developed a blueprint through which a comprehensive plan for use of digital and social media may be developed.

Progress to Date: The blueprint through which a comprehensive plan for the implementation of digital and social media has been developed and reviewed by key internal and external constituents. A current staff member has been assigned the responsibility of coordinator of digital and social media and is providing related services to the department.

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

Goal 10. Life Skills, Sports Medicine, Strength and Conditioning, and Wellness.

Develop a plan to provide enhanced educational opportunities for student-athletes in preparation for life beyond sports.

Initiative 10(a): Develop a plan to provide enhanced educational opportunities for student-athletes in preparation for life beyond sports.

Action Plan: The committee for enhanced educational opportunities will convene in the fall of 2009 and charged with developing a plan to provide enhanced educational opportunities for student-athletes in preparation for life beyond sports.

Progress to Date: The committee has been convened and is developing a plan to provide greater resources and experiences for student-athletes in preparation for life beyond sports.

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

Goal 11. Administration, Gamecock Club, Marketing, Ticket Office. Develop and implement a customer service program targeted to Gamecock Club members and fans attending events and competitions.

Initiative 11(a): Develop and implement a customer service program targeted to Gamecock Club members and fans attending events and competitions.

Action Plan: The customer service committee will convene in the fall of 2009 and meet monthly to discuss initiatives to improve customer service. The committee has been given the authority to arrange for an assessment of the department's customer service practices and to develop goals to improve service.

Progress to Date: The committee has been convened and has arranged for a consulting group to assess customer service practices at home events in football, men's and women's basketball and baseball.

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