

2011 BLUEPRINT FOR SERVICE EXCELLENCE

Department of Athletics
University of South Carolina



Table of Contents

Vision, Mission and Goals

Executive Summary	3 – 4
Goals, Initiatives and Action Plans	4
Goal 1 and 2. Academic Excellence	4 – 6
Goal 3. Life Skills, Sports Medicine Strength and Conditioning, and Wellness	6
Goal 4. Business Office	6
Goal 5 and 6. Competition	6 – 7
Goal 7. Compliance	7
Goal 8. Gamecock Club/Development	8
Goal 9. Ticket Office, Marketing, Event Management	8

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

Academic Excellence

1. Achieve departmental GPA of 3.05 or better.
2. Achieve minimum single year APR of 950 for all teams.

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

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

Business Office

4. Secure necessary financing for currently authorized projects.

Competition

5. Place ten teams in the top six in conference rankings or top three in division rankings.
6. Place ten teams in the top 25 in sport specific national rankings.

Compliance

7. Fully implement the departmental compliance system (ACS In-Control Baseline System).

Gamecock Club/Development

8. Raise \$5 million in cash and planned gifts by June 30, 2011.

Ticket Office, Marketing, Event Management

9. Improve customer service through implementation of VenueCheck recommendations.

B. Goals, Initiatives and Actions Plans

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

Goal 1. Academic Excellence. Achieve departmental GPA of 3.05 or better.

Initiative 1(a): 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 appears to facilitate success and will be implemented as a component of the academic support program.

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

Initiative 1(b): 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. This initiative

appears to facilitate success and will be implemented as a component of the academic support program.

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

Initiative 1(c): 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 2009 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 2. Academic Excellence. Achieve minimum single year APR of 950 for all teams.

Initiative 2(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.

Goal 3. 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 3(a): Identify and provide resources to facilitate student-athlete education in areas beyond those provided in the classroom and on the field of competition.

Action Plan: Convene Enhanced Educational Opportunity Committee and identify areas of need. Research opportunities for seminars and guest speakers in the identified areas.

Progress to Date: The Enhanced Educational Opportunity Committee has been convened and has identified specific areas of need. A series of seminars will be presented, including a financial education seminar scheduled for the Spring 2011 semester.

This initiative will be assessed at the conclusion of the Spring 2011 semester for effectiveness.

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

Goal 4. Business Office. Secure necessary financing for currently authorized projects.

Initiative 4(a): Secure financing for the Coaches Support Building, Tennis Complex, Parking Garage and Athletics Village at the Roost infrastructure

Action Plan: The business office will determine financing options and make a recommendation to the Director of Athletics and then to the Board of Trustees

Progress to Date: The business office has presented their recommendations to the Director of Athletics and the Board of Trustees has approved the funding.

Funding: Athletics bonds and philanthropy will fund these construction projects.

Goal 5. Competition. Place ten teams in the top six in conference rankings or top three in division rankings.

Goal 6. Competition. Place ten teams in the top 25 in sport specific national rankings.

Initiative 5-6(a): Recognizing the importance of the role the coaching staff plays in the success of its athletics programs, 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 5-6(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 addressing this important and much needed resource for several sports programs.

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 room, recruiting room and training room. The Equestrian farm has been renovated to provide a well-appointed training facility. A new tennis complex with 12 courts is currently in the construction phase. 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 7. Compliance. Fully implement the departmental compliance system (ACS In-Control Baseline System).

Initiative 7(a): Implement the ACS compliance system.

Action Plan: The compliance staff will first be thoroughly trained on this system and then meet with and individually train each coaching staff member.

Progress to Date: Several modules of the system have been implemented and coaching staff members have been trained. Modules include Student-Athlete Forms, Roster Management, Communication with Student-Athletes (i.e., text, email), Recruiting Contacts and Evaluations, Phone Logs, Practice Logs, Complimentary Admissions, and Recruiting Functions for Sports (i.e., recruiting database, correspondence, video, etc)

This initiative will be assessed at the conclusion of the Spring 2011 semester 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 8. Gamecock Club/Development. Raise \$5 million in cash and planned gifts by June 30, 2011.

Initiative 8(a): Assess staff resources to determine feasibility in fund raising goals.

Action Plan: Contract with external consultants to generate an assessment of the Athletics Department's development structure and personnel.

Progress to Date: A consultant was hired in November 2010 and provided an assessment of the Athletics Department's development operation. Staff resources were shifted to provide for more personnel with the specific responsibility of fund raising. The athletics development staff has surpassed its goal of raising \$5 million in cash and planned gifts as of April 6, 2011. This initiative will be assessed at the conclusion of the Spring 2011 semester 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 9. Ticket Office, Marketing, Event Management. Improve customer service through implementation of VenueCheck recommendations.

Initiative 9(a): Improve customer service through implementation of VenueCheck recommendations.

Action Plan: Contract with VenueCheck to assess current customer service initiatives and to recommend additional initiatives which may enhance the fan experience at selected Athletics Department sporting events.

Progress to Date: VenueCheck personnel have completed their assessment of football, and men's and women's basketball customer service initiatives. The assessment has been reviewed by the Customer Service committee of the Athletics Department and goals for the 2011 sports season have been implemented. Baseball will be assessed prior to the conclusion of the 2011 season.

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