



2009 BLUEPRINT FOR SERVICE EXCELLENCE

Department of Athletics
University of South Carolina

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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

1. **Academics.** Achieve annual minimum Academic Performance Rate (APR) score of 925 for each sports program.
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 eastern division of the SEC.
3. **Compliance.** Develop and implement comprehensive rules education program for all internal and external representative of South Carolina Athletics.
4. **Development.** Implement scholarship program, pairing student-athletes with donors. Assemble foundational components of campaign to prepare for public launch.
5. **Facilities.** Complete Williams-Brice Stadium feasibility study. Complete Williams-Brice Stadium training room project. Complete Williams-Brice Stadium Champions Club 200 level suite renovation. Begin conceptual design and usage plan for Farmer's Market property. Complete Baseball Stadium prior to start of 2009 season.

6. Financial. Eliminate major internal audit findings.
7. Marketing. Develop department wide marketing plan. Generate and implement core marketing plans for all sports programs.
8. Media Relations/Video. Develop comprehensive archive system to preserve department's history.

B. Goals, Initiatives and Actions Plans

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

Goal 1. Academics. Achieve a minimum Academic Performance Rate (APR) score of 925 for each sports program.

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 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.

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, and 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.

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 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. 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 eastern division of the SEC.

Initiative 2(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 2(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 and training room. The Equestrian farm has been renovated to provide a well-appointed training facility. 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 3. Compliance. Develop and implement comprehensive rules education program for all internal and external representative of South Carolina Athletics.

Initiative 3(a): Provide enhanced rules education sessions for coaching staff members.

Action Plan: The compliance staff will meet monthly and individually with each coaching staff to educate and discuss specific compliance issues.

Progress to Date: The compliance staff has met monthly and individually with each coaching staff throughout the academic year. This method of educating coaches appears to be substantially improved from the previous monthly group meeting.

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.

Initiative 3(b): Provide enhanced rules education for athletics department staff members.

Action Plan: The compliance staff will meet with specific units of the athletics department to facilitate compliance education for all athletics department staff members.

The compliance staff will prepare a question of the week to be distributed to all athletics department staff via email. The question will be sent each Monday and the answer will be sent each Friday throughout the academic year.

Progress to Date: The compliance staff has met with the units of athletic training, academic advising, administrative assistants and strength and conditioning, and will continue to meet with additional units throughout the 2008-09 academic year.

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 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.

Initiative 3(c): Provide enhanced rules education for external constituents, including Gamecock Club members, as well as general fans.

Action Plan: The compliance staff will prepare education topics weekly for the athletics department's email newsletter, the Garnet Insider, and will prepare education topics monthly for the Gamecock Club's monthly publication, Spurs and Feathers.

Progress to Date: The compliance staff has prepared education topics for the Garnet Insider and Spurs and Feathers throughout the academic year. 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 4. Development. Implement scholarship program, pairing student-athletes with donors. Assemble foundational components of campaign to prepare for public launch.

Initiative 4(a): Develop and implement a scholarship program in which student-athletes will be paired with donors to provide both parties with a sense of understanding and respect for the role each has in collegiate athletics.

Action Plan: The development staff will generate and implement the donor scholarship program, pairing one student-athlete with one donor, assisting in communication between the two parties, and providing an opportunity for the parties to meet on an annual basis.

Progress to Date: The development staff has developed and implemented the donor scholarship program throughout Spring 2009. Student-athletes have sent an introductory letter to their donors and will attend the Gamecock Gala with their donors in April 2009. 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.

Initiative 4(b): Assemble foundational components of campaign to prepare for public launch.

Action Plan: The development staff will convene the Garnet Way Cabinet, comprised of key stakeholders who will be able to serve as advisors to the athletics department in the initial stages of the private phase of this initiative.

Progress to Date: The development staff has assembled the Garnet Way Cabinet and has delineated the Cabinet's role for the initial private phase of the fund raising for the facility campaign. 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 5. Facilities. Complete Williams-Brice Stadium feasibility study. Complete Williams-Brice Stadium Champions Club 200 level suite renovation. Begin conceptual design and usage plan for Farmer's Market property. Complete Baseball Stadium prior to start of 2009 season.

Initiative 5(a): Complete Williams-Brice Stadium feasibility study.

Action Plan: The Board of Trustees gave final approval of the Williams-Brice Stadium feasibility study on November 9, 2007. This project will conduct a feasibility study for Williams-Brice Stadium to examine the current state of the stadium. 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 premium seating in the stadium.

Progress to Date: Heery International was selected by a review team made up of representatives from Campus Construction and Athletics. Heery completed the study in December 2008, and is in the process of preparing a report to the Board of Trustees.

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

Initiative 5(b): Complete Williams-Brice Stadium Champions Club 200 level suite renovation.

Action Plan: The Board of Trustees gave final approval for the Champions Club project on October 18, 2007. 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 were completed prior to the start of the 2008 football season. Construction on Club Sections 201 and 202 began at the conclusion of the 2008 football season and will be ready for the 2009 football season.

Funding: Seat premiums associated with the Champions Club 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 5(c): Begin conceptual design and usage plan for Farmer's Market property.

Action Plan: The Board of Trustees gave final approval of the Farmer's Market Phase I Design on April 7, 2009. Following approval through the state's Budget and Control Board, a review committee comprised of a representative from the Board of Trustees, Campus Construction staff and members of the athletics department will select an architect and begin the process of developing the conceptual design and usage plan for this property.

Progress to Date: The project has been approved by the Board of Trustees. The project will be submitted for approval by the state's Budget and Control Board in June 2009.

Funding: Funding for this Phase I project was approved at \$235,000, and will be financed by Athletics Department funds.

Initiative 5(d): Complete Baseball Stadium prior to start of 2009 season.

Action Plan: The project was approved by the Board of Trustees on December 20, 2005. Construction began on December 19, 2007, and the project was completed on February 21, 2009.

Progress to Date: The project was completed February 21, 2009.

Funding: This project will be funded by athletics bonds. Total cost of the project is \$37.5 million.

Goal 6. Finance. Eliminate major internal audit findings.

Initiative 6(a): Educate all athletics department staff regarding business office policies and procedures.

Action Plan: The business office will provide an orientation for all new athletics department staff members to ensure knowledge of the department's financial policies and processes. Additionally, business office policies and procedures will be posted on the athletics department's server to provide access to all athletics department staff members.

Progress to Date: The business office has conducted orientation sessions for all new athletics department staff members during the 2008-09 academic year and has posted its policies and procedures on the department's server.

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

Initiative 6(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 2008-09 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 7. Marketing. Develop department-wide marketing plan. Generate and implement core marketing plans for all sports programs.

Initiative 7(a): Develop department-wide marketing plan.

Action Plan: The marketing staff will developed a blueprint through which a department-wide marketing plan may be developed.

Progress to Date: The blueprint through which a department-wide marketing plan will be developed has been generated and review by key internal and external constituents. The marketing staff, in conjunction with selected athletics department and university staff members, as well as external consultants will work through the salient points of the blueprint to develop a department-wide marketing plan.

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

Initiative 7(b): Generate and implement core marketing plans for all sports programs.

Action Plan: The marketing staff will develop core marketing plans for all sports programs. Plans will include marketing goals and target markets, advertising and awareness, game day promotions, attendance promotions, theme games, customer service component, community outreach, evaluation.

Progress to Date: The marketing staff has developed core marketing plans for each of the athletics department's 15 sports programs (combines men's and women's swimming and diving; men's and women's indoor and outdoor track, and cross country.) Core plans were implemented for 8 sports programs during the 2008-09 academic year (baseball, men's and women's basketball, football, men's soccer, women's soccer, softball and volleyball.)

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

Goal 8. Media Relations/Video. Develop comprehensive archive system to preserve department's history.

Initiative 8(a): Develop comprehensive archive system to preserve department's history.

Action Plan: Identify archiving systems and assess best option for preserving department's history.

Progress to Date: The media relations staff identified the university library's archiving system as a viable option for this project. The media relations staff has worked in

conjunction with the library staff to digitally preserve a substantial inventory of historical documents and photos.

Funding: The library provided digital storage free of charge for the project; however, to complete the project, additional funds will be needed to purchase server space. Should the decision be made to continue with this project, current athletics department operations will pay for any increased costs associated with this action plan. No new funding is requested.