

The Pennsylvania State University



# SUCCESS WITH HONOR

The Strategic Plan for Intercollegiate Athletics  
2008-09 through 2012-13





# Message from the Director of Athletics

Greetings!

The pages within have been drafted to provide all of us a tangible, working snapshot of what Penn State Intercollegiate Athletics wants and expects to be. Success with Honor is a daily, active goal, not an end result, and achieving that goal is defined not solely by how much you win, but moreover how you win.

Penn State Athletics — inclusive of our 29 varsity programs as well as the club, intramural and general fitness programs — has for many years done a solid job at many of the goals laid out herein, and we will continue working tirelessly at maintaining the role of leader in those areas. In others, we have recognized the need to establish and develop concrete plans that will set us on a track of building excellence in the ever-evolving arena of Division I athletics.

Our plans for the continued pursuit of Success with Honor largely reflect what our Penn State teams face when stepping into competition — disciplined preparation, understanding roles, studying what we are up against, effectively communicating and competing fiercely and fairly.

Our commitment begins with making sure that Penn State student-athletes and all students receive the finest educational and athletic/recreational experience during their time here. All other activity flows from that mission. We're honored to serve and represent Penn State University in such a meaningful way.

For the Glory,

A handwritten signature in black ink that reads "Timothy M. Curley". The signature is written in a cursive, flowing style.

Timothy M. Curley  
Director of Athletics

# OUR PURPOSE

Consistent with the institutional mission of The Pennsylvania State University, Intercollegiate Athletics strives for excellence by offering all students model programs to develop meaningful standards of scholarship, athletic performance, leadership, community service, ethics and sportsmanship within the institution's educational and social environments. Intercollegiate Athletics is committed to creating a climate for students and staff that reflects diverse values and needs; fosters an appreciation of a multicultural human society; assures equal access to opportunities without regard to personal characteristics or ability, and seeks greater involvement with an increasingly interdependent world.

# OUR VISION

The vision of Intercollegiate Athletics is to maintain a broad-based program the equal of any in the nation; to field teams that compete at the highest levels of national and conference play; to encourage individual excellence and the esteem that follows; to achieve the most favorable graduation rate possible for student-athletes; to aid in the social preparation of young people for the diverse world they are about to enter; to create an awareness of public service and the importance of participation in community outreach; to provide recreational facilities and opportunities to address every interest area, and to entertain the University student body and staff, alumni and fans with a consistently high level of competition that does not compromise the integrity which has characterized the Penn State program from its inception.

# OUR CORE VALUES

**Integrity**

**Honor**

**Respect**

**Tradition**

**Family**

Core values reflect those principles that serve as the measure of success — regardless of the outcome on the field.

Core values define who we are, not how we did.

Core values are those attributes that, whether experiencing the highest high or the lowest low, will not be compromised or abandoned.

# STRATEGIC GOALS

These 11 goals reflect our commitment to “**Success with Honor**” and provide our daily focus as we strive to advance and continue to grow, excel and achieve as an athletic department:

1. Achieve and encourage **ACADEMIC EXCELLENCE** that upholds our tradition as a national and conference leader.
2. Continue focused **ATHLETIC FUNDRAISING** campaigns to increase private donations to Intercollegiate Athletics and ensure strong donor relations, retention, customer service and enforcement of related NCAA rules.
3. Develop nationally competitive athletic teams that perform with integrity and earn distinction for **ATHLETIC SUCCESS**.
4. Offer **BROAD-BASED** participation opportunities for students, faculty and staff in diverse athletic and recreational programs.
5. Establish and execute a **COMMUNICATIONS** plan that enhances our brand.
6. Engage student-athletes and athletic department staff in **COMMUNITY SERVICE** activities that strengthen University and community relations.
7. Provide a **COMPLIANCE** program that upholds Penn State University’s commitment to the highest standards of integrity, ethical behavior and the principle of institutional control that satisfies the letter and the spirit of NCAA, Conference and University regulations.
8. Foster **DIVERSITY** and create an environment of **INCLUSION**.
9. Operate athletic facilities and events in an environmentally responsible manner consistent with the University’s leadership in **ENVIRONMENTAL STEWARDSHIP**.
10. Maintain our approach to financial management by demonstrating **FISCAL RESPONSIBILITY** while providing resources for all programs.
11. Sustain our commitment to **TITLE IX** and equitable treatment of all student- athletes.

# ACADEMIC EXCELLENCE



## Goal 1

Achieve and encourage **academic excellence** that upholds Penn State's tradition as a national and conference leader.

## Strategies

- a. Recruit student-athletes who are academically prepared to graduate from the University and its diverse academic programs at rates comparable to the overall student population.
- b. Evaluate and assess annual Federal Graduation Rates, NCAA Graduation Success Rates (GSR), and NCAA Academic Progress Rates (APR), and develop improvement plans for any underachieving athletic teams.
- c. Assist all student-athletes with the academic and personal transition to and from the University.
- d. Inform all student-athletes of University academic expectations and the personal code of conduct.
- e. Provide individualized academic support and programming that meets the needs of all University student-athletes.
- f. Enhance and utilize technology to improve the delivery of academic support programs and services offered to all student-athletes.
- g. Enhance the student-athlete study spaces to improve the overall learning environments and to recognize the academic achievement of the student-athlete population.
- h. Provide comprehensive NCAA/CHAMPS Life Skills programming through collaboration with numerous diverse campus and community constituents to ensure relevant programming for the student-athlete population.
- i. Conduct an annual review and evaluation of individual components (including the associated policies and procedures) of the academic support services and life skills programming offered by the Morgan Academic Support Center to all student-athletes (collaboration with numerous University offices).
- j. Develop and enhance the Morgan Academic Support Center literature and website to describe the comprehensive support services offered to all student-athletes.
- k. Provide annual educational opportunities for Morgan Academic Support Center staff members (full-time and peer assistants) to insure proper training and professional development.



# ATHLETIC FUNDRAISING



## Goal 2

Continue focused **athletic fundraising** campaigns to increase private donations to Intercollegiate Athletics and ensure strong donor relations, retention, customer service and enforcement of related NCAA rules.

## Strategies

- a. Identify, cultivate and solicit new major gift donors.
- b. Increase the number of new endowed scholarships, endowed program support funds and endowed coaching positions in Campaign III.
- c. Raise needed funds for targeted facility projects as warranted.
- d. Increase annual fund contributions from existing Nittany Lion Club members, maintain a strong retention rate of existing members and recruit new members.
- e. Enhance the donor stewardship and recognition program.
- f. Foster strong relationships with our former student-athletes through the Varsity "S" Club and increase their membership in the Nittany Lion Club.
- g. Continue the growth of the Student Nittany Lion Club.
- h. Enhance the experiences and benefits of our Beaver Stadium premium seating patrons to increase demand for and maintain the current sold-out status of our suites and club seats.
- i. Establish an active and engaged group of volunteers to assist our fundraising efforts for Campaign III.



# ATHLETIC SUCCESS



## Goal 3

Develop nationally competitive athletic teams that perform with integrity and earn distinction for **athletic success**.

## Strategies

- a. Achieve regular-season and post-season championships and national rankings in all sports.
- b. Strive to win and become a consistent Top 10 program in the annual Director's Cup competition, representative of all-sports supremacy in intercollegiate athletics.
- c. Exhibit "success with honor" by fielding athletic teams that conduct themselves with honesty and exemplary sportsmanship.
- d. Invest capital in new facilities, renovations and equipment that will support our efforts to remain highly competitive within the conference and nationally.
- e. Ensure the welfare of our student-athletes by offering them access to the highest quality coaching, medical care, strength training, psychological services, and nutrition.
- f. Increase exposure for all of our athletic teams and the athletic department by effectively marketing our brand via internet technology, media relations, publications, hosting events, and expanding opportunities for broadcast radio and network/cable television coverage.
- g. Allocate the funds required for our teams to remain highly competitive.
- h. Aggressively recruit, hire, develop and retain the most experienced and talented coaches and support staffs in the profession.



# BROAD-BASED



## Goal 4

Offer **BROAD-BASED** participation opportunities for students, faculty and staff in diverse athletic and recreational programs.

## Strategies

- a. Instill institutional spirit and pride that galvanizes and energizes the University community.
- b. Enhance the University's identity and make synonymous with ICA core values.
- c. Promote a balanced and active lifestyle that includes fitness and recreation.
- d. Provide a positive diversion from academic rigors through diverse athletic entertainment.
- e. Provide broad opportunities for athletic competition through intramural programs.
- f. Provide opportunities for challenging and diverse experiences in the adventure recreation program.
- g. Provide opportunities to develop interests, skills, and leadership through a variety of club sports/teams.
- h. Enhance the student experience through interaction with faculty and staff outside of the classroom.
- i. Promote fairness, integrity, sportsmanship, and mutual respect through activity and fan participation.
- j. Provide support, training, and competition for disabled athletes at all levels up to the Paralympics.
- k. Achieve and sustain high levels of safety and security preparedness at all sponsored athletic events and facilities to prevent, protect, respond to and recover from accidents and incidents.



# COMMUNICATIONS



## Goal 5

Establish and execute a **communications** plan that enhances our brand.

## Strategies

- a. Establish and enforce a brand consistency across all ICA internal and external communications platforms and messaging.
- b. Communicate the importance of 1) protecting and building the brand integrity and core values of Penn State Athletics to all ICA employees, and 2) knowing the impact that the athletics brand has on the overall University and community.
- c. Establish, educate and grow a customer-focused, customer-first approach across all ICA units through a strong internal communications framework that results in strong external relationships and enhanced loyalties.
- d. Continue to move from a print-based communications culture to a digital-first, video-based environment.
- e. Utilize all ICA communications assets — print, web, video, venues, events, etc., to address and promote the department's priorities.
- f. Better engage the student body, faculty, staff and strategic partners in supporting the ongoing activities of ICA.



# COMMUNITY SERVICE



## Goal 6

Engage student-athletes and athletic department staff in **community service** activities that strengthen University and community relations.

## Strategies

- a. Promote a culture in which campus collaboration and community service participation is valued and rewarded.
- b. Consider the need for and possibility of establishing a centralized Community Relations Coordinator position within Intercollegiate Athletics to monitor and facilitate community service projects and overall community involvement.
- c. Conduct an audit of current community service activities, projects, and involvement.
- d. Develop an annual community relations report that is distributed to related University constituents that demonstrates Intercollegiate Athletics' commitment to service and overall impact on communities.
- e. Create a community service link to the department website to help communicate and emphasize the positive relationships between Intercollegiate Athletics and local, regional, national and global communities.



# COMPLIANCE

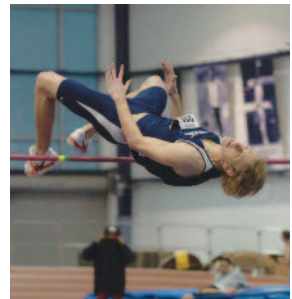


## Goal 7

Provide a **compliance** program that upholds Penn State University's commitment to the highest standards of integrity, ethical behavior and the principle of institutional control that satisfies the letter and the spirit of NCAA, Conference and University regulations.

## Strategies

- a. Provide a comprehensive compliance education program for coaches, staff, student-athletes, boosters, parents and the University community.
- b. Support the innovative use of technology to improve and develop state-of-the-art systems for education, monitoring and regulatory components.
- c. Create and develop a comprehensive system for monitoring compliance policy and procedures.
- d. Provide the necessary resources for compliance operations: staff, technology, facilities.



# DIVERSITY & INCLUSION



## Goal 8

Foster **diversity** and create an environment of **inclusion**.

### Strategies

- a. Recruit and retain a diverse group of student-athletes and staff.
- b. Enhance the educational and training opportunities for student-athletes and staff to strengthen multicultural awareness and respect for differences.
- c. Articulate a clear definition of diversity to all staff, establish expectations in support of diversity, and initiate programs and activities which enhance diversity awareness.
- d. Conduct a biennial diversity survey for staff and student-athletes to assess whether the climate is welcoming, safe, respectful, and positive.
- e. Augment internal and external collaborations with other groups to extend diversity throughout the University and local community.
- f. Execute an internal and external communication plan concerning diversity efforts including the increased visibility of diversity successes.
- g. Promote diverse representation of staff on ICA committees, task forces, working groups, and management teams.
- h. Continue to evaluate staff commitment to diversity through the annual performance review.
- i. Develop a recognition/reward program for staff who contribute to the advancement of diversity.
- j. Provide an ICA presence at diversity events on campus and within the community.



# ENVIRONMENTAL STEWARDSHIP



## Goal 9

Operate athletic facilities and events in an environmentally responsible manner consistent with the University's leadership in **environmental stewardship**.

## Strategies

- a. Manage healthy buildings by design and operation.
- b. Thoughtfully select green building design elements in all new construction and renovation and seek LEED certification when possible.
- c. Invest in continuous commissioning to ensure ICA buildings are operating efficiently and at optimum conditions for the occupant.
- d. Target buildings with high energy consumption metrics to identify and implement energy conservation measures.
- e. Balance environmentally friendly and sustainable techniques and efficacy in golf course and field maintenance.
- f. Provide and promote opportunities to recycle at all events.
- g. Improve awareness of tailgating impacts on environment.
- h. Provide sufficient facilities for ICA events.
- i. Ensure our vendor partners buy-in to environmental containment and clean-up through our contracts.
- j. Promote environmentally friendly concession products and operations.
- k. Evaluate composting options for food and concession waste.
- l. Network with other University groups to promote healthy commuting alternatives, opportunities for synergy, etc.



# FISCAL RESPONSIBILITY

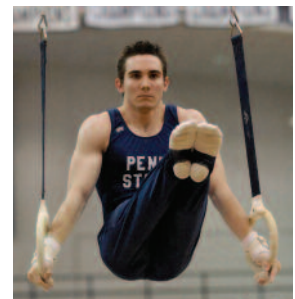
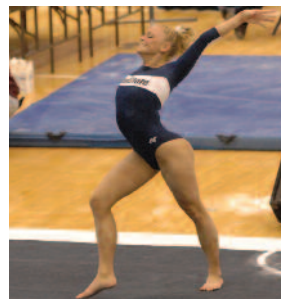


## Goal 10

Maintain our approach to financial management by demonstrating **fiscal responsibility** while providing resources for all programs.

## Strategies

- a. Utilize the ICA Five Year Plan as the overall means of striking an adequate balance between addressing the financial needs of the department and showing fiscal responsibility.
- b. Ensure the department maintains its self-supporting status and remains free of any University or Commonwealth of Pennsylvania funding assistance through proper planning, revenue enhancement and cost containment.
- c. Continue to maximize existing revenue streams and evaluate new opportunities.
- d. Conduct comprehensive studies across the department with the express goals being cost containment and operating efficiency.
- e. Monitor trends in event attendance, particularly in football and men's basketball, given that the revenue generated by these programs comprises a significant amount of the department's overall revenue.
- f. Maximize the use of scholarship endowments for funding student-athlete grants-in-aid.
- g. Fund projects in the ICA Facilities Master Plan through revenue in the ICA reserve, commitments from major donors and central administration.
- h. Monitor compensation, fringe benefits and staffing for the department to remain competitive within the conference and nationally.
- i. Address the financial challenges placed on the department related to travel and hosting various Conference/NCAA Championship events. In addition, support conference/national legislation to reduce costs without impacting the quality of experiences for student-athletes.
- j. Grow the ICA Reserve to an amount of 15-20% of gross revenues.
- k. Continue to escalate deferred maintenance funding for all ICA facilities by \$500,000 annually.
- l. Continue our investment in fitness and recreation opportunities for the University student body.



# TITLE IX



## Goal 11

Sustain our commitment to **Title IX** and equitable treatment of all student-athletes.

### Strategies

- a. Maintain our commitment to gender equity by assuring that Title IX is a key component in our decision making process.
- b. Ensure all women's varsity teams have the resources needed to accomplish their recruiting needs.
- c. Continue internal and external annual reviews of head and assistant coaches' compensation and benefits to ensure fairness.
- d. Continue to monitor our University undergraduate enrollment and women student-athletes participation numbers, per Title IX guidelines.
- e. Review EADA and NCAA annual reports to assess and address equity concerns.
- f. Monitor the Big Ten Network's commitment to equitable coverage of women's sports.
- g. Employ resources to identify qualified female candidates for all open positions.
- h. Monitor outside funding opportunities that affect expenditures for our men's and women's teams.
- i. Continue to review facilities, travel and scheduling to ensure equity.

