PURPOSE AND SCOPE:
The purpose of this document is to provide both internal and external constituencies with the strategic plan for The University of Alabama Department of Athletics, spanning the 2017-22 seasons. This plan was developed following a series of interviews with head coaches, student-athletes and other athletics leadership personnel from various departments to align with the University’s Strategic Plan. The information obtained was then used to set benchmarks in the areas of academics, student-athlete welfare, athletics success, financial resources, facilities, staffing and operating with integrity.
"SHOW CLASS, HAVE PRIDE AND DISPLAY CHARACTER. IF YOU DO, WINNING TAKES CARE OF ITSELF."

- PAUL BRYANT
MISSION STATEMENT & CORE VALUES

The mission of The University of Alabama Department of Intercollegiate Athletics is to build and maintain a program that achieves academic success and wins championships in all sports by educating and developing the best student-athletes and by supporting and retaining outstanding coaches.

COMMITMENT TO STUDENT-ATHLETES:
We will commit to the total support of the educational, athletic and personal development of all student-athletes while training future leaders.

COMMITMENT TO COACHES:
We will provide coaches with the financial resources, facilities and support services needed to develop student-athletes to their full potential.

INTEGRITY:
We will demonstrate unquestionable integrity in all areas of conduct in total compliance with all University of Alabama, Southeastern Conference and NCAA regulations; including day-to-day interaction with fellow staff members and student-athletes.

EXCELLENCE:
We will constantly strive for comprehensive excellence in all of our programs and support services.

RESPECT:
We will demonstrate diversity and inclusiveness within the Department of Athletics by providing a welcoming environment for all of our student-athletes and staff, with a community engagement focus.

ACCOUNTABILITY:
We will carefully manage our resources by making decisions that are in the best interest of the Department of Athletics while embracing the tradition and upholding the image of the University.

INNOVATION:
In alignment with the goals in the University’s Strategic Plan, we will always strive to look for new methods to improve and enhance the services we provide to student-athletes, coaches and supporters.

NATIONAL LEADERSHIP:
We will embrace opportunities to serve in national leadership roles in order to ensure that the voice of Alabama Athletics is represented on the national stage and that we can fully advocate for the betterment of intercollegiate athletics.
DEVELOP ELITE STUDENT-ATHLETES.
ACHIEVING ACADEMIC EXCELLENCE

Alabama Athletics places the highest value on creating an environment where student-athletes can excel academically while pursuing their individual areas of concentration with an ultimate goal of graduation.

Benchmarks:
• Rank among the top five in Academic All-Americans among autonomy five conferences on an annual basis.
• Maintain an NCAA graduation success rate among the top three in the SEC.
• Ensure all team NCAA APR scores remain above the national average.
• Achieve an overall average student-athlete GPA above a 3.0 on an annual basis.

FOCUS AREAS FOR 2017-22

• Continue to work collaboratively with campus entities in order to fulfill the academic mission of the University and the first goal of the University’s Strategic Plan.
• Ensure student-athletes have the full opportunity to explore areas of academic and career interests.
• Enhance educational workshops and training for Bill Battle Academic Center staff.
• Continue to promote recognition for student-athletes who excel academically.
“REALIZING THAT IT'S NOT JUST ABOUT YOU. THAT IT'S ABOUT UNITY AND TEAM AND SERVING OTHERS AND CELEBRATING OTHERS. THAT'S WHAT ALABAMA IS TO ME.”

- BRITTANY ROGERS MAYWEATHER
PROVIDING FOR THE WELFARE OF STUDENT-ATHLETES

The student-athlete experience at Alabama shall be of the highest quality allowing athletes to develop to their fullest potential, to explore career interests in an inclusive and respectful environment.

Benchmarks:
- Be a national leader in total-person development of student-athletes through comprehensive programming and events that support their personal, professional and leadership growth.
- Be a national leader in the areas of medical care and nutritional support of our student-athletes.
- Partner with various campus and community organizations/ departments to increase opportunities and resources for student-athletes.
- Focus on increasing engagement and accountability of the Student-Athlete Advisory Committee with representation from all sports programs and actively empower members in leadership through initiatives.
- Be a conference leader in community service efforts, student-athlete enhancement and alumni engagement.

FOCUS AREAS FOR 2017-22

- Continue to enhance career development programming, including an internship program, to provide student-athletes with valuable professional experience.
- Build participation in the A-Club Alumni Association, especially with the younger alumni, and with the 1st & Ten Club to increase access to mentors and career support resources for current and former student-athletes.
- Increase the participation of student-athlete leaders within the Student-Athlete Advisory Committee and the Emerging Tide Leaders program.
- Create a more comprehensive approach to financial literacy programming for student-athletes.
WE WILL COMPETE FOR CHAMPIONSHIPS.
ACHIEVING COMPETITIVE EXCELLENCE

Alabama Athletics has a rich heritage and tradition of championship success. We aspire to win championships across all sports and to instill the competitive drive needed to succeed at the highest levels of athletic accomplishment.

Benchmarks:
• Compete for conference and national championships in all sports.
• Show growth in competitive performance of each program.
• Consistently place in the top four of athletics departments in the SEC in the Learfield Directors’ Cup and Capital One Cup standings.

FOCUS AREAS FOR 2017-22

• Continuously promote innovation throughout the department, staying at the forefront of technology change across all sports.
• Promote an on-going spirit of cooperation and support between coaches, staff and sports programs.
• Provide coaches with more information about the growth and strength of The University of Alabama’s academic and research profile so it can be promoted in the recruitment of student-athletes.
• Work with coaches to understand and prioritize needs related to the promotion of their programs and the use of video and social media platforms in recruiting and marketing.
• Continue to evolve and develop facilities so they meet the needs of coaches and allow student-athletes to reach their full potential and compete at the highest levels.
REINVEST IN OUR SUCCESS.
DEVELOPING RESOURCES TO SUSTAIN SUCCESS

To sustain competitive success, Alabama Athletics must develop and enhance financial resources.

Benchmarks:
• Develop and launch a comprehensive fundraising initiative.
• Double the number of Crimson Tide Foundation Scholarship donors by summer of 2022.
• Increase multimedia rights revenue through Crimson Tide Sports Marketing on an annual basis and consistently rank among the top five in contracts.
• Through the trademark licensing program, maximize revenue generation from the use of marks and logos to maintain Alabama’s status as one of the top three schools nationally in terms of IMG College Licensing annual royalty.
• Be a national leader in the field of data analytics from a business and competitive standpoint.

FOCUS AREAS FOR 2017-22

• Restructure and improve the overall fundraising program to encompass a comprehensive major gifts program, but also an enhanced annual fund effort and planned giving initiative.
• Implement a funding campaign for facility improvement and evolution.
• Utilize coaches across all sports as brand ambassadors and individuals who can assist in fundraising efforts.
• Find ways to improve pre-event, in-event and post-event atmosphere.
• Analyze the ticketing structure related to men’s basketball to explore ways to improve attendance.
• Continue a focus on outbound ticket sales initiatives across multiple sports.
• Improve data collection and analysis to drive ticket sales.
• Continue to evaluate Tide Pride structure and benefits to maximize revenue potential.
• Develop initiatives to maximize revenues across all ancillary marketing areas, social media, website and experience opportunities.
DEVELOPING AND MAINTAINING OUR FACILITIES

In order to compete at the highest levels and train to win championships, Alabama Athletics facilities must continue to be among the nation’s elite for student-athletes and coaches. Playing venues must also provide fans with an enjoyable and safe environment in which to support our teams.

Recent Projects:
- Sewell-Thomas Stadium
- Strength & Conditioning Facility
- Football locker room and team rooms
- Roberta Alison Baumgardner Tennis Facility
- Sam Bailey Track and Field Stadium
- Jerry Pate Golf Center
- Alabama Rowing Boathouse and team areas
- The Sarah Patterson Champions Plaza
- The Bill Battle Academic Center/Paul W. Bryant Hall
- Bryant-Denny Stadium Water Resiliency Plan

FOCUS AREAS FOR 2017-22

- Complete facilities master plan, identify funding and move forward on projects contained in the plan.
- Focus on enhancement of football facilities to remain a national leader in that area.
- Add new ribbon boards at Bryant-Denny Stadium.
- Complete comprehensive review of Coleman Coliseum and its renovation and renewal.
- Establish multi-year plan to handle deferred maintenance projects.
- Partner with the fan engagement team to address issues designed to improve the fan experience.
- Review and adjust plans annually to address security issues.
- Open new dining complex in fall 2018.
- Renovate Alabama Aquatics Center.
DO THE RIGHT THING. ALWAYS.
RESPONSIBLY MANAGING OUR RESOURCES & PEOPLE

Wise use of resources and adhering to sound budgeting practices are essential to the success of Alabama Athletics. This is especially true as revenue growth slows in coming years requiring fiscal discipline. The greatest strength of Alabama Athletics is its people, and we will constantly strive to build a positive work environment that allows for growth and development.

Benchmarks:
• As noted in the University’s fourth goal in its Strategic Plan, continue to provide opportunities for current staff to grow professionally and excel when positions become available while also hiring the best and brightest in their respective fields from outside.
• Provide staff recognition and increase morale with the Built by Bama Award.
• Analyze budgets/eliminate wasteful spending.
• Utilize the human resources department to educate staff and maximize productivity.

FOCUS AREAS FOR 2017-22

• Engage in an on-going educational effort to ensure there is a good understanding of the fiscal challenges faced by the athletics department including an understanding of revenue growth trends.
• Continue to search for operational efficiencies and cost-saving measures across the department.
• Build a solid financial plan relative to facility renovations and evolution, including management of debt related to these projects.
• Evaluate staffing needs across the various administrative areas to ensure that departmental priorities and focus areas can be achieved.
• Strengthen communication across the department, and build a good understanding of organizational structure and chain of command.
• Create staff appreciation/team building opportunities.
OPERATING WITH INTEGRITY

Alabama Athletics fully embraces winning with honor and operating with integrity in all we do. It is crucial we actively manage and assess risks and instill a culture of accountability to ensure we have employees who are fully committed to the highest ethical and legal standards.

Benchmarks:
• Continue compliance presence across all areas of responsibility.
• Maintain diligent violation reporting to the SEC and NCAA with the goal of no major violations.
• Increase education in diversity inclusion through recently added Chief Diversity Officer.
• Provide meaningful educational programming for student-athletes, coaches and staff.
• Emphasize the importance of end-of-year evaluations for employees and student-athletes.

FOCUS AREAS FOR 2017-22

• Conduct on-going risk assessments so programs and services can be designed to address high priority and emerging areas.
• Compliance staff will continue to build positive working relationships with coaches by having an appropriate presence at events, recruiting visits, and other team activities.
• Create opportunities for more frequent compliance staff meetings and contact with non-coaching personnel dedicated to specific sports.
• Develop educational efforts and monitoring systems to track compliance with changing NCAA student-athlete time demands legislation.
• Engage in on-going educational efforts with head coaches to assist in building a full understanding of NCAA head coach accountability standards.
• Connect with appropriate University personnel, develop programs and educational tools to help student-athletes, coaches and staff understand responsibilities related to sexual assault and domestic violence issues.
• Continue to analyze department compliance with Title IX and develop related initiatives, as needed.
• Increase student-athlete educational efforts related to text messaging and social media.
• Develop, implement and track results of a departmental diversity and inclusion climate survey.
• Partner with University personnel to ensure the department is fully participating in campus-wide programming related to providing an accepting and inclusive environment for students and staff.
• Promote diversity and inclusion initiatives throughout the department to ensure an accepting and supportive work environment in alignment with the third goal of the University’s Strategic Plan.
"I think when people come to Alabama, they expect to see the best, so I think we should always strive to have the best. As long as we have the resources and we can provide the best for our student-athletes, I think that's what we should do in all sports."

- Nick Saban