MOVING FORWARD TOGETHER

A STRATEGIC PLAN FOR RADFORD ATHLETICS
2014 - 2024
WE EDUCATE AND INSPIRE THROUGH ATHLETICS.
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MOVING FORWARD TOGETHER...

Radford Athletics is poised to make the next 10 years the most productive and exciting period in Highlander sports history. This document serves as a guide to achieve a level of success never before seen at our University.

The Student-Athletes, coaches, and administrators of this department will, as proud Highlanders, work every day to achieve the goals set forth in this strategic plan.

Together, as one unified unit, the members of the Radford Athletics community strive for success “Moving Forward Together.”
Greetings,

Welcome to Moving Forward Together, the Strategic Plan for Radford Athletics. This document contains the goals, strategies, and core values through which we will establish ourselves as a premier National Collegiate Athletic Association (NCAA) Division I program.

The hard work, integrity, passion, focus, and accountability, which have transformed Radford Athletics in recent years, give us the foundation for future success. Our next steps are vital in the process of improving our Student-Athletes’ experience. For this to happen, our support systems, infrastructure, and financial resources must match our goals and expectations.

The goals and strategies set forth in this strategic plan are by design difficult to achieve because Radford Athletics strives to be unique and extraordinary. Our Student-Athletes are incredibly talented whose dedication and drive have produced amazing achievements in academics and athletics. The support of our University, friends, and alumni will continue to play an integral role in achieving our goals and implementing these strategies in “moving forward together.”

Our coaches, Student-Athletes, and staff will work collaboratively with campus partners and external stakeholders to achieve our goals. We will improve facilities. We will strive to win conference championships and compete and advance in NCAA Tournaments. We will have an immense presence in the community. More importantly, we will educate and graduate Student-Athletes who will serve as leaders of future generations.

Overall, we will continue to guide, inspire, and support our Student-Athletes in their quest for excellence: academically, athletically, and socially. It is an exciting time to be a Highlander as opportunities abound and Radford Athletics has positioned itself with lofty aspirations. As we begin “Moving Forward Together,” this strategic plan will provide the framework for Radford Athletics to achieve its goals. Go Highlanders!

Robert Lineburg
Director of Athletics
A Synopsis of the Strategic Planning Process for Radford Athletics

At the heart of every strategic plan is a central adherence to the Vision, Mission, and Core Values of any organization. The development of Radford Athletics’ plan was no different. In order to effectively plan for the productive future of the department, an alignment with these essential elements needed to be forged.

The Radford Athletics brand is strong and galvanized by the successes enjoyed on the field of play by our Student-Athletes. Whether a trip to the NCAA Tournament, a conference championship, or a single game victory over one of our biggest rivals, the triumphs on the field excite our fans and enhance the Athletics Department’s and the University’s visibility.

Moving Forward Together, the Radford Athletics’ Strategic Plan, represents more than the wins and losses posted on a scoreboard. This plan incorporates the goals, objectives, and actions to position Radford University as a premier NCAA Division I program, while supporting the University’s overarching mission.


The Mission and Core Values of Radford Athletics are the cornerstones of success in each of these six areas. In all that we do as members of the Radford Athletics family, we “guide, inspire, and support our Student-Athletes in their quest for excellence – academically, athletically, and socially” as our mission requires. Ultimately, through the Core Values of Respect, Excellence, Focus, Accountability, and Integrity, we “produce graduates, leaders, productive citizens, and friends of the University.”

It is the goal of the Athletics Leadership Team, as co-authors of the respective themes and in the role of administrative educators of our University, to use this document as a guide to meet the standards set forth in this strategic plan, Moving Forward Together.
Mission of Radford Athletics

In alignment with the educational mission of Radford University, our mission is to guide, inspire, and support our Student-Athletes in their quest for excellence - academically, athletically and socially. Above all else, we produce graduates, leaders, productive citizens, and friends of the University.

Core Values of Radford Athletics

Five core values guide and govern our actions at all times and in all our affairs. These define the character and actions expected of Radford Athletics.

1. Respect
   - We treat others and ourselves with dignity, kindness, respect, and act with good sportsmanship.

2. Excellence
   - We set high standards and with humility, strive to achieve each with an attitude and outlook that will inspire others.

3. Focus
   - We possess a sense of purpose in completing our projects, tasks, and objectives to achieve excellence.

4. Accountability
   - We are obligated and willing to be responsible for our actions as part of a great team.

5. Integrity
   - We conduct ourselves by the principles of sincerity, honesty, and fairness.
MOVING FORWARD TOGETHER
Introduction

The actions of the Department of Athletics are in alignment with and support the educational mission and strategic objectives of the University. As such, we serve two important roles:

As Teachers
- We have a complementary yet unique role as teachers within the educational setting at Radford University.
- We teach an array of lessons and skills in a setting unique to elsewhere on campus. Areas in which we teach include, but are not limited to:
  - Accountability
  - Community Outreach
  - Competitive Excellence
  - Discipline
  - Diversity and Inclusion
  - Goal Setting
  - Honor
  - Individual Responsibility
  - Integrity
  - Leadership
  - Learning from Mistakes
  - Persistence
  - Problem Solving
  - Professional Conduct
  - Teamwork
  - Time Management
  - Winning
  - Work Ethic
- In our role as teachers, we are honored to be a part of the process of guiding, inspiring and supporting our Student-Athletes to use their talents and gifts in their quest for excellence – academically, athletically, and socially. The demands and expectations placed upon each Student-Athlete provides unique teaching opportunities.

As a Focal Point for the Community
- We invite, gather, and engage the Radford University and surrounding communities to participate in our programs, competitions, and success in a meaningful way. We provide positive visibility and instill pride for Radford University.
- Above all else, we celebrate our graduates, leaders, and friends of the University.
Goals, Objectives & Action Plans

Our goal is to develop and enhance our athletics program, to create opportunities to win conference championships, and to participate and advance in NCAA postseason play.

Radford Athletics will persist in fostering a departmental and campus culture that respects, supports, and enables its Student-Athletes to set and achieve goals and prepare them for purposeful life beyond Radford University and graduation.

Radford Athletics aims to achieve recognition as a premiere NCAA Division I program through competition and sportsmanship on the field of play and support of the academic, social, and overall wellness of its Student-Athletes.

Radford Athletics remains committed to the highest degree of integrity through the adherence to its core values, compliance with NCAA rules, fiscal responsibility, and Student-Athlete development.

Radford Athletics will provide exceptional support to the overall mission of Radford University and surrounding communities, demonstrate unrivaled pride in Highlander achievements, and foster positive relationships with all constituents.

The Radford Athletics Strategic Plan outlines six goals, identifies 23 key objectives, and provides comprehensive action items which support the mission for success in Moving Forward Together.

Below are the goals of the Strategic Plan and a key objective that supports the overall mission:

1. **Student-Athlete Experience** - Support a culture that promotes safety, excellence, and wellness
2. **Culture** - Operate in full compliance with University, state, conference, and NCAA regulations
3. **Academic Excellence** - Attract, recruit, and retain Student-Athletes who are prepared to succeed academically and graduate
4. **Competitive Excellence** - Compete for conference championships and participate and advance in postseason play
5. **Resource Development** - Restructure Athletics Advancement
6. **Branding / Marketing & Promotions** - Enhance branding to create the best fan experience
Student-Athlete Experience

Support a culture that promotes safety, excellence, and wellness

- Provide all sport teams with the proper resources to practice and compete at the highest level
- Monitor team travel policies, lodging, and nutrition
- Strengthen the sports medicine program to provide high quality medical support for all Student-Athletes
- Increase nutrition staffing to work with all sports programs
- Provide a Strength and Conditioning program staffed and equipped with the proper resources to support all athletics programs
- Implement a rotation plan for athletics surfaces, equipment, and vehicles

Enrich the Student-Athlete experience by developing a comprehensive life skills and career planning program that educates and prepares Student-Athletes for success upon graduation

- Increase resources to allow for NCAA life skills speakers
- Require Student-Athletes to enroll in a leadership development course that promotes character development, teamwork, and leadership
- Design a program that assists Student-Athletes in reaching their career goals, gaining relevant work experience through externships and internships, and developing strategies for finding employment
- Provide an alumni network and job program to assist Student-Athletes in career decision making
- Develop an Athletics Department sponsored job fair
Student-Athlete Experience

Promote character development, teamwork, and leadership through civic duty and community outreach

- Empower and improve the Student-Athlete Advisory Committee’s (SAAC) involvement in the organization and planning of team community service projects
- Promote a culture of community service by increasing awareness among Student-Athletes and coaches
- Encourage 100 percent team participation in community service initiatives organized by SAAC
- Strengthen Student-Athlete relationships and participation with campus organizations
Culture

Operate in full compliance with University, state, conference and NCAA regulations

- Restructure the rules education program to meet the needs of our coaches, administrators, and Student-Athletes
- Utilize ARMS compliance software to ensure the reporting and monitoring of Athletics activities are efficient and effective
- Include sport administrators on all NCAA interpretations issued to the coaching staff
- Expand the rules education program to involve the campus community, student groups, and athletics boosters
- Produce and distribute a compliance brochure to all season ticket holders and donors
- Include compliance information within the men’s and women’s basketball game program to educate the fan base

Strengthen the University’s commitment to institutional control

- Ensure the President is informed by Athletics Compliance of institutional monitoring and enforcement procedures
- Support the relationship between the Athletics Department and University constituents
- Conduct rules education sessions with essential University constituents
- Restructure the role of the Intercollegiate Athletics Council (IAC) to enhance communications between Athletics and the University community
- Educate the IAC and University constituents on NCAA regulations
Culture

Support an atmosphere of diversity
- Implement policies and procedures which promote diversity and inclusion in Athletics
- Utilize campus resources to provide education and programming for Student-Athletes, coaches, and staff
- Identify diversity events on campus and encourage Student-Athletes, coaches, and staff to participate

Support and sustain Gender Equity
- Monitor Gender Equity compliance and collaborate with conference institutions quarterly
- Assess and monitor program areas of Gender Equity and develop a plan for improvement
- Review the Equity in Athletics Data Analysis (EADA) report annually with members of the Athletics Department and IAC
- Design and implement an educational program for coaches on Gender Equity compliance
- Conduct a Gender Equity Review with an external consultant every five years
MOVING FORWARD
TOGETHER
RU

TRADITION NEVER GRADUATES...
**Academic Excellence**

**Attract, recruit, and retain Student-Athletes who are prepared to succeed academically and graduate**

- Educate coaches and staff on the diversity of academic programs, the strong faculty/student bonds, and student life
- Require coaches to develop a recruiting plan that supports a culture of academic success and personal development
- Implement educational sessions for coaches and staff regarding admissions standards/NCAA requirements of prospective Student-Athletes
- Utilize the Admissions Review Committee (ARC) to evaluate the academic record of all at-risk prospective Student-Athletes
- Implement semester reports to coaches regarding updates, changes, and projections of team Academic Progress Rates (APR)

**Refine academic support services programming for Student-Athletes**

- Develop a summer orientation program to introduce Student-Athletes to the Learning Enhancement Center’s goals, services, and expectations
- Require incoming at-risk Student-Athletes, who receive full Athletics grant-in-aid, to attend the Radford University summer bridge program
- Tailor and support individualized education plans for learning disabled and at-risk Student-Athletes
- Utilize the University’s Learning Assistance Resource Center (LARC) and Disability Resource Office (DRO) to increase accommodations for learning disabled and at-risk Student-Athletes
### Academic Excellence

**Reward and recognize the academic excellence of Student-Athletes**
- Develop a detailed incentive and recognition plan for academic performance
- Recognize scholar Student-Athletes at campus and athletics events
- Nominate Student-Athletes for campus, conference, and national academic achievements
- Publicize and promote the academic successes of Student-Athletes
Competitive Excellence

Compete for conference championships and participate and advance in postseason play

- Finish among the top three (3) in the final Big South Conference Sasser Cup standings annually
- Hire and retain coaches and administrators who are among the most talented in their fields and embrace the core values of Radford Athletics
- Recruit Student-Athletes who possess an academic and character profile which is consistent with Radford University’s mission
- Recruit Student-Athletes who possess athletic talent necessary to compete at the Division I level
- Provide coaches with the necessary resources to attract top recruits
- Ensure sport programs have the necessary scholarship funding and operating budgets to foster competitive success
- Work towards achieving the NCAA maximum allotment of full-time assistant coaches for each sport program
- Benchmark Radford’s scholarship and operating budgets against Big South Conference members and peer institutions annually
- Evaluate the Athletics Department’s array of sports offerings annually

Support the Big South Conference initiative to improve Men’s and Women’s Basketball

- Evaluate annually the Men’s and Women’s Basketball programs to ensure the necessary resources are provided to consistently compete for championships and participate and advance in postseason play
- Assess scholarship, recruiting, and operating budgets annually to ensure each is among the top three in the Big South Conference and comparable to peer institutions
- Increase the marketing and promotions budget for the Men’s and Women’s Basketball programs
- Create the opportunity for each program to participate in marquee tournaments
- Secure high-profile home contests annually
Competitive Excellence

Improve and maintain facilities that provide the best opportunities to compete for conference championships and participate and advance in postseason play
- Complete a master plan for athletics facilities
- Renovate the Dedmon Center arena to improve and enhance the infrastructure
- Build baseball and softball facilities to include coaches offices, team locker rooms, concessions, public restrooms, a ticket office, and an indoor hitting area
- Renovate and enhance the strength and conditioning, training room, and equipment room areas
- Replace or install scoreboards at all athletics venues

Increase overall performance standards for all sports programs
- Evaluate performance expectations of each sport program with the head coach
- Evaluate the performance of coaches and administrators annually
- Review program support needs with head coaches and senior athletics administrators
- Reward successful coaches who achieve measurable success
- Benchmark salaries of Big South Conference members and peer institutions annually
- Secure contracts with head coaches which reflect a commitment to Radford University
- Develop a formal plan to enhance a culture of sportsmanship of all sport programs
Resource Development

Restructure Athletics Advancement
- Restructure and increase the Athletics Advancement staff
- Increase membership in the Radford University Athletics Club (RAC) to 1,000 members by 2020
- Rebuild the annual fundraising program to increase annual giving to $500,000 by 2018
- Establish a leadership giving program and planned giving program
- Implement the Radford University Varsity Club
- Create a comprehensive stewardship program
- Create volunteer programs to support each fundraising program
- Redesign the RAC website
- Produce and distribute annual report to all donors

Increase contributions to Athletics through the RAC
- Educate donors and emphasize the importance of unrestricted gifts to the RAC
- Develop a funding plan to renovate and enhance Athletics facilities
- Create an annual signature fundraising event for the Athletics Department
- Secure the necessary funding to complete the baseball and softball facility projects
- Assess annually the need to implement a priority point system and priority seating for Men’s Basketball
- Develop a coaches’ caravan in areas of high donor and fan concentration
Resource Development

Increase all external revenue streams in support of the Athletics Department

- Develop an athletics call center to increase the volume of solicitations
- Implement a ticket sales force with specific emphasis on customer retention, service, and management
- Review and evaluate season ticket packages annually
- Explore a partnership with an external media rights company
- Increase distribution of Radford apparel in the marketplace to increase licensing revenue
- Establish a plan to maximize the rental capability of the Dedmon Center complex
- Explore annually the potential of charging admission for Olympic sports
- Evaluate annually concessions operations, staff, and pricing to enhance customer service and revenue
- Establish an online apparel store
Branding/Marketing & Promotions

Enhance branding
- Utilize resources to enhance overall recognition, visibility, and public perception of Radford Athletics
- Rebrand Radford Athletics marks and logos
- Develop an internal style/branding guide for all sports programs
- Design a branding strategy which is consistent throughout all Athletics facilities
- Secure new licensees to sell Radford Athletics products
- Work in concert with internal and external constituents to promote the Highlander brand

Provide a comprehensive communications infrastructure
- Expand the scope of RUTV and live broadcasts on the Big South Network
- Strengthen working relationships with current media contacts and develop new contacts
- Publicize positive feature and success stories on Student-Athletes, coaches, and administrators
- Establish a student play-by-play and color commentary development program with the University’s broadcast network and academic area

Create the best fan experience
- Ensure all event staff have the resources and tools needed to provide exceptional support and service
- Implement technology upgrades to enhance the event experience for fans
- Develop strategies to enhance the use of video and multimedia
- Increase staffing for the Marketing & Promotions department
- Improve on-court and field promotions to enhance the fan experience
MOVING FORWARD TOGETHER
Branding/Marketing & Promotions

Restructure the Spirit Squads
- Hire a director to revamp the pep band program
- Develop a new Athletics fight song
- Evaluate the cheer and dance programs annually

Enhance campus and community spirit
- Strengthen relationships with the Student Government Association (SGA), Greek Life, New Student Programs, and Quest
- Strengthen the relationship between Athletics Marketing and the campus community to attract more faculty, staff, and students to attend Athletics events
- Publicize faculty and staff appreciate events
- Develop a spirit initiative to engage local businesses
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Board of Visitors
President’s Office
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Faculty Athletics Representative
Athletics Leadership Team
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Athletics Communications
Student-Athlete Support Services
Compliance
Sports Medicine
Strength & Conditioning
Marketing & Promotions
Facilities & Operations
Coaching Staff