



## Strategic Plan 2013-2018 Cascade Collegiate Conference

### Mission

The Cascade Collegiate Conference will be the outstanding NAIA conference in the West. Our mission is to provide student-athletes a healthy, competitive environment for team play that focuses on the predominant importance of academic study, assures the integrity of the individual athlete, fosters the development of sound moral character, and affirms gender equity and racial and cultural diversity.

### Values

- We believe in promoting excellent athletic and academic achievement as well as the core values of the NAIA Champions of Character program: Integrity, Respect, Responsibility, Sportsmanship, and Servant Leadership.
- We believe that athletes at our member institutions must be encouraged to be students first and foremost, using athletics as complementary to their classroom and other co-curricular learning.
- We believe, even as competitive success requires subordination of individual aims to the overall good of the team, that the teaching of skills and discipline must never demean the integrity of the individual athlete.
- We believe that athletic competition is healthy only when it upholds the age-old traditions of fair play and respect for one's opponent and teaches the importance of those values to all participants.
- We believe in maintaining a profile of teams at our member institutions that ensure gender equity and are open to individuals from across the full range of diverse culture.

### Strategic Goals

#### Goal 1: Ensure the Highest Quality Student-Athlete Experience

The CCC is committed to the highest quality student-athlete experience.

#### Objectives

- ❖ Ensure CCC member institutions' commitment to the highest standards of safety and positive, competitive game environments.
- ❖ Develop a full array of recognition programs highlighting student athlete accomplishments (i.e. player of the week, team of the week, all-conference awards)
- ❖ Develop consistent event management criteria.
- ❖ Select and develop post-season formats, schedules, and venues that enhance the student-athletes' experience.
- ❖ Develop facility and staffing minimums for all member institutions.
- ❖ Consistently promote CCC student athletes for national recognition.
- ❖ Ensure that feedback loops are in place at all institutions regarding the quality of their student athletes' experiences.

## **Goal 2: Promote and Sustain Academic Excellence**

The CCC and member schools promote and value high academic achievement and degree completion.

### Objectives

- ❖ Ensure development of plans at each member institution to strengthen recruiting of academically successful athletes.
- ❖ Develop recognition programs highlighting academic accomplishments (i.e. Academic all-conference, Presidents' Cup).
- ❖ Report and publish appropriate academic data for all member schools.
- ❖ Develop schedules that ensure maximum academic class attendance and participation.
- ❖ Create more transparent processes among members with regard to eligibility and self-reported eligibility infractions. Present an end-of-year report by the eligibility committee.

## **Goal 3: Create, Support, and Actively Promote Nationally Competitive Athletic Programs**

CCC institutions and teams strive to compete and be recognized at the national level.

### Objectives

- ❖ Develop a strong marketing and fundraising plan to enhance national recognition of the CCC and member institutions.
- ❖ Increase advertising and corporate fundraising efforts to enhance national recognition.
- ❖ Ensure that the CCC website and social media sites are dynamic and up-to-date.
- ❖ Evaluate whether proposed new member institutions are potentially competitive at the national level and evaluate their potential impact on pathways to national championship play (i.e., additional automatic bids).
- ❖ Work toward creating higher standards among conference schools for web-based game broadcasts.

## **Goal 4: Achieve, Promote, and Support Diversity and Gender Equity**

The CCC values and promotes cultural diversity and gender equity among student-athletes and staffs of member institutions.

### Objectives

- ❖ Include cultural diversity and gender equity awareness in training for staff and student athletes.
- ❖ Ensure that each member school adheres to Title IX law as required by the Office of Civil Rights.
- ❖ Monitor fair and equitable treatment of student athletes.
- ❖ Complete and submit annual Equity in Athletics Report (EADA)
- ❖ Complete and submit annual NAIA year-end report
- ❖ Ensure unanimous participation in Conference-led surveys related to issues such as salary and staffing levels.

## **Goal 5. Ensure Financial Sustainability**

The CCC achieves financial stability through sound accounting practices and effective decision-making.

#### Objectives

- ❖ Develop regular financial plans and projections for a viable, effective Conference.
- ❖ Ensure that member schools share equally in financial support for operation of CCC.
- ❖ Commit appropriate resources through dues for the operations of the CCC.
- ❖ Develop an Associate Member fee structure.
- ❖ Seek opportunities to host national championships that make financial sense.

#### **Goal 6. Promote Membership Quality and Stability**

The CCC is committed to establishing and maintaining a strong, stable, and viable coalition of colleges and universities.

#### Objectives

- ❖ Ensure that new as well as existing CCC member institutions have the capacity to maintain academic quality, provide high quality student-athlete support, strive for national competitiveness, demonstrate long-term stability, and are committed to achieving NAIA 5 Star Champions of Character designation.
- ❖ Ensure that the CCC maintains a minimum of 10 full-member institutions. Expansion beyond twelve institutions will require review of the single-division format on a sport-by-sport basis.
- ❖ Ensure that location of new CCC member institutions will maintain geographic integrity of the CCC as well as minimize impact on travel costs.
- ❖ Consider whether potential associate members sponsor sports that enhance the overall quality of the CCC with little or no negative ramifications.
- ❖ Ensure that prospective new members would enhance the capacity of the CCC to provide for fair and balanced competition.
- ❖ Ensure that the conference maintains two automatic bids in men's and women's basketball
- ❖ Seek full-member schools that support core sports of basketball and volleyball as well as enhancing other CCC sports (i.e. soccer)

#### **Goal 7. Ensure Fair and Effective Governance**

The CCC is committed to effective governance and leadership at the conference and campus levels.

#### Objectives

- ❖ Ensure appropriate involvement of Presidents, Athletic Directors, FARs, and others as needed in issues and decision-making related to the CCC.
- ❖ Ensure that the Council of Presidents, with input from Athletic Directors, annually reviews goals, achievements, and expectations of the CCC Commissioner.
- ❖ Develop annual review process for the Strategic Plan.
- ❖ Maintain a high level of efficiency and purpose with scheduled CCC meetings and teleconferences.

## **Goal 8. Endorse, Promote, and Support NAIA Core Values**

The CCC is fully committed to the NAIA Champions of Character Program.

### **Objectives**

- ❖ Ensure that institution presidents, athletics staff, FARs, and student athletes are articulate advocates for the Champions of Character and the NAIA itself.
- ❖ Provide educational opportunities for all CCC staff and student athletes that reinforce NAIA core values.
- ❖ Ensure that the core values are reinforced in all CCC and institutional key messages.
- ❖ Empower the Commissioner, the Conduct and Competition Committee, and the Champions of Character Committee to act to address issues related to core values within established guidelines.
- ❖ Track and report ejections and suspensions.
- ❖ By 2014 all member schools achieve NAIA Five Star Champions of Character Designation