WE EDUCATE AND INSPIRE THROUGH ATHLETICS
In 2012, we launched an impactful strategic plan for Carolina Athletics, “Carolina Leads,” that defined and directed key processes that would guide us as we educate, inspire and lead.

Five years later, our updated strategic plan builds on those processes by focusing on the people who make them happen and are directly impacted by them: our student-athletes, coaches and staff, and the Carolina community.

“Together We Win” is about working in sync to be successful in all that we do – in the classroom, in competition and in our community. It’s about supporting nearly 800 remarkable student-athletes, their passionate coaches, and the committed staff, fans, alumni and donors who support them each day. It’s about pushing ourselves, and each other, to make each year more successful than the one before.

It’s about working and winning as a team.

This updated plan was made possible by a strong show of teamwork from people who are committed to the future of Carolina Athletics. Thank you to the scores of Tar Heels involved in the process: our consulting team led by Dr. Paul Friga of the Kenan-Flagler Business School; the task force led by our department’s executive leadership team; and our advisory committee — which included members of our University faculty and administration, coaches, student-athletes, and staff from our department and the Rams Club.

This updated strategic plan will continue to guide us as Carolina continues to shape the future of college athletics. By working TOGETHER, we will continue to WIN.

Go Heels!
THE STRATEGIC PLANNING PROCESS

This plan, like the one before it, provides a template for strategic thinking for Carolina Athletics. It re-emphasizes our foundation – our Mission and Values. It defines our program’s future – our Vision. And it lays out our goals – our Priorities, Objectives and Initiatives – that we will undertake over the next five years.

It is the result of a process that began in Summer 2016 and included three in-depth phases: Assessment, Visioning and Implementation.

Assessment involved research, discussion, surveys and an extensive SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis, benchmarking Carolina against peer institutions as well as our own past performance.

Visioning included in-depth discussions about the future of Carolina Athletics with members of the department, University and Carolina Community. Those discussions resulted in strategy statements that will guide Carolina Athletics moving forward. They also re-affirmed our Mission and Values and re-focused our Vision for the future.

Implementation outlined the steps needed to accomplish the goals set out in the strategic plan, and solidified the objectives and initiatives that will help us achieve the vision detailed in this publication. Our plan will be supported by action steps that will be evaluated and updated each year.

This plan builds on our 2012 plan, will guide us in the present and will shape the future of Carolina Athletics.
STRATEGY STATEMENTS

MISSION
We educate and inspire through athletics.

VALUES
Responsibility
Do what is right

Innovation
Find a better way

Service
Put others first

Excellence

VISION
Together We Win

PRIORITIES
Student-Athletes
Strengthen and create programs and opportunities that will help all student-athletes reach their highest levels of academic, athletic and personal success.

Coaches and staff
Provide an inclusive and growth-oriented environment in which coaches and staff lead and develop student-athletes in the pursuit of championships.

Carolina Community
Welcome, value and engage students, alumni, fans and friends.
STUDENT-ATHLETES

Strengthen and create programs and opportunities that will help all student-athletes reach their highest levels of academic, athletic and personal success.

OBJECTIVE 1:
SUPPORT STUDENT-ATHLETES’ ACADEMIC GOALS, PERFORMANCE AND EFFORTS TO GRADUATE

INITIATIVES:

a. Create and promote high-impact educational opportunities and experiences
b. Identify new research-based approaches and initiatives to provide optimal academic services and educational support
c. Enhance academic and transition programming for incoming and exiting students

OBJECTIVE 2:
ENHANCE AND SUPPORT THE STUDENT-ATHLETE EXPERIENCE FROM RECRUITMENT TO GRADUATION AND BEYOND

INITIATIVES:

a. Collaborate with University partners to identify and share more campus resources
b. Coordinate the efforts of ASPSA, Student-Athlete Development and campus partners to expand and individualize major and career exploration services for more student-athletes
c. Strengthen the comprehensive intellectual and personal development of student-athlete leaders
d. Collect and share recruiting resources to help support customized, efficient and effective recruitment of student-athletes
OBJECTIVE 3: EMBRACE LIFELONG HEALTH AND WELLNESS
INITIATIVES:
   a. Provide an infrastructure to optimize health care, prevent injury and maximize athletic development
   b. Enhance resources focusing on physical, mental and nutritional health and performance
   c. Utilize research, data and analytics to maximize health and performance
   d. Promote current and lifelong wellness

OBJECTIVE 4: OPTIMIZE RESOURCES FOR TEAM SUPPORT AND PROGRAMMING
INITIATIVES:
   a. Pursue innovation in academic support, student-athlete development and health and performance units
   b. Enhance internal operations and explore centralization of services to create efficiencies
   c. Prioritize and pursue additional resources and services for all student-athletes

OBJECTIVE 5: BUILD, RENOVATE AND MAINTAIN OUTSTANDING FACILITIES
INITIATIVES:
   a. Explore opportunities for broad-impact facilities that support both Department of Athletics and University initiatives
   b. Optimize the aesthetic and practical value of current facilities
   c. Update the Capital Facilities Plan
COACHES AND STAFF
Provide an inclusive and growth-oriented environment in which coaches and staff lead and develop student-athletes in the pursuit of championships.

OBJECTIVE 1:
NURTURE THE CAROLINA FAMILY
INITIATIVES:
   a. Deepen relationships by fostering communication, collaboration and accountability
   b. Promote mentorship, leadership and professional development
   c. Fully engage in the University’s Healthy Campus Initiative
   d. Adapt to an evolving workforce

OBJECTIVE 2:
POSITION ALL SPORT PROGRAMS TO ANNUALLY ACHIEVE TOP 3 CONFERENCE AND TOP 10 NATIONAL ACADEMIC AND ATHLETIC RANKINGS
INITIATIVES:
   a. Achieve capital campaign fundraising goals
   b. Increase athletic department revenue by 25 percent over the next five years
   c. Enhance assessment and feedback mechanisms for sport program development
   d. Enhance engagement in the shaping of intercollegiate athletics by participating in conference and national organizations

OBJECTIVE 3:
IMPROVE INCLUSIVENESS, DIVERSITY AND TRANSPARENCY IN DECISION-MAKING
INITIATIVES:
   a. Promote diversity and inclusion through an enriched departmental culture
   b. Develop and execute multi-year Title IX and Diversity Strategic Plans
   c. Recruit and develop diverse staff and coaches
   d. Pursue organizational and process changes to enhance effectiveness

OBJECTIVE 4:
EXPLORE INCREASING FINANCIAL AND NON-FINANCIAL BENEFITS
INITIATIVES:
   a. Attract and retain successful coaches and staff
   b. Elevate recognition and rewards for coaches and staff while striving for Top 3/Top 10 academic and athletic finishes in the ACC/NCAA
CAROLINA COMMUNITY
Welcome, value and engage students, alumni, fans and friends.

OBJECTIVE 1:
EMBRACE OUR PEOPLE-FIRST CULTURE
INITIATIVES:
   a. Enhance game-day experiences
   b. Inspire and increase Rams Club membership and engagement
   c. Increase ticket sales and attendance
   d. Develop opportunities to connect with the town, state and world

OBJECTIVE 2:
EXPAND OUR ABILITY TO TELL THE CAROLINA STORY AND DELIVER THE CAROLINA EXPERIENCE
INITIATIVES:
   a. Launch, leverage and lead the ACC Network
   b. Unify and innovate our branding and messaging
   c. Embrace the use of data analytics and business intelligence to make informed decisions
   d. Bolster Creative Services to expand innovative content
   e. Leverage historical success

OBJECTIVE 3:
ENGAGE THE CAMPUS COMMUNITY TO FURTHER ALIGN ATHLETICS WITH THE UNIVERSITY’S MISSION
INITIATIVES:
   a. Strategically position athletics initiatives to support the campus strategic framework
   b. Deepen the relationship between the athletic department and campus
   c. Continue to emphasize a culture of compliance and accountability throughout the department, campus and community
ACKNOWLEDGMENTS

Many thanks to the numerous people – athletics staff, faculty members, University supporters, members of the Carolina community – who provided input and feedback during this planning process. Your participation will continue to ensure that strategic thinking remains a priority at Carolina – and it is another example of how TOGETHER, we WIN.