Athletics Program Review

METHODOLOGY

- Confidential on-line survey: 250 respondents from 600 invitations (47.1%)
- 3 visits to campus for interviews with over 65 individuals (Campus Administrators, Head Coaches, Athletics Staff, Student-Athletes, Donors).
- Document review: UNCG and Athletics Mission Statements and planning documents, organizational charts, sports sponsorship data, student-athlete participation and academic performance records, financial reports, etc.
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SCOPE & RECOMMENDATIONS

• Areas of focus (11): Planning; Organizational Structure & Management; Men’s Basketball; Budgeting; Funding & Development; Facilities; Title IX, Equity, Diversity & Inclusion; Marketing, Promotions & Communications; Compliance & Institutional Oversight; Student-Athlete Well-Being; and University Relationships

• Strengths, Challenges, Opportunities, Threats (SCOT).

• Recommendations include major initiatives related to Planning, Men’s Basketball, Funding and Development, Facilities, and Student-Athlete Well-Being as well as suggestions related to operations and management.
ATHLETICS PROGRAM REVIEW

PLANNING - CLEARLY DEFINE THE ROLE AND EXPECTATIONS OF THE ATHLETICS PROGRAM FOR THE UNIVERSITY COMMUNITY.

- The University should consider the role of athletics in its overall strategic planning.

- Athletics would benefit from updating its own strategic plan to be in alignment with the University’s developing plan.

- To ensure campus awareness and buy-in, the process for developing a new strategic plan for athletics should be inclusive, involving key constituent groups from across campus and in the community.

- To be effective, the development of a visionary strategic plan for Athletics will require the involvement and leadership of the Chancellor and the Director of Athletics with the support of the Board of Trustees.
ORGANIZATIONAL STRUCTURE & MANAGEMENT

• Consider creating the position of a Chief Operating Officer who is empowered to manage the daily operation of the Athletics Department.

• Review the sport oversight system to develop agreed upon management policies focusing upon consistency, accountability, transparency, and budget management.
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MEN’S BASKETBALL

• Focus on improving the competitive success of the men's basketball program.

• The University should not abandon its relationship with the Greensboro Coliseum. It should determine if games with opponents that are likely to draw significant attendance should be scheduled in the Coliseum, with other games scheduled in Fleming Gym.

• Monitor the national conference landscape and be prepared to evaluate conference membership opportunities that could benefit UNCG athletics and men's basketball.
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BUDGETING

- Review the Athletics Department's revenue production and develop strategies to increase revenues.

- Develop strategies to maximize the effective and efficient use of Athletics Department existing resources.

- Explore the efficiency of negotiating a sole source equipment and/or apparel agreement.
FUNDING & DEVELOPMENT

- Key development staff members should be full-time fund raisers.

- In consultation with University Advancement, establish specific, tightly managed annual goals to measure growth in the number of donations and total giving.

- Fund raising, corporate sponsorships, and marketing programs should be coordinated with and implemented by the Athletic Development and Marketing staffs, with the assistance and support of the head coaches.
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FACILITIES

- A comprehensive athletics facilities master plan is needed.

- An on-campus multi-purpose convocation and events center should be considered only when Men's Basketball demonstrates a level of competitive success that would drive the need for such a facility.

- Review the status of critical student-athlete support areas (e.g. Strength & Conditioning, Sports Medicine, Academic Support) to determine what improvements or upgrades should be a part of a facilities master plan.

- Steps should be taken to provide the student-athletes full-time use of the Strength and Conditioning Center. In the interim, student-athletes should have priority access to this space.
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TITLE IX, EQUITY, DIVERSITY & INCLUSION

• The Athletics Department should conduct a review of the current status of Title IX compliance and develop an ongoing plan for meeting Title IX requirements.

• As a part of that process, a standing Title IX compliance, equity, diversity, and inclusion oversight committee should be established to identify and address any Title IX equity, diversity, and inclusion concerns.

• Develop policies that provide guidelines for responding to incidents of inappropriate social behavior. These policies need to be regularly reviewed with student-athletes and Athletics Department staff.

• Conduct Title IX and diversity workshops for Athletic Department staff and student-athletes. The workshops should be mandatory and include issues associated with sexual assault.
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COACHES

• Continue to encourage all coaches and staff to be involved in leadership and development training opportunities.

• Coaches should focus on coaching, recruiting, and the development of their student-athletes and team.

• Continue to benchmark coaches’ compensation with peer institutions and address as needed.
• Maximize revenue generation by focusing external marketing on areas that have the greatest potential return on investment.

• Work with community leaders to develop a marketing plan with the goal of being recognized as Greensboro’s Hometown Team.

• Establish and enforce brand consistency across all internal and external platforms.

• Improve the quality and distribution of UNCG licensed products.
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COMPLIANCE AND INSTITUTIONAL OVERSIGHT

• Continue to promote a culture of compliance.

• Ensure that transition in the staffing of the compliance office is seamless and has appropriate institutional connections and oversight.
STUDENT-ATHLETE WELLBEING

• A committee with members from campus life and athletics should be appointed to regularly review issues concerning housing, access to dining services, and providing high quality nutrition options for student-athletes.

• The Registrar, Faculty Athletic Representative and the Director of Athletics should work together to determine the best possible way for student-athletes to take the classes they need for their chosen major, make progress toward their degree as required by the NCAA, to reduce missed class time, and enable on-time graduation.

• Academic and athletic administrators should work together to develop University-wide missed class policies that appropriately balance the academic and athletic issues impacting the faculty and all students, including student-athletes.
UNIVERSITY RELATIONSHIPS

• Use the strategic planning process to develop awareness, trust, and respect within the greater campus community.

• The Department of Athletics should seek ways to facilitate more interaction between the Faculty and the Athletics Program.

• The SGA and the Student-Athlete Advisory Council should be more closely aligned in creating programs that enhance the total student experience at UNCG.