

Cascaded Plan
July 1, 2016 – June 30, 2019

Department of Athletics – Long-term

The Department of Athletics will support the University of Idaho plan through 2025 by utilizing its presence to market the University of Idaho throughout the world. In addition, we look forward to being the driving force to get alumni to return to campus and partake in alumni engagement activities. We will do our share in promoting the University to high school and transfer students through our recruitment efforts to assist the University in meeting its enrollment goals. Athletics will continue to be a natural conduit to increasing inclusiveness on our campus and ensuring the University has a global reach through foreign tours and international student and first generation college recruitment. Through our athletic contests and facility improvements we will contribute to the economic vibrancy of our community and provide the platform to allow colleges to engage with donors and enhance fundraising. Our business like operation will allow students to subsidize their academic preparation with real life internships in our department. Finally, we will strive to align the University of Idaho athletic programs with like institutions to create *the “Ivy League of the West”*.

Priority Institutional Metrics:

University Strategic Goal	Focus for unit? (Y or N)	Unit’s high priority activities to support and advance this goal	Corresponding measure of success (metrics and / or milestones)
Innovate (especially terminal degrees)	N		
Engage (especially Go-on rates)	Y	Recruitment of 1 st generation college students	Engaging our coaches with high school counselors will increase Idaho Go On rate.
Transform (especially Enrollment and Retention)	Y	Recruitment of walk-on student-athletes	By encouraging non –scholarship athletes to attend the University of Idaho we will increase enrollment.

Cultivate (especially Work Environment and Inclusivity)	Y	Increasing professional development and facility improvement	We will work on providing more professional development opportunities for staff and improving facilities which are our classrooms and laboratories.
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2016-2019 – Waypoint 1 goals, objectives and institutional metrics

The Department of Athletics will support the following goals and objectives of the university strategic plan

Engage – Outreach that inspires innovation and culture

Objective C: Engage individuals (alumni, friends, stakeholders, and collaborators), businesses, industry, agencies, and communities, in meaningful and beneficial ways that support the University of Idaho’s mission.

1. Capitalize on the uniqueness of the Vandal brand (Goal 2, Objective C)
 - a) Continue to tell the unique stories of the global Vandal brand and success stories of current and former Vandals.
 - b) Work with Licensing and Trademarks on opportunities to expand the brand beyond the region
 - c) Send Joe Vandal to every mascot competition we can.
 - d) Engage graduates and encourage to come to watch competition at road events
 - e) Continue with “Hometown Heroes” a program that recognizes military, firefighter, and athletic contributors

2. Provide an engaging fan experience and game atmosphere for all of our athletic competitions (Goal 2, Objective C)
 - a) Provide better Wi-Fi connection for fans inside the Kibbie Dome by working with IT to increase bandwidth.
 - b) Continue to stay up to date with current music trends
 - c) Continue to work with IVSP on finding engaging video elements, fan contests and giveaways.
 - d) Create a “Fan Council” by the summer of 2017

3. Continue to engage, explore and increase athletic department involvement in community outreach activities (Goal 2, Objective C)
 - a) Work with the City of Moscow to support downtown block parties
 - b) Continue Vandal First Friday at Eastside Marketplace and consider moving closer to campus
 - c) Continue to grow public school partnerships. Examples: pen pals, Readers as Leaders, Vandal Lunch Pals, etc.
 - d) Continue to have a department member on the Moscow Chamber of Commerce board or be an ambassador

4. Engage business owners and representatives of the Moscow community and surrounding area in the operations of the Department of Athletics (Goal 2, Objective C)

- a) Engage businesses by sponsoring “Coffee with the Vandals”
- b) Continue ongoing efforts to get more I-Vandal signs or window clings in the community
- c) Identify local landmarks to be painted with the I-Vandal

5. Involve faculty and staff members into Department of Athletic activities (Goal 2, Objective C)

- a) Recognize a teacher or advisor of the game at select athletic contests
- b) Get someone from athletics on Staff Affairs Committee
- c) Sell at least 300 of the new discounted faculty/staff ticket packages in 2016
- d) Link academic programs with student-athletes and coaches
 - Nutrition and athletic performance
 - Psychology and mental preparation
 - CBE and Marketing
 - CBE and Economics
 - Architecture and Facility Design and Development
 - Engineering and motion and kinetics
 - College of Letters, Arts, and Social Sciences and event entertainment
 - College of Letters, Arts, and Social Sciences and art work (painting/sculpture)
 - College of Letters, Arts, and Social Sciences and graphic design and media guide
 - Law School and NCAA compliance
 - Law School and contracts

6. Facilitate communication and involvement of the UI student body in the Department of Athletics (Goal 2, Objective C)

- a) Evaluate the “Adopt a Team” program, starting with WBB and a Greek house this season
- b) Grow the support of the Vandalizers to a group of 300 by 2017 by working with ASUI Athletic Director to increase recruitment efforts.
- c) Continue to have teams eat dinner at Greek Houses, currently doing this with soccer
- d) Continue having and promoting “Spirit Games” to student organizations
- e) Find ways to have SAAC be more involved in campus activities

7. Engage fans and promote events using social media strategies (Goal 2, Objective C)

- a) Grow each social media outlet by 1% each month by providing unique, engaging, informing, and interesting information and content to followers.
- b) Continue to follow trends and explore new social media avenues
- c) Incorporate more social media contests and interactions around home events

8. Compete at the highest level

- a) Every sport will finish in the top third of conference standings
- b) Finish in the top third of the Big Sky President’s Cup
- c) Qualify for NCAA post season competitions and bowl games
- d) Continue to upgrade training facilities

First Waypoint Metric Targets for Unit

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1-4	2C. Go-On Impact	# of alumni engaged	# of alumni engaged	# of alumni engaged	# of alumni engaged	Active engagement activities will promote the Go-On Rate
5	2C. Great Colleges to work for	TBD	TBD	TBD	TBD	Creating unique partnerships will bridge the gap between academics and athletics and will contribute to a positive work environment
6	2C. Retention	TBD	# of student engagements (e.g. spirit game attendees)	# of student engagements (e.g. spirit game attendees)	# of student engagements (e.g. spirit game attendees)	Engaging the student-body will assist in retention rates
7	2C. Go-On Impact	FB = 30,875 Twitter = 9,239	FB = 35,875 Twitter = 11,000	FB = 40,000 Twitter = 14,000	FB = 45,000 Twitter = 17,000	Increasing social media follows will help promote

		Inst. = 5,103	Inst. = 7,000	Inst. = 9,000	Inst. = 11,000	the University and encourage Go-On rates
8	2C. Enrollment	TBD	Top 3 in BSC in every sport	Top 3 in BSC in every sport	Top 3 in BSC in every sport	By competing at a high level the Department of Athletics will enhance the visibility of the UI in a positive way

Transform – Educational Experiences that improve lives

Objective A: Provide greater access to educational opportunities to meet the evolving needs of society.

1. Contribute to the University’s goal of a 50% enrollment increase (Goal 3, Objective A)
 - a) Require coaches to distribute UI recruitment materials to high school counselors during visits
 - b) Increase in education outreach to local high schools and junior colleges regarding NCAA Eligibility standards and opportunities
 - c) Encourage coaches to recruit walk-on student-athletes for certain sports
 - d) Work with campus recruitment for all sports camps
 - e) Offer NCAA Compliance Education Sessions to high school and transfer students

2. Require that the overall recruiting freshman cohort will meet or exceed a 3.0 GPA (Goal 3, Objective A)
 - a) Meet with recruits individually and collectively and provide feedback to coaches on academic readiness
 - b) NCAA minimums in 2015 2.3 GPA out of HS and 2.6 GPA out of JC

3. Sustain an annual Academic Progress Rate will exceed a 970 for every program (Goal 3, Objective A)
 - a) Conduct monthly progress report meetings with Academic Staff, Compliance and Registrar’s Office
 - b) Identify at risk student-athletes during recruitment process
 - c) Have each student-athlete conduct a self-assessment of their academic abilities
 - d) Track individual student-athlete academic progress each semester and share with coaches
 - e) Place a greater emphasis on academic performance in coaches contracts
 - f) Calculate APR for individual coaches

g) Contractually tie coach salaries and bonuses to APR rate

4. Achieve a 75% graduation rate for all student-athletes (Goal 3, Objective A)

- a) Annually monitor degree selection for each student-athlete to ensure that they have chosen degrees that are attainable
- b) Construct four/five year graduation timelines for each individual student-athlete
- c) Once per semester initiate progress toward degree discussions with each student-athlete
- d) Each semester provide coaches with the student-athletes degree choice
- e) Construct four/five year graduation timelines for each individual student-athlete
- f) Annually update and place student-athlete handbook on website
- g) Develop and establish a Policies and Procedures Manual for the Academic Support Services Office to be included in the University of Idaho Student-Athlete Handbook to be updated each year
- h) Develop Academics Website to encompass all University resources and to include all resources, services and programs provided by Academic Services in Athletics

5. Maintain an individual team GPA of 3.0 and a cumulative GPA of 3.3 for all sports (Goal 3, Objective A)

- a) Create an Academic Notebook – Academic Game Plan, Schedules Monthly-weekly-daily, Syllabi, Time Schedules for each student-athlete
- b) Conduct weekly meetings between Academic Coordinators and student-athletes
- c) Each semester offer an effective and efficient study skills presentation
- d) Each fall train UI students to conduct group tutoring sessions
- e) Individual tutoring – student-athletes tutoring student-athletes as well with training provided
- f) Each semester utilize campus services: International Programs Office, Academic Support & Access Programs (DSS, TRIO, Tutoring & College Success, Supplemental Instruction, etc.) Career Center, Library, Writing Center, POLYA, Statistics Lab, etc.
- g) Develop a monthly communication strategy with professors, instructors, TA's, etc.
- h) Request 4 week and 12 week Progress Reports from faculty/course instructors
- i) Obtain Early Warning grades as part of Academic Advisor protocol, to be used in coordinating overall individual academic progress early each semester
- j) Each semester offer prizes to the top three GPA athletic programs
- k) Sponsor an annual awards banquet to honor individual student-athletes with a 3.5 and the athletic team with the highest cum GPA.

6. Establish a student-athlete mentoring program (Goal 3, Objective A)

- a) Identify prospective student-athletes to participate in a mentoring program
 - b) Create a mentor training curriculum
 - c) Identify former student-athletes, faculty, and UI retirees to participate in mentoring programs
 - d) Identify colleges that would offer 40 hour practicums.
7. Implement the BLAST (Building Leaders Athletes Students Together) leadership program that provides distinctive learning experiences that foster lifelong success and involved citizenship (Goal 3, Objective A)
- a) Identify a champion from the faculty to foster the development of a leadership certificate for student-athletes
8. Exceed 2000 hours in annual service learning activities (Goal 3, Objective A)
- a) Work with coaching staffs to encourage student-athletes to participate in service learning
 - b) Work with select instructors to implement service-learning into various cross-curricular courses
 - c) Seek out community partners to promote service-learning opportunities
 - d) Promote service into SAAC activities, leadership curriculum, individual and team goals
 - e) Include athletic staff in creation of service opportunities, elicit cooperation of university faculty and staff
9. Increase Academic Support Staff (Goal 3, Objective A)
- a) Evaluate the transition of Academics to Academic Support and Access Programs (ASAP) at the end of the 206-17 school year.
 - b) Through ASAP identify funding source for additional academic service staff
 - c) Employ post-eligibility recipients in academic services
 - d) Utilize existing university resources (tutoring services, counseling/testing services) to support student-athlete needs
 - e) Continue applying for grants (e.g.AmeriCorp) to help address academically at risk student-athletes
10. Assist in finding internship and employment opportunities for student-athletes (Goal 3, Objective C)
- a) Identify a central location to post all internship and employment opportunities
 - b) Invite career professionals to sponsor seminars and meet with student-athletes
 - c) Sponsor a senior resume book
 - d) Work with University Career and Professional Planning
 - e) Promote one student-athlete for each home football game to be shown on the video board

f) Reestablish football summer job program

Department of Athletic Strategies:

First Waypoint Metric Targets for Unit

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1	3A. Enrollment	Number of student-athletes	340	350	360	We will encourage walk-on student-athletes to attend the UI
2	3A. Retention	Recruit SA's with average 3.0 GPA	3.1 GPA	3.2 GPA	3.3 GPA	Recruiting better students will help with retention and graduation
3	3A. Retention	Annual APR Rate	960 APR	970 APR	975 APR	Retaining student-athletes is part of the APR calculation
4	3A. Retention	Grad Rate	65% Grad Rate	70% Grad Rate	72% Grad Rate	Graduation Rate improvement will help recruitment and retention
5	3A. Retention	Student-Athlete GPA	3.1 GPA	3.2 GPA	3.3 GPA	Overall GPA improvement will help graduation success
6-10	3A. Retention	Academic Progress Rate	960 APR	970 APR	975 APR	APR is a good metric for these strategies

Cultivate – A valued and diverse community

Objective A: Build an inclusive, diverse community that welcomes multicultural and international perspectives.

Objective B: Enhance the University of Idaho's ability to compete for and retain outstanding scholars and skilled staff.

1. Educate and foster a safe and inclusive environment (e.g. sexual harassment, substance abuse, green dot program) (Goal 4, Objective A)
 - a) Provide educational material in the form of roundtable discussions, presentations and classes focusing on specific issues and how to prevent them.
 - b) Require all student-athletes, coaches and staff to sign a code of conduct regarding specific issues.
 - c) Increase presence of safety officers in athletic facilities.
 - d) Continue and strengthen collaboration between student athlete support services (Academics, Athletic training, Equipment, and Strength/Conditioning) in areas of mutual concern for student athlete welfare.
 - e) Identify and fund a Life Skills coordinator
2. Provide educational opportunities for department staff to increase their knowledge of diversity, gender, equity and Title IX (Goal 4, Objective A)
 - a) Acquire the appropriate data and update the gender equity plan accordingly.
 - b) Increase educational information on related subjects during staff meetings and head coaches meetings.
 - c) Identify funding sources specific to Title IX and Gender Equity issues
3. Annually update gender equity plan to ensure continued compliance with Title IX criteria (Goal 4, Objective A)
 - a) Continue monitoring EADA data by measuring participation levels in proportion to the institution's enrollment; and funding levels in the areas of athletic aid, recruiting expense, operating expense, and coach salaries
 - b) Interview all coaches annually on gender equity components using the 13 program areas of Title IX; report responses to Director of Athletics for Gender Equity Plan adjustments
 - c) Communicate gender equity target goals to all coaches and staff
 - d) Identify and incorporate objectives and strategies that also meet goals of conference strategic plans regarding gender equity
 - e) Monitor equipment allocations and Equipment Room service
 - f) Ensure travel and per diem allowances are consistent
 - g) Identify basic needs (competition schedule, per diem, SA's room occupancies, travel) for all programs and fund those equally before allocating funding
 - h) Provide equitable access to tutors
 - i) Provide equitable athletic training room time and personnel to all student-athletes
 - j) Provide equitable weight training and conditioning programs and assignment of qualified strength and conditioning coaches
 - k) Improve locker rooms for women's track & field and tennis

- l) Provide equitable media coverage for men's and women's programs by developing a communications plan for all sports with identified deadlines for media guides
 - m) Identify positions where salary discrepancies and lack of assistant positions occur, specifically; assistant coaches in golf, tennis, track and field and develop a five year plan to address
4. Identify and incorporate objectives and strategies that also meet the goals of the institution's comprehensive plan for diversity and human rights (Goal 4, Objective A).
- a) Work with the Chief Diversity Officer women's center, multicultural center and other organizations on campus regarding program involvement, extracurricular activities and services for student-athletes
 - b) Emphasize the recruitment of women, people of color, and people of differing ethnic backgrounds in department job searches
 - c) Emphasize the recruitment, retention rates, and graduation rates of women student-athletes and student-athletes of color and of different ethnic backgrounds
 - d) Communicate diversity plan to coaches, staff and student-athletes
 - e) Coordinate with campus programs at the institution to provide services to student-athletes as a diverse population
 - f) Involve the Black Coaches Association and any other professional organizations of coaches/athletics targeting diverse candidates in all coaching searches
 - g) Reach out to diverse groups (Tribal, LGBTQ, Black Student Union, etc...) on campus to promote their mission during games.
 - h) Work with ASUI and KUOI 89.3 FM on broadcasting select games in Spanish
 - i) Identify foreign tours for student-athletes
5. Continue Improving Facilities and initiate fund raising effort for an arena and identify other future priorities from feasibility study (Goal 4, Objective B)
- a) Basketball arena-complete fundraising initiatives
 - b) Renovate weight room
 - c) Finish racquetball space into team meeting rooms
 - d) Develop plans for soccer complex

Department of Athletic Strategies:

First Waypoint Metric Targets for Unit

Initiative Number	Strategic plan goal and objective supported	Proposed means to assess progress	Progress by July 2017	Progress by July 2018	Progress by July 2019	Comments
1-4	4A. Enrollment	Number of Student-athletes	340	350	360	Providing a safe environment that focuses on gender equity will help recruit and retain student-athletes.
5	4B. Great Colleges to work for	Facility Improvements	SBOE approvals for arena	Arena Construction started	Arena 75% completion	Facility improvements will attract and retain coaches and student-athletes and improve the Great Colleges to work for metric

Specific metrics for the Department of Athletics:

University Performance Measure	Focus for unit? (Y or N)	Unit Baseline	Unit Target for 2025	Summary Tactics / Comments
APR	Y	970	985	Retaining student-athletes is part of the APR
GPA	Y	3.0	3.3	Overall GPA improvement will help graduation success
Enrollment	Y	330	370	We will encourage walk-on student-athletes to
1 st Generation	Y	40	50	We will calculate 1 st generation college students
Graduation Rate	Y	60%	75%	Achieving a higher graduation rate will help recruiting and retention
Graduation Success Rate (GSR)	Y	83%	90%	GSR improvement will help retention

High Schools Visited	Y	TBD	Visit every HS in Idaho over 4 years	Coaches will distribute recruitment materials to high schools
Compliance Education	Y	1	4	Compliance education will help improve community outreach and recruitment of prospective students
Alumni Participation	Y	TBD	3000 VSF members	Increasing our Vandal Scholarship Fund membership will certainly improve alumni and community participation
Social Media	Y	FB = 30,875 Twitter = 9,239 Inst. = 5,103	FB = 50,000 Twitter = 25000 Inst = 15000	Increasing social media follows will help promote the University and encourage Go-On rates
Facility Improvements	Y		Arena & Soccer Complex Completed	Facility improvements will attract and retain coaches and student-athletes and improve the Great Colleges to work for metric