

UNT™

BUILDING CHAMPIONS. PREPARING LEADERS.

the Strategic Plan for UNT Athletics



Dear Mean Green Family,

Let me begin by expressing my appreciation to each of you for the support you give the University of North Texas and our athletic programs. I am humbled to serve as your Vice President and Director of Athletics. Your continued support and commitment to our student-athletes make the goals in our strategic plan realistic and achievable.



Our journey to create this strategic plan began with the development of a formal mission statement. It was important that it reflect our values and aspirations, but also for it to be simple and concise. Through this process, we came to define our mission to Build Champions and Prepare Leaders through the pursuit of perfection in athletics, academics and life. We will do that by placing an emphasis on the support of our student-athletes. Our focus will be on their growth and development as people, as students, and as competitors. By continuing to invest in the growth and development of our support for student-athlete resources, we will become leaders and champions, both in the field of competition and in all areas of life.

While this strategic plan is an important planning tool and road map for our future, we also recognize the need for continual assessment and flexibility along this way. We are also committed to maintaining communication, accountability and transparency with all of our stakeholders during our journey. This strategic plan was developed over the past few months by our senior leadership team, our coaches, University administrators and select student-athletes.

The leadership and collaboration throughout the strategic planning process are evidence of what we can and will accomplish together in the days ahead. While our planning process has involved numerous revisions and edits to ensure our goals are feasible and our message is clear, we welcome your feedback and covet your continued support and engagement.

North Texas We Love,

A handwritten signature in black ink that reads "Wren Baker". The signature is written in a cursive, flowing style.

Wren Baker

Vice President and Director of Athletics

STRATEGIC AREAS OF FOCUS

I STUDENT-ATHLETE EXPERIENCE

Commit first and foremost to the comprehensive development of our student-athletes and providing the best student-athlete experience while under our care. Specific attention will be given to ensure academic, physical, mental, emotional and social growth is realized upon graduation from North Texas.

II PRIDE AND TRADITION

Work to broaden the Mean Green brand, increase exposure, and strengthen the depth of connection with key stakeholders. We want to inspire pride in North Texas through enhanced communication, collaboration and engagement.

III FISCAL ACCOUNTABILITY AND TRANSPARENCY

Work with key campus constituents to prioritize and allocate resources with attention to sound fiscal management principles and stewardship.

IV INVEST IN EXCELLENCE - WIN WITH PEOPLE

Strengthen the foundation of success for the University of North Texas Department of Athletics by recruiting, developing, and rewarding talent and excellence demonstrated by our staff. Excellence will be sought out and rewarded as we structure athletic programs and a student-athlete experience that builds champions and prepares leaders.

V COMPETITIVE EXCELLENCE

Provide sports programs that are consistently and highly competitive in Conference USA and among FBS institutions.

VI PROGRAM INTEGRITY

Abide by all rules and regulations of the NCAA, Conference USA and the institution as we pursue excellence in all that we do. North Texas is committed to firm institutional control of athletics, to the academic and financial integrity of our program, and to the overall mission and values of the university.

VII FAN EXPERIENCE

Commit to the creation of exciting game day experiences that deliver quality entertainment value with the highest attention to exceptional customer service to all of our fans.

VIII REVENUE GENERATION

Develop and strengthen significant revenue sources to facilitate championship level success in every facet of the athletic department.

FOCUS GROUPS

STRATEGIC PLAN:

SEPT. 1, 2016 – SEPT. 1, 2021

Each focus group convened to develop specific strategies related to each major pillar of the strategic plan. Strategies were outlined, discussed and prioritized. Focus group leaders highlighted to the right then presented materials to the Executive Leadership Team in the early part of December for evaluation and consideration for inclusion in the final strategic plan document for North Texas Athletics.

STUDENT-ATHLETE EXPERIENCE *Jared Mosley*

Ryan Peck Stacy Martin Dr. Cinnamon Sheffield
Zach Womack Shane Elder Dr. Elizabeth With

PRIDE AND TRADITION *Jamie Adams*

Ryan Peck Hank Dickenson Eric Capper
Jalie Mitchell Ashton Campbell

FISCAL ACCOUNTABILITY & TRANSPARENCY *Stacy Martin*

Ryan Peck Mike Ashbaugh Eric Capper Bob Brown

INVEST IN EXCELLENCE – WIN WITH PEOPLE *Stacy Martin*

Jared Mosley Mike Ashbaugh Nick Nagel

COMPETITIVE EXCELLENCE *Jared Mosley*

Eric Capper Mike Ashbaugh

PROGRAM INTEGRITY *Jared Mosley*

Dr. Christy Cruetsinger Dr. Cinnamon Sheffield Scott Hobbs Michelle Jack

FAN EXPERIENCE *Ryan Peck*

Paul Batchelder John Nitardy Jamie Adams John Gibson
Jaime Livas Nick Nagel Tricia Drummond

REVENUE GENERATION *Ryan Peck*

Stacy Martin Hank Dickenson Jamie Adams



STUDENT-ATHLETE ADVISORY COMMITTEE (SAAC)

UNT Leadership met with the SAAC members to engage and seek their input on issues related to the student-athlete experience and the strategic plan.

Attendees: Jeremy Combs (MBB), Candice Adams (WBB), Grady Frazier (XC), James Coleman (XC), Victoria Junious (WTK/XC), Emily Rush (Swimming), Collin Heard (MTK), Amy Henard (VB), Chelsea Classo (WTK), Lauren Cox (WGO), Eric Keena (FB), Kylee Kittrell (XC)

Staff Attendees: Jared Mosley, Chris Evans

SENIOR STAFF

Attendees: Wren Baker, Jared Mosley, Ryan Peck, Paul Batchelder, Eric Capper, John Gibson, Mike Ashbaugh, Hank Dickenson, Jamie Adams, John Nitardy, Nick Nagel, Scott Hobbs, Cinnamon Sheffield

NORTH TEXAS ATHLETICS

I STUDENT-ATHLETE EXPERIENCE

GOAL 1

ENHANCE LEADERSHIP AND LIFE SKILLS PROGRAMMING TO BUILD CHAMPIONS AND PREPARE LEADERS FOR LIFE AFTER ATHLETICS.

Add an additional staff position devoted to leadership development and life skills.

Develop a new, comprehensive student-athlete and family orientation program to be conducted each summer/fall during new student orientation.

Create a broad-based curriculum that addresses life skills needed after college (etiquette, banking, insurance, money management, etc.), career development (including job placement and internship opportunities), community service, leadership development, nutrition etc.

Expand opportunities for the Student-Athlete Advisory Committee to assist with key departmental initiatives.

GOAL 2

MAINTAIN HIGH-QUALITY ATHLETIC TRAINING, SPORTS MEDICINE, ATHLETE PERFORMANCE, PSYCHOLOGICAL AND NUTRITIONAL SERVICES AND SUPPORT TO OUR STUDENT-ATHLETES.

Develop a plan for the continuous improvement of dietary options for student-athletes in order to realize optimal performance.

Take Campus Dining personnel to tour other athletic training tables to assist with planning.

Transition Champs into a student-athlete dining hall.

Enhance the access to higher quality nutritional meals and between meal snacks available to student-athletes.

Create color coded or other appropriate system to assist in the education and ease of selection of food choices for student-athletes utilizing Champs.

Evaluate and determine appropriate staffing level of a nutritionist housed within the athletic department.

Establish a comprehensive nutritional supplement program available to all student-athletes.

Develop a comprehensive plan to ensure adequate facilities and resources are allocated to promote the highest levels of safe, physical development.

Evaluate and determine appropriate staffing levels in the area of strength and conditioning with a focus on providing the highest levels of sport specific development for our student-athletes.

Assess existing facilities and identify opportunities in Facility Master Plan to accommodate greater access to space and equipment for physical development.



GOAL 3

DEVELOP A COMPREHENSIVE PLAN AND ENHANCE RESOURCES TO FOSTER ACADEMIC SUCCESS FOR ALL STUDENT-ATHLETES.

Create a position for a Learning Specialist to help address the needs for student-athletes with learning disabilities and other academic challenges.

Work with Faculty Athletic Representative and campus leadership to discuss scheduling philosophy that will assist students in certain majors being able to complete courses needed for their degree while also competing in their specific season.

Assess ideal facility needs to provide a first class academic support system that meets the needs of student-athletes and moves them towards graduation.

Establish department goals/metrics in the following areas:
APR • Graduation Rates • Student-athlete GPA / Retention

GOAL 4

SOLIDIFY AND STRENGTHEN RELATIONSHIPS BETWEEN THE UNIVERSITY AND ATHLETICS

Athletic honors reception for student-athletes with a 3.0 or higher.

Faculty Highlight – faculty recognized on field/court every home game in football, volleyball and basketball.

Meet and greet with Deans, Departments Heads at a select football spring practice.

Utilize AD suite at football games to host key campus and community leaders.

GOAL 5

ENHANCE THE CURRENT ENVIRONMENT TO MAXIMIZE STUDENT-ATHLETE DEVELOPMENT AND SUCCESS HOLISTICALLY.

Establish a process to conduct annual online program evaluations for all student-athletes.

Establish a process with the Athletic Committee to conduct in person exit interviews with all graduating seniors each semester.



PRIDE AND TRADITION

GOAL 1

CREATE MORE MEANINGFUL OPPORTUNITIES AND ORGANIZATION STRUCTURE TO ENGAGE ALL LETTERWINNERS OF UNT ATHLETICS.

Identify UNT Athletic liaison that will work with the Letterwinner's Association.

Complete Letterwinner's Association leadership structure outlined in the Bylaws.

Build out a single, comprehensive database of letter winners and select a management system that will allow for successful communication and transactions for membership moving forward.

Increase active Letterwinner's Association membership year over year. Work with marketing to create consistent, annual events that are focused on Letterwinner's Association Members which include a comprehensive ticketing strategy.

Identify key athletic events and functions to highlight the Association (i.e. Presentation of Letter Awards to Student-Athletes; UNT Hall of Fame Luncheon; Student-Athlete Awards Banquet, etc...).

Create a standalone web portal that eases communication and outreach for all UNT Letterwinners's Association members.

GOAL 2

STRENGTHEN COMMUNICATION AND OUTREACH TO ALL UNT ALUMNI, WITH A SPECIFIC FOCUS ON THOSE WITHIN THE DFW METROPLEX.

Work with the University to identify a consistent brand and messaging for each year. Evaluate branding efforts moving forward (i.e. North Texas, UNT, Mean Green, etc..).

Create a young alumni program that will engage young alumni and families through season ticket offerings, hospitality, social engagements and shared experiences.

Develop a messaging/marketing campaign that highlights UNT and UNT Athletics through print, video, social media and other digital platforms.

Enhance student engagement/fan experience (future alumni) with the creation of a unique student club that provides access to hospitality areas, special events, communication from coaches and administrators, along with unique in game experiences for members.

GOAL 3

CREATE A DEEPER CONNECTION AND OUTREACH STRATEGY WITH THE LOCAL AND REGIONAL COMMUNITY TO FUEL GREATER ATTENDANCE AT GAMES AND MEANINGFUL RELATIONSHIPS TO UNT AND UNT ATHLETICS.

Define the extent of the North Texas Athletic community and build a comprehensive, 12 month community involvement plan.

Work with coaches to streamline outreach and community service plans for each sport/program to maximize our visibility and presence in the community.

Expand events hosted on campus and in athletic venues in order to expose more people to UNT and UNT Athletics (i.e. movie night at Apogee, concerts, playoff games, etc.).

Develop a Mean Green Business Pack that can be marketed to local businesses to showcase their Mean Green spirit (could include flags, banners, tshirts for staff, ticket allotment, etc.).

Continue to improve and develop the “entertainment” value of attending Mean Green sporting events (expand video, diverse fan engagement experiences from start to finish, customer service focus throughout all aspects of contests, etc.)

GOAL 4

DO A BETTER JOB OF TELLING OUR STORY AND EDUCATING STUDENTS, ALUMNI AND FANS ABOUT WHO WE ARE.

Create a data collection link on the website that encourages fans to tell their story and what it means to be “Mean Green.”

Expand current coverage of human interest stories on coaches and student-athletes that we can distribute throughout the campus, community and in our venues.

GOAL 5

BECOME A 1ST CHOICE FOR PROSPECTIVE STUDENTS, STUDENT-ATHLETES, AND FOR THOSE LOOKING FOR FAMILY ENTERTAINMENT IN THE DFW AREA.

Establish a Game Day Experience committee of current students, alumni and individuals in the entertainment community to help create a more energetic and electric game day experience.

Establish ticket opportunities, family pack pricing, payment plans and other discounts to make attending UNT Athletic events affordable for all stakeholders.

Continue to work with area schools to target elementary, middle school and high school attendance at games, on campus visits by UNT teams, and working with other entities to expose students to the UNT campus (i.e. FCA Fields of Faith event at Apogee).



FISCAL ACCOUNTABILITY AND TRANSPARENCY

GOAL 1

ESTABLISH BUDGETARY PROCESSES THAT ENSURE MORE EFFICIENT SHORT TERM AND LONG TERM PLANNING.

Work with head coaches and department heads to go through a zero based budgeting process in the spring of 2017 to help right size all athletic department budgets.

Benchmark revenues and expenditures with CUSA, Group of 5 and other relevant peers to provide guidance through the budgeting process and our desired place in the intercollegiate athletic landscape.

Establish 3 and 5 year budget models to assist with future planning and to identify revenue needs.

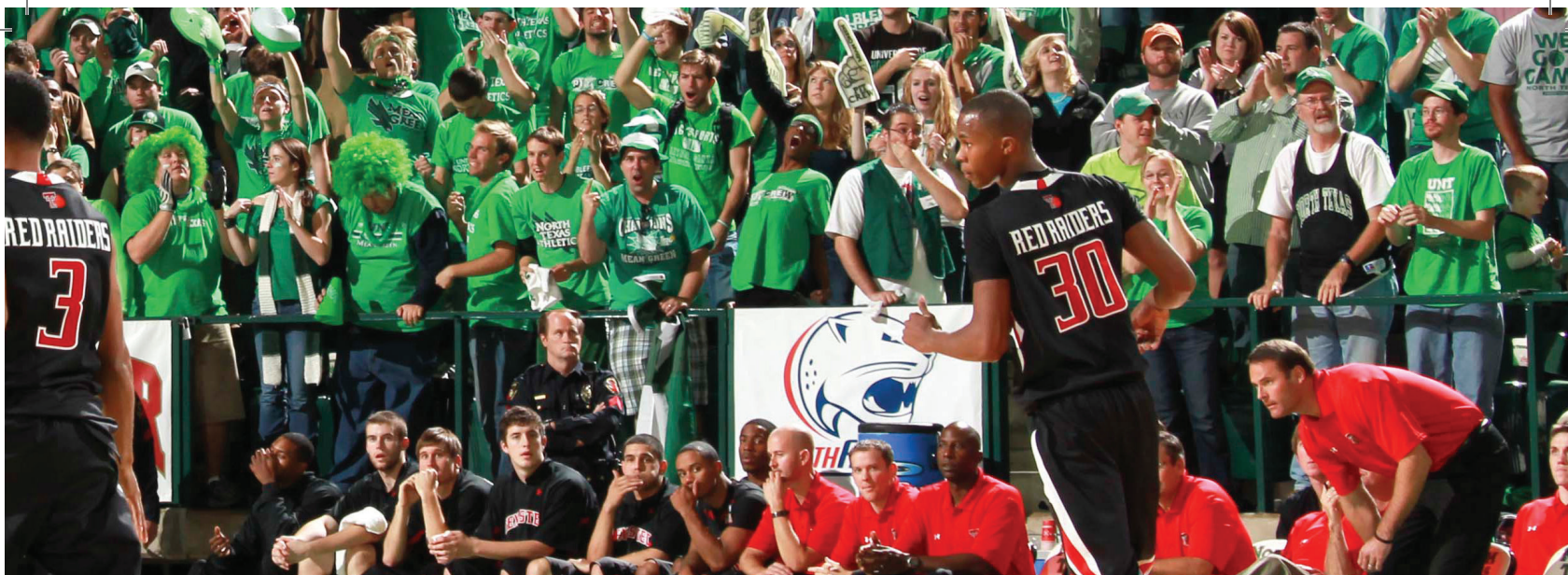
Implement Sport Program Administrator communication and oversight with head coaches to ensure budget goals are met.

GOAL 2

PROVIDE GREATER TRANSPARENCY WITH CAMPUS LEADERSHIP, DONORS AND FANS REGARDING ATHLETIC DEPARTMENT PERFORMANCE.

Provide high level overview of department revenues and expenses to be communicated through the North Texas Athletics Annual Report.

Explore the creation of a web based feedback portal for fans, alumni, and donors to submit “work orders” related to their experience.



IV INVEST IN EXCELLENCE - WIN WITH PEOPLE

GOAL

ESTABLISH A CULTURE THAT INVESTS IN AND REWARDS EXCELLENCE.

Develop a comprehensive incentive plan for all employees that rewards excellence and the accomplishment of stated goals.

Develop a proactive approach to expressing appreciation for a job well done throughout the department that is timely and meaningful.

Prepare leaders and build greater loyalty among the staff.

Conduct an annual staff retreat prior to each school year that provides opportunities to learn about the vision of the department and to create ownership in the process.

Work with finance to establish professional development budgets for each sport and department within athletics to ensure ongoing education and leadership development.

Establish a mentoring program that provides opportunities for aspiring athletic administrators to gain greater insight into the various operations within the athletic department.

Create a social event calendar for departmental staff to build greater teamwork and comradery (staff outings, monthly birthday celebrations, etc.).



COMPETITIVE EXCELLENCE

GOAL 1

OUTLINE COMPETITIVE EXPECTATIONS FOR EACH SPORT THAT ARE CONSISTENT WITH RESOURCE ALLOCATION ACROSS CONFERENCE USA.

Work with coaches to develop sport specific championship plans for success (scheduling, recruiting, staffing, etc.).

Develop comprehensive evaluation tool for coaches that promotes accountability and progress in key strategic areas identified in this plan (Competitive, Student-Athlete Experience, Community Engagement/Fundraising, Academic Success, Recruiting, Staff Development, etc).

Research Directors' Cup scoring structure to help inform ongoing decisions regarding sport sponsorship in future years to maximize competitiveness across the landscape.

Complete Facility Master Plan to assist with determining and prioritizing future facility needs that will support competitive success in each of our programs.

GOAL 2

ATTRACT AND RECRUIT EXCEPTIONAL STUDENT-ATHLETES WITH HIGH CHARACTER AND COMMITMENT TO EXCELLENCE AND HARD WORK.

Work with coaches and campus leadership to identify a list of accolades, major strengths/selling-points of UNT, North Texas Athletics and Denton to be used in the recruiting process.

Evaluate and develop a comprehensive recruiting strategy that can be leveraged by all sports to assist in making UNT a top choice within Group of 5 institutions in Texas and neighboring states (what are other schools doing, what does a quality visit entail, expectations for support staff, identify other campus partners, identify faculty and campus staff who can be advocates for athletics).

VI

PROGRAM



INTEGRITY

GOAL 1

MAINTAIN A COMPREHENSIVE, EFFECTIVE COMPLIANCE PROGRAM THAT PROVIDES INNOVATIVE SOLUTIONS AND EXCEPTIONAL SERVICE IN DELIVERING THE EXPECTATIONS SET FORTH BY THE NCAA, C-USA AND UNIVERSITY OF NORTH TEXAS.

Annually review and enhance comprehensive educational efforts to address current and future compliance issues:

- Coaches and Athletic Staff
- Campus Partners (i.e. Admissions, Financial Aid, Registrar)
- Student-athletes
- Representatives of Athletic Interests

Conduct a comprehensive Compliance Review every 5 years with implementation of appropriate recommendations and strategies.

Benchmark all compliance efforts and staffing levels against conference and other appropriate peer institutions and implement enhanced strategies to position North Texas athletics favorably among those institutions.

Gather feedback annually from coaches and constituents in order to effectively update existing policies and procedures to ensure greater work efficiency in the area of NCAA compliance.

GOAL 2

CREATE AN ENVIRONMENT THAT EMBRACES DIVERSITY AND INCLUSION.

Conduct a comprehensive Title IX review to ensure continued progress and compliance.

Evaluate and enhance educational training opportunities in the area of diversity and inclusion for staff, coaches and student-athletes.

Assessment of athletic facilities (restrooms, locker rooms, showers, etc.) and required changes needed to adequately provide necessary accommodations for all members of the student-athlete community.



GOAL 3

MAINTAIN A COMPREHENSIVE EDUCATIONAL SUPPORT STRUCTURE TO ENSURE THE HIGHEST LEVELS OF ACADEMIC INTEGRITY AMONG STUDENT-ATHLETES.

Annually review and enhance academic support policies, procedures, and training for academic support staff and tutors.

Establish clear expectations within job descriptions for campus partners that assist with NCAA Compliance related functions (i.e. Registrar, Admissions, Financial Aid, etc.).



VII FAN EXPERIENCE

GOAL 1

CREATE SIMPLIFIED ACCESS FOR ANY FAN TO ACQUIRE TICKETS, FOOD, PARKING AND OTHER GAME DAY AMENITIES.

Review and add point of sale locations on gameday.

Allow all transaction locations to accept credit cards or other newer payment methods.

Simplify the ticket buying and donation process while further educating fans.

Further implement the online seat selection process.

Evolve student ticketing to be completely mobile.

GOAL 2

UTILIZE TECHNOLOGY AS APPROPRIATE TO ENGAGE AND ENHANCE FAN INTERACTION

Update in-venue Wi-Fi and video screen technology throughout new facilities.

Implement mobile based concession options.

Implement technology to better engage the fan base (i.e. apps, iBeacon, virtual reality, touch screens).

Improve live streaming with enhanced production and technology upgrades.

Emphasize data analytics, collection and cleaning to better understand fan behavior.

Personalize and segment all data in order to target larger groups of constituents.

GOAL 3

BUILD A UNIQUE GAMEDAY EXPERIENCE IN ALL VENUES THAT EXTENDS BEYOND THE SIDELINES

Create unique hospitality areas throughout all facilities (ie: party zones, family areas, etc.).

Build the gameday experience out from the field/court to extend beyond the playing surface (ie: amenities on concourse, branding, food offerings, etc.)

Implement unique traditions and “Instagramable” moments.

Add a wireless camera to showcase fans attending games.

GOAL 4

IMPLEMENT CONCENTRATED EFFORTS AMONG ALL STAFF TO ENHANCE CUSTOMER SERVICE AT ALL VENUES.

Implement a “Mean Green Standard” customer service program.

Add a club seat and suite will call window at Apogee Stadium.

Increase parking options for all home events to include neighborhood partner locations.

Add satellite parking lots and improve navigational signage approaching facilities on gameday.

Develop fans and businesses into “Brand Champions.”

GOAL 5

DEVELOP DEEPER RELATIONSHIPS WITH ALL FANS TO EXPRESS OUR GRATITUDE FOR THEIR COMMITMENT TO MEAN GREEN ATHLETICS.

Build comprehensive plan for stewardship and follow-up.

Create a rewards program for fans across all sporting events.

Grow partnerships with Denton youth and businesses.

Build on student engagement plan to extend to young alums.

Drive student-athlete involvement on campus and in the local community.



REVENUE GENERATION

GOAL

DEVELOP A REVENUE PLAN THAT ENABLES THE PURSUIT OF GOALS OUTLINED IN THIS STRATEGIC PLAN.

Finalize multi-media rights deal to increase guaranteed revenue through corporate partnership agreements by at least 50% annually.

Increase Mean Green Club membership 100% over the next 5 years.

Increase Mean Green Club donations by 100% over the next 5 years.

Increase outside event revenue from \$50k annually to \$150k.

Increase ticket revenue 100% over the next 5 years.

Negotiate new apparel/equipment agreement that maximizes discounts, free product and potential revenues while bringing all UNT athletic programs under one agreement for brand consistency.





UNIVERSITY OF NORTH TEXAS MISSION STATEMENT

UNT is a public research university deeply committed to advancing educational excellence and preparing students to become thoughtful, engaged citizens of the world.

NORTH TEXAS ATHLETICS MISSION STATEMENT

BUILDING CHAMPIONS and PREPARING LEADERS through the pursuit of perfection in academics, athletics and life.

WE VALUE

PEOPLE AND
THEIR GROWTH

INTEGRITY

SUCCESS





**FOR MORE INFORMATION ON UNT AND ITS STRATEGIC PLAN VISIT
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