The University of Cincinnati Department of Athletics is committed to comprehensive excellence in the pursuit of creating positive academic, athletic and social experiences for our student-athletes. We strive for victory and will represent our university with pride. Guided by the principles of integrity, respect, determination and excellence, we stand as one team, together in all we do.
We are united as “One Team” at the University of Cincinnati. Santa Ono, UC’s 28th president, has articulated a powerful vision for our University to transform the lives of our students, the city, state, region and beyond. As a highly visible aspect of university life, the Department of Athletics is aligned with Dr. Ono’s vision, connected by our passion for this great institution and by our commitment to transform the lives of our students and community. We embrace a culture of collaboration, transformative teamwork, and a commitment to comprehensive excellence. Everything we do is centered on improving the student-athlete experience on and off of the field.

“One Team, One Mission” defines our core values, establishes our mission and delineates a strategic plan for achieving and maintaining excellence in every area of Bearcats Athletics. The process began in the Fall of 2012 and has included Department staff members, coaches, campus administrators, faculty, alumni and student-athletes. What follows on these pages is a road map to excellence over the next three years.

Like many efforts, “One Team One Mission” is a living and breathing plan and we welcome your input at bearcat.ad@uc.edu. Thank you for your continuing support of Bearcats Athletics.

GO BEARCATS!

Whit Babcock
Director of Athletics
### ONE TEAM

**GOAL 1: Align our organization and team members with our mission, vision and values**

<table>
<thead>
<tr>
<th>OBJECTIVE NO. 1: Articulate, promote and uphold our core values</th>
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<tbody>
<tr>
<td><strong>Implementation Strategies</strong></td>
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<tr>
<td>» Develop and implement a campaign to communicate the mission, vision, and values of UC Athletics to all student-athletes, coaches, staff and supporters.</td>
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<tr>
<td>» Recruit, hire and retain those who personify our values.</td>
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<tr>
<td>» Reinforce the strategic plan through review and renewal.</td>
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<tr>
<td>» Preserve traditions which promote winning, ethics, graduation, community service, leadership, pride, loyalty and a sense of ownership — while upholding our values.</td>
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<tr>
<td>» Collectively engage in the campus and Cincinnati communities through regular public service projects and initiatives.</td>
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<tr>
<th>OBJECTIVE NO. 2: Invest in our people</th>
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<tr>
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<tr>
<td>» Establish and communicate expectations to all staff members regarding success on the field, in the classroom, in the workplace and in the community.</td>
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<tr>
<td>» Ensure new staff members are appropriately welcomed, trained in our core values and mission and provided the resources needed to succeed in their respective roles.</td>
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<tr>
<td>» Emphasize and support the importance of professional development, self-improvement and lifelong learning</td>
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<tr>
<td>» Ensure that employees who best exemplify and promote our values and who exceed expectations are appropriately recognized, retained and rewarded.</td>
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<tr>
<th>OBJECTIVE NO. 3: Expect and foster a culture of integrity committed to our core values</th>
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<td>» Hold staff members accountable for conducting their work in an ethical manner and ensure respect and sportsmanship are exhibited by staff and student-athletes.</td>
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<tr>
<td>» Ensure the compliance program is effective, efficient and user-friendly.</td>
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<tr>
<td>» Proactively ensure compliance with the letter and spirit of NCAA, conference and University rules and federal laws.</td>
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<tr>
<td>» Develop and implement a comprehensive education plan for coaches, staff, student-athletes, donors and the community which demonstrate the department's commitment to compliance.</td>
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<tr>
<td>» Annually assess the effectiveness of the overall compliance program, including rules education, outreach and monitoring systems.</td>
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<tr>
<td>» Evaluate and refine coaches’ contracts ensuring new NCAA rules and enforcement changes are reflected and addressed.</td>
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</tbody>
</table>
OBJECTIVE NO. 1: Graduate 100% of our student-athletes who exhaust their eligibility
Implementation Strategies
» Create, communicate and manage graduation plans and programming for each student-athlete which maximizes degree completion, based on four and five years of eligibility.
» Create accelerated plans for graduation and post-graduate work to be pursued for student-athletes who are not redshirting and have access to summer school enrollment.
» Assess and allocate comprehensive funding for summer school, enabling fifth-year and former student-athletes to graduate.
» Monitor, evaluate and communicate senior graduation rates with our coaches, administrative team and university administration.

OBJECTIVE NO. 2: Promote a culture of high academic expectations
Implementation Strategies
» Facilitate continuing development of academic skills to meet and exceed benchmarks, including a department APR score of 960 or higher, a department GPA of 3.0 or higher, and CSR rates above the national average.
» Annually assess and provide necessary services to support student-athlete performance—academic counselors, tutors, academic coaches, academic interns, graduate assistants and learning specialists to maximize success.
» Educate and engage head and assistant coaches further as to the significance of their role in accountability for student-athlete success.
» Actively promote and encourage student-athletes to apply for individual and team recognition for academic achievement, graduation and postgraduate awards.

OBJECTIVE NO. 3: Immerse first-time UC student-athletes into university academic life by developing a targeted, comprehensive academic preparedness program
Implementation Strategies
» Create an initial assessment program identifying at-risk student-athletes and those requiring additional academic support services.
» Require targeted participation in the Committed to Academic & Personal Success (CAPS) summer program.
» Require first-year student-athletes to attend mandatory Student-Athlete Support Service (SASS) orientation program.
» Maximize freshman attendance in the first-year experience (FYE) sections.
» Require all student-athletes to participate in academic meetings with SASS staff during their first semester of enrollment at the university.
» Assign academic commitment requirements to all freshman students based on SASS classification system as well as mandatory meetings with coaches.

OBJECTIVE NO. 4: Lead by SASS and the AAC, develop a comprehensive campus and athletic department partnership program
Implementation Strategies
» Engage the expertise of the Athletic Advisory Council (AAC) and Faculty Athletic Representative (FAR) to create a plan facilitating communication and relationships between academics and athletics.
» Host regular informational sessions with faculty, advisors and academic units regarding student-athlete advising.
» Expand Faculty and Staff Appreciation events offering a behind-the-scenes perspective into our sports programs.
» Create and distribute a student-athlete academic achievement annual report.
» Actively encourage student-athletes to participate in campus organizations to broaden their campus experience.
» Identify and assess the causes for student-athlete transfers, while providing recommendations for limiting the number of transfers.
## PREPARING FOR LIFE & SPORT

**GOAL 3: Provide a world-class student-athlete experience**

### OBJECTIVE NO. 1: In alignment with the University’s mission, maximize student-athlete success in and out of sport

**Implementation Strategies**

- Create, communicate and implement the CPAWS (Cincinnati Promoting Athlete Wellness and Success) student-athlete development program, focusing on academic, career, personal and leadership development.
- Establish a comprehensive integrated model of performance including psychological counseling services, vision training, nutritional education and services, strength and conditioning, training table, physical therapy, sports medicine, equipment and all other student-athlete welfare resources to achieve and facilitate competitive excellence.
- Develop multi-unit cross-training opportunities between CPAWS and sports performance units to ensure effective communication and programmatic implementation.

### OBJECTIVE NO. 2: Ensure a culture of inclusiveness and teamwork through development and refinement of the One Team philosophy

**Implementation Strategies**

- Foster a championship environment which emphasizes the importance of each program to the overall success of the department.
- Promote diversity and ensure UC programs will reflect the face of our region, the State of Ohio, and the University of Cincinnati as a whole.
- Ensure a culture of inclusion through the development and implementation of student-athlete and departmental climate surveys.
- Work in conjunction with our campus Title IX officer, to annually assess participation opportunities, scholarship allocations and distribution of resources to sports programs, including equipment, travel opportunities, publicity, financial aid, medical support, strength and conditioning training, facilities, and academic support.

### OBJECTIVE NO. 3: In alignment with our campus’ commitment to architecturally significant facilities, provide student-athletes and staff with first-rate facilities

**Implementation Strategies**

- Establish a multi-constituency Facility Master Planning Committee to develop a plan to identify, address and prioritize existing facility improvement projects.
- Develop strategies to fund projects identified in the Athletic Department Master Facility Plan.
- Continually evaluate the general cleanliness of the Varsity Village facilities and timely address any deficiencies.
- In consultation with Executive Staff, head coaches and Student-Athlete Advisory Committee, develop a plan to address the most critical capital needs and planned preventative maintenance.
- Create a facility budget based on the identified needs and goals of all administrative areas and sport programs.
- Successfully complete the Nippert Stadium Renovation and Expansion project on time and on budget.

### OBJECTIVE NO. 4: Provide marketing and promotions support to highlight our 19 varsity sports

**Implementation Strategies**

- Assess, refine and manage our comprehensive and coordinated promotions and marketing efforts.
- Work with ticket sales, alumni association and student support groups to encourage fan attendance at all home contests.
- Strategically and creatively publicize every sport locally, regionally and nationally.
**OBJECTIVE NO. 1:** Achieve a position of competitive success within the conference

**Implementation Strategies**

» Achieve winning records and finish in the top one-third of our conference in all sports within three years.

» Expect teams and student-athletes to participate regularly in post-season competition.

» Continue to improve our ranking and aspire to achieve a Top-50 designation in the Learfield Sports Directors’ Cup standings.

» Analyze infrastructure needs of sports programs to enhance opportunities for competitive success.

» Implement and maintain a comprehensive grant-in-aid funding plan for all of our 19 programs.

» Create and manage a strategic scheduling philosophy, providing our student-athletes and coaches an opportunity to achieve conference championships and postseason success.

» Develop, initiate, and communicate an internal plan to define “success” on a sport-by-sport basis, including establishing benchmarks, peer comparisons, and resource evaluations.

**OBJECTIVE NO. 2:** Attract and retain outstanding coaches and staff who embrace the department’s core values and who provide exceptional leadership to our sports programs

**Implementation Strategies**

» Regularly review and update the coach and staff evaluation process to ensure the goals and objectives of the department are being met or exceeded.

» Mandate supervisors meet with coaches and staff to discuss evaluations and make recommendations for improved performance.

» Conduct annual entrance, end of freshman year and exit interviews with student-athletes, including transfer student-athletes.

» Add recruiting, player development and student-athlete retention into the annual coaches and sport oversight evaluation process.

» Promote Cincinnati as a “destination” institution as measured by the quality of life, institutional academic reputation, ability to win championships, commitment to state-of-the-art facilities and business and community involvement.

» Aspire and achieve competitive compensation packages for coaches, at the conference mid-point or above to enhance the hiring and retention process.

» Engage in a comprehensive review of contract incentives to ensure alignment with our core values.

**OBJECTIVE NO. 3:** Successfully recruit the best and brightest student-athletes who represent our core values

**Implementation Strategies**

» Ensure recruiting strategies are compliant with NCAA, conference, and university rules, regulations, and policies via frequent education sessions and enforcement.

» Initiate and encourage collaborative recruiting “best practices sessions” among coaches.

» Educate all department staff on the importance of recruiting, the vital role all play and NCAA compliance interaction strategies with prospective student-athletes and their families for on-campus visits.

» Improve and update graphic displays and technology within the Lindner Center thereby positively impacting all programs.

» Engage executive staff and coaches in collaboration with UC Board of Trustees, Admissions Office, FAR, AAC, Faculty Senate Chair and President’s Office to promote campus partnerships.

» Engage our campus partners in assessing the awarding and timing of academic aid announcements.

» Maximize exposure and synergistic partnerships with our campus colleagues and business partners, including our exclusive apparel and sports medicine providers and the greater Cincinnati community.

**GOAL 4: Achieve competitive athletic excellence**

**COMPETE FOR CHAMPIONSHIPS**

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OBJECTIVE NO. 1: Implement and manage a comprehensive strategy for incremental increases in annual fundraising

**Implementation Strategies**
- Successfully orchestrate an effective annual membership campaign which achieves the department’s annual goals, as approved by the Director of Athletics and executive team, in revenue, membership, retention and new member gifts.
- Work in collaboration with the Leadership Gifts Team to effectively finalize, implement and communicate a financial model for a priority seating structure surrounding the Nippert Stadium Renovation and Expansion project.
- Develop successful annual sport specific campaigns for all 19 department sponsored programs in alignment with athletic department determined goals and priorities.
- Through enhanced partnerships with the University of Cincinnati Alumni Association and University of Cincinnati Foundation, increase outreach and engagement with alumni, university faculty, staff and recent graduates.
- Implement a ticket sales plan that increases ticket sales revenue 5% annually.

OBJECTIVE NO. 2: Develop a multi-unit plan among ticket sales, marketing, communications, development and alumni affairs with a goal of incrementally increasing UCATS season and individual game ticket revenue

**Implementation Strategies**
- Assess, design, implement and manage a coordinated, comprehensive ticket sales, marketing, fundraising and communications plan with a goal of achieving an 85% retention rate.
- Increase our overall attendance in ticketed sports by 5% annually.
- Create and implement a diverse offering of programming and stewardship opportunities to increase new donor participation and season ticket and donor retention.
- Implement new priority point and customer loyalty recognition programs for season ticket purchases and usage.
- Develop a ticket exchange program for season ticket holders.
- Engage head coaches and department leadership in a coordinated effort to connect with corporate and community organizations.

OBJECTIVE NO. 3: Develop capital campaign(s) to meet the private support needs of the Nippert Stadium Renovation & Expansion project and other institutionally adopted capital projects

**Implementation Strategies**
- Actively solicit and secure major gifts for the $86 million Nippert Stadium Renovation and Expansion project.
- Create a comprehensive Nippert Stadium Renovation and Expansion project communications plan and campaign program, including developing a case statement, funding model, gift table, prospect pool and marketing plans.
- Quantify and establish benchmarks for number of contacts, solicitations, and gifts closed.
- Develop portfolio of individual major donors/prospects. Adhere to moves management protocols and performance metrics (contacts & personal visits) adopted by the University of Cincinnati Foundation to manage relationships with all identified prospects.
- Establish a collaborative donor engagement plan for leadership gifts in conjunction with the University of Cincinnati Foundation.

OBJECTIVE NO. 4: Maximize corporate partner revenue

**Implementation Strategies**
- Working in partnership with our third-party rights holder, explore and implement new and innovative corporate partnership opportunities.
- Assess and develop plans to meet our corporate partners’ needs during our Nippert Stadium Renovation and Expansion project.

OBJECTIVE NO. 5: Develop and implement customer service programs and standards to create memorable experiences for all stakeholders to facilitate increased retention and ticket sales

**Implementation Strategies**
- Assess, develop, implement and manage a comprehensive customer service program to maximize the fan experience.
- Survey, evaluate and improve the student experience at all venues in an effort to create a long-standing tradition of student support for all programs.
- Evaluate and enhance facility technology to maximize the in-game fan experience.
CUTTING-EDGE COMMUNICATION

GOAL 6: Establish UC as the innovative strategic communications leader

OBJECTIVE NO. 1: Communicate UC points of pride through campus, local, regional and national media outlets

Implementation Strategies
» Increase the depth of contact and support from local, regional and national media by providing exciting, proactive and up-to-date information on a consistent basis.
» Provide opportunities to tell the stories of our student-athletes, their connection with our community and their hometowns and support media training for our student-athletes.
» Actively pursue industry-best practices and focus on communication methods to maximize the effectiveness of paid and non-paid media across all mediums.

OBJECTIVE NO. 2: Maximize cutting-edge multimedia strategies

Implementation Strategies
» Continuously coordinate and evaluate new media, technology and social media content delivery methods to consistently communicate the brand platform.
» Create and implement a department-wide social media plan and education campaign to maximize positive exposure and consistency of message.
» Develop and execute new media/video elements to meet the needs of our ticket buyers, donors, fans and recruits.
» Improve all elements and user-adoption of GoBEARCATS.com, live streaming and video as cutting edge information sources.
» Evaluate resources and tools to ensure communications team can record, post, embed and distribute video elements.
» Assess engagement and increase viewers to GoBEARCATS.com and Twitter followers by 10%.

OBJECTIVE NO. 3: Evaluate and implement the department’s branding campaign

Implementation Strategies
» Conduct a brand identity analysis to evaluate current market positioning.
» Develop and implement an internal and external brand platform.
» Develop a three-year marketing strategy and corresponding communications plan consistent with the brand platform.
SUPPORTING STUDENT-ATHLETES

GOAL 7: Deliver the best and most efficient support systems and processes to serve our student-athletes

OBJECTIVE NO. 1: Provide efficient support and business operation systems to serve our student-athletes

Implementation Strategies
» Develop and communicate an annual budget that meets departmental needs and contingencies, as well as procedures that effectively monitor expenditures and ensure fiscal integrity.
» Create a five-year budget plan and pro forma.
» Annually examine opportunities to reduce expenses, track inventory and streamline efforts while maintaining a high-quality student-athlete experience.
» Establish an online portal housing departmental policies, organizational structure, contact data and other relevant information, along with links to each area of the department.

OBJECTIVE NO. 2: Maximize efficiency through the development and use of cutting-edge technology

Implementation Strategies
» Identify and assess current needs and future enhancement opportunities for the department’s technology.
» Create a technology task force to maximize technology purchasing savings and increase the efficiency of technology purchases.
» Design and implement an effective technology delivery system, including the exploration of campus resources, to address deficiencies and strengthen opportunities.
Special thanks to the many members of the Department of Athletics, University of Cincinnati faculty and staff, university benefactors and members of the UC community who have and will continue to provide input for the direction of Bearcats Athletics. The support we have received truly exemplifies our One Team.