



UNIVERSITY OF MASSACHUSETTS
DEPARTMENT OF ATHLETICS

STRATEGIC PLAN

2010-2015



Introduction

The primary goal of the Department of Athletics strategic planning process was to review the current resources provided to each of the 21 Division I sport programs and administrative support services within the context of the Department's three core values of 1) promoting and maintaining winning programs; 2) providing the student-athletes with a quality experience; and 3) to do it the right way. What we have learned throughout this planning process is that our focus on competitive excellence is tied to our ability to maximize the resources provided to our programs, which, during these difficult economic times, relies heavily on our ability to capitalize on revenue generation and enhancement. While finding ways to reduce expenditures remains important, the ability to fundraise, build on our corporate partnerships, market the UM athletics brand, and expand our community outreach is imperative.

During the past several years of campus-wide budget cuts, the Department has remained committed to staying within our prescribed framework of ensuring a quality student-athlete experience and doing it the right way while striving for athletic prowess. As a result of this strategic planning process, the Department has undergone a complete restructuring of the development office and external relations area in order to create a more structured and sound foundation for maximizing revenue streams. This process has also helped the Department reflect on the current resources and funding allocated to each sport program. In turn, we have determined our competitive expectations for each program, assuming that internal and external resources remain at current levels. The groupings of sport programs that you will see throughout the strategic plan are a reflection of current resources in comparison to other institutions within the conference and nationally. If resources and funding levels dramatically change within the time frame of this strategic plan, a review and assessment will occur to determine what changes if any are necessary.

The strategic planning process included several distinct steps. Our first task was to develop a set of assumptions and values. Assumptions are those factors or considerations that we believe will affect the future of athletics at the University of Massachusetts and more broadly the NCAA. Values embody the philosophical, ethical, and moral principles that guide decision-making in the Department of Athletics, concerning the governance of our programs and the welfare of our student-athletes. The next step was a comprehensive analysis of the current strengths, weaknesses, opportunities, and threats (S.W.O.T.). Each of the University's 21 athletic teams as well as the various administrative units completed a S.W.O.T. analysis. These analyses were consolidated into a comprehensive S.W.O.T. assessment. The second stage of the strategic planning process was the development of goals and objectives for each sport and each administrative unit. From this we developed key goals, strategies, and timelines for the next five years in each core area. These goals, strategies, and timelines were identified as priority evaluative criteria to measure the Department of Athletics' progress from 2010 to 2015. During the entire process the department's Mission Statement and Core Values were used to guide the formulation of appropriate goals and strategies for Athletics.

Over the course of the next five years the department will conduct regular assessments and will update this plan as warranted by external and internal factors. The importance of this document to serve as our guiding principles as we enter the second decade of the second millennium is great, as

this decade most likely will be a pivotal one for the University as well as the Department of Athletics. There are still questions looming on the horizon in regard to conference realignments. This uncertainty, along with the lifting of the four-year ban on reclassification imposed by the NCAA in 2006, has provided the University of Massachusetts with the impetus to make the move to NCAA Division I-FBS Football and membership in the Mid-American Conference. This bold move during a time of economic restraint requires careful planning and forecasting. While several prior administrations have conducted feasibility studies and researched the idea, this administration has secured a bona fide offer from a Division I-FBS conference. University administrators have a solid plan of action in place that addresses the requirements and obligations needed to be a competitor within the conference while ensuring that gender equity and our commitment to Title IX compliance stays at the forefront of every decision. While this move will challenge the Department, we anticipate that it will provide tremendous opportunities for growth among all the sport programs and will be a key component of future success at the University of Massachusetts.

This strategic planning document proposes significant strides for the Department of Athletics over the next five years. Its goals are ambitious and aimed at maintaining and improving upon our primary evaluative areas. This strategic plan provides the framework on which the units responsible for the achievement of each goal can develop and implement fiscally sound plans.

Mission Statement

The University of Massachusetts, Amherst is committed to the sponsorship of a broad-based regionally and nationally competitive athletics program as an integral part of the educational mission of the University. The Department of Athletics strives to inspire champions today and prepare leaders for tomorrow by providing a comprehensive, challenging, professionally-managed intercollegiate athletics program that encourages student-athletes to achieve their highest academic, athletic and personal aspirations. Programs sponsored by the University adhere to the highest standards of integrity and ethics. The Department promotes principles of good sportsmanship, honesty and fiscal responsibility in compliance with university, state, NCAA, and conference regulations. The Department promotes and supports the University's comprehensive commitment to diversity and equity, providing equitable opportunity for all students and staff including women and minorities.

Vision Statement

The UMass Department of Athletics will achieve success at the regional and national levels while graduating student-athletes and preparing them for life beyond athletics.

Core Values

- Winning Programs – Strive to promote and maintain winning programs for the student-athletes, staff, alumni and fans while embracing the philosophy prescribed by the NCAA for Division I membership.
- Student-Athlete Experience – Provide each student-athlete a distinct educational, social and athletic experience at the University of Massachusetts, culminating in graduation.
- Do It the Right Way – Ensure fiscal responsibility and compliance by maintaining strict adherence with NCAA, OCR, conference and University regulations while embracing diversity and equity throughout the organization.

Strategic Goals

Goal 1
FOSTER WINNING PROGRAMS

Goal 2
PROVIDE A QUALITY STUDENT-ATHLETE EXPERIENCE

Goal 3
DO IT THE RIGHT WAY

Strategic Goal #1: Foster Winning Programs

Field quality teams to produce championships and position the University of Massachusetts' Intercollegiate Athletics program among the top programs in the Northeast and within our competing leagues.

Objective 1: Provide each of our twenty-one intercollegiate sports with the resources to achieve success as defined by their sport grouping.

Our primary goal for the Department of Athletics is to foster athletic programs that are successful and to establish and maintain a tradition of competitive excellence. Many of our sports currently reflect this goal and many have met this goal in the past but are in various stages of rebuilding to achieve this goal once again. This strategic planning process has allowed us to analyze each sport's success as well as their current level of resources that helps in the pursuit of excellence.

What we have determined is that we currently have three distinct groupings of sports, all of which we want to be successful at the Division I level. However, it is important to note that as resources and funding varies from group to group, our competitive expectations must also be adjusted. Many UMass sports far exceed these expectations given the level of resources that they currently have. There are many factors that could change over the course of a five year plan, therefore we will continually assess this plan to ensure that we maintain our adherence to fostering winning programs and adjust the plan accordingly. The current groupings include the following:

Focus for Distinction

Provide Men's and Women's Basketball with the resources necessary to be successful at the national level. Our competitive expectations for these teams are to regularly advance to national post-season play (A-10 Tournament, NIT, WNIT, etc.) and compete in the NCAA Tournament on a regular basis.

The sport of men's basketball has tremendous potential to place the University of Massachusetts in the national spotlight. With this in mind, we are willing to devote much attention and resources to this program. Basketball at the University of Massachusetts has proven to be successful in the past and there is no reason to doubt that the pride of UMass basketball can be restored. It was with this in mind that the current administration hired Derek Kellogg as head coach, a western Massachusetts native and alumnus of UMass, as well as a protégé of John Calipari, who coached the Minutemen to prominence in the mid 1990's.

The NCAA requires each and every Division I institution to sponsor "at the highest feasible level of intercollegiate competition" either basketball or football, or both. As such, there are currently 335 men's and 331 women's basketball programs actively pursuing entry into the NCAA Basketball Tournament. With each and every other Division I school sponsoring the sport at this level, it is imperative that we continually evaluate the national environment surrounding basketball programs and ensure that the compensation budget (including number of positions); the operating budget (specifically game guarantees, travel, and recruiting); and the scholarship budget (specifically housing, summer, and winter term resources) are competitive and therefore in the top of the A10 conference and in the top nationally.

The current salaries of the staff place them in middle third (9th out of 14) of the Atlantic 10 Conference - certainly not in the Top 50 of all Division I schools. Increasing the competitiveness of the coaching salaries to the top of the conference may be a critical step towards pursuit of conference and national prominence in basketball.

Scheduling is a critical element to ensure competitive success. In the past we have been fortunate to play "big name" opponents including Kansas, Baylor, Boston College, and conference rivals Xavier and Temple. In 2009-2010 the Minutemen hosted and defeated Memphis at the Boston Garden on ESPN2. Our success against these teams has been uplifting, but may prove to be a negative as we prepare our future schedules as it will become more difficult to find teams that will want to add UMass to their schedules. The amount that UMass garners in away games is used to offset some of the costs associated with home guarantees. To attract teams to play at the Mullins Center we need to be prepared to pay the market rate, which ranges from \$60,000 to \$90,000 per game. Our current away game guarantee budget is \$305,000.

Our membership in the Atlantic 10 Conference has proven to be beneficial as it has emerged as one of the most successful non-BCS conferences. The A-10 is the only non-BCS conference to have three teams advance to the NCAA Tournament in each of the past three seasons. In 2010 the championship game of the A-10 Tournament was shown on CBS Sports on Selection Sunday.

Facilities have played an important role in attracting prospects to compete for the University of Massachusetts. The Mullins Center is an impressive sight for recruits as they enter the campus. While the Mullins Center is a quality facility that fans enjoy coming to, compared to other facilities within the A-10, it is lacking some key elements such as VIP boxes and the design of the facility lacking up-close fan participation. The most glaring weakness in the area of facilities is the fact that the Mullins Center is a multi-use facility, also serving as the home of the men's ice hockey program and a popular venue for concerts and events. Therefore the basketball team must use the Curry Hicks Cage for practice when the Mullins Center is unavailable. The Phase I implementation of the "Champions Center" will alleviate this problem, but until this occurs the team is at a serious disadvantage in regard to recruiting and retention of high quality prospects.

Women's Basketball is another sport that has the potential to elevate the entire athletics program at UMass. As on the men's side, the resources are in place, with a complete allotment of full-time coaches and staff, solid scheduling within the A-10, competitive operating budget, and the Mullins Center facility for games. The major weakness is the lack of a basketball specific practice facility (Curry Hicks Cage). There is another obstacle for the women to overcome, and that is the lack of success the program has experienced over the last two decades. This perception has negatively affected recruiting, fan support, and general media attention. Currently there is little interest in season tickets/attending games, corporate sponsorship, and merchandising.

In April of 2010, the University took steps to infuse the program with the hiring of Sharon Dawley as the new head coach. Dawley comes to UMass from the University of Vermont, where she became the winningest coach in Vermont women's basketball history when the Catamounts upset No. 7-seed Wisconsin in the opening round of the NCAA Tournament on March, 21, 2010, the program's first NCAA tournament victory. Coach Dawley brought with her two veteran coaches to serve as associate and assistant coaches and the team is now poised to make an impact in the Atlantic 10 conference within the next several years.

Nationally Competitive Teams

Strive to field nationally competitive teams that are capable of producing conference championships and national rankings.

In order to maintain quality programs that position UMass favorably to compete at the highest level within primary and affiliate conferences, competitive funding is essential. This funding must be allocated in a way that maximizes success in each sport program. We feel that the funds allocated to the following sports create a solid foundation for continued success at the conference and national level. As the number of Universities who sponsor these sports varies dramatically, the level of resources necessary to meet this objective varies and primarily depends on the sport's competitive level within its current conference alignment. Overall, sports within this grouping have, or are projected to have, compensation budgets within the top of the conference; a full array of full and part time coaching positions as defined by the NCAA; fully funded scholarship budgets as defined by the NCAA; and operating budgets that allow for competitive success. With the anticipated move of football from FCS to FBS more scholarship resources will be allocated to the women's programs within this grouping over the next several years.

The following sports have all of the following: competitive operating budgets; full array of athletic scholarships as defined by the NCAA; full array of coaching staff positions as defined by the NCAA; coaching compensation budgets competitive within the conference and nationally; and facilities that are above average. We expect these sports to be capable of competing for top positions within their respective conference alignments and to compete against teams that are highly ranked in national standings. We also expect that teams within this grouping will vie for conference championships on an annual basis.

- Football

In the sport of Football, UMass has been the most dominant team throughout the history of the league first known as the Yankee Conference, the Atlantic 10, and now the Colonial Athletic Association (CAA). UMass has claimed an unprecedented 22 conference championships, capturing back to back titles in 2006 and 2007. UMass has been to five NCAA Tournaments since 1998 (1998, 1999, 2003, 2006, 2007), winning the championship game in 1998 and finishing as a National Finalist in 2006. The CAA is no stranger to success either, as it is arguably the toughest FCS league in the country, having sent a record five teams to the NCAA Division I National Championships each of the last two seasons and is the home of 2009 National Champion Villanova. This level of competition has prepared us to enter the realm of FBS football in the Mid-American Conference (MAC) with a solid tradition of winning.

In reviewing the UMass Football budget, the main areas that will be addressed through the transition planning process are scholarships, staffing, and operational costs, such as recruiting and travel. It is imperative that as part of the transition plan gender equity is at the forefront of the various decisions that we make. Therefore, the largest transitional annual cost will be in scholarship support not only for the football program but also to reach and maintain gender equity proportionality. The football portion of the scholarship plan will be phased in over a two-year time frame (FY12 and FY13). The increased scholarship commitment will not only address the transition from 63 to 85 scholarships but will also address the commitment to maintain a competitive

program which will allow the flexibility to recruit nationally with increased out-of-state scholarship opportunities. The other aspect considered in the budget plan is increased scholarship dollars for summer term.

The second area of the budget being addressed as part of the transition plan is staffing. During the next two fiscal years (FY12 and FY13), a full-time director of football operations position will be added, and two graduate assistant positions will be filled, all to ensure a complete complement of coaching positions permissible by NCAA rules. We believe these additional positions, along with the current football coaching and administrative positions, will allow us to be successful in the transition period and beyond.

We will begin allocation of additional resources to account for increases in travel, recruiting, and other expenses such as membership dues, video replay assessments, and increased officials' costs over a two year period (FY12 and FY13). The increase in the recruiting budget will be phased in over two years (FY12 and FY13). The majority of other increases in operational budgets begin in FY13.

The University of Massachusetts is prepared to make a significant investment to facilitate our transition to FBS level football. It is vital, in our view, that if we do so we should be afforded a stable opportunity to participate in the MAC as an on-going member. During the 2012 season, the second and final year of our transition to FBS classification, we expect to participate in a full conference schedule. In the 2012 season UMass would not be eligible for bowl participation or the MAC Conference Championship, however, these games would be countable by the member institutions as FBS games. Per NCAA bylaws, in this transition year we will be held to all FBS standards for attendance, home contests, FBS scheduling criteria, recruiting etc. Therefore it is critical that we are able to secure conference games and not be required to schedule an inordinate number of non-conference opponents.

The Department of Athletics has begun an aggressive campaign to secure top-ranked BCS opponents, both home and away, for its nonconference schedule over the course of the next seven years. These games will bring the UMass brand into the homes of millions with national TV exposure and help elevate the University's image as the flagship campus of the state of Massachusetts.

- Ice Hockey

Men's Ice Hockey is a sport in which significant resources have been invested. Since 1993 UMass has been a member of Hockey East, one of the strongest conferences in NCAA Division I. Over the last 16 years Hockey East has earned 25 of the 64 berths in the NCAA Frozen Four and five NCAA National Championships. It is comprised of ten established Division I hockey institutions, including the 2009 and 2010 national champions, Boston University and Boston College. As a member of Hockey East, UMass has kept up with the competition in most areas. While each year we strive to maintain hockey's flexibility in awarding scholarships, the most prominent deficiency at this time is the athletic scholarship budget (in-state vs. out-of-state ratio).

Currently men's ice hockey is a "fan favorite" among UMass students. Every effort should be made to keep the interest high and attendance figures increasing. One important series is the East/West Challenge, which provides the University with a home/home series that places us in the national spotlight. The financial contribution to the sport of ice hockey should be further analyzed for

possible increases of \$75,000 to \$125,000 (for more out-of-state scholarships and a fulltime Director of Operations).

Given the resources made available to the ice hockey program, the University expects the program to finish in the top half of the Hockey East Conference and regularly advance to post-season competition.

- Softball

UMass Softball has achieved unparalleled success over the past 15 years, reaching the NCAA Tournament each and every year. In 2009 the Minutewomen claimed their fifth straight and 21st overall A10 Championship. The team went 41-10 and posted the eighth best winning percentage in the country, with wins over 4 ranked teams during the season, including 2008 national champion Arizona State and 2009 national champion, Washington. In the National Fastpitch Coaches Association's final poll, UMass finished the season ranked 14th. It is the highest UMass has been ranked since 1999.

In order to maintain this supremacy the softball operating budget must maintain pace with increasing travel costs. It is imperative that the number of "southern" trips be maintained at the current level. Continued increases to the operating budget, specifically travel expenses, will increase the likelihood that this team will remain successful well into the next decade.

Another important consideration involves facilities. While recent improvements to the stadium have made it one of the premier facilities in the Northeast, recent changes to NCAA regional hosting requirements now mandate lights for all institutions interested in hosting the event. While each year the Department of Athletics has made the commitment to softball through renting lights to ensure continued hosting of NCAA post season games, a more permanent solution will need to be considered. Another concern for softball is the lack of indoor facilities. Being in New England, this is a general concern for all of our sports and is an issue that will continue to be reviewed and a priority in our phasing plan of our capital campaign.

Given the resources in place and our tradition of excellence, the University expects softball to consistently win the A10 Championship and qualify for the NCAA Tournament.

- Field Hockey

In the sport of Field Hockey, the women enjoyed a stretch of 14-straight wins over A-10 opponents, dating from the 2009 season to 2007; capturing two conference crowns on their way. The Minutewomen captured their league-leading 11th A-10 crown and advanced to the NCAA Field Hockey Championship for the 21st time in 2009 while amassing 17 victories, the program's highest total since 2000. UMass ended their 2008 season with a one-score loss to #3 Syracuse in the NCAA Tournament after beating #19 Kent State 1-0 in the play-in game.

Comparable to softball, continued assessment of possible increases to the field hockey operating budget is needed, specifically in regard to travel expenses, to allow for inter-regional play. Strategically, two inter-regional trips per season should be considered in order to help attain a national ranking.

The University's competitive expectations are to consistently win the A10 Championship and qualify for the NCAA Tournament. It should be noted that currently the conference champion must win a "play-in" game to advance to the main draw.

- Women's Lacrosse

For the University of Massachusetts women's lacrosse team, the 2009 NCAA tournament game represented a pinnacle moment for a new era, but with echoes of a proud past. The team faced the number one seed, Northwestern, a women's lacrosse powerhouse. While the ending score was not what we hoped for, this game represented a return to the success it enjoyed in the sport's embryonic days. In 1982, the Minutewomen won the inaugural NCAA championship in women's lacrosse. They returned to the tournament in 1983 and 1984. As the sport grew and other schools developed top programs, UMass did not make it back until 2009.

The recent success of the program and the fact that women's lacrosse is one of the fastest growing female sports in Massachusetts and in the country, the University has invested significant increases in athletic scholarship dollars so that beginning in 2009-10, the team will be fully funded with in-state to out-of-state ratios. The University is hoping that with recent increased financial commitments of a full complement of coaching staff, fully funded scholarship budget, and increased operating budget, that these commitments will allow the team to vie for the A-10 Championship year in and year out, and regularly participate in the NCAA Tournament. As mentioned earlier, the women's lacrosse team plays their games at McGuirk Stadium but their locker rooms are located in Curry Hicks Cage. There are plans to move the team to locker rooms in Boyden by the summer of 2011.

The University's competitive expectations are to consistently win the A-10 Championship and qualify for the NCAA Tournament. It should be noted that in women's lacrosse the winner of the Atlantic 10 Conference Championship must compete in a play-in game to reach the NCAA Tournament.

- Women's Soccer

UMass has enjoyed a long tradition of excellence in the sport of women's soccer, spanning the past quarter century. With 15 NCAA Tournament appearances, six of them leading to Final Four tournaments, and 5 Atlantic 10 Championships, there is a lot to be proud of. Past members of the UMass side include United States National Team members Briana Scurry and Debbie Belkin, and the 1990 Hermann Trophy winner, April Kater. Much of the team's success was achieved in the previous millennium, as only three Atlantic 10 Tournament appearances have been made in the past decade. The team is undergoing change, however, as long-time coach Jim Rudy retired in 2009 after 21 years at the helm. In the winter of 2010, Ed Matz was hired with the hopes of revitalizing the program. Ed came to UMass having completed a long and successful tenure at Northeastern University.

Similarly to the women's lacrosse program, significant financial resources have been added to the women's soccer program over the past several years. While the program did have a fully funded scholarship budget, the in-state to out-of-state ratio was not in line with the changing competitive environment of the sport. Now the women's soccer program has a more competitive fully funded scholarship budget, a full array of coaching positions, competitive compensation levels for the coaching staff, and a competitive operating budget. Comparable to field hockey, the current operating budget allows for mostly non-conference regional play.

With an energetic coaching staff, coupled with the increased financial commitment to the program, the women's soccer program should consistently vie for the A10 Championship and regularly participate in the NCAA Tournament.

The following sports within this group currently have (or are anticipated to have) two or more of the following: competitive operating budgets; full array of athletic scholarships as defined by the NCAA; full array of coaching staff positions as defined by the NCAA; coaching compensation budgets competitive within the conference and nationally; and facilities that are above average. We fully expect these sports are or will be capable of competing against teams that are highly ranked in national standings. We also expect that teams (or if applicable, individuals) within this grouping will annually place within the top third in their respective conferences.

- Men's Lacrosse

In 2006, UMass finished its most successful men's lacrosse season in school history with a 13-5 record after reaching their first-ever national championship game in lacrosse. The game was played before an NCAA Outdoor Championship record 47,062.

Since that memorable afternoon, fans have come out in droves to see the UMass men's lacrosse team each season in Amherst. In 2009 the Minutemen finished fifth in the nation in average home attendance, with a mark of 2,930 fans. That mark was benefited by a UMass program record 13,722 fans that attended the UMass-Syracuse game. Overall, in seven home dates, 20,511 fans came out to see the ECAC Champion Minutemen at home. That includes crowds of more than 1,000 on four occasions.

After a two year hiatus, the winning tradition continued with another appearance in the NCAA Tournament and a number 15 ranking at the conclusion of the 2009 season. This marked the team's 18th appearance in the NCAA Tournament, seven of them under the tutelage of Head Coach Greg Cannella, now in his 17th season. During his tenure, UMass has claimed six New England Championships. Recognized as one of the nation's top lacrosse coaches, Cannella has been named New England Coach of the Year four times and USILA National Coach of the Year once, in 2006.

While the men's lacrosse program has a full complement of coaching staff positions, competitive salaries, and a competitive operating budget, they face tough challenges in recruiting, as athletic scholarships are limited, due to the in-state and out-of-state cost differential. Another potential issue, similar to field hockey and women's soccer, is that the current operating budget allows for mostly non-conference regional play. With many coaches aware of the competitive advantage we enjoy with our current fan base and the layout of our facility, scheduling non-conference opponents at home is becoming more and more difficult. This oftentimes mandates that we play non-conference ranked opponents on their home fields – which is competitively and fiscally challenging. The team moved to the Colonial Athletic Association (CAA) for the 2010 season. This league will provide national level competition from Drexel, Towson, and Hofstra, as well as Penn State and Delaware.

The University's competitive expectations are to consistently vie for the CAA Championship and qualify for the NCAA Tournament.

- Women's Rowing

At the helm of the UMass Rowing team is National Rowing Hall of Fame inductee and seven-time Atlantic 10 Coach of the Year Jim Dietz. Recognized internationally for his coaching ability, Dietz was inducted into the National Rowing Hall of Fame in March of 2010, and was also elected as the Vice Chair to the Board of Directors of U.S. Rowing in February of 2010. He guided UMass to a fourth-place team finish at the 1998 NCAA Championship in Gainesville, Ga., and his varsity eights earned silver medals at both the 1997 and 1998 NCAA meets. Six of his student-athletes have earned a total of seven Collegiate Rowing Coaches Association All-America citations. The only crew coach in UMass history, the Minutewomen have dominated regular-season racing and have captured 13 Atlantic 10 team championships, including the 2009 crown, under Dietz's direction. His squads have produced 54 Atlantic 10 gold medals in 14 league championship events, including nine in 13 starts by his varsity eight boats.

While the University expects the women's rowing program to continue to win or place at the A-10 Championship annually, the prospects of vying on a national stage are severely hindered by two significant challenges – limited scholarship budget and below average facilities. Both of these issues are currently being assessed. With no locker room in place, the Department is currently implementing plans and should have a completed locker room in Boyden for the rowing program by the summer of 2011. In addition, the Department has begun the process of securing a leased boathouse. The goal is to have a new boathouse lease/space secured and in operation by the fall of 2012. While scholarships are underfunded (9.45 with a NCAA max of 20), as part of the Gender Equity Plan tied to the move to FBS we will begin allocating more funding within this strategic plan's timeline, with the intent of having this sport fully funded in the area of athletic scholarships by FY20.

The University's competitive expectations are to consistently vie for the A10 Championship and qualify for the NCAA Tournament.

- Tennis

The UMass women's tennis program is led by International Hall of Fame inductee, Judy Dixon. Judy has served as the head coach for the past 17 seasons. The tennis program over the past several years has been striving to expand and strengthen its recruiting base to help get back to the NCAA Tournament as the team last advanced to the NCAA Tournament in 2001. The Atlantic 10 Women's Tennis Championship has been awarded to the University of Richmond the past seven seasons, with strong competition coming from Temple, while UMass has consistently placed within the top half of the conference for the past several years.

The tennis program has a full array of coaching positions (assistant position is part-time), competitive salary for the head coach, fully funded scholarship budget, and an operating budget in the top of the conference. The most significant issue for the tennis program is facilities - the lack of a locker room and the lack of an indoor practice and playing tennis facility dedicated to the University. The Department has plans in place to build and complete a new locker room in Boyden by the summer of 2011. However a challenge will still remain, as the new outdoor tennis courts have been moved to behind the Mullins Center, with no locker room availability. The team's indoor facility is the Bay Road Tennis Complex, located approximately 15 minutes from campus. Unfortunately this facility is not ideal, as the program is restricted to usage hours with no flexibility for changes in scheduling. It is important to continue to work with the indoor facility to find new

methods and ideas to maximize the resources we spend on facility rental and creative ways to gain more flexibility in scheduling.

The University's competitive expectations for tennis are to build the program so that we are consistently vying for the A10 Championship.

Conference Sports

Provide resources that allow the student-athletes to have a positive Division I experience, allow the programs to be competitive in the Atlantic 10 conference, and allow the athletes to strive for individual recognition at the conference and national levels.

The following sports currently have less than a full array of athletic scholarships, lack a full complement of fulltime coaching positions, and some of these programs have average to less than average facilities. However, these programs have competitive salaries for their head coaches at both a conference and national level and have competitive operating budgets. For most of these programs any "southern" trips or other non-conference competitions outside of the Northeast region must be financed with fundraised monies.

These sport programs are expected to be competitive within the A10 Conference and to strive for individual recognition. However, it is clearly evident that programs with this designation can and have achieved at the national level.

As we make the transition from FCS to FBS, all of the women's sports in this category will become fully funded in regard to athletic scholarships starting in this strategic cycle and beyond. The competitive expectations of these programs will therefore shift to striving for top finishes in the regular season and vying for Atlantic 10 Conference Championships.

- **Men's Swimming and Diving**

For over three decades, Head Coach Russ Yarworth has brought unparalleled success to the UMass men's swimming and diving program. In his 31 years as head coach at Massachusetts, Yarworth's program has captured 21 titles, including 13 Atlantic 10 Championships and eight consecutive New England championships from 1987 to 1994. The 13 titles for UMass are by far the most of any program in the league's 26 years hosting swimming and diving championship meets. All of this has been accomplished with very few athletic scholarships. Within the A10 Conference, Massachusetts has less than half the average of other A10 schools (2.21 with an NCAA max of 9.9). In addition to the lack of scholarships, the swimming facilities are less than average. Despite these challenges the coaches and athletes each year have surpassed expectations and have continued to build a tradition of excellence.

- **Men's Soccer**

Sam Koch has served as the head coach of the UMass men's soccer team for the past 20 seasons and is the most successful coach in program history. The highlight of the program under Koch's guidance came in 2007 with a NCAA Tournament run that led to the College Cup. The Minutemen captured the nation's attention after winning the Atlantic 10 Tournament and then upsetting No. 1 seed Boston College in the NCAA Second Round. Koch first cemented himself as one of the great coaches in program history when he guided the Minutemen to the 2001 NCAA Tournament - the first NCAA tournament bid in UMass soccer history. In 2008, UMass again made history gaining the program's first-ever at-large bid to the NCAA Tournament. All-told, the Minutemen are 5-3 in NCAA

Tournament games with Koch at the helm. They have also achieved 13 winning seasons and 4 Atlantic 10 regular season titles. This has been accomplished with minimal athletic scholarships (2.52 with an NCAA max of 9.9). The conference average for athletic scholarships is 7.54. Another challenge for the men's soccer program similar to the women's soccer program is that the practice fields are not exclusively used by the varsity program. The Department will continue to review alternatives, such as the Gladchuk fields, to ensure a higher level of quality for both soccer programs' practice fields. With a tremendous playing facility, coaches' compensation and operating budgets in the top third of all conference schools, we hope to see the men's soccer program continue their show of competitive success.

- Men's Cross Country/Track and Field

The men's cross country/track and field team is led by Ken O'Brien, who has served in this capacity for 43 years. He is the fourth head coach of track and field in the school's 111-year history of the sport that dates back to 1897. During his tenure, the Minutemen have won 19 conference titles (Yankee, Atlantic 10 and Eastern), four New England crowns, two IC4A titles and have had seven All-America performers. The cross country teams have placed in the top three the last 4 years at the Atlantic 10 Conference Championships, winning in 2008. Track and Field has consistently placed in the middle of the pack for both indoor and outdoor A10 Championships during that time period. Athletic scholarships for the teams are well below the average of the conference (2.82 compared to 4.51), but coaches' compensation and operating budgets are near the top.

In the fall of 2005, the multi-million dollar UMass Track and Field complex was completed. This facility is one of the finest in New England, featuring a nine-lane track, jumping pits, and additional areas for practice and competition for throwing events. This venue has allowed the University of Massachusetts to host conference and regional events on a regular basis.

- Baseball

UMass Baseball has a legendary past, as competition in the sport began in 1877. The 1996 season marked the most successful year in school history, as Head Coach Mike Stone guided UMass to its third straight Atlantic 10 Conference regular season championship and a second straight Atlantic 10 Tournament crown. The Minutemen advanced to the NCAA Tournament for the second consecutive year, reaching the East Regional finals and winning the school's first NCAA Tournament game since 1969. UMass finished the season on a 25-4 run, including a school record 18-game winning streak, and posted 40 wins for the first time in school history. Since that time, the competitive success has varied. Most recently, in 2009, UMass reached the Atlantic 10 Tournament for the first time since 2003, where the Minutemen went 2-2 before being eliminated by eventual champion Xavier. Within the A-10 conference athletic scholarships average 8 out of a possible NCAA maximum of 11.7, but UMass competes with only 3.50. In addition, the baseball program is faced with the challenge of a playing facility that is below average. While an assessment will take place to determine what minor improvements might be made to the playing surface, it is understood that a new facility is necessary for the competitive success of the program. As with the other men's sports listed above, the operating budget and coaches' compensation ranks among the highest within the conference.

Each of these sport programs face competitive challenges in comparison to the top of the conference with the lack of scholarship resources, facilities that are average or below (swimming and baseball), 2nd assistant coaching positions that must be fundraised, and operating budgets that cover conference travel schedule but limited resources for out of conference and out of region play.

Men's Sports	UMass Equivalencies	A-10 Average	A-10 Range
Baseball	3.47	8.03	2.6 – 11.7
Track / XC	2.82	4.51	.38 – 12.6
Soccer	2.52	7.54	2.52 – 9.9
Swimming	2.21	4.33	1.62 – 7.23

- **Women's Cross Country/Track and Field**

The women's cross country and track and field teams accumulated seven Atlantic 10 Cross Country titles, one Outdoor and two Indoor Track and Field championships during the decade of the 1990s. Coach Julie LaFreniere has been part of the foundation of the UMass women's program, as a student-athlete in the 70's and returning as head coach in 1988. Most recently, the best finish has been third place for the cross country team in 2009. On average, the teams have placed from 6th to 10th over the course of the last six years. Athletic scholarships for the women's team are around average for the conference and are anticipated to increase with the transition to FBS. With the increase in scholarship funding coupled with the current competitive facility and coaches' compensation and operating budgets in the top third of the conference, we anticipate this program to continue to improve its competitive success within the conference.

- **Women's Swimming and Diving**

Bob Newcomb, Head Coach of the women's swimming and diving team has been at the helm for 26 seasons. During his tenure, the Minutewomen have compiled an impressive dual meet record and have attained one A-10 Conference Championship (2001). The team placed as high as second in 2006-07 A-10 Championships, and in all other years has placed in the top third. Athletic scholarships are slightly above the conference average and are anticipated to increase with the transition to FBS. While the facilities are below average, the allotment of scholarships along with coaches' compensation and operating budgets in the top third, this program is expected to be competitive within the conference and strive for conference championships.

Similar to the men's sport programs in this grouping, both women's cross country/track and field and women's swimming do not have the full allowable array of coaching positions and swimming has an average to below average facility. However, as with the men's programs, both of these teams have operating budgets and head coaches' salaries that are near the top of the conference. The scholarship funding will change as part of the gender equity plan per the move from FCS to FBS, allowing these women's programs the potential to have fully funded scholarship budgets.

Women's Sports	UMass Equivalencies	A-10 Average	A-10 Range
Track / XC	7.75	8.91	.38 – 18.00
Swimming	8.81	6.71	2.74 – 14.00

The University's current competitive expectations with all men and women's programs in this group are to finish within the top half of the A-10 conference standings.

Objective 2: *Maintain and enhance existing facilities concurrent with cultivating fundraising dollars for new facilities.*

In the University's *Framework for Success, 2010*, one goal stated is "to make certain that student facilities for athletics, recreational activities, and student life are appropriate for the student population." The Strategic Plan goes on to say, "Upgrades are necessary to make us competitive for top student-athletes and to contribute to our success as a Division I university". As such, the University's master plan will change the footprint of the Department of Athletics, beginning in 2012 and continuing through this decade.

The past five years have by no means been stagnant, as seen with the following improvements over the past 5 years:

- In 2006, the track was relocated to its current position next to Rudd Field when a new campus central heating facility was constructed on the previous site. The new construction includes a 9-lane track complete with all field event structures required to host regional track and field events. It is the premier track complex in the Northeast.
- In 2006, improvements were made to Boyden Gym with the renovation and expansion of the Academic Center, providing additional study hall areas and semi-private meeting areas for student-athletes and tutors. In addition, graphics were added to the stairwells in Boyden.
- In 2007, the tennis courts were moved from a location adjacent to Boyden and relocated to a new tennis complex adjacent to Mullins.
- At McGuirk Stadium (home of football and women's lacrosse), field turf was installed in 2006, lighting was installed in 2008, and a new video scoreboard and graphics were added in 2009.
- In 2007, a new scoreboard as well as state of the art video room was installed at Mullins Center. In addition, a "Hall of History" walk was created for the basketball and ice hockey teams. In 2009, the basketball offices in Mullins were expanded and renovated.
- In 2007, the UMass Softball Complex received new stadium-style bleachers, a press box, and PA system, making it the premier softball stadium in the Northeast.
- Garber Field, home to field hockey and men's lacrosse, has seen several improvements as well. New AstroTurf was added in 2006, bleachers and a new press box were added in 2008, and new graphics were installed in 2009.

Current and Future Projects

Locker room creation and renovations and the expansion of the sport medicine facility have begun in Boyden Gym and are scheduled for completion during the summer of 2011. These renovations will address all of the current locker room issues, including rowing, women's lacrosse, tennis, and softball.

The UMass boathouse is and has been a concern for several years. As the current site is under the auspices of the Department of Conservation and Recreation, renovation has been difficult. The University is progressing with plans that will allow for a new boathouse and a long-term lease in place on the Connecticut River by fall of 2012.

An important piece of the move from FCS to FBS will be facilities development. With that in mind, UMass has developed several options to address facility needs in the short and long term. The most

immediate change will be the temporary relocation of the football coaching staff to a 3,500 sq. ft. office, reception and meeting space that has been secured near McGuirk Stadium that will be used as “Mission FBS Headquarters” during our transition period. The suite will augment existing resources and serve as a recruiting and administrative headquarters for the next several years.

Schematic designs have been developed for a permanent support facility adjacent to McGuirk Stadium. The approximately 38,000 square foot facility will feature office space, meeting rooms, a varsity locker room, coaches’ locker room, sports medicine suite, weight room, equipment room with laundry, recruiting lounge and lecture theater. Once the new facility is completed, the current varsity locker room and support facilities at McGuirk Stadium will be renovated to better accommodate visiting teams, game official’s facilities and event management resources.

Football at McGuirk will only be possible at the FBS level if the current press box undergoes a complete renovation or, most likely, replacement with a press box that meets the criteria of FBS-level broadcasting and game operations requirements. Plans are included in the support facility designs for these improvements.

Additionally, we have secured an agreement to use Gillette Stadium, home of the New England Patriots, to use as our home stadium as needed. UMass will have access to a permanent dedicated locker room at the stadium as well. This phenomenal facility is within a 20 minute drive of 120,000 UMass alumni and the Boston media market. It boasts state of the art resources that make it one of the most unique venues in the country. In 2010, UMass held the first ever college football game at Gillette that drew in excess of 32,000 spectators for a game with the University of New Hampshire. It is the intent of the University to evaluate on-campus options along with the potential extended use of Gillette Stadium while the upgrades are performed at McGuirk.

With the Northeast weather, indoor practice space is always a challenge. The solution is the Champions Center, which will be built in three phases.

Phase I is the new practice facility for men’s and women’s basketball. As stated earlier – for basketball to reach the national achievement that we aspire, a practice facility dedicated to these two sports is a necessity for recruiting and competitive success. This section of the Champions Center will be comprised of practice courts for basketball and eventually may provide space for offices, meeting rooms, locker rooms, weight room, and training facilities for both programs. It will be constructed adjacent to the Mullins Center and should be in operation by 2013.

Phase II and III consist of a new home for all of the Athletic Department, including offices for all sport programs (outside of men and women’s basketball and football), all support service areas (academics, business, compliance, development, marketing, media relations, sports medicine, strength and conditioning, etc), as well as an indoor practice facility.

In regard to the Softball Complex, which has, in the past, been a popular site for NCAA regional and super-regional competitions, it has been determined that in order for us to continue to host these events we must have lights. NCAA rules now mandate that any host facility used for NCAA Championship events have lights. Installation will cost the University \$500,000.

The practice fields on lower Boyden are currently open to the campus and public. The lack of exclusive varsity use has made it extremely difficult to maintain the practice fields at the level of a

Division I program. The Department will continue to assess whether improvements to the lower Boyden fields can be made or whether improvements should be made to Gladchuk fields and move varsity sport programs practice location to these exclusive lighted fields.

One area of concern in this area is the campus locations of departmental offices. Currently the department is spread between four facilities in which coaches and administrators are housed, and communication between the four is difficult. This can lead to dissatisfaction and low morale among the coaching staff. Strategies should be developed to strengthen the methods of communication between the four facilities. One option is to hold more frequent all-staff meetings or social events at which staff and coaches can establish better lines of communication.

Strategic Goal #2 – Provide a Quality Student-Athlete Experience

Provide each student-athlete a distinct educational, social and athletic experience at the University of Massachusetts, culminating in graduation.

Objective 1: Promote student-athlete welfare by providing quality support services in the following areas:

- **Sports Medicine**

The Department of Athletics is dedicated to providing adequate support services to ensure student-athlete welfare. Student-athlete welfare encompasses many areas within the Department, but our focus is on providing quality medical rehabilitation services to all of our student-athletes. The Sports Medicine staff currently includes one Associate Director of Athletics / Head Athletic Trainer, five full-time Certified Athletic Trainers, and three graduate assistants who are also certified. In addition to the quality of our own highly trained medical staff, relationships with two primary care physicians and four orthopedic surgeons provide us the opportunity to have licensed physicians in the athletic training room for at least one hour four days a week, as well as coverage for our home and away games for football, men's and women's basketball, ice hockey and men's lacrosse.

Staffing is the most critical need with respect to athletic training. Currently, we average over 600 student-athletes, giving us a student to athletic trainer ratio of seventy (70) to one (1). Certified Athletic Trainers service all of our teams, but in the sports of football, men's and women's basketball, field hockey, ice hockey, men's and women's lacrosse, softball, baseball, and men's and women's soccer, these athletic trainers travel to all events as well as attend to the needs of these student-athletes throughout the week and at home events. The sports of rowing, men's and women's cross country, men's and women's track and field, men's and women's swimming, and tennis are assigned an athletic trainer that attends home events but only travels with the team to Atlantic 10 Championships. An area that has increased in the past five years is non-traditional season coverage by the athletic trainers for the fall and spring sports. The athletic trainers are needed to cover the non-traditional season practices for football, men's and women's basketball, ice hockey and men's lacrosse. An athletic trainer also covers the non-traditional season home contests for all fall and spring sports. We have begun to utilize per diem athletic trainers to cover the non-traditional season competitions. The use of per diem athletic trainers and not covering women's lacrosse non-traditional season practices in the fall are major changes that have been made in order to better serve the student-athlete population as a whole. Since the goal of the department is to provide quality medical and rehabilitation care to all athletes regardless of sport or gender, our student to athletic trainer ratio needs to be reduced. Ideally, we need to add one to one and a half additional full-time certified athletic trainers. The other pressing need is aquatic therapy equipment, for which fundraising activities have already begun.

We plan to continue to evaluate the ever changing field of sports medicine, provide advanced training for all staff, and at minimum, evaluate facility and equipment needs every three years.

- **Health Enhancement**

During a freshman student-athlete's first semester of attendance he or she is required to attend a 13 week class entitled, "Your Winning Season". This course is an introduction to the Department of Athletics and the University in general. It is taught via a group effort; half of the courses are taught

by the Health Enhancement unit and the other half by Academic Support Services. The Health Enhancement Services group is comprised of one full-time employee and two part-time employees (.5 and .25) who focus on counseling in the areas of mental health issues, drug and alcohol abuse, and nutrition. The University of Massachusetts is one of the few schools of its size that offers such a program to its student-athletes. With over 600 student-athletes, the staff is stretched thin and oftentimes not able to be proactive in their approach, spending much of their time reacting to emergent situations instead. It is recommended that this program undergo a thorough evaluation. While greatly beneficial to a select number of student-athletes, an analysis is needed to determine whether it is an area that we need to expand or we should reassign to the University to reduce the inherent risk of such a program and to better serve the needs of all the student-athletes.

- **Strength and Conditioning**

The Strength and Conditioning staff is a well-qualified and experienced group consisting of three full time staff members. While the gym at Boyden provides us with one of the largest campus facilities among schools in the Northeast, the fact that we have a satellite facility at Mullins for Ice Hockey and Basketball, coupled with a limited staff make for difficulties in scheduling for so many teams. Most critical is the limited hours of operation, due to a lack of staffing for early morning and late evening workouts.

With this in mind, the University has made the decision to hire an additional full-time staff person within the next five years. Ideally, the new position will have experience specifically working with female sport programs and have expertise in female strength and conditioning. In addition, we believe by adding a fourth fulltime position we will be able to restructure our sport assignments and increase our hours of operation.

- **Academic Support Services**

As stated in the mission statement of the Department of Athletics, the department is "... committed to the sponsorship of a broad-based regionally and nationally competitive athletics program as an integral part of the educational mission of the University". As a matter of institutional philosophy and consistent with the NCAA reform agenda for intercollegiate athletics, the University of Massachusetts recruits student-athletes to be students first and athletes second. Accordingly, the academic support unit is central to the accomplishment of our mission. The University of Massachusetts recognizes the special needs of today's Division I student-athlete and has made the commitment to address those needs with a comprehensive academic support program. In addition to the demands of being a student at a quality university like Massachusetts, our student-athletes must also deal with the extra pressures associated with participating athletically in one of the most competitive non-BCS college conferences in the country. Academic Support Services wants to ensure that student-athletes succeed to their highest academic abilities and that any possible educational disadvantages resulting from their participation in intercollegiate sports are offset.

Academic Support Services offers programs designed to facilitate each student-athlete's achievement of good academic standing and eventual graduation. This office is staffed by one Associate Director of Athletics, 5 full-time counselors (including one Learning Specialist who focuses on education-impacting disabilities), and two interns (part-time). As a direct result of our strategic planning, this unit will undergo an internal analysis in order to insure that the counselors are utilizing their time in a way that maximizes their impact. Specifically, since our basketball programs are grouped at the highest level, it may best serve the department to dedicate one individual for both basketball programs. Currently the counselor who oversees men's basketball

has additional sport assignments, as does the learning specialist who serves all of our student-athletes with education-impacting disabilities. All options must be vetted prior to any decision-making.

Per NCAA certification operating principles, the entire area of academic support for student-athletes will be reviewed during the 2010-11 academic year. This practice will be repeated every four years. This review, conducted by faculty members of the Athletics Council, should provide the Department of Athletics with some valuable insight as to how the unit should be structured.

Academic Support Services also has the leadership role in the NCAA's CHAMPS/LifeSkills program. This program was created as a total development program for student-athletes. It is designed to enhance the quality of the student-athlete experience within the university setting.

- **NCAA Academic Progress Rates**

We continue to experience outstanding academic success on the part of our student-athletes. In the most recent NCAA Academic Progress Rate Report, released in spring of 2010, the men's sports had a composite score of 954/1000, with all 10 teams' multi-year rates above the cut score of 925. On the women's side, the composite score was 989/1000, with all 11 teams at or above a 970. The composite multi-year rate for UMass was a 971, seven points higher than the national average for all Division I institutions of 964.

Academic Progress Rates provide us with a real-time snapshot of a team's academic success each semester by looking at current academic progress of every student-athlete. The APR includes eligibility, retention, and graduation as factors in the rate calculation and provides a much clearer picture of the current academic culture in each sport. Much like the IPEDS graduation rate, the APR only includes those student-athletes who receive athletic aid. Each student-athlete included in the sport cohort receives points for each semester they are in attendance and receiving athletic aid. The points are awarded based on whether or not they return to school the following semester (retention) and whether or not they begin the following semester as an eligible student-athlete, having earned the requisite number of credit hours (satisfactory progress) and GPA to be in good academic standing and meeting at least the minimum NCAA requirements toward graduation (eligibility). This method of evaluation has been in use for the past seven years and has become a valid barometer of academic success. The cut-rate score of 925 was put in place as a criterion to enable the NCAA to place restrictions on those institutions who perpetually do not achieve the minimum scores. Contemporaneous penalties result when a sport does not achieve an average score of 925 (multi-year rates include 4 years of data) and the sport had non-retained, ineligible student-athletes during the course of the academic year. If a student-athlete departs the University while ineligible, it results in what is termed a "0 for 2", which could result in the loss of a scholarship if the team score is below the cut rate. Historical penalties are more severe and are the result of continued scores below 900 with multi-year rates below 925. UMass has not been subject to any contemporaneous or historical penalties in any sport to date. Another feature of the APR is the "Delayed Graduation Point". The University receives additional points each year for ex-student-athletes who return to UMass to complete their degrees.

According to the latest NCAA Graduation Success Rate data, 77 percent of our freshmen student-athletes who entered college in 2002-03 earned their four-year degrees. The NCAA Graduation Success Rate (GSR) was developed in response to college and university presidents who wanted graduation data that more accurately reflect the mobility among college students today. Both rates

improve on the federally mandated graduation rate by including students who were omitted from the federal calculation. The GSR measures graduation rates at Division I institutions and includes students transferring into the institutions. The GSR also allows institutions to subtract student-athletes who leave their institutions prior to graduation as long as they would have been academically eligible to compete had they remained. In contrast, the IPEDS rate, which does not account for transfer student-athletes, for this same cohort was 49%.

The preliminary results from the 2009-2010 APR reports indicate continued progress, with all 21 sports above the cut-rate of 925 and a composite multi-year rate of 967.

Academic Progress Rates	2009-10	Multi-Year (4 years)
APR {includes delayed graduation points}	976	967
Number of delayed graduation points	8	43 (total)
Number of 0/2s	9	56 (total)
Eligibility/Graduation {earned pts/possible pts (APR score)}	777/797 (975)	3023/3120 (969)
Retention {earned pts/possible pts (APR score)}	763/786 (971)	2947/3086 (955)

Years of GSR data	96 - 99	97 - 2000	98 - 2001	99 - 2002	2000- 2003
UMass GSR average for all teams	81%	80%	80%	78%	77%
GSR national-average – D-I institutions	76%	77%	77%	78%	79%
IPEDS	1998-99	1999- 00	2000- 01	2001- 02	2002-03
UMass Federal Rate average for all teams	69%	68%	65%	64%	49%
Federal Rate national-average for student-athletes – D-I Institutions	62%	63%	63%	64%	64%
UMass Student Body Federal Rate	63%	64%	65%	67%	66%

The chart depicts the 2009-2010 rates for APR, eligibility/graduation, and retention. For 2009-2010, in the area of eligibility and graduation, UMass student-athletes attained a composite score of 974 out of a possible 1000 points. The retention score for 2009-2010 was equally impressive, with 97% of our student-athletes returning to their respective teams for the 2010-2011 academic year.

- **A Look at the Freshman Class**

The University of Massachusetts has no “special admissions” policies. As such, student-athletes must meet the same academic standards and policies applicable to the student body in general. The table below depicts the average SAT test score and core-course GPA for each freshman cohort during the past four years. The core course GPA includes only those courses that have been approved by the NCAA as college preparatory courses. The NCAA requires 16 core courses for initial eligibility. A sliding scale determines the eligibility status of the incoming student-athlete, using both core course GPA and either an SAT or ACT test score. In the table, the scores of those students who took only the ACT have been transposed to SAT scores. The data is very consistent over the course of these years and remains similar to that of the UMass freshman class average.

High School Data for Incoming Freshmen	2007-08	2008-09	2009-10	2010-11
NCAA Core Course GPA (average) – Student Athletes*	3.29	3.17	3.16	3.20
SAT Score (average) – Student Athletes	1115	1089	1090	1096
Cumulative GPA (average) – General Students	3.48	3.56	3.60	3.61
SAT Score (average) – General Students	1142	1154	1169	1167

* Core course GPA includes only college preparatory courses (16) in the areas of English, math, science, and social science. It does not include the student’s coursework in any electives. The Department of Athletics does not keep statistics on cumulative GPA’s for incoming freshmen. The cumulative GPA’s from the General Student Body are calculated using all coursework, resulting in higher averages.

The goal of the Department of Athletics is to have all of our sports programs rank in the top quartile or higher of APR scores for public institutions within their sport.

In order to achieve this goal, student-athlete data need to be analyzed in order to determine factors that have a damaging affect on student-athletes in regard to retention as well as factors that decrease the potential of student-athletes to maintain their eligibility. From this, a strategy can be developed that will combine current research (NCAA FLAG program) with what is learned from our statistics to improve retention and eligibility and thus improve APR scores.

One major weakness in the area of academic support is the lack of privacy experienced by the academic counselors. A majority of the counselors occupy one large space that is subdivided into cubicles. Student-athletes need to be able to converse with their counselors in a more private setting. This problem will eventually be alleviated with the opening of the second phase of the Champion’s Center. In the interim, office space has been allocated for the Associate AD for Academic Services and the Learning Specialist, through a major reassignment of space in Boyden.

- **NCAA Rules Education**

It is the mission of the Office of Athletic Compliance to provide student-athletes, coaches, staff, and boosters with the knowledge needed to be successful within the guidelines provided by NCAA legislation. The duty of the UMass Athletics Compliance Office is to maintain the institution's integrity in the area of athletics compliance and to assist the Department of Athletics in maintaining athletics as an integral part of the educational program and the athlete as an integral part of the student body. UMass promotes excellence in athletics and academics. High standards in both programs insure that students will be given the best possible foundation for their future lives and careers. Academic achievement is the primary measure of a successful student-athlete, and integrity is the hallmark of a successful program. A comprehensive rules education program is provided to all coaches, student-athletes, Department of Athletics staff members and other representatives of the University with a working knowledge of NCAA, Conference, and University of Massachusetts rules, regulations, policies and procedures. These educational practices foster a compliance culture that places student-athletes at the center of all compliance activities and empowers them with the knowledge to make the right decisions.

Per NCAA certification operating principles, the rules compliance program is evaluated by the Atlantic 10 conference once every four years. This is a comprehensive evaluation of fifteen areas related to compliance with NCAA rules and regulations.

Strategic Goal #3 – “Do It The Right Way”

Ensure fiscal responsibility and compliance by maintaining strict adherence with NCAA, OCR, conference and University regulations while embracing diversity and equity throughout the organization.

Objective 1: Assist the University to maintain institutional control in a way that minimizes risk and maximizes our reputation for doing it the right way.

Our first and primary goal in this area has always been to comply diligently with institutional, conference, and NCAA regulations. While our most recent Atlantic 10 Conference Review praised UMass for its efficient systems in this regard, care must be taken not to become complacent. Compliance to NCAA and Atlantic 10 rules is a campus-wide priority with strict oversight by the Chancellor. Currently the chancellor is actively involved in athletics and his role is as follows:

- a. The Chancellor regularly meets with the Director of Athletics;
- b. The Chancellor reviews proposed NCAA legislation;
- c. The Chancellor reviews financial audits, graduation rate reports, and APR reports;
- d. The Chancellor participates in Atlantic 10 CEO conference calls; and
- e. The Chancellor certifies the institution's compliance per Bylaw 30.3.

The Chancellor has ultimate responsibility and authority for the operation, fiscal integrity, and personnel of the athletics program. As such, the continued involvement of the Chancellor is critical to the overall success of the compliance program.

Constant communication between the Faculty Athletics Representative (FAR) and the Chancellor is also critical. The FAR and Chancellor meet on a regular basis to discuss the status of athletics. The FAR provides periodic statements to the Athletics Council and the Chancellor regarding our commitment to compliance and ethical behavior. Finally, the Director of Athletics will continue to reinforce our commitment to compliance and ethical behavior on a regular basis to all departmental staff members.

Objective 2: Ensure fiscal responsibility with a balanced annual budget

In these financial times, it is imperative to identify and communicate cost-containment initiatives such as alternative travel policies and scheduling must be examined in an attempt to reduce expenses. At the same time we must reduce controllable expenditures and pursue new revenue-generating initiatives. All of this while striving to improve our teams' success on the playing fields. While we are unwilling to sacrifice the success of our programs to achieve financial stability, it is with this in mind that the current grouping strategy was developed. We have determined our expectations for each group, based on a restrictive budget and assuming that internal and external funding remains at or just below current levels. If the current economic crisis ebbs or as we strive for external fundraising to increase, we will adjust the groups and their levels of funding accordingly.

It is a major goal for the Department of Athletics and the main focus of the UMass External Relations unit to create a synergy between fundraising, marketing, branding and identity, and media strategies. By doing so we will maximize our potential external revenue streams. With this in mind, a comprehensive revenue enhancement plan was developed concurrently with the strategic plan to address areas of concern identified in this document.

- Fundraising

As stated in the University Strategic Plan, “To succeed as a campus we must declare fundraising a priority, and bring to it a renewed energy and dedication. While progress in recent years has been remarkable given formidable challenges, the potential for future growth is astounding.” This statement has no truer meaning than in regard to Athletics. While UMass Amherst will attempt to double its endowment and annual fund over the next decade, UMass Athletics will need to achieve similar success in its fundraising efforts.

The Department of Athletics generates revenue on an annual basis from the operation of the UMAA. The UMass Athletics Development Office was established in 1991 to provide comprehensive fundraising for the University of Massachusetts Athletics program. The UMass Athletic Fund was introduced in 1992 as the official fundraising arm for athletics at UMass, and was renamed the UMass Athletic Association (UMAA) in 2003. Since the UMAA was founded, it has raised more than \$12 million for UMass athletics, with an average annual membership of 1530. Of these members, on average 60% give at the \$125 level or above.

Fundraising in the Department of Athletics can be described in three primary categories. First is annual giving through the UMAA, which supports all operating costs for the Association and funds a portion of athletic scholarships for UMass sports. In FY10 total gifts received equaled \$615,212 (does not include capital) and the value of all pledges at the end of FY10 was \$1.82 million. Secondly, the UMAA raises money in order to fund special capital improvements such as the Champions Center. With a major project such as this, along with the support buildings planned for McGuirk Stadium, it is necessary to increase these gifts and pledges contributing to the \$55 million cost in projects over the course of the next 5 years. Lastly, the UMAA assists coaches and their respective booster groups to raise funding for operating expenses and special projects.

The importance of increasing external revenue streams has led to the restructuring of the Development Office. The Department recently appointed a new Associate Athletics Director for Development and added the position of Associate Director. The new Associate AD has begun restructuring the development staff in order to more efficiently and effectively position the Department to achieve both the annual fund goals as well as initiate a capital campaign. The development office now consists of an Associate Athletics Director, Assistant Athletics Director, Associate Director, Assistant Director, and two clerical support staff.

- External Relations

In addition to the reorganization of the Development Office, the entire area of external relations has been restructured. The Department recently created the position of Executive Associate AD for External Relations and appointed Tim Kenney to the position. Kenney makes the move from the Associate AD for Development to External Relations and will be charged with oversight of all sponsorship, media, and marketing initiatives.

Most recently (FY10) our corporate sponsorship efforts generated \$823,580 in gross revenue and an additional \$343,360 in trade from a total of 77 sponsors. Sponsorship includes signage at all of the UMass competitive venues; UMass Radio network sponsorship; television sponsorship of the football and men's basketball coaches shows; sponsorship of printed items, games, and the website; promotional items; and the video boards at Mullins and McGuirk.

While Athletics has seen tremendous success at securing corporate sponsorships, the Department has made the decision to pursue an agreement to outsource multi-media rights such as promotions, sponsorships, media, and corporate rights to an outside marketing firm. This will provide Athletics with a steady revenue stream without the inherent "ups and downs" associated with in-house corporate sales. The RFP process has revealed that the money that can be generated by an outside entity is greater than our current efforts, given our current staff and capabilities, thus it is worth pursuing. This will also allow our current corporate sponsorship/marketing staff to shift their focus and energy to increasing ticket sales.

In FY10, ticket sales generated about 1.25 million in revenue from the sale of tickets to six UMass athletics teams (Football, Ice Hockey, Men's Lacrosse, Men's and Women's Basketball, and Softball). Over the next five years, new initiatives are planned that will increase season ticket sales across all sports by an average of 8% each year. Plans are also in place to increase individual game ticket sales by 3% each year. With the move from FCS to FBS Football, along with the restructuring of the ticket sales unit (in-house or through outsourcing), it is anticipated that these increases for the other five ticketed sports, along with substantial increases in FBS level ticket sales will be realized. This unit is currently working on a campaign to capture new audiences for football as we expand to Gillette Stadium and develop rivalries with teams within the Mid-American Conference and build attractive schedules with regional and national FBS opponents.

- **Branding and Identity**

Included in the University Strategic Planning document are multiple descriptions of what the core image of our institution should be. Listed for each communication goal is the image of UMass as a national athletic presence. By achieving this image, we will help the University achieve goals in the areas of recruitment, alumni support, as well as community and state support. By achieving success at the national level, we expand and enhance the national image of UMass Amherst. The opportunity will present itself with the move to FBS Football, with increased TV exposure, both in the new mid-western markets as well as the eastern seaboard. This additional exposure will help advance the understanding of UMass-Amherst's role as the System's Flagship campus.

- **Media**

The UMass Athletics website is currently receiving over 750,000 hits per month. This activity and interest must be capitalized on in every way possible. UMass can utilize this, along with a strong working relationship with the outsourcing firm, to increase ticket sales through web promotions, sell advertising on video broadcasts, and use all-access as an enticement for other offers. Our efforts in technology have been substantial and are viewed by many as state-of-the-art. UMass was one of the first institutions to partner with CBS College to produce numerous contests in almost every sport we sponsor and stream these live on the World Wide Web. Over the next five years we plan to develop and launch flash-enabled websites, work with our "team store" partner to increase our e-commerce opportunities, increase website traffic by 5% each year, and integrate multimedia content into the website (specifically social networking sites, live chats, and podcasts).

Objective 3: Embrace equity and diversity throughout the Athletics Department.

In this era of rapid change within the college athletics environment, sports program offerings should be evaluated on a continual basis. With that in mind, as we approach implementation of Strategic Goal # 1 (Focus on Distinction) along with the move to FBS Football, we need to be constantly mindful of the Title IX implications of every action we might take, realizing that our revenue-generating sports are predominantly male.

The football transition provides the University with a unique opportunity to enhance many of the women's sports at UMass, as we will offset the increases made to football scholarships by increasing the athletic scholarships in women's sports. The NCAA requires schools that are transitioning from FCS to FBS to increase the number of football athletic scholarships from 63 to 85 within a two year period. The University of Massachusetts is committed to maintaining gender equity in the area of athletic scholarships by increasing women's programs' scholarship budgets. The Department is mindful of the historical pattern of not utilizing all of the budgeted allocation of scholarship dollars that many of the varsity women's sports have adopted. Therefore, the department, after careful analysis of historical athletic scholarship distribution, has determined that it is in our best interest, competitively, to stagger these increases over an eight year period. This decision will result in temporary disproportionate percentages between men and women in regard to athletic aid during the transition years, ranging from a high of 5% (FY13 and FY14) and declining incrementally by 1% until equity is restored in FY20. The end result, in FY20, will be proportionality between the men and women's scholarship distribution and participation ratios. The Department, over this eight year period, will evaluate each program's ability to not only utilize these scholarships, but to recruit the best, brightest, and most talented young women possible.

We must annually evaluate our sports program offerings and thoughtful consideration must be given to address budget restraints. The University must plan for the possibility of reductions in the number of sports programs offered if financial situations dramatically decline. We are not willing to sacrifice the integrity of our current programs as a means of offsetting budget cuts.

Our commitment to Title IX and NCAA Gender Equity requirements remains strong and we will perform the following in order to insure equity is achieved:

- a. Annual gender equity report to the University Athletics Council
- b. For roster management, continue to monitor student-athlete participation by team
- c. Maintain annual comprehensive review of Title IX compliance components (Participation Ratios, Scholarships, Other Benefits) "laundry list" for report to the University Athletics Council.
- d. Consult the *Gender Equity Plan (2007-2012)* prior to all planning / decision-making and update on an annual basis.

- Diversity

The diversity found on the campus of the University of Massachusetts has been a source of innovative ideas and creative accomplishments throughout its rich history. The Department of Athletics is committed to fostering an inclusive environment where the individual differences among us are understood, respected, and appreciated. Annual evaluation and assessment of our current practices is essential to maintaining a program that expands equitable opportunities and support for student-athletes and athletics personnel with diverse racial and ethnic backgrounds. (see *Minority Equity Plan, 2007-2012*). We continue to promote respect for and sensitivity to the

dignity of every person by offering assistance when needed, and providing educational opportunities to our student-athletes and staff on diversity issues. Ultimately we want to provide a safe and inclusive environment for each and every student-athlete and staff member, regardless of race, ethnicity, gender, religious affiliation, abilities/disabilities, or sexual orientation.

Conclusions

This analysis of our athletics program at the University of Massachusetts has brought to light our strengths as well as our weaknesses. Over the course of the next five years, we must strive to maximize our strengths and minimize our weaknesses. Our strengths can be summarized as follows:

- The State of Massachusetts has a high regard for its flagship campus and provides adequate state appropriations. The University fully supports the Department and understands the importance of a successful intercollegiate athletics program. In the University's *Framework for Excellence, 2010*, it states that, "Varsity athletics will remain an integral part of the University experience for participants and spectators. The University will remain committed to fielding competitive NCAA Division I programs." In turn, the athletic programs serve as a source of significant pride for the state and all alumni.
- The University's ambitious decision to transition to FBS Football will result in an increase in televised games, leading to exposure in new markets and branding and image opportunities.
- The University's membership within the Atlantic 10 Conference, the CAA for men's lacrosse, and Hockey East for men's ice hockey are all strong conference affiliations and heighten the University's exposure on a national level.
- The University is fortunate to have active and engaged alumni who have the potential to support our programs.
- Gender balance and equity has been achieved and will continue to be at the forefront of all conversations with the current administration.
- Quality coaching staffs that are paid at a rate that places them within the top group in comparison with their respective peers.

Like most institutions of higher learning, our major weakness has been yearly cuts to institutional funding. While these cuts have been relatively mild, this economic climate has forced us to look elsewhere to fund basic operating costs. Our emphasis on external revenue generation has greatly increased and will continue to be a high priority.

This strategic plan proposes significant strides for the Department of Athletics over the next five years. In some areas its goals are ambitious, but nonetheless can be accomplished with hard work and attention to detail. While the strategic plan provides clear strategies and timelines for achieving these goals, it does not include copious implementation details. Each unit will be held responsible for achievement of each goal and as such will provide detail in their strategic planning documents. With such implementation, we will be well on our way to achieving and maintaining success.