

**BULLDOG FAMILY. INTEGRITY. ACHIEVEMENT. WISDOM. FUN!**



**DRAKE EXCELLENCE IN ATHLETICS:  
BLUEPRINT 2010-2013**



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Sport has the power to change the world, the power to inspire, the power to unite people in a way that little else can. It speaks to people in a language they understand. Sport can create hope where there was once despair. It is an instrument of peace, even more powerful than governments. It breaks down racial barriers. It laughs in the face of all kinds of discrimination. The heroes that sports create are examples of this power. They are valiant, not only on the playing field but also in the community, spreading hope and inspiration to the world.

— Nelson Mandela



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## INTRODUCTION

The Drake University Department of Intercollegiate Athletics is embarking upon a three-year strategic plan to embrace its mission and provide outstanding leadership-based experiences for its student-athlete population. The program seeks to be a nationally recognized intercollegiate athletics program within the philosophical model of NCAA Division I. The definition of “nationally recognized” is based upon the University’s decision to embark upon a strategic journey towards a new model of intercollegiate athletics. The University, under the leadership of Drake University President David Maxwell and Director of Athletics Sandy Hatfield-Clubb, believes that the intercollegiate athletics program at Drake will serve as a national leader in presenting a progressive model for intercollegiate sport in higher education.

Intercollegiate athletics in higher education provides a forum for student-athletes to explore and realize their personal, professional and athletic aspirations. The Drake University setting embraces an ethos of sport as an expression of character and competition — one that inspires goodwill. Bulldog Athletics advances this ideal of collegiate sports and intentionally works to transform student-athletes into leaders who will influence their communities in a positive manner.

“Our vision of Drake is not just as one of the very best in the Midwest, but as a great university and as a national model for the integration of liberal and professional education.”

— David Maxwell

## A. VISION 2013 AND BEYOND

Through a competitive NCAA Division I athletics experience, as well as a distinctive educational experience, Drake University will graduate student-athletes in various disciplines who have studied a leadership curriculum and who have sought leadership opportunities themselves. The leadership qualities learned through collegiate sports will be transformed into a practical and applicable understanding of leadership. Student-athletes will participate in an integrated, co-curricular education that will facilitate the leadership learning process and will prepare them to be responsible global citizens and to become champions of positive change.

The overarching manifest for the *Drake Excellence in Athletics: BLUEprint 2010-2013* is found in the document titled *Drake University: Vision 2025*. This document serves as a visionary plan for what the University would look like in 2025. It envisions that: “In 2025, Drake University serves as a national model for the integration of success in intercollegiate athletics and high academic achievement.”

This new direction and model being developed is the reason Drake has chosen to develop a blueprint for the intercollegiate athletics program over the next three (3) years.

## B. LIVING THE VISION

President Maxwell states, “Our vision of Drake is not just as one of the very best in the Midwest, but as a great university and as a national model for the integration of liberal and professional education.” The role of intercollegiate athletics within this University vision will be fulfilled when:

- **Student-athletes value their athletic experience as an integral part of the exceptional learning environment at Drake; one that prepares students for meaningful personal lives, professional accomplishments and responsible global citizenship.**

This new model of integration will be a success when student-athletes perceive the value of their athletic experience as a significant component of their curricular education. As the paradigm for integration shifts, student-athletes will recognize that their athletic involvement parallels the classroom experience; they will understand that the valuable knowledge, skills and practice learned through the sporting experience significantly contributes to their professional preparation and promotes meaningful personal lives.

Student-athletes will recognize these powerful leadership and life lessons through sport when coaches view themselves as master teachers.

“A great leader’s courage to fulfill his vision comes from passion, not position.”  
— John Maxwell

- **Drake University is recognized within the NCAA as a model program that effectively integrates academics and athletics.**

Traditionally, integration means that the student-athlete’s academic assimilation and student life are part of, and not separate from, the general student body. Drake does this extremely well and will continue to focus on this principle as a defining characteristic of the student-athlete experience. However, continuing to create new context for integration is necessary; the program will seek to build a new paradigm for college sport by demonstrating that the learning outcomes produced through Division I sport hold a distinctive place within higher education.

Sport provides a training ground for future leaders. Student-athletes motivate their teammates, resolve and manage conflict, identify their strengths and weaknesses, cope with loss and celebrate success. Competition builds character and these experiences on the field can be used as a primary learning tool for leadership development. Through cultivation of preexisting leadership elements within intercollegiate athletics and co-curricular programming, Drake University can prepare graduates for leadership roles who will understand the importance of stewardship and responsibility for the common good.

In the article “Dealing with the Future Now: Principles for Creating a Vital Campus in a Climate of Restricted Resources,” Alan Guskin and Mary Marcy assert that “transformative actions” are necessary for universities to survive into the next generation. They suggest that universities consider developing curriculum around current student activities that make positive significant contributions to student success. Intercollegiate athletics is a unique experiential learning opportunity for student-athletes to know, understand and develop themselves as world-class leaders. Drake will be a new model for college sports when it completes the leadership curriculum and programming that integrates the distinctive role that intercollegiate athletics participation plays in the holistic development of student-athletes within the context of higher education.

- **Team and individual student-athlete success demonstrates Drake University's commitment to excellence and serves as a catalyst for the student body and the broader community to embrace Drake Athletics.**

As a result of society's increasingly obsessive attention to sport, the intercollegiate athletics program provides a platform for Drake University to reach outside its immediate community on a regular basis. Successful teams will provide motivation for alumni, donor and business relations for athletics and the entire campus. Team and individual performances provide a window to the University's commitment to excellence. Highly competitive teams build excitement, but also demonstrate that the University is providing talented student-athletes an opportunity to continue to excel — in the classroom and on the playing field. This is the ultimate demonstration of the success of the Drake model.

- **Drake University student-athletes are highly sought by top potential employers and graduate programs.**

When the Drake model is successful, student-athletes will graduate with meaningful and competitive degrees and they will have intellectualized important leadership lessons from their sport experience. Student-athletes will understand the skills they have developed, including leadership, analytical and critical thinking, and teamwork. This understanding, coupled with a championship-level athletic experience, will ensure that Drake student-athletes become some of the most highly sought graduates in the nation.

- **The athletics program maintains a sustainable NCAA Division I revenue model and efficiently and effectively manages its resources.**

Drake's revenue model is predicated on the Drake Relays and a 7,100-seat basketball arena, which is one of the smallest in the Missouri Valley Conference; our peer's facilities average 40 percent more seating capacity. Drake must design a creative revenue model in order to operate more competitively with comparatively fewer resources. The financial stability of the program will be achieved through thoughtful strategic planning that comprehensively evaluates and addresses operational resources and potential revenue streams; renovation of current athletic and recreation facilities; a commitment to technological advances; the development and cultivation of mutually responsive corporate and private donors; and overall program success.



## C. DRAKE EXCELLENCE IN ATHLETICS: INTRODUCTION TO BLUEPRINT 2010-2013

Since its earliest beginnings, Drake Athletics has applied an evaluative approach to its programming, thus renewing its mission in an ongoing fashion as it continues to optimize its value within the dynamic infrastructure of higher education, athletics and recreation. Through the allocation of scarce resources to targeted areas of opportunity, Drake Athletics has demonstrated excellence across a number of athletic programs, but struggles to sustain long-term success.

Drake University competes as a Division I institution within the National Collegiate Athletic Association (NCAA), which is the highest level of intercollegiate sport. In order to be competitive at this level and stay true to the transformative leadership model of sport, the University must address some inherent and comprehensive challenges. Most importantly, the competitive climate of intercollegiate athletics is escalating in terms of operating costs, infrastructure, technology and acquisition of financial resources.

Drake must distinguish itself as a unique and extraordinary opportunity for prospective student-athletes — these individuals must be attracted to the mission of the program as related at the beginning of this document. Through the articulation and communication of the program's mission and vision, Drake will differentiate itself and make a case for the support needed to move forward on fundamental strategic planning initiatives, including the acquisition of resources. The process of self-definition is the crucial element needed to compete for fans, ticket holders, deliberate community alliances, donors and, most importantly, prospective student-athletes.

There are several reasons to make investing in a strong intercollegiate athletics and recreation program a core consideration. First, the overall visibility of Drake University is enhanced through the regional and national media attention focused on successful sports teams. This enhanced visibility helps the University maintain its regional and national presence, while encouraging the positive engagement of the alumni in the process. Additionally, consistent sports coverage keeps the Drake name in front of prospective students who often form their initial impressions of the University from that important sports media exposure.



Second, the quality of student life and the development of individual students are enhanced by providing social and physical outlets for students. Whether playing in varsity competition, attending games or participating in club sports, intramurals, fitness or wellness opportunities provided by the Department of Athletics, a vital outlet for physical activity and positive social engagement is available for students while pursuing their academic degrees. These outlets provide opportunities for interaction and community building that result in improved student morale and overall satisfaction.

Third, a successful intercollegiate athletics program assists the University in securing the resources necessary for operation. The enthusiasm and support that alumni demonstrate for successful athletic teams allows the institution to create meaningful relationships that often materialize in gifts of financial support. Additionally, for a tuition-driven University, visibility is important for young people making college decisions, and a prominent intercollegiate athletics program helps achieve that goal.

## **D. MISSION STATEMENT**

Drake University intercollegiate athletics fosters academic and athletic excellence in its students while embracing its rich heritage, uniting the campus community, and serving as a transformational model of NCAA Division I sport in higher education.

## **E. GUIDING PRINCIPLES**

The guiding principles stem directly from the mission:

- Academic & Athletic Excellence
- Rich Heritage
- Uniting Campus Community
- Transformational Model

The guiding principles listed above provide the structure for the Department's goals over the next three (3) years. The importance of developing and accomplishing goals directly linked to the mission of the intercollegiate athletics program ensures that the overall purpose or "mission" of the program is the focal point of this plan.





## F. CORE VALUES

In May 2009, the Department of Intercollegiate Athletics administrative team completed values assessment training. The team agreed that five (5) core values are reflected in the operation of Drake Athletics and the mission statement was revised to reflect this belief. The values and mission statement were reviewed and approved by the head coaches, staff, student-athletes and key university administrators.

As a result of this process, five core values were identified that best define Drake Athletics: Bulldog Family, Integrity, Achievement, Wisdom, and Fun! The following explains how the Department should operate if it is living its values:

### BULLDOG FAMILY.

Members share a sense of pride derived from their meaningful personal connections to the athletics program and the broader University.

### INTEGRITY.

Bulldog Family members demonstrate an unwavering commitment to doing what is right, even when no one is looking. They make decisions consistent with the mission and values of Drake Athletics and the University, and that are within NCAA and conference rules.

### ACHIEVEMENT.

Bulldog Family members demonstrate an extraordinary commitment to excellence that is characterized by hard work, passion and team play.

### WISDOM.

Bulldog Family members regularly seek growth — intellectual, physical and spiritual. Self-reflection is intentional and valued in the learning process.

### FUN!

Bulldog Family members enjoy their involvement in Drake Athletics and gain a strong sense of satisfaction from their experience.



# STRATEGIC GOALS 2010-2013

## A. ACADEMIC & ATHLETIC EXCELLENCE

Drake Athletics has always aspired to provide student-athletes with a quality, diverse and equitable undergraduate experience. In many ways, this goal is being met. However, more needs to be done in several important areas. Greater efforts to celebrate student-athlete success across campus and among all constituencies should be emphasized. Finding ways to foster student-athlete pride in both academic and athletic venues will be an important initiative in improving the student-athlete experience.

The sheer number of teams and student-athletes makes clear communication between the athletic administration and student-athletes challenging, yet this is a goal worth pursuing. Student-athletes appreciate the efforts made by the athletics administration to educate and inform them of departmental priorities, rules and initiatives, and they seek ongoing information and interaction with athletic department leadership.

Student-athlete welfare is always a primary concern, and the size of the program makes this a difficult area in which to manage expectations. Achieving this goal requires proper staffing of qualified personnel in all areas, regardless of the number of student-athletes, and the changing year-round conditioning and workout patterns of teams and student-athletes must be acknowledged.

Drake Athletics has clearly established competitive excellence as an important goal. A conference championship is the proper measurement for Drake teams as they strive for competitive excellence. Ranking in the top third across sports within the conference is an expressed goal. Likewise, increasing the number of conference championships and NCAA tournament appearances will be excellent indicators of competitive success.

The competitive success of its teams is critically important to the image of Drake Athletics and to its own sense of accomplishment and institutional pride. Yet, the nature of athletic competition is that teams cannot win all of the time. Finding a way to properly strike the balance between aggressively pursuing competitive excellence and acknowledging competitive realities will be a challenge going forward. Managing student, alumni and parent expectations for team success must become a priority.

Fielding annually competitive teams is the key to increasing national visibility, building a fan base and generating outside revenue. Maintaining and improving competitiveness rests fundamentally with hiring and retaining successful coaches for reasonable periods of time and having able assistants capable of succeeding departing head coaches. While head coaching salaries in some sports are competitive with their respective conferences, assistant coaches' salaries are subpar across all sports. As a result, Drake is not currently positioning itself for issues of succession when successful head coaches inevitably move on. Because coaching staff competence and continuity are second only to competitive scholarship funding in fielding competitive teams, this area needs to be addressed over the next few years.

Attracting and retaining the best coaches and administrators that are committed to Drake's values and philosophical approach to sport is critically important for the success of the program. Drake has demonstrated that it can attract quality coaches. However, with success at the mid-major level, it is increasingly hard to retain both head and assistant coaches. It is essential that Drake evaluate the competitiveness of its employment packages with the understanding that each position has its own compensation market. The challenge in maintaining a talented administrative and coaching staff is compounded when attempting to attract the best minority candidates to come to Drake. Recognizing these unique challenges in building a diverse workforce is vital.

“The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army or in an office.”  
— Dwight D. Eisenhower

Presently, when compared to other conference member institutions, Drake's facilities are no longer competitive within the conference. Overall, a number of the facilities are outdated or dysfunctional. Long-term deferred maintenance projects await the identification of funding sources. Expanded athletic practice and playing seasons together with increased campus recreational programs and demands are placing additional stress on current facilities. In order to build a winning legacy, it is important to have appropriate and sufficient athletics facilities. The successful recruitment of high-quality student-athletes is dependent on having attractive and fully functional facilities.

Drake University is committed to a broad-based intercollegiate athletics and campus recreation program for men and women. In its conduct of intercollegiate athletics and campus recreation, academic and fiscal integrity, along with gender equity, are of critical importance. The Department strives to maximize the University's support for intercollegiate athletics by achieving excellence in its respective conferences and by conducting its affairs in a fiscally prudent manner.

Finally, as playing and practice seasons have increased with concomitant administrative demands, there is significant concern about the administrative staff being able to find a healthy work-life balance. Failure to properly staff the department while maintaining appropriate workloads will result in unwanted attrition and other employment problems.

## Strategies

### 1. Compete for conference championships and postseason opportunities.

- Prepare a competitive report for each sport that analyzes coaching and support staff levels and comparative information on facilities, budgets and results, which will be used to establish and monitor competitive expectations (strategic/action plans for each sport including prioritization).
- Create and prioritize individual strategic/action plans for each student services area, including video support, and develop a prioritized phase-in plan for above actions plans.
- Fund an account to purchase equipment/apparel for student-athletes that recognizes competitive achievements such as conference championships.

“A good coach will make his players see what they can be rather than what they are.”  
— Ara Parashghian

**2. Demonstrate outstanding academic achievement.**

- Set academic team goals for all sports.
- Nominate deserving student-athletes for academic and leadership honors.
- Communicate academic achievements by student-athletes to campus and community.

**3. Develop and implement a comprehensive academic services program, which appropriately supplements the academic and student services initiatives throughout campus.**

- Identify incoming and continuing at-risk student-athletes and provide a plan for success.
- Work collaboratively with academic departments to ensure academic success and timely graduation.
- Implement an academic progress review process that emphasizes four-year graduation.

**4. Demonstrate student-athlete welfare as primary to our culture.**

- Provide student-athletes with feedback opportunities through annual and senior exit surveys and interviews.
- Develop the Student-Athlete Advisory Committee as a strong voice within the Department.
- Implement life skills programming that enhances skills and encourage personal development.

**5. Develop outstanding coaches and staff.**

- Engage the Human Resources Department to perform a complete and thorough evaluation of departmental workload, staff assignments and opportunity for cross training or job sharing.
- Provide competitive compensation packages (contract terms, variable pay, bonuses, professional development, transitional housing, perquisites, summer camps) as allowed by the University, conference and NCAA that are consistent with industry standards.
- Continue to build personnel diversity within the administrative and coaching ranks through an aggressive and targeted recruitment and minority mentoring/acclimation process.
- Invest in professional development opportunities for staff.

**6. Provide sports teams with facilities that maximize training, competitive and recruiting advantages and are competitive with rival programs.**

- Create and begin implementation of a comprehensive master plan for the intercollegiate athletics, recreation and wellness facilities.

**7. Develop a sound administrative infrastructure.**

- Evaluate current policies and procedures and revise or create where needed.
- Monitor compliance with Title IX — analyze and implement roster management strategies if necessary and take corrective action as needed.
- Create a safe environment where staff members feel comfortable sharing constructive feedback through a systematic assessment.

## B. RICH HERITAGE

Drake University is an institution that is rich in athletic accomplishments. One of the key elements of Drake Athletics is its commitment to a broad-based program of involvement. This commitment to athletics is manifested by a strong intercollegiate program, a vibrant recreation program, an active intramural program, a growing club sports program, an award-winning wellness program and the 100-year legacy of the Drake Relays.

“Coming together  
is a beginning.  
Keeping together is  
progress. Working  
together is success.”  
— Henry Ford

Drake Athletics believes that significant educational value is derived from athletic and recreational participation. Benefits such as teamwork, exercise, integrity, sportsmanship and the pursuit of excellence are all important educational lessons derived from athletic participation.

More than anything else, being a Drake student-athlete is a tremendous accomplishment demonstrating a talent to achieve excellence by balancing both sides of the student-athlete ideal. This notable accomplishment is shared by a select few, which ultimately forges a strong and meaningful bond between former and current student-athletes that represents the best of Drake traditions.

### Strategies

- 1. Aggressively celebrate Drake’s successes both academically and athletically in visible ways across campus and to alumni.**
  - Improve communication of current athletic and academic successes among all constituencies using current and new media opportunities.
- 2. Create meaningful connections for alumni.**
  - Enhance communication between current team members and athletic alumni with the hope of formalizing a formal and powerful student-athlete alumni network.
  - Establish a program that emphasizes to current student-athletes the importance of alumni involvement and create methods for engaging student-athletes before they graduate.
  - Continue to connect and strengthen the relationship with the Drake Alumni Association to ensure effective communication and engagement
- 3. Create a plan for showcasing Drake Athletics’ heritage/history.**
  - Establish a plan for monitoring and improving facilities to ensure that milestones are consistently and appropriately recognized.
  - Establish a plan to award and recognize outstanding contributions to Drake University Athletics history.
  - Capture, preserve, showcase, and communicate Drake’s history in intercollegiate athletics, including the Drake Relays.
  - Provide orientation programming for all coaches, staff and student-athletes on Drake Athletics’ history and traditions.

## C. UNITING CAMPUS COMMUNITY

The Department of Athletics has the potential to become a more valuable asset to the campus as it captures the positive attention of its various constituencies. Few if any other components of the campus bring together so many faculty, staff, students, alumni and supporters to celebrate the qualities of University life. Additionally, the media covers athletics more extensively than any other part of the institution. As a result, a priority for the Department will be to compete at a level that instills pride in Drake and to communicate those accomplishments effectively to its various constituencies. In so doing, Drake Athletics will demonstrate the ways in which it contributes to the advancement of the University's interests and reputation.

Developing a comprehensive marketing plan around the need to create school spirit and to attract students to the games is critically important. Creating a culture of engagement between Drake Athletics and the students, faculty, staff, alumni and community is necessary to achieve the goal of greater attendance at sporting events. Building a sense of campus community around the intercollegiate athletics program will require unprecedented cooperation among administrative units at Drake.

Regarding the recreation and intramural programs, there is a significant increase in the use of and demand for recreational facilities and participation in recreational programs by students, faculty and staff. It is anticipated that this trend will continue to grow. This positive development requires a new administrative emphasis and organizational structure.

The heightened demand for recreational facilities presents both an obligation and an opportunity. The Department of Intercollegiate Athletics must respond to these growing needs and demands by evaluating how it organizes itself, and by giving equal weight to recreational and intercollegiate athletics issues. By doing so, students, faculty and staff are afforded the opportunity to interact in a manner that assists in uniting the campus community and fosters a positive culture around intercollegiate athletics.

### Strategies

#### 1. Build a sense of pride/ownership across the campus community.

- Create a school spirit and campus involvement committee that will develop a campus-wide sports communication and marketing program/plan.
- Challenge the Student-Athlete Advisory Committee to create strategies for student-athlete engagement across campus and within the intercollegiate athletics program.
- Increase coaching staff and student-athlete visibility at campus and alumni functions.
- Develop media (ex. videos and brochures) that tell Athletics' story and position around campus and community offices for informational and marketing purposes.
- Implement Sweet Spot Customer plan.

“To succeed  
you need to find  
something to hold  
on to, something to  
motivate you,  
something to  
inspire you.”  
— Tony Dorsett

## **2. Identify and create partnerships to build bridges in targeted areas.**

- Evaluate the effectiveness of current University engagement in student-athlete academic affairs and create allies for change should change be needed.
- Involve coaches and staff as principal points of contact and potential speakers for area businesses and throughout campus.

## **3. Provide an outstanding recreation and wellness program.**

- Utilize current and future facilities to allow campus recreation activities to occur simultaneously with intercollegiate athletics when possible.
- Implement a comprehensive campus recreation communications plan that allows for ongoing constituent feedback and assessment.
- Create increased wellness opportunities for student, faculty and staff involvement in a variety of programs and services that support student health, safety and general wellbeing.
- Establish a campus culture that supports the concept of achieving work-study-life balance.
- Maximize cardiovascular, free weight and gym space opportunities for students, faculty and staff.
- Persuade the University to fund enhanced campus recreation programming as a University-wide benefit and obligation.
- Secure funding for an additional assistant wellness director to work with University retirees in an effort to reduce health care costs for the institution.
- Improve technology to monitor and track usage patterns of participants in order to assess needs and modify offerings to meet the changing recreational needs of the campus community.

## **4. Develop a marketing strategy that will directly impact the competitive success of the intercollegiate athletics program.**

- Develop an annual marketing and promotions plan for every sport, and set attendance goals in every sport for which tickets are sold.
- Maximize the use of e-marketing technologies and web streaming to promote Drake Athletics.
- Develop and implement a departmental marketing approach for the “Golden Circle” surrounding the campus.
- Clearly establish that one of the responsibilities for the marketing and promotions staff is to maximize the relationships and visibility Drake Athletics enjoys across all parts of campus life — including students, staff, faculty and alumni — with a goal of being seen as integral to campus life.



## D. TRANSFORMATIONAL MODEL FOR NCAA DIVISION I

Drake Athletics will conduct a values-driven program that emphasizes the development of world-class leaders among its student-athletes, coaches and staff. It is Drake University's desire to operate the program in such a way that it would serve as a new model of intercollegiate athletics.

Drake is essentially challenging higher education, and in particular, intercollegiate athletics to take a different path; to seek a better way. To embark, at that fork in the road, on a different and better model of sport in higher education — a model that views engagement in intercollegiate athletics as an experiential-based opportunity through which the participant's (student-athletes, coaches and staff) commitment to excellence becomes a learning platform for reflecting upon and intellectualizing leadership essentials.

### Strategies

1. Continue to recruit and retain student-athletes, coaches and staff who possess character and integrity of the highest level; who advance Drake University's and Drake Athletics' mission; and who intentionally focus on holistic development of self and others.
2. Transform intercollegiate athletics from an extracurricular to a co-curricular experience.
  - Develop a leadership program that is built on the following tenets: leadership depends on relationships; leadership is everyone's responsibility; leadership can be developed; leadership is inclusive; and leadership is practiced in accordance with high standards of ethics and integrity.
  - Form a select committee to design a four-year "Champions for a Better World" program (formal title to be determined) to be implemented for student-athletes, coaches and staff in 2010.

## E. COMPREHENSIVE REVENUE PLAN

The investment needed to operate the Department of Intercollegiate Athletics continues to grow with the increase in salaries, fringe benefits, utilities, insurance and travel that have the potential to outpace inflationary increases in revenue. New program initiatives, increasing compensation demands, facility repair and construction projects are also contributing to the increasing need for funds. At the same time, other conference institutions have made significant investments in new or renovated athletic and recreational facilities. To achieve athletic and recreational excellence, a top priority must be the acquisition and wise distribution of resources.

These financial demands are occurring at the same time that a similar demand on the University requires the institution to ask the Department to become less dependent on University support. The request for the Department of Intercollegiate Athletics to become more self-sufficient and financially independent will require the Department to place a higher priority on revenue generation through philanthropic giving, ticket sales, media deals and other commercial transactions. To this end the Department must organize itself in a manner that will allow for success.

Successful implementation depends largely on the ability to align programs, performance and resources with the Department's competitive goals, aspirations and vision. Drake Athletics needs to be explicit about its goals and hold coaching and administrative performance accountable for reaching these goals. Progress toward that end should serve as a basis for allocating resources to individuals, teams and programs that successfully advance Drake Athletics.

Finally, the success of Drake Athletics requires a strong partnership with the University administration.

### Strategies

#### 1. Fund the ideal athletics program for Drake University

- Establish and implement a five-year, budget-planning model that addresses the need to grow revenue to operate the Department and fund critical projects.
- Identify investment needed to fulfill stated goals and realize university vision for intercollegiate athletics. Create a prioritized implementation plan.
- Create a departmental reserve fund to cover revenue shortfalls in any given year.
- Aggressively identify and pursue new revenue sources.
- Identify and communicate a comparative funding position for Drake Athletics at the conference level to enhance resource acquisition efforts.
- Create a departmental culture of fundraising.