



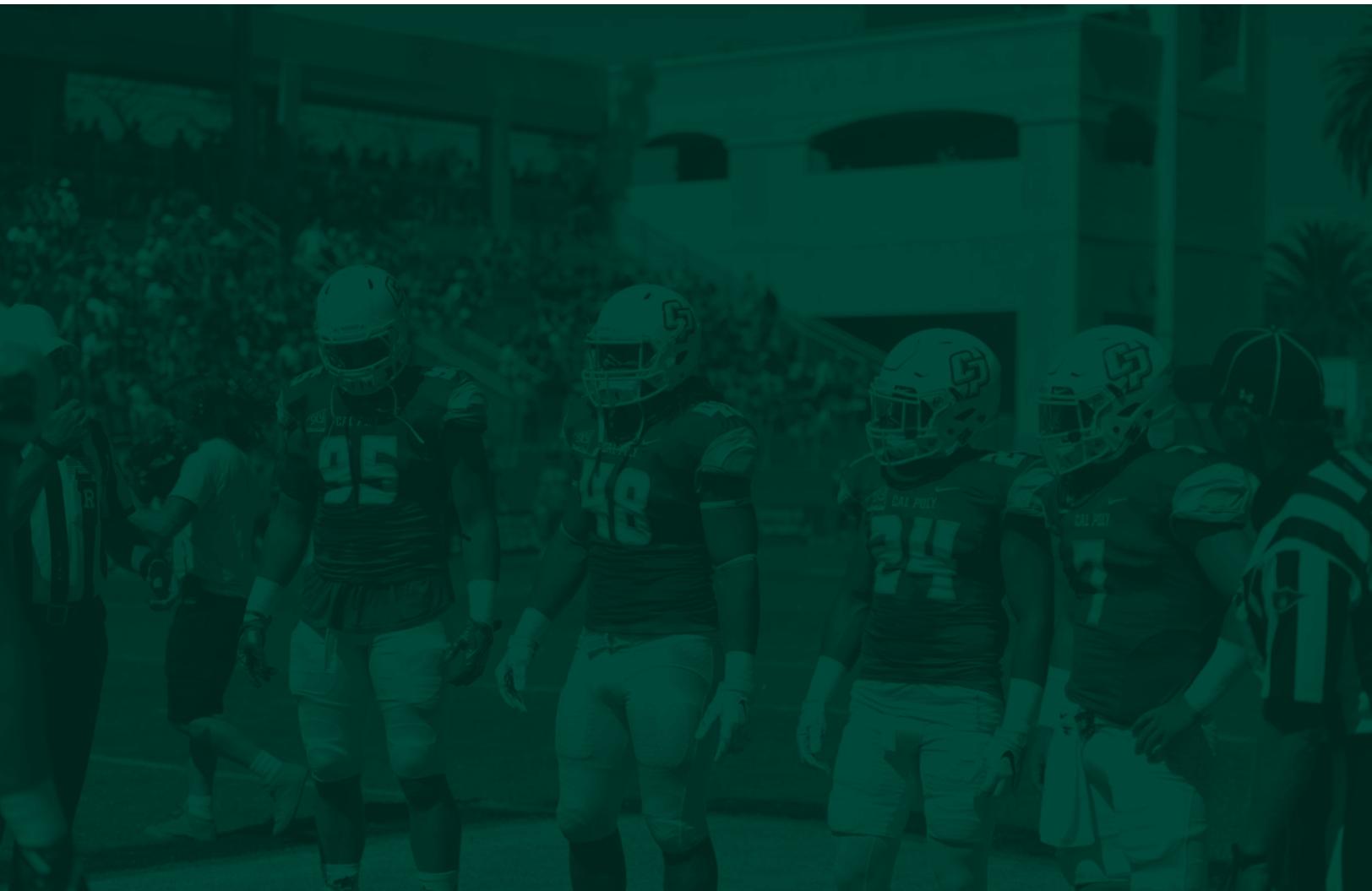
CAL POLY
MUSTANGS



CAL POLY ATHLETICS
2016-2022 STRATEGIC PLAN

INTRODUCTION

The strategic plan of Cal Poly Athletics is a subsection of the overall university strategic plan: Vision 2022. The Athletics plan will only work when developed in support of Vision 2022, the University Mission, and the role Athletics plays as a key member of the University community. The strategic plan, in alignment of Vision 2022, will be executed by the Director of Athletics and the senior leadership team and all executions, updates, and implementations will be vetted with said group.



PLANNING PROCESS

Cal Poly Athletics' strategic planning embodies the characteristics of the University and is intended to provide a road map to establish goals and action steps to achieve desired results. Consistent with university planning, Cal Poly Athletics' planning focuses congruently with its Mission, Vision, and Core Values in order to achieve comprehensive excellence serving student-athletes, alumni, and community members. The purpose of this strategic plan is to answer questions regarding our future direction and serve as a guide to Cal Poly Athletics over the next seven years and beyond. This plan will serve as a compass to direct the department towards its desired destination, while accomplishing established objectives. The development of this plan included the consultation of several constituent groups steered by the Athletic Director Council Strategic Planning Committee.

These Cal Poly Athletics stakeholders, along with other key campus and athletics' personnel, were consulted and provided invaluable input throughout the process. These inputs resulted in a comprehensive plan that includes new strategies and initiatives which will be implemented to meet measureable goals. This new plan will be transformational and when systematically implemented, will enhance the benefits provided to the student-athletes, their teams, constituent groups and the university as a whole.

Through purposeful planning, execution and transparency, Cal Poly Athletics will contribute to a vibrant University, community and student experience, The Mustang Way will be our hallmark and will shape all initiatives.



VISION 2022: THE FUTURE OF CAL POLY

Vision 2022 is about continuous improvement at Cal Poly. The four guiding principles say who we are and guide us as we move forward. In a Learn by Doing environment, we continuously innovate to maximize the success of our students.

FOUNDATION AND GUIDING PRINCIPLES

- Learn By Doing
- Student Success
- Excellence Through Continuous Improvement
- Comprehensive Polytechnic University

The vision below represents what Cal Poly should look like in 2022. Our pursuit of this aspirational view of Cal Poly will be governed by our guiding principles and our ability to maintain excellence as our standard.

- Our campus will be a unique, vibrant residential community that links academic and social life, and we will be nationally and internationally recognized as the premier comprehensive polytechnic university that focuses on Learn by Doing and student success
- Our curriculum and student/campus life will be innovative, constantly improving and will continue to attract the brightest faculty, staff and students
- Students will leave Cal Poly empowered with the holistic, interdisciplinary experience that prepares them for success in a global economy and instills in them a culture of philanthropy
- We will have an enriching, inclusive environment where every student, faculty and staff member is valued
- Recruitment and retention of faculty and staff will be driven by professional development opportunities and competitive salaries/benefits

- Faculty and students from across campus will collaborate and be engaged in innovative research and partnerships with industry
- A \$500 million campaign will be completed and significantly exceeded
- The Cal Poly brand will be enhanced through a deliberate campaign that is fueled by excellence in academics and athletics strategic objectives
- Create a vibrant residential campus that connects academic and social lives and serves as a core of the Cal Poly experience
- Enhance student success
- Increase support for teacher-scholar model
- Create a rich culture of diversity and inclusivity that supports and celebrates the similarities and differences of every individual on campus
- Secure the financial future of the university
- Develop a greater culture of transparency, collaboration and accountability with students, faculty, staff, alumni, supporters and our community.

GUIDING PRINCIPLES

VISION

Be the model collegiate athletic program, achieving comprehensive excellence in the student-athlete experience while embracing Cal Poly's unique "learn by doing" philosophy through maximizing personnel, facilities, inclusiveness, and resource acquisition.

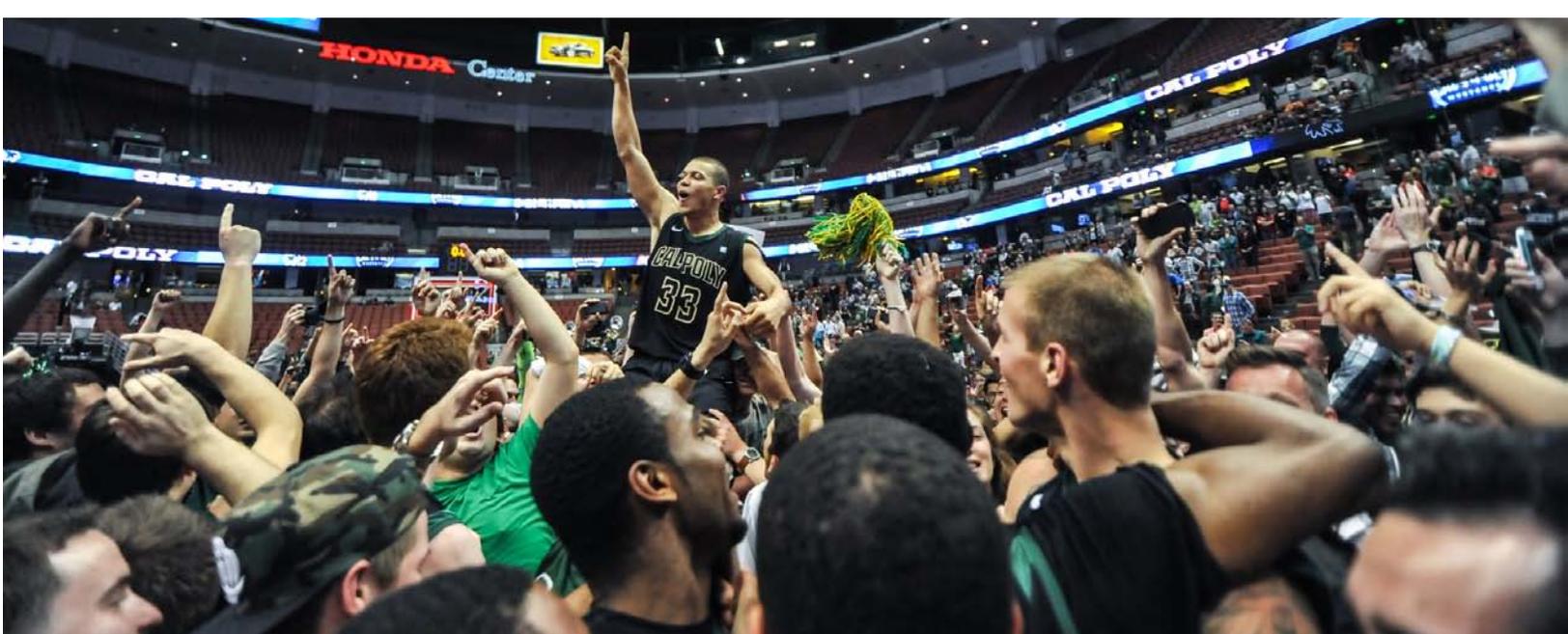


MISSION STATEMENT

Intercollegiate athletics shall be an integral part of the educational program of the university and, as such, shall be guided by the same purposes and general objectives set forth for curricular and co-curricular programs of the University. Cal Poly is committed to providing a broad based, high quality, competitive, NCAA Division I athletic program that affords student-athletes opportunities to take advantage of Cal Poly's unique "learn by doing" philosophy. The program will demonstrate the positive values of physical activity, learned skills, teamwork, dedications to excellence, and sportsmanship acquired by active participants. The intercollegiate athletics department will take reasonable steps to ensure that the educational

objectives and academic progress of student athletes shall be supported. Wherever possible, the athletic department will seek to provide opportunities to involve students in meaningful learning experiences related to their academic disciplines.

Intercollegiate athletics, in all dimensions, must be consistent with the educational and ethical goals of the university, and must strive to promote the moral and ethical values reflected in all university programs. The department shall provide a program which promotes the positive values of physical activity, learned skills, dedication to excellence, and



GUIDING PRINCIPLES

sportsmanship acquired through participation. Cal Poly will operate its athletic program with integrity and in full compliance with institutional, conference and NCAA guidelines. Student-athletes, coaches and staff are expected to compete with honesty, sportsmanship, and fair play at all times within the guidelines of amateur athletics.

Intercollegiate athletics shall take all reasonable steps to safeguard the physical welfare of student-athletes. Whenever possible, competition should be sought with institutions whose athletic programs are generally comparable to those of the university in terms of competitive resources (i.e. scholarships, coaching staff, etc.) in the particular sport being contested.

The department of athletics shall provide equitable opportunities for all students and staff, including women and under-represented groups.

The athletic program will provide a form of educational activity which is traditionally accepted as a part of collegiate life, and which provides a common rallying point for a diversified student body, faculty, staff, and alumni. The program will strive to generate interest in the university within the local community, the state, and the nation.

Student athletes shall be made aware of the important responsibilities they accept when they become members of Cal Poly's athletic teams. These responsibilities include performing at an optimum level both academically and athletically, giving their best efforts toward the success of their team, and conducting themselves in a manner which will reflect well on themselves, their team, and Cal Poly. The student-athlete will recognize these inherent responsibilities as members of the Cal Poly athletic family while being held accountable to meet our established standards.



GUIDING PRINCIPLES

THE MUSTANG WAY

Our core values as an athletic program are identified and communicated through The Mustang Way. The Mustang Way was developed in 2011 to be the principles by which our department, our coaches, staff, and student-athletes, should abide. These were developed as part of a planning meeting with the Cal Poly head coaches, but evolved quickly into our core values. The Mustang Way was so well received that the university adopted many of these principles into a campus-wide Mustang Way in 2012. The tenets of The Mustang Way are:

- The privilege of being a Cal Poly Mustang must be earned daily and celebrated for a lifetime.
- As student-athletes, we take pride in achieving Athletic and Academic Excellence.
- We are ambassadors of Cal Poly, honoring those who came before us and inspiring those who follow.
- When Mustangs support Mustangs, the Cal Poly community is strengthened.
- In the spirit of our charging Mustang, we face challenges head-on with optimism and enthusiasm.
- Integrity and character shall guide all our decisions and actions.
- We value and respect our supporters and competitors.
- A strong worth ethic and commitment to the Mustang team shall define how we compete.
- Active involvement in the Cal Poly community is the cornerstone of a rewarding collegiate experience.
- We embrace the student-athlete lifestyle, caring for mind, body and spirit.
- Learn by Doing makes us unique, and separates Mustangs from the herd.
- A Mustang is never conquered.



STRATEGIC OBJECTIVES

SPIRIT

Encompassing the unique *SPIRIT* of the Mustang, Cal Poly Athletics will attain its vision through six strategic objectives:

Student-Athlete Experience: Athletic and Academic Excellence

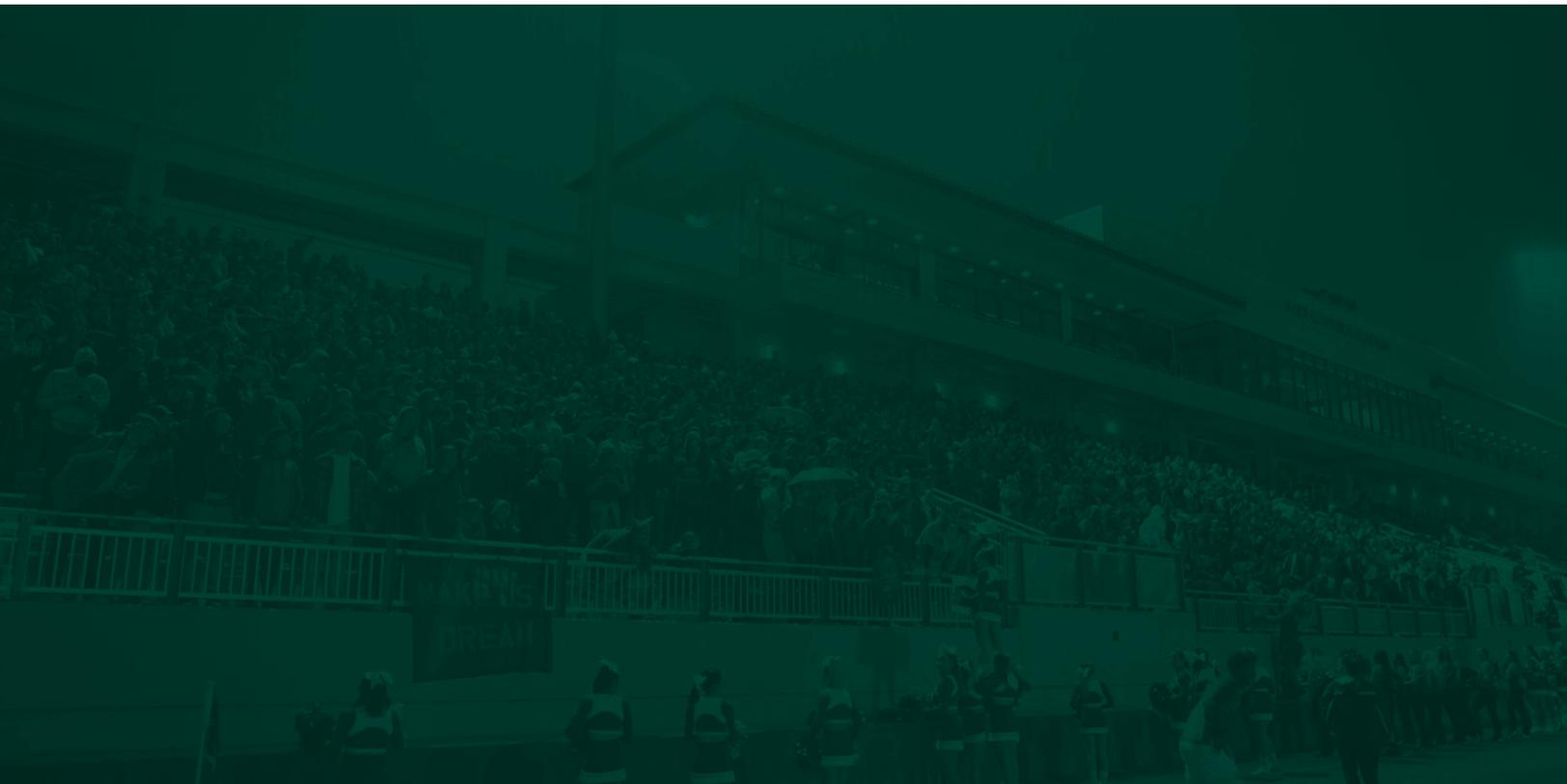
People: Leadership, Personnel, Coaches, and Talent Acquisition

Integrity and Inclusivity: Ethical and Diverse

Reach: Marketing and Branding

Infrastructure: Facility Enhancement

Transparency: Fiscal Management



STUDENT-ATHLETE EXPERIENCE

ATHLETIC AND ACADEMIC EXCELLENCE

The time demands placed upon a Division I student-athlete are ever increasing due to intrinsic and extrinsic pressures to be successful athletically and academically. We must continue to be active in assisting our student-athletes in balancing these two endeavors.

We acknowledge the nature of Cal Poly academically, the teacher/scholar model, and our Learn by Doing environment is quite different than many of our peer universities, requiring our student-athletes to have a greater time commitment toward their academic pursuits. We must always recognize our student-athletes are students first and foremost, they are here to receive the world class Cal Poly education, and prepare for the vocation of their choosing post-graduation. Our expectation is that our student-athletes graduate at a higher rate than that of the general student population.

Athletically, much is also expected. We expect each team to compete for conference titles annually, and communicate to our student-athletes routinely that our expectation of them in addition to degree completion is an athletic championship. We believe this commitment to athletic excellence will serve our students later in life as they apply the principles learned in competition to their careers. We are committed to the Learn by Doing experience, and participation in NCAA Division I athletics at Cal Poly is the embodiment of Learn by Doing.

As the overall student-athlete experience merges academics and athletics, we must always focus on student-athlete wellbeing, nutrition, injury

prevention, health, and wellness. Ensuring we provide this environment for our student-athletes will lead to the best student-athlete experience in the pursuit of athletic and academic excellence.

GOAL:

To provide a first class Division I student-athlete experience, be an industry leader in graduation rates, and to compete for conference championships.

STRATEGIES:

- Encourage student-athletes to engage in the same experiences as other students as much as possible, including internships, research and study abroad.
- Provide greater access to resources that lead directly to competitive success.
- Rally university support for additional resources and funding for The Mustang Success Center.
- Look for ways to enhance partnerships on-campus with departments providing services to all students.
- Expand access to sports psychology, mental health professionals, physicians, sports medicine and drug and alcohol counseling.
- Keep time demands and overall wellness in mind when defining expectations for our student-athletes.
- Recruit student-athletes that will honor The Mustang Way and our vision of Athletic and Academic Excellence.

PEOPLE

LEADERSHIP, PERSONNEL, COACHES, AND TALENT ACQUISITION

Cal Poly Athletics' commitment to excellence would not be feasible without the extensive efforts of our staff, coaches, and volunteers who tirelessly support the student-athletes.

GOAL:

Recruit, attract, hire, and retain a talented and diverse staff that understands the dynamics of the institution and how to best serve our student-athletes.

STRATEGIES:

- Work with Human Resources and Academic Personnel to streamline recruitment and hiring process. Develop standard operating procedure guidelines to distribute to coaches and staff so they better understand processes.
- Utilize qualitative and quantitative data in the recruitment process to vet candidates for best fit in any given position.
- Foster an environment of continued education and staff development through seminars, conventions, and workshops both for individuals and groups.
- Evaluate current staffing levels and determine gaps and where to best place resources.
- Establish and maintain staff meetings to ensure effective and continued communication. Department wide staff meetings twice annually and senior staff twice monthly.
- Maximize efficiency within the department through annual review of the administrative organizational chart, job descriptions and responsibilities to ensure that they are consistent with the future direction and plans of the department.
- Review current annual employee performance evaluation format and perform evaluations in adherence with university policy.
- Plan at least two annual staff/family social events to enhance team member relationships.



INTEGRITY AND INCLUSIVITY

INTEGRITY AND INCLUSIVITY: ETHICAL AND DIVERSE

We will have a strong, comprehensive rules education and monitoring program to ensure rules compliance. We have a culture already existing in our department of self-reporting violations when coaches and staff become aware. We will always be forthright and honest when mistakes are made, and will immediately take corrective action for any competitive advantage gained. Our compliance staff is involved and engaged in every single departmental meeting, driving home the importance of integrity in all our actions and engagements.

The Learn by Doing education received by our student-athletes is greatly enhanced when provided with an environment that is rich with a diversity of ideas, perspectives, and experiences. Diversity serves as a fundamental means to enhance both the quality and value of education. It cannot be a mere adjunct to such an education but must be an integral element of the learning environment, infused throughout the student-athlete's academic and athletic experience.

Only through intellectual and first-hand personal exposure to diversity in its myriad forms: Racial, ethnic, cultural, gender, geographic, and socioeconomic, etc., will student-athletes gain the understanding, empathy, and social skills that they will require to be effective, engaged citizens in an increasingly crowded and interrelated global community. The benefit of diversity is universal.

The Cal Poly Athletic Department's commitment to diversity signals an affirmation of the highest educational goals of this University, including mutual respect, civility, and engaged learning.

GOAL:

Continue to operate a program known to honor the spirit of fair play through integrity, rules compliance, and character, and foster an environment that embraces and celebrates the uniqueness of the individual.

STRATEGIES:

- Commit to a culture that does not tolerate lapses in honesty or integrity.
- Engage compliance staff in every opportunity with the department, university, student-athletes and boosters.
- Include educational sessions during all-staff meetings that specifically address our commitment and execution for promoting diversity and inclusivity.
- Educate our coaches in a manner that will enable them to foster an environment within each team that encourages diversity and inclusivity.
- Engage with the Office of Diversity and Inclusivity annually with the entire department.
- The Athletic Director will serve on the campus-wide Inclusive Excellence Committee.
- Open recruitments, engaging in creative ways to improve candidate pool diversity.

REACH

MARKETING AND BRANDING

The current brand identity standards were first introduced in 2006 with the leadership of Cal Poly alumnus R.J. Murray of Murray Brand Communications. These graphics and logos should be referred to as the University Spirit Marks, and is an integral part of marketing and the overall identity of the University. Athletics should be considered a marketing arm of Cal Poly, and correct and consistent application of these marks is key. These are excellent and appealing marks demonstrating a core essence including strength of character, exceptional performance in the classroom and on the field of play, a heritage of excellence, forward thinking and an unbridled spirit that seeks challenge.

Critical to the successful implementation of the identity will be its consistent application. Therefore, it is required that when applying the identity to Athletics Department assets the identity must meet the specifications outlined in the Brand Standards Manual.

Others on-campus are among those who violate these brand standards and we must see improvement in the university application of these marks.

The Cal Poly Athletics website garnered over 4.8 million views in 2014-15, and is an important part of not only promoting Mustang Athletics, but the overall University. The website and mobile app recently went through a 'refresh' reflective of current trends and needs, and we expect similar adjustments will be made with greater frequency as technology changes. We have stayed ahead of the curve with trends in the industry and have a bright, informative, and entertaining internet presence.

The overwhelming majority of media hits related to Cal Poly are about Mustang Athletics. We have an

Athletics Communications Team to lead us through the volumes of information that our stakeholders need, keeping up with the website, media inquiries, statistics and relevant news.

We must look for innovative ways to link marketing and branding to revenue generation, and this starts with the experience our fans and ticket holders have at our events.

GOAL

Improve our brand presence.

STRATEGIES

- Improve synergy between the Athletics Brand Standards and the University Brand Standards through communication with university administration.
- Ensure the University holds accountable those who violate brand guidelines.
- The Athletic Director will continue to serve as the clearinghouse for brand approvals until such time as the University brand catches up and it can be handled on a university-wide basis.
- Develop greater video content, in both quality and quantity on gopoly.com.
- Enhanced social media engagement.
- Creation of a strategic marketing plan.
- Expand the marketing staff to include a graphics design professional.
- Create a new position dedicated to fan engagement to improve the experience of our patrons and ticket holders.

INFRASTRUCTURE

FACILITY ENHANCEMENT

The goal with facilities is summarized with a simple need for continuous improvement in providing our student-athletes with the safest and best performing sports venue available. Our aging facilities are in a near constant need of repair, upgrades, and improvement. The improvement of these facilities impacts so many other areas vital to our continued success, including the student-athlete experience, recruitment and retention of staff, competitive excellence, student-athlete recruiting, and revenue generation. Our challenge is primarily budget driven due to lack of financial resources available and the burdensome cost to complete even the most basic facility projects.

Every sport is directly impacted by these aging facilities, especially Mott Athletics Center. We have been able to complete privately funded renovation projects in the past few years including the strength and conditioning facility, tennis courts, selected locker rooms, and modest improvements to the arena. These were all relatively minor projects, but included issues such as lead paint and asbestos abatement which increases the cost dramatically every time we wish to tackle a project. Project priorities, in no particular order, for the department are below:

GOAL:

Continuous improvement in providing our student-athletes with the safest and best performing sports venues possible.

STRATEGIES:

- *Mott Hall of Fame* – Complete a minor renovation of the first floor of Mott Athletics Center to include new trophy displays, video monitors, hall of fame, flooring, lighting and furniture.

- *Baggett Stadium* – Complete a \$7.25 million clubhouse project to include new locker room, training facility, coach offices, multi-purpose space and umpire locker room. This project will also include new backstop netting and permanent bleachers.
- *Spanos Stadium* – Replace the east grand stands with a new structure to include restrooms and concessions, and build a new center to house coaches, sports medicine, weight room, meeting space and equipment storage for all Spanos sports.
- *Events Center* – Integrate athletics, university, and ASI planning to determine funding for an events center on-campus which could host Division I basketball, volleyball and wrestling competitions. This must be a campus-wide funded initiative to the benefit of the entire student population, as has been the model at nearly every other CSU campus.
- *Janssen Field* – Build a covered batting cage along the first base side.
- *Practice Fields* – ASI is in the process of developing a plan to replace the artificial turf fields on the north side of campus. Although athletics does not have the funding to assist with this project, it is a need in which we are strongly supportive. Additionally review the possibility of an artificial turf field behind Mott Athletics Center.
- *Golf practice facility* – Develop a plan to build a golf practice facility, a standalone facility, or to partner with a course or club. This could also be a facility open to club members or the general public depending on location and funding.
- *Track surface* – The facility in the most need of improvement is the surface at our track and field complex. We are only a few years away from this facility being unusable due to safety concerns.

TRANSPARENCY

FISCAL MANAGEMENT

The athletics' business operations at Cal Poly functions with the highest degree of integrity to implement and maintain proper controls and follow NCAA, University and departmental policies and procedures. The business office prepares and submits departmental budgets, updates financial activity through quarterly and monthly reporting and prepares year-end financial forecasts throughout the year as a decision making tool. The department continues to work with staff and coaches on a consistent basis to monitor and track individual budgets. Financial resources are often the driving force behind many of the decisions made within our department, thus fiscal accountability and transparency is critical to our fiduciary obligation. As we look to make positive change, allocation of appropriate funding will be paramount.

Long term stability and sustainability is paramount to providing a well-rounded, fruitful, student-athlete experience.

GOAL:

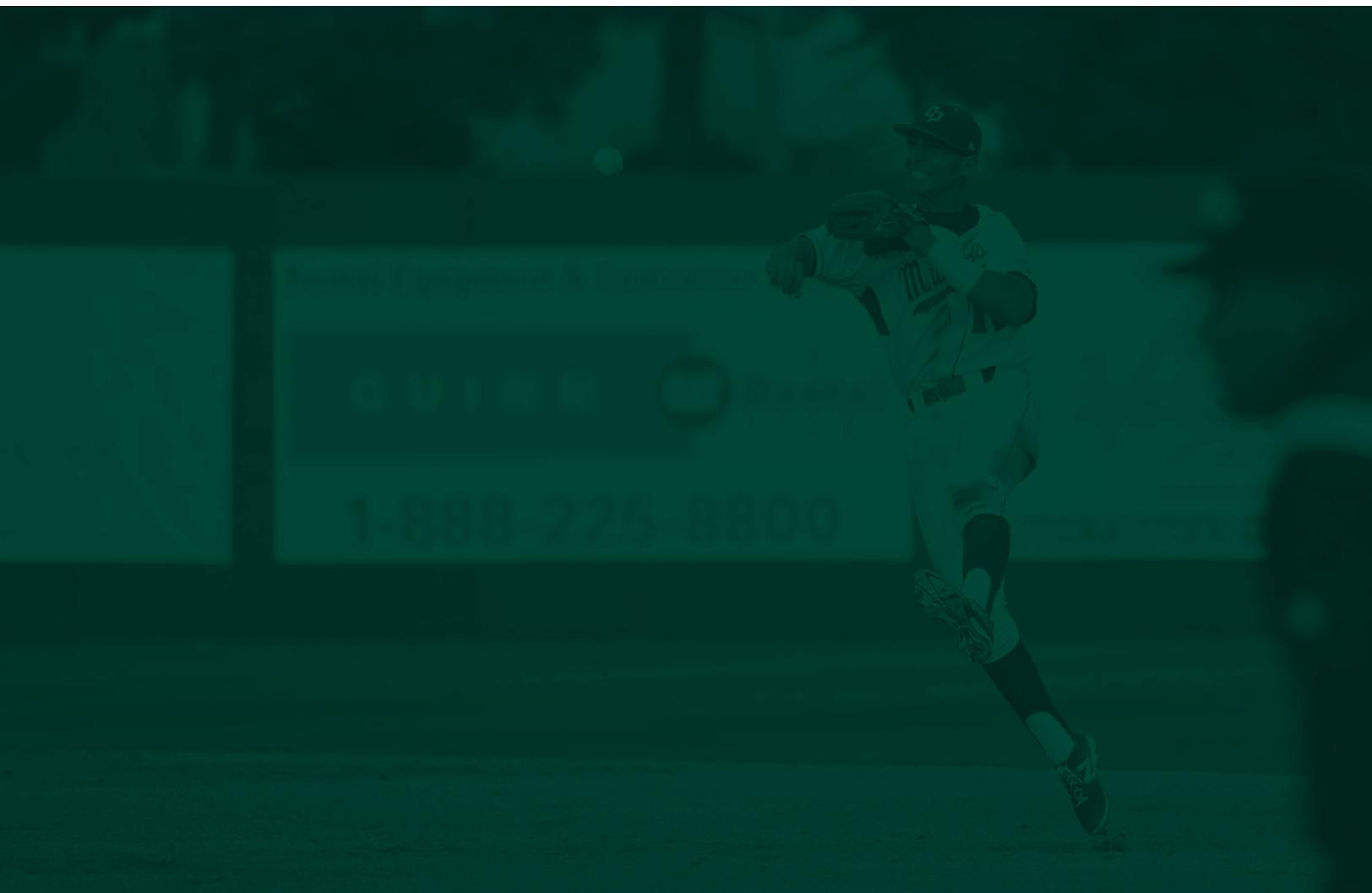
Develop and produce a balanced annual operating budget and create steps in the budgeting process to apply multi-year financial plans for capital projects, deferred maintenance, and additional staffing.

STRATEGIES:

- Ensure all financial transactions are in accordance with University and other regulatory agencies' policies
- Ensure the effective and efficient use of resources by vetting fiscal strategies with the university finance division.
- Ensure transparency and full disclosure of Athletics' revenue and expenses via communication with campus constituents and Athletic Advisory Board and Athletic Director Council.
- Ensure fiduciary and custodial duties are carried out to achieve accountability with each transaction.
- Investigate improvement in all funding sources including, but not limited to:
 - o Ticket sales
 - o Capital Project Gifts
 - o Stampede Club memberships – Annual Fund
 - o State Allocations – IRA Fees
 - o Corporate Sponsorship – Learfield
 - o Reduction in university chargebacks and fees

SPIRIT TARGETS AND MEASURES

These six SPIRIT strategic objectives are not in order of priority, rather are of equal importance. The senior leadership team will evaluate progress on each of the previously stated strategies, and will determine how to realign and reassess as necessary. A report on these strategies will be given annually to the Vice President of Student Affairs, as well as the Athletics Advisory Committee and the Athletic Director Council.



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