



KANSAS ATHLETICS STRATEGIC PLAN

TO THE STARS

Full Version

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CULTURE-BUILDING, LEADERSHIP AND INTEGRITY

Goal 1: Finalize the Kansas Athletics Values and establish a Culture Ambassador team.

- Objective 1:** Define and culturally integrate the nine Kansas Athletics' Values.
- Define each value and provide an example of how the value looks/feels.
 - Engage Kansas Athletics staff to guide feedback and further definition of the core department values, and feedback.
 - Be intentional in our daily routines, interactions and meetings to live and show the values.
- Objective 2:** Develop additional staff team-building opportunities.
- Establish Culture Ambassadors, a team focused on culture, identifying potential opportunities for team building, and ideas for all staff meetings (8-10 people).
 - Culture ambassadors initiate social gatherings, team experiences, and gather ideas from all staff to build culture based upon our identified values.
 - Provide leadership training/development opportunities for ambassadors.
 - Culture ambassadors will create and run events to further team experiences, including the opportunity to identify guest speakers for topics during all-staff or other organized meetings.

Goal 2: Provide opportunities, training and development for leadership roles for staff.

- Objective 1:** Develop robust leadership roles within University, Conference, NCAA and other sports and leadership groups, increasing engagement with such organizations.
- Identify potential opportunities and find support mechanisms to increase Kansas Athletics employee involvement in applications for committee membership and leadership for all levels.
 - Highlight and reward Kansas Athletics employee involvement within such organizations.
- Objective 2:** Create a leadership academy.
- Create framework of how to be a better leader and how to motivate and inspire people.
 - Understand that leadership and coaching are different.
 - From top leadership down, reiterate, share, communicate and direct our mission and expectations for culture within Kansas Athletics.



(CULTURE BUILDING, LEADERSHIP AND INTEGRITY CONTINUED)

Goal 3: Nurture leadership opportunities for student-athletes.

Objective 1: Nurture leadership development and professional development through best-in-class programs and initiatives.

- Leadership Academy
- Emerging Leaders Retreat
- Career readiness programs

Objective 2: Ensure KU LEADS can connect with student-athletes in the hopes that they will seek more help from opportunities KU LEADS offers.

- All student-athletes will attend a minimum of one Professional development event by May 2023.



COMPETITIVE EXCELLENCE:

Sport Improvement, Recruiting and Resources

Goal 1: Foster a culture that promotes competitive excellence by providing Jayhawk coaches and student-athletes the opportunity to win championships, achieve postseason success and attain national recognition in all sport programs.

- Objective 1:** Develop clear expectations for each sport program that support annual improvement in athletic performance and enhance the department's national recognition.
- Rank Top-30 in Learfield Directors Cup Standing within 5 years.
 - Postseason appearances
 - Top-third of Big 12 Conference standings in all sport programs.
- Objective 2:** Develop sport-specific, five-year performance plans designed to assess program metrics, priorities and areas for improvement.
- Prioritize staffing in roles specifically designed to support the performance of coaches and student-athletes.
 - Continue to improve best practices for hiring, recruitment, and retention of high-potential coaches/those who have had success.
 - Continue to assess/emphasize the role of the Sport Administrator in supporting sport program performance.

Goal 2: Maximize recruiting efforts to attract elite student-athletes by creating a culture of excellence and distinction in all that we do.

- Objective 1:** Invest in recruiting infrastructure unique to sport program needs.
- Annually assess and improve recruiting budgets to align program priorities with department expenses.
 - Annually generate digital and printed recruiting resources that promote Kansas Athletics strengths and present to prospective student-athletes in all sport programs.
 - Facilitate collaboration among coaches and their programs to share best practices and recruiting strategies to attract elite talent.
 - Assess the effectiveness of the Recruiting Experience and enhance experiences that provide a distinct recruiting advantage to Olympic sport programs.



(COMPETITIVE EXCELLENCE CONTINUED)

Goal 3: Maximize financial resources to support sport program success.

- Objective 1:** Maximize the resources available to support student-athletes and coaches (e.g., training table, nutrition, and enhanced equipment).
- Objective 2:** Prioritize a competitive salary and benefits structure that allows us to attract and retain exceptional coaches and staff.
- Objective 3:** Annually assess and improve travel budgets to align program priorities and department expenses (e.g., training trips to compete against the best competition).
- Objective 4:** Continue to invest in the Alston Academics Award while striving to distribute the maximum amount to all scholarship student-athletes.
- Objective 5:** Develop customized marketing/fan engagement plans to continually grow attendance for all programs, in order to create the best possible “home-field” advantage.

Goal 4: Relentlessly invest in and support Kansas Football in order to accomplish our strategic goals and build a sustained successful program.

- Objective 1:** Transform Anderson Family Football Complex and David Booth Kansas Memorial Stadium in order to provide world class facilities that will attract and develop top-tier student-athletes.
- Objective 2:** Recruit and retain elite coaches and staff by providing competitive compensation, a strong culture and a commitment to excellence.
- Objective 3:** Provide significant NIL support and resources to create opportunities for Kansas Football student-athletes.

Goal 5: Vigorously invest in Kansas Men’s Basketball in order to sustain and enhance its unprecedented legacy of success and University-wide impact.

- Objective 1:** Invest in Allen Fieldhouse to provide significant upgrades to the best atmosphere in college basketball.
- Objective 2:** Recruit and retain elite coaches and staff by providing competitive compensation, a strong culture and a commitment to excellence.
- Objective 3:** Provide significant NIL support and resources to create opportunities for Kansas Basketball student-athletes.



CAPITAL PROJECTS

Goal 1: Invest in ALL facilities and infrastructure in order to position Kansas Athletics' facilities portfolio amongst the best in the Big 12 and top-25 in the country.

- Objective 1:** Develop a 10-year comprehensive sport-specific facilities master plan that outlines capital priorities, improvements and costs.
- Objective 2:** Construct, operate and maintain safe facilities.
- Objective 3:** Prioritize capital projects to align program priorities with facility needs and department expenditures.
- Objective 4:** Develop fundraising strategies and explore other revenue-generation opportunities to support sport-specific facility needs.
- Objective 5:** Dramatically improve Wi-Fi opportunities throughout all venues.
- Objective 6:** Design and renovate facilities that match our financial resources.

Goal 2: David Booth Kansas Memorial Stadium

- Objective 1:** Transform the game-day experience for our fans through a reimagined seating bowl design; expanded concessions, restrooms and accessible seating locations; improved concourse circulation; and new and diverse premium amenities.
- Objective 2:** Create year-round usable space for more large-scale activities that drive economic impact to the community.

Goal 3: Anderson Family Football Complex

- Objective 1:** Maximize the day-to-day, holistic experience for Jayhawk football student-athletes through enhanced spaces dedicated to sports performance, nutrition, sports medicine, meeting rooms and technology, and recruiting and culture-building space.
- Objective 2:** Maximize efficiencies and space utilization by integrating elements of Anderson Family Football Complex and David Booth Kansas Memorial Stadium.



(CAPITAL PROJECTS CONTINUED)

Goal 4: Allen Fieldhouse Renovation

- Objective 1:** Enhance in-game, in-seat experience through new technology (videoboard(s), lighting, sound system).
- Objective 2:** Improve overall fan experience through concourse renovations (concessions, restrooms, aesthetics, branding) and team store expansion.
- Objective 3:** Augment premium hospitality spaces to rival the best in college basketball.

Goal 5: Hoglund Ballpark Renovation

- Objective 1:** Improve the student-athlete experience through a renovated locker room and new player lounge.
- Objective 2:** Evaluate, plan and create a funding path for a significant reimagination of the stadium, focused on fan experience.



INCLUSIVE EXCELLENCE:

Diversity, Equity, Inclusion and Belonging

Goal 1: Develop an Inclusive Excellence framework that supports Kansas Athletics' pursuit of diversity, equity, inclusion and belonging (DEIB) while contributing to the greater university's aspiration to foster Healthy & Vibrant Communities.

- Objective 1:** Leverage the Diversity Leadership Council to support the overall sustainability of the Inclusive Excellence framework.
- Objective 2:** Enhance funding opportunities to support Kansas Athletics DEIB Initiatives.
- Extend the John McLendon Leadership Initiative Pathway Program at Kansas Athletics through June 1, 2028, by securing \$120,000 annually from adidas.
 - Cultivate two corporate sponsorship opportunities bi-annually that elevate a collaborative DEIB program between Kansas Athletics, campus departments or the greater Lawrence Community.
 - Establish fundraising campaigns that enable Kansas Athletics to develop resources that positively impact the Jayhawk Community.
- Objective 3:** Use feedback and monitor societal evolution to identify opportunities for Kansas Athletics DEIB to progress.
- Implement annual climate surveys for coaches and staff to provide feedback on the inclusive infrastructures that they believe need to be updated or created.
 - Use the current reporting infrastructures of REAL RESPONSE, the annual Senior Exit and Transfer Interview process, and the annual student-athlete surveys to gather feedback on current DEIB initiatives and future DEIB necessities from the student-athlete perspective.
 - Monitor local, state and nationwide trends and developments to determine the necessary modifications or advancements that need to be made to the Inclusive Excellence framework.
 - Collaborate with K-Club and the K-Club Board of Directors to develop a reporting mechanism to understand the former student-athlete experience at the University of Kansas with the ultimate intention to develop programming opportunities for former letterwinners to assist in the overall DEIB efforts within Kansas Athletics.
- Objective 4:** Demonstrate Inclusive Excellence.
- Ensure that every Head Coach adheres to the annual requirements housed within The Coach's Playbook.
 - Elevate the partnership between Kansas Athletics and Athlete Ally to obtain an Athlete Ally Equality Index of 100/100 by May 2023.
 - Pursue the NCAA Diversity and Inclusion Award on an annual basis.



(INCLUSIVE EXCELLENCE CONTINUED)

Goal 2: Improve the current infrastructure to cultivate a belonging community for all coaches and staff.

- Objective 1:** Enhance current coach and staff programming to foster conversations focused on DEIB via the Staff Initiatives Committee of the Diversity Leadership Council.
- Create and support inclusive programming that enables our athletics department to participate in regular events that advance community-wide conversations focused on DEIB.
 - Ensure that all staff and coaches are certified in Mental Health, First Aid Training and Safe Zone Training on an annual basis.
 - Assist Human Resources in the development and implementation of an inclusive process for new hires and exiting employees.
- Objective 2:** Increase the diverse representation of student-athlete-facing personnel positions by 10% by August 1, 2024, by focusing on recruitment, hiring, and retention of diverse identities.

Goal 3: Provide opportunities for student-athletes to develop their community, their voice and their support infrastructures.

- Objective 1:** Create opportunities for student-athlete body to organically build camaraderie.
- Establish four large events every year (e.g., Dances, Cookouts, Festivals, Movie Nights, etc.).
 - Explore the opportunity to establish a student-athlete community within DeBruce,
 - Enhance Jayrock in all aspects of the event (e.g., student-athlete participation, greater media coverage, better rewards, more staff support, etc.).
- Objective 2:** Create additional spaces where student-athletes can voice their needs and wants beyond REAL RESPONSE, the annual Senior Exit and Transfer Interview process, and the annual student-athlete surveys.
- Grow Athlete Ally, the International Student-Athlete Group, KU RISE (Redefine. Inspire. Support. Empower.), and SAAC to give student-athletes multiple environments where they can positively influence their collective student-athlete experience and personal development.
 - Identify new ways to collect feedback from student-athletes such as leveraging social media through short yes or no questions, social media polls, etc.
- Objective 3:** Nurture student-athlete communities that focus on the spectrum of student-athlete identities.
- Uplift student-athlete identity-based groups such as KU RISE, Athlete Ally, and the International Student-Athlete Group through resource development and program implementation.
 - Continue to host two events annually where student-athlete identity-based groups partner with campus student organizations to implement DEIB programming.
 - Collaborate with external stakeholders to support experiential learning opportunities for student-athletes (e.g., attending national DEIB events such as the Black Student-Athlete Summit and the Athlete Ally Symposium.)



(INCLUSIVE EXCELLENCE CONTINUED)

Goal 4: Contribute to the university's cultivation of Healthy & Vibrant Communities by creating intentional opportunities that unite our athletics department, campus, the greater Lawrence community and Jayhawks from around the world (i.e., the Jayhawk Community).

Objective 1: Strengthen the local and global Jayhawk communities.

- Cultivate inclusive programming that enables our athletics department to unite our Jayhawks Communities.
- Launch the “My Cause, My March” – an initiative aimed to bring together the entire Jayhawk community to promote societal advancement and inclusion on an annual basis.
- Continue to create service opportunities for student-athletes, coaches and staff to give back to the Jayhawk Community.
- Broaden our external storytelling to celebrate the learning, growth and positive community impact of our Jayhawk Community.
- Support the University of Kansas higher learning environment by supporting two scholarly based campus initiatives annually.
- Collaborate with local and regional school districts to create intentional pathways for Kansas Athletics to support the growth and development of the children within our community with a particular focus on the children within the Lawrence Public Schools (USD 497).



STUDENT-ATHLETE WELLNESS:

Physical and Mental Health

Goal 1: Provide student-athletes with resources, access to support and tools to be healthy and achieve success.

- Objective 1:** Support their personal growth, independence and self-advocacy.
- Provide educational opportunities and resources through campus offerings, Student-Athlete Development (KU LEADS), Student-Athlete Support (Academics), Student-Athlete Services/Compliance and Kansas Team Health.
- Objective 2:** Ensure that student-athletes understand the resources available for their health and wellness and how to access them.
- Beginning of the year Team Meetings:
 - Athletic trainers share information on available resources and accessing these services.
 - Director of Mental Health Services or Student-Athlete Mental Health Clinician will address mental health support and resources available. Reiterate as warranted due to situations that may increase needs throughout year.
 - Provide student-athletes with periodic reinforcement from coaches, head team physician, physician assistant, KU LEADS staff, Student-Athlete Academic staff, sport administrator, and Deputy AD for Sport Admin/Student-Athlete Well-Being.
 - Seek input from student-athletes on the level of support provided for their wellness and their understanding of how to access resources. Adjust survey tools as needed:
 - All Student-Athlete end of year surveys (wellness section)
 - Senior exit or transfer interviews
 - Sport Administrator meetings with SAAC members from team
 - SAAC meetings
 - REAL RESPONSE
 - Continue to facilitate collaborative efforts between student-facing units such as Academic Support, KU LEADS, Mental Health Support, Nutrition, etc.



(STUDENT-ATHLETE WELLNESS CONTINUED)

Goal 2: Implement a comprehensive approach to student-athlete health, safety and well-being.

- Objective 1:** Following guidelines set by Kansas Team Health, bring a comprehensive approach to student-athlete care.
- Rely on expertise of Kansas Team Health staff, as well as specialists and experts identified by KTH leadership, regarding guidelines and parameters for baseline care.
 - Follow best practices as outlined by NCAA Sport Science Institute.
 - Active involvement by KTH leadership in the Big 12 Conference medical working group to ensure understanding of Conference approach impacting team participation.
 - Expand bi-weekly regular team wellness meetings to all sports (if not already in practice). The wellness meeting includes coaching staff, athletic trainer, sport performance-strength, dietician and social worker. For some teams, it may also include an academic advisor or peak performance/leadership.
 - Work collaboratively with all areas that directly impact student-athlete wellness: Kansas Team Health, Student-Athlete Development (KU LEADS), Student-Athlete Support (Academics), and Inclusive Excellence, as well as campus partners: Sexual Assault Prevention and Education Center, Student Affairs, University Student Conduct & Community Standards, KU Housing and Office of Civil Rights & Title IX.
- Objective 2:** When injury or extended illness occurs, implement an effective communication process for the student-athlete's understanding of their condition, prognosis, and expectations for return to activity.
- Establish a weekly touch point with the care team, including the Head Team physician (meeting lead), sport-specific athletic trainer, and specialists involved.
 - Ensure accountability with communication to student-athlete and coaching staff following weekly meetings.
 - KTH staff shall review trend lines, track follow-up appointments and if separation is over five days, require an assessment for readiness to return to activity.
- Objective 3:** Contribute to the development of health and wellness throughout the Jayhawk Community.
- Support the Big 12 Mental Health Awareness Week by implementing intentional programming in conjunction with our conference peers.
 - Establish mandatory Mental Health and First Aid Trainings for all coaches and staff.



(STUDENT-ATHLETE WELLNESS CONTINUED)

Goal 3: Provide comprehensive mental health support services to student-athletes, evolving and expanding mental health support and outreach based on their needs.

- Objective 1:** Annually and anonymously review the usage of mental health services by student-athletes, in order to identify any trends and gaps in service.
- Numbers of individuals using services overall and by team.
 - Number of individuals seen through internal support and referral externally.
- Objective 2:** Meet student-athletes “where they are” to deliver resources and support.
- Provide access to internal support and refer for appointments with outside providers as needed, including MH support, psychiatric support, or Relative Energy Deficiency in Sport (RED-S).
 - Work with campus partners to highlight the MySSP resource, including Counseling & Psychological Services (CAPS) and Student Affairs – My Student Support Program (MySSP) – for all students, which provides 24/7 mental health & well-being support through a mobile app.
 - Increase usage of the Headspace app, which focuses on mindfulness skills to help student-athletes stress less, focus more and sleep better.
- Objective 3:** Participate in efforts to remove the stigma that keeps some student-athletes, especially males, from seeking mental health support.
- Continue the combined initiative to “Beak the Stigma” with KTH Mental Health Support- and KU LEADS-led efforts, specifically with SAAC mental health committee efforts.
 - Actively participate in Big 12 Conference initiatives to highlight mental health needs.
 - Continue highlighting MH awareness and support through collaborative team-focused efforts with marketing, communications, and social media.
 - Continually review needs and staff support provided to adequately support MH needs.
- Objective 4:** Ensure coaches and support staff, working closely with student-athletes, understand the resources available for wellness and how to best support student-athletes.
- Understand MH resources available and how to refer appropriate support services through KTH MH, including the MH Emergency Action Plan.
 - Conversations among MH staff, Primary Care Head Team Physician, Physician Assistant and Athletic Trainer.
 - Opportunity for team training by MH staff: QPR (45 minutes-to-an-hour class aimed at reducing suicidal behaviors and potentially saving lives by providing innovative, practical and proven suicide prevention training). QPR believes that signs of crisis are all around us and that providing quality education on how to respond empowers all people, regardless of their background, to make a positive difference in the life of someone they know. (This is intended for student-athletes, coaches and staff with the team.)



(STUDENT-ATHLETE WELLNESS CONTINUED)

Goal 3 (Continued)

- Objective 4 (Continued)**
- Understand campus resources through Student Affairs, e.g., the ability to submit a CARE Report to the Student of Concern Review Team to assist KU students, faculty and staff who have concerns about a student.
 - Take a Mental Health First Aid (MHFA) course to better see areas of concern and know how to respond appropriately to support.
 - MHFA is within Kansas Athletics/Kansas Team Health (Athletics funds).
 - All KTH staff is required to take MHFA.
 - Student-Athlete Support & Student-Athlete Development staff take MHFA
 - All sport administrators, head coaches and as many coaches as possible should take MHFA. At least one coach from each team is required to take MHFA every three years. Also, support staff is encouraged to take MHFA and the ops or player development staff for each team is required to take MHFA.
 - Other Kansas Athletics staff is encouraged to take MHFA as it applies to all of us – not just student-athletes.

Goal 4: Regularly monitor Kansas Team Health Support Structure, staffing levels and expertise provided to ensure student-athlete and team needs are met appropriately and that we remain competitive with our counterparts.

- Objective 1:** Maintain continuity of care and support with essential Kansas Team Health staff.
- Seek input from student-athletes, coaches, and staff on evaluation of staff. Work to retain staff who provide care at the highest level and support the culture of wellness and excellence.
 - Kansas Athletics Human Resources should conduct salary market comparisons on an annual basis and share information with KTH Human Resources. The Deputy AD for Sport Administration & Student-Athlete Well Being share with Senior Administration of Kansas Team Health. Together, we will make recommendations on adjustments as needed.
 - Provide adequate professional development support to KTH staff, reviewed by Senior Administrator for KTH and Deputy AD for Sport Administration and Student-Athlete Well Being.
 - Work with Kansas Athletics CFO and HR, and the medical group of the BIG 12 to determine staffing assessments and numbers, and review levels needed to support student-athletes and team wellness.
 - Use health partners' knowledge and expertise to assist with assessment of needs and help with efforts to support our student-athletes and KTH staff.



(STUDENT-ATHLETE WELLNESS CONTINUED)

Goal 5: Continue to assess Kansas Team Health's strengths, weaknesses, opportunities, as well as threats to student-athlete wellness; adapt as needed.

- Objective 1:** Review on a continuous basis all elements that impact student-athlete wellness, noting changes that could impact overall success and well-being.
- Seek input from campus partners, KTH, Conference colleagues, coaches, staff and student-athletes on areas of concern that could negatively impact Student-Athletes:
 - Impacts of Name, Image & Likeness
 - Impacts of Alston applications
 - Social media pressure
 - Suicide of student-athletes across the country
 - Impact of lack of competitive excellence for certain teams
 - Difference in parenting styles that impact how we interact with students
 - The transfer portal
 - Relevant regulations, laws, and policies.
 - Develop strategies as needed to address threats and concerns using a multifaceted team approach.
 - Monitor and implement actions as needed.



STUDENT-ATHLETE EXPERIENCE:

Academics and Student-Athlete Development

Goal 1: Continually place in the top-third of the conference and the country for Graduation Success Rate and Academic Progress Rate, while qualifying annually for the NCAA Academic Revenue Distribution.

- Objective 1:** Consistently rank at the top in terms of the academic measurements, and recognize the achievements of our student-athletes in these areas on a national level.
- Continually review our student-athletes support services programming to identify opportunities for enhancement to meet the needs of our student-athletes and to help ensure the best academic experience.
 - Send out a feedback request to student-athletes and coaches to ask for ways our SASS program can improve and opportunities where they see we provide more support.
 - KU LEADS and SASS staffs should continue to collaborate so we can continue to recognize and nominate our student-athletes for conference and national awards, as well as other prominent awards (e.g., Arthur Ashe Award, NCAA Elite 90, Academic All-America).
 - Our goal: 60% of student-athletes attaining a 3.0 term GPA.

Goal 2: Provide comprehensive support to student-athletes from recruitment to graduation and beyond through collaboration, an inclusive learning environment and expanding programming.

- Objective 1:** Enhance programming to assist student-athletes to successfully transition post-eligibility.
- Strengthen partnership among main campus, SASS, and KU LEADS to create and support experiential learning opportunities through internships, research opportunities, practicums, service learning, and study abroad.
 - Develop a student-athlete career placement tracker to monitor post-graduate success.
 - Enhance relationships among K Club, main campus, KU Alumni Association, Inclusive Excellence, and KU LEADS to create resources for student-athletes transitioning out of college.



(STUDENT-ATHLETE EXPERIENCE CONTINUED)

Goal 3: Provide exceptional academic support to student-athletes.

- Objective 1:** Student-Athlete Support Services will build an infrastructure that promotes an environment of excellence, integrity and first-class opportunities for staff.
- Continue to review and modify policies and best practices as the environment changes.
 - Evaluate staffing needs and create competitive compensation opportunities to retain high-quality employees.
 - Provide professional development and educational opportunities to staff to cultivate innovative practices and maintain safety.
 - Evaluate, assess and advise the use of SASS space to maximize opportunity for student and staff success.
- Objective 2:** Enhance the role of Academic and Career Counselors.
- Continue to enhance communication with coaches while providing information in real time as well as daily and weekly reporting.
 - Provide advising and registration support to ensure our student-athletes have the classes necessary at the times that fit with athletic needs so we can ensure progress towards graduation.
 - Track and monitor student-athlete eligibility and graduation.
 - Enhance the role of 'career counselor' by providing more training to staff on how to assist students with career opportunities.
 - Communication and collaboration with main campus.
- Objective 3:** Provide the finest learning services support to student-athletes and maintain an environment of integrity, inclusion and academic success.
- Attract, hire, develop and retain the best Learning Services staff (e.g., learning specialists, tutors) and retain staff through competitive pay and appreciation opportunities.
 - Create, provide and implement training for Learning Services staff that aligns with NCAA, Big 12, and institutional policies and expectations.
 - Seek and implement innovative methods to support individual student-athlete academic success.
 - Enhance learning service support for students with learning exceptionalities, using tools such as iPads.



(STUDENT-ATHLETE EXPERIENCE CONTINUED)

Goal 4: Continue to offer community-building initiatives and educational opportunities through student-athlete development program (KU LEADS).

- Objective 1:** Support Jayhawk student-athletes in a critical time in their personal development by offering best-in-class student-athlete development programs.
- Develop strategies as needed to address student-athlete needs.
 - Provide Signature Events that celebrate student-athletes' unique experiences at KU and bring the community together.
 - Rock Chalk Choice Awards
 - Senior Celebration
- Objective 2:** Provide programming to student-athletes that best prepares them for life after sport: resume building, interview preparation, networking, internship/job opportunities.

Goal 5: Provide student-athletes with the crucial technology needed to be successful at a high level.

- Objective 1:** Provide an expansive laptop program, with increased opportunities for additional technology.
- Provide every incoming student-athlete with a laptop upon their arrival to use for the year. Laptops will be returned at the end of the year for cleaning and software updates by Information Technology.
 - Pre-load assistive learning programming to all laptops.
 - Upgrade and increase the technology inventory to include the purchases of additional hot-spots/hot-spot capability technology to ensure student-athletes can complete work during team travel or departures back home while school is in session.
 - Collect feedback annually (through Teamworks) from student-athletes regarding technology needs and opportunities for improvement.



NAME, IMAGE AND LIKENESS (NIL)

Goal 1: Implement the four pillars of Jayhawks Ascend (Personal Brand Management; NIL Protection; KU Resource Engagement; Post KU Preparedness) in order to provide KU Student-Athletes with best-in-class support in this critical and evolving space.

- Objective 1:** Maximize current resources within Kansas Athletics and external partners to make sure we are staying competitive and educating our internal and external stakeholders.
- Through dedicated staff, grow the ongoing relationships with KU resources, and with national partnerships such as Altius and Opendorse, evaluate best practices within the NIL landscape, and identify areas of opportunity for the two new NIL-specific positions.
 - Develop NIL education programming for each of key groups: incoming students (on-boarding into NIL landscape), returning students, coaches, staff, donors, and community.
 - Enhance post-KU preparedness program by educating student-athletes on financial preparation and career resources (work with KU LEADS on description).
- Objective 2:** Continue to grow licensed NIL opportunities by another 25% in the next 2 years (minus national championship sales).
- Leverage existing relationships to create additional licensing opportunities and use input from NIL leaders to create new opportunities for all student-athletes.
- Objective 3:** Commit to collaboration and innovation in the NIL space by developing 2 new innovative ways to engage with our fans that make a long-term impact on Kansas Athletics within the next three years, aligning with the understanding that each team and student-athlete may want different NIL opportunities.
- Better understand and engage with individual student-athletes' interests in the NIL space, preparing them to design and identifying brand opportunities unique to KU student-athletes within local and regional areas.
 - Using committees, coaches, and local and regional resources, identify innovative group and individual opportunities for student-athletes.
- Objective 4:** Prepare student-athletes for the new financial challenges that NIL may bring.
- Provide career-prep financial education through increased efforts and focus with financial tools and resources.
 - Use NIL platforms to understand NIL market trends and market values.



(NAME, IMAGE AND LIKENESS CONTINUED)

Goal 1 (Continued)

- Objective 5:** Develop a NIL framework that includes internal and external stakeholders to identify additional student-athlete opportunities.
- Create brand partner concepts that include NIL.
 - Increase publicity of student-athletes' individual brand through social and video platforms to improve opportunities for NIL partnerships.
 - Use IP rights to incrementally grow revenue of existing brand partners by including Jayhawk student-athletes' NIL.
 - Maximize the Jayhawk Network partnerships to support student-athletes with NIL opportunities in Olympic sport programs.
 - Expand digital communication of information for all sport programs.

Goal 2: Use internal and external resources to best position the NIL infrastructure for our student-athletes.

- Objective 1:** Empower the Directors of NIL to be innovative and progressive in the NIL landscape.
- Objective 2:** Put an emphasis on internal working groups that focus specifically on football, men's basketball, women's basketball and Olympic sports.
- Objective 3:** Lean on our third-party experts (Altius, OpenDorse) to provide insights and protection in the NIL Space.

Goal 3: Continue to educate our constituents about NIL and the impact it has on competitive excellence and the student-athlete experience.

- Objective 1:** We will consistently communicate with our constituents on the latest trends of NIL and the resources we are providing for our Student-Athletes.



ENGAGEMENT:

Campus, Community, Fan Experience and Communications

Goal 1: Further the athletic department's connection and relationship with the greater campus community.

- Objective 1:** Enhance communication and collaboration with faculty and staff.
- Send out annual surveys to all faculty and staff to ask for feedback on athletics, to see if there are any recommendations or opportunities our colleagues from on campus see to better enhance our relationships.
 - Increase athletics administration participation in the campus partner's tent (first home football game) in an effort to increase engagement by athletics with faculty and staff to expand this partnership.
 - Move the campus partner's initiative to the spring game, as that provides more opportunity to get an inside look at our football operations as well as building access, which makes this event more exclusive.
 - Meet each semester with the Faculty Athletic Representative (FAR) to discuss opportunities to improve the collaboration between campus and athletics.
- Objective 2:** Establish new and expanded initiatives to grow the campus and athletics relationships.
- Increase opportunities for faculty and staff to visit off-season practices, and meet student-athletes and coaches.
 - Expand the Guest Coaching program to men's and women's basketball conference games.
 - Integrate a student-athlete recommendation component into the Guest Coaching program. Allowing this professor to attend an in-season practice to get an opportunity to meet coach; the student-athlete then presents their Guest Coach to the team after practice.
 - Create bi-semester faculty/staff luncheons in Hadl Auditorium, to expand our reach with faculty and staff who may not get selected as guest coaches.
- Objective 3:** Connect student-athletes with the general student body to continue to foster an environment that creates opportunities for further connection and University morale.
- Continue hosting Kansas Athletics-structured events night and explore ways to engage between the two groups.
- Objective 4:** Support the University of Kansas higher learning environment by supporting two scholarly based campus initiatives annually.



(ENGAGEMENT CONTINUED)

Goal 2: Create collaborative integrations with campus partners including, but not limited to, KU Endowment, KU Alumni Association, KU campus leadership, faculty/staff and student organizations that promote togetherness while generating increased resources to benefit these relationships.

- Objective 1:** Create a minimum of 2 new programs or platforms annually over the next 3 years with campus partners that help elevate community engagement, positive brand association, and alumni/fan communication and outreach.
- Enhance homecoming activities by creating a closer connection between campus partners and athletics that elevates alumni engagement throughout the weekend and brings more fans to David Booth Kansas Memorial Stadium.
 - Develop a comprehensive marketing outreach plan to faculty/staff and students that connects athletics and the broader campus community that increases engagement, leading to higher satisfaction and supporting retention and enrollment initiatives.
- Objective 2:** Explore opportunities to integrate alumni and fan data across all campus platforms, creating better communication and engagement that will better serve our shared constituents.
- Meet quarterly with key leaders across external campus units to provide updates on current FanThreeSixty and Fanbase initiatives through athletics that could be integrated into their data platforms.
 - Develop a minimum of 2 integrated communication opportunities annually across campus partner data platforms that provide the ability to learn more about alumni, fans and donors.
- Objective 3:** Create cross-channel content and event opportunities that highlight campus and athletics collaboration initiatives to better tell our mutual stories, which will aid in increased enrollment and a sense of pride in our campus community.
- Develop a specific content series that tells student-athlete stories of ways they are engaged in campus life and highlights key faculty staff leaders that help student-athletes along their KU journey.
 - Continue to develop and enhance recognition opportunities across all of our sporting events to highlight campus partner initiatives, building off of football's One Team concept.



(ENGAGEMENT CONTINUED)

Goal 3: Develop an enhanced and seamless fan experience that encompasses all touchpoints, including purchase process, venue experience, and department follow-up.

- Objective 1:** Maintain a clear focus on buying process for fans to ensure ease of purchase with a streamlined flow, eliminating barriers.
- Release a comprehensive communication plan to fans, developing the best buying experience: FEVO, promo codes, shortened process.
 - Continue to promote the app and digital process of buying and using tickets as the best practice for fans.
 - Use Sales & Service to properly communicate all buying options and processes to fit the customers' needs.
- Objective 2:** Improve and enhance the game day experience through creative and refreshed programming and customer service opportunities while keeping traditions intact.
- Work with BEST to create a more welcoming and fan-friendly atmosphere upon arrival to all venues: parking, entry, ushering, and conflict management.
 - Develop comprehensive game day plans to create attractive events and activities surrounding athletic competitions.
 - Re-imagine in-venue experience by incorporating Learfield, Rock Chalk Video and other 3rd party vendors all while focusing on fan interaction and home field advantage: video board, giveaways, on-field elements, in-seat interaction, concessions experience, etc.
- Objective 3:** Continue to develop fan feedback initiatives post-event through surveys and other data-capture activities, including fan appreciation.
- Develop a smart and efficient survey and feedback system for all ticketed sports that creates avenues for actionable fan feedback.



(ENGAGEMENT CONTINUED)

Goal 4: Develop a comprehensive communications platform that generates positive brand associations through storytelling, marketing, community outreach, video, and social/digital strategies, while increasing revenue and providing needed resources to our student-athletes, coaches and staff.

Objective 1: Use storytelling to build positive brand association and engagement on a local, regional, and national level of the athletics department, staff, coaches, and student-athletes. This must be a collaborative effort from Head Coaches, support staff, Sport Administrators, Rock Chalk Video, and LEARFIELD Studios to identify and create impactful stories that represent KU, its history and its future.

- Maximize key moments like game-winning plays to generate viral moments and increase brand awareness of the student-athletes, program, and Kansas Athletics.
- Seek consistent collaboration and building of relationships with campus constituents to build brand awareness and cross-promotion with University events and Athletics.
- Use our current storytelling platforms (website, video, social, podcast) and identify future platforms to record history, capture nostalgia, and generate genuine excitement with alumni, fans, supports, and future Jayhawks.

Objective 2: Develop a comprehensive and innovative digital growth plan that is viewed nationally as a leader in innovation.

- Increase social media engagements to rank nationally including Top-5 (Main account and men's basketball), Top-25 (Volleyball), Top-40 (Women's basketball and football), and year-over-year increase in total engagements (next 3 years) for all other team accounts.
 - Continually innovate, set the bar for creative content and engagement, as well as maximize student-athlete brands while remaining true to the Kansas brand.
 - Develop weekly and monthly analytic reports to ensure our engagements and numbers are impactful nationwide for our marquee teams.
 - Create a student-led social media intern team to maximize content for all teams in partnership with campus.
 - Continue to monetize and maximize content in partnership with Learfield Studios.
- Use content to consistently drive fan engagement to the official website and app.
 - Identify creative opportunities and track success of fan engagement and app downloads through exclusive offers like partner coupons (geometric tagging), ticket offers, flash sales when location is turned on in-venue, live video events streamed only through app, etc.
 - Hire a full-time staff writer to develop website content and voice to provide consistent coverage for all sports, especially driving storytelling for football, men's and women's basketball.
 - Build content studio that allows the opportunity to shoot live and taped shows with a host dedicated to building positive stories and transparency from the athletics department to fans, donors, alumni and the campus community.
 - Create a content plan for social media and digital channels for all sport programs that supports storytelling, brand building for recruit visibility and fan engagement.



DEVELOPMENT:

Philanthropy, Relationships and Partnerships

Goal 1: Improve and enhance our culture of philanthropy.

- Objective 1:** Develop and articulate a strong vision for philanthropic opportunities and impact within Kansas Athletics.
- Identify what priorities (whether determined by strategic plan or emerging opportunities) may be funded by philanthropy and articulate the case for those priorities.
 - Articulate what specific major gift opportunities (expendable/ endowed outright gifts or future planned gifts) exist for each philanthropic priority.
 - Clearly communicate and demonstrate the impact of philanthropy on Kansas Athletics.
- Objective 2:** Restructure the framework of the development operation.
- Restructure and rebrand the development team to include Williams Fund (priority point system) and the new philanthropic giving initiative.
 - Increase collaboration with KU Endowment and KU Alumni colleagues to enhance donor cultivation and stewardship activities.
 - Establish consistent framework for performance management metrics for Kansas Athletics Development and all development-focused personnel.
- Objective 3:** Educate internal stakeholders about the new Kansas Athletics Development framework.
- Establish a comprehensive professional development training program for Kansas Athletics Development, including joint training and engagement with KU Endowment staff.
 - Educate Kansas Athletics staff about the expanded structure and priorities of Kansas Athletics Development efforts, including ongoing training sessions.
- Objective 4:** Educate external stakeholders about the new Kansas Athletics Development framework.
- Educate campus partners through multiple channels about the expanded structure and priorities of Kansas Athletics Development efforts, including the impact of Kansas Athletics' success on the broader institution.
 - Educate donors and prospective donors about the expanded structure and priorities of Kansas Athletics Development efforts, including the impact of Kansas Athletics' success on the broader institution.



(DEVELOPMENT CONTINUED)

Goal 2: Enhance strategic development partnerships.

- Objective 1:** Increase internal stakeholders' awareness of and engagement with the Kansas Athletics Development operation.
- Develop compelling stories articulating the importance and impact of donor support.
 - Educate and empower internal staff regarding their role in the prospect and donor experience and incorporate them in the fundraising process when appropriate.
 - Encourage and inspire internal staff (coaches, administrative leaders, student-athletes, etc.) participation as donors.
- Objective 2:** Increase the awareness of the value of interdependence among campus partners with respect to development efforts and fundraising initiatives.
- Ensure external constituents' familiarity with the institutional priorities and the role that Athletics plays in achieving those objectives.
 - Increase communication and collaboration with campus partners regarding development efforts and multi-interest donors.
- Objective 3:** Increase the engagement of K-Club (all former student-athletes, head coaches, trainers and managers) with KU.
- Educate members, as well as internal and external stakeholders, about the mission and makeup of the K-Club.
 - Provide meaningful and personalized opportunities to welcome K-Club members to connect with KU.
 - Empower K-Club members to become ambassadors for Kansas Athletics and the institution.

Goal 3: Increase, diversify and broaden development efforts.

- Objective 1:** Improve and increase usage of data to expand donor pipeline at all levels of giving.
- Strategically capture and analyze data to identify and segment prospects effectively.
 - Use data analytics and insights to effectively identify, cultivate, solicit and steward donors.
- Objective 2:** Increase retention and growth rates of existing donor participation.
- Implement effective, customized stewardship plans for existing categories of donors.
 - Identify existing donors capable of increasing support and implement tactics for doing so.
- Objective 3:** Engage and educate lapsed donors to inspire them to renew their support.
- Identify lapsed donors and explore their motivations for discontinuing their support.
 - Develop customized, segmented approaches to reconnect lapsed donors with gift opportunities supporting Kansas Athletics.



FINANCIAL SUSTAINABILITY:

Financial Planning and Revenue Generation

Goal 1: Carry out Kansas Athletics' operational activities in a prioritized and fiscally responsible manner.

Objective 1: Complete Annual Planning, Budgeting, Forecasting and Reporting.

- Develop/identify priorities for each year.
- Evaluate factors each year and devise budget strategy.
- Evaluate whether structure needs to be reduced to live within resources.
- Develop revenue and expense projections and codify annual budget.
- Reforecast mid-year as factors evolve during the year.
- Share results with internal and external stakeholders periodically throughout the year.

Objective 2: Maintain a commitment to expense management where spending is focused on student-athlete experience and initiatives that create a return on investment.

- Evaluate the budget creation and monitoring process.
- Identify Efficiencies.
- Evaluate the expense decision making process (including resource development).
- Prioritize activities.



(FINANCIAL SUSTAINABILITY CONTINUED)

Goal 2: Achieve revenue growth through strategic corporate partnerships that simultaneously align with department and campus units while elevating brand awareness in local, regional and national audiences.

- Objective 1:** Annual examination of sales strategies and go-to market platforms to grow revenues by an average of 8% year over year.
- Conduct rate card review to maximize premium assets and incrementally grow baseline agreements.
 - Analyze category trends and category yields using peer to peer review within the Learfield system and third-party market research to maximize growth opportunities.
 - Provide ongoing sales training to team members, including mock presentations, sellers join sellers on sales calls, and proposal review prior to sharing with prospects/or existing clients.
- Objective 2:** Develop sales platforms that include IP rights (use of the Jayhawk marks and logos).
- Identify categories with key brand partners to incorporate the Jayhawk marks and logos in their go-to-market sponsorship messaging.
 - Create community-based sponsorship platforms that activate cause marketing initiatives.

Goal 3: Develop a comprehensive revenue and fan experience plan leveraging the 11th & Mississippi project to provide transformational resources to Kansas Athletics and the greater campus and Lawrence community.

- Objective 1:** Create a premium seating sales strategy that will generate needed resources for project completion.
- Work with consulting firm Elevate to develop a comprehensive competitive landscape study that compares aspirational and conference peer group facilities to understand what needs we need to consider in a renovated David Booth Kansas Memorial Stadium.
 - Develop a fan survey that is distributed to anyone who has bought a ticket in the last 5 years to provide our fans the ability to help guide decisions related to fan amenities and seating options.



(FINANCIAL SUSTAINABILITY CONTINUED)

Goal 4: Increase overall department variable revenue, using and leveraging strategic partners to control the ticket market and capitalize on data-driven decisions and efficiencies.

- Objective 1:** Renew all ticketed sports and WEF annual contributions at 88% or higher on an annual basis.
- Continually evaluate sales cycle and timeline to take advantage of hot market opportunities along with providing fans more flexible purchase options.
 - Use FanThreeSixty and Fanbase in conjunction with Sales and Service to develop plans to recognize at-risk accounts and build retention plans.
 - Create incentives and value-adds to the renewal timeline to entice fans to commit earlier in the buying cycle.
 - Use new technologies to target non-donor season ticket holders and fans to show the enhanced benefits of joining the annual fund.
- Objective 2:** Develop a comprehensive strategy using Event Dynamic and Data Platforms to drive new revenue and attendance for all ticketed sports.
- Use market research and data provided by partners to price all tickets dynamically based on the market.
 - Collaborate with all external groups to develop and market flexible purchase options for all sports.
 - Apply FanThreeSixty data to efficiently target buyers based on past behaviors and continue to move them up the purchasing escalator.
 - Develop a comprehensive group sales plan with specific pricing and experiences for all sports through Sales and Service, market research and best practices.
- Objective 3:** Execute a licensing plan that will put us consistently in the Top-20 of CLC-licensed schools in revenue and Top-25 of Fanatics' online sales nationally.
- Develop 2 new innovative licensing platforms annually for the next 3 years that provide significant revenue streams to the department.
 - Prepare a hot market licensing plan to take advantage of national and conference championships, bowl games and special moment opportunities.
 - Work with adidas as a key strategic partner to expand product offerings to fans and implement a plan to improve retail offerings that match team and on-field product.



SHIFTING LANDSCAPE OF HIGHER EDUCATION AND COLLEGE ATHLETICS:

Governance, Compliance and Risk Management

Goal 1: Develop a robust presence in University, Conference, and NCAA governance communities, aligning with their policies, procedures and strategic plan goals to enhance and develop our interactions and leadership positions within the campus, conference and NCAA landscapes.

- Objective 1:** Educate staff and ensure alignment, application, and understanding of Kansas Athletics policies and procedures with campus, conference and NCAA policies.
- Review and update Kansas Athletics policies and procedures for alignment.
 - Develop a centralized place for policies, and conduct robust education on updated policies for all Kansas Athletics staff as well as onboarding education for new employees.
 - Create an internal committee with key internal stakeholders focused on reviewing and consistently updating and educating Kansas Athletics employees on policy and process updates.

Goal 2: Maintain a robust compliance program aligned with University, Conference and NCAA best practices while providing outstanding support to key stakeholders, including student-athletes and their families, coaches, staff, donors, alumni and fans.

- Objective 1:** Create a regular process to evaluate current compliance processes and ensure that support levels remain appropriate within the changing context of athletics and higher education.
- Annually review staffing and time allocation to evaluate appropriate compliance resources including staffing and usage of external partners. Ensure we are staying competitive and educating internal and external stakeholders, particularly in changing areas within compliance.
- Objective 2:** Staff with compliance responsibilities will be seen as integrated partners within all teams and departments, valued for excellent service by internal and external stakeholders.
- Ensure NCAA compliance staff is integrated within appropriate departments within Kansas Athletics and the University, establishing the best possible working relationships, processes and programs.
 - Develop key procedures that clearly explain to student-athletes, coaches and staff the processes surrounding student-athlete eligibility, financial aid and academics that exist to support student-athlete success.
- Objective 3:** Increase Kansas Athletics engagement with University compliance and enterprise risk management.
- Establish regular meetings and committee membership within key University areas that overlap with Athletics.



(SHIFTING LANDSCAPE OF HIGHER EDUCATION AND COLLEGE ATHLETICS CONTINUED)

Goal 3: Develop and grow risk management efforts across the athletics enterprise, aligned with University risk management processes.

- Objective 1:** Strategically position athletics risk management initiatives to support the University of Kansas strategic plan and key University affiliates.
- Working with University risk management, develop an athletic risk management audit (three-year rotating system) focusing on key areas of risk.
 - Identify key risk managers (reputation and brand, student health, Title IX, legal, facilities, financial, etc.) and create a plan for reviewing and mitigating risks within each key manager's area as well as reporting new areas of concern.



