

A large, dark wood NCAA Division I National Championship trophy is the central focus. It features a gold circular emblem at the top with the 'NCAA' logo, a green arched plaque in the middle with 'DIVISION I' in white, and a white 'NC' logo on a dark rectangular plaque below. The base of the trophy is inscribed with 'NATIONAL CHAMPION' in gold. Several hands of different skin tones are reaching up to touch the base of the trophy, symbolizing teamwork. The background is a solid blue with a subtle texture.

TOGETHER WE WIN

**A STRATEGIC PLAN FOR CAROLINA ATHLETICS
2023-2025**





THE STRATEGIC PLANNING PROCESS

Dear Tar Heels,

College Athletics is changing – and as a result, Carolina Athletics must keep adapting. This plan, like the ones before it, provides a roadmap for strategic thinking to propel our 28-sport program forward in a positive way.

“Together We Win” – the title of our previous Strategic Plan from 2017-22 – has resonated because of its focus on people: Student-Athletes, Coaches and Staff, and our Carolina Community. As a result, our Strategic Planning Committee opted to refresh the plan with those groups top of mind.

In 2021, we began discussions and surveyed student-athletes, coaches and staff to guide and shape this plan. While our values, vision and priorities have not changed, we have updated our objectives and initiatives to reflect the evolving needs of our Tar Heels.

Much will change in the world of college athletics over the course of this plan, and we will continue to focus on our mission: *We educate and inspire through athletics. Go Heels!*

Sincerely,

Bubba Cunningham

Director of Athletics







STRATEGY STATEMENTS

MISSION : WE EDUCATE AND INSPIRE THROUGH ATHLETICS

VALUES

RESPONSIBILITY

Do what is right

INNOVATION

Find a better way

SERVICE

Put others first

EXCELLENCE

Play hard. Play smart. Win together.

VISION

TOGETHER WE WIN

PRIORITIES

STUDENT-ATHLETES

Ensure all student-athletes achieve their full potential in academics, athletics and personal success

COACHES AND STAFF

Provide an inclusive and supportive environment that helps coaches and staff lead and develop student-athletes to reach their goals and pursue championships

CAROLINA COMMUNITY

Welcome, value and engage all students, coaches, staff, alumni, fans and friends







STUDENT-ATHLETES

Ensure all student-athletes achieve their full potential in academics, athletics and personal success

OBJECTIVE 1: Support student-athletes' academic goals, performance and efforts to graduate

Initiatives:

- a. Improve student-athlete access to academic counselors, tutors and learning specialists
- b. Engage the Academic Support Program for Student-Athletes (ASPSA) staff in collaborations with UNC Advising and college personnel to develop expertise concerning Ideas In Action, the University's new undergraduate curriculum
- c. Increase opportunities for student-athletes to receive academic credit through participation in athletic department programming
- d. Create partnerships to increase retention and graduation, particularly for first-generation students
- e. Identify and provide new technology to support services and operations

OBJECTIVE 2: Prioritize health and well being

Initiatives:

- a. Ensure comprehensive services from expert providers are readily available to support student-athlete mental health, physical health and overall wellness
- b. Hire a Case Manager to supplement the support provided by mental health staff, athletic trainers and ASPSA personnel
- c. Organize services utilizing a performance model that incorporates key personnel from athletic training, strength and conditioning, nutrition, ASPSA, student-athlete development and mental health
- d. Provide mandatory mental health training for coaches, student-athletes and team support staff
- e. Provide two full meals every weekday for all teams during the academic year to increase nutritional support
- f. Expand capabilities in sports science to coordinate research, applications and the use of technology in collaboration with academic units, UNC Sports Medicine and UNC Health





OBJECTIVE 3: Provide comprehensive support services to maximize each student-athlete's personal development and preparation for a lifetime of success

Initiatives:

- a. Continue to enhance the Baddour Carolina Leadership Academy by engaging industry experts and creating a common leadership approach for all student-athletes, coaches and staff
- b. Expand opportunities for student-athletes to responsibly utilize their name, image and likeness
- c. Unify Student Development programming and communications to optimize services and manage time demands experienced by student-athletes
- d. Expand career services for student-athletes and increase opportunities for alumni and Rams Club members to facilitate networking and mentorship

OBJECTIVE 4: Build, renovate and maintain outstanding facilities

Initiatives:

- a. Successfully complete the renovations at Kenan Stadium, Chewning Tennis Center and UNC Finley Golf Course on budget and on time
- b. Plan and initiate projects to construct a dedicated practice space at Carmichael Arena for women's basketball, expand rowing facilities and renovate Anderson Stadium
- c. Optimize the aesthetic and practical value of current facilities and keep them all "recruiting ready" every day
- d. Continue to update the Capital Facilities Plan







COACHES AND STAFF

Provide an inclusive and supportive environment that helps coaches and staff lead and develop student-athletes to reach their goals and pursue championships

OBJECTIVE 1: Position all teams to annually achieve top-three conference and top-10 national academic and athletic rankings

Initiatives:

- a. Optimize the generation and use of resources to support 28 varsity teams at a championship level
- b. Ensure the student-athlete experience at Carolina is the best in the nation
- c. Create more opportunities with The Rams Club to generate financial support for teams' operating needs
- d. Support department and team recruiting strategies and events that help identify, recruit and enroll the best student-athletes
- e. Evaluate the sport administration structure to ensure teams receive the best support possible

OBJECTIVE 2: Hire and retain the best workforce in collegiate athletics

Initiatives:

- a. Expand professional development and training opportunities for all employees
- b. Adopt the University's more flexible approach to address employee needs and create more opportunities for modified work schedules
- c. Improve the training and support provided by the department and all who supervise employees
- d. Increase all salaries to market level
- e. Streamline processes, improve communication and develop a better understanding for all employees who engage with human resources
- f. Supplement services and programming provided by the University to support employee mental health and well being

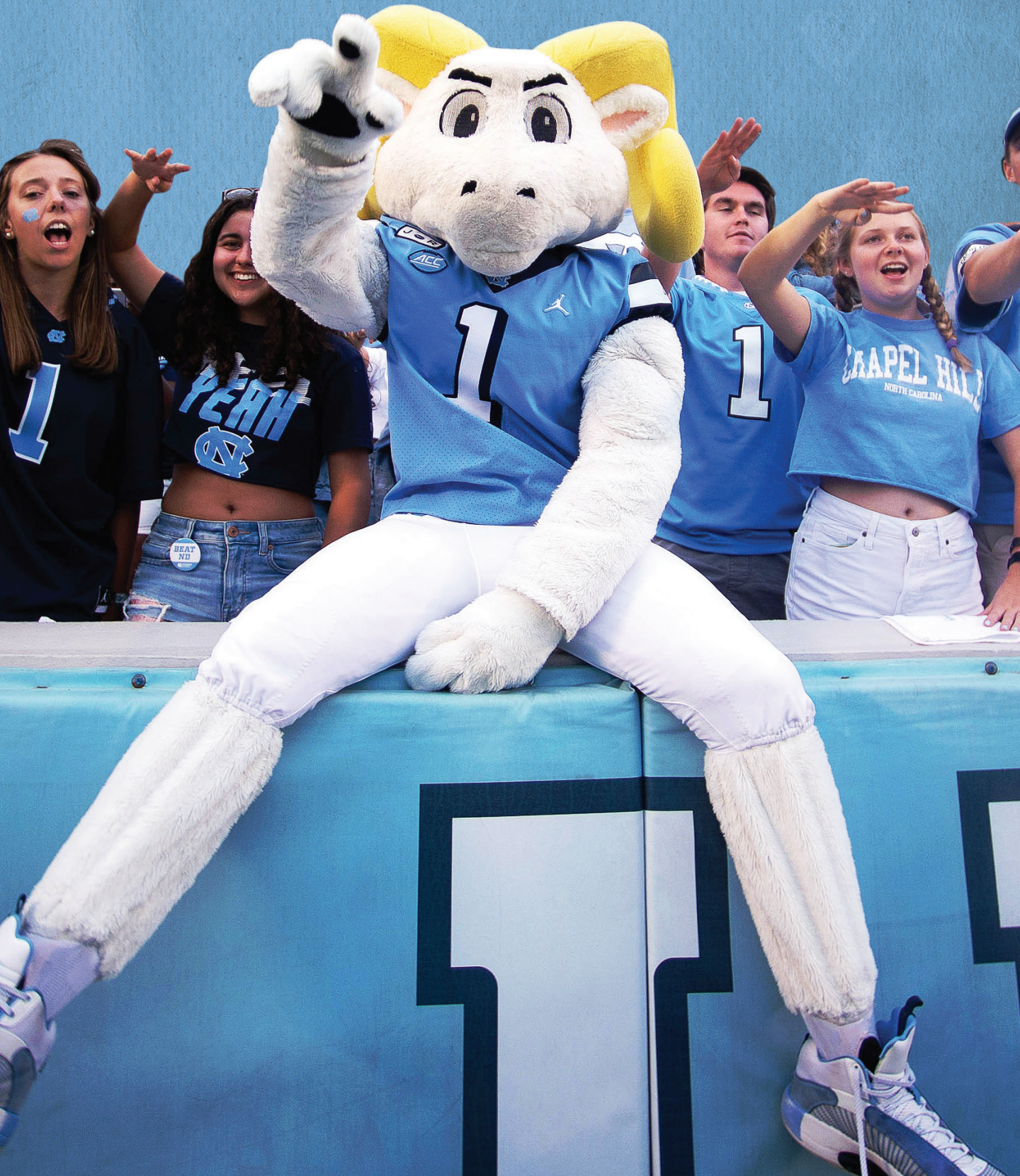


OBJECTIVE 3: Improve diversity, equity, inclusion and transparency in decision-making

Initiatives:

- a. Celebrate all members of the Carolina community, embrace a broad definition of diversity, broaden our collective understanding and foster a sense of belonging
- b. Create and sustain a diverse, inclusive and welcoming environment for all students, faculty, staff and alumni
- c. Implement recruiting strategies to leverage our participation at industry and sport-specific events to identify and recruit diverse staff and coaches
- d. Continue to engage the department's Equity Committee with the University's Equal Opportunity and Compliance Office's Title IX Coordinator to ensure the equitable provision of benefits and services
- e. Develop programming for broadly-defined diversity to help enrich, educate and develop knowledge and skills among students, coaches and staff







CAROLINA COMMUNITY

Welcome, value and engage all students, coaches, staff, alumni, fans and friends

OBJECTIVE 1: Provide a uniquely special experience on and around Carolina game day

Initiatives:

- a. Add and improve technology at our facilities, including lighting, sound, connectivity and scoreboards to enhance the fan experience
- b. Increase the inventory of premium hospitality in and around competition venues
- c. Increase ticket sales and attendance through digital marketing and data analytics
- d. Increase participation in the Carolina Athletic Association and Carolina Fever, the University's student-run fan organizations that promote attendance
- e. Strengthen investment in customer service, marketing, promotions and event management to offer improved game day services to all teams

OBJECTIVE 2: Prioritize and improve communication

Initiatives:

- a. Increase connections throughout the Carolina community
- b. Expand innovative content by exploring new trends, technologies, models and platforms
- c. Leverage more opportunities available through the ACC Network and set the standard for the best productions in college athletics
- d. Improve internal communications throughout the department to promote more collaboration and strengthen relationships
- e. Unify and update branding and messaging





OBJECTIVE 3: Maximize engagement and alignment to support the University's mission and achieve shared success while always representing the University in an impeccable manner

Initiatives:

- a. Increase opportunities to connect with others, including through community service and other initiatives
- b. Prepare and position Carolina Athletics to successfully navigate the rapidly changing environment in college athletics
- c. Proactively connect with University partners to improve the student-athlete experience
- d. Inspire and increase Rams Club membership and engagement
- e. Expand collaborations for planning and the delivery of services and education pertaining to student-athlete name, image and likeness
- f. Increase awareness of the opportunities, benefits and services student-athletes receive that support success and align with the mission and values of the University
- g. Continue to emphasize a culture of compliance and accountability throughout the department, campus and community





ACKNOWLEDGEMENTS

Thank you to the student-athletes, coaches, athletics staff and members of the Carolina Community who provided input and feedback for this strategic plan. TOGETHER, WE will continue to WIN.



CAROLINATM
ATHLETICS

P.O. Box 2126
Chapel Hill, NC 27515
GoHeels.com
@goheels