

UNC PEMBROKE



BRVES

CONFERENCE CAROLINAS

2023-2028

STRATEGIC PLAN

UNC PEMBROKE ATHLETICS

STRATEGIC PLAN COMMITTEE MEMBERS

BRANDING, REVENUE & MARKETING

- **Chair** - Morgan Sheehan
- **Vice Chair** - Todd Anderson
- Mahala Treish
- Ed Brooks
- Mark Hall
- Peter Ormsby
- Kyle Chavis
- Drew Richards
- Darren Deese
- Dan Kenney
- Lauren Hawley
- Brendon Jonsson
- Zion Sellers
- Kirsten Kirschbaum

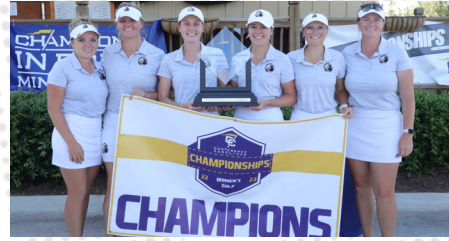
STUDENT-ATHLETE SUCCESS, ACADEMICS & OUTREACH

- **Chair** – Christina Chow
- **Vice-Chair** - Joey Tamburo
- Jessica Siegele
- Kelly Ficklin
- Eva Skuka
- OT Johnson
- Jaleesa Harper
- Donald Bohannon
- Scott Billingsley
- Michael Blackburn
- Kristen Freeman
- Frank Fazzino

COMPETITIVE EXCELLENCE & RECRUITING

- **Chair** – Andrea Jacobs
- **Vice Chair** - Dick Christy
- Lamar Courmon
- Mike Kozub
- Victor Deese
- Stephanie Graziani
- Hannah Lockett
- Cory Minnie
- Logan Seliga
- Jeff Jefferson
- Oscar Roverato

THANK YOU TO THE UNC PEMBROKE
ATHLETICS STRATEGIC PLAN COMMITTEE



CORE VALUES



ACCOUNTABILITY



EXCELLENCE



SPORTSMANSHIP



INTEGRITY



LOYALTY

VISION STATEMENT

PROVIDING A CHAMPIONSHIP EXPERIENCE





The University of North Carolina
at Pembroke

HILLETT

HILLETT

STUDENT SUCCESS

GOAL 1: DEVELOP SUCCESSFUL ADULTS - ACADEMICALLY, ATHLETICALLY & SOCIALLY

Objective 1: Continue high Academic Performance of student-athletes relative to the student body and build on GPA & retention rates

Initiatives:

- Look to grow and centrally fund summer school and 5th year aid opportunities to assist with graduation, progress toward degree, and eligibility.
- Restructure study hall to facilitate tutor availability during that time. Increase utilization of tutoring service on campus.
- Athletics and academics work together to help alleviate issues with class scheduling & support athlete-specific advisement.
- Enhance and memorialize strategies to better celebrate academic achievements of student-athletes.
- Ensure recruiting and advisement transparency on the rigors of each degree path and assisting students with choosing majors and professions that fit their academic gifts.
- Revamp missed class form process to better ensure student-athletes take the lead in faculty correspondence for the University Sanctioned Event policy.

Objective 2: Compete Successfully in Conference Carolinas, National Directors Cup, & Advance in the NCAA post-season

Initiatives:

- Win the Joby Hawn Cup for athletics excellence in Conference Carolinas.
- Advance multiple teams annually beyond NCAA Championship first rounds.
- Finish in the top-three of the Mind, Body, & Soul Award of Conference Carolinas for overall excellence.
- Continue to utilize BOT-supported Championship Ring regulation & department commitment to championship celebrations (ie: police escorts and welcome home events).
- Continue to invest in BOT-approved incentive compensation regulation to align strategic priorities with compensation.
- Pursue support of appropriate NIL opportunities for student-athletes.
(ie: jersey sales, local endorsement potential)
- Expand athletic performance & nutrition programming to leverage new technology in force, acceleration, output, and recovery data.
- Seek partnerships across campus (ie: Department of Kinesiology) for Nutritionist/Dietitian services.

Objective 3: Programming to successfully prepare student-athletes for life after sports

Initiatives:

- Design opportunities, in conjunction with career center, for helping upper classmen athletes pursue goals beyond college athletics.
- Enhance utilization of mandatory events to infuse messaging in mental health, life skills, career preparation, and nutrition.
- Encourage sport-by-sport mentorship programming with successful alumni.
- Continue institutional leadership commitment to Life in the Balance legislation and mitigating future expansion of CARA.
- Promote quality internship experiences to ensure athletes are getting real-world experience in the field they want to go in.

Objective 4: Enhance collaboration with Academic and Campus Departments (ie: enrollment, housing, student affairs, finance & administration)

Initiatives:

- Develop stronger relationship with Registrars Office and establish consistent contact within Financial Aid office.
- Seek Athletics representation on the University CARE Team.
- Ensure two (2) University Athletics Committee meetings per semester, mirror their agenda closely with Board of Trustees & Braves Club committee for transparency.
- Leverage partnership with Department of Kinesiology research and analytics that benefits strength & conditioning/nutrition metrics for athletes.
- Continue partnership with Housing for on-campus residential community needs for student-athletes.
- Seek opportunities to identify a transfer coordinator, in conjunction with FAR and advisors, to streamline transfer credit and registrar processes for athletes.
- Enhance international recruiting support (ie: airport transfers, possible partnerships with global engagement)
- Create an on-boarding listing of go-to liaisons within campus departments for recruiting and advising needs.
- Continue to leverage the Faculty Associates program in conjunction with Faculty Rep to assist student-athletes, engaging them in advisement.
- Seek Sports psychologist resources for athletes with guidance and partnership of CAPS.



PBC
PEACH BELT CONFERENCE
REG SEASON CHAMPIONS
VOLLEYBALL
1993

PBC
PEACH BELT CONFERENCE
NORTH DIVISION CHAMPION
WOMEN'S BASKETBALL
2004-05

PBC
PEACH BELT CONFERENCE
EAST DIVISION CHAMPIONS
MEN'S BASKETBALL
2014-15

PBC
PEACH BELT CONFERENCE
EAST DIVISION CHAMPIONS
MEN'S BASKETBALL
2014-15

NCAA
2014-15
EAST DIVISION
SUPER REGIONAL CHAMPION

WRESTLING

UNC PENNSYLVANIA

AFFORDABILITY & EFFICIENCY

GOAL 2: UPHOLD COMMITMENT TO INCLUSIVITY, COMPLIANCE & GENDER EQUITY

Objective 1: Ensure Compliance services for students and programs aligned with governing bodies (ie: NCAA, Conference Carolinas, UNC System)

Initiatives:

- Successfully execute UNC System Intercollegiate Athletics Report and evaluate its data with key stakeholders. Support efforts to keep this document current.
- Successfully complete UNC Code 1100.1 Chancellors Report requirements including expanded economic impact documentation.
- Ensure compliance with mandatory reporting, including but not limited to, NCAA Financial Report, NCAA Sexual Violence Prevention Attestation, NCAA ASR Report, NCAA APC Data, NCAA Sports Sponsorship and Demographic Report, and EADA.
- Utilize University Athletics Committee as key advocacy and communication body.
- Automate full-time student-athlete status process to avoid eligibility issues.

Objective 2: Reinforce duties and responsibilities of Coaches & Staff

Initiatives:

- Standardize game operations processes and memorialize them to assist with staff training and turnover.
- Ensure all-staff meetings occur monthly and incorporate mandatory and encouraged trainings that reinforce the culture of UNC Pembroke and UNC Pembroke Athletics.
- Maintain compliance and participation with Conference Carolinas Coaches Expectations meetings.
- Leverage mandatory and optional NCAA Learning Portal Modules for key education topics.
- Constantly reinforce values and expectations in the Graduate Assistant, Volunteer, and Temporary Employee responsibilities contract & background check policies.
- Consistently update and redistribute the baseline Responsibilities of Head Coaches Document and ensure administrators and assistant coaches are aware.

Objective 3: Consistently review the student-athlete experience under Prong III of Title IX and promote equity broadly.

Initiatives:

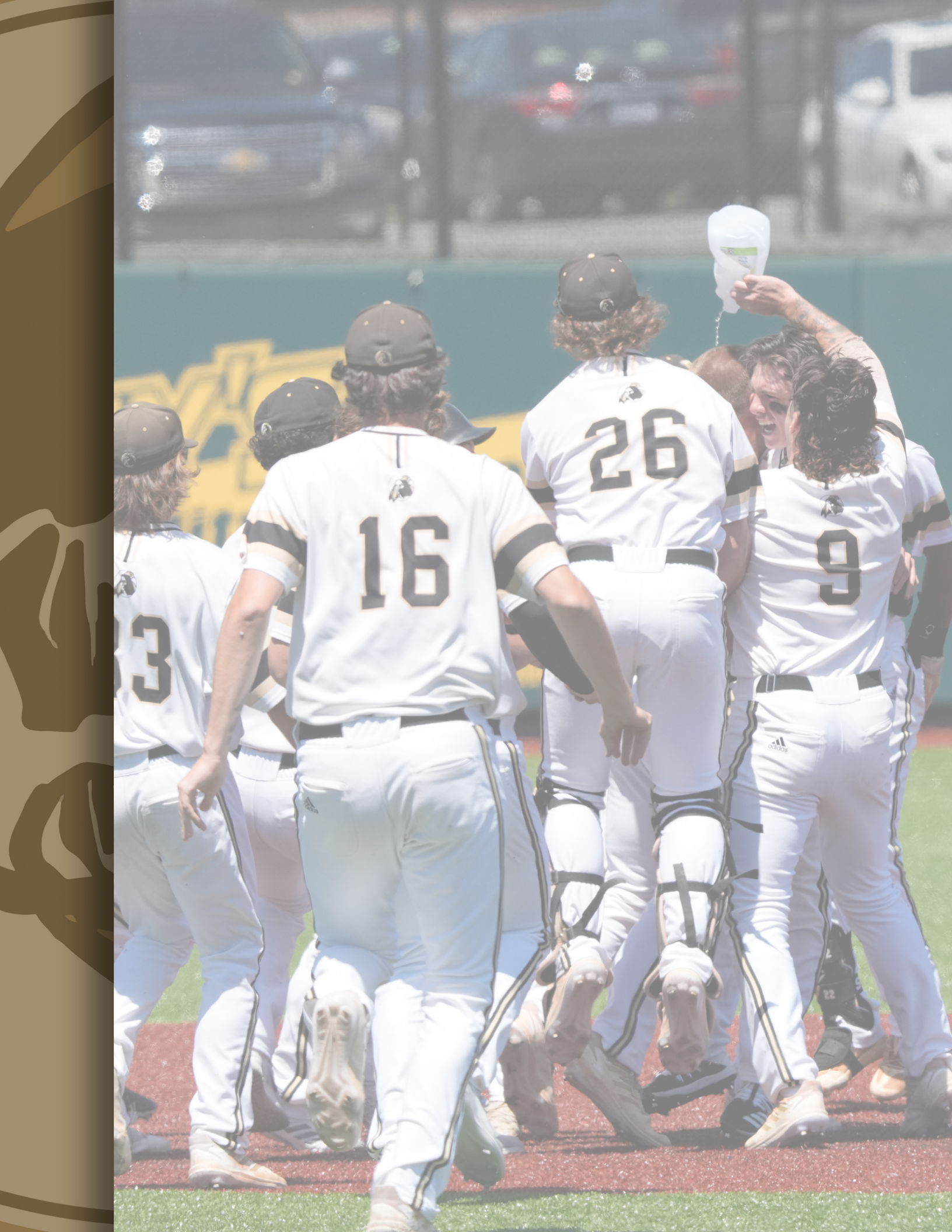
- Consider periodic in-person exit interviews for student-athletes with SWA/AD/FAR for more qualitative responses and data to gauge student-athlete success.
- Incorporate SAAC feedback to guide decision-making and to help formulate student survey questions.
- Uphold 2024 Gender Equity report. Continue student interest surveying and sports participation research.
- Consistently execute expenditure per student-athlete evaluations to best allocate available resources.
- Ensure equity in promotional content and coverage of teams; excluding revenue impacting promotions.

Objective 4: Ensure Compliance services for students and programs aligned with governing bodies (ie: NCAA, Conference Carolinas, UNC System)

Initiatives:

- Ensure perfect attendance at all Title IX & compliance education training meetings.
- Reserve presentation time for topical information at mandatory student-athlete events.
- Distribute the student-athlete campus resources summary cards each season.
- Ensure all code of conduct or team-specific rules are signed and reviewed annually.





EXCELLENT & DIVERSE INSTITUTIONS

GOAL 3: RECRUIT, DEVELOP AND RETAIN STUDENTS, COACHES & STAFF THAT ENHANCE OUR PROGRAMS.

Objective 1: Continue to grow and evolve website, video & social media to be a Division II leader in reach metrics.

Initiatives:

- Evaluate licensed marks and consider brand refresh to style guide where appropriate.
- Better utilize team social media accounts to advertise promos and themes for home athletic events.
- Ensure editorial, statistical and grammatical accuracy in all collateral materials and digital information.

Objective 2: Support the Town of Pembroke, Robeson County, Southeastern NC, and Lumbee Tribe development efforts

Initiatives:

- Explore possibility of Lumbee Tribe patches on uniforms/apparel across multiple sports and/or cooperative branding on apparel.
- Develop booking strategy to have BraveHawk at more community events and school functions.
- Find more opportunities to feature key student-athletes and coaches in community.
- Leverage campus partnership with multiple Chambers of Commerce and ensure athletics presence at applicable engagement events.
- Find synergy with Boys & Girls Club and Pembroke Recreation to showcase UNCP student-athletes and coaches with local youth.
- Partner with Pembroke Chamber of Commerce to have business signage in support of Braves Athletics to foster welcoming college town feel.
- Find creative ways to grow the Braves Buddies Program beyond Pembroke Elementary.



Objective 3: Implement programs and best practices that promote success and retention of high-caliber staff and coaches

Initiatives:

- Utilize mentor/buddy program for new coaches and administrators to connect them with resources more quickly.
- Help communicate #BraveNation family and utilize more personal, candid, and family photos of coaches/staff on bio pages.
- Seek peer data and increase the student athlete : coach ratio where applicable. Perform similar evaluations for more staffing to serve our athletes.
- Seek strategies for additional support in team operations (ie: Laundry service / equipment management).
- Proactively review trends in Athletic Training and review AT : athlete ratio.
- Seek to align salaries competitively with key regional and conference peers, including assistant coach salaries and enhanced GA amenities.
- Support sustainable coach recruitment strategies that broaden the applicant pool eligible to work at UNC Pembroke.
- Incorporate mental health screening into annual physicals process via Athletic Training.
- Consistently host staff camaraderie events throughout the year.
- Increase access to mental health resources locally for staff/coaches. Seek sport psychologist support where applicable.



Objective 4: Enhance recruiting resources & tactics for coaches

Initiatives:

- Expand institutional branding around key attributes (ie: affordability, culture, success) to bigger radius within state/adjoining states.
- Facilitate donor education via digital media channels on recruiting Dos/Don'ts.
- Update formatting for recruiting web pages (ie: facilities, tours) on athletic website.
- Grow satellite camp opportunities to increase interaction with key recruiting regions and spread the word about UNCP.
- Seek to expand staffing budget to eliminate athletes from set up and tear down requirements on gamedays.
- Enhance and consistently provide recruit and parent welcome signage for PSA official visit itinerary consistency. Share best practices among coaches within the athletics department.
- Create opportunities for coaches to share recruiting best practices amongst other coaches.
- Fully fund athletic scholarships with out-of-state consideration.
- Ensure a consistent presence in local recruiting.
- Support study abroad opportunities that are more based around seasonal schedules and conducive for athletes to participate.
- Improve digital assets during recruiting process to all teams.





ECONOMIC IMPACT & COMMUNITY ENGAGEMENT

GOAL 4: PROACTIVELY TELL OUR STORY, ENHANCE MARKETING & COMMUNITY ENGAGEMENT.

Objective 1: Better communicate our student-athlete successes and personal interest stories.

Initiatives:

- Develop unified communication plan with an inventory of all available internal and external medium. Utilize media buyer where applicable.
- Continue to benchmark digital trends and employ attention grabbing strategies (ie: Athlete-led tours/takeovers of social media channels).
- Consider "Day In The Life" style features on social media to highlight the value of investing in Braves Athletics.

Objective 2: Strengthen commitment to working with public schools in our area.

Initiatives:

- Work with local schools and targeted groups with regard to pre-game or in-game recognition (ie: Bands, Cheerleaders, youth teams, American Indian Days, etc.)
- Improve communications planning and marketing outreach lead time to community for upcoming home event partnerships (ie: promotions that fill the seats).
- Offer an athletics "Field Day" with local schools as a planned alternative or complement to normal Braves Buddies activity.

Objective 3: Reconnect with program alumni across all sports.

Initiatives:

- Have Braves Club coordinate an annual effort to assist teams with their restricted account fundraising and alumni outreach (ie: Back the Braves campaign, alumni days).
- Assist Advancement office with database improvement and roster research for former student-athlete contact information.

Objective 4: Develop Campus connections through other student organizations.

Initiatives:

- Capitalize on student interest in broadcasting in partnership with Mass Communications to improve streaming.
- Strategically seek and market internship opportunities with majors around campus (ie: Business, Sport Management, Mass Comm, etc.).
- Explore compensation (monetary and non-monetary) for recruiting quality student staff.

Objective 5: Enforce and enhance Department Branding Strategy.

Initiatives:

- Improve the process/promotion/education for external constituents to get involved with UNCP Athletics. (ie: sponsorship/philanthropy)
- Evaluate licensed marks and consider brand refresh to style guide where appropriate.
- Expand availability of official sideline apparel in bookstore/local retailers & on gamedays.
- Enhance sports-specific apparel/memorabilia floor space and location in bookstore.
- Integrate coaches into weekly feature/update on YouTube to keep fans up-to-date on teams.
- Add institutional branding to Conference Carolinas student-athlete shirts.
- Leverage UNCP's outstanding rankings in diversity and social mobility in marketing and recruiting materials.
- Expand footprint of schedule posters; more opportunities to hand out posters/schedule cards.

Objective 6: Grow multimedia content through all platforms.

Initiatives:

- Train coaches and share strategies to better utilize team social media accounts and keep consistent presence from team to team.
- Seek to broadcast 100% of home inventory with play-by-play for all that are feasible.

Objective 7: Enhance Student & Faculty Affinity for Athletics.

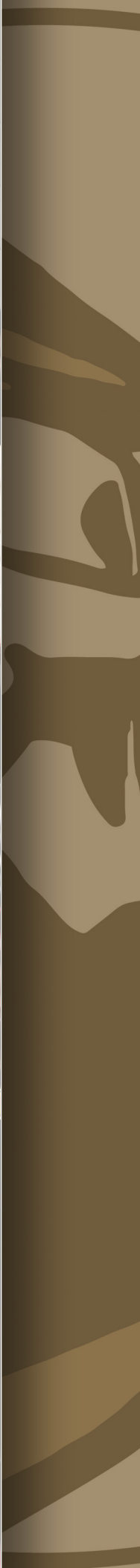
Initiatives:

- Partner with Student Affairs to focus on group attendance and non-athlete attendance incentives.
- Delineate student seating and parking and incentivize participation and attendance. (ie: explore app that encourages attendance)
- Feature Professor/Academic/Campus feature at football, other home sports contests.

Objective 8: Develop deeper relationships with media outlets to develop partnerships for better reach.

Initiatives:

- Identify personal interest or feature stories that resonate with specific media outlets and strategically leverage them for distribution.
- Use media raid strategies when applicable for big achievements.
- Explore utilization of billboards on key entry roads for athletics-branded messaging.



AFFORDABILITY & EFFICIENCY

GOAL 5: GROW REVENUES AND RESOURCES WHILE ENHANCING EFFICIENCY.

Objective 1: Improve season ticket and single game sales operations to generate increasing ticket revenues annually.

Initiatives:

- Grow ticket sales to a six-figure revenue stream for athletics.
- Strategically evaluate available seating inventory for football & men's basketball when developing group ticket pricing strategies.
- Ensure payment plans and direct deposit payment options remain available to patrons.
- Re-evaluate pricing strategy for varsity athletics as facilities improve.

Objective 2: Develop a fundraising growth plan to generate new Braves Club scholarships and capital contributions on an annual basis.

Initiatives:

- Optimize varsity athletic programs alumni databases to coordinate an annual outreach event for each varsity athletic program (ie: alumni game/reunion).
- Utilize the Braves Club to coordinate an annual effort to assist all varsity athletic programs with their restricted account fundraising and alumni outreach (ie: Back The Braves campaign, Alumni Days).
- Assist the Advancement Office with database improvement and roster research for contact information.
- Leverage the leadership on the Braves Club committee and Foundation Board to reach new donors.
- Develop a student-athlete giving initiative around Golden Braves.
- Consider the creation and implementation of Braves Club travel event(s) annually (ie: conference championships, golf event, jamboree, etc.).

Objective 3: Identify resources to efficiently provide a Championship Experience for all student-athletes.

Initiatives:

- Continue to evaluate student fee levels for appropriate support relative to peers.
- Ensure institutional support aligns with national metrics for DII and institutional goals of being regionally and nationally significant.
- Maximize reimbursement from billable athletic training software.
- Continue to communicate policy flexibility needed to fund UNC System athletics in a sustainable way.

Objective 4: Expand sponsorship and licensing opportunities to increase the overall revenue growth on an annual basis.

Initiatives:

- Grow licensing revenues to a six-figure revenue stream.
- Pursue naming rights in all viable facilities.

Objective 5: Targeted Facility Enhancements to improve infrastructure.

Initiatives:

- Pursue facility expansion and support campus recreation growth to avoid practice conflicts in shared spaces.
- Seek targeted facility upgrades that more efficiently utilize space. (ie: hardwood court in aux back gym, rain locations for outdoor sports).
- Benchmark facilities and apparel offerings to keep on par with the top institutions in the region.
- Enhance the digital scoreboards/videoboards at all facilities so that they may be optimized surrounding GameDay (ie: Promoting upcoming events, post season accolades, potential student-athletes, etc.).
- Seek improved Turf Grass maintenance plan and aesthetic improvement to areas surrounding fields.
- Support efforts to expand branded motor pool fleet (includes buses, vans, carts, and gators).



UNC PEMBROKE BRAVES ATHLETICS

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UNCP Athletics