A Plan for Hawai‘i Athletics

The Time is Now!!

Performance – Academic and Competitive

PAC Version 1.0
2014-2018

University of Hawai‘i at Mānoa
Department of Intercollegiate Athletics
Honolulu, Hawai‘i
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Strategic Context: The Role Of UH Athletics

The University of Hawai‘i at Mānoa (UHM) is ranked among the top 150 universities in the world according to the 2013 Academic Ranking of World Universities (ARWU) – accordingly this also places UHM among the top 67 United States institutions.

Tom Apple, Chancellor of the University of Hawai‘i at Mānoa, has articulated a powerful vision to realize our greater potential and elevate our position as a global leading research institution by:

- Helping students identify and pursue their passion so that they achieve optimal academic success and true life transformation;
- Generating new research opportunities that benefit society;
- Serving as a leading economic driver for the state; and
- Grounding UH Mānoa in the traditional values of the Native Hawaiian culture.

As a highly visible aspect of university life, the Department of Athletics is aligned with Chancellor Apple’s vision, embracing the concept of “One University” and a culture of collaboration and teamwork across campus and throughout the state.

Serving more than 20,000 students, UH Mānoa athletic programs participate in the National Collegiate Athletic Association (NCAA) Football Bowl Sub-Division (FBS – formally Division 1-A) providing opportunities for more than 470 young men and women competing in 21 intercollegiate sports (7 Men's, 12 Women's, and 2 coed). Hawai‘i Athletics is the highest level of live-sport competition in the state and holds the coveted position of the "hometown team" by an enthusiastic fan base.

The role of the Department of Athletics is to serve the student-athlete through an academic degree program and intercollegiate sports to develop their capabilities to the fullest. Cornerstones of this experience are promoting sportsmanship, equal opportunity, and diversity among participants in our athletics programs. In addition, UH Athletics strives to contribute toward the economic development of Hawai‘i through a program that brings excitement to our alumni and fans, and to the supporters and stakeholders of the State of Hawai‘i.

The Department’s training and competitive facilities are its classrooms, wherein talented student-athletes hone their skills to pursue their passions and reach their potential. Coaches prepare student-athletes for competition and success as students, athletes and citizens - teaching life lessons that nurture future leaders by emphasizing personal responsibility. In the pursuit of competitive excellence, athletics affirms its higher purpose to motivate student-athletes to develop into exemplary champions, who in turn inspire future Rainbow Warriors and Rainbow Wahine.

In 2009, the UHM Department of Athletics developed a comprehensive strategic plan, “A 21st Century Strategy for Enhancing Our Winning Tradition, 2009-2014.” Recently, under the leadership of new Athletics Director Ben Jay, the strategic plan has been updated to address the urgency of a program in decline and a rapidly changing national landscape in intercollegiate athletics that includes the following:
Continued conference realignment brought about by the search for additional financial resources and a significant increase in television money for the “super-conferences” (Pac-12, Big-12, SEC, Big-10, and ACC);

The threat of the “super-conferences” and their “have” universities creating a new division within the NCAA or breaking away altogether;

Increased separation between the “haves and have-nots” among the NCAA FBS schools as exemplified by the gap in resources within college athletics that has never been greater, and is growing (A recent analysis by USA TODAY Sports shows the average SEC public school's operational expenses in 2011-12 were $88.5 million, according to the most recently available information reported by the schools to the NCAA while the average Mountain West school spent $41.3 million – the divide is expected to grow dramatically with the advent of the College Football Playoff);

The continuing “arms race” that includes building new and enhanced athletic facilities to attract the best prospective student-athletes and provide amenities for fans; and

The need for Hawai‘i to immediately create additional opportunities and enhance our presence in the Pacific Rim as a core part of our strategy to make the University of Hawai‘i attractive to the major conferences.

The Time is NOW to position UH Athletics as a NCAA top 50 program - financially secure with an image, rank and reputation to be sought after by the major conferences – matching the academic excellence the University has already achieved.

Vision, Mission, and Values of Hawai‘i Athletics

Vision

Bring pride to Hawai‘i and our University by becoming a consensus national Top-50 athletics program as measured by the National Association of Collegiate Director of Athletics (NACDA) Director’s Cup.

Mission

Prepare our student-athletes to become successful in life – through our ongoing commitment to provide the highest quality academic and competitive experiences at the University of Hawai‘i.

Values

Our values are shaped by how we treat each other, our external stakeholders, and how we go about operating the Department of Athletics. Our core values are to be practiced daily, promoted without compromise, and communicated clearly through actions. Our core values are
Integrity – possessing strong character; having honor;
Commitment – keeping one’s word; delivering what was promised; a bond;
Respect – treating others honorably; earning high esteem;
Ohana – being family; acting as one team; looking out for each other; and
Passion – getting things done enthusiastically; having tremendous pride in whatever one does; feeling strongly about one’s goals.

Achieving Our Objective

Positioning UHM Athletics as a consensus national Top-50 athletics program as measured by the National Association of Collegiate Director of Athletics (NACDA) Director’s Cup is dependent on our ability to achieve the following goals in the next five years. Success will require an extraordinary investment of time, talent, and resources by all constituencies.

Strategic Goal A: Identify and secure the revenue necessary to increase our operating budget from the current $32 million per year to a minimum of $40 million per year.

Goal Specifics

A.1: Identify the economic drivers and develop a tactical strategy for securing funds from each of these revenue sources (e.g., University support, legislative support, fund-raising, ticket sales, sponsorship, media, licensing, merchandising, facility rentals, public/private partnerships, and international markets) to generate a minimum of a $2.0 million per year and more than $10 million of new department revenues over the next five years.

A.2: Rebuild trust and confidence in the Department through a demonstrated commitment to collaboration with all constituencies, fiscal integrity through accountability, and transparency in our operations.

A.3: Engage our internal and external constituencies regarding the Department’s financial status and needs, and provide a strategy and opportunity for everyone to participate in achieving our fiscal goals.

A.4: Collaborate with the University of Hawai‘i Foundation to develop and coordinate a comprehensive $60M fundraising campaign for UH Athletics in partnership with Ahahui Koa Anuenue, the booster clubs, and the broader Hawai‘i community.

A.5: Expand permissible revenue generation opportunities of ‘Ahahui Koa Anuenue to support our student-athlete scholarships, facility projects, operating budget and other entrepreneurial event fundraising.

A.6: Collaborate with our corporate partners to provide positive game experiences for our fans at events to build UH fan loyalty and develop the interest of future fans generating greater ticket, concession and merchandise revenues.
Strategic Goal B: Execute a $40M capital projects improvement initiative to significantly improve our athletic competition and practice facilities to compete in the recruitment of the best student-athletes, to provide our fans with outstanding game-day venue experiences, and to generate greater revenue.

Goal Specifics

B.1: Assemble a group of consultants to assist in identifying immediate renovation projects and pricing.

B.2: Complete planned renovations and updates to the following facilities:

- Renovate historic Klum Gym into a new sport performance center and a dedicated practice facility for basketball and volleyball;
- Renovate softball facility to improve access and provide locker rooms for teams and umpires, expand press box, build concession area, and expand roof over seating sections;
- Renovate and expand athletic training and rehabilitation space;
- Renovate football locker room and meeting spaces;
- Renovate soccer practice field into an on-campus competitive soccer facility;
- Install short game golf practice area;
- Renovate baseball stadium restrooms and locker rooms, expand press box, repair worn areas on field and add suites;
- Replace Mondo track around Clarence T.C. Ching Field;
- Install three Football video towers on grass field to enhance safety for our videographers and support our football program;
- Modernize Stan Sheriff Center by replacing the roof and gutter system to address water leaks, resurfacing interior concourse floor, replace concourse lighting for energy efficiency and illumination of public areas, renovate current locker rooms and event areas, install video information signage, install technology and televisions on the concourse level to enhance the fan experience;
- Renovate outdoor tennis center to include a portable office building and shade structures for coaches;
- Renovate diving tank area at Duke Kahanamoku Pool to provide shade for our coaches;
- Renovate administrative and coaches offices to include paint, flooring, and other amenities; and
- Provide student-athletes with a place to gather that includes access to computers, sitting area, television, video games, game tables, snacks, and drinks as permitted by NCAA rules.

B.2: Identify potential facilities funding sources (e.g., governmental, donor, charitable trusts, public-private partnerships, “green”, grants, etc.) and create strategies that include naming opportunities to support the near-term renovation projects.

B.3: Generate additional revenues by broadening use of facilities in available time periods for
facility rentals to groups, (e.g., AYSO, HHSAA, AARP, Special Olympics, PAL, Pop Warner, etc.).

B.4: Update the Athletics District master plan by 2016 with the goal of developing future intermediate and long-term facility needs for the Department

**Strategic Goal C:** Compete for conference championships every year and elevated national ranking in all sports.

**Goal Specifics**

C.1: Compete for conference championships every year by reviewing the past five years competitive record in each program and work with our coaches to identify the critical factors for success, developing competitive goals, evaluating progress against goals, and correcting deficiencies on an annual basis.

C.2: Identify early and then actively recruit the best high school student-athletes for all sports, annually, and ongoing, with an emphasis of recruiting the top local athletes.

C.3: Budget sufficient recruiting funds for all sport programs in order to identify and attract the best student-athlete talent.

C.4: Position UHM Athletics as a major athletic trade partner with Pacific Rim countries and ensure that our proximity to Asia offers a competitive advantage over mainland NCAA FBS athletics programs.

C.5: Recruit and retain high quality coaches by conducting searches that identify diversity in skills, talents, ethnicity, gender, veteran status and individuals with disabilities and provide a competitive compensation package.

C.6: Support our coaches and student-athletes with the opportunity for achievement and success.

C.7: Maintain competitive schedules in all sports to best position programs to be selected for NCAA championship tournaments.

**Strategic Goal D:** Enhance Student-Athlete Welfare.

**Goal Specifics**

D.1: Significantly increase student-athlete academic success towards the 90th percentile nationally as measured by the NCAA Academic Progress Rate and Graduation Success Rate.

D.2: Transform our student athlete health, nutrition and strength & conditioning programs to better meet the needs of our student-athletes.
D.3: Strengthen the academic engagement process for student-athletes by expanding resources at the Nagatani Learning Center, provide more study space, have appropriate staffing levels for academic advising, and provide summer session support for all student-athletes.

D.4: Emphasize and counsel student-athletes of the expectations and realities of the social, academic, and athletics programs, including the cultural aspects of Hawai‘i that they will face during their tenure at the University of Hawai‘i.

D.5: Develop and implement a best practice for identifying and recruiting student-athletes with a strong likelihood of contributing toward competitive success and completing academic requirements for graduation.

D.6: Provide video analysis systems and multimedia technology to enhance student-athlete learning and performance.

D.7: Initiate, monitor, and evaluate a student-athlete recognition program resulting in increased recognition of the accomplishments of our student-athletes.

**Strategic Goal E:** Be a national model in program leadership, management, and NCAA compliance.

**Implementing Actions**

E.1: Build a team of outstanding coaches and staff who share a common vision for excellence focused on having a positive attitude and intent toward, and providing excellent service to, our internal and external customers.

E.2: Apply the criteria of a program of excellence and inventory current public relations, marketing, and outreach programs, detailing what is being done; who is doing it; when it is being done; why it is being done; what it is costing; what the sources of funding are; what is missing; and who is accountable.

E.3: Develop, implement, and evaluate a plan for improving customer service, including marketing, public relations, community affairs, and alumni relations.

E.4: Develop, implement, and evaluate a model NCAA compliance program focused on the education of all constituencies regarding the perils of failing to comply.

E.5 Demonstrate integrity, transparency, and accountability both internally and externally in everything we do.

**GUIDELINES FOR EXECUTION**

The strategic plan will be implemented July 1, 2013 as follows:
1. The Strategic Plan will be implemented by an Agenda for Action that covers one-year intervals. The Agenda for Action will consist of the Strategic Goal with Implementing Actions, the responsible office, the timeline, and budget for each action.

2. The Department of Athletics must prioritize and allocate an estimated budget and resources to carry out the Strategic Plan. The budget is the single most important instrument for making dreams come true.

3. The Department of Athletics will review the Strategic Plan quarterly and provide a progress report to the Chancellor on an annual basis.