

THE UNIVERSITY of NEW MEXICO

ATHLETIC DEPARTMENT | 2015-2020 STRATEGIC PLAN

DEVELOPING LOBOS FOR LIFE



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DEVELOPING LOBOS FOR LIFE
A STRATEGIC PLAN • 2015-2020

UNIVERSITY OF NEW MEXICO



DEVELOPING LOBOS FOR LIFE *STRATEGIC PLAN FOR ATHLETICS*

STATEMENT OF PURPOSE

The University of New Mexico Department of Athletics is at the end of a planning cycle that has seen tremendous growth and positive change in the department and within its sports programs. The accomplishments of the 2009-2014 plan are defined in the Appendix I of this document. The purpose of the accompanying Strategic Plan is to build upon the success of the past and create a vision for the future of Lobo Athletics.

The accompanying plan will serve as a guide the University of New Mexico Department of Athletics as it sets new priorities, identifies and allocates resources, and serves to create a unifying direction for coaches, student-athletes, and athletics' staff, the University community, including faculty, administration, alumni and supporters. As the University of New Mexico asserts itself as a regional University and the Flagship University of the state of New Mexico, this plan seeks to:

- Clearly define the Department of Athletics' Mission, Vision, and Core Values;
- Ensure alignment with the University and the region's Vision and Core Values;
- Identify specific goals and action steps that will enable New Mexico Athletics to achieve its commitment to the University, student-athletes, alumni and supporters;

- Provide a management, planning and assessment tool for the President and the Director of Athletics;
- Enable and foster a collaborative positive working environment for students, faculty, coaches, and staff through common goals initiatives.

The **DEVELOPING LOBOS FOR LIFE** Strategic Plan establishes goals and priorities for Athletics and clearly defines the Department's purpose and mission—"Developing Lobos for Life." The Plan is intended to serve as a clear and collaborative guide for the operation of the Athletics program through at least 2020, although some initiatives may carry over beyond that date. The Plan is intended to be a fluid document that will adapt as the ever-changing landscape of college athletics demands. With ever increasing demands upon athletics, this plan encourages growth, expansion and a clear plan for regional growth. The plan encourages broad-based oversight and University-wide participation in the future of Lobo Athletics.

The core of a successful implementation of the plan will rest upon the University community's ongoing commitment to building a quality Division I intercollegiate athletic experience for a diverse population of student-athletes. The effectiveness of the Plan will be further reliant upon the University and the region to assume a shared commitment to the Athletics program, its contributions to the state and its shared commitment to the well-being of the student-athletes that has characterized the planning process.

EXECUTIVE SUMMARY

In late May 2014, the New Mexico Department of Athletics was nearing the end of the five-year plan that had guided their program since the plan's implementation in 2009. The Athletics Department, led by Vice President for Athletics Paul Krebs, initiated a process to develop a strategic plan that would serve the Department into the year 2020 and beyond. Collegiate Sports Associates (CSA) was engaged by Krebs to assist in the planning process.

With the objective of the plan being to create a plan that could lead the Department through an ever-changing landscape of intercollegiate athletics, the Vice President for Athletics appointed a Strategic Planning Steering Committee of eighteen (18) members from a wide range of constituent groups to oversee the strategic planning process. The Strategic Plan that was created will serve as a guide and unifying document of reference for coaches, student-athletes, athletics department staff, the University community, alumni, stakeholders throughout the region, and supporters of Lobo Athletics.

A broad based Mission, Vision, and Core Values (M/V/CV) Work Group supported the Steering Committee. The Committee's charge to the M/V/CV Work Groups, composed of eleven (11) members was to review the current Athletics' Mission and Vision Statements as well the established Core Values for the Athletics Program and make any revisions that would provide a foundation for the overall strategic planning process. The resulting Mission, Vision, and Core Values statements were shared with constituent groups and approved by the Vice President for Athletics and the Strategic Plan Steering Committee.

After thoroughly reviewing the results of a Landscape Analysis of the current status of the Athletic Program, the M/V/CV Work Group developed a draft of Goals and Objectives for the Athletics Program. These Goals and Objectives became the starting point for other Work Groups charged with fully developing the various components of the Strategic Plan. Work Groups were appointed to further refine the Goals and Objectives in six priority areas. Ultimately each of the six Work Groups identified the strategies needed to reach the goals set for their area of concentration as well as the action steps required to implement the strategies, assigned accountability for each action step and time frames for completion, anticipated resource requirements, and identified key metrics for measuring progress.

Todd Turner, President of Collegiate Sports Associates and the lead consultant for the Strategic Planning process, initiated the planning project with a presentation on the future of intercollegiate athletics to the entire Athletics Department on May 18, 2014. A Landscape Analysis of the status of the Department and its aspirations was conducted in June. The analysis included an on-line survey of the observations and opinions of staff, faculty, supporters, students, student-athletes, head coaches and athletic staff. The survey yielded 211 responses and the results of the survey were shared with the M/V/CV Work Group, as were the

observations of Vice President for Athletics, Paul Krebs. The assessment also included personal interviews by consultants Todd Turner, and CSA VP Pam Overton with a member of the Board of Regents, distinguished donors, student-athletes, athletics staff and University administration, including the President of the University, Dr. Robert G. Frank.

The Landscape analysis indicated that the Department is healthy and moving forward in a cohesive mission to support student-athlete development, excel in athletic competition, and to do so with integrity. The analysis also revealed the need to tell this story effectively within the University and the region. While the University and the Athletics Department have always valued doing more with less, it is increasingly more difficult to achieve excellence within the resources available. The survey indicated it will be necessary to make a renewed effort to identify new sources of revenue and additional regional support for the athletics program. The analysis indicated great pride in the accomplishments of student-athletes in the classroom and the staff and facilities that have been put in place to support academic achievement. The department rightfully takes pride in the fact that the current debt for athletic facilities is well below other comparable programs, but maintenance and upgrades continue to be of concern. Many of those surveyed and the VP for Athletics indicated a need for better communication. As athletic programs develop there is a tendency to develop operational silos that would benefit from better communication and collaborative efforts. Responses indicated that morale within the Department would improve if there were better avenues of communication within the department. As the quest for competitive excellence becomes more and more complex, there is a need to establish clear goals for individual sports programs and the expectations within the changing landscape of college sports. As these goals are set, the Department would benefit from some reward system and acknowledgement of those who go above and beyond to be part of the team.

These analyses were presented to the Strategic Planning Steering Committee on July 23, 2014. The results served as a basis for the work of the M/V/CV Group that initially developed the goals and objectives that were the basis of the Strategic Plan. This M/V/CV Work Group met for a one-day retreat to thoroughly review the Landscape Analysis and develop the framework of what was to become the framework for the Strategic Plan.

After the M/C/CV Work Group completed their work, six additional Work Groups were appointed by the Director of Athletics to complete the work on the six priority areas identified by M/V/CV Work Group. The six Work Groups were made up of individuals with a wide range of expertise from throughout the athletic department and the University. The Work Groups were charged with identifying strategies in six goal categories. The Groups developed major goals spread among the six priority areas. The priority areas and their goal statements include:

1. **STUDENT-ATHLETE WELL-BEING** – Lobo Athletics will prepare Student-athletes to be Lobos for Life.
2. **COMPETITIVENESS** - All Lobo teams will be positioned to compete regularly for Conference Championships and advance in postseason play.

3. **COMMUNICATIONS** - Lobo Athletics will effectively tell our story to all our internal and external constituents.
4. **RESOURCES** - Lobo Athletics will generate resources to support a 3.6 % annual growth in budgeted revenue, assuming a 3% annual growth in budgeted expenditures, which will lead to a one million dollar reserve fund.
5. **GOVERNANCE** – Lobo Athletics is a source of pride for all of New Mexico because we compete successfully, operate with integrity and represent the entire state with dignity.
6. **CULTURE** - Lobo Athletics Developing Lobos for Life is all inclusive—(staff, coaches, fans).

The Work Groups developed nineteen (19) strategies to be implemented in order to achieve the strategic goals and objectives. Additionally they identified ninety-four (94) action steps that would be needed to fully activate the nineteen strategies to achieve the goals of the Plan. In addition to identifying strategies and action steps, the Work Groups developed a tracking grid that assigned accountability, estimated resource requirements, identified key measurements, and set time frames for the completion of each action step and strategic initiative. They also put together a detailed master time-line for tracking progress on the implementation of the plan.

During the months of September and October, Mr. Krebs was kept abreast of the progress of these working groups and in late October the groups met to share their work with each other and presented a draft to Mr. Krebs. On November 12, 2014 a meeting was held to share the draft with the Department of Athletics staff and the Strategic Plan Steering Committee for their endorsement and ultimate adoption. The resulting Strategic Plan, which serves as a management tool for the Department of Athletics and as a guide for the University is set for adoption and immediate implementation.

THE STRATEGIC PLANNING PROCESS

The preparation to begin a Strategic Plan began in May 2014. The University of New Mexico Vice President for Athletics, Paul Krebs engaged Collegiate Sports Associates for Athletics, to assist in the planning process.

The initial step in the CSA planning process for the Strategic Plan was to provide context for developing the plan and clearly define expected outcomes. Paul Krebs, and CSA Consultant, Todd Turner, presented an overview of the planning process and desired outcomes to the Athletics Department on June 18. (Exhibit A)

LANDSCAPE ANALYSIS

In August, 2014, Collegiate Sports Associates conducted personal interviews and collected data via an electronic survey as a part of the landscape analysis (Exhibit B)

As a part of the analysis Todd Turner, President of Collegiate Sports Associates/Lead Consultant, and Pam Overton VP of Collegiate Sports Associates, visited campus for two days. They met various stakeholders including senior administrators in the Athletics Department, University administrators, and faculty. They also met with key supporters Rick Galles, Jerry Geist, Steve Chavez and Adam Harrington as well as Regent Jamie Koch.

An electronic survey designed to gather observations and opinions of key stakeholders was administered to all athletic staff, SAAC Board (student-athletes), Athletic Council, Lobo Club Board and the Steering Committee for the Strategic Plan. In addition to this analysis were the observations of Vice President for Athletics Paul Krebs (Exhibit C).

The interviews and survey findings revealed many of the unique features of the University of New Mexico Athletics. Among them are:

1. **There is a sense of pride in being a visible and successful part of the Flagship University of the state of New Mexico and the region and state leadership is very supportive.**

This is enviable and something to be nurtured and directed to help the athletics program grow its base of support. Many responses indicated that efforts should be stepped up and that the entire region will be enhanced through the visibility and success of a competitive athletics program.

2. There is an unwavering commitment to the academic success and the well-being of the student-athlete.

The Center for Student-Athlete Success represents a significant commitment to the mission of the University and the Department of Athletics. There has been a commitment to staff (Clinical Psychologist and a Certified Sports Nutritionist have been added to staff) and other resources to support the academic mission. Those interviewed take great pride in the success of student-athletes in the classroom.

3. Championship performances have been an expectation even in a culture of doing “more with less.”

UNM has fostered the development of championship performances and has won Conference championships in eight sports in each of the past two years. As these Championship performances have been achieved, expectations have risen and all teams are striving for Top 3 finishes in the Mountain West Conference.

4. There is a strong culture of integrity and compliance.

UNM Athletics has a reputation of integrity and commitment to rules, regulations and University guidelines. All those interviewed or responded indicate this culture must be nurtured in order for the program to be successful.

5. There is a commitment to cultivating and rewarding coaching talent.

UNM remains competitive in coaching salaries and in identifying and attracting coaching talent.

There also appeared to be a consistent acknowledgement of trends that challenge the effective operation of the Athletic Department:

1. Communication within the Department needs to be improved.

Staff feels underappreciated and feels that better communication would lead to better morale within the department. While most of the staff supports the administration, they are looking for a more inclusive administrative process and one that rewards success.

2. Silos have started to re-emerge and the Department needs a renewed commitment to teamwork.

For the Department to operate most effectively, the administration needs to address the issues of transparency and teamwork. A more supportive culture needs to be established in recruiting, identifying resources, and getting out the message of Lobo

Athletics. Things such as coaches and staff attending each other's events, socializing across sports, and developing a Department-wide commitment to recruiting in all sports should improve teamwork.

3. National governance issues are affecting all athletics programs and UNM needs a clearly articulated response plan.

As the landscape continues to change, the University, the Department of Athletics, the Board of Regents, and the support base must be aligned in their plan to keep UNM viable as a part of the Conference and the national competitive landscape.

4. Revenue generation is essential for continued success.

While this is not new to the Department of Athletics, it is certainly growing in its sense of urgency. For the program to continue to perform and meet the expectations of its constituencies new revenue sources must be identified and support must continue to grow.

5. There is a need to "tell our story" locally, regionally, nationally, and throughout the expanding international recruiting base.

As the Department recommits to a solid foundation of teamwork, coaches and staff must unite in their efforts to get out the message of Lobo Athletics. This kind of teamwork can pay tremendous dividends. The Department should embrace all available technology and media.

There is a great anticipation that a universally supported Strategic Plan for Athletics supported by a well-articulated Vision for Lobo Athletics will make a difference in the collaborative success of the academic and athletic mission.

THE VICE PRESIDENT FOR ATHLETICS PERSPECTIVE

Paul Krebs is a veteran athletics administrator who has been serving as Director of Athletics since June 1, 2006. In spring of 2007 he was named Vice President for Athletics. Under Krebs, New Mexico programs have been competing for conference championships and national recognition in every sport. The program has continually ranked among the top non-BCS institutions in the Learfield Sports Directors' Cup. His observations and assessment provided important context to the development of the strategic plan and included the following:

What is working well

1. Competitiveness – doing more with less.
2. Academic Center – student-athlete success.
3. Paying and recognizing talent – coaches.
4. Campus and State leadership is very supportive.
5. Improvement to facilities – comprehensive, all with no debt (private & state support).

Challenges (needed improvements)

1. Communication, internally especially.
2. Football & developing support.
3. Silos have started to re-emerge – need more teamwork.
4. Operating budgets.
5. Appreciation for what has been accomplished – celebrating success (championships won, s-a achievements, facility improvements, etc.).
6. Need an “identity” that speaks to who we are and what makes us unique and a high quality place to work and compete.
7. National governance issues – how will they impact UNM, how will we identify and implement our responses.
8. Fundraising and resource development, especially for operating budgets and major giving.
9. Changes in representation on the UNM Board of Regents.
10. Explaining funding models to campus colleagues.

Opportunities

1. We should compete for the conference championship in Football.
2. Build fan support.
3. New Regents.
4. Relationship with state government.

Goals & Priorities

1. NCAA Governance changes: How do we stay relevant nationally as a school and conference?

2. Facilities – continue to improve and maintain (baseball, track & field, skiing, wt. room for Olympic programs, football stadium renovation, branding and esthetics/identity packages).
3. Improve communication – tell our story, create a sense of team, use of social media, utilize technology effectively.
4. Student-athlete well-being – holistic support expanded to include postgraduate opportunities.
5. Improve Student-athlete participation in decision-making.
6. Revenue generation.
7. Develop a long-range fiscal strategy with projections.
8. Celebrate successes and tell our story.

STRATEGIC PLANNING STEERING COMMITTEE & STRATEGIC PLANNING WORK GROUP

To oversee the planning process, a Strategic Planning Steering Committee (Exhibit D) was appointed by the Vice President for Athletics. The Strategic Planning Steering Committee members were selected to ensure broad based participation and included senior University officials, members of the faculty, senior athletics administrators, Lobo Club, Alumni Association, Letterman’s Association, SAAC, coaches, and the community. The committee was supported by a Mission/Vision/Core Values (M/V/CV) work group comprised of ten (10) individuals with significant experience in University positions, both internal and external to the Athletics Department. (Exhibit E) The (M/V/CV) group met on July 23 for a planning retreat to initiate the formal planning process.

Mission, Vision, and Core Values Statements

The Mission/Vision/Core Values Work Group spent a great deal of time reviewing and discussing the information gathered in the landscape analysis. The VP for Athletics, Paul Krebs, also led a discussion of his assessment and views on where the Department’s challenges and opportunities.

The Work Group reviewed the University’s Mission, Vision, and Values (Exhibit F) as a foundational document for their planning. The Work Group also reviewed the recently adopted Mission, Vision, and Core Values of the Athletics program and discussed the relevance to the current position of UNM and the changing landscape in Division I athletics (Exhibit G).

The groups spent considerable time with the foundational aspect of the Athletics Department’s Mission. After a lengthy review, it was decided that while the currently stated Mission reflected a core commitment, it did not rise to the level of a simple statement that left no uncertainty as to the Mission the Department wanted all constituents to embrace. After considerable discussion, the M/V/CV Work Group changed the Mission Statement to

“Developing Lobos for Life.” The Work Group felt that statement reflected their commitment to student-athletes, alumni, university programs and athletic success.

After thoroughly reviewing the University of New Mexico’s stated Mission, Vision, and core Values and discussing how the Department of Athletics fit within that umbrella, the Mission Vision and Values Work Group collectively endorsed the following statements (Exhibit H):



UNIVERSITY OF NEW MEXICO • DEPARTMENT OF ATHLETICS

MISSION

DEVELOPING LOBOS FOR LIFE!

VISION STATEMENT

The University of New Mexico athletics aspires to be the premier athletic program in our Conference and recognized as a national leader in intercollegiate athletics with an international reputation for excellence.

CORE VALUES

Student Athlete Experience - We provide an environment that promotes personal, academic, athletic, and social development. We prepare Lobos for Life!

Integrity - We are honest, respectful, and accountable.

Excellence - We maximize our efforts and talents to ensure success of the Lobos.

Respect - We value the importance of diversity, fairness, goodwill and sportsmanship.

Lobo Pride - We support an atmosphere that embraces school spirit, honors tradition, and develops Lobos for Life!

PRIORITIES, GOALS AND STRATEGIES

After completing the Mission, Vision, and Values Statements, the M/V/CV Work Group began identifying specific priorities for the Department. Six Priority areas were identified for the Department:

1. Student-athlete Well-being.
2. Competitiveness.
3. Communications.
4. Resources.
5. Governance.
6. Culture.

With recommendations from Kurt Esser, Departmental Coordinator of the Strategic Planning Process, and other appropriate staff, the VP for Athletics appointed six additional Work Groups (Exhibit H) to assist the M/V/CV Work Group in setting measurable goals in each of the priority areas. Ultimately, relying on the combined expertise and efforts of all groups the following goal statements were developed:

1. **STUDENT-ATHLETE WELL-BEING** - Prepare Student-athletes to be Lobos for Life.
 - a. Student-athletes achieve their full potential as students.
 - b. Student-athletes train and compete to reach their full potential as athletes in a safe, non-threatening environment that prioritizes their physical and emotional health.
 - c. Student-athletes are well prepared to pursue a career of their choice.
2. **COMPETITIVENESS** - All of our teams will be positioned to compete regularly for Conference Championships and advance in postseason play
 - a. Our teams will finish at the top of the Mountain West Conference.
 - b. We will recruit student-athletes who are champions.
 - c. Our coaches will be excellent teachers, respected national for their expertise, dedication, and competitive success.
 - d. We will provide championship facilities at the top of the Mountain West Conference.

3. COMMUNICATIONS - We will effectively tell our story to all our internal and external constituents.
 - a. The UNM “Brand” will be widely known.
 - b. We will be fully engaged in the life of our State and local community.
 - c. We will use all available technology to deliver our message.
 - d. We will enhance communication with student-athletes and staff.

4. RESOURCES - We will generate resources to support a 3.6 % annual growth in budgeted revenue, assuming a 3% annual growth in budgeted expenditures, which will lead to a one million dollar reserve fund.

5. GOVERNANCE - UNM is a source of pride for all of New Mexico because we compete successfully, operate with integrity and represent the entire state with dignity.
 - a. We will operate with integrity and ethical behavior and comply with all rules, regulations and laws that are applicable to the Athletic Department.
 - b. We are positioned to proactively address changes in the national landscape of NCAA Division I athletics.
 - c. We are committed to engaging University leadership, legislators, and community leaders on the mission of the Athletics Department and the University as a whole.

7. CULTURE - Developing Lobos for Life includes all of us—(staff, coaches, fans)
 - a. The entire athletics staff will be fully engaged in the Athletic Department, including the daily operation and the implementation of the Strategic Plan.
 - b. We will recognize and celebrate our collective and individual accomplishments.
 - c. We will promote a spirit of good sportsmanship, great customer service and community.
 - d. We will seek opportunities for professional growth for all staff and coaches.
 - e. We will study office and facility logistics as an element in a great department culture.

Each of the six Work Groups also developed a series of strategies and action steps that when pursued, would enable the successful attainment of the Strategic Plan.

ACTION STEP MATRIX

The Work Groups developed a comprehensive list of action steps that would be undertaken to implement the strategies and achieve the goals identified in the plan. The Matrix also defined accountability, key measurements, resource requirements, and time frames for completion that were developed and put into a management matrix document for use in tracking progress on the plan. (Exhibits I – N)

THE FINAL REPORT

The Department of Athletics Strategic Plan for 2015-2020, DEVELOPING LOBOS FOR LIFE, was completed and submitted to the VP for Athletics and to the President for adoption in December 2014.

EPILOGUE

The true value of Strategic Planning is not in the document that is created but in the planning process that brought people together to review, assess, examine, visualize, explore and to contribute and create. The process used to give life to this tremendously important document was intentionally inclusive to encourage broad-based participation that will ultimately lead to buy-in and ownership by the University, its many constituents, stakeholders and supporters. It is intended to be a document that encourages continuous improvement, not only in the content of the Plan, but also in continued collaboration and support for the successful operation of the Department.

Until changed through a similar collaborative and inclusive process, the Mission, Vision, and Core Values should serve as constant reminders of the significant value of the Athletics program to the distinct culture that characterizes the University of New Mexico. The values should be celebrated widely and serve as a constant reminder of the University of New Mexico's commitment to the student-athlete and the success of the entire program.

As conditions change, so too may the goals, strategies, and action steps in place to achieve change. Thus, this Strategic Plan should always be viewed as a dynamic and ever-changing document that will guide the University of New Mexico for years to come as it Prepares Lobos for Life!

UNIVERSITY OF NEW MEXICO ATHLETICS • CHRONOLOGICAL ACCOUNTABILITY

ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
IV.1.c.i. Close Naming Rights Gift for The Pit	VP/Athletics, Associate AD/Development	Staff time, cost of re-branding arena	Average of \$500,000 per year to the Pit Renovation Fund	COMPLETED	PK
I.2.d.i Develop and facilitate the Wellness & Intervention Team (WIT) for the purpose of identifying student-athletes in distress and engaging early intervention and support.	Clinical Psychologist	Staff / Time	Annual psych services analysis	2014 - Summer (On-Building) - COMPLETED	VV/HV
VI.2.b.ii Lead all staff with a recognition of fellow staff (thank yous!)	C.O.O./Culture Committee	First 5 min of All-Staff		Fall 2014 (On-building) - COMPLETED	KME/TC
V.3.c.i. Provide updates to University President and Regents on a regular basis.	Vice President for Athletics	HR: staff time	Updates provided on a regular basis.	On-Building - COMPLETED	PK
V.3.c.ii. Provide updates to elected officials as needed.	Vice President for Athletics	HR: staff time	Updates provided on an as-needed basis.	2015 - Spring (On-Building) - COMPLETED	PK
I.1.a.i Conduct of a survey of SAAC on how to improve their academic experience.	Life Skills Coordinator	Survey instrument & Staff Time	Develop and have students complete the survey. Review the data and develop strategies	2015 - Spring	
I.1.b.i Evaluate UNM Athletics Academic Performance Metrics	VP for Athletics & Assoc. A.D for Student Dev.	Staff Time	Performance Metrics	2015 - Spring	
I.1.c.iii Develop in-house new advisor training and continuing education programming	Life Skills Coordinator & Assoc. A.D. for Student Dev.	Staff Time	Plan developed Plan implemented	2015 - Spring	

UNIVERSITY OF NEW MEXICO ATHLETICS • CHRONOLOGICAL ACCOUNTABILITY

ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
I.1.d.i Develop student major selection process and educational opportunities	Assoc. A.D. Student Dev. & Advisement Staff	Staff Time Campus Collaboration	Educational Programs Implemented Major Selection Process	2015 - Spring	
I.3.a.i Create a survey to send out to current & former student-athletes	Athletic Career Specialist & Life Skills Coordinator	Staff Time	Survey bank of questions	2015 - Spring	
II.2 a.i. Develop a "profile" for successful Student-Athletes (Academics, social, competitive)	Head Coaches, Asst. Coaches, Sport Supervisor Assoc. AD Student Development	Staff Time	Profile for each sport is complete	2015 - Spring	
II.4.a.ii Create a list of facilities that have deferred maintenance. Prioritize needs and present a budget to address needs.	Assoc. AD Facilities	Staff Time / TBD	Annual review	2015 - Spring	
II.4.a.iv. Create a set of expectations and protocols for maintaining excellent facilities.	Assoc. AD Facilities	Staff Time	Protocols presented to Athletic Director with proposed budget requirements	2015 - Spring	
III.3.a.ii. Cost analysis of current web provider for GoLobos.com. Includes apps for both apple and android.	Assistant Director/ Communications	Staff time/Amount of \$\$	Measure current costs and needs assessment to update.	2015 - Spring	
VI.1.d. Create templates for staff/committee make up, including attention to demographic makeup	H.R./Leadership Team approval	Time	Must be used and be current	2015 - Spring	

UNIVERSITY OF NEW MEXICO ATHLETICS • CHRONOLOGICAL ACCOUNTABILITY

ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
VI.1.e. Develop a list of staff interested in working on various committees	H.R./AD Admin.	Time, organization	Must be used and be current	2015 - Spring	
VI.2.b. Review and track ticket opportunities (Balloon Fiesta, etc.)	Fun Committee/AD Admin.	Time	Give priority to non-LT & non-HC staff. Better communication methods	2015 - Spring	
VI.3.a.iii. Enhance staff involvement in community service projects with S-A	Community Service/Sr. Assoc. AD Ext.	Time, organization	Participation (Lobo Day of Service)	2015 - Spring	
VI.4.a.i. Launch a "PD" committee to plan create/review ideas for admin and staff	Leadership Team	Annual budget for education	Participation	2015 - Spring	
VI.4.a.iv. Encourage Senior Staff and Head Coaches to develop relationships/mentorships with new HC and Asst Coaches	Leadership Team/Head Coaches	Time, organization	Participation/retention/Asst. Coaches advancement	2015 - Spring	
II.1.a.i. Message the expectation of competitive success.	VP for Athletics & Sport Supervisors	Staff Time	Evidenced by including competitive success notes in staff communication and meetings and chance encounters.	2015 - Spring (On-going)	
II.2.a.iv. Fully develop the potential of student athletes, by gaining testimonials from former Student Athletes and displaying them prominently.	Alumni Lettermen's Association, Associate AD Student Development	Staff time, potential increase in Lettermen's Budget	Testimonials collected and shared.	2015 - Spring (On-going)	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
VI.1.a. Re-Launch (AND re-name) the "Fun Committee" to plan social activities for staff	Sr. Assoc. for Ext.	Time (new events may require a budget)	Committee Re-Launched Plan Introduced to Staff	2015 - Spring (On-building)	
VI.1.b. Ask members of Leadership team to "kick off" social events with a message, update or call for input	Leadership Team	Time	Participation & Feedback	2015 - Spring (On-building)	
VI.1.f. Create key messages for all staff to have on Department Goals and priorities.	Communications	Timely distribution	Annual and situational (use hazing incident template) messages	2015 - Spring (On-building)	
VI.5.a.i. Identify needs for work stations, furniture, branding elements	Culture Committee/Facility Assoc. AD/C.O.O.	Time, organization, office space?	Participation	2015 - Spring (On-building)	
iii.4.a.i Athletic Director will meet quarterly with the SAAC	VP for Athletics	Staff Time	Communication strategies developed and created	2015 - Spring (On-building)	
III.4.a.ii. SAAC members will continue to be included in staff meetings and leadership team meetings.	Associate AD/Student Development	Staff Time	Communication strategies developed and created	2015 - Spring (On-building)	
iii.4.a.iii Staff will seek input from student-athletes on great inclusion in departmental policy decisions.	Associate AD/Student Development	Staff Time	Survey & solicit feedback on department decisions	2015 - Spring (On-building)	

UNIVERSITY OF NEW MEXICO ATHLETICS • CHRONOLOGICAL ACCOUNTABILITY

ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
IV.1.a.i. Increase visibility of Football Head Coach & Coaching Staff through community appearances/speaking engagements per year, starting in 2014-15	Assistant AD for Marketing, Director of Football Operations	Staff & Coaches' time	Monitor coaches' appearances and report annually	2015 - Spring (On-building)	
IV.1.a.v. Explore spring events & other fan oriented events such as autograph sessions	Assistant AD/Marketing, Director of Football Operations	Staff, Team & Coaches' time	3-5 fan engagement events per sport	2015 - Spring (On-building)	
IV.1.c.ii. Increase Annual Major Gifts for The Pit Renovation Fund	Associate AD/Development, Assistant AD/Major Gifts	Staff Time	Minimum of \$200,000 per year to the Pit Renovation Fund	2015 - Spring (On-building)	
IV.1.c.iii. Improve Collection Rates for Scholarship Fund and Premium Seats	Associate AD/Development	Staff time, cost of mailings	Increase in collection rates	2015 - Spring (On-building)	
V.1.a.i Provide education throughout the year to university staff and student-athletes regarding rules and regulations.	Asst. Athletics Director for Compliance	HR: staff time; potential printing costs	Ensure that at least one rules education session was available to every staff member and student-athlete during the academic year.	2015 - Spring (On-building)	
V.1.a.ii. Provide education to donors and community members (i.e. high school students and personnel, etc.) regarding rules and regulations applicable to them.	Asst. Athletics Director for Compliance	HR: staff time; potential printing costs	Meet with Lobo Club Board of Directors at least once each academic year. Outreach to community members through in-person meetings or distribution of educational materials/information at least	2015 - Spring (On-building)	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
V.2.a.ii. Anyone active on a committee must provide updates to the Athletic Department regarding national news/trends on an annual basis.	Staff who serve on various committees	HR: staff time; potential cost to travel to meetings	Address Athletic Dept. staff at least once per academic year at an All-Staff Meeting regarding the work of their committee and any national news or trends.	2015 - Spring (On-building)	
V.2.b.i. Develop policies for coaches and staff to attend their National Association Meetings. Reward those who take leadership positions in their associations.	Director of Human Resources and Leadership Team	HR: staff time; cost for membership fees and potential travel costs	Attendance rate reported to Leadership Team on annual basis for staff in each area. This should include who in each area holds leadership positions in their associations.	2015 - Spring (On-building)	
V.2.b.ii. Coaches and staff are required to provide an update on their association status.	Coaches and staff who have associations that they could choose to join	HR: staff time	Reports collected on an annual basis	2015 - Spring (On-building)	
V.3.a.i. Invite staff and faculty leaders to an athletic event with legislator/community leaders to promote open communication.	Assoc. AD for Student Development (with input from Leadership Team about who should be invited)	HR: staff time	Review program annually to ensure that invitations have been extended to staff and faculty leaders.	2015 - Spring (On-building)	
I.1.d.iii Educate students on the proper use of Lobo Trax (degree audits and degree plans)	LCSAS Advisement Staff	Staff Time	Student Advisement Survey	2015 - Spring (On-building)	
I.1.d.iv Have students review and follow their degree plans for their respective majors upon the acceptance into a major	LCSAS Advisement Staff	Staff Time	Student Degree Plans	2015 - Spring (On-building)	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
I.3.a.ii Work with athletic Alumni Letterman's Association to gather contact info/connect with former students	Asst. A.D. for Student Dev. & Director of Alumni Lettermen's Association	Staff Time	Meetings & follow-up	2015 - Spring (On-building)	
I.1.a.ii Enhance summer bridge program for Freshmen student-athletes	Learning Specialist & FAR	Staff Time & Collaboration with Campus Partners	Plan Dev., Plan implementation and Evaluation	2015 - Summer	
I.1.b.ii Develop new Academic Performance Metric Goals	VP for Athletics & Assoc. A.D. Student Dev.	Staff Time	Performance Metrics Goals	2015 - Summer	
I.2.a.i Review physician hours in the clinic to ensure they are meeting the needs of our students.	Head Athletic Trainer & Head Team Physician	Staff time	Schedule Change	2015 - Summer	
I.2.a.ii Review medical personnel in the training room and need for additional ATC staff.	Head Athletic Trainer & Head Team Physician	Additional Staff	Staff hired	2015 - Summer	
I.2.a.iv Schedule monthly in-service with physicians and other healthcare providers	Head Athletic Trainer & Head Team Physician	Staff Time \$500	Information dissemination	2015 - Summer	
I.2.b.ii Develop a facility improvement plan in coordination with the OPC project	Head Athletic Trainer & Athletic Trainer	Staff time	Improvement plan	2015 - Summer	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
I.2.b.iii Develop a capital equipment plan and proposal.	Head Athletic Trainer	Staff Time	Capital equipment plan and proposal	2015 - Summer	
I.2.d.iii Evaluate staffing needs	Clinical Psychologist	Staff Time	Evaluation of Staffing Needs.	2015 - Summer	
I.2.e.i Execute a needs analysis.	Athletic COO & Nutritionist	Staff/Time	needs Analysis	2015 - Summer	
I.3.a.iii Survey JR/SR student-athletes and recent graduates (within 3 yrs.) to identify needs	Asst. A.D. for Student Dev. & Life Skills Coordinator	Staff Time	Listserv Email	2015 - Summer	
I.3.a.iv. Analyze feedback to guide next steps	Asst. A.D. for Student Dev. , Life Skills Coordinator & Athletic Career Specialist	Staff Time	Final Report, Meetings & follow-up	2015 - Summer	
II.1.a.ii. Develop a bonus incentive program that rewards competitive success.	VP for Athletics & Sport Supervisors	Costs TBD	Plan to recognize success is created and implemented	2015 - Summer	
III.3.a.ii Review coaches compensation packages to remain competitive within conference.	VP Athletics, Chief Operating Officer, Sports Supervisors	Costs TBD	Based on last 5 years compensation increases, moving expenses, Head Coaches salary in top 3 of MW	2015 - Summer	
IV.1.b.i. Capitalize on all licensing opportunities, including international licensing	Sr Assoc AD/Marketing	Staff time & travel costs	Increase in international licensing revenue	2015 - Summer	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
IV.1.d.ii. Maximize Contract Terms for Special Events by analyzing facility rental fees, concessions/parking/merchandise agreements, etc.	C.O.O.	Staff Time	Increase special event revenue at The Pit and University Stadium	2015 - Summer	
VI.2.c. Establish criteria and process for nominating individuals for recognition (within athletics, campus wide and/or nationally)	Community Service/H.R.	Time to review opportunities and write nominations	Diverse participation	2015 - Summer	
VI.3.a.i. Provide education on good sportsmanship. Setting a great example for our Coaches, S-A and fans	Sport Coordinators	Time, organization	MW measures	2015 - Summer	
VI.3.a.ii. Educate staff on good ways to resolve conflict, provide constructive feedback, etc.	H.R./Leadership Team	Time in "open forums"	Staff Feedback	2015 - Summer	
VI.3.a.iii. Enhance education on diversity, equity and inclusion	Community Service/Sr. Assoc. AD Ext.	Time, organization	Participation (Lobo Day of Service)	2015 - Summer	
III.3.b.iii Create streamlined communications plan to keep up with current trends/technologies	Senior Associate AD	Staff time/Amount of \$\$	Strategies developed and created.	2015 - Summer	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
IV.1.a.iv. Explore the possibility of a fan referral & rewards program	Assistant AD/Marketing	Investment in scanning software infrastructure ~\$50K	Number of referrals and rewards program participants	2015 - Summer	
III.3.a.i. Develop a profile of success for Sport Supervisors, Head Coaches and VP for Athletics to use when a coaching opening comes at UNM.	VP Athletics, Head Coach, Sports Supervisor	Staff Time	Checklist created and shared with staff	2015 - Summer (On-going)	
II.2.c.i. Communicate important recruiting information (who is visiting, etc.) broadly within the athletics department.	Sport Supervisor, Coaches, Assistant AD Compliance	Staff Time	Point person is identified and messages are sent to all staff regarding recruiting updates.	2015 - Summer (On-going)	
II.2.a.ii. Fully educate coaches on strengths of UNM and New Mexico by updating Cosas Buenas, Lobos4Life and other recruiting materials	Sports Supervisors, Head Coaches	Staff Time	Education program developed and implemented	2015 - Summer (On-going)	
1.1.c.i Advisors participation in campus wide advisor institutes and Advise-L meetings	Assoc. A.D. Student Dev. & Asst. A.D. for Student Dev.	Staff Time	Assessment of staff participation	2015 - Summer (On-going)	
1.1.c.ii Advisors participation in state-wide, regional and national professional Dev. opportunities	Assoc. A.D. Student Dev. & Asst. A.D. for Student Dev.	Staff Time & \$4,000 annually	Assessment of staff participation	2015 - Summer (On-going)	
I.1.d.ii Develop and disseminate education and prevention on mental health and human performance topics in collaboration with Life Skills	Clinical Psychologist	Staff Time	Student-athlete surveys (SHAC, Exit Interviews & Athletics) Workshop evaluations	2015 - Summer (On-going)	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
I.1.d.ii Student referrals to campus advisement resources	LCSAS Advisement Staff	Staff Time	Student Advisement Survey	2015 - Summer (On-going)	
II.1.b.ii Create a 5 year plan for each sport, with potential growth opportunities	Sports Supervisor, Coaches	Staff Time	Plans completed and given to Director of Athletics	2015 - Summer (On-going)	
III.1.a.i. Develop Policies on color usage, primary logo usage and Lobos font. Update & promote brand identity standards.	Senior Associate AD/ Marketing & Revenue & Equipment Operations Manager	Staff time	Policies created & implemented	2015 - Summer (On-going)	
III.1.a.ii Develop needs assessment on what teams using branding correctly. In addition, quantify costs to get all programs updated.	Equipment Operations Manager	Staff time	Needs assessment completed. Report shared with AD and staff	2015 - Summer (On-going)	
III.1.a.v Register marks internationally and align with University expansion (Mexico, China, Brazil, Australia, New Zealand, European Union and possibly Malaysia).	Senior Associate AD/ Marketing & Revenue & UNM Global Initiatives	Staff time/Amount of \$\$	Costs assessment of registered marks on an annual basis.	2015 - Summer (On-going)	
III.2.b.i Develop strategies to improve internal communication within athletics department including student-athlete's	Senior Associate AD & SAAC President	Staff Time	Strategies developed and created. Shared with AD and staff	2015 - Summer (On-going)	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
III.2.b.iii Create an internal committee to review and approve causes and initiatives supported by athletics units and student-athletes.	Senior Associate AD/Sprit Program Coordinator & Community Relations Coordinator/SAAC President	Staff Time	Develop team & survey department to determine causes and efforts to be supported. Shared with AD and staff	2015 - Summer (On-going)	
IV.1.a.ii. Increase ticket sales (season, single & group) by 3% per year through increased advertising and enhanced focus on group ticket sales	Sr Assoc AD/Marketing, IMG Learfield Ticket Solutions	Staff time, Increase marketing budget ~\$10K	Football & Women's Basketball ticket revenue	2015 - Summer (On-going)	
IV.1.a.iii. Enhance game day experience from arrival to departure by improving customer service, increasing interaction with student-athletes, and enhancing in-game/post-game entertainment	Assistant AD for Marketing, Assistant AD for Events	Staff time, increase game day staff budget	Customer satisfaction survey, renewal rates	2015 - Summer (On-going)	
V.1.c.i. On an annual basis, review and update the Athletic Dept.'s camp and clinic manual. Distribute to staff within the department who work with camps/clinics.	Asst. Athletics Director for Compliance	HR: staff time	Annual review and distribution.	2015 - Summer (On-going)	
I.1.b.iii Develop a new plan to improve institutions academic performance metrics	Assoc. A.D for Student Dev., LCSAS Staff & Campus Partners	Staff Time & Collaboration with Campus Partners	Academic Performance Plan Dev.	2015 - Fall	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
I.1.c.i. Utilize completed study to develop a plan for an Olympic Performance Center.	Dir. of Athl. Perf., Asst. Dir. of Athl. Perf & Athletic COO	Staff / Time	Olympic Performance Center Plan	2015 - Fall	
I.1.c.ii Finalize the size, layout and essential equipment for the Olympic Performance Center.	Dir. of Athl. Perf., Asst. Dir. of Athl. Perf & Athletic COO & Assoc. AD of Facilities	Staff / Time	Layout and essential equipment established Project bid	2015 - Fall	
I.2.b.i Complete a facility audit to include comparison to other MW institutions	Head Athletic Trainer & Athletic Trainer	Staff Time	Facility Audit Comparison Report	2015 - Fall	
IV.1.b.vi. Review Athletics concessions opportunities by establishing a team to evaluate revenue potential from various concession options	VP/Athletics, Sr Assoc AD, University Purchasing	Staff time	Increase in concessions revenue	2015 - Fall	
V.1.b.i. Expand use of JumpForward database.	Asst. Athletics Director for Compliance	HR: staff time	Full implement the collection of practice log information to JumpForward.	2015 - Fall	
V.3.b.i. Create a committee to review the engagement of university leadership and community leaders on the mission of the Athletics Department.	Committee chair (appointed by Leadership Team) / Sr. Assoc. AD and SWA	HR: staff time	Creation of a committee.	2015 - Fall	
V.3.b.ii. Annual committee meeting with a report of progress and recommendations made to the VP of Athletics.	Committee chair (appointed by Leadership Team)	HR: staff time	Annual meeting and report.	2015 - Fall	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
VI.1.c. Develop an "open house" forum. Once a semester have lunch and an opportunity to ask questions	H.R./Culture Committee	Topics, Guest speakers, lunch are all costs	Participation & Feedback	2015 - Fall	
VI.4.a.ii. Launch an Assistant Coaches professional development forum	Sport Coordinators/Compliance	Time, organization	Success of Asst. moving into HC positions	2015 - Fall	
VI.4.v. Educate all staff on "Lobos for Life"	Leadership Team/Head Coaches	Time, organization, cost of new posters, banners	Staff can communicate the mission of "We Develop Lobos for Life"	2015 - Fall	
II.1.b.i Benchmark assets and resources against conference teams	Sports Supervisors	Staff Time	Benchmarked data is provided to Athletic Director	2015 - Fall	
II.2.c.ii. Develop and implement a plan to ensure that all staff understand their role in recruiting by developing a "one sheet" for all staff on recruiting tips	Sr. Associate AD, Sport Supervisors-Marketing, Assistant AD Compliance	Staff Time	One Sheet created and discussed with all staff	2015 - Fall (On-building)	
I.3.c.i Create/Maintain a database of graduates and business partners who have ties to Athletics & former athletic staff	Asst. A.D. for Student Dev. , Director of Alumni Lettermen's Association, Athletic HR Representative & Lobo Sports Properties General Manager	Staff Time	Meetings & regular upkeep of database	2015 - Fall (On-building)	
VI.2.a. Create a budget to purchase general athletics department apparel for all Athletic Department staff.	Equipment/licensing Dir.	\$10,000	Lobo Branded, not sport specific	2015 - Fall (On-building)	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
VI.2.d. Create a program for season ticket holders/donors to identify and reward great team members	Asst. AD/Events & Sr. Assoc. AD Ext.	Use of GIK, Time, Printing or web based. Pins or signs "May I help you?"	Retention of "front liners", Fan Feedback	2015 - Fall (On-building)	
VI.4.a.iii. Create ways to enhance "YP" (young professionals) experience	Leadership Team/Sports Admin program	Time, organization	Participation	2015 - Fall (On-building)	
III.1.a.iv Update all facilities (fields, offices, signage, etc.)	Associate Athletic Director - Facilities	Staff time/Amount of \$\$	Review of all facilities to determine updates	2015 - Fall (On-building)	
III.2.b.ii Analyze current external affairs structure for improving communications & promotions of athletics	General Manager/Lobo Sports Properties	Staff Time	Review current external structure & strategies to improve communication. Shared with AD and staff	2015 - Fall (On-building)	
III.3.b.iv Analyze & Assess LoboTV department to keep up with current trends	Senior Associate AD/Lobo TV Producer	Staff time/Amount of \$\$	Strategies developed and created.	2015 - Fall (On-building)	
V.1.b.ii. Collect information about best practices at other institutions and implement where needed to improve procedures and oversight.	SWA/Asst. Athletics Director for Compliance	HR: staff time; membership costs for national organizations; possible travel costs to attend conferences and meetings	Annual review of best practices at peer institutions.	2015 - Fall (On-building)	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
V.1.c.ii. Ensure that all necessary documentation related to each camp and clinic is gathered and reviewed for adherence to department policies.	Asst. Athletics Director for Compliance and Director of Human Resources	HR: staff time	Annual review to ensure that paperwork has been turned in and reviewed for all camps/clinics.	2015 - Fall (On-building)	
V.2.a.i. Active review of openings on conference and national level.	Individual to be appointed	HR: staff time	Update list annually of spots on conference and NCAA committees that will be opening within the next academic year.	2015 - Fall (On-building)	
V.3.a.ii. Re-establish LOBO caravan to strengthen relationships with rural New Mexico. Take at least one trip each academic year.	Assoc. AD for Development and Senior Assoc. AD for Marketing	HR: staff time; cost to travel	At least one trip taken somewhere within NM each academic year.	2015 - Fall (On-building)	
IV.1.b.ii. Evaluate LoboTV sponsorship opportunities	Sr Assoc AD	Staff time, additional LoboTV staff ~35K	Number of subscribers, sponsorship revenue	2016 - Spring	
IV.1.b.iii. Explore/assess premium or reserved seating & parking opportunities at Olympic sports through the creation of premium or reserved seating and parking inventory outside of Football & Basketball	C.O.O., Associate AD/Development	Build premium seating at Olympic Sports facilities ~\$TBD	Premium seating revenue and Lobo Scholarship Fund donations	2016 - Spring	
IV.1.b.iv. Actively promote Athletic facility rentals by updating facility rental sales materials and website and increasing advertising regarding rental opportunities	C.O.O., IMG Learfield Ticket Solutions	Staff time, increase advertising budget ~\$5,000	Increase facility rental revenue	2016 - Spring	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
IV.1.b.v. Propose exclusive tailgate opportunities at home events	Sr Associate AD, Associate AD/Development	Staff time, cost of tents, catering, extra game day staff	Increase in Lobo Club donations and tailgate revenue	2016 - Spring	
I.3.b.ii Implement curriculum/program	Assoc. A.D. Student Dev. & Amy Neel	Staff Time	Follow-up with participation data	2016 - Spring	
II.4.a.iii. Develop a library photos and notes of other MW and similar schools facilities	Head Coaches, Asst. Coaches, Sport Supervisor, COO Admin Asst.	Staff Time	Add to facility Master Plan wish list	2016 - Spring (On-Building)	
I.3.c.ii Provide targeted career informational sessions & excursions that tailor to the academic backgrounds of our student	Athletic Career Specialist & Life Skills Coordinator	Staff Time, Budget	Meetings, follow-up, Budget upkeep	2016 - Spring (On-Building)	
I.3.c.iii Create newsletter (quarterly) that focuses on anything and everything career Dev.	Athletic Career Specialist & Life Skills Coordinator	Staff Time	Follow-up with Career Center & other resource areas	2016 - Spring (On-Building)	
III.1.a.iii Quantify costs on all facilities (fields, offices, signage, etc.)	Associate Athletic Director - Facilities	Staff time	Costs assessment completed. Report shared with AD and staff	2016 - Spring (On-Building)	
I.1.c.iii Identify funding sources and raise the funds necessary to complete the Olympic Performance Center.	Dir. of Athl. Perf., Asst. Dir. of Athl. Perf & Athletic COO, VP for Athletics & Assoc. AD of Dev.	Staff Time/ \$5 Million	Funding sources identified and raised, construction complete	2016 - Summer	
I.2.e.ii Identify specifications of dining hall: identify potential space/existing space/size layout/staffing/etc.	Athletic COO, Nutritionist & Assoc. AD of Facilities	Staff/Time	Assessment of Needs Analysis	2016 - Summer	
I.2.e.iii Calculate cost/funding necessary to carry out project. Including cost of food.	Athletic COO, Nutritionist & Assoc. AD of Facilities	Staff/Time	Unknown until 1.2.e.i and 1.2.e.ii completed	2016 - Summer	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
I.2.e.iv Develop a plan a of action for meeting student-athletes needs associated with a dining hall.	Athletic COO, Nutritionist, Assoc. AD of Dev. & Sr. Assoc. AD for Mktg and Rev.	Staff/Time	Plan of Action	2016 - Summer	
II.4.a.i. Appoint a committee to update facilities master plan	Chief Operating Officer, VP for Athletics, Assoc. AD Facilities	Staff Time / TBD	Committee completes plan and presents to Athletic Director	2016 - Summer	
IV.1.c.iv. Increase Lobo Club membership to 5,500 by improving our annual Ambassador Drive, enhancing our marketing efforts, investing in additional advertising, and selling more season tickets in donor areas at Football & Basketball	Associate AD/Development	Staff time, increase marketing budget ~\$5,000	Increase in renewal rates and overall membership number	2016 - Summer	
IV.1.c.v. Increase Revenue from Premium Seating areas to at least \$2.1 million	Director of Premium Seating	Increase advertising budget ~\$2,500	Increase in club seat season & single game tickets sold	2016 - Summer	
IV.1.d.i. Continue to explore strategy for securing special events at The Pit and University Stadium	C.O.O., Assistant AD/Events	Staff Time	Increase special event revenue at The Pit and University Stadium	2016 - Summer	
II.2.a.iii. Develop an employee recognition/reward program based upon contributions to recruiting.	Sports Supervisors, Head Coaches, Sr. Associate AD	Staff Time	Program developed and implemented. All staff fully engaged in recruiting	2016 - Summer (On-Building)	
II.1.a.iii. Recognize and reward competitive success in a central location.	VP for Athletics & Sport Supervisors	Costs TBD	Central location is identified and records and success become visible	2017 - Summer	

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ACTION STEP	ACCOUNTABILITY	RESOURCE REQUIREMENTS	KEY METRICS	COMPLETION	COORDINATOR INITIALS
III.3.a.i. Coordinate needs assessment to enhance game day experience. This includes Wi-Fi technology in all venues	Associate Athletic Director/Facilities & Assistant AD/Events	Staff time/Amount of \$\$	Measure current costs and needs assessment to update.	2019 - Spring	