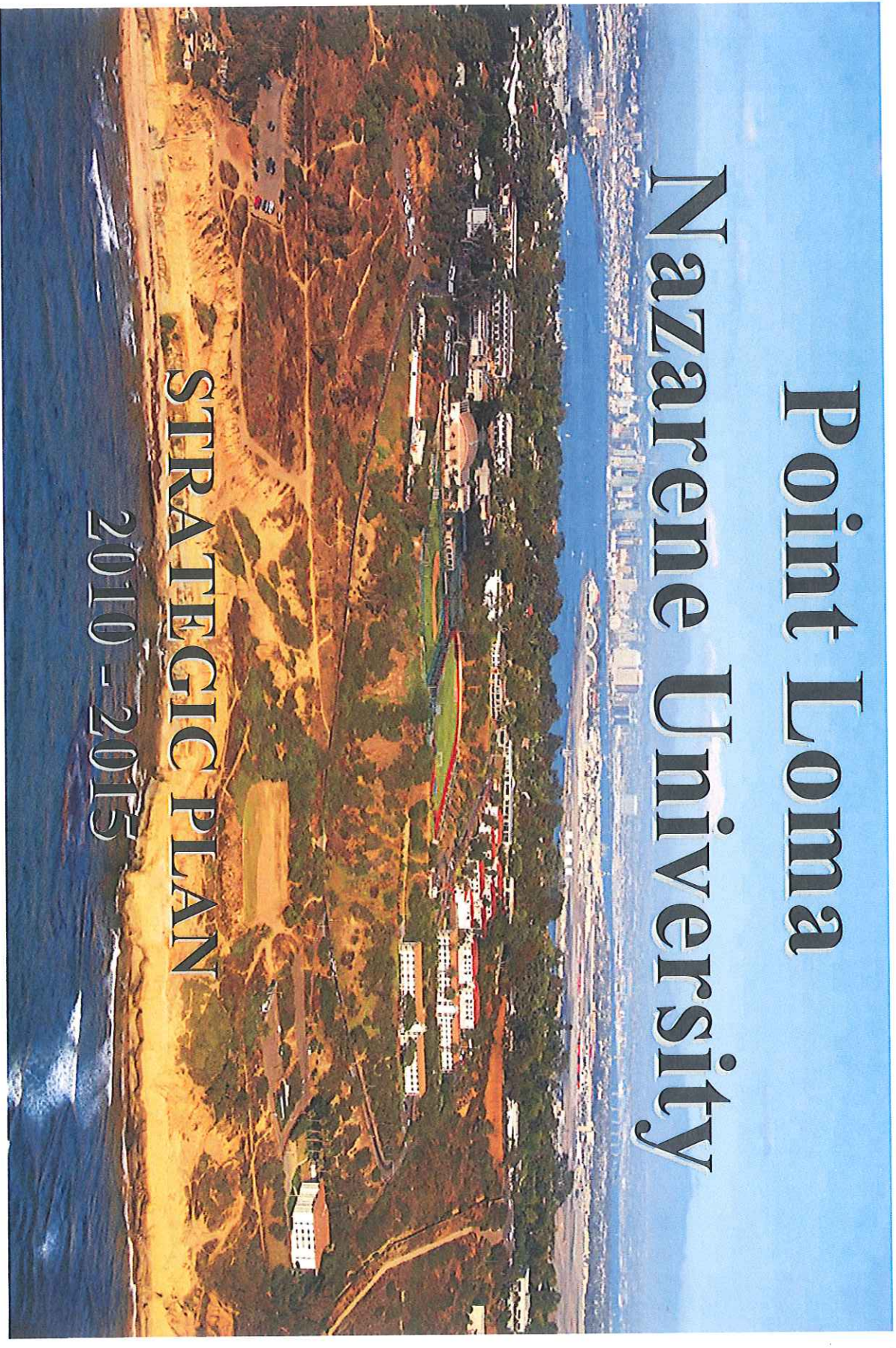


Point Loma Nazarene University

STRATEGIC PLAN

2010 - 2015





Priority: Competitive Excellence

Context: PLNU's athletic teams have been successful in the NAIA and Golden State Athletic Conference for many years. PLNU has every intention of being successful in its new league (The Pacific West Conference) and at the NCAA Division II national level.

Objective: Compete successfully at the conference, regional, and national level in every sport and provide a complete, well-rounded experience for our student-athletes. PLNU champions a Christ-centered environment where student-athletes experience holistic growth while pursuing academic and athletic distinction.

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Employ a full-time Compliance Coordinator with no additional responsibilities	Commensurate with experience. Funding - university general fund	VP, AD	2010-11 FY	<ul style="list-style-type: none"> Selected August, 2010 Began paperwork September, 2010 Full-time June, 2011
2. Employ a full-time head women's volleyball coach with SWA responsibilities (previous model had a part-time coach as head coach)	Commensurate with experience. Funding - university general fund	VP, AD, Human Resources	January, 2011	<ul style="list-style-type: none"> Job description completed December 30, 2010 Job announcement January 1, 2011 Phone interviews followed by on-campus interviews started January 15, 2011 Coach hired January 25, 2011
3. Employ a full-time head men's basketball coach with no additional responsibilities (previous model had Athletic Director doing both)	Commensurate with experience. Funding - university general fund	VP, AD, Human Resources	April, 2011	<ul style="list-style-type: none"> Job description completed March, 2011 Job announcement March 15, 2011 Coach hired April 11, 2011

4. Build new athletic offices in gymnasium	\$200,000 Project completed with university funding	VP, AD, Physical Plant	August, 2011	<ul style="list-style-type: none"> Plans finalized April, 2011 Building began mid-May Project completed August, 2011
5. Employ a full-time head men's soccer coach (previous model had one head coach for both men's and women's soccer)	Commensurate with experience. Funding - university general fund	VP, AD, Human Resources	January, 2012	<ul style="list-style-type: none"> Job description completed December 1, 2011 Job announcement December 15, 2011 Coach hired on Jan. 18, 2012
6. Increase scholarship funding	Reallocate \$300,000 previously budgeted elsewhere	VP, AD, Administrative Cabinet	2013-14 FY	<ul style="list-style-type: none"> Specific amounts for each sport determined and approved by President in February, 2012 New scholarship figures communicated to coaches in April, 2012 Funds transferred to each sport in July 2013
7. Build soccer practice facility/intramurals on north end of campus	Funding - fundraised dollars and university general fund	President, AD, Physical Plant	July, 2014	<ul style="list-style-type: none"> Plans finalized July, 2013 Bid September, 2013 Building begins March, 2014
8. Remodel team locker rooms and build baseball clubhouse	Funding - fundraised dollars	President, AD, Physical Plant	July, 2016	<ul style="list-style-type: none"> Draft plans Fall, 2014 Bid January, 2015 Construction May, 2015
9. Re-design, re-sod and re-structure soccer/track facility	University general fund, fundraised dollars	President, SD, AD, Physical Plant	July, 2012	<ul style="list-style-type: none"> Draft plans, Dec. 2011 Bids, Feb. 2012 Construction May, 2012
10. Insert field turf in outfield of baseball stadium	University general fund, fundraised dollars	President, SD, AD, Physical Plant	July 2014	<ul style="list-style-type: none"> Draft plans, Dec. 2014 Bids, Jan., 2015 Construction May 2015
11. Build Fitness Center	Funding – fundraised dollars	President, AD, Physical Plant	July 2017	<ul style="list-style-type: none"> Draft plans Fall, 2015 Bid January, 2016 Construction May 2016

12. Build 2,500 sq. foot track/soccer storage facility – Includes park/seating area for spectators.	Funding – Fundraised dollars	AD, Physical Plant	July 2013	<ul style="list-style-type: none"> ○ Draft plans December, 2012 ○ Bids January, 2012 ○ Construction May, 2012
13. Purchase and install track/soccer scoreboard	Fundraised dollars, sponsorships	AD, Physical Plant	July 2014	<ul style="list-style-type: none"> ○ Draft plans December, 2013 ○ Bids January, 2014 ○ Installation May, 2014
14. New theatre seats for gymnasium.	Funding – Fundraised dollars	AD	July 2014	<ul style="list-style-type: none"> ○ Draft plans December, 2013 ○ Bids January, 2014 ○ Installation May, 2014

Priority: Governance and Institutional Control

Context: Institutional control and presidential authority are primary principles of NCAA Division II. The Guiding Principles for a Model Division II Athletics Program include:

- **Integration and Institutional Control** - A model Division II athletics program is integral to the educational mission of the institution, is fully integrated as an athletics department in the institution's budget and management operations, and is committed to the principle of institutional control.
- **CEO Oversight** - A model Division II member institution's CEO sets forth a vision for the institution's intercollegiate athletics program, ensures that adequate resources exist for the athletics department to carry out this vision, emphasizes the importance of the institution's compliance system and the roles of various departments (e.g., financial aid office) in this system, and prioritizes self-reporting of compliance violations and compliance with Title IX.
- **AD Management** - A model Division II athletics program shall feature a full-time administrator that takes responsibility for the academic and athletics success of the athletics department. As the manager for the department, the AD shall implement the institution's vision for intercollegiate athletics consistent with the institution's mission and philosophy. The AD is also responsible for creating an environment that prioritizes sportsmanship and civility. The AD should serve as a primary athletics administrator and should not have other major responsibilities (e.g., should not also serve as a compliance officer; should not also serve as a coach).
- **FAR Involvement** - A model Division II member institution shall include the active involvement of the faculty athletics representative as the key institutional liaison to the athletics department and should be supported and funded by the institution to perform these functions. The involvement of the FAR should include eligibility or academic related duties. The FAR should also serve as a key contact for student-athletes.
- **SWA Involvement** - A model Division II athletics program shall include the active involvement of the senior woman administrator in decision making regarding key issues and in the general operations of the athletics department. The SWA is a senior level administrator, and she should have the title of assistant or associate athletics director.
- **SAAC Involvement** - A model Division II athletics program shall feature an active institutional SAAC that represents the concerns and ideas of the institution's student-athletes in all sports and is committed to the overall welfare of the student-athlete. The institution should have at least one student-athlete representative on the conference SAAC.

1. Objective: Increase presidential involvement in intercollegiate athletics

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. President will attend Division II orientation	\$1,000	President, AD	Fall, 2011	o Attended 2012 meetings
2. President will regularly attend conference meetings	\$1,000	President, AD	Annual	o Began January, 2012
3. President will attend NCAA Convention	\$1,000	President, AD	Annual	o Began January, 2012
4. President will establish regularly scheduled meetings with the FAR	None	President, FAR, AD	Annual	o Began Spring, 2012
5. President will establish regularly scheduled meetings with the AD	None	President, AD	Monthly	o Began June, 2011
6. President will meet annually with the Student-Athlete Advisory Council	None	President, SWA	Annual	o Began Fall, 2012
7. President will meet with the FAR, SWA and AD to review conference and help frame legislative initiatives and help frame institutional positions on legislation	None	President, AD	Annual	o Began January, 2012

2. Objective: Change Athletic Director role and functions to properly meet NCAA Division II expectations.

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Provide funding for AD to attend NCAA Regional Rules Seminar, NACDA and NCAA convention	\$4,000	AD	March, 2011	<ul style="list-style-type: none"> o NACDA, 2010 o NCAA Regional Rules, May, 2011 and 2012 o NCAA, January, 2012
2. Eliminate coaching responsibilities	None	VP, AD	April, 2011	<ul style="list-style-type: none"> o New coach, April, 2011
3. Modify administrative structure to reflect new responsibilities	None	AD	May, 2011	<ul style="list-style-type: none"> o New reporting tree, April 2011
4. Redraft Athletic Director's job description	None	VP, AD	May, 2011	<ul style="list-style-type: none"> o Implemented June, 2011
5. AD meets regularly with the President to discuss Division II transition	None	President, AD	June, 2011	<ul style="list-style-type: none"> o Implemented June, 2011
6. Create procedures to investigate rules violations	None	VP, AD, Compliance Coordinator	January, 2012	<ul style="list-style-type: none"> o Implemented Spring, 2012
7. Established dual reporting lines between AD to VP-Student Development and to President	None	AD, VP, President	November 2011	<ul style="list-style-type: none"> o Implemented November, 2011

3. Objective: Change Faculty Athletic Representative (FAR) role and functions to properly meet NCAA Division II expectations

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Draft job description to reflect duties and reporting line to the President	None	AD	May, 2011	<ul style="list-style-type: none"> o Implemented August, 2011
2. Upgrade responsibilities and rules of FAR	None	AD, FAR	Sept., 2011	<ul style="list-style-type: none"> o Implemented Fall, 2011

3. Provide funding for FAR to attend the NCAA Regional Rules Seminar.	\$3,000 from President's budget	President, AD, FAR	June, 2012	<ul style="list-style-type: none"> o Attended meetings June, 2012
4. Provide funding for FAR to become involved with the Faculty Athletic Representative Association (FARA)	None	President, AD, FAR	June, 2012	<ul style="list-style-type: none"> o Annual
5. Work with IAC to revise policy for missed classes for student-athletes	None	AD, IAC, FAR, Provost's Office	December, 2011	<ul style="list-style-type: none"> o Draft January, 2012 o IAC approval February, 2012 o PLNU APC approval June, 2012
6. Develop student-athlete exit interview instrument and procedure	None	Assoc. AD, AD, FAR	Quarterly	<ul style="list-style-type: none"> o Draft October, 2011 o Implemented December, 2011 o Share results June, 2012
7. Chaired Compliance Committee	None	FAR, Compliance Committee	July, 2012	<ul style="list-style-type: none"> o Ongoing
8. Chaired and organized IAC	None	AD, IAC	September, 2011	<ul style="list-style-type: none"> o Ongoing

4. Objective: Establish Senior Woman Administrator (SWA) position to reflect new roles and responsibilities consistent with NCAA expectations

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Draft job description to reflect duties and responsibilities	None	VP, DA	January, 2011	○ Implemented April, 2011
2. Appoint SWA	None	VP, AD	March, 2011	○ Implemented April, 2011
3. Provide funding for the SWA to attend the NACWA convention, the NCAA Regional Rules seminar and the NCAA Convention	\$4,000	AD, SWA	January, 2012	○ Attended NCAA Convention Jan., 2012 ○ Regional Rules June, 2012 – Every other year – Ongoing ○ NACWA Fall, 2013 – Every other year
4. Create and join the Athletics Finance Team	None	AD, Asst AD for Finances, Compliance Coordinator	August, 2011	○ Ongoing meetings to analyze scholarship and operational budgets
5. Work with the VP of Student Development and institution's Title IX representative to establish Gender and Diversity plan	None	VP Student Development, SWA	May, 2012	○ Initial meetings Fall, 2012 ○ Created drafts and committees Spring, 2012 ○ Final approval May, 2012

5. Objective: Establish Student-Athlete Advisory Council

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Determine membership criteria	None	AD, SWA	May, 2011	<ul style="list-style-type: none"> Members revised criteria/passed as part of constitution, November, 2011
2. Select members and appoint advisor	None	AD, SWA	May, 2011	<ul style="list-style-type: none"> Appointed advisor June, 2011 Selected members August, 2011
3. Draft constitution and bylaws	None	SWA, SAAC	December, 2011	<ul style="list-style-type: none"> Completed December, 2011
4. Conduct first 2011-12 meeting, review draft constitution and bylaws, select officers	None	SWA, SAAC	September, 2011	<ul style="list-style-type: none"> First meeting-September, 2011 Officers selected, October, 2011 Final draft of bylaws reviewed/adopted December, 2011
5. Review DII feasibility study, provide comments to AD, study committee and President	None	SWA, SAAC	September, 2011	<ul style="list-style-type: none"> Completed Fall, 2011
6. Review institution's Strategic Plan for Athletics, provide feedback to the AD, President, and planning committee	None	SWA, SAAC	April, 2012	<ul style="list-style-type: none"> Began process, March, 2012
7. Discuss and adopt constitution and bylaws	None	SWA, SAAC	October, 2011	<ul style="list-style-type: none"> Constitution and bylaws adopted December, 2011
8. Develop SAAC strategic plan	None	SWA, SAAC	December, 2012	<ul style="list-style-type: none"> Begin process, August, 2012

9. Discuss proposed NCAA preliminary legislative proposals and conference SAAC positions	None	SWA, SAAC, AD, FAR	September, 2012	<ul style="list-style-type: none"> o Begin process, August, 2012
10. Plan and implement first SAAC sponsored event	None	SWA, SAAC	May, 2012	<ul style="list-style-type: none"> o Implemented first campus engagement project March, 2012 o Implemented first Make-A-Wish event April, 2012

Priority: Model Rules Education and Compliance Program

Context: Rules education and compliance are central to an institution operating within NCAA Division II legislation. A model Division II athletic program includes:

- **Compliance** - A model Division II athletics program shall feature a full-time compliance coordinator whose primary responsibility is the oversight of the institution's compliance system, the coordination of the institution's rules education and the monitoring of rules compliance. The compliance officer should not be a coach and should not be the athletics director. The athletics department should use an electronic or Web-based system for compliance monitoring. The department should also commit to a regular self-analysis to ensure Title IX compliance and a regular external assessment (e.g., Division II Compliance Blueprint visit) to evaluate the strengths and weaknesses of the institution's compliance systems.
- **Coach's Role** - A model Division II athletics program shall feature an environment where head coaches understand their responsibility in establishing a culture of compliance with conference and NCAA rules within the program.

1. **Objective:** Establish a compliance team, build a comprehensive compliance program

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Prospective compliance working group members meet with O&L to discuss roles	Per O&L contract	AD	July 2011	○ Initial conversation, 2010
2. Gain approval for position for Compliance Coordinator position	Commensurate with experience. Funding - university general fund	VP, AD	September, 2010	○ Job description July, 2010

3. Hire a full time Compliance Coordinator	Commensurate with experience. Funding - university general fund	VP, AD	September, 2010	<ul style="list-style-type: none"> Selected August, 2010 Began work June, 2011
4. Begin preliminary discussions regarding compliance committee formation	None	AD, SWA, group members	November, 2010	<ul style="list-style-type: none"> Ongoing throughout 2010 -11 academic year
5. Establish a compliance committee to begin to learn and discuss NCAA compliance expectations and requirements	None	AD, FAR, Compliance Coordinator	September, 2011	<ul style="list-style-type: none"> Had first meeting in July, 2011 and have met weekly since then.
6. Develop detailed production schedule for all compliance components	None	AD, Compliance Coordinator, FAR	May, 2011	<ul style="list-style-type: none"> Completed in May, 2012
7. Establish written step-by-step procedures for each compliance task	None	AD, Compliance Coordinator, FAR, Compliance Committee	May, 2012	<ul style="list-style-type: none"> Completed in May, 2012
8. Develop a comprehensive compliance manual containing all written procedures and forms	None	AD, Compliance Coordinator, FAR, Compliance Committee	May, 2012	<ul style="list-style-type: none"> Completed in May, 2012
9. Implement procedures for monitoring playing and practice, recruiting	None	AD, Compliance Coordinator	January, 2012	<ul style="list-style-type: none"> Jan. 2012 for Fall sports, Sept. 2012 for other sports
10. Review established policies and procedures for monitoring playing and practice, recruiting, revise as needed	None	AD, Compliance Coordinator, FAR, Compliance Committee	January, 2012	<ul style="list-style-type: none"> Implemented in January, 2012
11. Create written procedures for certifying eligibility, showing approval of the President	None	AD, Compliance Coordinator, FAR, Compliance Committee	May, 2012	<ul style="list-style-type: none"> Implement July, 2012
12. Gain access to CA after NCAA Convention, teaching use to coaches and Compliance Committee	None	AD, Compliance Coordinator	February, 2012	<ul style="list-style-type: none"> Monthly orientation

13. Implement CA procedures for eligibility certification process that outline each individual's responsibilities	None	AD, Compliance Coordinator, FAR, Compliance Committee	May, 2012	o May, 2012
14. Implement CA procedures for awarding financial aid to student-athletes	None	Compliance Coordinator, Student Financial Services	May, 2012	o July, 2012
15. Review policies and procedures in compliance manual, revise as needed	None	AD, Compliance Coordinator, FAR, Compliance Comm.	July, 2012	o July, 2012
16. Fully implement NCAA recruiting compliance	None	Compliance Coordinator	Fall, 2012	o Fall, 2012 and beyond
17. Fully implement NCAA financial aid	None	Compliance Coordinator, Student Financial Services	Fall, 2012	o Fall, 2012 and beyond
18. Fully implement NCAA playing and practice seasons	None	Compliance Coordinator	Fall, 2012	o Fall, 2012 and beyond
19. Fully implement NCAA Initial Eligibility	None	Compliance Coordinator, FAR, Records Office	Fall, 2012	o Fall, 2012 and beyond
20. Fully implement NCAA Continuing Eligibility	None	Compliance Coordinator, FAR, Records Office	Fall, 2012	o Fall, 2012 and beyond
21. Establish formal lines of communication, creating contact liaisons for records, admissions, and financial aid offices	None	Compliance Coordinator, Records Office, Financial Aid, Admissions	Fall, 2012	o Fall, 2012 and beyond
22. Develop a system to notify the Compliance office of any changes to a student-athletes status (financial aid, major, dropped classes)	None	Compliance Coordinator, Financial Aid	Fall, 2012	o Fall, 2012 and beyond
23. Develop a policy for remedial courses and their compliance with NCAA eligibility	None	Compliance, Admissions	Fall, 2012	o Fall, 2012 and beyond

2. Objective: Establish a comprehensive rules education program for coaches and staff with compliance responsibilities

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Establish specific dates and times for rules education sessions	None	AD, Compliance Coordinator	July, 2011	<ul style="list-style-type: none"> Began August, 2011
2. Provide funding for compliance committee to attend NCAA Regional Rules Seminars	\$2,000	AD, Compliance Coordinator	Spring, 2011	<ul style="list-style-type: none"> Compliance Committee attended the regional rules seminar in May, 2012
3. Utilize the NCAA Compliance Calendar and compliance production schedule to establish a rules education program for coaches and staff	None	AD, Compliance Coordinator	Fall, 2011	<ul style="list-style-type: none"> Implemented, August 2011
4. Establish requirements for attendance and make-up for missed program	None	Compliance Coordinator	September, 2012	<ul style="list-style-type: none"> Implemented August, 2011 Implemented Aug., 2011
5. Develop and monitor a minimum number of contests and minimum number of participants	None	Compliance Coordinator	May, 2012	<ul style="list-style-type: none"> Draft July, 2011 Implement August, 2012
6. Continue to develop and update PLNU's Athletic Department Operation Manual	None	AD, Assoc. AD, Asst. AD Finance, Asst. AD Facilities, SWA, Compliance Coordinator	Annual	<ul style="list-style-type: none"> Draft April, 2011 Updated revision May, 2012 Implement August, 2012
7. Develop written policies and procedures to evaluate and monitor amateur status of student-athletes	None	Compliance Coordinator	May, 2012	<ul style="list-style-type: none"> Draft July, 2011 Implement August, 2012
8. Establish written procedures for the recruiting process which clearly define expectation, policies, procedures and responsibilities for each individual	None	Compliance Coordinator, Committee	May, 2012	<ul style="list-style-type: none"> Draft July, 2011 Implement August, 2012

9. Revamp policies and procedures in relation to summer camps and clinics.	None	AD, Compliance Coordinator, Assistant AD Facilities, Assistant AD Finance	May, 2012	<ul style="list-style-type: none"> ○ Draft July, 2011 ○ Implement August, 2012
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3. Objective: Establish a rules education program for booster and other representatives of athletics interests				
SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	Specific Time Table
1. Develop educational brochure and distribute to boosters	\$200	Compliance, Asst AD for Media Relations, AD, Associate AD	August, 2012	<ul style="list-style-type: none"> ○ Draft July, 2012 ○ Implement August, 2012
2. Educate boosters on do's and don'ts	None	Compliance, Asst AD for Media Relations, AD	August, 2012	<ul style="list-style-type: none"> ○ Draft July, 2012 ○ Implement August, 2012
3. Put booster do's and don't on athletic website	None	Compliance, Asst AD for Media Relations, AD	August, 2012	<ul style="list-style-type: none"> ○ Drafted August, 2011 ○ Implemented September, 2012

4. Objective: Establish a rules education program for prospective student-athletes

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Outline procedures for advising prospects regarding initial eligibility, Eligibility Center, and amateurism	None	AD, Compliance	September, 2011	<ul style="list-style-type: none"> Draft July, 2011 Implemented August, 2011
2. Instruct coaches and Admissions staff members on their roles in the process	None	AD, Compliance, Admissions, Coaching Staffs	Fall, 2011	<ul style="list-style-type: none"> Draft July, 2011 Implemented August, 2011

5. Objective: Establish a rules education program for enrolled student-athletes

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Utilize the NCAA Compliance Calendar and compliance production schedule to establish a rules education program for student-athletes	None	Compliance, AD, Coaches	Fall, 2012	<ul style="list-style-type: none"> Draft July, 2012 Implemented August, 2012
2. Establish specific dates and times for rules education sessions with each team at the beginning of the school year	None	Compliance, AD, Coaches	August, 2012	<ul style="list-style-type: none"> Draft July, 2012 Implement August, 2012
3. Establish specific dates and times for rules education sessions with SAAC and require coaches to allow SAAC representatives to inform their teammates	None	Compliance, Coaches, SWA	September, 2012	<ul style="list-style-type: none"> Draft July, 2012 Implemented September, 2012
4. Schedule e-mail blasts to all student-athletes regarding compliance issues (gambling, etc.)	None	Compliance, SWA	September, 2012	<ul style="list-style-type: none"> Draft July, 2012 Implemented August, 2012

6. Objective: Include rules compliance in job descriptions and performance reviews of coaches, athletic staff and staff members with compliance responsibilities

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Include stipulations that rules compliance is a condition of employment in letters of appointment for all coaches and athletic administrators.	None	AD, HR,	June, 2012	<ul style="list-style-type: none"> ○ Draft September, 2011 ○ Implemented April, 2012
2. Include compliance responsibilities in the job descriptions, letters of appointment and in the performance reviews of all university staff members involved in rules compliance	None	AD, HR	June, 2012	<ul style="list-style-type: none"> ○ Draft September, 2011 ○ Implemented April, 2012
3. Include a component related to knowledge of and compliance with NCAA rules in performance evaluations	None	AD, HR	June, 2012	<ul style="list-style-type: none"> ○ Draft September, 2011 ○ Implemented April, 2012

Priority: Student-Athlete Growth, Well-Being and Life Skills

Context: The university is committed to NCAA Division II's "Life in the Balance" trademark and to helping student-athletes develop healthy lifestyles. A model Division II athletic program includes:

- Academic Success - A model Division II athletics program shall be committed to the academic success of its student-athletes, measured in part by the total number of student-athletes that earn degrees within six years of initial collegiate enrollment and the fact that student-athletes graduate at least at the same rate as the institution's student body.
- Life Skills - A model Division II athletics program shall be committed to the total development of a student-athlete's life skills, as evidenced by implementing the NCAA CHAMPS/Life Skills or similar program. Life skills programming should effectively engage the community in preparing student-athletes for successes both concurrent with their athletics careers and after their collegiate experiences. A model Division II athletics program will assist student-athletes in developing, identifying and applying transferable skills such as citizenship and leadership in their careers and in their community.
- Athletic Trainers - A model Division II athletics program has an adequate number of certified athletic trainers (NATA guidelines) providing for the safety and well-being of student-athletes. Practices should adhere to the NCAA Sports Medicine Handbook.
- Assessment - A model Division II athletics program shall feature a tool that is used as a written assessment each year to measure the student-athletes' experience. In addition, the athletics department should feature annual written evaluations by managers (e.g., AD, SWA) regarding the performance of coaches and administrators.
- Diversity and Inclusion - A model Division II athletics program shall be committed to the principle of diversity and inclusion. The athletics department shall promote an atmosphere of respect for and sensitivity to the dignity of every person. The department shall also value the opinions of all, initiate a leadership role on campus in this area, and, through diverse hiring pools, strive for gender and ethnic diversity in the institution's administrative and coaching positions.

1. Objective: Provide student-athletes with academic support services

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Identify services available to all students and educate student-athletes about them	None	AD, FAR, SWA	May, 2011	<ul style="list-style-type: none"> ○ Draft Fall, 2010 ○ Implemented, Student Athlete Handbook
2. Develop systems to monitor student-athletes' academic performance	None	AD, FAR, SWA	May, 2011	<ul style="list-style-type: none"> ○ Draft Fall, 2010 ○ Implemented, Student Athlete Handbook
3. Develop intervention strategies when student-athletes are identified to be at-risk academically	None	AD, FAR, Academic Advising Department	May, 2011	<ul style="list-style-type: none"> ○ Draft Fall, 2010 ○ Implemented, Student Athlete Handbook

2. Objective: Establish a life skills program to parallel the NCAA model

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Use the NCAA needs assessment instrument to assist in determining the priority of student-athletes' needs.	None	AD, Assoc. AD, SWA	Fall, 2012	<ul style="list-style-type: none"> ○ Anticipated eligibility for NCAA needs assessment use, October 2012; Distribution of assessment planned for October 2012; Results should be available in November 2012
2. Assign staff to develop and implement the program	None	AD, Assoc. AD, SWA	Fall, 2012	<ul style="list-style-type: none"> ○ Assigned SWA Spring, 2011
3. Use the NCAA program guide to address administrative issues and program evaluation	None	AD, Assoc. AD, SWA	Fall, 2012	<ul style="list-style-type: none"> ○ Implement Fall, 2012

3. Objective: Enhance sports medicine, strength and conditioning programs

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Review athletic training and medical services to ensure the university meets or exceeds NCAA and conference coverage standards. Make programmatic adjustments as required.	None	AD, AT	Summer, 2012	○ Implemented new NCAA standards July, 2011
2. Review strength and conditioning programs for each sport, both in-season and out of season. Make programmatic adjustments as required.	None	AD, AT, Strength and Conditioning Coach	Fall, 2012	○ Implement August, 2012
3. Educate coaches on the institution's emergency medical plans	None	AD, AT	Fall, 2012	○ Distributed plans August, 2011
4. Require that coaches be certified in CPR/AED operation and first aid.	None	AD, AT	September, 2011	○ Implemented August, 2011

4. Objective: Conduct exit interviews with all student-athletes that quit a team, request a release to transfer, withdraw from a team or have exhausted their eligibility

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Add exit interview responsibilities to the Associate AD's duties	None	AD, Assoc. AD	May, 2012	○ Implemented March, 2012
2. Develop a formal set of questions	None	AD, Assoc. AD	March, 2012	○ Draft November, 2011 ○ Approved Dec., 2011 ○ Implemented Jan., 2012

3. Use results in a constructive manner to improve identified areas of concern	None	AD, Assoc. AD	Summer, 2012	<ul style="list-style-type: none"> Evaluate winter and spring surveys June, 2012
4. Share cumulative results with the FAR and Intercollegiate Athletic Committee to help them assess the student-athlete experience at the university	None	AD, FAR, Assoc. AD	Summer, 2012	<ul style="list-style-type: none"> Share results Summer, 2012 in Athletic Director's report

5. Objective: Develop annual written performance evaluations of coaches and administrators

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Include criteria specific to student-athlete treatment. Include coaches' and administrators' assessments of their performance	None	AD, Assoc. AD, HR, VP Student Development	May, 2012	<ul style="list-style-type: none"> Draft August, 2011 Implemented October, 2012
2. Cross-reference coaches' and administrators' assessments with student-athlete exit interview summaries.	None	AD, Assoc. AD	November, 2011	<ul style="list-style-type: none"> Implemented November, 2011

6. Objective: Annually review team rules, on a team-by-team basis, to ensure consistency with regard to student-athlete treatment

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Review team rules with each head coach	None	AD	Summer, 2012	<ul style="list-style-type: none"> Implemented July, 2011

2. Require that rules related to the treatment of student-athletes and consequences for breaking team rules are consistent across programs	None	AD	Summer, 2012	o Implemented July, 2011
3. Use best practices to improve how team rules are presented and enforced	None	AD	Summer, 2012	o Implemented July, 2011

7. Objective: Develop and implement a gender equity and ethnic diversity plan				
SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Establish a Gender Equity and Ethnic Diversity Task Force	None	VP, AD, S/WA, Chief Diversity Officer	Spring, 2012	o Develop plan August, 2011 o Implemented Spring, 2012
2. Survey student-athletes and undertake a study regarding treatment issues including: <ul style="list-style-type: none"> o Equipment and Supplies o Scheduling of Games and Practice Time o Travel and Per Diem Allowances o Tutors/Academic Assistance. o Coach/Student-Athlete Ratio o Locker Rooms, Practice, and Competitive Facilities o Medical/Training Facilities/Services o Housing and Dining Facilities/Services o Publicity o Support Services o Recruitment o Address differences in any treatment area from one sport or team to another 	None	VP, AD, S/WA, CDO	May, 2013	o Create survey draft November, 2012 o Approve draft December, 2012 o Implement Spring, 2013

3. Document efforts to accommodate the athletics interests of both genders	None	VP, AD, SWA, CDO	Annual	<ul style="list-style-type: none"> ○ Hired Title IX consultant January, 2010 ○ Address concerns/issues with IAC Fall, 2010
4. Develop a plan to address gender equity issues. Include measurable goals the institution intends to achieve, steps the institution will take to achieve them, persons responsible and a specific timetable for completing the work	None	President, VP, AD, SWA, CDO	Annual	<ul style="list-style-type: none"> ○ Develop plan June, 2012 ○ Implement August, 2012
5. Review diversity issues in the following areas: <ul style="list-style-type: none"> ○ Institutional and athletics department commitment to diversity ○ Periodic review of department activities ○ Policies/activities to enhance diversity ○ Institutional goals for enrolling minority students and student-athletes ○ Graduation Rates ○ Employment Opportunities ○ Programs that address the needs and issues affecting minority student-athletes 	None	VP, AD, SWA, CDO	Annual	<ul style="list-style-type: none"> ○ Formation of Diversity Council Fall, 2011 ○ Selection of Chief Diversity Officer ○ Graduation collection rate annually ○ Diversity Council defines goals for minority enrollment, ongoing ○ Completion of Operations Manual May, 2012-defines projected programs for diversity enhancement ○ Planned NCAA needs assessment October, 2012
6. Develop a plan to address diversity issues. Include measurable goals the institution intends to achieve, steps the institution will take to achieve them, persons responsible and a specific timetable for completing the work	None	VP, AD, SWA, CDO	Annual	<ul style="list-style-type: none"> ○ Draft plan June, 2012 ○ Implemented August, 2012
7. Have the plans approved by the President and the IAC.	None	President, IAC, AD, SWA, CDO	September, 2012	<ul style="list-style-type: none"> ○ Draft plans August, 2012 ○ Approve plans September, 2012

8. Objective: Develop consistent team travel standards for all sports

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Develop written policies regarding: <ul style="list-style-type: none"> Team Transportation Lodging Meals 	None	AD, Asst. AD for Finance, SWA, Compliance Coordinator	Summer, 2012	<ul style="list-style-type: none"> Draft July, 2012 Implement September, 2012
2. After review by coaches, submit procedures to SAAC and the IAC for comment	None	AD, SWA	Fall, 2012	<ul style="list-style-type: none"> Coaches review August, 2012 SAAC review September, 2012
3. Presidential Cabinet approve the policies	None	President, VP, AD	Spring, 2012	<ul style="list-style-type: none"> Implement August, 2012
4. Hold coaches accountable for to travel policies	None	AD, Asst. AD for Finances	Fall, 2012	<ul style="list-style-type: none"> Implement, Fall, 2012

9. Objective: Develop a student-athlete handbook

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Draft the comprehensive handbook, based on input received.	None	AD, SWA	June, 2011	<ul style="list-style-type: none"> Draft March, 2011 Approved May, 2011
2. After review, distribute to all student-athletes and post on the athletics website	None	AD, SWA, Asst AD for Media Relations	August, 2011	<ul style="list-style-type: none"> Review July, 2011 Printed and distributed August, 2011
3. Added NCAA language, revise and submit to the IAC for comment	None	AD, SWA, IAC	April, 2012	<ul style="list-style-type: none"> Make revisions-ongoing IAC review April, 2012

Priority: Conference Affiliation

Context: Conference affiliation is imperative for a successful experience in the NCAA. Describe the steps taken to identify conferences that have an interest in the university. The university is committed to meeting the requirements of the Pacific West Conference and the expectations of its member institutions.

1. Objective: Coordinate completion of Division II membership process with attaining conference membership				
SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Meet with conference commissioner to discuss <ul style="list-style-type: none"> o Timeline for conference expansion o Timeline for inclusion in conference schedule 	\$2,000	President, VP, AD, Assoc. AD	June, 2011	<ul style="list-style-type: none"> o Initial meeting with PWC in June, 2010 o Continued meetings throughout 2011 regarding schedule and expansion.
2. Develop institutional/conference profile to promote strengths and advantages of inclusion in the conference	None	President, VP, AD, Assoc. AD	April, 2011	<ul style="list-style-type: none"> o Executed in April, 2011
3. Develop travel schedule to visit conference members and assess interest and concerns with conference expansion. Address concerns regarding membership	None	President, VP, AD, Assoc. AD	April, 2011	<ul style="list-style-type: none"> o Met with PWC schools in January, 2011. o Ongoing scheduled meetings and calls.

Priority: Community Engagement and Outreach

Context: The university has taken community involvement as a key component of its mission. Athletics has played a principle role. As a result, the NCAA Division II commitment to community engagement and sportsmanship is consistent with our own.

Community Engagement/Game Environment - A model Division II athletics program will emphasize that a “family friendly” environment should exist at all athletics department events and shall be active in promoting community engagement activities. A model program shall promote and support a positive game environment that will encourage all student-athletes, coaches and fans to respect each other, practice civility, encourage teamwork and understand citizenship responsibilities during the conduct of intercollegiate practice and competitions. An athletics department should develop a policy on sportsmanship and fan behavior for home events. The Student-Athlete Advisory Committee could provide leadership with the development of such a policy.

1. Objective: Expand community outreach through SAAC involvement				
SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Organize SuperFest outreach to inner-city youth in San Diego	All fundraised dollars	SAAC, Asst. AD for Athletic Ministries	January, 2012	<ul style="list-style-type: none"> Developed plans, ongoing annually Work with SAAC, ongoing annually
2. Organize Military Letters Project to engage campus with student-athletes through implementation	All fundraised dollars	SWA, SAAC	March, 2012	<ul style="list-style-type: none"> Create contact Fall, 2011 Executed event March 21, 2012
3. Develop partnership with Make-A-Wish San Diego and implement first Make-A-Wish fundraiser	All fundraised dollars	SWA, SAAC	April, 2012	<ul style="list-style-type: none"> Executed Make-A-Wish Stars sponsorship for baseball game in April, 2012—ongoing

4. Development partnership with Special Olympics to provide game management assistance	None	SWA, SAAC	April, 2013	<ul style="list-style-type: none"> ○ Create contact Fall, 2012 ○ Develop plan Spring, 2013
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2. Objective: Assess home game environment, implement strategies to enhance it

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Use NCAA Division II game environment survey to assess stakeholders' attitudes	None	Assoc. AD, Assistant AD Facilities/Event Management	Spring, 2013	<ul style="list-style-type: none"> ○ Develop new strategy Fall, 2012 ○ Implement Spring/Summer, 2013
2. Develop written strategies, to commit to an appropriate home game environment	None	Assoc. AD, Assistant AD Facilities/Event Management	Spring, 2013	<ul style="list-style-type: none"> ○ Develop new strategy Fall, 2012 ○ Implement Spring/Summer, 2013
3. Take existing policy and re-work with NCAA language	None	Assoc. AD, Assistant AD Facilities/Event Management	Spring, 2013	<ul style="list-style-type: none"> ○ Develop new strategy Fall, 2012 ○ Implement Spring/Summer, 2013

3. Objective: Develop plans to cultivate student fan interest in selected sports

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Developed specific activities to promote increased student attendance at home soccer and volleyball matches	\$500	Assoc. AD, Coach, ASB Spirit Coordinator	September, 2011	<ul style="list-style-type: none"> ○ Met with relevant parties July/August, 2011 ○ Implemented Green Sea student section, August 2011



2. Developed specific activities to promote increased student attendance at home Men's and Women's basketball games	\$500	Assoc. AD, Coach, ASB Spirit Coordinator	October, 2011	<ul style="list-style-type: none"> Met with relevant parties July//August, 2011 Implemented Green Sea for basketball, November 2011
3. Reassess homecoming activities to promote student involvement	None	Assoc. AD, ASB Activities Director	October, 2011	<ul style="list-style-type: none"> Met with relevant parties July//August, 2011 Implemented new plans/ideas September, 2011
4. Work with Admissions to create Preview Days around athletic events	None	Assoc. AD, Admissions Department	Sept., 2011	<ul style="list-style-type: none"> Met with relevant parties July//August, 2011 Implemented new plans/ideas September., 2011

Priority: Marketing and Communications

Context: The university is committed to the key Division II attributes of Learning, Service, Balance, Passion, Resourcefulness and Sportsmanship. It will be a priority to communicate them to the university's sports community. The Guiding Principles for a Model Division II Athletics Program include:

- o **Marketing, Promotions and Media Relations** - A model Division II athletics program should feature a person responsible for promoting the institution's athletics department, and for building key relationships with the media and the community. The athletics program should include marketing strategies for the Division II Strategic Positioning Platform and the six key attributes of the platform. The task of implementing these marketing strategies should be shared by all institutional constituencies. (Service, Passion, Resourcefulness)
- o **Communication/Campus Relationships** - A model Division II athletics program features a communications strategy to keep other key departments (registrar) and positions (financial aid director) on campus up to date regarding athletics department issues. Through communication and collaboration, a model athletics program will reach outward to communities as well as inward to other campus units.

1. **Objective:** Develop a marketing campaign to advertise candidacy in NCAA Division II and to promote the key attributes of the Division II Strategic positioning platform

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Develop a facts sheet and talking points to explain the value of making the change in affiliation and describe the transition	Minimal	Assoc. AD, Asst AD for Media Relations	July, 2012	<ul style="list-style-type: none"> o Draft June, 2012 o Implement August, 2012
2. Develop a comprehensive campaign to inform the public of the change in national affiliation. Use resources including: <ul style="list-style-type: none"> o Athletics website o Game programs o Facebook, Twitter 	None	Assoc. AD, Asst AD for Media Relations	August, 2012	<ul style="list-style-type: none"> o Draft July, 2012 o Implement August, 2012
3. Modify the Associate AD's job description to include marketing and promotion as key responsibilities	None	Assoc. AD, AD, HR	May, 2011	<ul style="list-style-type: none"> o Implemented June, 2011

4. Make the Director of Athletics and selected coaches available to service clubs and community groups to explain what the change means and the value system it is based on.	None	Assoc. AD, Asst AD for Media Relations, AD, Coaches	Fall, 2012	o Implement August, 2012
5. Conduct a meeting with boosters to explain what the change means and the value system it is based on.	None	Assoc. AD, AD	June, 2011	o Held meeting, June, 2011 o Introduced NCAA manual June, 2011
6. Develop marketing and outreach program	None	Assoc. AD, Asst AD for Media Relations, AD	Summer, 2012	o Pac West inaugural season release August, 2012

2. Objective: Use available resources to communicate with the campus community regarding the change in national affiliation

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Provide talking points and facts sheets to the Intercollegiate Athletic Committee for distribution to the campus stakeholders they represent	None	AD, Assoc. AD, VP, FAR	November, 2010	o Created and distributed October, 2010
2. Conduct a forum for faculty to describe the changes in academic requirements for initial and continuing eligibility for student-athletes. Include information on academic monitoring requirements and academic success rates in Division II	None	President, AD, FAR	December, 2012	o First round December, 2010 o Faculty forum in April, 2012

Priority: Short and Long-Term Financial Needs

Context: As noted under the Goal/Priority heading of "Competitive Success" and "Student-Athlete Growth, Well-Being and Life Skills," the university remains committed to funding athletic scholarships and providing its athletics programs with the resources required to be both successful and equitable. The university intends to act in a manner consistent with the following attributes of a model Division II program.

- o **Finances and Sports Sponsorship** - A model Division II athletics program shall be administered with prudent management and fiscal practices to ensure financial stability. Sufficient operating and travel budgets should be maintained to allow for the effective operation of the athletics department. The current average for a Division II athletics department budget is posted on line in the NCAA Division II Membership Report. The model program should also feature participation opportunities that are consistent with the institution's mission and the interests of the institution's student-athletes. The minimum sports-sponsorship and financial aid requirements are legislated in the NCAA Division II Manual.
- o **Fundraising** - A model Division II athletics program provides for an individual whose primary assignment is athletics fundraising and development. If that individual is the athletics director, an additional assistant athletics director would be necessary for the day-today operations of the department. If the function is handled outside the athletics department, the institution's development office should provide for an individual whose primary responsibility is athletics fundraising and development.

1. Objective: Fund all sports in manner that will allow them to compete successfully and ensure equitable treatment for all student-athletes

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Annually monitor athletic scholarships levels among conference and regional rivals. Fund scholarships to meet institutional expectations for success and equity standards	None	AD, VP, SWA, Compliance Coordinator	Annual	o Had discussions with Administrative Cabinet Fall, 2011

2. Annually assess coaching staffs among conference and regional rivals. Fund staff positions to meet institutional expectations for success and equity standards	None	AD, VP	Annual	<ul style="list-style-type: none"> Had discussions with Administrative Cabinet Fall, 2011
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2. Objective: Assess operational efficiency				
SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Review athletic department staff job descriptions and work load to maximize efficiency	None	AD	Annual	<ul style="list-style-type: none"> Evaluated job descriptions May, 2011 Reassess with staff every June

3. Objective: Assess sports configuration, conference and national affiliations				
SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Develop an athletic department financial audit that includes dissolving current booster club.	None	AD, Asst. AD for Finance	Fall, 2012	<ul style="list-style-type: none"> Lengthy discussion with O/L Fall, 2011 Hired lawyer in April, 2012 to help with booster club transition to university oversight
2. Review current sports to determine which would benefit from NCAA affiliation and which would not.	None	AD, VP, President	Summer, 2014	<ul style="list-style-type: none"> Sports already established by OCR in 2010 Re-visit in 2014

3. Reconsider the administrative alignment for sports not included in NCAA affiliation	AD, VP, President	Summer, 2014	<ul style="list-style-type: none"> ○ Sports already established by OCR in 2010 ○ Re-visit in 2014
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4. Objective: Establish priorities for external funds and develop stronger ties with University Advancement department

SPECIFIC ACTIONS	BUDGET OR STAFF IMPLICATIONS	RESPONSIBLE GROUP(S)	TARGET DATE FOR COMPLETION	SPECIFIC TIME TABLE
1. Establish a reporting relationship between athletic fundraising and Development office	None	AD, UA, Assoc. AD	June, 2013	<ul style="list-style-type: none"> ○ Began process in 2009 ○ Revised with new UA contact January, 2012
2. Establish departmental priorities for fund raising efforts	None	AD, Assoc. AD	May, 2010	<ul style="list-style-type: none"> ○ Create brochure draft January, 2010 ○ Approval UA March, 2010 ○ Revised and Reprinted in September, 2011
3. Review priorities and gain approval from senior administration	None	AD, Assoc. AD	Annual	<ul style="list-style-type: none"> ○ Review/approve in September, 2012
4. Retro-fit PLSA in compliance with D-II regulations	None	AD, Assoc. AD, President, university legal counsel	Fall, 2012	<ul style="list-style-type: none"> ○ Reviewed current PLSA bylaws March, 2011 ○ Proposed and amended bylaw: May, 2011 ○ Bring under university oversight, Fall 2012
5. Establish Director's Club for high end donors	None	AD, Assoc. AD	Fall, 2012	<ul style="list-style-type: none"> ○ Initial planning with UA July, 2010 ○ UA approval April, 2011 ○ Implement Fall, 2012