



ARIZONA
WILDCATS

The University of Arizona Athletics ■ 2019 Strategic Plan

THE WILDCAT WAY

I AM. I CAN. I WILL.

COLE AND JEANNIE DAVIS
SPORTS CENTER

GATE 4

THE WILDCAT WAY



BEAR DOWN



As Arizona Athletics plots the course of its future as one of the top athletic departments in the nation, we developed a strategic plan to align our vision and goals with that of the University of Arizona. This strategic plan is a guide to achieving excellence in everything we do and to reinforce our athletics department's position as a point of pride for the University and our Southern Arizona community.

This important plan outlines how Arizona Athletics will fulfill its mission of educating and developing student-athletes into the leaders of tomorrow while serving our coaches, staff, fans, donors, alumni and supporters in Southern Arizona and around the globe. We will continue to proudly represent the University of Arizona and its rich tradition and history.

With five key pillars; "The Wildcat Journey", "Grand Challenges", "The Arizona Advantage", "People – Developing Our Greatest Resource" and "Department Excellence", we will fulfill our Commitment to an Athlete's Total Success (C.A.T.S.) by working together to provide opportunities for student-athletes to become academic, athletic and life champions.

This plan embodies what it means to be a Wildcat. Everyone who represents the Athletic Department lives "The Wildcat Way". It is at the core of everything we do and who we are. This strategic plan is a blueprint for how the entire athletics department will live "The Wildcat Way".

BEAR DOWN

Dave Heeke

Vice President and Director of Athletics



BEAR DOWN

DIRECTORY

- 1** Message from Dave Heeke
- 2** Strategic Plan Directory
- 3** University of Arizona Strategic Plan
- 4** Executive Summary
- 5** History of C.A.T.S. Academics
- 6** History of the Wildcat Way
- 7** Comprehensive Planning Process
- 10** Steering Committees
- 11** Mission, Purpose, Vision and Values
- 15** Pillar 1: The Wildcat Journey
- 19** Pillar 2: Grand Challenges
- 23** Pillar 3: The Arizona Advantage
- 27** Pillar 4: People: Developing Our Greatest Resource
- 31** Pillar 5: Department Excellence
- 34** Commitment to NCAA Compliance



BEAR DOWN



FULFILLING THE UNIVERSITY MISSION

In Fall 2018, the University of Arizona completed the framework of its strategic plan, identifying key pillars and supporting initiatives that will direct the future of the University. In response to this process, Vice President and Director of Athletics Dave Heeke charged a steering team to initiate a comprehensive process to define a strategic plan for the University of Arizona's Department of Intercollegiate Athletics (ICA) and to answer one critical question: "How do we help the University of Arizona fulfill its mission?"

The University's Mission:

"We will continuously improve how we educate and innovate so we can lead the way in developing disruptive problem-solvers capable of tackling our greatest challenges."

Through this process, we determined our commitment to the University

mission has always been through our commitment to and support of our student-athletes.

At the University of Arizona, our student-athletes have won 22 NCAA national championships and 194 individual national championships, 122 Wildcats have represented Arizona in the Olympics, 39 student-athletes have earned National Player of the Year honors and Wildcats have earned All-American honors over 2,300 times.

Arizona student-athletes' success in their sport rivals the academic distinctions and honors earned in the classroom. Over 100 Wildcats have been Academic All-Americans with Arizona having four NCAA Woman of the Year award winners, which leads the nation. Athletics has also produced 22 Pac-12 Scholar Athletes of the Year in 12 years.

These great achievements are possible and support the University mission when we fulfill our Wildcat Way Mission:

"We commit to be innovative and versatile in how we learn, coach, teach, serve and engage our community to support the success of student-athletes, so we can be leaders and champions."

Recruiting and developing outstanding students and athletes, working as a team to develop and prepare them for competition, supporting them through their transition from college to life is at the core of this mission. We also engage our community of fans, alum, donors, faculty, and staff to support our mission, which is the foundation of our pillars in this plan and living the Wildcat Way! We challenge you to join us in this journey.

"The strategic planning process has brought together a variety of stakeholders from across campus in support of Arizona Athletics' mission. The pillars are deliberately aligned with UA's broader strategic plan resulting in a well-integrated vision that will solidify Arizona Athletics as a leader in the Pac-12 Conference and NCAA."

Dr. Ricardo Valerdi – Faculty Athletics Representative and Professor of Systems and Industrial Engineering



BEAR DOWN

ALIGNMENT WITH UNIVERSITY PLAN

Throughout this strategic planning exercise, the steering team and the six subcommittees who lead this process used the University of Arizona's Strategic Plan as a blueprint and inspiration for its pillars and initiatives.

Our campus community engaged more than 10,000 stakeholders in a collaborative dialogue about the future of the University during its year-long strategic planning process. In the University of Arizona Strategic Plan, President Robert C. Robbins said the plan:

"... is the culmination of this process to build on the strengths of our past towards a focused strategic plan that has energized our people and will unleash the potential of our University."

Its framework is inspired by the Fourth Industrial Revolution a time of augmented intelligence and the fusion of digital, physical, and biological worlds. Navigating tomorrow's ever evolving societal, economic, and cultural landscapes will take audacious ingenuity. We embrace our duty and privilege to serve the special needs of the state and its citizenry as this new era unfolds."

The Department of Intercollegiate Athletics saw this great vision as a challenge to be innovative and audacious in our plan on how to meet the challenges of the ever changing landscape of intercollegiate athletics while never losing sight of our commitment to our University mission.

Our five pillars recognize and address the primary themes of the University plan and answer the following basic questions:

- How do we best prepare our student-athletes and support their success in the classroom, in competition, and in life after sports?
- What are the opportunities for us to grow as a department to continue to successfully compete in all of our sports at a preeminent level of Division I athletics?
- How can we improve how we serve our internal and external community that support our programs and ensure our continued success?
- How do we retain and develop excellent coaches and staff? How do we ensure the Department of Intercollegiate Athletics is seen as a destination for professionals that want to work in collegiate sports?
- What are the critical strategies, systems and processes that need to be developed to ensure that we are fiscally sound, operationally efficient, and demonstrating a firm commitment to NCAA and Pac-12 rules compliance?
- How do we ensure that our strategic planning process is aligned with the University of Arizona?

This publication of our strategic plan is not the completion of the planning process. It is only the beginning. It offers our department and our community of supporters a direction and focus on the areas that we need to continue to develop and grow to achieve continued success.



THE UNIVERSITY OF ARIZONA STRATEGIC PLAN

- **Pillar 1—The Wildcat Journey:** *Driving student success for a rapidly changing world*
- **Pillar 2—Grand Challenges:** *Tackling problems at the edges of human endeavor*
- **Pillar 3—The Arizona Advantage:** *Advancing our land grant mission to drive social, cultural and economic impact*
- **Pillar 4—UA Global:** *Redefining International*
- **Pillar 5—Institutional Excellence:** *Ensuring UA lives its values and innovative culture to enable an efficient, high performing and academic and administrative enterprise*

THE DEPARTMENT OF INTERCOLLEGIATE ATHLETICS STRATEGIC PLAN

- **Pillar 1—The Wildcat Journey:** *Driving student-athlete success*
- **Pillar 2—Grand Challenges:** *Tackling the critical issues to be competitive at the preeminent level of Division I intercollegiate athletics*
- **Pillar 3—The Arizona Advantage:** *Leveraging the strengths of our community and its diverse populations to drive the success of our mission.*
- **Pillar 4—People: Developing Our Greatest Resource:** *Attracting, recruiting, onboarding, and retaining highly qualified employees is a critical dimension of building a successful organization.*
- **Pillar 5—Department Excellence:** *Commit to fiscal, operational, business, and NCAA compliance excellence in all aspects of our department.*

COMMITMENT TO AN ATHLETE'S TOTAL SUCCESS (C.A.T.S.)

Four University of Arizona student-athletes have won the prestigious NCAA Woman of the Year awards, which leads the nation.

- **Tanya Jones**
Track and Field – 1994
- **Whitney Myers**
Swimming & Diving – 2007
- **Lacey Nymeyer**
Swimming & Diving – 2009
- **Justine Schluntz**
Swimming & Diving – 2010

The C.A.T.S. program, the Commitment to an Athlete's Total Success, is Arizona Athletics' nationally-recognized life skills program for student-athletes. This award-winning holistic development program is the inspiration for The Wildcat Way as well as this comprehensive strategic plan. That commitment serves as a building block for the future of Arizona Athletics and as a roadmap of how we will achieve our goals. This strategic plan is our commitment to contribute more, accomplish more, be more and Bear Down.

Founded by Cedric Dempsey and Rocky LaRose in 1991, C.A.T.S. was a pioneer program and the first of its kind to focus on the total holistic development of student-athletes to develop the life skills needed over time to lead a healthy, positive and productive life following graduation. The C.A.T.S. program grew to become the foundation and namesake for several of Arizona Athletics' student-athlete services, including academics, life skills, medical services, mental health services and strength and conditioning.

C.A.T.S. Academics provides customized services to student-athletes for them to achieve academic success. Academic Counselors and Learning Specialists guide a student-athlete in selecting the services that highlight their academic strengths and improve their academic weaknesses. Graduation and personal growth steer C.A.T.S. Academics in services that are offered. C.A.T.S. Academics supports The University of Arizona's mission of enhancing scholarly achievement of undergraduate students by:

- Striving for excellence regarding the academic, athletic and personal performance of its student-athletes.
- Providing exemplary leadership and necessary services to support, manage, and lead its student-athletes.
- Promoting the academic growth and individual development of student-athletes in preparation for successful careers and personal fulfillment after college.

LIVING *THE WILDCAT WAY* I AM. I CAN. I WILL.

At Arizona Athletics, we believe that the true mission of our athletics department is the holistic development of our student-athletes. We also believe the success of our student-athletes, as well as our overall departmental success, is synergistic with the environment we create. Our mission is to build academic, athletic and life champions.

The Wildcat Way is the embodiment of what it means to be an Arizona Wildcat. The motto of the Wildcat Way is I AM. I CAN. I WILL. It is the compass to an everyday way of thinking, doing, living, and choosing, while also honoring our storied history and tradition. It is how we fulfill the mission and goals of the C.A.T.S. program.

The Wildcat Way was created by C.A.T.S. staff after a comprehensive building process lead by longtime academic and life skills director Becky Bell and others. Their groundbreaking work created an entire set of key values, branded messaging and strategic communication based off of in-depth research and collaboration.

The Wildcat Way was formed as an action step in delivering an individual approach to each student-athlete and serves as a reference point. It defines what it means

to be an Arizona Wildcat and to represent the "A".

This philosophy and approach carries over to our entire department. The Wildcat Way is a unifying code that reinforces our departmental mission and represents the standard to which we all hold ourselves accountable. This strategic plan was created and powered by the Wildcat Way. It is the inspiration for how we will think, serve and represent the University of Arizona.

The Wildcat Way has five pillars and represents an everyday way of thinking, doing, living, and choosing, while also honoring our storied history and tradition. Fundamental personal leadership is the cornerstone of The Wildcat Way. These foundational skills can then translate to future visionary, influential and transcendent leadership in our local, national, and global communities.

It is this comprehensive, inclusive approach that is at the core of Arizona Athletics. We ask our student-athletes to live the Wildcat Way, and with this strategic plan, it will be at the core of everything we do. It is our commitment to be innovative and versatile in how we learn, coach, teach, serve and engage our community to support the success of student-athletes.



BEAR DOWN

COMPREHENSIVE PLANNING PROCESS

"Our strategic planning process thrived because of the collaboration of some of the top talent in our department. It is because of this talent, that we were able to put together an inclusive road map for the future. I am confident that this process will put us in a position to be successful in many areas, and become an industry leader that competes at a high level, both on and off the field."

Thomas Harris – Assistant Athletic Director, Diversity, Inclusion and Employee Engagement



BEAR DOWN



NOVEMBER 2018

- University of Arizona completes its comprehensive strategic plan process and document
- Vice President and Director of Athletics Dave Heeke charges a steering team with the creation of the Strategic Plan for the Intercollegiate Athletics Department (ICA) that is aligned with the University's own strategic plan

DECEMBER 2018

- Strategic Plan Steering Team begins to meet, review University Strategic Plan, and create goals for the strategic planning process
- 5 Pillars are identified as the key focus of the department's efforts to plan for the future
- 6 sub-committees are charged to work collaboratively to identify key goals and objectives for each pillar and to work on the department's mission, vision, and purpose

JANUARY 2019

- Sub-Committees begin to meet and identify key goals and objectives for each of the 5 Pillars

- Key goals and objectives are reviewed and discussed by committees and department leaders
- Steering Team begins to create a survey tool, which will be used to engage key stakeholders to identify department priorities, values, strengths, and opportunities

FEBRUARY 2019

- Members of the Steering Team meet with the Student-Athlete Advisory Committee and the Intercollegiate Athletics Committee to review the complete process and the initial goals, objectives, and priorities that have been identified
- Strategic Plan Steering team and sub-committees continue to meet and work on plan
- Steering Team finalizes the survey tool and identifies five key populations that will receive the survey: approximately 540 student-athletes, 330 ICA staff members, 150,000 Wildcat Wednesday email recipients as well as various ticket holders and donors

MARCH 2019

- Survey is sent to key stakeholders and responses are reviewed by Steering Team and sub-committees to help inform and guide process
- Steering Team and sub-committees continue to work on goals and objectives

APRIL 2019

- Members of the Steering Team meet with the Student-Athlete Advisory Committee and the Intercollegiate Athletics Committee to provide an update on the process to solicit further recommendations on goals and objectives
- Steering Team and sub-committees continue to work on goals and objectives

MAY 2019:

- The Steering Team and sub-committees schedule six town hall meetings for all ICA staff members to participate and give feedback on the preliminary goals and objectives of the Strategic Plan
- After town hall meetings, sub-committee continue to work to

make changes and revisions to Strategic Plan based on feedback and input

- Steering Team Chair meets with the University Strategic Planning Committee to review the ICA Strategic Plan

JUNE 2019

- Strategic planning documents are reviewed and edited

JULY 2019

- Strategic planning publication is prepared

AUGUST 2019

- Strategic Plan is submitted to student-athletes for review and comment
- Strategic Plan is submitted to ICA staff members for review and comment

SEPTEMBER 2019

- Strategic Plan is presented to the University President and senior leadership for review and comment



BEAR DOWN

"Being involved in the University of Arizona Intercollegiate Athletics Strategic Planning Committee was an amazing experience that allowed me to add key insight to the strategic plan from a student-athlete perspective. Helping structure the new direction of the U of A has taught me how both the academics and athletics of the university combine and work together to increase the productivity of our future world leaders. The new strategies being implemented at the U of A will set our University apart and increase the value of our current and future student body."

Carrington Vaughn – Football Student-Athlete

DEFINING OUR PURPOSE:

THE STRATEGIC PLANNING PROCESS & STAKEHOLDER FEEDBACK

During the course of the strategic planning process, over 160,000 people (which included coaches, student-athletes, alumni, fans, faculty, staff, ticket buyers, donors, and community members) were given the opportunity to give feedback and perspectives on the goals, direction, and opportunities of the University of Arizona Intercollegiate Athletics program.

Stakeholder input provided valuable perspective on what is important to our Wildcat community. The responses helped inform and shape our priorities and goals. Among them are:

WHAT DO YOU VALUE MOST ABOUT THE UNIVERSITY OF ARIZONA ATHLETICS PROGRAM?

- "Teams that consistently compete for championships and are part of the community"
- "Commitment and tradition of excellence"
- "Connection to the community"
- "I value being able to represent a University that has put so much effort and resources into making each student-athlete reach their full potential in sport, academics, and in life"
- "Seeing young people being given the opportunity to develop athletic skills and compete at a high level"
- "Excitement! The fan experience contributes to this as much as wins and losses"

WHAT DOES THE "WILDCAT WAY" MEAN TO YOU?

- "We Bear Down and get the job done. We don't quit"
- "Success—with integrity"
- "Winning and being proud of Tucson"
- "Doing it the right way with all you have to give"
- "Pride and always striving for excellence"
- "It means to wear the block 'A' with respect and determination to be the best you possibly can be."

WHAT ARE THE ADVANTAGES OF THE UNIVERSITY OF ARIZONA?

- “Pride and tradition. Alumni who continue to be involved in the future and honoring the past”
- “Arizona fan loyalty and support”
- “The weather. The campus. The program”
- “Priority for academics and life values in a university surrounded by a city that cares about the university and its students”
- “Honesty, integrity as well as doing what is right”
- “Quality coaches who recruit athletes who are talented and a good match for our teams. The programs have high standards”

WHAT ARE THE OBSTACLES THAT STAND IN THE WAY OF ARIZONA ATHLETICS REACHING ITS ASPIRATIONS?

- “The financial competitiveness of college athletics nationwide”
- “Negative publicity”
- “Recruiting competition”
- “Needed facility upgrades”
- “Keeping good people – Turnover”

WHAT SHOULD BE THE ASPIRATIONS OF ARIZONA ATHLETICS?

- “To prepare student-athletes to be successful in life beyond their years at University of Arizona”
- “Find ways to become leaders in innovation for athletic programs. Continue to engage our community and form partnerships with them”
- “Compete for National Championships in every sport. Continue to graduate student-athletes. Be the best in the nation at what we do”
- “Provide a safe environment where students can excel. Where students grow personally and professionally”
- “Aspire to develop honesty, trust, leadership, and the constant desire to improve in all aspects of life”

HOW DO WE WISH TO BE KNOWN?

- “Winning Tradition”
- “The best place in Arizona to get an education and play sports with the most supportive community cheering them on”
- “Integrity, sportsmanship, and success of student athletes”
- “Champions on and off the court”
- “Graduating athletes”

WHAT KEY VALUES SHOULD DRIVE DECISION-MAKING WITHIN THE ATHLETICS DEPARTMENT?

- “Honesty, integrity, communication”
- “Ethical leadership, excellence, professionalism”
- “Focus on the student-athlete”
- “Service. Hard work. Sense of urgency”
- “Respect, humility, gratitude, appreciation”
- “Community. Diversity. Passion for winning”

WHERE SHOULD WE FOCUS OUR EFFORTS TO ADVANCE OUR PROGRAM?

- “Continue to improve facilities for fans and student-athletes”
- “Recruit highest level (academic, athletic, personality) of student athletes”
- “To create great people and not just great athletes”
- “Expect highest standards of ethical conduct”
- “Commit to inclusivity and diversity”



THE UNIVERSITY OF ARIZONA

PURPOSE, MISSION, VISION, VALUES

As part of the comprehensive strategic planning process, the University engaged the campus community to discover and define the following purpose, mission, vision, and values that will define its future. ICA supported defining the University's values, purpose, vision and mission by participating in its discovery process and directly participating in the process by independently engaging our stakeholders for feedback.

PURPOSE:

Working together to expand human potential, explore new horizons and enrich life for all.

MISSION:

We will continuously improve how we educate and innovate so we can lead the way in developing disruptive problem solvers capable of tackling our greatest challenges.

VISION:

Our vision is to create a world where human potential is realized, and we are all working together to create solutions to big problems so that life in our communities, in Arizona and on our planet can thrive.

VALUES:

INTEGRITY – Be honest, respectful and just

COMPASSION – Choose to care

EXPLORATION – Be insatiably curious

ADAPTATION – Stay open-minded and eager for what's next

INCLUSION – Harness the power of diversity

DETERMINATION – Bear Down



BEAR DOWN

STEERING COMMITTEE

STUDENT-ATHLETE EXCELLENCE AND ACHIEVEMENT

- John Mosbach (Co-Chair) – Associate Athletic Director for C.A.T.S. Academics
- Amy Athey – Director of Clinical and Sport Psychology
- Carrington Vaughn – Football Student-Athlete

COMPETITION EXCELLENCE

- John Court – Head Coach, Gymnastics
- Jim Anderson – Men's Golf Head Coach
- MacKenzie Rumrill – Swimming & Diving Student-Athlete

MESSAGING, BRANDING, IDENTITY, FUNDRAISING AND FAN EXPERIENCE

- Thomas Harris – Assistant Athletic Director, Diversity, Inclusion and Employee Engagement
- Erika Barnes – Executive Senior Associate Director of Athletics, SWA

COACHING AND STAFF EXCELLENCE

- Krystal Swindlehurst – Senior Associate Director of Athletics, Human Resources/Internal Administration/Planning
- Amy Athey – Director of Clinical and Sport Psychology

BUSINESS, COMPLIANCE AND OPERATION EXCELLENCE

- Dr. Ricardo Valerdi – Faculty Athletics Representative and Professor of Systems and Industrial Engineering
- Derek van der Merwe (Chair) – Assistant Vice President and Chief Operating Officer

THE WILDCAT WAY

**PURPOSE
MISSION
VISION**

PILLAR 1 THE WILDCAT JOURNEY

PILLAR 2 GRAND CHALLENGES

PILLAR 3 THE ARIZONA ADVANTAGE

PILLAR 4 PEOPLE: DEVELOPING OUR GREATEST RESOURCE

PILLAR 5 DEPARTMENT EXCELLENCE

THE WILDCAT WAY

PURPOSE
MISSION
VISION

LIVING THE WILDCAT WAY

"We want our student-athletes to have a transformative experience at the University of Arizona. We want them to discover who they are, recognize what is possible, commit to contribute more, accomplish more and be more in all aspects of their life.

I AM. I CAN. I WILL is meant to be aspirational as well as inspirational and is a reflection of our C.A.T.S. program - Commitment to an Athlete's Total Success. Bear Down For Life!"

Becky Bell – Associate Athletics Director, C.A.T.S. Life Skills

The Wildcat Way represents an everyday way of thinking, doing, living, and choosing, while also honoring our storied history and tradition. It also means we do not, and will not, settle. We believe in doing the right things, at the right times, in the right ways. We believe in serving something greater than ourselves and pledge loyalty to our mission and those whom we serve at all times.

The Wildcat Way is at the core of Arizona Athletics – in everything we do and who we are. It defines how we support the University mission and its values, and how intercollegiate athletics (ICA) pursues success and excellence in everything we do. The core values of the University are ICA's core values. ICA contributes to those values and interprets them through our commitment to our student-athletes' total success, and by working together with faculty, staff, and campus and external community to support their success.

In recent years, The Wildcat Way has been used primarily to define our dedication to student-athletes and their commitment to living up to the ideals of being a University of Arizona Wildcat.

However, through this process, we were committed to engaging and including faculty and staff, fans, donors, coaches, staff, alumni, our state, and community in our definition of who is part of and directly contributes to the success of The Wildcat Way.

THE WILDCAT WAY PURPOSE: WHY DO WE EXIST?

The Commitment to an Athlete's Total Success (C.A.T.S) by working together to provide opportunities for student-athletes to become academic, athletic and life champions.

THE WILDCAT WAY MISSION: HOW WILL WE FULFILL OUR PURPOSE?

We commit to be innovative and versatile in how we learn, coach, teach, serve and engage our community to support the success of student-athletes, so we can be leaders and champions.



BEAR DOWN



BEAR DOWN

THE WILDCAT WAY

PURPOSE
MISSION
VISION

FUNDAMENTAL PERSONAL LEADERSHIP

STRATEGIC PLAN BRANDING AND COMMUNICATIONS TEAM

- **Derek van der Merwe**, Assistant Vice President and Chief Operating Officer
- **James Francis**, Senior Associate Director of Athletics, External Operations
- **Becky Bell**, Associate Athletic Director, C.A.T.S. Life Skills
- **Ben Chulick**, Associate Athletic Director for Marketing
- **Matt Ensor**, Director of Communication Services
- **Daniel Berk**, Associate Director of Communication Services

The Wildcat Way is an everyday way of thinking, doing, living, and choosing, while also honoring our storied history and tradition. Fundamental personal leadership is the cornerstone of The Wildcat Way. These foundational skills can then translate to future visionary, influential and transcendent leadership in our local, national, and global communities. We do not, and will not, settle. We believe in doing the right things, at the right times, in the right ways, and that starts with individual decision-making. We also believe in serving something greater than ourselves and pledge loyalty to our mission and those whom we serve at all times.

THE WILDCAT WAY VISION: WHAT DOES SUCCESS LOOK LIKE?

The Wildcat Way Creed

WE ARE ARIZONA WILDCATS
As we stand in the great space of opportunity, we will contribute more, accomplish more, be more.
We are leaders, and we live
The Wildcat Way

We live these purpose, mission, vision and core value statements through our motto:

"I AM. I CAN. I WILL"

THE WILDCAT WAY CORE VALUES

The Wildcat Way is at the core of Arizona Athletics – in everything we do and who we are. It defines how we support the University mission and its values, and how intercollegiate athletics (ICA) pursues success and excellence in everything we do. The core values of the University are ICA's core values.

How Arizona Athletics supports the University's core values.

INTEGRITY

In support of the University's commitment to be honest, respectful and just, we commit to earning trust by acting with integrity, valuing sportsmanship, and being respectful of each other and our opponents.

COMPASSION

In support of the University's commitment to always choosing to care, we commit to the value of teamwork and community. We commit serving each other, our campus partners, and our community of supporters.

EXPLORATION

In support of the University's commitment to be insatiably curious, we commit to constant improvement, innovation, leadership, and ingenuity. We are always looking for ways to enhance our student-athlete experience, support their success, and engage our community of supporters.

**Aligned with Initiative 5.1B Living Our Core Values of the University of Arizona's Strategic Plan*

ADAPTATION

In support of the University's commitment to be open-minded and eager, we commit to being innovative and versatile in how we support the success of our student-athletes and continue to serve and improve the experience of our community of supporters.

INCLUSION

In support of the University's commitment to harness the power of diversity, we commit to being respectful and courageous in valuing the richly diverse community of student-athletes, coaches and staff that make us great. We are better when we work together and value differing opinions and experiences.

DETERMINATION

In support of the University's commitment to being ambitious, courageous, and to always "Bear Down," we commit to our tradition of being a champion in competition, the classroom and our community. We also commit to being highly engaged in our community with our teams and campus partners.



BEAR DOWN



PILLAR

THE WILDCAT JOURNEY

DRIVING STUDENT-ATHLETE SUCCESS

The Intercollegiate Athletics Department will lead a Commitment to an Athlete's Total Success (C.A.T.S.) driven by a multi-faceted, cutting edge, integrative programs focused on empowering students with the skills and mindset to lead in the fourth industrial revolution and developing strategies to enhance performance, wellness, and safety.

INITIATIVE 1.1:

Excellence In Performance, Wellness, & Safety

OBJECTIVES TO REACH GOAL:

- Commit to defining and implementing strategies to mitigate risk associated with transition in training periods and after recovery
- Develop enhanced strategies to support injury prevention
- Sustain a comprehensive commitment to holistic development of student-athletes and continue to support developing programs and services to support mental health
- Continue to support student-athlete's wellness in their post-competition career transitions
- Ensure quality of care through appropriate credentialing and training of all medical care providers

*Aligned with Initiative 1.7A1 Mental Health and Wellness of the University of Arizona's Strategic Plan

INITIATIVE 1.2:

The Student-Athlete Experience -- From Recruitment to Graduation

OBJECTIVES TO REACH GOAL:

- Support diverse student populations through education, programming, and building campus relationships
- Continue to build population specific leadership programs, such as Inspiring Women & Men and Women of Purpose
- Develop Lunch and Learn sessions to educate coaches and support staff of resources currently available to students, diversity and inclusion topics and training – for example, race, gender, sexual orientation, etc.
- Develop strong relationships with Office of Inclusion and Multicultural Engagement, Athletics' Inclusive Excellence Committee, Title IX, etc. to enhance events, programming, and training
- Collaborate with campus resources to provide career development services for exploration, exposure,

expansion, and empowerment to support student-athlete career decisions

- Develop a centralized and customizable student-athlete experience plan that focuses on their holistic development from onboarding to graduation
- Expand current leadership development programming to engage all sports and create strong cross-departmental and cross-campus relationships
- Create a comprehensive leadership development program for student-athletes and staff
- Develop opportunities for career mentors, peer mentors, and on-boarding of new students

*Aligned with Initiatives 1.4A2 Intervention Playbook, 1.4A3 One Team, 1.5A Expand Career Coaching, 1.6B2 Emerging Leaders Initiative of the University of Arizona's Strategic Plan

PILLAR ONE
COMMITTEE MEMBERS

- **Team Lead- John Mosbach,** Associate Athletic Director, C.A.T.S. Academics
- **Dr. Amy Athey,** Director of Clinical and Sport Psychology
- **Carrington Vaughn,** Football Student-Athlete
- **Emily Johnson,** Assistant Director, Medical Services
- **Sofia Read,** Assistant Director, C.A.T.S. Life Skills
- **Laura Ianello,** Head Women's Golf Coach
- **Jim Krumpas,** Associate Athletic Director, Sports Performance
- **Bill Neumann,** Professor of Management Information Systems



BEARDOWN

STUDENT-ATHLETE EXCELLENCE AND ACHIEVEMENT

INITIATIVE 1.3:

Supporting Student-Athlete Success & Striving to Achieve Above the National Average in all Academic Metrics

OBJECTIVES TO REACH GOAL:

- Develop focused strategies around eligibility and retention as key metrics to improve and maintain healthy Annual Progress Rates (APR), Graduation Success Rates (GSR), and grade point averages
- Enhance strategies to engage student-athletes in all areas of academic support-- major exploration and successful degree completion and graduation
- Leverage relationships/networks and campus resources to better serve student-athletes and enhance their experience
- Identify internal strategies and campus resources that could be utilized to enhance the engagement of sophomore, junior, and senior student-athletes based on their unique needs
- Identify opportunities to increase awareness of the many great academic achievements of our student-athletes
- Continue to assess how online courses could better assist current and former student-athletes with degree completion

*Aligned with Initiative 1.4A1 Analytics Engine of the University of Arizona's Strategic Plan

INITIATIVE 1.4:

Enhanced Team Support & Programmatic Resources

OBJECTIVES TO REACH GOAL:

- Develop educational content to improve awareness of the key roles and services of C.A.T.S. Support Services
- Review and evaluate current use of technology services across sport programs to identify opportunities to improve services and systems
- Identify opportunities to enhance our commitment to "customer service" in all aspects of our commitment to serving our student-athletes and each other



BEAR DOWN

IMPACTING THE WORLD

INITIATIVE 1.5: ICA Global – Engaging the World

OBJECTIVES TO REACH GOAL:

- Partner with UA Global in re-conceptualizing study abroad by supporting the global cultural exploration and global experience of student-athletes
- Leverage University of Arizona faculty, alumni, institutional partners, and micro-campus network to become a national leader in study abroad, and global experiences (such as micro-trips, border experiences, and service trips) with an emphasis on access, inclusion, and quality
- Cultivate a sense of belonging for international student-athletes within the athletic, campus-wide, and greater Tucson community by

empowering them with resources and support throughout their collegiate tenure

- Prepare student-athletes to succeed in an interconnected and interdependent world by cultivating multilingual global experiences for students by capitalizing on our proximity to Mexico
- Capitalize on opportunities for student-athletes to compete abroad either through team trips or individual competitions.

*Aligned with Initiatives 4.1A Global Projects, 4.2C1 Top Destination for Talented and Diverse Students, 4.3A3 A Globally Diverse and Globally Competent University, 4.3A1 UA Study Abroad, 4.2A Global Presence of the University of Arizona's Strategic Plan

INITIATIVE 1.6: Scholarship Fundraising

OBJECTIVES TO REACH GOAL:

- Build a platform that communicates the need and benefits associated with scholarship fundraising
- Engage department on goals and strategies to enhance scholarship fundraising
- Partner with University of Arizona Foundation to maximize opportunity to expand reach of solicitations
- Collaborate with campus financial aid to identify more non-athletic aid opportunities for transfers and spring admissions
- Comprehensive review of winter, summer, and 5th year

tuition/aid to ensure fiscal responsibility while still supporting student-athlete career plans

- Partner with Bookstore to redesign student-athlete book scholarship program
- Review financial aid management workflows to improve effectiveness and efficiency

*Aligned with Initiative 1.1A2 Aid Without Anchor of the University of Arizona's Strategic Plan



FROM THE TRACK TO CAMBRIDGE

"ICA strategic plan illustrates our department's Commitment to an Athlete's Total Success (C.A.T.S.). Emphasis has been put on resources and programming to assist students in achieving a holistic, effective and fulfilling college experience. In addition, the strategic plan will continue to foster a culture of excellence in academics, personal and professional growth by enhancing the experience of our diverse student population. We strive to provide opportunities for our students to develop their identity with exposure, exploration, and expansion opportunities and to leave the University of Arizona as the best version of themselves and ready to be productive members of society."

John Mosbach – Associate Athletic Director,
C.A.T.S. Academics

Gustavs Kehris came to the University of Arizona to pursue his dreams of competing as a runner from his home in Riga, Latvia. He wanted to chase that dream 800 meters at a time while immersing himself in another love of his; science.

"I always liked science, that was clear," Kehris said. "I didn't know it was physics, but I knew I liked science. When I had my first physics class, I was like 'yeah, this is right up my alley.'"

The Department of Physics at the University of Arizona could describe Kehris's goal when studying as being able "to discover the basic components of matter and the nature of the physical world, and to formulate a mathematical description of the laws that govern their behavior. Physics encompasses concepts applied to problems in geology, biology, chemistry, and other disciplines."

His love of running complimented his academic endeavors as well. Kehris used his training on the track to refresh his mind after long days of classes, studying and lab

work. By the time he neared graduation, Kehris had learned how being a student and an athlete complimented one another

"Being a part of an institution like this and training with the people I train with was huge to me that was the first step," Kehris noted. "I became more sophisticated in physics, and aspired toward a career in the field. As I have progressed in physics, it started giving me confidence in track and in life."

That confidence on the track and in the classroom helped the Latvian graduate with a perfect 4.0 GPA in Physics and made him valedictorian for Arizona Athletics' 2019 class of graduates. While fulfilling his dream of earning his college degree may have signified the end of his time as a Wildcat, it did not end his pursuit of his goals. Kehris was accepted to the prestigious University of Cambridge in England to begin his graduate studies in Particle Physics.



BEAR DOWN

PILLAR



PILLAR TWO COMMITTEE MEMBERS

- **Team Lead- John Court, Head Coach, Gymnastics**
- **Jim Anderson, Head Coach, Men's Golf**
- **Mackenzie Rumrill, Swimming Student-Athlete**
- **Lacey John, Assistant Director, C.A.T.S. Life Skills**
- **Adia Barnes, Head Coach, Women's Basketball**
- **Dave Rubio, Head Coach, Women's Volleyball**
- **Dennis Polian, Chief of Staff, Football**
- **Dawn Boxley, Director of Operations, Men's & Women's Track & Field**
- **George Gehrels, Professor of Geosciences**



BEARDOWN

GRAND CHALLENGES

Tackling the critical problems to ensure the University of Arizona can compete at the preeminent level of Division I Intercollegiate Athletics. Addressing our grand challenges ensure our intercollegiate sports programs have sustained success in the Pac-12 and NCAA competition.

INITIATIVE 2.1:

Revenue Growth

OBJECTIVES TO REACH GOAL:

- Develop strategies to increase ticket revenue, philanthropic giving, food and beverages sales, merchandise sales, and rental revenue
- Identify and explore alternative strategies to increase revenues
- Increase sponsorship opportunities and inventories and related revenues
- Commit to providing a quality customer service experience for fans
- Develop key metrics/key performance indicators for all revenue areas

INITIATIVE 2.2:

Competitive Excellence - Developing Metrics

OBJECTIVES TO REACH GOAL:

- Create quantitative metrics to drive continued competitive excellence and development across individual sport programs—with a continued commitment to Pac-12 success
- Develop metrics for comprehensive excellence to ensure the entire program looks at success through a broad lens versus an individual program lens-- all contribute to creating a championship culture
- Strive to have 70% of our sport programs (15/21) qualify for NCAA postseason on an annual basis
- Strive to annually increase the number of All-Americans, All-Conference and regionally recognized student-athletes.

INITIATIVE 2.3:

Recruiting - Leveraging Campus & Community Resources to Support Recruiting Success

OBJECTIVES TO REACH GOAL:

- Create a departmental recruiting team that will examine how to leverage information and resources in the department, across campus, and in the community to enhance the recruitment of prospective student-athletes
- Work collaboratively with entire department to identify strategies to enhance recruiting
- Leverage current strengths and assets on campus and in Tucson community to positively impact the experience of prospective student-athletes visiting campus
- Identify opportunities to enhance and uniform recruiting messaging



BEAR DOWN

"This initiative is all about creating new opportunities for personal and professional development for members of the campus community. Student-athletes will benefit from enhanced opportunities to engage in the many activities available on campus. Members of the main campus community will likewise benefit from exposure to the pillars of athletics -- focusing on excellence, being an integral part of a team, and learning how to win and lose with grace."

Dr. George Gehrels – Professor of Geosciences

CAMPUS COLLABORATIONS

INITIATIVE 2.4: Campus Partnerships & Relationships with Campus

OBJECTIVES TO REACH GOAL:

- Create an ICA/Campus Partner Steering Team that looks to enhance opportunities for campus relationships and partnerships
- Provide enhanced opportunities for the broader University of Arizona community (e.g. students, faculty and staff) to benefit from facilities that are managed by athletics and from the professional expertise of athletics personnel

Examples might include:

- Share best practices of C.A.T.S. Academics and Life Skills with advising/support personnel across campus
- Share best practices of athletics medical personnel with non-athletics medical support personnel
- Provide opportunities for coaches to more broadly share their strategies for building teamwork and leadership
- Increase/enhance employment and internship opportunities in athletics
- Participate in research studies

- Develop and enhance educational programming with the new Division of Title IX, Equity, and Inclusion and evaluate impact

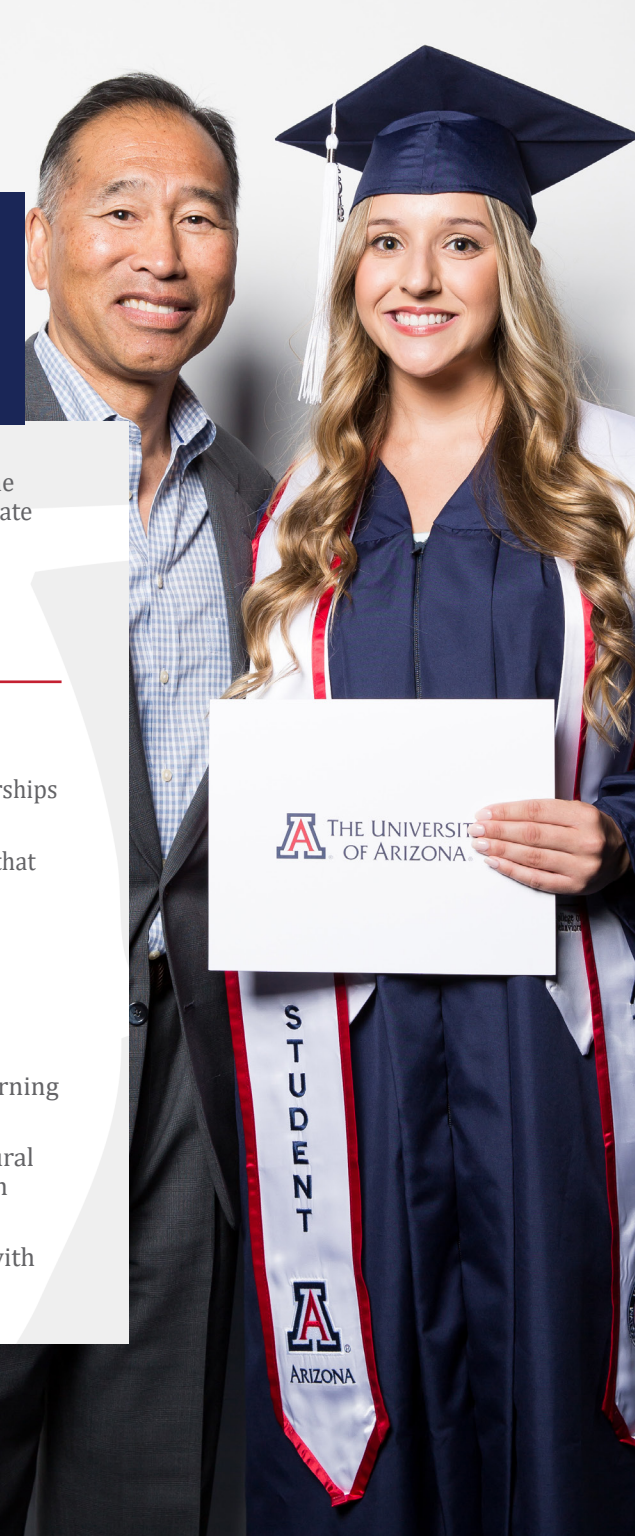
INITIATIVE 2.5: Campus Partnerships & Relationships with Athletics

OBJECTIVES TO REACH GOAL:

- Create an ICA/Campus Partner Steering Team that looks to enhance opportunities for campus relationships and partnerships
- The purpose of this initiative is to provide enhanced opportunities for student-athletes to benefit from activities that take place outside of Athletics

Examples might include:

- Participating in Study Abroad programs
- Taking advantage of UA Honor's Program
- Improving access to services provided by Disability Resource Center (DRC) and Strategic Alternative Learning Techniques (SALT)
- Preparing for career in Athletics, coach club/intramural teams to develop coaching skills, develop expertise in Sports Medicine
- Exploring majors and careers through connections with faculty members



IMPROVING EXPERIENCES THROUGH FACILITY ENHANCEMENTS

INITIATIVE 2.6:

Facility Master Planning & Building Maintenance Planning

OBJECTIVES TO REACH GOAL:

- Participate with the University of Arizona in completing a comprehensive master plan for camps
- Complete a comprehensive master plan for ICA

ICA's master plan will include the following considerations:

- How can we continue to enhance fan experience?
- How can we generate additional revenues through new and enhanced facility designs?
- How can we enhance our facilities to improve the recruitment of prospective student-athletes?
- How can we develop new or enhanced facilities to enhance student-athlete experience?
- How do we continue to ensure all facilities provide equitable opportunities for male and female student-athletes?
- Develop a strong deferred maintenance plan for all facilities

*Aligned with Initiative 5.5B Campus Master Plan of the University of Arizona's Strategic Plan

INITIATIVE 2.7:

Comprehensive & Capital Campaign Planning

OBJECTIVES TO REACH GOAL:

- Identify initiatives that will be included in the ICA comprehensive capital campaign including priorities that are identified in our master planning/priority initiative
- Integrate ICA Campaign with University-wide Capital Campaign
- Develop campaign funding model to include but not be limited to charitable gifts, ticket revenue, naming rights and other possible revenues
- Initiate an overall feasibility study to determine the scope and capacity of the charitable giving component and other revenue opportunities
- Evaluate our staffing readiness to effectively support campaign goal
- Define timeline, process and overall strategy to achieve campaign goal

INITIATIVE 2.8:

Performance & Safety – Strategic Campus Partnerships

OBJECTIVES TO REACH GOAL:

- Leverage campus resources and research in the areas of performance, nutrition, psychology, and athletic medicine experts in order to optimize performance and safety for University of Arizona student-athletes and enhance our commitment to the University of Arizona meeting the challenges of the Fourth Industrial Revolution
- Develop strategic partnerships and programs to support all aspects of student-athlete health, well-being and performance

INITIATIVE 2.9:

Developing Leaders: Student-Athletes, Coaches, and Staff

OBJECTIVES TO REACH GOAL:

- Develop leadership and mentoring programs for coaches and staff
- Identify year-long programming to support leadership development
- Engage campus partners who can provide guidance and support of development leadership programming



BEAR DOWN

TRANSFORMING ARIZONA ATHLETICS THROUGH KEY FACILITY ENHANCEMENTS

Arizona Athletics continues to fulfill its commitment to being one of the nation's premier athletics departments through the recent completion of five significant facility projects. These five projects will not only enhance the ability of Athletics to recruit exceptional prospective student-athletes from across the country, but they will enhance the ability of current student-athletes to prepare, train, and compete for championships.

Arizona Athletics' strategic investment of \$66 million to its 4+1 projects created and enhanced a handful of crucial facilities, renovating the East Side of Arizona Stadium, Hillenbrand Aquatic Center, Rita Hillenbrand Memorial Stadium and McKale Center locker room space while constructing the Cole and Jeannie Davis Sports Center. All five of these projects improved the student-athlete experience of numerous athletic programs while also enhancing the game day experience of Arizona's fan base. These key facility enhancements have not only positively affected the lives of current student-athletes and fans

but created new landmarks on the beautiful campus of the University of Arizona.

The construction and renovation of these state-of-the-art facilities was funded through private donations and a newly-implemented student fee. The strategic project began with a powerful \$5 million anonymous donation as all of the construction projects were finished in just over a year. A transformative \$8 million gift by Cole and Jeannie Davis towards the construction of the indoor practice and strength and conditioning facility left an everlasting impact on Arizona Athletics, the University of Arizona and the Southern Arizona community. An additional \$2 million was raised towards the Hillenbrand Softball Stadium renovations as well.

While all the projects are completed, ongoing donor support for these projects is paramount. Additional fundraised revenue will be utilized to support ongoing enhancement of the facilities and to continue to change the trajectory of Arizona Athletics.

COLE AND JEANNIE DAVIS SPORTS CENTER

- \$16.5 million indoor practice facility

EAST SIDE OF ARIZONA STADIUM

- \$30 million complete overhaul of key area of football stadium

RITA HILLENBRAND MEMORIAL STADIUM

- \$10 million renovation to the iconic home of Arizona Softball

HILLENBRAND AQUATIC CENTER

- \$13.2 million complete remodel of outdoor swimming and diving facility

MCKALE CENTER LOCKER ROOM SPACE

- \$1.9 million to create new locker rooms for a variety of programs

"The renovation of the Hillenbrand Aquatic Center is truly spectacular. It transformed our home into state-of-the-art swimming and diving pools that make our facility one of the best in the nation. The building is a beautiful blend of an outdoor facility with outstanding weather, top-of-the-line swimming and diving pools for all of our student-athletes and a tribute to the rich tradition and history of Arizona Swimming and Diving. Its impact will be felt by generations of future Wildcats, and it will serve as a landmark on the campus of the University of Arizona."

Augie Busch – Head Coach, Men's & Women's Swimming & Diving

BEARDOWN



PILLAR

PILLAR THREE
COMMITTEE MEMBERS

- **Team Lead- Thomas Harris,** *Assistant Athletic Director, Diversity, Inclusion and Employee Engagement*
- **Erika Barnes,** *Executive Senior Associate Director of Athletics, SWA*
- **Laura Little,** *Assistant Athletic Director, Marketing and Fan Engagement*
- **Ryan Bloom,** *Assistant Director, Event Technology*
- **Chrissy Alexander,** *Assistant Athletic Director, Alumni Letterwinners & Development*
- **Natasha Harrison,** *Assistant Director, Community Relations, Special Events*
- **Lehman Benson,** *Associate Professor, Management/Organizations*

**BEAR DOWN**

THE ARIZONA ADVANTAGE

Leveraging the strengths of our department, our campus and local community and its diverse populations to drive the success of our mission. Continue to positively contribute and serve the Tucson community and our Wildcat fans who support our teams.

INITIATIVE 3.1:
 Enhancements to Fan Engagement and Commitment to Customer Service
OBJECTIVES TO REACH GOAL:

- Establish a FAN Alliance Network for entire Athletics Department- a focus group of fans who meet quarterly to identify opportunities to enhance fan experience
- Develop strategies to improve the engagement of our fans on all of our digital platforms
- Commit to developing strategies to enhance game-day experience
- Enhance lead generation metrics and processes to grow fan base and identify new potential customers
- Commit to ongoing preparation, communication, and support of all game day workers on how they can better serve our customers

INITIATIVE 3.2:
 Community Cats
OBJECTIVES TO REACH GOAL:

- Develop strategies to expand our local community outreach commitment
- Encourage a minimum of five hours of community service per student-athlete each academic year
- Enhance relationships with student-athletes and staff through “drop-in community service”
- Deepen our relationship with various nonprofit organizations and those they serve

COMMUNITY, DIVERSITY AND INCLUSION

INITIATIVE 3.3: Communities Defining Our Core- Inclusion & Diversity

OBJECTIVES TO REACH GOAL:

- Elevating the prominence and impact of our diversity, talent, and heritage
- Commitment to inclusive excellence through diversity, inclusion, and cultural awareness
- Commitment to improving education on marginalized groups and work to build trust and accountability with leaders in our community
- Maintain the Inclusive Excellence Council and continue to prioritize diversity and inclusiveness goals and initiatives
- Prepare an annual report and monitor the progress of our commitment

*Aligned with Initiatives 3.1C1 Native American Tribal Engagement, 3.1B Institutional Commitment to Hispanic Advancement, 3.1A Strengthen Commitment to Equity and Support of Diverse Communities of the University of Arizona's Strategic Plan

INITIATIVE 3.4: Living the Wildcat Way

OBJECTIVES TO REACH GOAL:

- Define how Wildcat Way is important to our student-athletes and key stakeholders
- Create messaging for our external stakeholders that details how we all live the Wildcat Way
- Enhance engagement with letterwinners, alumni, and donors. Identify opportunities for these populations to better interact with student-athletes and coaches
- Support University initiatives to enhance alumni network

*Aligned with Initiatives 1.6B2 Bear Down Network, 1.6B4 Alumni Engagement Tracking Tool of the University of Arizona's Strategic Plan



BEAR DOWN

COMMUNITIES DEFINING OUR CORE

PROMOTING SOUTHERN ARIZONA AND THE UNIVERSITY OF ARIZONA AS A PREMIER PLACE

INITIATIVE 3.5:

Engaging Arizona: Promote Tucson and The U of A as a Premier Place for Prospective Student-Athletes, Staff and Coaches

OBJECTIVES TO REACH GOAL:

- Support the University of Arizona and its efforts to enhance recruiting and brand identity development
- Collaborate with campus to continue to support Tucson as a premiere place to live, work, receive an education, and visit
- Create a more interactive presence with the Arizona community to increase support for student-athletes by strengthening relationships with our community, its leaders, our fans, and donors
- Use data from economic impact studies to demonstrate and communicate the value of the athletics program to the local community and region

*Aligned with Initiatives 3.2A, 3.2B, 3.2C of the University of Arizona's Strategic Plan

INITIATIVE 3.6:

Commitment to Title IX and Gender Equity

OBJECTIVES TO REACH GOAL:

- Support campus Title IX initiatives and work to effectively educate entire department on policy changes
- Continue to support critical educational initiatives that strengthen our Title IX commitment (e.g., Step Up! – bystander intervention program)
- Create a Title IX compliance culture through prioritizing educational initiatives, creating strong monitoring and reporting systems, and engaging in meaningful dialogue on opportunities to enhance our overall commitment
- Continue to demonstrate the University of Arizona's commitment to the principle of gender equity in intercollegiate athletics by supporting fair and equitable treatment of both male and female student-athletes
- Maintain and update the department Gender Equity Plan
- Conduct a comprehensive internal review of the 13 major areas of Title IX on a continuous five-year cycle.
- Review feedback through student-athlete end-of-season evaluations and exit interviews



INCLUSIVE EXCELLENCE COUNCIL

Arizona Athletics created its Inclusive Excellence Council in 2018 to focus on increasing and supporting inclusion, building trust, and appreciating differences amongst our student-athletes and staff within the athletics department. This vital group focuses on fostering the importance of diversity and inclusion through programming, educational events, new hire processes, speaker series and more. The Inclusive Excellence Council uses its work within our athletics department in support of the University of Arizona's commitment to a vibrant, empowered and inclusive campus.

INCLUSIVE EXCELLENCE COUNCIL MEMBERS

Thomas Harris, Assistant Athletic Director, Diversity, Inclusion and Employee Engagement (Co-Chair)

Krystal Swindlehurst, Senior Associate Director of Athletics, Human Resources/Internal Administration/Planning (Co-Chair)

Becky Bell, Associate Athletic Director, C.A.T.S Life Skills

James Francis, Senior Associate Director of Athletics, External Operations

Sofia Read, Assistant Director, C.A.T.S Life Skills

Roberta Stout, Assistant Athletic Director, Community Relations, Special Events, Hall of Champions

Rita Stubbs, Assistant Volleyball Coach

Corey Talley, C.A.T.S Academics Counselor

Dr. Alex Auerbach, Director of Clinical and Sport Psychology

Denise Dy, Assistant Women's Tennis Coach

OUR WORK

- Black History Month Celebration
- Lunch and Learn Programming
- Job Search and Hiring Engagement
- Guest Speakers

KEY COLLABORATIONS

- Student-Athlete Advisory Committee (SAAC)
- Men and Women of Purpose
- African-American Student Affairs (AASA)
- National Association of Collegiate Marketing Administrators (NACMA) Diversity & Inclusion Committee.



"What makes and sustains a great organizational culture is the acceptance of the diversity of ideas, thoughts, beliefs, and experiences. Our Arizona Department of Intercollegiate Athletics has committed itself to embracing the importance of appreciating differences, supporting inclusion, valuing education, creating a sense of belonging, and proactively recruiting diverse candidates to join our team. When you choose the Arizona Wildcat team, you become part of our wonderfully rich and diverse community that values you for you, leverages your knowledge and experience, and prepares you for personal and professional growth."

Dave Heeke – University of Arizona Vice President and Director of Athletics

BEAR DOWN



PILLAR

4

PEOPLE:
DEVELOPING OUR GREATEST RESOURCEPILLAR FOUR
COMMITTEE MEMBERS

- **Team Lead- Krystal Swindlehurst,** *Senior Associate Director of Athletics, Human Resources/Internal Administration/Planning*
- **Marisol Quiroz,** *Assistant Athletic Director, C.A.T.S. Academics*
- **Fred Harvey,** *Head Coach, Men's & Women's Track & Field*
- **Brittany Meade,** *Assistant Director, Event Operations*
- **Justin Kokoskie,** *Associate Director, Medical Services*
- **Corey Talley,** *Academic Counselor*
- **Barry Boyd,** *Assistant Athletic Director, Football Equipment Operations*
- **Rita Stubbs,** *Assistant Coach, Volleyball*
- **Clancy Shields,** *Head Coach, Men's Tennis*
- **Tony Amato,** *Head Women's Soccer Coach*
- **Josie Kelly,** *Human Resources Organizational Consultant*



BEAR DOWN



Attracting, recruiting, onboarding, and retaining highly-qualified employees is a critical dimension of building a successful organization. Arizona Athletics is committed to being an industry leader in creating a healthy, thriving culture for our employees.

INITIATIVE 4.1:
Professional Development, Training, and Collaboration

OBJECTIVES TO REACH GOAL:

- Develop a strong cross-training, mentorship, and collaborative social series
- Redesign our share and learn platform through an enhanced employee intranet to improve processes, systems, and information sharing for employees
- Create a women in leadership development program
- Develop and conduct an annual staff education symposium series
- Expand and enhance leadership development opportunities for supervisors focused on communication, technology, accountability and change management

*Aligned with Initiative 5.1A Our Best Work Environment of the University of Arizona's Strategic Plan

INITIATIVE 4.2:
Diversity and Inclusion

OBJECTIVES TO REACH GOAL:

- Create a leadership position dedicated to coordinating equity, diversity, and inclusion efforts
- Continue to grow and advance Inclusive Excellence Council initiatives both internally (UA) and externally (broader community)
- Enhance collaboration with the Division of Equity, Inclusion, and Title IX, expanding annual training and staff education

COACHING AND STAFF EXCELLENCE

INITIATIVE 4.3:

Talent Management

OBJECTIVES TO REACH GOAL:

- Develop strategies to attract and select top talent
- Explore opportunities to optimize hiring processes
- Expand and enhance strategies to retain top talent
- Enhance job design, growth and promotional opportunities
- Department wide participation in annual employee career conversations, goal setting, and performance evaluation

"Great organizations, businesses, and teams are led by great people and leaders. Arizona Athletics is fortunate to have an amazing history of recruiting and developing individuals who are prominent and national leaders in their trades. As a part of this strategic plan, we are going to continue to challenge ourselves to be innovative in how we attract, develop, and retain talent. Our legacy is Olympic coaches, national champions, Pac-12 leaders, highly respected experts, and disruptive change agents. That tradition will continue."

Dave Heeke – University of Arizona Vice President and Director of Athletics



BEAR DOWN

RECRUITING AND RETAINING TALENTED STAFF

INITIATIVE 4.4: Employee Health and Well-Being

OBJECTIVES TO REACH GOAL:

- Develop health and wellness initiatives, events, and programs
- Create tools to provide an ongoing evaluation of workplace culture
- Celebrate employee achievements, years of service, and major life events

INITIATIVE 4.5: People Analytics & HR Metrics

OBJECTIVES TO REACH GOAL:

- Assess and act upon annual assessment of workforce demographics
- Track time to fill key positions by position type
- Assess the number of applicants applying for jobs and the applicant pool makeup (demographics)
- Implement annual employee satisfaction surveys
- Automate exit surveys
- Evaluate retention in key positions and evaluate turnover reasoning (by performance level)
- Complete annual compensation surveys and analysis



BEAR DOWN

PROMOTING HEALTHY LIFESTYLES AND WORK BALANCE

As part of Arizona Athletics' commitment to employee health and wellbeing, the department created a health and wellness program for staff. Employees can sign up for a workout series focused on physical health, hydration and nutrition led by the department's strength and conditioning staff in Arizona's top-of-the-line facilities for free.

The program not only offers an opportunity for employees to work out but it is also an educational class on fitness, nutrition and hydration. It's a great social event for employees from across the department to meet and build relationships outside of the traditional work environment.

Another key initiative for developing Arizona Athletics' greatest resource includes the building of an employee break room with healthy food and beverage choices available. This gathering area will also serve as a communications hub for important university health information, including campus health initiatives, flu shot information and CPR class schedules.

RECOGNIZING STAFF ACHIEVEMENTS:

- Service awards presented in all staff meetings
- Department-wide communication recognizing employee honors
- Holiday parties and gatherings built around employee appreciation

RETAINING TOP TALENT:

- Enhanced on-boarding process
- Emphasize career growth and development opportunities
- Succession Planning
- Competitive Total Rewards



"Promoting employee and workplace wellness as well as physical activity is a primary focus of our Human Resources efforts and initiatives. We have resources, personnel and facilities already available that contribute to our building of a national model in employee health, wellness and balance. We want to promote a collaborative culture where our employees can thrive while being happy, inclusive, healthy and successful!"

Krystal Swindlehurst – Senior Associate Director of Athletics, Human Resources/Internal Administration/Planning

BEAR DOWN



PILLAR

PILLAR FIVE
COMMITTEE MEMBERS

- **Team Lead- Ricardo Valerdi**,
Faculty Athletics Representative and Professor of Systems and Industrial Engineering
- **Derek Van Der Merwe**, *Assistant Vice President, Chief Operating Officer*
- **Roy Spece**, *Professor of Law*
- **Jeff Kohler**, *Director, Information Technology Operations and Services*
- **Brent Blaylock**
Associate Athletic Director, Compliance
- **Suzy Mason**, *Senior Associate Director of Athletics, Event Management/Facilities*
- **Nina Madrid**, *Accountant, Senior*
- **Chris Celona** *Associate Athletic Director, Ticket Sales And CRM*
- **Joe Mclean** *Assistant Athletic Director, Strategic Analytics & Revenue Generation*
- **Ryan Reynolds** *Assistant Athletic Director, Men's Basketball Operations*
- **Roberta Stout** *Assistant Athletic Director, Community Relations, Special Events, Hall of Champions*

DEPARTMENT EXCELLENCE

Commit to fiscal, operational, business and NCAA compliance excellence in all aspects of our department. Identify opportunities to improve overall operations through key campus partnerships and commit to achieving goals of the strategic plan.

INITIATIVE 5.1:

Fiscal Responsibility

OBJECTIVES TO REACH GOAL:

- Develop a training program for new and incoming staff on key business and planning functions
- Update and maintain detailed business procedures and protocols
- Identify opportunities to improve accountability and efficiency
- Develop and maintain five-year planning vehicles to effectively plan for budget positions
- Improve budget communication and oversight for all key budget stakeholders

*Aligned with Initiative 5.5A Budgeting and Planning Platform of the University of Arizona's Strategic Plan

INITIATIVE 5.2:

Optimized Operational and Business Planning

OBJECTIVES TO REACH GOAL:

- Maintain and continue to develop unit reporting system for sport and administrative oversight
- Continue to open lines of communication on sport and department priorities and work flows
- Update sport and department goals on annual basis
- Develop strong key performance indicators for sports and operational units
- Develop strong project management systems to support strategic outcomes
- Improve overall management of contracts

*Aligned with Initiatives 5.2A Optimize Business Processes and Ways of Working, 5.2A1 Business Process Pilot, 5.2A4 Contract Management of the University of Arizona's Strategic Plan



BEAR DOWN

BUSINESS, COMPLIANCE AND OPERATIONAL EXCELLENCE

INITIATIVE 5.3: Support Campus Strategic Initiatives

OBJECTIVES TO REACH GOAL:

- Continue to ensure the ICA Strategic Plan is aligned with the University strategic plan
- Engage campus initiative leads to determine how ICA initiatives could positively contribute to University strategic initiatives
- Identify opportunities for Arizona Athletics to help support or promote key campus strategic initiatives
- Develop an annual report on how ICA is supporting the mission and strategic plan of the University
- Ensure ICA staff actively participates in campus committees and initiatives

INITIATIVE 5.4: Policies & Procedures Development

OBJECTIVES TO REACH GOAL:

- Create collaborative website for employees to maintain and post updated policies and procedures
- Create structured tools for consistent development of policies and procedures across department
- Implement process to annually review and update policies and procedures

INITIATIVE 5.5: Business Intelligence

OBJECTIVES TO REACH GOAL:

- Creative, data driven and informed decision-making culture
- Sustain a team of ICA leaders who focus on data gathering and assessing to determine how to enhance overall business strategy and focus
- Refine and expand data gathering tools and resources

*Aligned with Initiative 5.2A3 Data Warehouse of the University of Arizona's Strategic Plan

INITIATIVE 5.6: CRM Development

OBJECTIVES TO REACH GOAL:

- Develop a 360-degree view of our customers, their needs, and purchasing behaviors
- Develop campus partnerships to enhance data feeds
- Leverage our third party resources to identify other potential growth opportunities
- Identify untapped markets/future customers via data feeds/plugins
- Identify strategies to boost student and parent engagement

*Aligned with Initiative 5.2A2 Trellis (CRM) of the University of Arizona's Strategic Plan



BEARDOWN

STRATEGIC PLAN COMMITMENT

INITIATIVE 5.7:

Sustainability

OBJECTIVES TO REACH GOAL:

- Create a steering team of department coaches, staff, and student-athletes who help to identify strategies to enhance sustainability each year
- Transition water fountains throughout facilities and install bottle fillers
- Reduce food waste from team meals
- Continue to partner with campus on future sustainability initiatives

*Aligned with Initiatives 5.4A Sustainability and Resiliency, 5.4B Campus Culture of Sustainability and Community Partnership of the University of Arizona's Strategic Plan

INITIATIVE 5.8:

Strategic Plan Commitment

OBJECTIVES TO REACH GOAL:

- Foster a culture of "Living Strategic Plan" to sharpen our focus on key priorities
- Develop annual report that demonstrates ongoing commitment to strategic initiatives
- Develop a report card that summarizes all key performance indicators
- Maintain a "Steering Team" to review and update initiatives on a quarterly basis
- Develop tools to allow individuals to submit new initiatives and ideas

*Aligned with Initiative 5.3A The Living Strategic Plan of the University of Arizona's Strategic Plan



LIVING OUR CORE VALUES

INITIATIVE 5.9:

Living Core Values

OBJECTIVES TO REACH GOAL:

- Elevate the visibility and positioning of our University and Athletics shared core values
- Develop strategies to elevate visibility of core values in facilities and in the department
- Include core values in onboarding education of new staff
- Include core values in new student-athlete presentations
- Include core values in competition and game-day messaging

*Aligned with Initiative 5.1B Living Our Core Values of the University of Arizona's Strategic Plan

INITIATIVE 5.10:

NCAA Compliance Culture

OBJECTIVES TO REACH GOAL:

- Advance overall capabilities of compliance office
- Develop an all-inclusive policies and procedures manual for compliance office
- Enhance overall communication and tools with coaches and staff
- Reinforce our commitment to maintaining an open and inclusive compliance culture
- Enhance the role of compliance in the leadership and leadership decisions of the department



BEAR DOWN



CREATING A CULTURE OF COMPLIANCE

"Integrity is the cornerstone core value of the University of Arizona. It drives our comprehensive commitment to business and operational excellence, adherence to federal and state laws, and compliance with Arizona Board of Regents, University, and NCAA rules and regulations. Our compliance culture is rooted in a commitment by every single person in this University community to learning, understanding, and applying these requirements to every aspect of our efforts to achieve success."

Dr. Robert C. Robbins – President of the University of Arizona

Arizona Athletics surveyed its student-athletes, staff, fans and stakeholders during its comprehensive strategic planning process and asked what the Wildcat Way meant to them. The two most common words in those responses were "integrity" and "championships". Integrity is also one of the paramount values in the University of Arizona's own strategic plan and a shared value in Arizona Athletics' own plan.

By creating a culture of compliance, Arizona Athletics can operate in all areas with integrity as a touchstone for everything we do. The Compliance Department is a crucial and integral part of all operations within the athletics department. Arizona Compliance emphasizes acting with integrity and does so as an expectation that starts at the highest levels of university leadership and administration.

Compliance leads the athletics department's commitment to maintaining and reinforcing a culture of compliance and institutional control throughout the University's coaches, staff members, student-athletes, and representatives of the institution's athletics interests.

Arizona Compliance delivers on that commitment through a variety of strategic initiatives, including having representation at all administrative level decision making meetings, clearly communicating institutional, Pac-12 and NCAA expectations.

Compliance staff also values positive relationships with coaches and administrators, emphasizes effective communication and maintaining the knowledge and best practices associated with staying at the forefront of evolving NCAA legislation, a robust rules education program and comprehensive monitoring systems designed to provide coaches and staff members with the resources needed to operate with integrity and within the guidelines of all applicable NCAA, Pac-12 and institutional guidelines.

By creating and maintaining this culture of compliance, Arizona Athletics can live its core values each and every day. It can fulfill its mission to educate and develop student-athletes and strengthen its position as a point of pride for the University of Arizona and the Southern Arizona community.

"Contributing to the University of Arizona Athletics Strategic plan allowed me to share my vision for the future student-athlete experience. This plan will be executed to enhance the current state of the athletics department and evolve it into one of the best universities in the country. I have learned a great deal about how the athletics department will make key decisions to allocate resources and recruit top talent. As a result, the athletics department has aligned itself with the University of Arizona's overarching plan, creating an elevated experience for all involved."

Mackenzie Rumrill – Women's Swimming & Diving Student-Athlete



BEAR DOWN

2019 Arizona Athletics Strategic Plan materials were created and designed by

Mike Baldwin – Arizona Athletics Graphic Designer