



Published on Sports Management Resources

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## Strategic Planning

### **Presenting Circumstances**

- Athletics Director or senior management concern that:
  - current program goals and objectives are not clear, focused and measurable
  - athletics department resources are insufficient to achieve currently stated program goals or objectives; and/or
- Athletics director or institutional management desires comprehensive plan to guide athletics department growth over the next three to five years and such a strategic plan does not exist; and/or
- Athletics Director or institutional management concerned that while a strategic plan exists, it has not been translated to measurable goals and objectives, current year action plans and/or three to five year financial projections; and/or
- Athletics program is confronting any of the following challenges:
  - absence of consensus about the goals of the athletics program or emphasis on selected sports
  - staff burn-out, employee retention challenges
  - pressure to grow one or two sports while pursuing gender equity and lack of financial resources to do both
  - lack of planning and organizational skills by athletics director whose competence is exemplary in other critical areas
  - concern for appropriateness of competitive division and/or conference affiliation
  - gender/minority equity challenges

### **Overview of Consultant Deliverables**

- Review of all current strategic planning documents; assessment of the current financial and program status of the athletics department
  - Guide athletics director, senior staff and faculty athletics council through a strategic analysis of strengths, weaknesses, opportunities and threats (SWOT) with regard to:
    - management and staff capabilities
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- sports programs
  - athletic department and sport reputations
  - management information systems
  - financial systems
  - office technology capabilities
  - sport facilities
  - The strategic analysis will include the following methodologies:
    - collecting internal and external stakeholders' perceptions about the athletics department and specific sport programs
    - evaluating the athletics program's impact on student-athletes and the student/faculty community
    - cost/benefit analysis
    - sport by sport and overall program competitive analysis
    - assessment of strategies being utilized
  - Survey and data gathering to identify concerns of institutional officers, trustees, faculty, staff, student-athletes, donors and other stakeholders
  - Review and assess data to determine critical issues and solution options
  - Guide athletics director, senior staff and faculty athletics council determination of:
    - vision and mission statements
    - goals
    - priority strategies
    - measurable objectives
  - Guide athletics director and senior staff in the determination of:
    - primary communications statements/plans
    - twelve month action plans including responsibilities and deadlines
    - twelve month operating budget
    - management critical indicator reporting system to oversee action plan progress
    - revision of internal and external documents to reflect strategic plan
  - Formal presentation, upon request, of results to athletics department staff, executive officers of institution and/or trustees of the institution
  - Conduct evaluation of strategic planning process and results