



Published on Sports Management Resources

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
 - sports programs

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- 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