GOAL 1 (STUDENT DEVELOPMENT): TO HAVE PROGRAMS, SERVICES AND TRAINING TO MAXIMIZE THE ACADEMIC, ATHLETIC AND PERSONAL DEVELOPMENT IN EACH STUDENT TO WHOM WE ARE RESPONSIBLE.

Objective 1.1: Hire a full-time assistant athletic director to implement and manage Academic/Life Skills (Eagle Edge) and NCAA rules compliance programs.
   Target date for completion: July 2017.
   A. Apply for NCAA Strategic Alliance Grant to obtain partial funding for a full-time women or ethnic minority position.
      Target date for completion: January, 2017.
   B. Implement educational programs for student-athletes bystander training, sexual assault awareness, health and wellness, social and racial justice, etc.
      Target date for completion: Ongoing.
   C. Comprehensive plan to promote, nominate and award the myriad of accomplishments of student-athletes and programs.
      Target date for completion: Ongoing.

Update, September, 2017:
Objective 1.1 A. – Completed. Awarded grant and hired an Assistant Athletic Director for Eagle Edge and Compliance and work has begun on B & C in this category.

Update, March 2018:
See September update and B & C are still ongoing.

Update, September 2018:
See September 2017 update and B & C are still ongoing.
Objective 1.2: Expand and enhance the current student-athlete lounge to better accommodate academic laboratory space and improve overall comfort of facility to attract more student-athletes into the space.
   Target date for completion: Fall 2020.

   A. Incorporate this need into facilities master plan development.
      Target date for completion: Ongoing.

   B. Assess current student-athletes to determine specific items for this space to fulfill their needs.
      Target date for completion: Fall 2017 and Ongoing.

   C. Solicit donations for technology, equipment and wish-list items for this space.
      Target date for completion: Ongoing.

Update, September, 2017:
No updates at this time.

Update, March 2018:
No updates at this time.

Update, September, 2018:
Objective 1.2 – A company named Sasaki has been hired to do a comprehensive Space Study on the Woodruff Physical Education Center which will include this space; in addition, there has been some enhanced branding completed in this space.
**Objective 1.3:** Development of a comprehensive academic assessment matrix to monitor student-athlete academic success compared to general student body.

Target date for completion: Fall 2017.

A. Meet with Registrar and IT to develop PeopleSoft reports which can produce various academic comparisons such as GPA, graduation and retention rates, good academic standing, Dean’s List, class attendance, etc.

Target date for completion: Spring/Summer 2017.

*Update, September, 2017:*
Completed.
**Objective 1.4:** Establish priority registration system for student-athletes.
Target date for completion: Spring 2017.

A. Continue meetings with the College to establish a stronger relationship and to begin development of improved models of class registration to better serve the demands of student-athletes.
   Target date for completion: Ongoing.

B. Creation of an ombudsperson through the College to assist student-athletes with course registration challenges.
   Target date for completion: Fall 2016.

C. Developing a system whereas on-line registration times for student-athletes which conflict with practices and contests to better service student-athlete needs.
   Target date for completion: Fall 2017.

*Update, September, 2017:*
B & C completed and item A is ongoing.

*Update, March 2018:*
No updates at this time.

*Update, September 2018:*
No updates at this time.
Objective 1.5: Development of a comprehensive handbook for student-athletes.
Target date for completion: Fall 2017.

A. Review existing handbook to begin expansion, production and availability of said handbook.
   Target date for completion: Spring 2017.

B. Solicit sample student-athlete handbooks from similar institutions for development ideas.
   Target date for completion: Summer 2017.

C. Produce both hard copy and electronic version of completed handbook.
   Target date for completion: 2017-18.

Update, September, 2017:
Item A has been completed. Items B & C have been completed and will be updated in the future as necessary.

Update, March 2018:
No updates at this time.

Update, September 2018:
Completed & ongoing.
**Objective 1.6:** Intercollegiate athletics weight room renovation and maintenance and upgrading of existing intercollegiate weight lifting equipment.

A. New flooring for the intercollegiate varsity weight room.  
   Target date for completion: August 2016.

B. Assess equipment for safety, and put on replacement/maintenance schedule.  
   Target date for completion: Summer 2018.

*Update, September, 2017:*
Item A has been completed.

*Update, March 2018:*
No updates at this time.

*Update, September 2018:*
No updates at this time.
**Objective 1.7:** Development of a comprehensive student employee training program for the Woodruff P.E. Center and Student Activity and Academic Center. (200+ student employees).
Target date for completion: Fall 2018.

A. Review existing training manuals and procedures.

B. Solicit sample student development training programs from our benchmarking schools.
   Target date for completion: Spring 2017.

C. Implement monthly training meetings.
   Target date for completion: Fall 2016.

D. Implement Fall Kick off training meeting and Spring Kick off training meeting.
   Target date for completion: Ongoing.

E. Continue to improve CPR training program for all student employees to be certified.
   Target date for completion: Ongoing.

*Update, September, 2017:*
Completed and ongoing.

*Update, March 2018:*
Completed and ongoing.

*Update, September 2018:*
Ongoing.
GOAL 2 (HEALTH, SAFETY, AND WELFARE): TO INSURE THE HIGHEST LEVEL OF HEALTH, SAFETY AND WELLNESS PROGRAMS AND SERVICES FOR OUR STUDENT-ATHLETES, EMORY COMMUNITY (STUDENTS, FACULTY/STAFF AND ALUMNI) AND OTHER PATRONS WHO UTILIZE OUR FACILITIES, UTILIZING NCAA AND NIRSA BEST PRACTICES.

Objective 2.1: Due to the elimination of the Georgia State athletic training program, must replace existing certified graduate assistant athletic trainers with full-time certified athletic trainers within the athletics department’s Sports Medicine Program.

   Target date for completion: Fall 2017.

   A. Develop collaborative partnership with Emory Healthcare/Incremedical and their Sports Medicine program and their athletic training outreach program.
      Target date for completion: 2016-17 & ongoing.

   B. Hire one full-time certified athletic trainer.
      Target date for completion: Fall 2016.

   C. Hire two full-time certified athletic trainers.
      Target date for completion: Spring 2017.

Update, September, 2017:
Item A has been initiated and will be ongoing. Items B & C have been completed.

Update, March 2018:
No updates at this time.

Update, September 2018:
Completed.
Objective 2.2: Development of a Nutrition program tailored to specific sports and student-athletes.

Target date for completion: Fall 2019.

A. Work in collaboration with Coordinator of Nutrition Education through the Department of Student Health Services.
   Target date for completion: 2019 & ongoing.

B. Work in collaboration with Dining Services to investigate best possible delivery methods for a quality nutritional program for our student-athletes who dine on campus.
   Target date for completion: 2019 & ongoing.

Update, September, 2017:
No updates at this time.

Update, March 2018:
No updates at this time.

Update, September 2018:
No updates at this time.
Objective 2.3: Development and implementation of NCAA recommendations for Mental Health best practices.
Target date for completion: Fall 2018.

A. Collaborate with Department of Psychology to explore research opportunities which could lead to specific programming and services most needed within the department.
   Target date for completion: 2018 & ongoing.

B. Collaborate with CAPS to determine if any specific and ongoing programs/services can be provided to support our student-athletes.
   Target date for completion: 2018 & ongoing.

C. Design and implement annual program to include all facets of mental health/well-being (mandatory) for student-athletes and coaches.
   Target date for completion: 2017-18.

Update, September, 2017:
No updates at this time.

Update, March 2018:
No updates at this time.

Update, September 2018:
Productive meetings have occurred between CAPS, athletic training and Eagle Edge. Mental health questions have been added to our pre-participation screenings.
**Objective 2.4:** Convert Assistant Strength & Conditioning Coach from a Graduate Assistant position to a full-time assistant position similar to our other assistant coaching positions.
Target date for completion: Fall 2018.

A. Through an enhanced budgeting situation, incorporate the necessary funds to make this position a reality.
   Target date for completion: 2018.

B. Explore partnership with Emory Healthcare/P3 Sports for additional strength and conditioning staff members.
   Target date for completion: Summer 2017.

*Update, September, 2017:*
No updates at this time.

*Update, March 2018:*
No updates at this time.

*Update, September 2018:*
Item A has been completed and no updates regarding item B.
Objective 2.5: Partner with Emory University Student Health Services (EUSHS) to assist them by utilizing our resources in the reduction of preventable concussions in on-campus student residents by 50%.

A. Develop a protocol with EUSHS to perform ImPact testing and the Return to Play/Return to Learn protocol for Emory students with concussions, seen at EUSHS, who are NOT varsity student-athletes.
   Target date for completion: 2017.

B. Identify space and implement an in-house clinic to serve as a resource to all students who suffer a concussion.
   Target date for completion: Ongoing.

Update, September, 2017:
Item A was completed and awarded Campus Life Bridge Fund to assist with funding along with funding support for collaborate grant with NCAA & UGA for concussion study and additional financial support from Emory Healthcare. Item B has been completed and will be ongoing.

Update, March 2018:
Completed and ongoing.

Update, September 2018:
No updates at this time.
GOAL 3 (FACILITIES): TO IMPROVE AND EXPAND FACILITIES AND SERVICES TO MEET THE PRESENT AND GROWING NEEDS FOR ATHLETICS AND RECREATION AND TO REMAIN ONE OF OUR NATIONS’ MOST SUCCESSFUL AND COMPETITIVE ATHLETICS PROGRAM.

Objective 3.1: Initiate a comprehensive Athletics Facilities Master Plan.
Target date for completion: Spring 2017.

A. Hire a Master Planning firm.
Target date for completion: 2017.

B. Produce completed Athletics Facility Master Plan to Administration for approval.
Target date for completion: 2018.

Update, September, 2017:
Was unable to secure funding for a comprehensive Master Plan, however, have secured funding to hire a firm in 2017-18 to conduct a feasibility study on renovation/expansion of the Woodruff Physical Education Center.

Update, March 2018:
Campus Services is currently screening firms to conduct this study.

Update, September, 2018:
A company named Sasaki has been hired to do a comprehensive Space Study on the Woodruff Physical Education Center which will be completed in the coming months. Sasaki conducted on-campus focus groups in August with all key stakeholder groups.
**Objective 3.2:** Major renovation and expansion of the Woodruff Physical Education Center. Target date for completion: Summer 2020.

A. Incorporate this need into facilities master plan development. Target date for completion: 2018.

B. Expansion should include development of a true competitive athletics arena. Target date for completion: 2020.

C. Renovation should include a new sports medicine clinic, aquatic center upgrades, intercollegiate and general weight rooms, student-athlete success center, staff and membership offices, branding, etc. Target date for completion: 2020.

**Update, September, 2017:**
For item A, secured funding to hire a firm in 2017-18 to conduct a feasibility study on renovation/expansion of the Woodruff Physical Education Center.

**Update, March 2018:**
No updates at this time.

**Update, September 2018:**
A company named Sasaki has been hired to do a comprehensive Space Study on the Woodruff Physical Education Center which will be completed in the coming months. Sasaki conducted on-campus focus groups in August with all key stakeholder groups.
Objective 3.3: Renovate and improve men’s & women’s soccer field & facility.
Target date for completion: Summer 2017.

A. Secure financial support from Campus Services and then solicit contractor bids for renovation of field.
   Target date for completion: 2016.

B. Incorporate need for press box/bathroom/storage facility on south side of field into athletics facility master plan.
   Target date for completion: 2018.

C. Incorporate sun and weather covering for north side bleachers into athletics facility master plan.
   Target date for completion: 2018.

D. Incorporate into the project improvements to drainage for the east side of the track and field to prevent water damage on track.
   Target date for completion: 2017.

E. Incorporate renovating the steeplechase improvements to manage the water and leak to tank.
   Target date for completion: 2017.

Update, September, 2017:
Completed.
**Objective 3.4:** Upgrade intercollegiate softball facility with permanent stands and press box. Target date for completion: Spring 2018.

A. Submit request to Ways & Means for full funding due to Title IX concerns. Target date for completion: Spring 2017.

B. Solicit donations to fund the project. Target date for completion: Ongoing.


*Update, September, 2017:*  
Item A has been completed.

*Update, March 2018:*  
Construction documents will be finalized in next couple of months. Currently screening construction firms. Expect construction to commence by end of the summer of 2018.

*Update, September 2018:*  
Construction documents have been completed and a company by the name of Reeves/Young was hired as a CM at risk. The Land Disturbance Permit was secured in September. Construction is to begin in the next two weeks.
**Objective 3.5:** Complete proposed baseball facility locker room addition.  
Target date for completion: Fall 2017.

A. Complete fundraising efforts for project.  
   Target date for completion: Ongoing.

*Update, September, 2017:*  
Construction firm has been hired and construction will begin in October 2017 with expected completion in spring of 2018.

*Update, March 2018:*  
Construction is nearing completion and is scheduled to be complete April 6, 2018.

*Update, September 2018:*  
Construction has been completed and the building has been occupied. Fundraising efforts are ongoing.
**Objective 3.6:** Develop a long term sustainable plan to manage the risk management, safety, cleanliness and facility improvements for the Woodruff P.E. Center (Olympic pool and warming pool) and the Student Activity and Academic Center (Olympic Pool, Teaching Pool and Kiddie Pool).

Target date for completion: Spring 2017.

A. Hire a full time Aquatic Coordinator to manage the aquatic facility operations at both facilities.
   Target date for completion: Fall 2016.

B. Aquatics coordinator implement a lifeguard training instruction program to develop an in-house program to reduce lifeguard management contracts. Collaborate with the Recreation & Wellness Department.
   Target date for completion: 2017-18.

C. Develop overall aquatics master plan and forecast replacement of equipment to ensure safety and risk management issues are addressed properly.
   Target date for completion: Fall 2017.

*Update, September, 2017:*
Majority of objective 3.6 has been completed and will be an ongoing process. New aquatics coordinator began in spring of 2017.

*Update, March 2018:*
No updates at this time.

*Update, September 2018:*
No updates at this time.
Objective 3.7: Development of a running/walking trail through Lullwater that will provide a course for our cross-country program and for the community at large.
Target date for completion: 2020.

A. Incorporate this need into facilities master plan development.
Target date for completion: 2018.

Update, September, 2017: No update at this time.

Update, March 2018: No update at this time.

Update, September 2018: No update at this time.
**Objective 3.8:** Develop state-of-the-art fitness equipment, cardio equipment, strength equipment replacement on the 4th floor of the WPEC. Develop a cleaning and preventative maintenance plan to ensure safety, timely repairs and improve overall patron satisfaction.

Target date for completion: Fall 2016.

A. Develop proposals for replacement of fitness equipment, cardio equipment and strength equipment with collaboration of Fitness and Wellness staff.
   Target date for completion: Fall 2016.

B. Secure funding, purchase equipment, and coordinate installation on 4th floor.
   Target date for completion: Spring 2017.

C. Develop an infrastructure with custodial services to clean equipment twice a day and develop infrastructure with student staff with Fitness and Wellness Staff to complete cleanings during shifts.
   Target date for completion: Spring 2017.

D. Develop long term replacement planning to budget for proper equipment in a timely manner.
   Target date for completion: Fall 2018.

**Update, September, 2017:**
Majority of objective 3.8 has been completed and will be an ongoing process. Was unable to secure funding for all new equipment, however, several new pieces were purchased and an incremental funding plan for ongoing replacement has been initiated.

**Update, March 2018:**
In addition to the September update, an additional $60,000 in funding has recently been secured to immediately purchase additional fitness, cardio and strength equipment. Purchases will occur in the next few weeks with an expected delivery date approximately 10-12 weeks later.

**Update, September 2018:**
The purchases referenced in March were increased (~ $75,000 was spent) and have been completed.
**Objective 3.9:** Improve overall informal recreation and member services for students, faculty/staff, alumni and community at Woodruff P.E. Center and Student Activity and Academic Center.

Target date for completion: Fall 2017.

A. Purchase and implement the recreation software system. Collaborate with EmoryCard office for interfacing.
   Target date for completion: Fall 2016.

B. Review and develop a comprehensive facility master schedule to ensure informal recreation times, closure times to complete facility projects and acceptable times for camps for safety and risk management.
   Target date for completion: 2016 - 2017.

C. Implement 6 internet hot spots to improve infrastructure for our Emory community when the Campus Life Center is under construction. Develop areas in the facilities for community with furniture, charging stations and better technology.
   Target date for completion: Fall 2017.

*Update, September, 2017:*
Item A has been completed. Item B completed and will be ongoing.

*Update, March 2018:*
No update at this time.

*Update, September 2018:*
No update at this time.
Objective 3.10: Development of a comprehensive branding campaign of our indoor and outdoor facilities.

Target date for completion: 2020.

A. Incorporate this need into our facilities master plan.
   Target date for completion: 2018.

Update, September 2017:
No update at this time.

Update, March 2018:
No update at this time.

Update, September 2018:
Since the Master Plan has not been initiated this will not be included in such a plan. However, there have been enhancements to our branding initiatives which have included: baseball wind screen and team building; column wraps for the WPEC; signage on west side of the DUC’ling; windscreens for track/soccer field fencing; new softball windscreen has been ordered but may not be installed until construction is complete; banners on lamp posts around campus for national championships; Recreation and Wellness area rebranded; student-athlete lounge; arena team room; etc.
GOAL 4 (COMPETITIVE SUCCESS): TO MAINTAIN AND IMPROVE UPON COMPETITIVE STRENGTH OF THE INTERCOLLEGIATE ATHLETICS PROGRAM WITH CHAMPIONSHIP RESULTS ON BOTH A CONFERENCE AND NATIONAL LEVEL.

Objective 4.1: Define and address budget challenges and staffing challenges.
Target date for completion: Fall 2016.

A. Develop long-range revenue and staffing plan (revenue plan to give strong consideration to reducing outside camps as a result of their wear, tear and disregard for existing facilities).
   Target date for completion: Ongoing.

B. Develop budget reserve.
   Target date for completion: Ongoing.

C. Review staffing structure to ensure coverage of multiple facilities are safely managed.
   Target date for completion: Ongoing.

D. Revise and define budgets to clearly establish athletics budget from reorganization of Athletics, Play Emory and the Student Activity & Academic Center.
   Target date for completion: Summer 2017.

Update, September 2017:
Initiated and ongoing.

Update, March 2018:
Completed and ongoing.

Update, September 2018:
Completed and ongoing.
**Objective 4.2:** Development of a film/smart classroom designated for video editing and scouting/instructional film education meeting space for teams.  
Target date for completion: Fall 2020.

A. Incorporate this plan into athletics facility master plan.  
Target date for completion: 2018.

*Update, September, 2017:*  
No update at this time.

*Update, March 2018:*  
No update at this time.

*Update, September 2018:*  
Since the Master Plan will not occur, this will not be incorporated into said plan. However, all new smart classroom technology has been purchased (~ $60,000) and installed in two classrooms in the WPEC and three classrooms in the SAAC. Web conferencing capabilities also added in the WPEC.
**Objective 4.3: Development of a comprehensive fundraising plan.**
Target date for completion: Fall 2017.

A. Refine and increase sponsorship program with corporate partners.
   Target date for completion: Fall 2017 & ongoing.

B. Hire an additional athletics development staff member focused on the cultivation of leadership level gifts.
   Target date for completion: Fall 2017.

C. Establishment of plan to create endowments for each of the intercollegiate athletics programs.
   Target date for completion: Ongoing.

D. Develop a tiered giving/booster group with limited benefits based upon donation level.
   Target date for completion: 2017-18.

*Update, September, 2017:*
Development of a comprehensive fundraising plan will occur during the 2017-18 academic year. Item A initiated and ongoing. Item B Completed with the hiring of a full-time Associate Director of Development for Campus Life with 50% of position dedicated to major gifts for athletics.

*Update, March 2018:*
No update at this time.

*Update, September 2018:*
No update at this time.
**Objective 4.4:** Develop a comprehensive event management and game day experience for the intercollegiate athletics program.

Target date for completion: Spring 2018.

A. Edit and expand current handbook to level where most any person familiar with our facilities and events could easily operate and event from start to finish and to our high standards.

Target date for completion: Spring 2017.

*Update, September, 2017:* 
No update at this time.

*Update, March 2018:* 
No update at this time.

*Update, September 2018:* 
No update at this time.


**Objective 4.5:** Conduct a Title IX audit.
  Target date for completion: Spring 2017.

A. Review and assess various consultants with expertise in this area.
   Target date for completion: Spring 2017.

B. Hire consulting firm to conduct review during the 2017-18 academic year.
   Target date for completion: Summer 2017.

*Update, September, 2017:*
Completed
**Objective 4.6:** Implement streamlined tools with Admissions Office for recruiting the best scholar-athletes.

Target date for completion: Fall 2016 and Ongoing.

A. Conduct annual meetings with the admissions administration and athletics administration along with annual admissions meeting with head coaching staff.
   Target date for completion: Ongoing.

*Update, September, 2017:*
Initiated and ongoing.

*Update, March 2018:*
Ongoing.

*Update, September 2018:*
Ongoing.
**Objective 4.7:** Successful completion of the first three goals of this strategic plan.
Target date for completion: Ongoing.

A. Review strategic plan quarterly and adjust and implement as necessary by continuing to look for positive opportunities which would improve the overall department.
   Target date for completion: Ongoing.

*Update, September, 2017:*
Ongoing.

*Update, March 2018:*
Initiated and ongoing.

*Update, September 2018:*
Initiated and ongoing.