



TO: Athletics Committee Members  
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FROM: Dr. Wood Selig  
Director of Athletics

DATE: November 27, 2017

SUBJECT: December 7, 2017 – Meeting Agenda

The Athletics Committee meeting will take place in the Boardroom (Room 2206) in the Kate and John R. Broderick Dining Commons from 9:00 a.m. – 10:00 a.m. on Thursday, December 7, 2017. The following items will be discussed:

- I. Opening Remarks, President Broderick
- II. Background, Kay Kemper
- III. Athletic Director's Report, Dr. Wood Selig
- IV. Other Business



Department of Athletics

**STRATEGIC PLAN**

**&**

**GENDER EQUITY REVIEW**

January 2016

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The purpose of the plan is to establish goals and priorities for the Athletics Department that enable efficient and effective management consistent with its core values and a common understanding of the Department's mission and vision for the future. The Plan is intended to serve as a road-map for the operation of the athletics program through 2011, although some initiatives that emerge from the plan may carry over beyond that date.

The ODU Athletics Strategic Plan is intended to be a fluid document that will change as conditions merit. Imbedded in this plan are principles that seek to encourage broad oversight and participation in its

## EXECUTIVE SUMMARY

In September 2010, the



In developing the Strategic Plan, the Strategic Planning Committee aided by the Working Group identified seven (7) areas of focus for the Strategic Plan and developed goals in each area accompanied by strategies with action plans for accomplishing each. Upon a two (2) year review in October 2012, an 8<sup>th</sup> area of focus was added. These eight (8) areas of concentration are:

1. ACADEMIC EXCELLENCE
2. COMPETITIVE EXCELLENCE
3. COMPLIANCE
4. EQUITY/DIVERSITY



## THE STRATEGIC PLANNING PROCESS

In September, 2010, the Old Dominion University Department of Intercollegiate Athletics initiated a strategic planning process to assist the University in leading and directing the Department into the year 2019 and beyond. Collegiate Sports Associates was engaged by new Director of Athletics, Dr. Wood Selig, to assist in the planning process.

Dr. Selig appointed a Strategic Planning Committee of seventeen members (1) to oversee the strategic planning process. To ensure broad-based participation in the process, the Committee was composed of Senior University Officials, Faculty, Senior Athletics Administrators, Alumni, and members of the Big Blue Club. The Committee met for the first time on September 20, 2010 to discuss the plan.

Specific goals were established in each of the categories. In all twenty (22) goals were identified. Seventy-eight (78) separate and distinct strategies for achieving each objective were then developed and incorporated into the Strategic Plan. Further, the working group identified over one hundred thirty (130) additional strategies.

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4. **Goals and Aspirations:** From the Coaches graduate students, win championships, recruit outstanding people, improve facilities, and grow funding. The leadership group added: become a model midmajor program, meet the requirements of Title IX.
  5. **Obstacles and Threats:** In part, because of the realities created by the recent economic downturn, most often mentioned was inadequate or limited funding. Inadequate facilities were cited by many as a limitation, as was lack of fan support within the community. There is a strong feeling that the program could be marketed better and exposure for the program improved (TV, new media, etc.). Concern was expressed that the awareness of the “new” ODU was not what it could be within the region. Underfunded salaries, especially for assistant coaches, were mentioned by many.
  6. **Opportunities:** Both groups of respondents looked upon most of the obstacles and threats as opportunities to improve the quality and competitiveness of ODU’s athletics program. In addition, many pointed to the arrival of football on campus as a key opportunity to advance the name and image of ODU athletics. All believe that increasing funding through effective fund raising is possible.
  7. **Peers**
    - a. **Institutional peers**– mostly Conference USA and state institutions such as: James Madison, William & Mary, George Mason, Virginia Commonwealth
    - b. **Aspirational peers**– mostly ACC schools such as: Virginia, Virginia Tech, Duke and North Carolina.
  8. **Distinguishing Features:** Football’s arrival on the scene was cited by both groups as a feature that brought positive notoriety to the University. Other distinguishing features included our women’s rowing facility and successful startup program similar to ODU football, the support provided by the University and community, tradition and history of national championships (especially with the women’s programs), the presence of visionary leadership at ODU, an attractive location (beach), and a steadily improving campus.
  9. **Assumptions:** Most people feel that the current levels of membership are appropriate. But, there was a common thread that ODU should be continually assessing changes in the landscape in Division I athletics and be prepared to take advantage of any changes that present an opportunity for increased funding and higher levels of recognition for the University.

- a. **NCAA Divisional Classification** The majority has welcomed the move to ~~USA~~ and reclassification to the Football Bowl Subdivision (FBS)
- b. **Conference membership** There was solid support for joining ~~USA~~ and finding competitive and suitable homes for field hockey (Big East), women's lacrosse (independent), men's swimming (independent), and wrestling (~~American~~)

## ATHLETIC DIRECTOR'S ASSESSMENT

One of the most important perspectives shared during the strategic planning process was provided by Dr. Selig. He was very candid in his assessment of the state of ODU athletics. His insight generated very positive responses from both the Strategic Planning Committee and the Working Group. Dr. Selig listed thirteen things as critical to the planning process. Some of his observations identified weaknesses in the Department that need to be strengthened. Others were clearly



## MISSION STATEMENT

In drafting a new Mission Statement for the Athletics Program, the Working Group reviewed mission appropriate documents from a number of sources. Review of the ODU Institutional Mission Statement was central to the process. The group also examined the existing ODU Athletics Mission Statement which was created in 1988. Finally, they studied athletics mission statements from other selected peer institutions (Exhibit oxEi ilnO eemf sletriatbn sg (x)-8e f9[(m)-3.3 (n)13.26 (o )11.3 (Mm)7.5 (()-55 hlet0.5 ((t)-3 (i

Application of these principles and the incorporation of concepts and principles included in the existing ODU Athletics Mission Statement and from those of peer institutions enabled the creation of a new Mission Statement for ODU Athletics. The Strategic Planning Committee approved the draft prepared by the Working Group. On January 13, 2011, Dr. Selig, on behalf of the Committee, presented the new Mission Statement for the ODU Athletics Program to the President and Board of Visitors for endorsement.

## ODU ATHLETICS MISSION STATEMENT

In support of the Old Dominion University mission, the Department of Ath

## VISION STATEMENT

Using a similar strategy, the Working Group drafted a new vision statement for the Department of Athletics. Utilizing the University's Vision Statement as a foundational document, the group also reviewed the vision statement of other peer institutions (Exhibit V) and submitted a draft of the ODU Athletics Vision Statement to the Board of Trustees for review and approval. The Board of Trustees approved the draft on 10/10/15.

The Working Group identified the following concepts as vital components of the University's Vision Statement and that were especially applicable to the Athletics program:

- o Nationally recognized
- o Fñ

## CORE VALUES

Core values are the foundation upon which every critical decision in athletics rests. The Working Group took special care to define a core value as: “a principle that we would never compromise even if it put us at a competitive disadvantage.” Working from the ODU institutional identity statement (from ODU Strategic Plan 2009-2014: Who We Are) and again, relying upon comparative statements from other peer institutions (Exhibit VI), a Statement of Core Values for ODU Athletics was adopted by the Strategic Planning Committee and submitted to the University leadership for formal approval. Dr. Selig included this statement in his presentation to the Board of Visitors and President on January 13, 2011.

### ODU ATHLETICS STATEMENT of CORE VALUES

#### INTEGRITY:

## THE STRATEGIC PLAN

Central to the development of the Athletics Strategic Plan were the six institutional Strategic Goals included in the Old Dominion University Strategic Plan: 2009. The University's Strategic Plan has since been revised for 2012-2019. It was and continues to be important for Athletics to incorporate similar University strategic goals and reaffirm the University's updated Strategic Plan

1. Enhance the University's Academic and Research Excellence
2. Support Student Success
3. Enrich the Quality of University Life.
4. Engage with the Greater Community
5. Promote an Entrepreneurial Culture

The Strategic Planning Committee, through the diligent work of the Working Group, originally identified seven (7) categories or areas of focus for the Strategic Plan. An 8<sup>th</sup> area of focus Conference USA Transition- was established in October 2012 to address our CUSA transition. That goal has since been met and was replaced in January 2016 with a new goal, Student Athlete Welfare.

Here are the current eight (8) categories:

- |                           |                            |
|---------------------------|----------------------------|
| 1. ACADEMIC EXCELLENCE    | 5. RESOURCES               |
| 2. COMPETITIVE EXCELLENCE | 6. CIVIC ENGAGEMENT        |
| 3. COMPLIANCE             | 7. PLAN FOR THE FUTURE     |
| 4. EQUITY/DIVERSITY       | 8. STUDENT ATHLETE WELFARE |

Goals were developed for each area of focus and strategies identified that, when implemented, would allow for successful attainment of each goal. The Working Group, which was made up primarily of senior staff in athletics who would take on the responsibility for implementing much of the strategic plan, worked very hard to create a management tool that could be used to track progress on implementation of each aspect of the strategic plan. The management tool, in the form of worksheets for each of the eight categories and twenty-two goals (Exhibit I) identified:

1. Action steps needed to implement each goal

The work sheets are the heart of the Strategic Plan. They are dynamic working documents that enable management to implement the Plan and track its progress on a regular basis. They are in a spreadsheet format that can be edited as conditions change over time.

Categories, Goals, and Strategies are identified on the following pages. Action Plans, including assignment of accountability, key measurements, resource requirements, and completion dates for each action plan are included in the work sheets (Exhibit) IV

## GOALS, OBJECTIVES, AND STRATEGIES

### ACADEMIC EXCELLENCE

**GOAL I:** A combined department cumulative GPA of 3.0

**GOAL II:** A minimum 960 Academic Progress Rate (APR) for all teams;

**GOAL III:** A Graduation Success Rate (GSR) of 84% (top 25% USAAC);

#### STRATEGIES:

1. Provide adequate resources for academic support areas.
2. Increase access to institutional academic support available to students

2.-

-

## COMPETITIVE EXCELLENCE

**GOALI:** # 1 in Respective Conferences/Best Overall

**STRATEGIES:**

1. ODU teams will regularly be ranked in the top 25% nationally by RPI used by the NCAA.
2. Top 25% within conference standings
3. ODU teams and individual student athletes will regularly qualify for and participate successfully in NCAA championships and/or bowl games.

**GOALII:** Provide high quality resources for each team.

**STRATEGIES:**

1. Ensure that resources are consistent with competitive expectations

**GOALIII:** ODU will provide showcase quality athletic facilities.

**STRATEGIES:**

1. Improve the coordination between the Athletics Department's needs and private sources of funding.
2. Increase the number of external site visits taken by Athletics Department staff.
3. Create an environment of forward looking behavior within the Athletics Department staff as it pertains to facility maintenance.
4. Increase the number of NCAA, conference, and VHASS Championships and other prestigious athletic events being hosted at our facilities.





## COMPLIANCE

**GOAL:** ODU athletics will operate in full compliance with NCAA, Department, University, and State regulations.

**STRATEGIES:**

1. Maintain compliance with State, University, and Departmental business procedures and processes.
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## CIVIC ENGAGEMENT

**GOAL:** ODU will achieve an annual participation rate of 100% for teams, student athletes, and staff in civic engagement and public service.

**STRATEGIES:**

1. Continually seek community service projects and partnerships.

## RESOURCES

**GOALI:** ODU will grow revenues by an average of 5% annually.

**STRATEGIES:**

1. Grow annual fund by an average 5% annually.
2. Increase revenue from ticket sales by an average 5% annually.
3. Initiate membership program to exceed 3,000 annual donors
4. Sell out all tickets for football and men's basketball games.
5. Increase multimedia rights revenue by an average 5% annually.

**GOALII:** ODU will be prepared to launch a comprehensive fundraising campaign to include the proposed football stadium

**STRATEGIES:**

1. Develop comprehensive campaign to include endowments, facilities, and planned gifts
2. Research and identify donor prospects.

**GOALIII:** ODU will increase the corpus of the athletics endowment by 10% every 5 years.

**STRATEGIES:**

1. Establish Monarch Legacy Society planned giving society to increase endowment growth
2. Develop comprehensive athletic campaign to include scholarship and program endowments
3. Continue to grow athletic fund

## RESOURCES

**GOAL IV:** Support scholarship needs

**STRATEGIES:**

1. Fund scholarship summer school cost of attendance, and 5<sup>th</sup> year aid at the desired level:
  - University support maintain
  - Development ODAF will be expected to annually carry 50% of athletic scholarship costs.

**GOAL V:** Comply with Cox Bill HB 1897 in 5 years.

**STRATEGIES:**

1. Increase overall revenue using the strategies cited under Resources and Goal I



## PLAN FOR THE FUTURE

**GOAL:** ODU will continually assess the changing landscape of Division I athletics positioning the athletics program to take advantage of those changes to enhance its reputation and visibility.

**STRATEGIES:**

1. Engage the University's leadership.
2. Maintain an updated athletics department, UniversityD(t)75.3 (e)1d(L)52-i]0.5 (D(t)7f[483.0291 7

## STUDENT ATHLETE WELFARE

**GOAL I** Provide student athletes with a comprehensive academic and athletic experience

**GOAL II** Implement progressive programming that prepares student athletes for their chosen career paths.

**GOAL III** Create a system for hearing and responding to student athlete feedback.

### STRATEGIES:

1. Provide each sport with some level of Cost of Attendance for distribution.
2. Enhance and expand upon the current Degree Completion program
3. Implement a progressive Career Development program
4. Develop and implement Leadership programming.
5. Expand the University 100 course to include partial scholarship student athletes.
6. Work with international studies to develop a student athlete study abroad road map.
7. Increase physical space dedicated to academic support services.
8. Implement an electronic student-8.8.8.8.8.8.8.8.8.8.8.8.8.8.

## GENDER EQUITY REVIEW

February 2011

As part of the strategic planning process, Collegiate Sports Associates was asked to conduct a Gender Equity/Title IX Compliance review. The review included site visits, interviews with key university staff including coaches and athletics administrators, and review and analysis of data from Athletics Department records. This review provides a snapshot of ODU's current Gender Equity/ Title IX Compliance status. It also highlights future challenges and makes recommendations for consideration by the University.

### Title IX

"No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance.

Title IX of the Educational Amendments."

### The Test

An athletics program can be considered gender equitable when the participants in both the men's and women's sports programs would accept as fair and equitable the overall program of the other gender. No individual should be discriminated against on the basis of gender, institutionally or nationally, in intercollegiate athletics.

NCAA Gender Equity Task Force

## I. INTRODUCTION

The term 'Title IX' refers to a provision of the Education Amendments of 1972 that states "No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance."

Although Title IX's impact on high school and collegiate athletics is by far the most widely known effect, the original statute made no reference to athletics. Title IX was drafted and introduced by



Congresswoman Patsy T. Mink, with the assistance of Congresswoman Edith Green and Congresswoman Mink was motivated by the discrimination she herself had faced in obtaining her university degrees.

In 1979, the Department of Health, Education and Welfare issued the "threeprong test" to determine compliance with Title IX. The test provides that "an institution is in compliance if any one of the following conditions are met: 1) the participation opportunities for male and female students at the institution are "substantially proportionate" to their respective full-time undergraduate enrollments; 2) the institution has a "history and continuing practice of program expansion" for the underrepresented sex; or 3) the institution is "fully and effectively" accommodating the interests and abilities of the underrepresented sex.

Since its inception, this "threeprong test" of Title IX has been highly controversial. Critics of the three prong test contend that it is often interpreted as a quota, placing undue emphasis on the first prong's reference to proportionality, and failing to take into account the genders' differing levels of interest in athletics. Some go so far as to claim that this interpretation of Title IX actually discriminates against men, taking opportunities away from male athletes and giving them to female athletes who value them less. Defenders of the threeprong test counter that the genders' differing athletic interest is merely a product of past discrimination, and that Title IX should be interpreted to maximize female participation in athletics irrespective of any existing disparity in interest.

In 2005, the Office of Civil Rights announced a clarification of prong three, allowing the use of self-survey surveys to determine the level of interest in varsity athletics among the underrepresented sex. Critics of this policy claim that it creates a loophole eliminating schools' obligation to look broadly and proactively at whether they are satisfying their students' interest in sports.

The American Associate of University Women (AAUW) states that "Participation in athletics has great potential to benefit university students. In addition to the obvious benefits of frequent vigorous exercise, sports participation can improve the college experience in a variety of subtler ways. Teammates and fellow athletes can form a strong social network, encouraging one another to maintain focus and reinforcing constructive priorities. Coaches often act as mentors, advocates, and positive role models. Compared to the general body of female students, female student athletes are more likely to graduate, more likely to have high self-esteem and good body image, and less likely to smoke, use illicit drugs, or experience an unwanted pregnancy."

Since 1972, when Congress passed Title IX, opportunities for female students to participate in college athletics have increased dramatically. Before the law was passed, there were fewer than 30,000 female varsity athletes at the university level; the number is now more than five times that amount.

According to the AAUW, despite this admirable improvement, women still not have equal opportunities to benefit from college sports participation. While women made up about 56 percent of all undergraduate students during the 2004-2005 school year, the female share of athletes was less than 41



## II. PARTICIPATION OPPORTUNITIES FOR MALE AND FEMALE STUDENTS-

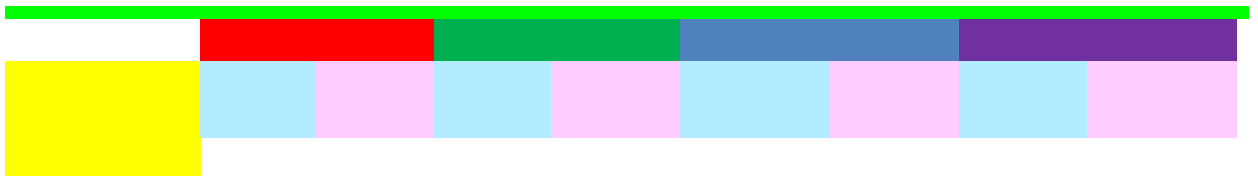
There is no question that Dr. Wood Selig, Director of Athletics, is committed to sponsoring an athletics program that is equitable for men and women. Dr. Selig has a long history of supporting women's athletics and strongly believes in the principles associated with Title IX. In addition, Deb Polca has spent considerable time and energy understanding the complicated aspects of Title IX. With Deb's support and Wood's unwavering commitment to all student athletes, Old Dominion will continue to move forward with equitable practices.

The first issue addressed in the "three prong" test regarding effective participation opportunities for women has received considerable attention from ODU. The issue of reaching proportionality is especially challenging for Old Dominion, given the large number of current undergraduate females. One of the fundamental requirements of Title IX is that equitable opportunities to participate in intercollegiate sports must be offered to members of each gender. In conducting this peer review, it was determined that Collegiate Sports Associates should answer the questions listed below.

1. Is the student athlete participation rate of each gender proportional to its corresponding full-time undergraduate enrollment percentage?
2. Has Old Dominion been adding sports for women in recent years? (History and Continuing Practice of Program Expansion).
3. Do the current sport offerings at Old Dominion satisfy the interests of the women at the school or are there unmet interests that may require the addition of a new sport? Relevant evidence of the student body and incoming students, club/intramural sports participation levels, student requests to add/elevate sports, and sport participation levels in high schools would seem to indicate that adding a women's program would be a well-served option to meeting the prong of equity.

The following chart indicates the current (and previous) participation numbers for Old Dominion. It is clear to note that when football was added in 2008, Old Dominion found themselves out of compliance with the participation prong.

## PARTICIPATION & PROPORTIONALITY ANALYSIS 2007-2011



3. The President and Director of Athletics should discuss how best to achieve broad-based input from appropriate University constituent groups regarding the addition (or deletion) of any sports program(s).
4. Should it be determined that the University add a women's sport, ODU should develop a timetable to announce this decision, hire a new coach and identify dates to begin recruiting and competition.
5. Continue to move toward ideal squad sizes which will act as caps for men's teams and goals for women's teams.

### III. FACTORS FOR ADDING OR DELETING A SPORT

As with most issues regarding gender equity, several difficult decisions need to be made as Old Dominion moves toward complete compliance. Currently, Old Dominion offers 18 Varsity sports, nine for men and nine for women. It is apparent that meeting the proportionality prong of compliance through "roster management" may be unreasonable. Therefore, three options should be considered in order for Old Dominion to be in compliance.

1. Old Dominion can add opportunities for women by sponsoring one or more additional Division I women's programs.
2. Old Dominion can reduce the number of male participants by dropping one or more men's programs and managing (capping) roster sizes.
3. Old Dominion can employ a strategy to carefully control and monitor participation through a program of adding opportunities for women, reducing the number of men's programs, and managing roster sizes.

Old Dominion currently sponsors the following women's sports: Basketball, Swimming, Soccer, Tennis, Golf, Field Hockey, Lacrosse, Rowing and Sailing.

The following is a list of sports where NCAA championships are provided, and the sport is not sponsored by Old Dominion: Bowling, Cross Country, Fencing, Gymnastics, Ice Hockey, Rifle, Skiing, Track & Field (indoor & outdoor), Softball, Sand Volleyball, Volleyball and Water Polo.

This information is summarized in the following chart:



#### IV. ACHIEVING PARTICIPATION PROPORTIONALITY

##### OPTION I

The first option to achieve participation proportionality is to add a women's sport. This is a very important

10. Geography. Does it make sense to add a program that is conducive to the “footprint” of incoming students?

### OPTION II

The second option is to drop a men’s program. Again, several important factors should be considered before this very important decision is made.

1. Alumni Reaction. How will alumni of a sport and some key donors react if a program is dropped? This is an emotional issue that may have implications that reach beyond the athletics program.
2. Impact. Does dropping a sport negatively impact Old Dominion’s candidacy into a Division I Conference?
3. Size. Does the size of the sports squad list really assist Old Dominion with its participation challenges? In other words, are there a significant number of male student athletes involved in the dropped sport?
4. Budget. Are the overall savings to the budget significant to warrant the elimination of a program?
5. Facilities. What facility pressures will be eradicated when the sport is dropped?
6. Service Area. Will the workload in the service areas like sports medicine and academic services decrease significantly?

Eliminating a sport is a very difficult and permanent decision. Old Dominion is currently working very hard to increase the awareness of its Athletics program. Dropping a sport may negatively impact the overall impression of the Athletics Department and the University. However, Old Dominion may not be in a financial position to add women’s programs and therefore, the only option to ensure equitable participation opportunities may be to drop a men’s program.

### OPTION III

The third option is to develop a plan that combines all of the strategies outlined in options I and II, above. This could include adding female participants through a combination of increasing sizes in existing sports and





Institutions that provide financial aid to students on the basis of their athletic ability (i.e. athletics scholarships) are required under Title IX to award “substantially proportionate” dollars to male and female student-athletes. The initial test is a simple comparison between the actual percentage of athletics based aid awarded (and not simply budgeted) to men and women compared to their respective financial aid participation percentages. Please note that financial aid participation, unlike scholarship participation described earlier, counts student-athletes one time only no matter how many sports they may play. Thus, the athlete who runs cross country and also is a member of the sailing team would count two times for participation, and one time for purposes of financial aid participation.





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*f* Medical Training Facilities and Services

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