

MAKING WAVES

TEXAS A&M UNIVERSITY-CORPUS CHRISTI ATHLETICS

STRATEGIC PLAN | FALL 2019



ISLANDERS





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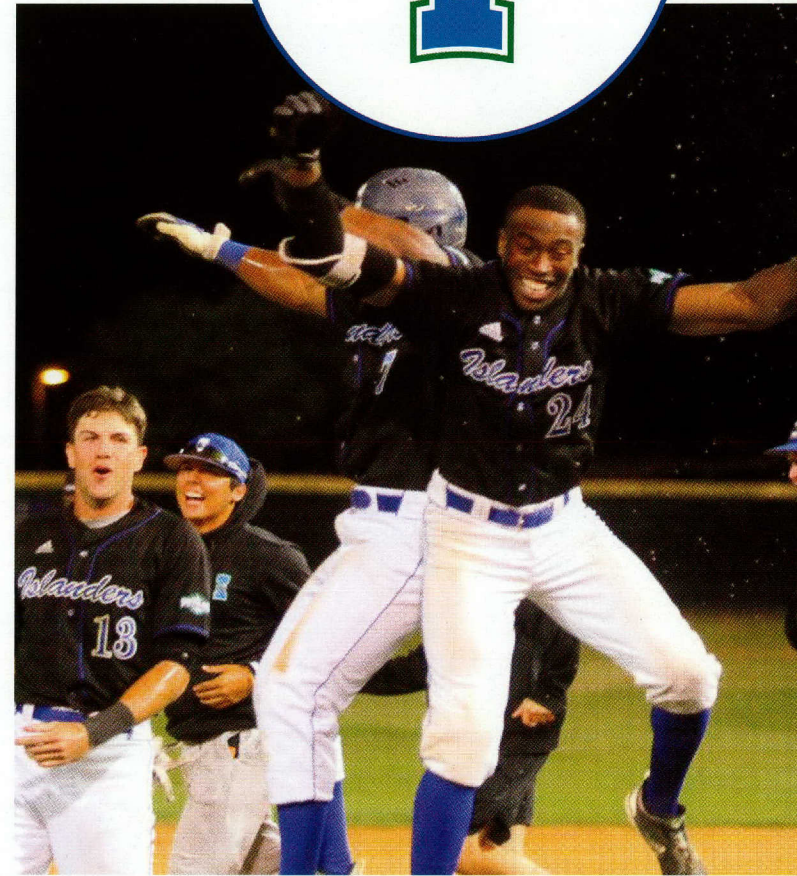


BACKGROUND

Texas A&M University-Corpus Christi traces its beginnings back to 1947, when the institution was affiliated with the Baptist Convention of Texas and had an enrollment of 312. In the tide of momentous changes that shaped the institution across the years, the University joined the distinguished Texas A&M System in 1989 and has since grown to seven colleges and more than 12,000 students from across the nation and around the world.

Likewise, Islanders Athletics has grown into a respected NCAA Division I program offering 16 men's and women's sports dedicated to *"growth and improvement in all aspects of its department and sports programs."* Having recently completed its 20th year of intercollegiate athletic competition, and with a renewed commitment to success by university leadership, the program is poised to position itself as a leader among the 13 institutions of the highly competitive Division I Southland Conference.

Building on a decade of dynamic university growth, coupled with expectations of enhancing its leadership position in an extremely fluid Division I environment, Texas A&M University-Corpus Christi developed this Strategic Plan to address the next five years of Islanders Athletics.





LETTER FROM THE ATHLETIC DIRECTOR



Dear Islander Nation,

As we embark on a new academic year on the Island, I am excited to share the strategic plan for Texas A&M University-Corpus Christi Athletics. This document, entitled “Making Waves,” establishes the core values, key themes and goals which will serve as our blueprint for success in the coming years. With this plan as the foundation, we will build the premier athletics program in the Southland Conference and garner national attention as a program on the rise.

As our Island University continues to evolve under new and dynamic leadership, Islanders Athletics must play an important role in the growth of our university and its impact on our community. Achieving this will require a new level of commitment, hard work and collaboration. It will also require significant improvements in the support systems, infrastructure, and financial resources necessary to provide a first-class student-athlete experience while winning championships. The goals and strategies in this plan will establish Islanders Athletics as a nationally recognized NCAA Division I program. Success in athletics will shine a spotlight on our institution as we become a leading center of higher education in the Gulf of Mexico region which strengthens the region and state.

The goals established in this plan are ambitious. Achieving them will require the support of friends, alumni, the university community, and the local and regional communities. It is a new day in Islanders Athletics, and we will not settle for the status quo. We will strive for the extraordinary. Our coaches, student-athletes and staff will work with campus partners and external stakeholders to propel our program to new heights. We will improve the student-athlete experience. We will improve facilities. We will serve the community. We will elevate the competitiveness of our programs. Most importantly, we will provide our student-athletes with a great education which will position them to achieve success in life and to positively impact their communities after graduation.

There is tremendous opportunity in front of Islanders Athletics and our university right now. The journey ahead of us will be filled with excitement, and I invite you to join us as we raise the bar for our program.

Go Islanders!

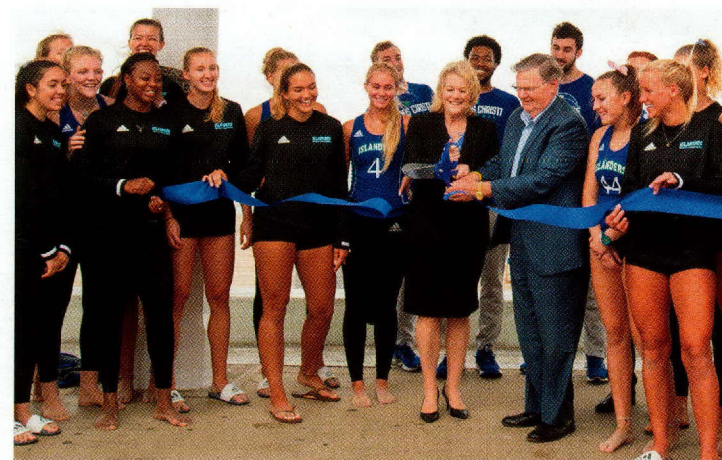
Sincerely,

Jon Palumbo, Director of Athletics



PLANNING PROCESS DESCRIPTION

Texas A&M-Corpus Christi retained CarrSports Consulting, LLC, to guide Athletics through a comprehensive strategic planning process that contains specific goals and strategies for a five-year period. This planning activity was initiated at the direction of University President Dr. Kelly Quintanilla and engaged A&M-Corpus Christi stakeholders, including University administrators and external constituents, along with Athletics staff, coaches and student-athletes. CarrSports reviewed University, Athletics and NCAA materials, as well as documents from select Division I conferences and peer institutions.





MISSION, VISION AND CORE VALUES

MISSION

Texas A&M University-Corpus Christi Athletics' mission is to bring distinction to the university by winning conference championships and competing successfully on the national stage, to contribute to a vibrant campus culture, and to develop successful student-athlete graduates who will excel as leaders in their communities.

VISION

Texas A&M University-Corpus Christi Athletics will be recognized as a premier athletics program in the Southland Conference and in NCAA Division I by achieving competitive success, providing an exceptional academic and athletic experience for student-athletes, and prioritizing community service and engagement.

CORE VALUES

Drive to Excel: We relentlessly pursue the highest level of competitive success, academic success, social conduct, customer service, and use of resources. We focus on doing what it takes to be successful, achieve distinction in performance and maintain a championship mindset.

Student-Athlete Focus: We commit to a comprehensive approach to student-athlete health and safety, quality of coaching and support services, academic achievement, social development, and facilities conducive to preparation for competition.

Integrity: We hold ourselves to the highest standard of moral character, transparency, and honesty in all dealings; a full commitment to rules compliance, academic, and fiscal integrity, and individual and group accountability for achieving common goals.

Commitment to Community: We serve as a vehicle for purposeful connection with campus, Corpus Christi and the Coastal Bend region while building civic and regional pride.

Collaboration: We foster an environment of communication, respect, and transparency across our department and throughout the campus community.

Respect: We practice inclusiveness, fairness and equity while valuing all individuals, views, and practices; we compete and carry ourselves with class at all times.



STRATEGIC THEMES

Islanders Athletics organized its planning categories using Strategic Themes supported by a precise set of goals established by stakeholder groups built for each theme. Each goal has corresponding strategies and metrics which will be implemented to ensure goals are achieved.

- STUDENT-ATHLETE WELL-BEING & PERFORMANCE
- CHAMPIONSHIP CULTURE
- ACADEMIC SUCCESS & RETENTION
- FINANCIAL SUSTAINABILITY
- FIRST-CLASS FACILITIES
- CAMPUS & COMMUNITY ENGAGEMENT





STRATEGIC THEME: STUDENT-ATHLETE WELL-BEING & PERFORMANCE

Islanders Athletics will enhance the student-athlete experience through strategic partnerships and the efficient use of resources to support the well-being and performance of student-athletes.

GOAL 1:

Enhance student-athlete healthcare and safety services

GOAL 2:

Establish and monitor consistent service standards for student-athletes

GOAL 3:

Expand student-athlete sports performance services

GOAL 4:

Maintain Title IX compliance

METRICS

- NCAA Athletics Health Care best practices
- Sport performance and athletic training staff levels consistent with top NCAA Division I programs
- Comprehensive nutrition program for student-athletes
- Student-Athlete survey feedback on service



STRATEGIC THEME: CHAMPIONSHIP CULTURE



Islanders Athletics will develop a culture in which competitive success is emphasized within an environment of integrity, leadership and accountability leading to conference championships, post-season opportunities, team recognition and individual achievements.

GOAL 1:

Strengthen the competitiveness of all sport programs

GOAL 2:

Identify, attract and retain exceptional coaches and staff

GOAL 3:

Identify, attract and retain talented student-athletes

GOAL 4:

Enhance university infrastructure in support of competitive success

METRICS

- Conference championships and NCAA tournament appearances
- Program records for points and order of finish in Southland Commissioners Cup
- Individual qualifiers for NCAA postseason competition
- Increased competitive performance metrics (RPI, NET, etc.) for each sport program



STRATEGIC THEME: ACADEMIC SUCCESS & RETENTION

Islanders Athletics will attract and retain talented student-athletes by providing a supportive, rewarding and transformational educational experience leading to graduation and career success and/or postgraduate education.

GOAL 1:

Provide an optimal student-athlete development and learning environment

GOAL 2:

Increase student-athlete graduation rates annually

GOAL 3:

Maintain a high level of academic achievement by student-athletes

GOAL 4:

Excel in student-athlete career and post-graduate education preparation

METRICS

- Departmental Academic Progress Rate of 985
- Incremental increases to Federal Graduation Rate and Graduation Success Rate for student-athletes
- Average student-athlete GPA of 3.2 or higher each semester
- Rate of student-athlete post-graduation employment/admission to post-graduate degree programs



STRATEGIC THEME: FINANCIAL SUSTAINABILITY



Islanders Athletics will achieve financial sustainability through careful planning, growing external revenues, efficient use of institutional resources, innovation and strategic partnerships.

GOAL 1:

Develop and maintain a balanced Athletics budget annually

GOAL 2:

Grow Athletics' generated revenues through a sustainable revenue model

GOAL 3:

Actively participate in the University's capital campaign

GOAL 4:

Adhere to all financial control and reporting standards by applicable governing bodies

METRICS

- Self-generated operating revenue growth of 10% annually
- Balanced annual Athletics budget
- Capital Campaign implementation and success



STRATEGIC THEME: FIRST-CLASS FACILITIES

Islanders Athletics will provide facilities that strengthen our programs' competitive positions, afford an optimal student-athlete and fan experience and create revenue growth opportunities while adding vitality to the campus and greater community.

GOAL 1:

Provide competition and practice venues that effectively support the student-athlete experience

GOAL 2:

Develop a sustainable Athletics facilities maintenance plan

GOAL 3:

Align Athletics facilities projects with University master plan

GOAL 4:

Develop a comprehensive technology plan for Athletics facilities

METRICS

- Upgraded facilities consistent with NCAA Division I peer institutions
- Increased brand presence at campus facilities
- Construction of new arena/convocation center
- Completion of weight room renovation



STRATEGIC THEME: CAMPUS & COMMUNITY ENGAGEMENT



Islanders Athletics will build and sustain mutually beneficial relationships with students, faculty and staff, alumni, and Corpus Christi and Coastal Bend community stakeholders resulting in passionate life-long partnerships with Islanders Athletics.

GOAL 1:

Effectively align Athletics with campus community engagement initiatives

GOAL 2:

Support Corpus Christi and Coastal Bend community initiatives

GOAL 3:

Improve fan engagement and enhance the game day experience

GOAL 4:

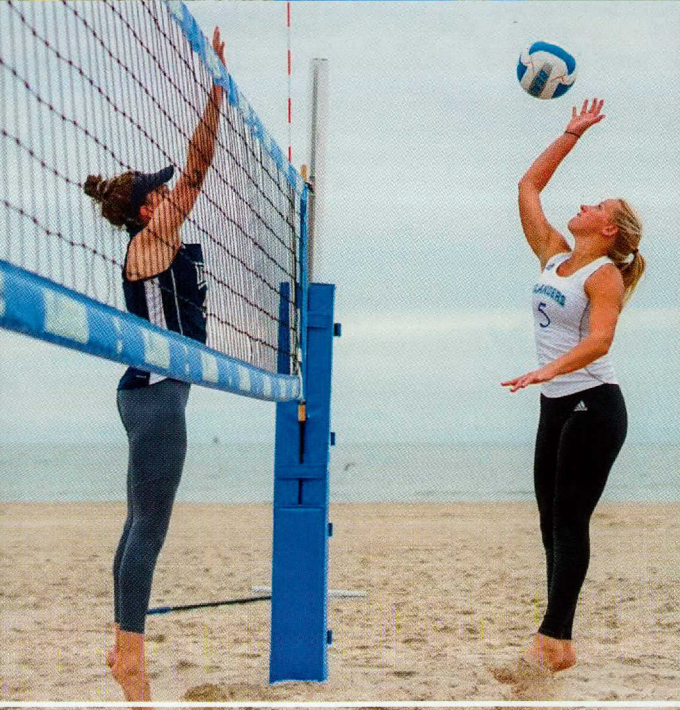
Expand mutually beneficial business and civic partnerships

GOAL 5:

Strengthen the University and Islanders Athletics brand

METRICS

- Attendance growth of 10% or more annually for all sports
- Student-athlete community service hours totaling 2,000 annually
- New student section implementation and incremental growth in participation
- Fan engagement survey feedback





MOVING FORWARD

The next five years will be the most exciting in the history of Islanders Athletics and our University. This strategic plan lays out our opportunity to transform our Athletics program and achieve levels of success that have been previously unthinkable at our University. This success will create a source of pride in our community and bring a new sense of enthusiasm to campus life. Our student-athletes, coaches and staff will wear the Blue and Green proudly and work hard every day to build a championship culture that will carry us to elite level success through this plan, "Making Waves."



PARTICIPANTS

In addition to the Athletics staff, coaches and student-athletes the Department of Athletics would like to thank the following individuals for their participation in the strategic planning process:

UNIVERSITY ADMINISTRATION, FACULTY AND PARTNERS

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University President and CEO

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Dr. Frank Spaniol

Professor of Sport & Exercise Science

Becky Torres

Comptroller

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Islander Athletic Fund Board member

Ed Cantu

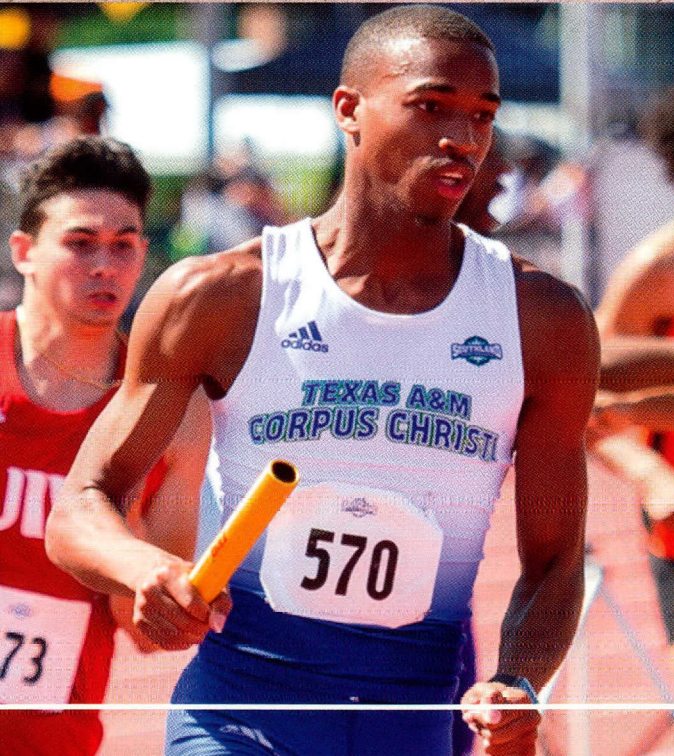
Islander Athletic Fund Board member

Fulton*Coastcon Construction

Islander Athletic Fund supporter

Paul Orser

Islander Athletic Fund supporter





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