The Furman Charge
Teach – Serve – Compete – Excel

Athletics Strategic Plan
The Furman Advantage

The Furman Advantage guarantees every student an unparalleled education that combines classroom learning with real-world experiences and self-discovery. This integrated four-year pathway prepares students for lives of purpose and accelerated career and community impact—demonstrating in concrete terms the value of a Furman education.
Mission Statement: Teach – Serve – Compete – Excel

Vision Statement: Furman Athletics aspires to Be THE Model for all Division I athletics programs.

Furman aspires to “Be THE Model,” which:

- Enhances and serves the mission of the University.
- Competes for championships without sacrificing integrity.
- Fosters a departmental attitude of service, inclusion, safety, and passion.
- Graduates young men and women who will become leaders in their communities.
The key areas of focus for achieving excellence include:

1. Student-Athlete Well-being and Experience
2. Academic Success
3. Championship Culture
4. Culture of Compliance
5. Financial Sustainability
6. Building “ONE FURMAN”
Focus Area 1: Student-Athlete Well-being and Experience

**GOAL:** Put the safety, care and development of the student-athlete before any competitive goals that exist.
Focus Area 1: Student-Athlete Well-being and Experience

1. Provide comprehensive healthcare and wellness services for each student who competes for Furman.

   **STRATEGIES:**

2. Recruit and retain high-quality healthcare professionals with expertise in evidence-based treatment approaches to enhanced sports performance.

3. Continue to evaluate and implement sport specific injury prevention, treatment, and rehabilitation programs to achieve peak performance.

4. Provide for the mental health needs of our student-athletes and enhance related support services.

5. Enhance our sports psychology services to maximize sport performance and minimize student-athlete stressors.

6. Develop a comprehensive sports nutrition program.

7. Create a healthcare model that is financially sustainable by improving the student-athlete insurance demographic.

8. Recruit and retain high-quality strength and conditioning specialists with the expertise in current trends of athletic strength development.
2. Prioritize personal development as part of the core mission for student-athletes.  

**STRATEGIES:**

- Teach and model leadership skills through team and departmental activities.
- Provide diversity and inclusion initiatives to create a culture of acceptance and safety for every person on campus.

3. Encourage student-athletes to be engaged in university life.  

**STRATEGY:**

- Collaborate with other University services to enhance student-athlete integration into campus life.

4. Cultivate the physical, emotional, and social development of student-athletes.  

**STRATEGY:**

- Encourage coaches to target development of the whole person.
Focus Area 2: Academic Success

**GOAL:** Protect the academic reputation of Furman by providing resources to student-athletes for academic achievement.
Focus Area 2: Academic Success

1. **Recruit the right student-athletes** to Furman and allow them to focus time and energy on both academics and athletic endeavors.

   **STRATEGY:**

   2. **Continue to work with Admissions to identify student-athletes who are likely to achieve academic success.**

2. **Provide academic support** to any student-athlete who needs or requests help.

   **STRATEGY:**

   - Provide support and resources to ensure achievement of a Furman degree.

3. **Provide strategic advising** to allow student-athletes to minimize missed classes and maximize practice participation.

   **STRATEGY:**

   - Coordinate the scheduling of practices with academic schedules.
4. Teach **time management skills** to student-athletes.

**STRATEGIES:**

- Follow new NCAA Time Demand legislation to provide a top-notch collegiate experience for every student-athlete.
- Require coaches and staff to be respectful of student-athletes’ time.
- Follow both NCAA and SoCon guidelines as they pertain to countable hours.

5. Place at least **200** student-athletes on the **SoCon Honor Roll** annually.

6. Maintain a **FGR** in the top 3 of SoCon schools.

7. Maintain an **APR** in the top 3 of SoCon schools.

**STRATEGY:**

- Monitor any team which drops into our identified “danger zone.”
Focus Area 3: Championship Culture

**GOAL:** Create a championship culture in a manner consistent with the values of the University.
Focus Area 3: Championship Culture

1. Compete for championships at the conference and national levels.

   **STRATEGIES:**
   
   • Recruit top caliber student-athletes.
   
   • Win three conference championships annually.
   
   • Finish in the top 125 of the Learfield Director’s Cup annually.

2. Attract and retain coaches and staff by creating a healthy work-life balance.

   **STRATEGIES:**
   
   • Conduct annual coach evaluations to ensure each Head Coach feels valued and appreciated.
   
   • Model behavior that encourages high morale and work-life balance.
   
   • Hire coaches who understand the value and challenges of the “Furman Way.”
Focus Area 3: Championship Culture

3. Construct and maintain **facilities** that allow our student-athletes to compete on a level playing field with peers.

*STRATEGIES:*

- Maintain an assessment and continually monitor facility upgrades of SoCon institutions.
- Create a schedule of anticipated capital repairs and replacement of capital equipment.

4. Recruit talented **student-athletes of high** character who will represent Furman with tenacity and integrity at all times.

*STRATEGIES:*

- Develop an assessment method for identifying recruits with the desired characteristics.
- Never waiver in our commitment to provide each student-athlete a world class experience in every facet of campus life.
Focus Area 4: Foster a Culture of Compliance

**GOAL:** Create and maintain a culture of compliance with all rules, guidelines, and common sense.
Focus Area 4: Foster a Culture of Compliance

1. Avoid all NCAA violations.

2. Identify and report any NCAA violation immediately.
   
   **STRATEGIES:**


   4. Immediately self-report infractions and stay in contact with NCAA staff.

3. Ensure **Title IX compliance** and continue to educate staff on all Title IX matters.
   
   **STRATEGIES:**

   5. Continually monitor all NCAA equity matters as they pertain to campus partners.
      - Satisfy the three basic parts of Title IX.
      - Monitor the minority opportunities plan.
      - Sign and satisfy the NCAA Diversity Pledge created in 2016

6. Report and investigate any potential instances of misconduct.

7. Utilize the expertise of the Title IX Officer and General Counsel.
4. Be a good partner of the Southern Conference and stay informed on rule changes.

**STRATEGY:**

- Maintain a presence on Southern Conference committees and foster communication with the conference Compliance staff.

5. Ensure that all university policies are understood and followed.

**STRATEGIES:**

- Complete an annual review of all campus policy changes.
- Implement a new employee orientation program to ensure compliance.
- Include a review of policies with all coaches during their annual evaluations.
Focus Area 5: Financial Sustainability

**GOAL:** Create a department that is responsible and respectful of its resources and develop practices to maximize the impact of each dollar.
Focus Area 5: Financial Sustainability

1. Revenue Generation

   **STRATEGIES:**

   Focus on *fundraising*:

2. Increase Paladin Club membership and visibility:
   - Meet annual membership goal.
   - Build a culture of philanthropy within Furman’s Young Alumni base.
   - Be innovative and intentional with fundraising efforts.
   - Strategically involve coaches.

3. Increase *annual fund* donations:
   - Devise an annual fund model for each sport.
   - Continually monitor progress throughout the year.

4. Increase *endowment giving* to ensure future success:
   - Publicize new endowed funds annually.
   - Solicit donors for new endowment opportunities to strengthen the long term vision of the department and the University.

5. Increase *capital project* donations to improve athletic facilities:
   - Devise a plan for each project and identify the “team.”
     - Identify needs annually and continue to reassess.
1. Revenue Generation (cont’d)

**STRATEGIES:**

Improve ticket sales process to increase revenue:

2. Meet annual sales goals in ticketed sports.
   - Increase group sales with a focus on “prime games” and advertise special pricing.
   - Develop annual surveys of season ticket holders.
   - Focus on season ticket holder retention with an 85% annual retention rate goal.
   - Develop incentives for season ticket holders going into their second year as a way to increase retention.

Increase revenue through licensing and merchandise opportunities:

3. Identify current sales and maximize new opportunities.

Utilize partnerships and sponsorships for additional revenue:

4. Maximize existing partnerships.
5. Find new partnerships and sponsors.

Utilize non-philanthropic initiatives for additional revenue:

6. Identify and focus on new opportunities for on-campus facility rentals.
7. Evaluate facility rental rates in collaboration with actual costs.
8. Maximize game guarantees while controlling our own offers.
2. **Balance the budget.**

*STRATEGY:*  
Develop a **sustainable and realistic budget**.  
- Continue to monitor best practices of like institutions to stay within departmental budgets.  
- Work with University on increases for fixed expenses.  
- Inform University of competition schedules impacting annual budget.  
- Provide and update information to allow for projections and forecasting.  
- Work with University Leadership to create an “Emergency” fund.

3. **Manage expenses.**  

*STRATEGY:*  
Work with staff and coaches to **optimize the use of budget dollars** while carefully weighing “needs” vs “wants.”  
- Hold staff and coaches accountable for the greater good for Furman Athletics.  
- Review monthly reports  
- Establish quarterly meetings  
- Request feedback from coaches, including unbudgeted items and/or large dollar purchases.  
- Require sport supervisor involvement for approval  
- Utilize department resources to better track and evaluate expenses.  
- Recognize department cost-saving measures through vendor relations.
Focus Area 6: Build ONE FURMAN

**GOAL:** Create a unified athletics department integrated with the campus community.
1. Create **marketing and branding awareness** across campus by providing student-athletes with a consistent look both in print and on uniforms.

   **STRATEGY:**

2. Utilize the Nike deal as a vessel to provide consistency.

2. Create opportunities to promote Furman brands and ideals on **social media**.

   **STRATEGIES:**

   • Utilize Sports Information to disseminate Furman’s story through multiple social media platforms.

   • Increase Twitter Followers.

   • Increase Facebook likes.

   • Increase unique visitors to furmanpaladins.com.
Increase student engagement on campus to promote attendance and increase school pride.

**STRATEGIES:**

- Rely on SAAC leadership to lead the effort for being engaged with the campus community.
- Grow the Student Leadership Council and involve them in marketing efforts.
- Analyze in-game scripts, promotions, video prompts, and PA messages to determine the best formats for events.
- Request band/cheer attendance at select Olympic sport events.
- Strive to establish consistent game-day traditions across all athletic events.
- Collaborate with concessions partner to find ways to better serve our fans.
- Explore a “Paladin Fan App” to enhance the in-game experience with a second screen.
4. Increase alumni and community engagement in the Upstate.

*STRATEGIES:*

- Have a more visible presence in downtown Greenville and the Upstate by utilizing staff and student-athletes.
- Encourage each sport to host an alumni reunion annually.
- Recognize former players whenever possible.

5. Inspire pride through athletic achievement.

*STRATEGIES:*

- Continue to advocate for coverage on traditional and non-traditional media platforms.
- Win the Germann Cup.
- Win the Commissioner’s Cup.
The Furman Charge
Teach – Serve – Compete – Excel

*Athletics Strategic Plan*