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Dear Eagle Family:

I am honored to serve as the Athletic Director and with that comes the tremendous responsibility of charting a course for the department as we head into the future.

My hope and desire is that this document will serve as a road map for our plans to make Eastern Washington University the best FCS athletic program in the country. This is our second strategic plan during my tenure and we were able to accomplish many things during our first plan (2008-12). However, I can assure you that we as a department are even more excited about this one.

This plan coincides with the University’s strategic plan both in time frame and philosophy. There is no doubt athletics has an unbelievable opportunity to unify a community, provide institutional pride, and serve as a “front porch” to the university. It is our desire to emphasize and accomplish all three of these tasks.

In doing so, we will not lose sight of our three tenants for our student-athletes:

- **Earn your Eastern degree**
- **Be a Leader**
- **Perform to the highest level in your sport**

In fact, we will continue to re-emphasize these on a daily basis.

There is no question that to operate and achieve a successful athletic program with the vision to be the best, we need to continue to be creative and innovative in generating additional funding to support our endeavors. This will require continued support from all of our constituencies and will, no doubt, be a point of emphasis over the next five years.

Raising the bar will require everyone to consider committing even more to this endeavor. The time is now! We know that we cannot take these steps alone and it will require a unified force from Eagle Nation to make this vision a reality - but I know together we can!

Go Eagles!

**Bill Chaves**

Athletic Director
The Eastern Washington University athletic program is designed to be an integral component of the university community. The university sponsors 14 intercollegiate sports, six for men and eight for women, both as learning opportunities for its most athletically talented students and an enhancement to student and community life.

Athletics serves under the auspices of the University’s Board of Trustees and President of the University. The President also relies on the President’s Advisory Committee for Intercollegiate Athletics to assist him on his oversight – this committee is composed of faculty, students and staff members.

NATIONAL COLLEGIATE ATHLETIC ASSOCIATION

The NCAA is a member association composed mostly of higher education institutions. Each member school is able to choose a level of competition that best fits its mission. Competition is offered in Division I (the largest programs that provide the most athletically related financial aid for student-athletes), Division II (limited financial aid) and Division III (no athletically related financial aid).

There are 1,066 active member schools in the NCAA membership – 340 in Division I, 290 in Division II and 436 in Division III. The NCAA also contains 95 member conferences in all three divisions. Overall membership – counting schools, conferences and related associations – is 1,273.

Division I is subdivided based on football affiliation. A total of 120 schools are members of the Football Bowl Subdivision (FBS). That subdivision is characterized by postseason play outside the NCAA structure and also by higher financial aid allocations. The second Division I subdivision is the Football Championship Subdivision, which contains 122 schools that participate in the NCAA's Division I Football Championship. The remaining 98 Division I schools do not sponsor football.

BIG SKY CONFERENCE

League office Address: 2491 Washington Blvd., Suite 201 - Ogden, UT 84401
Phone Number: 801.392.1978
Fax Number: 801.392.5568
Founded: 1963
NCAA Classification: Division I. Football Championship Subdivision

Commissioner: Doug Fullerton

Member Institutions: Eastern Washington University (Cheney, Wash.); Idaho State University (Pocatello, Idaho); University of Montana (Missoula, Mont.); Montana State University (Bozeman, Mont.); University of North Dakota (Grand Forks, N.D.); Northern Arizona University (Flagstaff, Ariz.); University of Northern Colorado (Greeley, Colo.); Portland State University (Portland, Ore.); Sacramento State (Sacramento, Calif.); Southern Utah University (Cedar City, Utah); Weber State University (Ogden, Utah)

Football Affiliate Members: UC Davis (Davis, Calif.); Cal Poly (San Luis Obispo, Calif.).

Sponsored Sports: Men's and Women's Basketball, Football, Women's Soccer, Women's Golf, Men's and Women's Cross Country, Men's and Women's Tennis, Men's and Women's Indoor Track and Field, Men's and Women's Outdoor Track and Field, Women's Volleyball, Women's Softball.
**This is Eastern Athletics**

**Athletic Department Mission Statement**

“To enhance the value, image, and visibility of Eastern Washington University”

**Vision Statement**

“To be the best and most innovative FCS Athletic Department in the country”

**Motto**

“Maximizing Opportunities Every Day”

**Core Behaviors**

**Support**

The athletic department supports the University’s mission of education.

**Integrity**

Every interaction and transaction occurs with the trust that we honor and uphold the dignity of the University.

**Respect**

Comport ourselves in a manner that displays professionalism, loyalty and caring at all times.

**Achievement**

Nurture and develop student-athletes, coaches, and staff in order for each individual program and area to reach its highest level of success. We measure success by developing and administering resources to help student-athletes begin to reach their potential as students, athletes and people.

**Tradition**

Respect what makes our University special by celebrating its history, honoring its heritage and understanding its present, while fortifying its future.
Goal: Continue to leverage Athletics for increased community engagement and visibility

Responsible - Athletic Director

Action Steps/Metrics:

Visibility:

1. Annually place in the Top 4 of the Big Sky Conference President’s Trophy standings.
   • Results tabulated every July

2. After establishing baselines in listed areas of social media, increase the metrics by 10% annually.
   • Twitter - total number of followers on all athletic twitter accounts
   • Facebook - total number of likes on athletic department Facebook page
   • Website - unique visitors to goeags.com

3. Through broadcasts and webcast of Eastern games, penetrate a minimum of 25 million households annually.

Community Engagement:

1. The Athletic Department, (staff, student-athletes and mascot), will complete a minimum of twenty (20) community (on and off-campus) outreach initiatives annually.

2. Using platforms unique to athletics (competitions, camps and special events) to engage and honor community members and groups at a minimum of twenty (20) events.
Goal: Create an environment where all members of the athletic department feel as if they can express concerns, needs and share ideas to improve the living and working community for all.

Actions:

Training:

• Have annual diversity workshop or seminar to increase awareness of needs and deficiencies within the department.
  1. The staff will have two diversity presentations or experiences annually within the monthly staff meetings.
  2. Two different topics will be covered annually and will not be repeated within a three year period.
  3. The student-athletes will have two speakers, films or experiences that will cover a variety of diversity topics on a yearly basis.
  4. One NCAA sponsored Diversity Training Workshop will be secured every three years.

Education:

• Add a “Diversity Week” to the curriculum of the Life Skills Course. Several areas will be presented and discussed from ethnicity, sexual orientation, weight, religion, gender, age, economic status, cultural status and how the topic area might affect student-athletes and their ability to function at school, within their teams and in personal and/or professional relationships.
  1. The instructor will assure that at least one on campus representative will be present or giving the presentation so the student-athletes will have a connection to an additional resource on campus.

Assessment:

• Add to current assessment tools, (exit interview and annual program evaluation), more questions about diversity issues to determine if the student-athletes’ needs are being addressed and/or met. A comment area will be added to give the student-athletes an opportunity to voice deficiencies and/or suggest additional informational or educational tools that may be helpful.
Goal Area II and Action Items: External Operations

Goal: The Eastern Washington University Athletic Department will manage and operate to be a “window to the university.” Due to the nature of how the athletic department organizes and operates numerous competitive and special events, there is a need for the existence of a significant amount of interaction and visibility throughout the Pacific Northwest and across the country.

Actions:

- Marketing and Promotions
  1. Create, provide and communicate the annual marketing plan that outlines dates and other pertinent information as to when all collateral marketing materials will be completed.
  2. Based upon contractual arrangements with our flagship radio station, produce and air a minimum of 40 radio commercials advertising EWU Athletics each year.

- Annual Giving
  1. Increase overall giving to the Scholarship Fund by 30% each year.
  2. Achieve $500,000 in annual giving to the Scholarship Fund by 2015.
  3. Increase the number of Eagle Athletic Association members by 20% each year.
  5. Add one new Eagle Athletic Association Chapter in a new city each year.

- Corporate Sponsorships
  1. Achieve a minimum of $500,000 in corporate sponsorships each year.

- Special Events
  1. Achieve a minimum of $30,000 in net revenue through the Orland Killin Dinner, Dance and Auction.
  2. Achieve a minimum of $10,000 in net revenue through the Ron Raver Golf Tournament.
  3. Operate the National Letter of Intent Luncheon at a net profit each year.
  4. Create one new revenue generating event.
External Operations - Con’t.

Actions:

• Event Attendance
  1. Achieve 100% in sold suites at Roos Field each year.
  2. Establish and implement a group ticket sales plan for each ticketed sport.
  3. Create a stadium manifest for both Roos Field and Reese Court.

• Major Gifts
  1. Secure the necessary funding to fully design and construct the Gateway Project.
  2. Create a donor based special committee to the Athletic Director.

• Contracts
  1. Initiate and execute new television and radio contracts that do not incur an expense to the Athletic Department.
  2. Initiate and execute an apparel contract that increases the benefit to the Athletic Department when compared to the previous contract.

• Game Day Experience
  1. Collaborate and commit to making a connection with the student-body to improve the overall game day experience.
**Goal Area III and Action Items: Facilities**

**Goal:** To continually enhance both the facility infrastructure for all programs, as well as, improve the aesthetics and “story-telling” of Eastern Athletics in offices and venues.

**Actions:**

- **Reese Court**
  1. Complete lower seating on opposite side of new seats
  2. Team bench side main level seating – change from orange to red or black
  3. Upper seating – change from orange to red or black
  4. MBB/WBB/VB Offices
  5. Club Area
  6. Paint basketball court surface red

- **Roos Field**
  1. Support Gateway Project which will address student support areas in athletic training, strength and conditioning, equipment services and academic success

- **Track and Field/Soccer Complex**
  1. Work with campus to provide a fan-friendly complex that can accommodate both soccer and track and field

- **Thorpe Fieldhouse**
  1. Once tennis is moved from Thorpe – provide a better surface for the facility and include softball into the programming mix by working with facilities

- **Softball Field**
  1. Work with campus to build an on-campus facility

- **Tennis Courts**
  1. Bubble or cover outdoor courts

- **Golf**
  1. Work with campus master plan in earmarking an area and for construction of an outside practice areas (pitching, putting, sand) and a driving range.

- **Offices**
  1. Increase the number of offices needed for the entire Athletic Department staff
     - Have one staff member per office
     - Relocate any staff member in a storage or closet area
     - Identify and request additional spaces in Cheney Hall for academic support when Patterson Hall is repopulated

- **Storage**
  1. Identify any areas in Phase I, II, Reese, Thorpe or Cheney Hall to use for athletic equipment storage
Goal Area IV and Action Items: Gender Equity

Goal: Assure representation of all student-athletes in regards to media, website, fundraising and all print materials produced by the athletic department. Using the 13 points of Title IX Compliance, review and evaluate meeting these and other goals of equity in travel opportunities, coaching positions and salaries. Utilize current resources to begin facilitation of goals and continue to develop auxiliary sources of funding to continue growth and achievement in needed areas.

Actions:

• Publicity and Media presence:
  1. Completion of biographies for all individuals and all teams on the department website.
  2. All programs will have downloadable media guides accessible on the athletic website.
  3. Equitable sports representation will occur on annual fundraising and Eagle Athletic Association publications.
  4. All sports will have representation on schedule posters and schedule cards each year. Sports will only have exclusive posters and schedule cards if they contribute specified amounts from their excellence funds to defray the group schedule/poster costs.

• Establish travel norms:
  1. Utilize the Title IX Compliance Guide to evaluate per diem and team travel accommodations.
  2. After successful implementation of softball in FY 2017-18, begin the planning phase in FY 2019-20 to add final women’s sport program in FY 2023-24. This will put the University in line to attain acceptable percentage limits for NCAA, OCR and Title IX compliance in participation and scholarship ratios.
  3. Create safe and equitable travel guidelines that allow all teams, regardless of gender, the best opportunity to be successful.

• Complete Gender Equity areas delineated in NCAA Certification Report:
  1. Complete locker room renovations in men’s and women’s track and field by fall of 2018.
  2. Add shower areas and locker replacements into minor works facility budget beginning in FY 2015.
  4. Locate area for and begin planning stages for Softball locker room Fall 2014.
  5. Follow Softball Facility Plan and Time-line to hire and have full staff in place by July 1, 2017.
Goal Area V and Action Items: Internal Operations

Goal: To create an internal working group that communicates problems, concerns, ideas and suggests ways to improve the caliber of their areas in a weekly format that provides an avenue for and encourages intra-departmental communication.

Actions:

• Financial Management

1. Create an internal document that articulates the steps for expenditure approval. If the purchase is approved by the Associate Athletic Director-COO, the form must be signed before it can be taken to the Athletic Business Manager.
2. Conduct weekly meetings of the internal staff to share information and to seek and provide feedback on all upcoming events. These will be on Mondays and will be conducted a minimum of 40 weeks through each calendar year.
3. Develop a 1-2 page document outlining each athletic program’s annual expectations, i.e. financial expenditures, travel considerations, scholarship limits and recruiting numbers. The AAD/COO and the Athletic Director will meet with each program during spring quarter to explain boundaries and upcoming budget and performance considerations.

• Human Resource Management

1. Create a systematic approach to hiring and retaining employees by working with the Department of Human Resources on campus. By summer of 2014, create an internal checklist of each step involved in the hiring process and place it in the online Athletic Department Policies and Procedures Manual.
2. Strive to maintain current staffing levels and provide salary ranges that are minimally mid-range with the Big Sky Conference as per annual salary studies.

• NCAA Compliance

1. The Assistant Athletic Director for Compliance (ADC) will monitor best practices used to report all required NCAA information. The ADC will then create or provide necessary forms and collect required data.
2. Emphasize and execute educational methods for athletic department staff, booster groups, and campus community. Each August, the ADC will contact these, set up a meeting and will provide an educational presentation including important handouts and links.

• Communication

1. Produce, communicate and distribute a weekly home event document.
Goal Area VI and Action Items: Staff Enrichment

**Goal:** To create an environment where learning, leading and educating is occurring throughout the department.

**Actions:**

- Working with any internal or external dollars, attempt to provide the latest technology to enhance the athletic programs ability to communicate and recruit
- Use the latest technology platforms to assist in staff enrichment
- Update the department organizational charts annually to delineate clear reporting lines to the staff
- Distribute the organizational charts to pertinent areas on campus
- Utilize the “All Staff” and “Coaches” meetings as educational opportunities to bring in campus speakers, leadership material and industry-wide information
- Continue staff recognition at the “All Staff” meetings
- Encourage and look for creative ways to support staff professional development
- Utilize technology to provide webinars and other on line resources for staff educational opportunities at a lesser cost
- Begin a quarterly brown bag series where senior staff provides volunteer educational sessions to the department.

*All of the bullets need to be balanced based on budgetary constraints*
Goal Area VII and Action Items: Student-Athlete Enrichment

Goal: To make the experience of being an EWU Student-Athlete one that makes our people feel proud to be an Eagle. During their time at Eastern, the student-athletes need to feel they are supported in their academic, athletic and social world while representing EWU in their sport.

Actions:

I. Education:
   1. Continue to improve, re-energize and make relevant the annual Team Orientations in the following ways:
      - The Athletic Director, Associate Athletic Director, Athletic Trainer and Faculty Athletic Representative will meet with each team before their first competition. Presentation theme and how information is covered will be reviewed and edited in July of each year. The focus will be on finding relevant items that impact the lives of the younger, incoming student-athletes and incorporate some of those issues in a creative approach.
      - The administrative presentation will incorporate current or former student-athletes; either in person, by quotes or by DVD.
      - The Academic Coordinator will conduct their specific orientations in conjunction with the Assistant Athletic Director for Compliance completing necessary NCAA Compliance Forms and supplementary educational pieces.
      - ADC will set up one date each week to meet with those student-athletes unable to attend team sessions. The ADC will contact the AD and SWA with those s/a names so the meeting with administration can be scheduled.
      - Athletic administration will address the entire student-athlete population three times per year at the beginning of each quarter, inclusive of fall orientations, to provide further educational touches in relation to athletic performance, academic and social issues.
   2. By Fall of 2014, begin first course in Student-Athlete Leadership Program. (SALP)

II. Scholarships, Summer Aid, Fifth Year Aid and Books:
   1. By Fall of 2015, have studied the possibilities and challenges with upper administration and the bookstore staff to pull books before each quarter for each s/a on a book scholarship. If agreed, the Athletic Academic Coordinator will provide a list to the bookstore two weeks prior to the start of the quarter to begin the process. Those s/a's that are delayed in any way will utilize current Book Card procedures.

III. Meal Plan and Supplements:
   1. By Fall 2016, go from the current Gold to the Platinum Meal Plan. This will provide more meals to help actualize improved athletic performance and recovery.
   2. By Fall 2016, formalize departmental philosophy and approach to supplying nutritional supplements.
IV. Technology:
1. By fall of 2013, the Assistant AD for Compliance will establish a mechanism to reach all student-athletes by e-mail.
2. With input from the PACIA Chair, the Associate Athletic Director/SWA will create a new online Exit Interview Survey by the end of Spring Quarter 2012. This format will be more user-friendly and will be a better format to extract the necessary information to improve the student-athletes’ experience at Eastern. This new format will be on line for use by Spring Quarter 2013 and the document and the process will be evaluated each spring by the Associate Athletic Director/ SWA and PACIA. The effectiveness of the process will also be reviewed and suggestions will be taken from PACIA and student-athletes to annually improve the document.

V. Value the Student-Athletes:
1. Give awards and recognition. Have an annual Welcome Back event for the entire department and end the year with an awards event, i.e. Eee Woos or something similar.
2. Provide letter jackets to Sophomores who have met the criteria and rings to any team or individual Big Sky Champions. (one ring max. per year). The Eagle Athletic Association is moving toward the initiative of creating an annual event in which the university president will present a framed “E” to each graduating senior.
3. Twenty five times annually, utilize video boards to recognize outstanding academic achievements, athletic performance or community service endeavors by individuals or teams.

VI. Retention and Matriculation:
1. Monitor and improve the s/a’s performance yearly as compared to NCAA data and metrics: GSR, APR, Graduation Rates, and annual GPA. The Associate Athletic Director/COO will create a spreadsheet that will have annual numbers beginning with academic year 2010-11. The categories above will be listed each year for a direct comparison of the data to measure improvements or regression by any team in any category.

VII. Communication:
1. Beginning Winter 2013, Student-Athlete Advisory Council liaisons will be both the Athletic Academic Coordinator and Assistant Athletic Director for Compliance and Student Services. These two individuals have the pulse of what the current s/a’s need academically and will provide resources on how to communicate effectively with coaches, professors and Athletic administration. The Faculty Athletic Representative will also serve as a valuable resource to the SAAC.

VIII. Connection:
1. Athletic administration, with input from the SAAC, will develop strategies with the goal of enhancing the connection of the athletic department with the students, faculty and staff.
Goal Area VIII and Action Items: Program Expectations

**Goal:** Each team and program area is an integral component affecting the overall performance of the EWU Athletic Department.

**Actions:**

- **In order to vie for the President's Trophy annually, each team/coach must:**
  1. Strive to finish in the top half of the conference no less that 3 out of 5 years.
  2. Maintain a minimum APR of 940.
  4. Establish and steward good recruiting connections within the State of Washington, the WUE states and any foreign countries of previous recruits.
  5. Commit to a majority of on-campus camps in those sports with camp history. Utilize camps to establish recruiting opportunities, showcase Eastern, Cheney and the Inland Northwest.
  6. Use camps and other efforts to raise valuable funds to supplement salaries and add outside fund-raising to increase your excellence funds.
  7. Recruit the caliber of athlete that understands the commitment to Division I status and what that means in terms of training expectations, academic achievement and acceptable conduct.
  8. Not just come to a supervisor with a problem, but be prepared to offer some solutions.

- **Remember that Leadership starts at the top.**
  1. Cooperate with the other teams and coaching staffs.
  2. Demonstrate appreciation of support staff.
  3. Encourage your student-athletes to attend other team’s events.
  4. Demonstrate support of the Student-Athlete Advisory Council and make sure your team is represented and attends the meetings.
  5. With NCAA rule changes, meet often and over-communicate with the Compliance Office.
  6. Participate in team and department-wide community service efforts.

- As coaches, particularly the head coach, be accessible to your team.

- Programs that have the most athletes on full scholarships will have higher academic and athletic performance standards. Coaches of these sports will be held to higher job expectations.

- **Auxiliary Staff:**
  1. Contribute suggestions to your direct supervisor to improve areas you believe to be deficient or suggest ideas that might lead to better practices.
  2. Support the staff and find ways to be a positive force in the day-to-day operations of the department.
Goal Area IX and Action Items: Assessment

Goal: There will be an annual review of the strategic plan, which will be documented on the Scorecard. This information will be shared annually with the Athletic Department Staff and may also be shared with different constituents on and off campus through publications, i.e. the Athletic Director's Annual Report or other electronic means.

Action: Establish the review and a measurement tool for quantitative and qualitative metrics following over-arching guides. This five year Athletic Strategic Plan was formulated with these thoughts in mind:

- Be both transactional and relational
- Be incredibly intentional
- Have distinctive impact
- Deliver superior results
- Have lasting endurance
## X. Scorecard

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<th>Achieved Goal</th>
<th>% of Completion</th>
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## X. Scorecard

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NUMBER OF SPORTS – 14 (15 in 2017-18)

- Men’s and Women’s Basketball (2)
- Men’s and Women’s Tennis (2)
- Men’s and Women’s Cross Country (2)
- Men’s and Women’s Indoor/Outdoor Track (4)
- Football (1)
- Women’s Golf (1)
- Women’s Soccer (1)
- Women’s Volleyball (1)
- Softball - starting in 2017-18 (1)

NUMBER OF STUDENT-ATHLETES – Approx. 325 (175 men/150 women)

- Currently all but one of our 14 athletic programs have a GPA of 3.0 or greater – the 14th has a 2.97
- Currently 213 of our approx. 325 student-athletes carry a GPA of 3.0 or greater
XII. Addendum II-FCS Schools

Alabama A&M University
Alabama State University
University at Albany
Alcorn State University
Appalachian State University
University of Arkansas, Pine Bluff
Austin Peay State University
Bethune-Cookman University
Brown University
Bryant University
Bucknell University
Butler University
California Polytechnic State University
California State University, Sacramento
University of California, Davis
Campbell University
University of Central Arkansas
Central Connecticut State University
Charleston Southern University
The Citadel
Coastal Carolina University
Colgate University
Columbia University-Barnard College
Cornell University
Dartmouth College
Davidson College
University of Dayton
University of Delaware
Delaware State University
Drake University
Duquesne University
Eastern Illinois University
Eastern Kentucky University
Eastern Washington University
Elon University
Florida A&M University
Fordham University
Furman University
Gardner-Webb University
Georgetown University
Georgia Southern University
Grambling State University
Hampton University
Harvard University
College of the Holy Cross
Howard University
Idaho State University
Illinois State University
Indiana State University
Jackson State University
Jackson State University
Jacksonville State University
Jacksonville University
James Madison University
Lafayette College
Lamar University
Lehigh University
Liberty University
University of Maine, Orono
Marist College
McNeese State University
Mississippi Valley State University
Missouri State University
Monmouth University
University of Montana
Montana State University-Bozeman
Morehead State University
Morgan State University
Murray State University
University of New Hampshire
Nicholls State University
Norfolk State University
North Carolina A&T State University
North Carolina Central University
University of North Dakota
North Dakota State University
Northern Arizona University
University of Northern Colorado
University of Northern Iowa
Northwestern State University
University of Pennsylvania
Portland State University
Prairie View A&M University
Presbyterian College
Princeton University
Robert Morris University
University of Rhode Island
University of Richmond
Sacred Heart University
Sam Houston State University
Samford University
University of San Diego
Savannah State University
University of South Alabama
South Carolina State University
University of South Dakota
South Dakota State University
Southeast Missouri State University
Southeastern Louisiana University
Southern Illinois University at Carbondale
Southern University, Baton Rouge
Southern Utah University
Saint Francis University (Pennsylvania)
Stephen F. Austin State University
Stony Brook University
Tennessee State University
Tennessee Technological University
University of Tennessee at Chattanooga
University of Tennessee at Martin
Texas Southern University
Texas State University-San Marcos
Towson University
Valparaiso University
Villanova University
Virginia Military Institute
Wagner College
Weber State University
Western Carolina University
Western Illinois University
College of William and Mary
Wofford College
Yale University
Youngstown State University