



# TOGETHER WE WIN: LEVERAGING COLLEGE ATHLETICS TO ENHANCE THE CAMPUS COMMUNITY

ULEAD Project Team Five | November 2019

KYLE GLOCHICK, CHERAY CHERRY HENDERSON, JESSICA LAMBERT WARD, JENNIFER  
WASHINGTON, AND LAUREN WESTERVELT



When athletics harmonize with the academic and business missions of a college or university, the effect can be hugely positive. Done right and managed properly, I think college athletics might even be seen as necessary, not just nice to have.

--Robert Sternberg, Provost and Senior Vice President, Oklahoma State University (2016)

## **Introduction**

Since its establishment as the nation's first public university in 1789, the University of North Carolina at Chapel Hill (UNC) has earned a reputation as one of the best universities in the world. Over the past 200 years, UNC has developed a reputation of excellence in academics, research, athletics, leadership, and public service. In addition to these successes, UNC has earned 44 NCAA Division I team national championships and 52 individual national championships. Similarly, North Carolina Central University (NCCU) boasts a strong tradition of teaching, research and service – becoming the first institution within the UNC system to require public service for graduation. Like Carolina, NCCU has a long history of excellence in athletics. The combined academic and athletic successes of these institutions boosts student admissions, athletic ticket sales, and generates revenue for local businesses.

Our ULEAD team decided to explore the question of how to leverage college athletics to improve campus communities. More specifically, we were interested in understanding how to align more closely the athletics department with the university's mission and work toward building a comprehensive strategy that engages the campus community to deliver a unique Carolina or NCCU experience in the days surrounding a major athletic event (or game-day).

## **Background**

It is typical for a new coach or a national championship win to elicit more attention on a college campus than faculty induction to a prestigious professional academy or receipt of a major grant-funding award, and many have argued that intercollegiate athletics have the effect of distracting an institution from its mission (Bok, 2013; Duderstadt 2006; Knapp, 1992; Toma, 2003). At the same time, a significant body of literature documents college athletics' increasing influence, particularly among institutions competing in the NCAA Autonomy Five conferences, and the growing tension between athletics departments and other members of campus communities.

Yet, college athletics may also positively influence an institution. Both student applications and philanthropic donations often see an increase following a national championship, for example.

Leveraging the high-profile college athletics enterprise to support and call attention to the influential research, teaching, and service missions of an institution is a unique opportunity to orchestrate a strategic partnership that benefits all stakeholders involved.

What does leveraging athletics mean and where does one begin? In her dissertation on the topic, Johnson asserts that leveraging theory comprises five tenets:

1. Experience	2. Understanding	3. Appreciation	4. Acceptance	5. Integration
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She posits that administrators who understand the operations and goals of the intercollegiate athletic program can use that understanding to envision how the intercollegiate athletic program might benefit the university. This understanding must include an appreciation for both the positive and negative consequences such programs bring to an institution. Once administrators accept these realities, their aim must be to integrate it as much as possible into the university culture in order to support the university mission. Integration serves to support the mission rather than operate independently of it (Johnson, 2017).

So how do we apply this theory to the UNC or NCCU context? Finding opportunities for integration requires an identification of shared interests between key stakeholders (i.e., the athletics program, the campus community, and senior leaders). Common goals create space to explore areas for collaboration and partnership.

### **Identifying a Shared Vision: Together We Win + Blueprint for Next**

To identify potential areas of shared interest, our team began with a review of strategic plans. This included the Athletics Department’s 2017 – 2022 Strategic Plan, Together We Win, which outlines a strategic vision for Carolina Athletics and the UNC Blueprint for Next, which outlines a strategic framework for the university.

Notably, both strategic visions include core strategies that center on community and service. The vision for Carolina Athletics – Together We Win – is founded on the notion that success is possible when three key stakeholder groups come together: student-athletes, coaches and staff, and the campus community. Together We Win “is about working in sync to be successful in all that we do – in the classroom, in competition, and in our community”.

The Blueprint for Next outlines three supporting themes that touch on community:

- Above all, human and humane: we build a highlight capable community, care how we treat one another, provide for each other's well-being, and facilitate personal success
- Embracing the evolving diversity of the people of North Carolina and the broader community we serve
- Leading as a proudly public institution: in collaboration with the people and our partner organizations in North Carolina, nationally, and internationally

At the heart of the Blueprint is Carolina's role in service to the state and its people as well as the imperative to make innovation fundamental in expanding and adapting to meet the changing needs of those we serve.

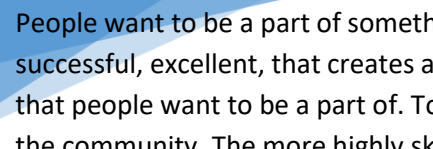
Both strategic visions provide strong endorsements for implementing significant, real change to accelerate impact, and reading each, one is left with a strong sense of commitment to service, collaboration, and the campus community.

## Methods

Building on our initial exploratory research of the grey literature and review of strategic plans, through interviews with key stakeholders, we gathered additional insights that helped us to understand the context and history that has shaped the relationships between the UNC and NCCU athletics departments with the rest of the university. With guidance from the Athletics Department's leadership team, we explored what other schools have done to foster academic and athletic alignment. With this information in hand, we tested some of our ideas with key partners on campus. A list of key stakeholder interviews is available in Appendix A.

In parallel to the exploratory research, we conducted a SWOT (strengths, weaknesses, opportunities, and threats) analysis to assess the environmental conditions in which future recommendations would be introduced. This analysis helped us to evaluate which recommendations would be most feasible and likely to affect change.

## Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis



People want to be a part of something that's successful, excellent, that creates a life experience that people want to be a part of. To feel a part of the community. The more highly skilled people you have, that lifts the whole community.

Bubba Cunningham, Director of Athletics University of North Carolina at Chapel Hill  
Personal Interview, September 2019

A summary of the SWOT analysis is available in Appendix B, and a brief overview using illustrative quotes from key stakeholder interviews follows.

<b>Strengths</b>	<b>Weaknesses</b>
<p>Excellence Across Campus</p> <p>“Top level athletic program attracts people not only to the event and the community. Other units on campus also do this. How do we continue to leverage that and enhance the experience that people have?”</p> <p>--Bubba Cunningham, Athletic Director</p>	<p>Silos/Limited Collaboration</p> <p>“Perception is that athletics is an island, but the reality is that we want to be part of the whole and contribute as much as possible to the university and campus life for students, faculty, and staff.”</p> <p>--Larry Gallo, Executive Associate Athletic Director</p>
<b>Opportunities</b>	<b>Threats</b>
<p>Synergy Between Strategic Plans</p> <p>“A core value of the strategic plan is to be an integrated part of the whole campus. To use the publicity of what we do to share the spotlight with academic units”</p> <p>--Paul Pogge, Associate Athletic Director</p>	<p>Adequate resources</p> <p>“Leadership is very interested, but not going to serve as the boots on the ground. We need a dedicated person or team ... to prioritize this with resources”</p> <p>--Bob Blouin, Provost</p>

### Creating a Culture of Shared Excellence

An organization’s culture shapes the attitudes and behaviors of the organization. Research has shown that when a shared mission, vision, values, and purpose drive an organization’s culture, this positively correlates with increases in success and sustainability (Groysberg et al, 2018). When the University of Notre Dame was founded in 1842 by Reverend Edward Sorin, a priest, he remarked, “This college will be one of the most powerful means for doing good in this country.” The Catholic intellectual roots of Notre Dame are still observed and are woven into the mission, vision, and values of the institution today (“Notre Dame at a Glance,” n.d.).

Similarly, when founded in 1901, North Carolina Central University was established as a historically black university (HBCU) with the purpose of providing access to higher education to the African-American community (“About NCCU”, n.d.). When faced with backlash after launching the University’s new brand identity in 2018, Chancellor Johnson Akinleye, PhD wrote that the new brand identity was one that both “honors NCCU’s HBCU legacy” while also being

more inclusive to the University's growing and diverse community. In both of these examples, a strong organizational purpose provided the framework to sustain these institutions through periods of challenge and change ("Message from the Chancellor: NCCU Brand Identity Update," 2018).

The University of North Carolina at Chapel Hill has endured many challenges and the institution continues to face change. But what is the culture that drives the institution forward? Founded as the nation's first public university in 1795, Carolina embraces "an unwavering commitment to excellence" that serves "North Carolina, the United States, and the world through teaching, research, and public service," (UNC Board of Governors, Nov. 2009). The University's commitment to excellence has been echoed within its athletics department in which students are encouraged to be successful both in athletics and academics. In the late Dean Smith's book, *The Carolina Way: Lessons from a Life in Coaching*, "The Carolina Way" came to symbolize UNC's excellence on and off the court. This commitment to excellence is also reflected in the current strategic plan, "Together We Win," which is about, "working in sync to be successful in all that we do—in the classroom, in competition, and in the community," (Carolina Athletics, 2017).

While Carolina Athletics and UNC as an academic institution have each created a "culture of excellence" as two distinct entities, we believe there is opportunity to eliminate silos, increase collaboration, and create a unified "culture of shared excellence".

To define the "culture of shared excellence," we have adapted Minstrom and Cheng's definition of "culture of excellence" to emphasize the "shared vision for success that motivates individuals to share information freely, that allows for more effective communication, encourages collaboration, and sparks innovation" (Minstrom & Cheng, 2014). Organizations that are able to create a unified culture of excellence become more resilient to change and challenges and produce highly collaborative and innovative teams (Dynamic Achievement, n.d.).

## **Recommendations**

Building on the notion of a culture of shared excellence, we have identified the following three recommendations to facilitate a more closely aligned athletics department and university:

#### Recommendation 1

- Establish a full-time leadership position that is focused on strategic athletic/academic partnerships

#### Recommendation 2

- Achieve "easy wins" and build collaborative partnerships across campus

#### Recommendation 3

- Optimize the existing game-day application and highlight other aspects of the university community

We will elaborate on each of these recommendations in the sections that follow.

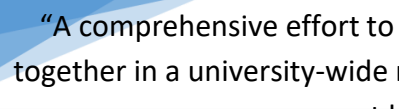
Recommendation 1:

**Establish a full-time leadership position that is focused on strategic athletic/academic partnerships**

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Appropriately leveraging intercollegiate athletics to benefit both the athletics program and the broader college or university requires a mutually respectful and supportive partnership between the institution's athletics department and other aspects of the community. To demonstrate leadership's commitment to a campus community that is inclusive of the athletics department and that values all the incredible work happening across all domains of the university, we recommend establishing a full-time, position that is solely responsible for planning and executing collaborative university events with a focus on athletic/academic partnerships.

The Director for Strategic Campus Initiatives would be responsible for leading and directing extensive efforts to forge collaborations across campus with an emphasis on athletic/academic partnerships. The position would function as a key resource, advocate, and spokesperson, providing visibility to these partnerships and using storytelling to demonstrate impact and engagement.



*"A comprehensive effort to weave it all together in a university-wide manner has not been done."*

Paul Pogge, Associate Athletic Director  
University of North Carolina at Chapel Hill  
Personal Interview, August 2019

To demonstrate the institution's commitment to the alignment between athletics and the university at large, this role should be positioned such that it has direct reporting lines to campus and athletics leadership. The Director should play a supervisory role; building a team, then providing direction and leadership to office staff. A draft job description is available in Appendix C.

Establishing this primary leadership position will be a critical first step toward achieving a more closely aligned athletics department and university. The other two recommendations that follow will largely depend on the creation of this position and adequate designation of resources.

In addition to the creation of the Director for Strategic Campus Initiatives, we propose the development of high impact educational opportunities in the form of an internship program that would benefit individual students, the athletics department, and the University.



The internship program would offer a yearlong opportunity for three to five students who would gain experience with operations, marketing, web development and support. This internship program could provide specialized educational opportunities to students from a variety of majors, but would benefit from active recruitment of students majoring in business, communications, computer science, and media and journalism. Potential positions could include an Operations Intern, a Marketing and Communications Intern, and a Web Development and Support Intern. The internship program would host and provide Experiential Education (EE) course credit for an additional one to five students each academic term.

Benefits to the unit include an increased capacity to build, maintain, market, and update the web/media presence, a formalized strategic partnership between the athletics department and the College of Arts & Sciences and individual academic departments to develop course curriculum for experiential education (EE) course, and leveraged expertise from faculty and students.



Recommendation 2:

**Achieve "easy wins" and build collaborative partnerships across campus**

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On any given day, and at any given time, UNC is host to a multitude of events. By inventorying planned and recurring academic and cultural events, and mapping them against the athletics events schedule, it would be straightforward to compile a schedule of events across campus in the days leading up to and surrounding a major athletic event. Branding select events as part of a "Carolina experience" and marketing them more broadly has the potential to draw attendance from segments previously unreached.

On game days, there is opportunity to showcase other aspects of the university by utilizing strategic campus locations. For example, street performance/art demonstrations in the pit, bluegrass performance at the Old Well. Offering themed campus tours. Leveraging the Tar Heel Ambassadors program to highlight academic features of the university. Collaborative relationships can be established by intentionally connecting disparate parts of campus on days when the number of visitors is higher due to sporting events.

On what is currently being done. Gameday event management collaborates with over 30 partners across campus to ensure a successful football game experience. One primary objective

is a “renewed focus on fan experience” by providing a “unique game day experience for all of our customers” (J. Brunner, personal interview, October 7, 2019). With this in mind, one of the more recent and effective implementations is the Tar Heel Ambassador program. These strategically located individuals are available to assist visitors to provide any information someone might need with an overall focus on enhancing the customer experience. These individuals have knowledge about UNC history and lore. They tell entertaining stories, inform on promotions, and provide information on game day policies.

Other efforts to enhance the experience include new seatbacks in the football stadium along with new video boards and working towards being more deliberate in the social media strategy so as not to overcommunicate information.

Effort continue to grow partnerships with key stakeholders at the college, town, and state level, including groups like parking and transportation, the town of Chapel Hill, law enforcement, emergency management units, and the visitors center.



Recommendation 3:

**Optimize the existing game-day application and highlight other aspects of the university community**

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The final recommendation is to optimize the existing GoHeels application, expand the market reach of the application, and use the application to highlight other aspects of the university community.

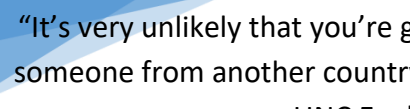
To explore avenues for optimization, we considered how other universities similarly aligned to UNC’s academic and athletic goals approached academic and athletic alignment through their online presence. The goal was to identify best practices elsewhere, and to identify potential areas of growth for UNC. The universities reviewed included the University of Notre Dame, Texas A&M University, and the University of Michigan. A summary of findings from the review of these other institutions is available in Appendix D.

Multiple UNC mobile applications and websites provide a robust amount of event information and calendars to interested individuals on events occurring across the campus community. This includes [GoHeels](#), [Carolina Performing Arts](#), [UNC Home Page](#), and [Heel Life](#), among others. While the information and resources are extensive, they lack coordination. Further, while

visually striking, there is no mention of or link to athletics or other key areas of the university (e.g., research, academics) from UNC's homepage.

Our recommendation is to optimize and rebrand the mobile application to be more encompassing of the various aspects of campus that visitors may enjoy as part of their game day experience. This would likely require inventorying existing applications and pulling the best features from each to create one application that serves multiple stakeholders. Doing so would eliminate competition between the multiple applications on campus, appeal to a wider audience, and allow for more synergies between disparate groups on campus.

In our interviews, we were introduced to the concept of athletics as the “front porch” to the university. In many cases, UNC is known due to the athletic success of the institution. Leveraging the commercial power of athletics to display other aspects of the university may be a powerful tool for highlighting excellence elsewhere on campus and enhancing visitors' experience. Creating a mobile application experience that is user friendly, inviting, and targeted, will allow users to identify quickly other campus activities or events of interest.



“It's very unlikely that you're going to see someone from another country wearing a UNC English t-shirt.”

Bob Blouin, Provost  
University of North Carolina at Chapel Hill  
Personal Interview, September 2019

Expanding the user scope, from that of someone primarily attending an athletic event to anyone visiting UNC in general, would serve to promote the university as a whole. Expanding the target user population also creates opportunity for more creativity in application features and functions. During the logistical life cycle of a football game, tens of thousands of people will visit UNC over the course of 1-3 days. What occurs during that time period can not only include athletic game day events, but also strategically coordinated events from other campus units tied in to support the athletic event in the 48 hours leading up to an event. Some examples include:

- A walking tour facilitated via the application to promote exercise and feature UNC history, tradition, and points of interest
- Simulated photo opportunities with “your favorite UNC athlete” or coach
- Unique and individualized experiences for prospective students, faculty, or staff
- Opportunities to partner with the Town of Chapel Hill

## Conclusion

Though the role of athletics in higher education is often debated, intercollegiate athletics provide a source of institutional pride and involvement that extends to students, staff, faculty, alumni, and the wider community. Our ULEAD project team chose to explore how to leverage college athletics to improve the campus community.

Combining online research, a review of literature, key stakeholder interviews, and our own observations, we ultimately landed on three recommendations:

1. Establishing a full time leadership position solely focused on fostering strategic partnerships across campus, with a focus on athletic/academic partnerships
2. Achieving easy wins to grow collaboration among disparate units
3. Optimizing the existing web and media presence via a mobile application

We believe there is a unique opportunity for UNC to align more closely the athletics department with the mission of the university. There is synergy between the most recent strategic plans for both the athletics department and the university at large, leadership is engaged and supportive, and there is already significant momentum to build upon.

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## **Appendix A – List of Key Stakeholder Interviews**

(presented chronologically by institution)

### **University of North Carolina at Chapel Hill**

August 30, 2019	Michelle Brown, EdD, Assistant Provost and Director of Academic Support Program for Student-Athletes
September 3, 2019	Paul Pogge, JD, UNC Associate Athletic Director
September 5, 2019	Larry Gallo, MPE, UNC Executive Associate Athletic Director
September 18, 2019	Bubba Cunningham, MBA, UNC Athletic Director and Vince Ille, MSSM, UNC Senior Associate Athletic Director
September 24, 2019	Terry Rhodes, DMA, Interim Dean, College of Arts and Sciences
September 30, 2019	Bob Blouin, PhD, Executive Vice Chancellor and Provost
September 30, 2019	Kevin Guskiewicz, PhD, ATC, UNC Interim Chancellor
October 7, 2019	John Brunner, MSA, Associate Athletic Director for Event Management

### **North Carolina Central University**

September 18, 2019	Ingrid Wicker McCree, EdD, Director of Athletics
September 19, 2019	Jonathan Leach, MPA, Assistant Athletics Director for Administration



## Appendix B – SWOT Analysis

### Eliminating Silos and Building Collaboration to Create a "Shared Culture of Excellence"

**S**

#### STRENGTHS

- History, traditions, and legacy
- Reputation for excellence
- Campus diversity
- Synergy between strategic plans
- Supportive leadership
- Walkable & vibrant campus
- Wide variety of campus events

**W**

#### WEAKNESSES

- Communication
- Institutional Silos
- Demands on time- "Bandwidth"
- Need to build buy-in
- Staffing/resources
- Large campus

**O**

#### OPPORTUNITIES

- Build momentum & awareness around collaboration & innovation
- Capitalize on synergy between strategic plans
- New leadership has opportunity to build buy-in across campus community
- Infrastructure exists

**T**

#### THREATS

- Fallout from academic & athletic scandal
- Cost
- Collaboration takes work
- Media perception
- Leadership transitions

## **Appendix C –Director for Strategic Initiatives | DRAFT Job Description**

### **Working Title: Director for Strategic Campus Initiatives**

#### **Position Summary:**

The Director for Strategic Initiatives will be responsible for the development and execution of strategies that promote collaborations between units on UNC's campus, with a special emphasis on academic/athletic partnerships. The Director for Strategic Initiatives will serve as the advocate, point of contact, and spokesperson and have direct oversight of an extensive communications strategy intended to highlight the impact of these partnerships. This position will work closely with senior leaders to develop and manage all strategic communications plans including department positioning, messaging, issues management and crisis communications. An expert writer and communicator, this position must ensure accuracy and consistency across all forums. This position will place high priority on understanding issues affecting the Athletic Department and University and by anticipating multiple potential strategic outcomes. As an ambassador for the unit, the Director for Strategic Initiatives will foster strong relationships both on and off campus with local and national media, community leaders, campus leadership, staff, coaches and external organizations. This position will define and direct all internal and external communications activities including press releases, talking points, leadership messaging, op-eds, pitch letters, and fact sheets. This position will identify both news and feature stories, working proactively with the media relations team to highlight them in compelling ways through all available media and perform other duties as assigned. The Director for Strategic Initiatives will manage a high-performing team, with direct supervision of three (3) individuals. This position will develop a long-term strategy for staffing and professional development of the unit. This position will closely collaborate with the Senior Associate Athletic Director for External Operations, the Senior Associate Athletic Director/Chief Development Officer, the Director of Development Communications and Marketing and other athletic department units to ensure consistency and cohesion in messaging and communication. This position will also coordinate with the University's Office of Strategic Communication to contribute to the overall reputational goals of the university.

This position plays a strategic role at the institution, ensuring the academic integrity of the intercollegiate athletics program, facilitating institutional control of intercollegiate athletics, and enhancing the student-athlete game day experience. This position will play a pivotal role in conceptualizing and planning University-wide high-level sporting events for the Athletics Department that includes input from faculty and staff. He/she will independently conceptualize and execute events including determining event objectives, managing event budgets, vendor selection and negotiation, programming, marketing collateral, on-site management, event

follow up, and evaluation. This position will manage, develop and implement the marketing and promotional strategy for all events including community outreach. This individual will be adept at producing multiple events simultaneously, requiring knowledge and understanding of meeting and event planning principles, requirements, procedures, and available resources. As a staff member in the Athletics Department, this position works collaboratively with the Vice President for Student Affairs, the Office of the Provost, and Faculty and Staff.

**Essential Functions:**

- Provides leadership for all public relations, community outreach and engagement to involve various groups throughout the university, communications, marketing, creative design, web site development, social media, branding, and digital activities, including application development.
- Oversees development and execution of strategic campus partnerships that enhance collaboration and engagement among disparate campus units and drives strategy behind the tone, voice and growth of these efforts. Supports staff in its implementation.

**Education Requirements:**

Bachelor's degree required, master's degree preferred 2-4 or more years' experience in athletic administration and/or marketing and communication experience in the athletic arena.

**FLSA Status:** Exempt (EHRA Non-Faculty)

## Appendix D – Summary of Institutional Review

### *University of Notre Dame*

Early on in our interviews, the University of Notre Dame was identified as a leader in uniting university history and tradition with academics, athletics, and alumni and student body engagement. A few efforts in particular stand out, including:

- Football stadium renovations, referred to as [Campus Crossroads](#), that intentionally included three new halls to strengthen the logistical heart of the university with academic, student, athletic, and performing arts/media spaces.
- A media strategy that consistently includes representation from all the main touch points on campus in easy to navigate or understand formats. These include a mobile application (<https://gameday.nd.edu/>) and website (<https://www.nd.edu/>). The university's home page links to the mission of Notre Dame, visiting guide, academics, research, athletics, campus life, alumni, and donor giving.
- A collaborative events calendar, [Notre Dame in Motion](#), that highlights events across many different disciplines. While separate from athletic events, it includes concerts, lectures, exhibits, galleries, job fairs, and important academic dates or holidays across campus.

Of the other institutions we considered, Notre Dame presented the strongest sense of alignment among disparate campus partners. Though athletics represents a key point of entry for visitors to the university, it is consistently presented as a complementary part of the whole university experience, which extends well beyond any single aspect of the community.

### *Texas A&M University*

Texas A&M University was also identified through interviews as a standard-bearer institution in providing a comprehensive game day experience for patrons. By implementing the “Destination Aggieland” (<https://transport.tamu.edu/parking/events/da.aspx>) mobile application, the university creates a successful platform for communicating logistical and event related information to visitors. Of note:

- The application itself is very user friendly and keeps choices simple. The main page offers a navigation menu and an easy point of entry for new users. From there, information is grouped into searchable categories.

- What's the hardest part about visiting most universities? Parking. This information is featured above all else. Policies a visitor should be aware of before leaving home are also prominently highlighted.
- The application also features local attractions and other things to do in the surrounding area. Features include athletic related traditions leading up to a football game (e.g., spirit walks, tailgating, and fan zones) and other sites to visit (e.g., museums and zoos).

Like Notre Dame, the homepage for Texas A&M University (<https://www.tamu.edu/>) highlights academics, athletics, research, and student life as equal parts of the university experience.

### ***University of Michigan***

UNC frequently uses the University of Michigan as a peer benchmark, and so we included Michigan in our review of other institutions. Observations about Michigan include:

- Michigan does not have a dedicated mobile application for athletics and the campus community. There is a sports application ([Michigan Football](#)), and a separate University application ([Michigan App](#)). Each highlights their respective areas but there is no clear evidence to indicate collaboration between the two.
- The university's web-based home page (<https://umich.edu/>) does feature the other major touch points of the university (e.g., athletics, academics, research) in the same manner as Notre Dame, and Texas A&M, across the top of their web page.
- There are highlights of events across campus. Most notably an impressive "Carpe Diem" (<https://events.umich.edu/>) calendar listing campus events occurring in the current day, week, or month, with categorically separated quick links. Of the universities we reviewed, this represented the most comprehensive event calendar. However, it was not tied directly to the athletics calendar; to learn more about upcoming athletics events, users must navigate to the athletics page.

Michigan does a great job of utilizing its web-based home pages to highlight all events across campus; however, based on our team's review, there was not a mobile application that succeeded in accomplishing the same task.