Institutional Effectiveness Report
For the Reporting Period
2018-19

Mission/Vision/Goal Statement:

Vision:

Tennessee Tech Athletics will be the model intercollegiate athletics program, developing champions who excel in academics, athletics and life.

Mission:

Tennessee Tech Athletics will enhance the University and its communities. We are committed to a quality intercollegiate athletics program by:

- Educating, retaining and graduating student-athletes;
- Winning championships;
- Providing resources for student-athletes and staff success;
- Operating with integrity and fiscal responsibility;
- Instilling pride and honoring traditions;
- Engaging in partnerships, service and leadership opportunities;
- Exhibiting a culture of sportsmanship, equity, diversity and inclusion; and
- Adhering to NCAA, Conference and Institutional rules and regulations

Diversity Statement:

Tennessee Tech Athletics is committed to valuing diversity and inclusion while supporting equitable opportunities for student-athletes and staff.

Unique Value Proposition:

Tennessee Tech Athletics embodies a culture that is instrumental in developing and nurturing meaningful and lifelong relationships. As a Golden Eagle family, we are BOLD, FEARLESS AND CONFIDENT!

Core Values:

Teamwork, Passion, Inclusion, Integrity, Respect, Accountability and Transparency

Goal/Objective/Outcome
Goal 1: Academic Excellence

Define Goal:
To be consistent with the University's goals, recruit, retain and graduate talented and diverse student-athletes.

Intended Outcomes / Objectives:

Objective 1: Support an academic environment where the NCAA Academic Progress Rate (APR) of student-athletes is 40 points above the required minimum standard of 930 and the Graduation Success Rate (GSR) is in the top three of NCAA Division I public institutions of higher education in the state of Tennessee.

Objective 2: Provide an academic environment where the Federal Graduation Rate (FGR) of student-athletes is 13 percent higher than the FGR for the overall student body.

Objective 3: Reinforce and expand Student-Athlete Support Services for student-athletes by strengthening campus collaboration with faculty and staff.

Objective 4: Recruit prospective student-athletes who demonstrate the academic and athletic profile to be successful at Tennessee Tech.

Goal 2: Competitive Success

Define Goal: Determine competitive expectations for each varsity sports program which reflect and are consistent with the core values of the University and the Department of Athletics.

Intended Outcomes / Objectives:

Objective 1: Achieve and sustain competitive success by each varsity sports program annually finishing in the top third of the Ohio Valley Conference (OVC) standings.

Objective 2: Win a conference championship in each varsity sports program at least every four years.

Objective 3: Rank annually in the top 3 of the OVC Commissioner's Cup.

Objective 4: Qualify four teams and seven individuals annually for NCAA postseason appearances.

Goal 3: Student-Athlete Experience/Community Service

Define Goal:

Maximize community outreach initiatives for student-athletes, coaches and staff that will provide opportunities that will prepare leaders for life.

Intended Outcomes / Objectives:

Objective 1: Enhance the current environment where student-athletes thrive in their sport, in the classroom and in the community.

Objective 2: Develop and implement an ongoing community service initiative to maximize opportunities for each team to engage with the Upper Cumberland and Cookeville communities.

Goal 4: Fiscal Management and Sustainability

Define Goal:

Maximize internal and external revenue opportunities and manage expenditures to support Athletics' goals and strategic objectives.

Intended Outcomes / Objectives:

Objective 1: Strive to achieve long-term financial stability for Tennessee Tech Athletics.

Objective 2: Increase Departmental-generated revenues through ticket sales, concessions, contest guarantees, licensing, merchandising and corporate sponsors.

Objective 3: Increase annual fund support to Athletics.

Objective 4: Increase major gift support to Athletics.

Objective 5: Increase internal and external stakeholders support to Tennessee Tech Athletics.

Goal 5: Championship Facilities

Define Goal:

Improve athletics facilities and venues to support event operations that encourage competitive success

Intended Outcomes / Objectives:

Objective 1: Review and update the Athletics Facilities Master Plan by realigning priorities

Objective 2: Provide state-of-the-art technology for athletics event operations

Objective 3: Increase professional support staff in all areas related to event operations.

Objective 4: Provide fans with an engaging and fun atmosphere through innovative entertainment

Goal 6: Institutional Control and Rules Compliance

Define Goal:

Sustain a culture of institutional control through progressive rules education, monitoring and self-reporting.

Intended Outcomes / Objectives:

Objective 1: Maintain an institutional compliance program that provides institutional control expectations, educational updates and monitoring guidelines established by NCAA, Ohio Valley Conference and Tennessee Tech.

Goal 7: Student-Athlete Well-being

Define Goal:

Increase resources and enhance support services in Strength and Conditioning, Sports Nutrition, Athletic Training, Sports Medicine and Sports Psychology to improve overall student-athlete well-being.

Intended Outcomes / Objectives:

Objective 1: Add two FTE assistant strength and conditioning coaches when funds become available.

Objective 2: Add a graduate assistant to sports nutrition services.

Objective 3: Replace two graduate assistant positions in sports medicine with two FTE assistant athletic trainers due to national certification requirements.

Objective 4: Add two FTE assistant athletic trainers.

Objective 5: Maintain a coach to athlete ratio as outlined by the National Strength and Conditioning Association.

Objective 6: Maintain an athletic trainer to athlete ratio as outlined by the National Athletic Trainers Association.

Objective 7: Maintain athletic injury rates at or below NCAA national average.

Objective 8: Meet recovery time that meets or is below NCAA national average.

Objective 9: Reduce secondary insurance costs by 50%.

Goal 1: Assessment of Academic Excellence

Goal/ Outcome/ Objective:

To be consistent with the University's goals, recruit, retain and graduate talented and diverse student-athletes.

Type of Tool:

Annual Unit Report, Graduation Rate, Needs Assessment, Peer Assessment, Retention Rate, Tracking Spreadsheet, Other

Frequency of Assessment:

Daily, monthly and annually

Rationale:

Measures:

- Evaluate high school transcripts and ACT/SAT scores early in the recruiting process to identify prospective student-athletes who will achieve academic success at Tennessee Tech.
- Review APR and GSR goals for each sports program and evaluate academic progress at the end of each semester.
- Evaluate overall Grade Point Average (GPA) for student-athletes at the end of each semester and academic year.
- Require all incoming first-year and transfer student-athletes and any returning student-athletes who are academically at-risk to be enrolled in the Work Intensely Now (WIN) Program and monitor their success
- Improve retention rate of student-athletes by providing enhanced strategic study skills, time management and stress management workshops throughout the academic year for at-risk student-athletes.
- Increase faculty response rates to Grades First campaigns through faculty education and collaboration.
- Monitor Take 15/Pass 15 in each student-athletes chosen degree program by reviewing and approving class schedules.
- Educate academic advisors regarding Athletics' policy of Take 15/Pass 15 philosophy and NCAA progress toward degree requirements.
- Review individual student-athletes' programs of study at the end of each semester to ensure enrollment in classes that lead to graduation within four years.

Targets:

- APR and GSR-Academic Progress Rate of 940 and Graduation Success Rate above 80 percent annually
- Student-athlete Grade Point Average (GPA)-Student-athlete GPA of 3.0 annually
- Student-athlete retention rate-Retention Rate of 85 percent from freshman to sophomore year and Retention Rate of 75 percent over four years
- WIN Program enrollment
- Response rate for Grades First campaigns -Grades First Response rate of 50 percent annually
- Athletic Director's Honor Roll
- Academic honors
- Number of student-athletes who Take 15/Pass 15 in chosen degree program each semester
- Number of student-athletes who graduate within four years
- Number of student-athletes in summer school
- Number of student-athletes who receive fifth-year aid
- Number of student-athletes who use tutoring support
- Student-athlete FGR of at least 13% above general student population
- Collaborate with Office of Admissions, Office of Minority Affairs and other select departmental representatives to market Tennessee Tech to our most promising prospective student-athletes.

Goal 2: Assessment of Competitive Success

Goal/ Outcome/ Objective:

Determine competitive expectations for each varsity sport programs that are consistent with the core values of the University and Department of Athletics

Type of Tool:

Annual Unit Report, Peer Assessment, Tracking Spreadsheet, Other

Frequency of Assessment:

The results will be evaluated each semester and annually.

Rationale:

Measures:

- Overall win/loss records
- OVC standings
- OVC championships (team and individual)
- OVC Commissioner’s Cup finish
- NCAA post-season appearances
- Student-athlete athletic awards

- Participation ratio of female student-athletes to undergraduate female student population
- Sports program operating budgets
- Staff hires

Targets:

- Place in the Top 3 of the OVC for each varsity sports program annually
- Win a minimum of 66% of all contests in all sports annually
- Compete in NCAA postseason championships with at least four sports annually
- Compete in NCAA postseason championships with at least seven individual student-athletes annually
- Earn student-athlete athletic awards (e.g., All-OVC and CoSIDA)
- Ensure female student-athlete participation rate within 1% (plus or minus) of undergraduate female student population each year

Goal 3: Assessment of Student Athlete Experience/Community Service

Goal/ Outcome/ Objective:

Maximize community outreach and student-athlete well-being initiatives that enhance the current environment where they thrive in their sport, classroom and in the community.

Type of Tool:

Annual Unit Report, Meeting Records, Tracking Spreadsheet, Other

Frequency of Assessment:

Annually

Rationale:

Strategies:

- Develop and enhance life skills programming for student-athletes to include at least one department-wide leadership development event per semester and at least one class-specific event per year.
- Identify and secure enhanced funding for life skills programming.
- Collaborate with campus partners to offer life skills and leadership development programming.
- Work with the Office of International Student Affairs and Office of Minority Affairs to help International student-athletes of Color to adjust to campus life.
- Enhance the Leaders for Life Program for female student-athletes.
- Work closely with the Student-Athlete Advisory Committee (SAAC) to create opportunities for input and feedback regarding their student-athlete experience.

- Require each student-athlete in all sports programs to participate in a minimum of 20 hours of community service each academic year.
- Identify individual student-athletes early in their time on campus and encourage community service efforts that could lead to recognition and awards.

Measures:

- Number of life skills and leadership development events
- Feedback from Student-Athlete Advisory Committee
- Number of community service hours for each student-athlete
- Number of community service events each academic year
- Student-athlete awards
- Number of department-wide leadership development event each semester

Goal 4: Assessment Fiscal Management and Sustainability

Goal/ Outcome/ Objective:

Type of Tool:

Annual Unit Report, Financial Analysis, Tracking Spreadsheet, Other

Frequency of Assessment:

Monthly

Rationale:

Strategies:

- Provide compensation and perquisites consistent with the top third of athletics programs of the Ohio Valley Conference.
- Provide operating budgets consistent with the top third of athletics programs of the Ohio Valley Conference.
- Reduce the reliance of contest guarantees from the Athletics operating budget.
- Develop and implement a Five-Year Technology Replacement Plan for coaches and staff.
- Market football and basketball season ticket sales by distributing ticket information earlier through a variety of marketing and social media initiatives.
- Evaluate season, individual and group ticket prices on an annual basis using benchmarks from Ohio Valley Conference peers and the local economy.
- Develop a dedicated sales team for increasing ticket sales and multimedia rights.
- Develop and implement a stewardship plan for retaining corporate sponsors and ticket holders, including invitations to special events, in-person visits and personal communications.
- Create and distribute a customer service survey for feedback on concessions, game times and in-game promotions.
- Increase opportunities for merchandising sales through alumni and vendor outreach.
- Retain 90% of season ticket sales and corporate sponsors annually

- Increase new season ticket sales and corporate sponsors by 20% annually
- Increase spectator attendance by 10% at home contests annually
- Achieve 30% return rate on customer service survey annually
- Increase annual fund support to Athletics
- Re-brand the Athletics Association by creating a donor club with distinct giving levels to better promote and market annual giving.
- Provide annual professional development opportunities and training for staff, coaches, and volunteers to enhance friend, fan and fundraising.
- Establish a baseline of annual fund giving for each varsity sports program with a target to increase annual giving through close consultation with head coaches and the Director of Athletics.
- Increase the visibility and participation of head coaches, administrators and staff in friend, fan and fundraising activities.
- Retain current donors and secure new donors to the annual fund through mailings, personal solicitation, multimedia outreach and stewardship activities.
- Maximize staff giving to the annual fund by encouraging 100% participation.
- Create a student-athlete and student-athlete parent giving program to the annual fund and qualify select parents to target for major gifts.
- Increase the number of contactable athletic alumni, friends and current and former donors by utilizing social media and database research.
- Develop a pipeline of qualified donors to the annual giving fund for future major gifts through strengthened relationships.
- Provide annual professional development opportunities and training for staff, coaches, and volunteers to enhance fundraising.
- Identify sports program special programmatic needs through collaboration with head coaches and Associate Athletics Director for Sports and Compliance, and communicate those needs strategically with select donors and major gift officer.
- Retain current donors and secure new major gift donors through personal solicitations.
- Increase the number of prospective and current donor contacts and visitations, specifically targeting women in philanthropy.
- Utilize state-of-the-art technology and social media to enhance the solicitation of major gifts.
- Utilize student-athletes, athletics alumni and major donors to provide testimonials to encourage major gifts.
- Develop a pipeline of qualified donors to the annual giving fund for future major gifts through strengthened relationships.
- Collaborate with head coaches to create and implement at least one athletic alumni event each year.
- Review and evaluate current special events to determine their purpose and expectations.
- Collaborate with head coaches to identify, create, and implement at least one special event each year to enhance relationships and create friend, fan and fundraising opportunities.

- Increase attendance and enhance special friend and fan raising events (e.g., Wings Up luncheons, golf outings, fall caravans, Legends Weekends, Hall of Fame, Bobby Nichols Golden Eagle Scramble).
- Solicit feedback from participants of all special events for the purpose of enhancing the events and increasing attendance.
- Identify and solicit corporate partners associated with Tennessee Tech to sponsor special events.

Measures:

- Increased operating budgets
- Implementation of Technology Plan
- Number of Ticket sales
- Amount of Merchandise sales
- Amount of Concessions sales
- Revenue from corporate sales
- Customer service feedback
- Number of donors
- Number of gifts
- Total gifts
- New donor club
- Funds raised by teams
- Staff giving
- Number of donors
- Number of gifts
- Total amount of gifts
- Prospect visits and solicitations
- Number of events
- Number of sponsors
- Participant feedback

Goal 5: Assessment of Championship Facilities

Goal/ Outcome/ Objective:

Improve athletics facilities and venues to support event operations to enhance competitive success.

Type of Tool:

Annual Unit Report, Needs Assessment, Tracking Spreadsheet, Other

Frequency of Assessment:

Daily, monthly and annually

Rationale:

Strategies:

- Work with University leadership and the Department of Exercise Science, Physical Education and Wellness to reprogram usage of the existing fitness center to enhance athletics operations.
- Work with University leadership to secure Institutional and bond funding for new athletics facilities and facility enhancements.
- Work in partnership with University Advancement to identify and cultivate prospective donors to raise funds for athletics facilities.
- Work in partnership with city, county and Chamber of Commerce leadership to identify funds for new athletics facilities.
- Work with University Facilities to develop and implement an Athletics Facilities Maintenance Plan which places direct ownership and responsibility on University Facilities.
- Hire additional personnel dedicated to Athletics as new or renovated athletics facilities are assigned to the athletics program to support facility and event operations.
- Identify, cultivate and solicit donors who have interest in capital projects through a review of major gift prospects and a specific strategy for each potential donor.
- Audit technology inventory and implement maintenance and replacement priorities.
- Identify and secure Institutional funding for maintenance and replacement of technology.
- Identify video technology needs for all sports programs and venues.
- Secure funding to provide enhanced Wi-Fi for athletics contests and special events
- Work with the University's Information Technology Services (ITS) Office to provide IT staffing during athletics contests and special events.
- Identify and integrate innovative technology for live social media interaction with fans during athletics contests and special events.
- Purchase or enhance contest officials' replay for sports programs as mandated by the Ohio Valley Conference.
- Hire one additional FTE video production staff member, and continue to evaluate additional staff needs as new technology is implemented.
- Enhance compensation to retain current video production staff members.
- Evaluate and identify event staffing needs based on Institutional, OVC, NCAA and Collegiate Event and Facilities Management Association (CEFMA) best practices.
- Enhance safety and security to enhance the fan experience.
- Work with Office of University Police to provide security presence at athletics contests and special events at no cost to the Tennessee Tech Athletics.
- Provide professional development opportunities and training for event operations staff.
- Hire and/or contract additional operations staff as needed (e.g., tickets, ushers, security, parking, emergency medical services, event management, marketing, sports information, broadcasting, social media and statistics).
- Continue to enhance contest/game day activities by providing marketing and promotional initiatives.
- Increase promotional activities through corporate sponsorship opportunities (e.g., giveaways, fan cams, in-contest/game promotions).

- Target specific fan bases by strategically coordinating special theme events (e.g. Education Day, Military and Public Safety Night, Think Pink, Gold Rush).
- Focus specific marketing efforts to increase student attendance.
- Explore the feasibility of introducing a fan engagement app

Measures:

- Usage of fitness center
- Institutional funding
- Amount of funds raised
- Number of partnerships
- New staff hired
- Hiring Athletics major development officer
- Funds raised for capital projects
- Inventory of technology and equipment
- Annual review of technology replacement plan
- Institutional funding
- Staffing
- Staff compensation
- Staffing needs
- Professional development and training opportunities
- Promotional sponsorships
- Giveaways
- Theme events
- Spectator attendance

Targets:

- Complete Athletics Facilities Master Plan
- Hire additional facilities and events personnel as warranted
- Hire Athletics major development officer
- Identify 100 major gift prospects for select capital projects
- Secure 10 major gifts targeted to select capital projects
- Implement safety, security and fan experience initiative
- Identify, hire and/or contract necessary staff as warranted
- Increase spectator attendance by 5% in all ticketed sports
- Provide professional development opportunities annually
- Secure five promotional corporate sponsorship opportunities

Goal 6: Assessment of Institutional Control and Rules Compliance

Goal/ Outcome/ Objective:

Sustain a culture of Institutional control through progressive rules education, monitoring and self-reporting.

Type of Tool:
Annual Unit Report, Certification Exam, Checklist, Meeting Records, Other

Frequency of Assessment:
Daily, monthly and annually

Rationale:

Measures:

- Rules interpretation response time
- Attendance of compliance officers at NCAA regional seminars and OVC compliance meetings
- Attendance at annual compliance, monthly head coach, and bi-annual student-athlete meetings
- Number of compliance materials distributed
- Pass rate of NCAA recruiting certification examination
- Scores of coaches on NCAA recruiting certification examination
- Number of secondary violations
- Number of major infractions

Goal 7: Assessment of Student-Athlete Well-being

Goal/ Outcome/ Objective:
Increase resources and enhance support services in Strength and Conditioning, Sports Nutrition, Athletic Training, Sports Medicine and Sports Psychology.

Type of Tool:
Annual Unit Report, Checklist, Exit Exam, Financial Analysis, Tracking Spreadsheet, Other

Frequency of Assessment:
Daily, Monthly, Annually

Rationale:

Strategies:

- Identify strength and conditioning priorities and enhance operating budget through collaboration with Director of Athletic Performance.
- Identify sports nutrition priorities and enhance operating budget through collaboration with Sports Nutritionist.
- Identify athletic training and sports medicine priorities and enhance operating budget through collaboration with Director of Sports Medicine.

- Evaluate sports psychology programs at peer institutions to determine a model program for implementation by Tennessee Tech Athletics.
- Provide appropriate athletic training, sports nutrition, and strength and conditioning staff to support the physical development and conditioning needs of our student-athletes.
- Increase medical and nutritional testing for student-athletes.
- Evaluate current drug testing practices and implement best practices based on NCAA Sports Science Institute recommendations.
- Assess strength and conditioning and athletic training equipment needs and replace or upgrade as needed.
- Compile comprehensive data of medical and sports-related injuries and expenses
- Compare medical and sports-related injuries and expenses from three previous years and identify any trends.
- Review athletic injury rates as compared to NCAA national averages.
- Assess data compared to medical and sports-related injuries and expenses of select peers.
- Review insurance claims/loss ratio by risk management to provide recommendations for secondary insurance policy or move to self-insuring coverage.
- Conduct an extensive review of existing student-athlete accident insurance policy and its effect on individual student-athlete insurance policies; make appropriate recommendations subsequent to review.
- Identify potential cost savings

Measures:

- Number of new staff positions
- Strength coach to athlete ratio
- Athletic trainer to athlete ratio
- Operating budgets
- Athletic injury rates
- Recovery time from athletic injuries
- Number of incidents where Athletics pays for medical expenses versus claims that meet the deductible

Targets:

- Add two FTE assistant strength and conditioning coaches
- Add a graduate assistant to sports nutrition services
- Update Sports Medicine Handbook
- Distribute Sports Medicine Handbook to 100% of student-athletes and Athletics staff
- Maintain athletic injury rates at or below NCAA national average
- Meet recovery time that meets or is below NCAA national average
- Reduce secondary insurance costs by 50%

Results

Goal 1: Results of Academic Excellence

Results:

Utilizing the assessment methods outlined, the high academic achievements of TTU student-athletes met all outcomes for Academic Excellence and in most cases exceeded expectations. The results of Goal 1, Academic Excellence are listed below for individuals as well as teams:

Departmental and Team Achievements: Academic Success

- Intercollegiate Athletics (2018-19) had 279 student-athletes in 54 different majors and concentrations.
- In the National Collegiate Athletic Association (NCAA) 2018 Multi-Year Academic Progress Report, all Tennessee Tech athletic teams comfortably exceeded the mandatory 930 Academic Progress Rate (APR). The chart below lists the most current APR data available for the most recent four-year reporting period. The Tennessee Tech women's and men's golf teams were among those athletic teams receiving Public Recognition Awards from the NCAA for top academic performance. The awards are presented to teams scoring in the Top 10 percent nationally in the APR. The men's golf team has received a perfect score for the last three years.
- The chart below depicts the APR data for all sports.

Men's Sports		Women's Sports	
Baseball	979	Basketball	986
Basketball	954	Cross Country	990
Cross Country	958	Golf	1000
Football	944	Soccer	987
Golf	1000	Softball	978
Tennis	983	Track - Indoor	983
		Track - Outdoor	983
		Volleyball	989

- Tennessee Tech student-athletes posted impressive scores in the 2018 Graduation Success Rate (GSR) and Federal Graduation Rate (FGR) reports of students and student-athletes entering colleges and universities in 2011. Tennessee Tech Athletics continues to graduate student-athletes at a FGR significantly greater (15 percent) than the general undergraduate student body graduation rate.
- The current undergraduate student-athlete GSR is 85 percent – a statistic of academic outcomes that takes into account the diverse participants in our athletics programs that includes transfer students and mid-year enrollees. Last year's GSR was also 85 percent.
- Tech's GSR mark of 85 tied the highest in school history, and displays the continued and sustained academic growth by Golden Eagle student-athletes over the past several years. The FGR mark was 64. Thirteen of Tech's 14 athletic programs received a higher FGR

mark than Tech's general student body graduation rate. The Department of Athletics Student-Athlete GSR was 77 in 2010, 78 in 2011, 79 in 2012, 80 in 2013, 79 in 2014, 81 in 2015, 83 in 2016, and 85 in 2017.

- The Women's Basketball team achieved a ranking of 100 on the GSR and led the Ohio Valley Conference. The Men's Golf team led the Ohio Valley Conference (OVC), as did the Golden Eagle Football team. Other teams in the Top-5 in the OVC were Baseball, Men's Basketball, Women's Soccer, and Women's Cross Country/Track & Field.
- The latest GSR report reflects several other positive trends including a continued high rate of students in athletics making the Athletic Director's Honor Roll; high grade point averages earned by Golden Eagle student-athletes; multiple CoSIDA Academic honors and an OVC Team Academic Achievement Award.
- In the fall 2018 semester, 48 student-athletes (including Cheer/Dance team members and support staff) attained 4.0 GPAs. In spring 2019, 42 perfect 4.0 GPAs were achieved.
- There were 222 student-athletes (including Cheer/Dance team members and support staff) during fall 2018 on the Athletics Director's Honor Roll (3.0 + GPA), which ranked third in the history of the Honor Roll. There were 198 during spring 2019.
- The 14-team composite GPA for fall 2018 was 3.2014. The 14-team composite GPA for spring 2019 was 3.1169. Spring 2019 was the 21st consecutive semester that the Athletics Team Composite GPA was above 3.0, a legacy that began in spring 2009.
- Women's Soccer led all teams during fall semester 2018 with a lofty 3.634 team GPA. The Tennis team's brilliant fall semester GPA of 3.448 was a close second.
- In spring semester 2019, Women's Soccer led all teams again with a superlative 3.715, the team's highest ever recorded GPA. Volleyball crossed the finish line in second place with an impressive 3.469, and the Tennis team completed the Top 3 with a 3.391 GPA.
- During fall 2018, ten (10) of our 14 teams had team averages above 3.0. In spring 2018, eleven (11) of our 14 teams had team averages above 3.0.
- Following spring semester 2019, Volleyball had the longest streak of uninterrupted semesters (38) with a team GPA exceeding 3.0, which began in fall 2000. Soccer ranked second with a steak of 31 straight semesters. Softball and Women's Indoor and Outdoor Track had consecutive 3.0+ streaks of 30 semesters. Tennis just completed their 22nd consecutive semester and Women's Cross Country reached their 14th and the Women's Golf team streak stands at 13 after spring 2019.
- Athletics has continued to improve its Work Intensely Now (WIN) academic success program. Study Hall academic resources were expanded in 2018-19 to include 14 tutors, who provide coverage across Biology, Business Management, Economics, Chemistry, Computer Science, Decision Sciences, Economics, Engineering, Exercise Science, Finance, History, Mathematics, Nursing, and Physics courses. Athletics also added mandatory study sessions during the fall and spring semesters. In the fall, study sessions for HIST 2010 and 2020 were implemented with six different professors. In the spring, study sessions continued for HIST 2010 and 2020, with the addition of two new professors, for a total of eight. Study sessions for Psychology 1030, Biology 1020 with two professors, and Chemistry 1120 were added. Athletics also utilizes Volpe Library tutoring and assigns individual tutors, as required. During fall 2018, 164 student-athletes participated in the WIN program with 103 students using athletic tutoring. During spring 2019, 154 student-athletes participated in the WIN program and 129 used athletic tutoring.

- Athletics continued to expand the use of the GradesFirst student success software program, enhancing communications with faculty, student-athletes and tutors. Academic progress reports were requested and provided from faculty through this secure communications system. Coaches and new advisors have been provided with training and continuing support to assist them with viewing student schedules, academic progress reports, tutoring records, and study hall progress via GradesFirst. The Athletic Advising Facebook page, Twitter account, and Instagram account to share academic announcements and highlight academic achievements were maintained. During 2018-19, the average percentage of responses from professors were: Summer 2018-41%, Fall 2018-35%, Spring 2019-33%.

Academic Staff Engagement:

- Ashlee Kiser served as adjunct instructor for UNIV 4995, the Culminating Project for Interdisciplinary Studies majors. She is the principal author and editor of the Athletics Academic Handbook, which was printed and distributed to student-athletes in the summer of 2018. Ashlee is active in the community through a variety of clubs and organizations.
- Cody Matthews served as adjunct instructor for two sections of ENGL 1020 and one of his students was the recipient of the 2019 English Freshman Award. He was also involved in the TTU Festival of Student Writing. Cody was instrumental in creating a new academic progress sheet for football student-athletes to complete weekly in study hall with critical academic updates.
- Leveda Dexter served on the Academic Advising Council and Education for Life committees's strategic planning. She also served on the Steering Committee for the TSSAA High School Football Championship games in December 2018 and has been an active member of the Putnam County Chamber of Commerce and an Executive Board member of Cityscape. Leveda is a member of NACDA (National Association of Collegiate Directors of Athletics) and is a student in the Global Sports Leadership doctoral program offered by East Tennessee State University.
- Athletics Academic Advisors served on the following University Committees and Commissions: Academic Advising Council, University Strategic Planning Education for Life Committee, and the Athletic Strategic Planning Committee. All Athletics Academic Advisors attended the OVC Summit at TSU, Sexual Assault Awareness Presentation, and OVC Leadership Workshop.

Individual Achievements: (Note: Several awards were earned during the previous academic year, but recognition occurred during 2018-2019.)

- Cross Country: The men’s and women’s cross country teams garnered All-Academic honors from the United States Track & Field and Cross Country Coaches Association for the 2018 season.
- Football: Alex Carling, Melvin Holland, Jr. and Josh Poplar were recognized by the National Football Foundation’s graduate student-athletes list by “showcasing those individuals who have taken full advantage of the opportunities created by college football.”

- Josh Poplar was selected to the Football Championship Subdivision Athletics Directors Association Academic All-Star Team. Poplar was also named a finalist for the 18th Annual FCS ADA $5,000 Postgraduate Scholarship. Poplar was one of two Ohio Valley Conference student-athletes to make the list. He graduated with a degree in business with a 3.97 GPA and is currently pursuing his Master's in Business Administration.
- Poplar was also announced as one of 13 finalists for the 2018 STATS FCS Doris Robinson Scholar-Athlete Award, serving as the nominee for the OVC.
- Anthony Akers was named the College of Education's Go-Getter Award recipient in 2018. This award recognizes the ability to take initiative, to be proactive and curious, to exceed expectations, to be self-motivated and innovative and to eagerly complete tasks.
- Men's Basketball: The Men's Basketball team was awarded the Ohio Valley Conference 2017-18 Team Academic Achievement Award, which is only the fourth time in program history. This award is presented to the team with the greatest percentage of its eligible student-athletes who achieved a 3.25 GPA or higher.
- Men's Golf. Golden Eagle AJ. Wilkerson was recognized as a Srixon/Cleveland Golf All-America Scholar in 2018. He is an Exercise Science, Physical Education, and Wellness graduate with a 3.50 GPA.
- Men's Tennis: The Tennessee Tech Tennis team earned recognition as a 2017-18 Intercollegiate Tennis Association (ITA) Division I Men's All-Academic Team. This honor is presented annually to schools that post a cumulative grade point average of 3.20 or above. Four individual tennis student-athletes were named to the list of ITA Scholar-Athletes: Wenceslao Albin, Arthur Justo, Riku Kubota, and Eduardo Mena.
- Women's Golf. Allyson Dunn (3.91 GPA Graduate in Cellular and Molecular Biology) was among the collegiate golfers recognized as All-American Scholars in 2018 by the Women's Golf Coaches Association. The criteria for selection to the All-American Scholar Team are some of the most stringent in all of college athletics with a minimum cumulative GPA of 3.50.
- Softball: Gabby Lasala and Ashley McGowan were selected as finalists for the Derryberry Award, one of Tennessee Tech's most prestigious awards.
- College Sports Information Directors of America Google Cloud Academic All-District: Kaitie Shipley, a junior 4.0, EXPW, Fitness and Wellness major was the first Golden Eagle soccer player to be recognized for his award in a decade.
- College Sports Information Directors of America (CoSIDA) District All-Americans. Football student-athlete Josh Poplar was selected to the Google Cloud Academic All-District Team by COSIDA. This was Poplar's second selection to the Academic All-District team.
- National Football Foundation: Alex Carling, Josh Poplar, and Jake Warwick were selected to the 2019 National Football Foundation Hampshire Honor Society.
- College Sports Information Directors of America Google Cloud Academic All-America Tennessee Tech senior third baseman Trevor Putzig earned a place on the CoSIDA Academic All-District and Academic All-America Division I Baseball teams, for the second year in a row. Trevor graduated with a 3.75 GPA in Finance. Senior first baseman, Chase Chambers made his first appearance on the Academic All-American team, after earning a degree in Mechanical Engineering with a 3.5 GPA.
- Summer of 2018, 90 student-athletes enrolled in classes.
- Fall 2018, 178 student-athletes took and passed at least 15 credit house.
- Spring 2019, 165 student-athletes took and passed at least 15 credit hours.

- Forty-five student-athletes graduated within 4 years of attending Tennessee Tech, and five student-athletes received 5th-year aid.

Attachments:
Conference APR Trends.pdf; Copy of SPRING 2019 TEAM GRADE SUMMARY.xlsx

Goal 2: Results of Competitive Success
Goal/Objective/Outcome Number:

Results:

The results of Goal 2, Competitive Success are listed below:

- The Tennis team won the OVC Tournament championship and participated in the NCAA Tournament for the fourth straight year.
- The Indoor Track & Field team won its second-straight OVC Championship.
- Purity Sanga won OVC medalist honors at the Women's Cross Country Championships and won OVC medalist honors in the 5,000-meter during the outdoor championships.
- D'Airrien Jackson won OVC medalist honors in the 400-meter during the indoor championships.
- Purity Sanga won OVC medalist honors in the mile run during the indoor championships.
- Purity Sanga won OVC medalist honors in the 3,000-meter during the indoor championships.
- Purity Sanga won OVC medalist honors in the 5,000-meter during the indoor championships.
- Tennessee Tech's relay team won OVC medalist honors in the 4x400-meter relay during the indoor championships.
- Tennessee Tech's relay team won OVC medalist honors in the distance medley relay during the indoor championships.
- Khemani Roberts won OVC medalist honors in the high jump during the indoor championships.
- Raven Smith won OVC medalist honors in the triple jump during the indoor championships.
- Khemani Roberts won OVC medalist honors in the pentathlon during the indoor championships.
- Khemani Roberts won OVC medalist honors in the high jump during the outdoor championships.
- Women's cross country student-athlete Purity Sanga earned her second straight bid to the NCAA Division I Cross Country Championships.
- Purity Sanga and Khemani Roberts each competed in the NCAA Outdoor Track & Field East Preliminary.

Teams:

- The Men's Cross Country, Men's Golf, Tennis, Women's Basketball, Women's Cross Country, women's Golf and Indoor and Outdoor Track & Field teams all participated in postseason play at the OVC Tournament or Championships.
- Tech athletics finished ninth in the OVC Commissioner's Cup standings with 81.5 points.
- The Tennis team made its fourth straight NCAA postseason tournament appearance.
- The tennis team (first) and men's cross country team (third) each placed in the top three of the final OVC standings.
- The Men's Golf Team won multiple event titles in one season for the first time since 2006-07, capturing first place at the Grover Page Classic and the Big Blue Intercollegiate.
- The Women's Basketball team won 66.7 percent of its contests during the 2018-19 season.
- The Women's Basketball team finished the 2018-19 season 22-11, boasting the program's highest wins total since 2010-11. The team won an OVC Tournament game for the first time since 2013. The Golden Eagles also earned its first national postseason berth since 2011-12, a spot in the Women's Basketball Invitational. Tech then won its first postseason tournament contest since 2006, defeating Akron in the first round of the event.
- The Men's Cross Country team turned in its best finish in the OVC standings (third) since 1967.

Coaches:

- Women's Basketball head coach Kim Rosamond and Indoor Track & Field head coach Wayne Angel were each named the OVC Coach of the Year.

Student-Athletes:

The following individuals received top OVC or national recognition:

- Baseball:
    - Kevin Strohschein was named the OVC Player of the Year for the third time.
    - Kevin Strohschein was named to the Collegiate Baseball All-American First Team.
    - Kevin Strohschein was named to the College Baseball Foundation All-American Second Team
    - Kevin Strohschein was named to the Baseball America All-American Third Team.
    - Kevin Strohschein was named to the D1Baseball.com All-American Third Team.
    - Kevin Strohschein was named to the ABCA/Rawlings All-America Third Team.
    - Kevin Strohschein was named to the Perfect Game/Rawlings All-American Honorable Mention Team.
    - John Dyer was named to the Collegiate Baseball Freshman All-American Team.
    - John Dyer was named to the NCBWA Freshman All-American First Team.
- Women's Cross Country:
    - Janet Kwambai was named OVC Co-Female Freshman of the Year.
    - Purity Sanga was named OVC Female Athlete of the Year.
    - Purity Sanga was named OVC Female Athlete of the Championships.

- Football:
    - Bailey Fisher was named OVC Freshman of the Year.
    - Bailey Fisher was named a STATS FCS Jerry Rice Award Finalist.
- Tennis:
    - Carlos Vicente was named OVC Freshman of the Year.
- Track & Field (Indoor):
    - Purity Sanga was named OVC Female Indoor Track Athlete of the Year.
    - Purity Sanga was named OVC Female Athlete of the Championship.
- Track & Field (Outdoor):
    - Khemani Roberts was named OVC Female Field Athlete of the Year.
    - Purity Sanga was named OVC Co-Female Outdoor Track Athlete of the Year.

While teams did have some success, the competitive expectations fell short in all objectives listed for Goal 2, Competitive Success.

Attachments:

Commissioner's Cup Standings.pdf

Goal 3: Results of Student Athlete Experience/Community Service

Using the assessment criteria listed for Goal 3, (Student-Athlete Experience/Community Service) as the guideline for measurement positive results were identified in the approach the department is taking to prepare student-athletes as leaders for life.

- Community service participation hours by student-athletes increased from (2017-18) 2,792.5 to (2018-19) 4,483.5, an increase of 61 percent.
- The target goal of 20 hours of community service per student-athlete fell short at 17.7 hours.
- This was an impressive number of community service hours considering the time demands for each student-athlete.

	Sport	Hours	Student-Athletes	Average	Events
1	Volleyball	273.5	15	18.2	8
2	Tennis	6	11	0.5	4
3	Softball	482	20	24.1	22
4	Football	1328	79	16.8	13
5	Baseball	734.5	35	21.0	16
6	Men's Golf	136	8	17.0	17

7	Women's Golf	170	8	21.3	28
8	Soccer	648	21	30.9	15
9	Women's Basketball	365.5	14	26.1	30
10	Men's Basketball	340	17	20.0	5
11	Women's Cross Country/Track	0	21	0.0	
12	Men's Cross Country	0	5	0.0	
	Totals	4483.5	254	17.7	158

- Eight life skills events were hosted for the personal growth and development of student-athletes for their college careers and future success. The events included a range of topics:
    - Time Management
    - Resume and Interview
    - Financial Literacy
    - YWCA Mend Guest Speaker
    - My Playbook
    - Martin Luther King Diversity Speaker
    - Diane Murphy Leaders for Life
    - Dr. Becky Bedics Leadership Seminar

A comparison of leadership events with our OVC counterparts is attached for viewing.

Attachments:

Community Service Totals 1819.xlsx; OVC Comparison of LifeSkills.pdf

Goal 4: Results of Fiscal Management and Sustainability

Goal/Objective/Outcome Number:

Results:

During the 2018-19 fiscal year, Athletics funding from the University was adjusted to cover merit increases and benefit expenses. The Student Athletic Fee assessment remained the same as the previous year and resulted in $4.75 million in revenue to Athletics. Head coaches were tasked with managing operating and travel expenses at a reduced level from the previous year even though inflationary costs increased. Foundation funds were used to offset expenses not covered by unrestricted funds. Athletics staff members remained creative and effective at living within departmental resources at a time when University enrollment and revenues continued to decline. No institutional increases were given to offset inflationary expenses for the department other than merit increases and benefits expenses.

Updating technology in the Athletics area has been a priority over the past two years. Technology changes at a tremendous pace. Athletics has streamlined operations by reducing the number of computing devices from 195 devices down to 98 computers. In this same period, the average age of systems went from 10 years of age to 3 years of age – partially by replacing aging systems and partially by eliminating unneeded older systems. As such, 24 of the 98 were replaced - - 24%. The remaining 74 were upgraded with new hard drives to allow Athletics time to get on a managed replacement cycle while providing increased longevity - - 76%.

External Revenue Generation Results:

External revenue generation includes the areas of departmental generated revenues by ticket sales, merchandise sales, concession sales and corporate sales; annual fund support by increasing donors, gifts and team fundraising; major gift support by increasing gifts and visits/solicitations and special events to increase opportunities to reach potential donors and sponsors.

For 2018-19 ticket sales for football and basketball totaled $141,334. Football ticket sales for the season were $48,263. Basketball ticket sales for the season were $93,071 and include both Men's and Women's Basketball as well as the first round Women's Basketball Invitational (WBI) game hosted in Eblen Center. Football ticket sales increased by almost 5% as compared to 2017. Basketball ticket sales increased by nearly 14% compared to 2017-18. A portion of this increase is attributed to hosting the WBI first round game.

Merchandise sales totals are defined as licensing royalties. Merchandise is exclusively sold, per contract, by Barnes and Noble at both the bookstore location and at athletic events with a percentage returned to Athletics. The 2018-19 portion of sales returned to Athletics was $1,775. Off-campus vendors sell TTU Athletics merchandise with a percentage of the licensing fees returned to Athletics. For 2018-19, the department received $55,844 in licensing royalties.

Concession sales, per contract, are primarily handled by Chartwells with a 31% commission returned to Athletics. Concessions commissions received during 2018-19 were $29,230.

During 2018-19, corporate sponsorships totaled $485,485 an increase of $ 78,860 over the previous year's sponsorships total.

The combined efforts of annual fund support and major fund support are being reported together because of the similarity of the programs.

Annual metrics include increasing the number of donors, gifts, team fundraising and staff giving. Major giving metrics include increasing donors, gifts and number of solicitations and visits. Total private giving (gifts from donors) for the fiscal year 2018-19 increased from the previous year. This was the most successful year in private donations to Athletics in the last eight years with the exception of 2016 which included the single donation of the Golden Eagle Golf Club.

- Athletics had 603 donor households with the total number of gifts of 1,197.

- $544,228 in gifts to TTU Athletics in 2018-19. $501,169 was in cash and stock and $43,059 was in gift-in-kind donations. We did not have any major pledges this year. We did have one endowment fully funded at $25,000.
- Our annual giving was up 22% in 2018-19 from 2017-18 and reached the $500,000 goal that was set last fiscal year.
- 418 donor households gave at a level of $100 or more to qualify for the Tennessee Tech Athletics Club.
- The number of donor households was down by 7.4% from 651 in FY18 to 603 in FY19.
- Team or Department Fundraising:
  Athletic Association $63,506
  Baseball $119,979
  Football $63,792
  Men's Basketball $65,574
  Men's Cross Country $275
  Men's Tennis $593
  Soccer $3,299
  Softball $4,069
  Sports Nutrition $3,000
  Volleyball $3,013
  Women's Basketball $49,455
  Women's Cross Country $595
  Women's Track $1,400
  Men's & Women's Golf totaled $31,360 including $11,362 in capital projects.
- Men raised $10,540.
- Women raised $9,458.
- Endowments totaled $87,258.
- While only five of our ten head coaches made gifts during 2019, all of our senior administrative staff made donations.
- Fifteen alumni and donor events were held. These ranged from reunion weekends to donor and fan outreach. In addition, 21 Eagles Nest and Skybox events were held. These are donor-related opportunities during basketball season.
- We hosted two Dianne Murphy Leaders for Life events as well as attended the Tennessee Sports Hall of Fame dinner to honor last year's baseball accomplishments with several donors in attendance to support TTU.

Special Events:

The continuing success of the department is dependent upon reaching a larger fan base. Engaging stakeholders by hosting special events that access multiple potential donors at a single venue or by social media to reach a larger audience worldwide can be a difference-maker in the future of the Athletics programs. For 2018-19 multiple alumni events were hosted for 13 sports programs. Additional events were hosted for the Ohio Valley Conference (OVC) Men's and Women's Basketball Tournament.

Outreach and Exposure:

Tennessee Tech offers a wide variety of opportunities for becoming a part of the "athletics family" and supporting student-athletes. Two of the most valuable resources available to the department are outreach and exposure. Below is the data for 2018-19 on our efforts:

From July 1, 2018 through June 30, 2019, the TTUSports.com website received 370,497 unique users totaling 1,797,170 page views on the site. More than 825 articles or press release were published to a wide variety of audiences.

Tech Athletics was extremely active on social media outlets, Twitter and Facebook. Tech remained one of the most-followed athletics programs in the OVC on Twitter, with nearly 15,000 followers.

The Tennessee Tech Athletics YouTube channel continued its growth as Golden Eagle fans gained access to 157 new videos that drew 51,778 total views. The entire YouTube channel now has 837 subscribers who have accounted for 595,928 views.

Over 96,250 visitors attended athletic events hosted by Tech, and 163 recruits visited campus during the year, and approximately 25,000 visitors were on campus for the TSSAA Football Championships.

Attachments:

Goal 5: Results of Championship Facilities

Results:

Results of Championship Facilities:

The Athletics Facilities Master Plan priorities realignment is still in the evaluation stage and will be an ongoing process. Funding is a major consideration for priority projects.

With a two year vacancy in the development position, a new development officer is scheduled to begin on September 30, 2019. Even in the absence of a major fundraiser, donations increased over the previous reporting period. A good beginning on securing funds for capital projects.

Results of Event Operations:

Many special events and initiatives targeting fans and promoting a fun, family atmosphere continued in 2018-19. The well-received events were Communiversity, Purple Palooza, Military, Public Safety, Upper Cumberland Night, Youth football and basketball, Gold Rush, Think Pink and Coaches for Cancer.

Athletics also held 15 alumni and 21 Eagles Nest events and 25 Wings Up Luncheons to engage potential donors and fans.

Attachments:

Goal 6: Results of Institutional Control and Rules Compliance

Goal/Objective/Outcome Number:

Results:

Rules Education and Monitoring is in the second year of inclusion in the Institutional Effectiveness report. An area that is overlooked for recording purposes but should be included because of the significant role compliance plays in every decision made in Intercollegiate Athletics. The failure to educate and monitor could be detrimental to the Department and University. Therefore, inclusion is necessary to measure the success of the Athletics Department compliance procedures. Athletics met all objectives of this goal for 2018-19 reporting period.

- Three administrators attended educational meetings and the NCAA Regional Rules Seminar for continuing education with rule interpretations.
- Monthly Head Coaches' meetings, bi-annual student-athlete meetings and an annual compliance meeting for all employees of the department were held for the continuation of rules education and dissemination of information.
- The NCAA Recruiting Certification Examination resulted in Tennessee Tech coaches scoring with 94 percent accuracy.
- Seventeen (17) level III violations were recorded for 2018-19 and no secondary or major infractions occurred.
- Athletics retained the use of JumpForward compliance software for more efficient monitoring.
- Violations are reported to the NCAA promptly.
- Rules education was consistently distributed to Coaches in a timely manner after each violation as to prevent reoccurring violations.
- Athletics instills a culture of compliance whereby coaches and staff realize that violations committed with intent can result in loss of employment.
- Educational information sessions were held 13 times during the year as a group and individual sessions were conducted on an as-needed basis.
- Athletics has no major violations in over 21 years.

Below is the comparison of Tennessee Tech Athletics to other OVC counterparts with regards to violations. The summary had 17 violations listed for Tennessee Tech, the largest number reported in the Ohio Valley Conference. When reviewing our reported violations, it was determined that we were accurately reporting minor infractions which reflects the conscientiousness and commitment to a culture of compliance.

Supplement No. 27 Ohio Valley Conference Data

2018-19 Violations Annual Report
May 1, 2018- May 1, 2019
• 77 Level lll violation reports submitted by OVC institutions.

• Violation reports for the four previous years:

Year	Number of Violations
2017-18	58
2016-17	83
2015-16	98
2014-15	61

• A single report may include violations of multiple bylaws and/or multiple sports stemming from one incident.

• Violations involving non-OVC sponsored sports (e.g., men's soccer) were excluded.

• The most frequently cited are Level Ill violations are:
- ► 13 (recruiting)
- ► 12 (amateurism)

2018-19 Report of Violations by OVC Institution

Institution	**Number of Violations Reported**
Austin Peay	10
Belmont	4
Eastern Illinois	10
Eastern Kentucky	5
Jacksonville State	6
Morehead State	4
Murray State	5
SEMO	7
SIUE	5
Tennessee State	1
Tennessee Tech	17
UT-Martin	3

Total of 182 violations for OVC member institutions.

Attachments:
Violations.pdf

Goal 7: Results of Student-Athlete Well-being

Goal/Objective/Outcome Number:

Results:

- Sports Nutrition is in the third year of implementation with much success.
- All student-athletes were assessed for individualized nutritional needs.
- Team goals were developed in conjunction with head coaches on their program needs.
- Fueling stations continued at the APC with regular delivery of nutritional foods and supplements for the student-athletes.
- The Director of Sports Nutrition collaborated with Chartwell's dining services to offer healthier menu options for student-athletes.

Attachments:

Goal 1: Modifications to Academic Excellence

Goal/Objective/Outcome Number:

Program Changes and Actions due to Results:

No actions or modifications are necessary for this goal. Student-athletes performed exceedingly well academically and on course to continue this path. Updates will be made when results are challenged.

Link to Assessment:

Athletics will maintain the academic programming that has resulted in these positive outcomes and continue to monitor and review academic standings for possible deviation.

Link to 'Tech Tomorrow' Strategic Plan:

Experiential Learning, General Education Curriculum, High Impact Practices, Technology Infused Programs, Programs, Certificates, and Training

Goal 2: Modifications for Competitive Success

Goal/Objective/Outcome Number:

Program Changes and Actions due to Results:

The major factor in achieving and sustaining competitive success for Tennessee Tech Athletics is resources. We must maximize internal and external opportunities and manage expenditures to allocate as much as possible for Goal 2.

Areas of need for competitive success:

- Support services in strength and conditioning, sports nutrition and training that will produce competitive student-athletes
- Competitive salaries to attract high-quality coaches.
- Increased funding for travel, supplies and equipment to offset increasing costs
- New and improved sport facilities to attract a greater fan base

Link to Assessment:

New resources are being vigorously sought.

Link to 'Tech Tomorrow' Strategic Plan:

Alumni/Friend Engagement, Dynamic Long-term Budget, Technology Infused Programs, Efficiency and Effectiveness, Endowment for Scholarships, Sustainable Partnerships, Programs, Certificates, and Training, Economic Development

Goal 3: Modifications to Student-Athlete Experience/Community Service

Program Changes and Actions due to Results:

Due to the assessment results not all student-athletes and sports teams met the 20-hour requirement for community service participation. The head coaches' were reminded during the monthly Head Coaches' Meeting of the importance of the 20-hour minimum requirement.

If a determination is made that student-athletes need additional personal growth and development, life skills seminars and/or training will be added.

No modifications to the goal have been made at this time. Another year of evaluation is needed to ensure this goal is accurately reflective of the impact on the student-athletes.

Link to Assessment:

Link to 'Tech Tomorrow' Strategic Plan:

Alumni/Friend Engagement, Research, Scholar, Intellect, and Creativity, Sustainable Partnerships, Programs, Certificates, and Training

Goal 4: Modifications to Fiscal Management and Sustainability

Program Changes and Actions due to Results:

Creative ideas are being cultivated to maximize internal and external revenue opportunities and manage expenditures to support goals and strategic objectives. Resources are being sought aggressively by means of tickets sales, concessions, contest guarantees, licensing, merchandising, corporate sponsorship, annual fund and major gift support.

Link to Assessment:

Strategies are in place to secure resources in this highly competitive market. However, a creative solution is needed to capture those resources for Athletics in a community of limited resources and worthy competition for those funds.

Link to 'Tech Tomorrow' Strategic Plan:

Alumni/Friend Engagement Dynamic Long-term Budget, High Impact Practices, stackable Credentials ,Sustainable Partnerships, Programs, Certificates, and Training, Network of Scholars, Economic Development

Goal 5: Modifications to Championship Facilities

Program Changes and Actions due to Results:

Creatively review and monitor in-place procedures to enhance competitive success until funds are secured to improve facilities and special events.

Link to Assessment:

Link to 'Tech Tomorrow' Strategic Plan:

Alumni/Friend Engagement, Dynamic Long-term Budget, High Impact Practices, Stackable Credentials, Endowment for Scholarships, Programs, Certificates, and Training, Economic Development

Goal 6: Modifications to Institutional Control and Rules Compliance

Program Changes and Actions due to Results:

Currently, Athletics has two full-time compliance staff members. Like other areas within Athletics, as program success and NCAA rules requirements become more numerous and complicated, the need for additional personnel may be required.

Link to Assessment:

Monitoring and rules education will continue as one of the top priorities of the department.

Link to 'Tech Tomorrow' Strategic Plan:

Alumni/Friend Engagement, Dynamic Long-term Budget, Experiential Learning, Efficiency and Effectiveness, Sustainable Partnerships, Programs, Certificates, and Training

Goal 7: Modifications to Student-Athlete Well-being

Program Changes and Actions due to Results:

Modifications at this time are not feasible. Until enrollment increases and budgets are improved, funds are not available to hire additional strength and conditioning coaches or assistant athletic trainers to improve the trainer/strength coach to student-athlete ratio. The addition of the Sports Nutritionist has been instrumental in providing resources to coaches and student-athletes. Additional personnel is needed to excel the program to the next level. However, with one Nutritionist the ratio of one Nutritionist to all student-athletes, one-on one coaching is limited.

Link to Assessment:

Link to 'Tech Tomorrow' Strategic Plan:

High Impact Practices, Technology Infused Programs, Efficiency and Effectiveness

Improvement to Assessment Plan

All goal assessments are following the guidelines of the NCAA, Ohio Valley Conference, Tennessee Tech Board and University policies/guidelines. No changes will be made for the 2019-20 fiscal year at this time.