CAROLINA LEADS

A STRATEGIC PLAN FOR CAROLINA ATHLETICS
2012-2016
## Strategy Statements

**Mission:**
We educate and inspire through athletics.

**Values:**

<table>
<thead>
<tr>
<th>Value</th>
<th>Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsibility</td>
<td>Do what is right.</td>
</tr>
<tr>
<td>Innovation</td>
<td>Find a better way.</td>
</tr>
<tr>
<td>Service</td>
<td>Put others first.</td>
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</tbody>
</table>
### Strategy Statements

#### Priorities:

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alignment</td>
<td>Align our operations to fulfill the mission of the university.</td>
</tr>
<tr>
<td>Academic Achievement</td>
<td>Achieve a top 3 academic finish in the conference and a top 10 finish nationally in each sport.</td>
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<tr>
<td>Athletic Performance</td>
<td>Perform to a top 3 athletic ranking in the conference and a top 10 ranking nationally in each sport.</td>
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<tr>
<td>Administrative Engagement</td>
<td>Engage internal and external constituents to relentlessly pursue the resources and administrative structures necessary for success.</td>
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</tbody>
</table>
Athletics Department Denison Survey Results – 2012 & 2013

2012 SURVEY
N=203

2013 SURVEY
N=198

CAROLINA ATHLETICS
Creating a Carolina Culture of Service Excellence
CAROLINA ATHLETICS and the Disney Institute

**Disney Institute model:**
- Adapting best practices based on the Disney 1990s story
- Corporate & Sports Clients
- Common sense, not common practice
- Chain of Service Excellence

**Disney’s Chain of Excellence**

- Leadership Excellence
- Employee Excellence
- Customer Satisfaction
- Business Results

**Two Year Engagement:**
- Phase 1 (Fall 2013): Understanding Insights
- Phase 2 (Spring / Summer 2014): Adapt Disney best practices
- Phase 3 (Fall 2014 – Fall 2015): Operationalize into action
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Disney Insights –

• Overmanage: be intentional where others are unintentional

Communicate internally as intentionally as you do externally
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Disney Insights –

• Quality Service Philosophy
  *Internal & External Service*
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Disney Insights –

• Shifting the levels of engagement to the right

[Graph showing distribution of employee engagement levels, with a shift to the right indicating increased engagement with less variation.]
**Carolina Athletics and the Disney Institute**

**Events Along a Journey –**

- **September, 2013:** Two day discovery visit
- **October, 2013:** Report out of discovery
- **December, 2013:** Two day leader alignment workshop with executive team
- **January, 2014:** Keynote presentations
  - All Athletic Department Staff
  - All Head Coaches
  - Student Athlete Advisory Committee
- **March, 2014:** Two day work team sessions
- **June, 2014:** Work team recommendations
- **August, 2014:** GameDay Programming – Operationalize Leadership Training Front Line Roll Outs
- **Fall 2014 – Fall 2015:** Ongoing check ins
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Work Team Concept

To engage our employees in a discussion about our Common Purpose (Mission) and to learn the Best Practices we can use for organizational growth and development linked to our Strategic Plan.

Cross-Functional Team Approach
with diversity across units, experiences, tenure, gender, race

Desired Behaviors
Ken Mack (Rams Club)
Brent Blanton (Academics)
Chelsea Pemberton (Rowing)
Stephen Boyd (Business Office)
Eric Morabito (Tickets)
James Spurling (Facilities)
Kathy Duffy (Facilities)
Britta Williams (Rams Club)
Elizabeth Lancaster (Event Mgmt)
Pete Chalfin (Administration)
Exec Team: Mike Bunting

Care & Recognition
Shelley Johnson (Leadership Academy)
Mike Perkins (Business Office)
Marissa Young (Softball)
Dave Lohse (Communications)
Jason Freeman (Equipment)
Joyce Dalglish (Human Resources)
John Brunner (Event Mgmt)
Jaci Field (Facilities)
Carly Dressler (Compliance)
Exec Team: Martina Ballen

Internal Communication
Matt Terrell (Rams Club)
Marielle vanGelder (Compliance)
Abel Sanchez (Diving)
Kathy Griggs (Administration)
Tony Tucker (Marketing & Football)
Matt Bowers (Communications)
Mary Ellen Bingham (Sports Med)
Laura Escobar (New Media)
Jordan Plumblee (Marketing)
Exec Team: Larry Gallo
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Work Team Process

• Conduct weekly meetings
• Grasp concepts tasked to explore
• Identify personal examples
• Demonstrate best practices during interactions
• Interview staff throughout department
• Designate recommendations as Stop/Start/Continue
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Work Team Insights

• Desired behavior, (Culture: to be)

• Recommendations (example)

• Observable, measurable, coachable

• Values/RISE (Responsible, Innovative, Service, Excellence)

• Common sense, common practice

• Be intentional
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