




# Board of Trustees Finance & Infrastructure Committee

Wednesday, May 21<sup>st</sup>, 2014



CAROLINA ATHLETICS

# CAROLINA LEADS

The Carolina logo, a stylized 'NC' inside a gear-like border, is centered below the word 'LEADS'. It is flanked by two horizontal lines that extend outwards from the logo.

A STRATEGIC PLAN FOR CAROLINA ATHLETICS  
2012-2016



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# Strategy Statements

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

## **Values:**

**Responsibility** **Do what is right.**

**Innovation** **Find a better way.**

**Service** **Put others first.**

**Excellence** **Work Hard. Play smart. Win together.**



# Strategy Statements

## Priorities:

### **Alignment**

**Align our operations to fulfill the mission of the university.**

### **Academic Achievement**

**Achieve a top 3 academic finish in the conference and a top 10 finish nationally in each sport.**

### **Athletic Performance**

**Perform to a top 3 athletic ranking in the conference and a top 10 ranking nationally in each sport.**

### **Administrative Engagement**

**Engage internal and external constituents to relentlessly pursue the resources and administrative structures necessary for success.**



# Athletics Department Denison Survey Results – 2012 & 2013

2012 SURVEY

N=203



2013 SURVEY

N=198



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Carolina Athletics and the Disney Institute

# Creating a Carolina Culture of Service Excellence



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# 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



## 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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# Carolina Athletics and the Disney Institute

## Disney Insights –

- Overmanage: be intentional where others are unintentional

*Communicate internally as intentionally as you do externally*



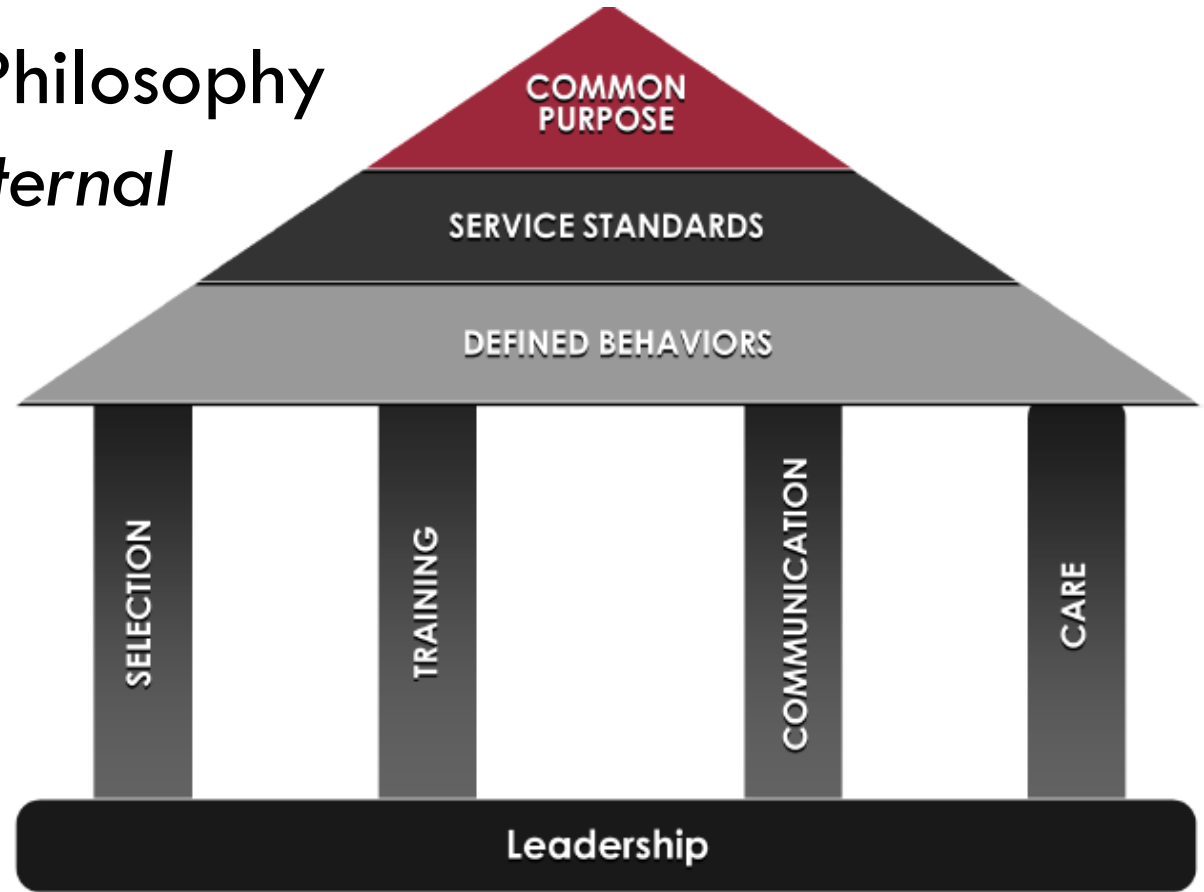
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# Carolina Athletics and the Disney Institute

## Disney Insights –

- Quality Service Philosophy  
*Internal & External  
Service*

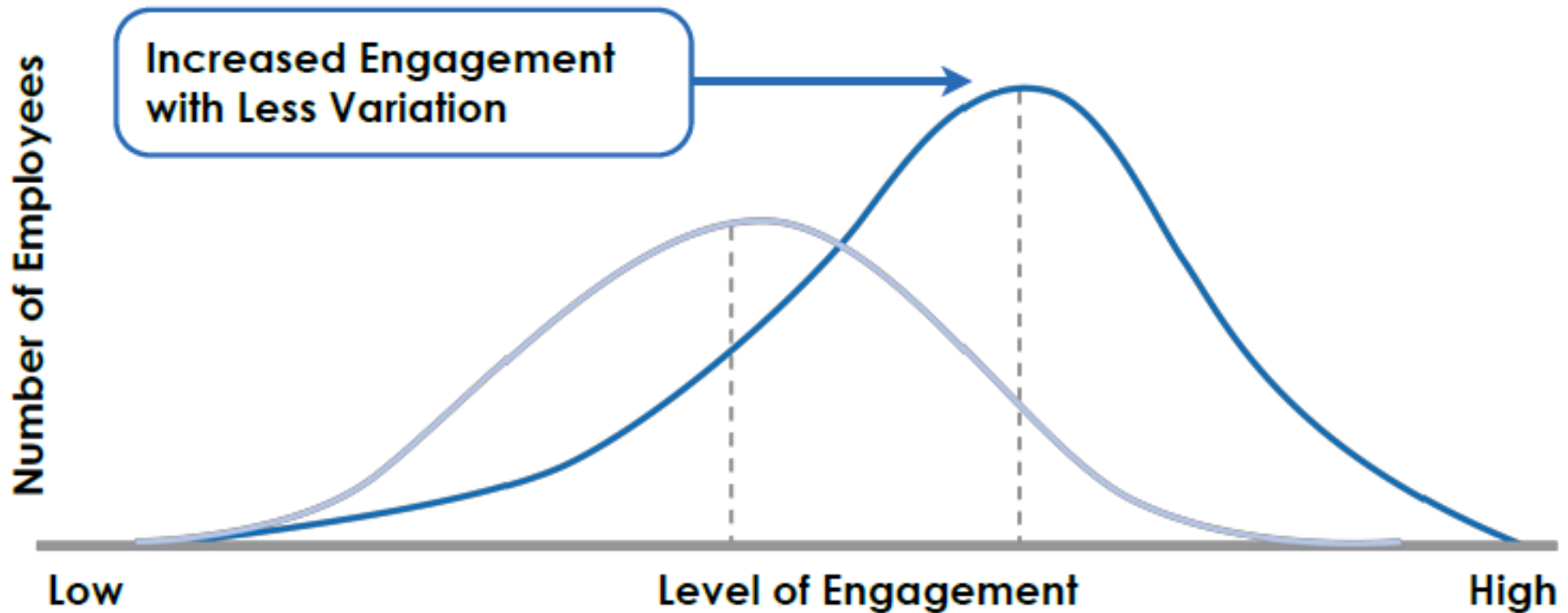


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# Carolina Athletics and the Disney Institute

## Disney Insights –

- Shifting the levels of engagement to the right



# 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



# Carolina Athletics and the Disney Institute

## 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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# Carolina Athletics and the Disney Institute 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



# Carolina Athletics and the Disney Institute 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



# Creating a Carolina Culture of Service Excellence



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