The Time Is Now: Celebrating UMBC’s Ongoing Commitment to Athletics

The opening of the $85-million-dollar UMBC Event Center has created opportunities for enhanced fan experiences at our men’s and women’s basketball and volleyball games, and also provides space for Commencement, concerts, and featured speakers. Years of hard work and commitment to raise the profile of UMBC Athletics were realized when the doors opened on this state-of-the-art, 167,000-square-foot facility seating over 5,000 spectators. With the tip-off of the very first game, UMBC realized its premier status among mid-major level, NCAA Division I programs. The UMBC Event Center is a game changer for the athletics program, serving as the centerpiece of a dynamic championship athletics experience.

THE EVENT CENTER:

- Hosts NCAA men’s and women’s basketball and women’s volleyball games
- Accommodates the day-to-day training needs of all DI student-athletes
- Houses the Athletics Department
- Supports recruitment and retention of high-quality student-athletes

UMBC Athletics is now uniquely positioned to build on our tradition of academic excellence while developing our program into an elite fixture in the America East Conference. This most recent investment will open the door to the future, taking UMBC Athletics to the next level of competitive excellence and fan experience.
UMBC Athletics: A Vision for the Future

UMBC Athletics is poised and ready for greatness. Our history-making NCAA win demonstrated the heights we could achieve through grit and teamwork, showing at UMBC, you can make big breakthroughs by working hard and believing in yourself. As Dan Rather said, “Whenever you hear, ‘we can’t,’ tell them UMBC.” We instill that ethic in all our student-athletes and are proud of their athletic and academic achievements. We are equally proud of our coaches and staff, whose commitment, caring, and guidance transform the lives of our students. And we are proud of the commitment to Athletics from the University in the form of the new UMBC Event Center, where Retrievers now train and compete in a state-of-the-art facility. It is changing the face not only of UMBC Athletics, but also of the campus community.

In 2016, the campus celebrated UMBC’s 50th anniversary. As we took time to reflect on the past, we also prepared for the future. The University released a strategic plan designed to provide “a focused, complementary set of goals, strategies, and recommendations to guide faculty, staff, students, and alumni as we further UMBC’s evolution as a nationally and internationally recognized public research university.” As the University’s strategic plan is taking root across campus, the Athletics Department is revealing our roadmap to guide decision-making into the future. Building on the strengths of the University with strong presidential leadership and rigorous academic standards as an honors institution, the Athletics Department has the ability to extend the UMBC footprint both nationally and internationally. Connecting with two of UMBC’s strategic plan focus areas – the Student Experience and Community and Extended Connections – the Athletics Department has the opportunity to elevate the profile of the department, create a sense of pride and tradition across campus, and build true strategic partnerships within the community.

The Athletics Department aspires towards a national reputation as a DI institution developing champions in athletics, academics, and life. To that end, the priorities are aligned with the University’s strategic plan, the divisional priorities of Student Affairs, the America East Conference values, and emulate the principles outlined by the Knight Commission. UMBC Athletics has designed a strategic plan to continue moving forward both in the near term and into the future.
<table>
<thead>
<tr>
<th>ATHLETICS DEPARTMENT</th>
<th>UNIVERSITY STRATEGIC PLAN</th>
<th>DIVISION OF STUDENT AFFAIRS</th>
<th>AMERICA EAST VALUES</th>
<th>KNIGHT COMMISSION PRINCIPLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote academic excellence</td>
<td>Student Experience and Academic Performance Benchmarks</td>
<td>Supporting Student Success and Retention</td>
<td>Academic Achievement</td>
<td>Student-athletes, in each sport, will be graduated in at least the same proportion as non-athletes who have spent comparable time as full-time students.</td>
</tr>
<tr>
<td>Grow the profile and reputation of UMBC Athletics</td>
<td>Community and Extended Connections</td>
<td>Supporting Student Success and Retention</td>
<td>Athletic Excellence</td>
<td>Demonstrate integrity and advance the educational missions of the institution.</td>
</tr>
<tr>
<td>Build a championship athletics experience</td>
<td>Student Experience</td>
<td>Fostering Public Health and Safety</td>
<td>Athletic Excellence</td>
<td>Welfare, health &amp; safety of student-athletes are of primary concern. Every student-athlete – male and female, majority and minority, in all sports – will receive equitable and fair treatment.</td>
</tr>
<tr>
<td>Strengthen campus and community relationships</td>
<td>Community and Extended Connections</td>
<td>Preparing students for work, civic engagement, and leadership</td>
<td>Leadership on and off the field</td>
<td>Educational experience and outcomes of college athletes must be paramount.</td>
</tr>
<tr>
<td>Recreation, club sports, and student wellness</td>
<td>Student Experience</td>
<td>Supporting Student Success and Retention</td>
<td>Not Applicable</td>
<td>Not Applicable</td>
</tr>
<tr>
<td>Strategic and effective fundraising</td>
<td>Community and Extended Connections</td>
<td>Not Applicable</td>
<td>Resources for Success and Student-Athlete Welfare</td>
<td>Demonstrate fiscal responsibility and financial transparency.</td>
</tr>
</tbody>
</table>
THE PLAN IS ORGANIZED TO COINCIDE WITH THE UNIVERSITY’S FOUR FOCUS AREAS

Our purpose is to outline the way athletics at UMBC fits directly into the mission of the University. Each strategic goal mirrors a strategic priority established by the University, tailored to the specific contributions and opportunities of Athletics by our scholar-athletes. These strategic goals are divided into measurable objectives required for successful progress towards the fulfillment of each larger, primary goal. These goals will provide a specific tool for evaluating the effort and outcomes of our department.

Athletics at UMBC provides significant benefits to the University as a whole and to the larger community that it serves. We envision Athletics thriving by creating greater opportunity for student engagement, which is deeply connected to retention strategies. Raising the profile of Athletics serves the interests of the University by fostering a sense of pride, and helping to develop a loyal cohort of past, present, and future Retriever Believers.

Our success depends not only on the achievements of our student-athletes, but also on the tireless efforts of our coaches, Athletics staff, and University partners. The University’s strategic plan, in concert with our own, will serve as a roadmap for future success. However, realizing our shared vision will require commitment and support from all stakeholders. By organizing our efforts through a detailed and regular review of the plan, we seek to achieve a measure of success, making apparent the departmental values and vision by which we stand.
Mission & Vision Statements

Planning requires a clear destination and a commitment to the principles and outcomes that are essential to a successful journey. Although this vision is aspirational, it is firmly grounded in a realistic appraisal of our current position in Intercollegiate Athletics. It sets a specific and achievable outcome that is consistent with UMBC’s strategic plan and creates an overall goal for all student-athletes and staff to work towards. Our mission is our identity; it showcases our dedication to supporting and developing a complete, athletically, and academically talented student-athlete.

**OUR VISION:**

UMBC Athletics aspires to be a nationally recognized Division I program that develops champions in athletics, academics, and life, while building community-wide traditions and pride.

**OUR MISSION:**

UMBC Athletics strives to provide an enriching intercollegiate platform for its student-athletes to compete, learn, and prepare for life experiences, while advocating health and wellness to all members of the UMBC community. We further endeavor to instill our student-athletes with the values of self-confidence, sportsmanship, and relationship-building in order to achieve the highest degree of success in competitive environments and promote a lasting bond with the University.
Retriever Values

Our values form the basis of everything we do. These principles guide each decision and shape the work taking place in athletics with the constant understanding that student-athlete well-being is at the center of all we do. Each member of our team is responsible for representing these values at all times.

**Growth** — Constant improvement through our commitment to a fulfilling and championship experience.

**Respect** — Engaging with others in a caring, considerate way, while thriving in a workplace that exemplifies diversity.

**Integrity** — Exceeding mere compliance, setting the highest standard for doing what is right through personal accountability, character development, academic honesty, and community relationships.

**Teamwork** — Shared responsibility for achieving a common goal, through collaboration and cooperation, which transcends individual achievement.
# Table of Contents

## I. ACADEMIC EXCELLENCE AND STUDENT-ATHLETE DEVELOPMENT
- a. Academic benchmarks
- b. Student-athlete development

## II. PROGRAM INTEGRITY
- a. Compliance
- b. Personnel

## III. COMPETITIVE EXCELLENCE
- a. Program development
- b. Recruiting
- c. Performance enhancement
- d. Facilities

## IV. STUDENT HEALTH AND WELL-BEING
- a. Recreation assessment
- b. Recreation programming
- c. Physical education technology
- d. Club sports
- e. Aquatics

## V. CAMPUS AND COMMUNITY ENGAGEMENT
- a. Strategic communication
- b. Community partnerships
- c. Recreation engagement

## VI. EXTERNAL OUTREACH
- a. Visibility
- b. Technology
- c. Fan experience

## VII. FISCAL RESPONSIBILITY
- a. New development
- b. Revenue
- c. Partnerships
- d. Long-term planning
Focus Area of UMBC Strategic Plan: The Student Experience

Primary Goal: Create vibrant, exceptional, and comprehensive undergraduate and graduate student experiences that integrate in- and out-of-classroom learning to prepare graduates for meaningful careers and civic and personal lives.

ACADEMIC EXCELLENCE AND STUDENT-ATHLETE DEVELOPMENT

The Athletics Department at UMBC is committed to developing complete student-athletes, which is in alignment with the America East 3 Pillars - Academics, Athletics, and Leadership. To support student-athletes as they push themselves towards excellence at a rigorous honors institution, our Academic Services for Student-Athletes staff is tasked with helping them successfully negotiate NCAA eligibility and University requirements. Meeting the needs of student-athletes requires a commitment to accountability. Student progress is monitored to ensure full compliance with NCAA, conference, and University standards. Our staff must collect and compile individual and team data that measure Academic Progress Rates (APR), Federal Graduation Rates (FGR), and Graduation Success Rates (GSR). In addition, academic advisors meet with student-athletes and coaches to establish a plan for successfully navigating the unique demands placed on student-athletes. Towards this end they must monitor individual and team Grade Point Averages (GPA), as well as final grades and eligibility in order to keep both students and coaching staffs constantly and appropriately informed.

Academic Benchmarks 1.1: Annually exceed national averages while ranking in the top half of the America East conference for APR, GSR, and GPA.

Objective 1.1.1: Achieve a GSR of 85% and maintain an APR of 985 or more for all teams by analyzing retention/departure trends and making appropriate adjustments.

Objective 1.1.2: Ensure the Academic Center for Student-Athletes is funded and fully staffed with up-to-date resources for student support.

Objective 1.1.3: Maintain a cumulative GPA of 3.10 across all sports ensuring that it meets or exceeds the student body average, while closely monitoring and improving retention rate.
**Student-Athlete Development 1.2**: Develop resources and relationships across campus to further enhance student-athlete academic success, personal development, and overall wellness.

**Objective 1.2.1**: Strengthen collaboration with Student Support Services and Counseling Services to ensure all student learning needs and mental health needs are adequately assessed.

**Objective 1.2.2**: Utilize the Total Retriever program and the Student-Athlete Advisory Committee to develop programming tailored to the needs of current student-athletes and aligned with the Division of Student Affairs priorities.

**Objective 1.2.3**: Continue to enhance career development opportunities through increased programming with UMBC Career Center to provide career preparation, networking, internships, and career recruitment.

**PROGRAM INTEGRITY**

We seek to build a thriving Athletics Department dedicated to the principles of rules compliance while acting as an equal opportunity employer to maintain a diverse and talented workplace.

**Compliance 2.1**: Cultivate an atmosphere of integrity, institutional control, and rules compliance to become an exemplar within both the NCAA and the America East Conference.

**Objective 2.1.1**: Conduct a thorough analysis of current compliance monitoring in order to eliminate risk and prevent infractions.

**Objective 2.1.2**: Monitor proportionality figures and financial aid awards to ensure continued compliance with Title IX.

**Objective 2.1.3**: Maintain strong working relationships with Office of Financial Aid and Scholarships and other campus stakeholders to ensure compliance is upheld.

**Objective 2.1.4**: Develop a mechanism to ensure all staff and stakeholders remain educated about any NCAA rules changes or additions and are continually informed of additional strategies for maintaining compliance.
Personnel: 2.2: Emerge as a leader in the America East Conference and among mid-major NCAA programs by employing innovative management strategies, strengthening diversity, striving to meet goals of the Knight Commission, and retaining highly-qualified staff.

**Objective 2.2.1:** Recruit diversified pools of applicants for vacant staff positions and ensure a supportive environment for minority student-athletes and staff.

**Objective 2.2.2:** Develop a diversity statement, ensuring that it is uniformly communicated when recruiting staff and student-athletes and is featured on digital and print promotional materials.

**Objective 2.2.3:** Create an onboarding process for new employees to include a “Retriever Believers” video for potential hires and new recruits promoting the University and Athletics, celebrating school history and tradition, and showcasing local attractions.

**Objective 2.2.4:** Analyze current department structure and make changes to maximize efforts and productivity.

**COMPETITIVE EXCELLENCE**

UMBC Retriever excellence stems from a commitment to performing at the highest and best levels of competition and integrity. Our success will not occur in a vacuum. Achieving each of the outlined goals requires a network of resources and support to enable each student-athlete to perform at their absolute best. Through collaboration and shared responsibility, our athletics personnel will create an environment fostering Retriever pride and encourage championship performance.

**Program Development 3.1:** Remain consistently competitive by winning America East Conference championships and qualifying for NCAA post-season opportunities in both individual and team sports.

**Objective 3.1.1:** Work with coaching staffs to develop and articulate an annual plan to include: guiding principles; goals (both academic and athletic); team culture; recruiting; scheduling philosophy; fiscal accountability; student-athlete welfare; objectives; and needs to facilitate competitive success and provide greater post-season opportunities.
Objective 3.1.2: Conduct a thorough analysis of operations budgets within all sport programs and plan strategic increases to enable teams to compete with the top schools in the conference.

Objective 3.1.3: Ensure all staff maintains cutting-edge knowledge in all areas that support student-athletes by providing access to continuing education, peer-reviewed publications, and professional development.

Recruiting 3.2: Recruit and develop premier student-athletes and coaches who will embody the mission and values of UMBC while contributing to competitive success.

Objective 3.2.1: Develop a plan to strategically increase recruiting budgets matching recruiting plans.

Objective 3.2.2: Ensure all coaching positions are appropriately filled and all assistant coaching needs are met and funded in accordance with NCAA guidelines.
**Objective 3.2.3:** Plan a yearly opportunity for professional development surrounding best practices in recruiting.

**Objective 3.2.4:** Collaborate with Admissions and Division of Student Affairs to provide up-to-date UMBC highlights to include with recruiting materials.

**Performance Enhancement 3.3:** Maximize student-athlete health, wellness, and performance by employing all available University system medical and technological resources.

**Objective 3.3.1:** Commit to providing and expanding exemplary in-house medical coverage for all student-athletes.

**Objective 3.3.2:** Expand capability to provide access to sports psychology and other mental health services in order to fully address the complete health and wellness of the student-athlete while also encouraging maximal performance.

**Objective 3.3.3:** Develop partnerships with experts across campus to leverage UMBC’s technological strengths in order to innovate in areas that involve sports physiology, nutrition, and injury risk assessment and prevention.

**Objective 3.3.4:** Provide nutritional education opportunities through a Retriever Re-Fueling station in the UMBC Event Center and continued partnership with on-campus nutritionist.

**Facilities 3.4:** Conduct a full review of facilities with the support of the University to develop a plan for modernization and improvement.

**Objective 3.4.1:** Create a facility master plan to include a finalized list of minor and major projects including Retriever Soccer Park, softball stadium, and baseball stadium.

**Objective 3.4.2:** Analyze options for creating an indoor practice facility to alleviate pressure on the RAC.

**Objective 3.4.3:** Ensure all current facilities (and fields) are properly maintained and develop a forecasting tool to anticipate costs of repairs and replacements.
Objective 3.4.4: Strengthen relationship with Facilities Management to increase shared responsibility in design, construction, and project management.

Objective 3.4.5: Identify short-term upgrades to Retriever Soccer Park and the UMBC Stadium.

Objective 3.4.6: Critically evaluate the needs of the softball and baseball fields.

STUDENT HEALTH AND WELL-BEING

To continue to promote health and wellness to the entire campus community, we must provide high-quality activities, cutting-edge equipment, and well-organized events. Such activities will enhance the campus experience for students and promote campus pride.

Recreation Assessment 4.1: Increase available opportunities (both in terms of space as well as scheduled events) for Recreation, Fitness/Wellness, Club Sports, Education, and Intramural competition.

Objective 4.1.1: Assess opportunities created by Athletics’ transition to the UMBC Event Center. Capture available facility space within the RAC which will allow recreation to grow in diversity and number of programs offered. Look at best practices and trends in recreation to enhance the program.

Objective 4.1.2: Develop strategic partnerships in collaboration across campus while providing quality programs and events for students and the campus community.

Recreation Programming 4.2: Diversify recreational programming to ensure maximum student participation.

Objective 4.2.1: Maximize facility opportunities within the RAC for recreation when Athletics relocates to the Event Center.

Objective 4.2.2: Assess our peer institutions’ programs offered for comparative analysis.

Objective 4.2.3: Increase staff and budget to support new initiatives and programs.

Objective 4.2.4: Increase programs offered to provide options currently not offered (i.e., personal training, nutrition and fitness workshops, outdoor adventure programs).
**PE Technology 4.3**: Leverage technological integration into recreation by providing opportunities for students to manage, track, and compete with exercise data.

**Club Sports 4.4**: Facilitate club sports growth and participation.

  **Objective 4.4.1**: Determine the appropriate number of sustainable club sports based on budget and facilities.

  **Objective 4.4.2**: Expand marketing to current and prospective students while using the latest technology to enhance registration, engagement, and leadership communication.

  **Objective 4.4.3**: Strengthen and develop community and alumni partnerships to foster a positive culture to support a healthy future.

**Aquatics 4.5**: Create the position of Director of Aquatics to effectively lead all aquatics-related activities outside of DI responsibilities.

  **Objective 4.5.1**: Utilize University relationships to share in costs of upkeep of the pool due to the larger number of recreational swimmers.
Focus Area of UMBC Strategic Plan: Community and Extended Connections

**Primary Goal:** To build, nurture, and extend connections with diverse internal and external partners to enrich campus life, local neighborhoods, the state, and the surrounding region. To foster innovative problem-solving and responsible entrepreneurship through strategic partnerships with alumni, government agencies, businesses, and community-based organizations to create a sustainable and prosperous future for all.

**CAMPUS AND COMMUNITY ENGAGEMENT**

The UMBC Athletics Department recognizes the importance of maintaining vibrant and diverse community partnerships. Our staff works hard to build and nurture campus and community connections to develop mutually enriching relationships extending beyond the boundaries of the campus. As we strive to develop a complete student-athlete, it is necessary they benefit from the opportunity to give back through civic participation and service-oriented experiences.

**Strategic Communication 5.1:** Effectively communicate to all stakeholders the role Athletics and Recreation plays in creating vibrant, exceptional, and comprehensive student experiences.

- **Objective 5.1.1:** Partner with Office of Institutional Advancement to fully integrate UMBC Athletics academic and athletics success stories into University communications and branding efforts, including an annual report outlining program successes distributed to campus partners and other stakeholders.

- **Objective 5.1.2:** Develop innovative strategies for increasing student engagement in athletics by coordinating events with Student Life and Student Events Board (SEB) designed to strengthen relationships, generate excitement, and foster Retriever pride.

- **Objective 5.1.3:** Increase opportunities for key administrative staff to meet with campus and local media contacts.

**Community Partnerships 5.2:** Strengthen and develop partnerships with the campus, the local community, and the Alumni Association to foster a positive culture and boost participation.

- **Objective 5.2.1:** Strengthen campus relationships by innovating new methods to show faculty and staff appreciation (special invitations to games, videos during halftime, etc.).
Objective 5.2.2: Continue to collaborate with Division of Student Affairs to interweave the athletic experience into the general student experience and increase the shared benefit of enhanced facilities.

Objective: 5.2.3: Partner with local chambers of commerce in order to increase opportunities to build relationships with local businesses and corporate sponsors.

Recreation Engagement 5.3: Develop resources and relationships within the recreation program and across campus to further enhance student engagement, personal development, and overall wellness.

Objective 5.3.1: Strengthen collaboration across the campus with a focus on other Student Affairs departments to further the overall student life experience through recreation opportunities.

Objective 5.3.2: Help the recreation program play an active role in the freshman and transfer orientation process in an effort to connect opportunities for a healthy, balanced lifestyle.

Objective 5.3.3: Connect with off-campus businesses and resources in an effort to broaden the scope of activities and programs.

EXTERNAL OUTREACH

UMBC Athletics is accelerating the tradition of excellence at UMBC, including growing the fan base both regionally and nationally. Doing so fulfills an essential part of the University’s mission to raise its profile by increasing opportunity for corporate and community collaboration and strengthening all forms of networks. Additionally, a highly visible Athletics program will stimulate enrollment and expand alumni participation beyond graduation.

Visibility 6.1: Increase visibility of UMBC Athletics within the region and the nation by adapting to the shifting landscape of Division I Athletics and connecting to the strengths of the academic programs.

Objective 6.1.1: Develop strategic partnerships with University leadership in order to collaborate on projects that grow the profile of UMBC Athletics.

Objective 6.1.2: Closely study best practices within the America East Conference and among similarly situated programs nationally in order to develop a practical model for growth.
**Objective 6.1.3:** Develop a marketing plan using innovative strategies to communicate program strengths across a variety of digital and traditional platforms to cultivate a regional and national audience and promote UMBC Athletics.

**Technology 6.2:** Effectively and efficiently distribute athletics program information via digital, print, and broadcast media platforms.

**Objective 6.2.1:** Develop a media relations training program used to establish departmental guidelines for how coaches, staff, and student-athletes interact with the media.

**Objective 6.2.2:** Collaborate with the campus media relations department to develop a plan to broaden video coverage of sporting events and research live-streaming capabilities on the ESPN3 platform.
Objective 6.2.3: Continue to use technology to enhance fan engagement during games.

**Fan Experience 6.3:** Add value to the fan experience through partnerships with OVG Facilities and other entities on campus.

Objective 6.3.1: Strategically enhance the fan experience across all events, ticketed and non-ticketed alike.

Objective 6.3.2: Create an exclusive seating area for donors and premier ticket holders at both indoor and outdoor venues.
Objective 6.3.3: Create a fan experience council comprised of students, staff, fans, and ticket holders to determine the types of experiences they would like to see in the new Event Center to promote higher attendance.

Objective 6.3.4: Develop a premier fan experience at Retriever Soccer Park and UMBC Stadium.

Objective 6.3.5: Enhance technology at Retriever Soccer Park and UMBC Stadium through fan engagement apps and social media contests.

Objective 6.3.6: Increase student attendance at home games through partnerships with Residential Life designed to heighten student participation in game day experiences.

Objective 6.3.7: Market hospitality and group experiences at home games by generating promotional materials to use online and in direct mail campaigns.

FISCAL RESPONSIBILITY

Effectiveness and efficiency in financial responsibility and sustainable revenue generation is crucial to ensuring that the UMBC Athletics strategic vision will be achieved. Our Office of Business Operations develops and submits departmental budgets and ensures all financial activity is properly accounted for and reported. Additionally, proper forecasting based on actual and anticipated costs is essential to maintaining our upward trajectory and ensuring efficient intercollegiate athletics operations.

New Development 7.1: Generate significant increases in private and corporate support in the next five years to fund new development.

Objective 7.1.1: Create a multi-tiered UMBC Retrievers donor’s club, including an over-arching club and sport-specific clubs to incentivize giving as needed.

Objective 7.1.2: Develop unique event-based incentives to encourage alumni participation in fundraising campaigns, such as a Grit, Greatness & Giving fundraising campaign to increase annual donations.

Objective 7.1.3: Partner with The 1966 Society and The Hilltop Society to expand donor outreach.

Objective 7.1.4: Increase corporate partnerships by hiring a third-party rights partner.
Revenue 7.2: Grow annual revenues by 25%.

**Objective 7.2.1:** Explore ticketing outsourcing options either with a third party or with the Event Center management group.

**Objective 7.2.2:** Increase ticket sales by 20%, targeting season tickets, group sales, and walk-ups with an emphasis on regional markets including alumni groups and local businesses.

**Objective 7.2.3:** Develop a comprehensive philanthropy-based revenue generation program, including annual giving, foundations, and major gifts.

Partnerships 7.3: Leverage University, alumni, and corporate partnerships to increase revenue and fund new annual, capital, and endowment initiatives.

**Objective 7.3.1:** Increase marketing reach and strengthen the brand by developing a multimedia platform that communicates success and vision to current and potential donors.

**Objective 7.3.2:** Study new opportunities (naming rights) in order to plan strategic improvements that are designed to create new opportunities for community partnerships and revenue generation in the Event Center.

**Objective 7.3.3:** Partner with Office of Institutional Advancement to increase Athletics branding opportunities within current communications strategies.

Long-Term Planning 7.4:

**Objective 7.4.1:** Develop a rolling 3-year plan to compare and evaluate trends in budget vs. actual.

**Objective 7.4.2:** Develop an annual cost savings plan for the Athletics operating budget.
Athletics Timeline*

1963
- The Maryland General Assembly passes a bill to establish UMBC as one of four additional campuses of the University of Maryland. The legislation is the fruit of four state commissions dating back to the mid-1950s that recommended expansion of higher education in Maryland.

1966
- UMBC opens its doors. On its first day of classes, the campus consists of three buildings: Gym I, Lecture Hall I, and a portion of the present-day Biological Sciences building. UMBC has 45 faculty members, 35 support staff, and 500 parking spaces.
- UMBC plays its very first intercollegiate game on November 4 – a spirited 4-1 loss by the men’s soccer squad to the University of Maryland, College Park.

1967
- The school gets its first live athletics mascot. The UMBC’s women’s basketball team forms without a coach. They play (and win) their first game on January 11, 1969.

1974
- Men’s baseball standout Mel Hammel ’76, history, pitches the first UMBC no-hitter in a 20-0 win over Coppin State.

1975
- UMBC men’s cross country goes 10-0 and wins the Mason-Dixon Conference title.
1980 UMBC Men’s Lacrosse Team - NCAA Division II National Champions
1977
- The men’s soccer team becomes the first UMBC team to compete in a post-season NCAA tournament.

1979
- The Retriever men’s basketball squad – ranked number six in the nation – advances to the NCAA Division II tournament quarterfinals, losing at home to Naismith Memorial Hall of Fame coach John Chaney’s Cheyney State team.

1980
- UMBC men’s lacrosse team wins the NCAA Division II national championship. It is the University’s only team intercollegiate title. The next year, the University moves to Division I in the sport.

1986
- Retriever Athletics classifies to DI.

1995
- UMBC women’s volleyball wins the Big South Conference title.
1999
• Men’s soccer records the best mark (19-1-2) in the nation.

2002
• UMBC women’s lacrosse makes its first NCAA tournament appearance.
• Women’s softball beats Liberty, 7-1, in the 2002 NCAA Tournament, the first team victory in NCAA DI competition.

2003
• UMBC Athletics joins the America East Conference.

2004
• UMBC men’s swimming wins its first America East championship title.

2007
• UMBC women’s basketball earns its first NCAA tournament bid.
2008
- UMBC’s men’s basketball team wins the America East Conference tournament and earns the school’s first NCAA DI men’s tournament bid.

2012
- Retriever men’s soccer advances to the second round of the NCAA tournament for the second time in two years.

2013
- UMBC women’s soccer caps a stunning reversal from last place in the conference to first place in a single season with a bid to the NCAA tournament.

2014
- Men’s soccer makes a historic run to the NCAA Final Four, falling 1-0 to UVA in national semifinals.

2015
- The University formally announces plans for a new Event Center, which will house numerous athletics and community events and bring UMBC’s Commencement back to campus in 2018.
2016
- UMBC’s national champion shot-putter, Cleopatra Borel ’02, competes in her fourth Olympic games and finishes a personal-best seventh in Rio.

2017
- The Retriever baseball team wins its first-ever America East championship and competes in the NCAA Tournament for the first time since 2001.

2018
- The men’s basketball team becomes the first-ever No. 16 seed to defeat a No. 1 seed in an NCAA men’s basketball championship tournament, overwhelming the tournament’s overall top seed, Virginia, 74-54, in Charlotte, N.C.

Source: 50.umbc.edu/timeline
# The Strategic Planning Process Timeline

<table>
<thead>
<tr>
<th>Month 2016</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>Finalized First Draft</td>
</tr>
<tr>
<td></td>
<td>Shared draft with key administrators</td>
</tr>
<tr>
<td></td>
<td>Shared with Athletics Policy Committee</td>
</tr>
<tr>
<td>October</td>
<td>Made edits to document</td>
</tr>
<tr>
<td></td>
<td>Developed assessment tool</td>
</tr>
<tr>
<td></td>
<td>Created external groups</td>
</tr>
<tr>
<td>November</td>
<td>Shared draft with top members of the Athletics Department administration to solicit feedback</td>
</tr>
<tr>
<td>December</td>
<td>Shared draft various department committees (Culture, Hiring &amp; Retention, Communication, Reinforcing Culture) to solicit additional recommendations</td>
</tr>
<tr>
<td>January</td>
<td>Shared with select administrators across campus</td>
</tr>
<tr>
<td></td>
<td>Made appropriate edits to document</td>
</tr>
<tr>
<td></td>
<td>Started initial formatting conversations with OIA</td>
</tr>
<tr>
<td>February</td>
<td>Shared with DoSA Directors and conducted external group meetings</td>
</tr>
<tr>
<td>March</td>
<td>Continued external group meetings and shared second draft with the Athletics Policy Committee</td>
</tr>
<tr>
<td>April</td>
<td>Document edits</td>
</tr>
<tr>
<td>May</td>
<td>Met with OIA to discuss content</td>
</tr>
<tr>
<td>July</td>
<td>Document edits</td>
</tr>
<tr>
<td>August</td>
<td>Shared with VP for Student Affairs</td>
</tr>
<tr>
<td>October</td>
<td>Shared draft with Athletics Policy Committee</td>
</tr>
<tr>
<td>February</td>
<td>Document edits</td>
</tr>
<tr>
<td>March</td>
<td>University leadership conducted final review</td>
</tr>
<tr>
<td>April</td>
<td>Shared final draft with Faculty Executive tea</td>
</tr>
<tr>
<td>May</td>
<td>Shared final draft with University Steering Committee and President’s Council</td>
</tr>
<tr>
<td>August</td>
<td>Presented Strategic Plan at University Retreat</td>
</tr>
</tbody>
</table>
Participating Committees

ATHLETICS POLICY COMMITTEE
HIRING AND RETENTION COMMITTEE
COMMUNICATIONS COMMITTEE
REINFORCING CULTURE COMMITTEE
CULTURE COMMITTEE
PRESIDENT’S COUNCIL MEMBERS
DIVISION OF STUDENT AFFAIRS DIRECTORS