

Mid-Central College Conference
Strategic Plan 2011 - 2015
September 14, 2011



Vision

The Mid-Central College Conference strives to be a premier National Association of Intercollegiate Athletics Conference.

Mission

The Mid-Central College Conference is an association of four-year faith based institutions of higher learning devoted to its student-athletes by promoting excellence in academic performance, intercollegiate athletic competition and the five core values of the NAIA Champions of Character program: Integrity, Respect, Responsibility, Sportsmanship and Servant Leadership.

Objectives

- I. Increase the number of NAIA Scholar Athletes
- II. Increase the number of NAIA National Championship appearances
- III. Increase the Number of NAIA National Championship wins
- IV. Establish a plan for future expansion – 12 member benefits
- V. Establish the MCC as an ongoing host of NAIA Tournaments
- VI. Increase the staff of the MCC office to support these and future directives



GOAL 1 – MEMBERSHIP

Ensure consideration of the challenges and needs of current member institutions, continue to keep retention a high priority, consider an expansion plan to include new members according to conference criteria while establishing geographic divisions within the conference.

Priority 1.1

- ___ Consider an expansion to include new members according to conference criteria, allowing for the possibility of two automatic bids to national tournaments (12 member conferences), and the possible addition of football as an MCC sport.
 - Commissioner – COP – (September 2012)

Priority 1.2

- ___ Obtain commitment from all current member institutions – emphasis on the importance of retaining current conference members that support the philosophy of NAIA athletics.
 - Commissioner – COP – (September 2012)

Priority 1.3

- ___ Identify markets for future expansion.
 - Commissioner – COP – (April 2013)

Priority 1.4

- ___ Identify sports required for new membership including a decision on football as a priority for future expansion.
 - Commissioner – COP – (April 2013)

Priority 1.5

- ___ Identify future conference divisions (East/West or North/South).
 - Commissioner – Athletic Directors – (September 2012)

Priority 1.6

- ___ Identify NAIA role in pursuing additional members.
 - Commissioner – (September 2011)

Priority 1.7

- ___ Attract new member institutions that fit the expansion criteria of the MCC.
 - Commissioner – (September 2014)



GOAL 2 – GOVERNANCE

Ensure intercollegiate athletics take place in a well-rounded athletic program with integrity, ethical behavior, sportsmanship and cooperative effort among member institutions.

Priority 2.1

___ Ensure appropriate institutional involvement from the President, Athletic Director, Faculty Athletic Representative, Coaches and Sport Information Directors in conference matters.

- Commissioner – Athletic Directors - (September 2012)

Priority 2.2

___ Ensure involvement in expansion discussions among all Presidents and Athletic Directors.

- Commissioner – COP – (September 2011)

Priority 2.3

___ Promote ethical conduct, rules adherence, and compliance with Title IX and NAIA rules and regulations.

- Commissioner – COP – Athletic Directors – (September 2013)

Priority 2.4

___ Promote appropriate institutional involvement from the President, Athletic Director, Faculty Athletic Representative, Coaches and Sport Information Directors with the five core values of the NAIA Champions of Character Program; Integrity, Respect, Responsibility, Sportsmanship and Servant Leadership.

- Commissioner – Athletic Directors - (September 2012)

Priority 2.5

___ Ensure yearly reviews of Policies and Sport Procedures Manuals.

- Commissioner – Sports Information Director - (Ongoing)

Priority 2.6

___ Establish appropriate conference office personnel to support the Strategic Plan.

- Commissioner – COP – (July 2012)



GOAL 3 – ACADEMICS AND STUDENT ATHLETE EXPERIENCE

Ensure an appropriate balance between academics and athletics with an emphasis on improving aspects of health, safety and well-being for all student athletes.

Priority 3.1

- ___ Strengthen the commitment to the recruitment and retention of academically successful student-athletes.
 - Institutional Coaches – Athletic Directors – (Ongoing)

Priority 3.2

- ___ Stress the importance of academic achievement, the pursuit of and desire for knowledge and progress toward graduation.
 - Institutional Coaches – Athletic Directors – FARs - (Ongoing)

Priority 3.3

- ___ Prioritize the minimizing of missed class time for student-athletes.
 - Institutional Coaches – Athletic Directors – FARs - (Ongoing)

Priority 3.4

- ___ Support the NAIA Champions of Character program and encourage participation in servant leadership development, career enhancement, and life skills programming for student-athletes.
 - Institutional Coaches – Athletic Directors – FARs - (September 2012)

Priority 3.5

- ___ Develop and enhance student-athlete academic recognition programs.
 - Commissioner – Athletic Directors – FARs - (September 2013)

Priority 3.6

- ___ Develop and enhance student-athlete service recognition programs.
 - Commissioner – Athletic Directors – FARs - (September 2013)

Priority 3.7

- ___ Monitor and promote fair and equitable treatment of student-athletes.
 - Commissioner – COP – Athletic Directors – (Ongoing)



GOAL 4 – COMPETITION AND GAME EXPERIENCE

Create an expectation of high caliber programs and competitive game environments which operate under the highest standards of safety, sportsmanship, ethics and personal behavior while embracing the NAIA Champions of Character initiatives.

Priority 4.1

- ___ Expect 100% of member institutions to field teams and student-athletes that regularly participate in post-season competition and expect representation of at least one male and one female MCC sport that competes in the finals of a NAIA National Championship.
 - Institutional Coaches – Athletic Directors – (June 2015)

Priority 4.2

- ___ Annually achieve a minimum of ten male and ten female student-athletes in the MCC who are identified as NAIA first team All-Americans.
 - Institutional Coaches – Athletic Directors – SIDs – (June 2015)

Priority 4.3

- ___ Create a ten-year plan to revise the 55% and 75% scholarship limitations to raise the overall competitiveness of the MCC nationally.
 - Commissioner – COP – Athletic Directors – (August 2012)

Priority 4.4

- ___ Create a ten-year plan to establish minimum scholarship standards (based on total institutional financial aid) to raise the overall competitiveness of the MCC.
 - Commissioner – COP – Athletic Directors – (August 2012)

Priority 4.5

- ___ Ensure a safe quality championship experience for all sponsored sports enhanced by on-site designated game management.
 - Athletic Directors – designated game management – SIDs – (Ongoing)

Priority 4.6

- ___ Promote the NAIA Champions of Character initiatives.
 - Commissioner – COP – Athletic Directors – (Ongoing)



GOAL 5 – MARKETING AND COMMUNICATION

Utilize strategies, tools and personnel to maximize exposure and visibility of the MCC and its member institutions on a regional and national platform.

Priority 5.1

___ Create and implement a comprehensive public relations and marketing plan that promotes championships and the academic and athletic success of member institutions.

- Commissioner – SID – (September 2013)

Priority 5.2

___ Increase corporate sponsorship and advertising revenue to the conference.

- Commissioner – SID – (September 2013)

Priority 5.3

___ Enhance the MCC website to ensure efficient and effective communication methods.

- Commissioner – SID – (September 2013)

Priority 5.4

___ Develop new MCC logo and “tag line” that encompasses the MCC Vision, Mission and intent of the Strategic Plan.

- Commissioner – SID – (September 2012)

Priority 5.5

___ Hire a Deputy Commissioner (incorporates the SID and Marketing roles) to assist/enhance the organizational and marketing objectives of the Strategic Plan.

- Commissioner – COP – (July 2012)

Priority 5.6

___ Establish the MCC as a regular host of NAIA National Tournament events to elevate the national presence of the conference.

- Commissioner – COP – Deputy Commissioner – (May 2015)



MCC CONFERENCE STRATEGIC PLAN -- SWOT ANALYSIS

STRENGTHS:

1. The geographic proximity of opponents within the MCC.
2. A commissioner who provides continuity and the ability to plan strategically.
3. Strong leadership via Presidents and Athletic Directors.
4. Balance of long term coaches and less experienced coaches.
5. A perceived stability among other NAIA conferences and also among member institutions.
6. A perceived strength nationally due to numerous appearances by member teams and NAIA championships; specifically men's and women's basketball.
7. Similarity in member institutions, specifically in mission and enrollment.
8. Competitiveness within the conference.

WEAKNESSES:

1. Member institutions have varying philosophies concerning the role of athletics.
2. Member institutions have varying reporting structures and athletic leadership roles.
3. Disparity among institutions on the contribution of scholarships to attract top competitive athletes and teams.
4. Conference scholarship limits of 55% and 75% prevent institutions from competing nationally in some sports.
5. Low marketing emphasis by the MCC both regionally and nationally.
6. Lack of MCC brand awareness among potential student athletes.
7. Lack of NAIA brand awareness among potential student athletes.



OPPORTUNITIES:

1. The MCC can become one of the most competitive conferences in the NAIA by instituting a ten-year plan for removing the 55% and 75% scholarship limits.
2. Institutions within the MCC can be aligned with a conference that is well-respected.
3. Institutions will be provided top competition among members in close proximity. This will allow for financial sustainability for member institutions.
4. The COP, Commissioner and Athletic Directors of the MCC can create a vision that may attract other institutions and provide continuous improvement and strength.
5. With continued success and visibility, there are opportunities for corporate support and sponsorships that will provide financial gain for the conference.
6. With continued legislative initiatives at the national level (e.g. competitive experience), the disparity in competition and eligibility will strengthen the organization.
7. Strengthen the financial budget to market the MCC regionally.

THREATS:

1. The real and/or perceived instability of the NAIA.
2. Institutional decisions to change affiliations to the NCAA.
3. Financial instability among member institutions.
4. Lack of fan support and subsequent income for various sport championships.
5. Lack of definition within institutions as to the value and role of athletics.



CUSTOMER PROFILE

Preliminary Analysis: Who are our customers?

- Prospective Student-Athletes
- Current Student-Athletes
- Non-Athlete Students
- Faculty/Staff
- Administration
- Alumni
- Our Communities
- Media
- Corporate Sponsors

Details of the Customer Profile for each Customer Base:

1. Prospective Student-Athletes and Current Student-Athletes
 - a. Scholarships
 - b. Facilities
 - c. Academic Options – Class times that don't interfere with sports
 - d. Publicity
 - e. Leadership skills

2. Non-Athlete Students
 - a. Entertainment value
 - b. Convenient times for games
 - c. Affinity for teams and individual student-athletes
 - d. Giveaways at the games



- e. Publicity
- f. Involvement – a Stake in the Game

3. Faculty/Staff

- a. Class Attendance
- b. Class Participation
- c. Focus on Academic Success
- d. Athletics cannot be the “tail wagging the dog.”
- e. Appreciation for the academic mission of the university

4. Administration

- a. Athletics as the “front porch” of the university
- b. A point of pride
- c. Marketing capabilities for increased enrollment
- d. Cost-Benefit Analysis:
 - i. Total tuition for all student-athletes – (scholarships + salaries and benefits of all coaches and staff, + maintenance and upkeep of facilities) = positive number
- e. Maintain a clean image for the athletic department

5. Alumni

- a. Championships! Or at the least, pride in athletics
- b. Access to teams: coaches, student-athletes, AD's
- c. Information: pertinent and timely
- d. Will help support athletics if they know the purpose for their gifts
- e. Participation in the athletic vision

6. Communities

- a. Pride in athletics success



- b. Information: pertinent and timely
- c. Constant Contact: “What have you done for me lately?”
- d. Make them feel a part of the campus community
- e. Athletics must “give back” to the community (i.e. through the NAIA Champions of Character program)

7. Media

- a. SIDs build relationships with media
- b. Provide timely information
- c. Provide a comfortable and efficient work environment
- d. Go the extra mile to give them what they need
- e. Understanding that media projects your school’s image more than anyone else can

8. Corporate Sponsors

- a. Offer value-added benefits
- b. Clearly state the value received from their sponsorship
- c. Help them to feel like “insiders”
- d. Follow up 100% on promised benefits



ASSESSING RESOURCES

Key Determiners: Time – Money – Personnel

Priorities that require minimal expense:

I. Membership:

- 1.1: Consider expansion
- 1.2: Commitment from current members to remain within MCC
- 1.3: Identify markets or future expansion
- 1.4: Identify sports required for membership
- 1.5: Identify future divisions
- 1.6: NAIA role in pursuing additional members

II. Governance:

- 2.1: Institutional involvement in conference matters
- 2.2: Expansion discussions
- 2.3: Promote ethical conduct
- 2.4: Institutional involvement in Champions of Character values
- 2.5: Annual reviews of policies and Sport Procedure Manuals

III. Academics and Student-Athlete Experience:

- 3.1: Commitment to recruit academically-successful student-athletes
- 3.2: Stress the importance of academic achievement
- 3.3: Minimizing missed class time
- 3.4: Support Champions of Character goals and objectives
- 3.5: Academic recognition programs
- 3.6: Service recognition programs
- 3.7: Monitor equitable treatment of student-athletes

IV. Competition and Game Experience:

- 4.5: Ensure a quality championship experience enhanced by on-site designated game management
- 4.6: Promote Champions of Character initiatives

V. Marketing and Communication:

- 5.5: Create comprehensive public relations and marketing plan



Priorities that require moderate expense:

VI. Membership:

- 1.7: Attract new members

VII. Governance:

- 2.6: Establish appropriate conference office personnel

VIII. Academics: none

IX. Competition and Game Experience:

- 4.1: 100% of members field teams in MCC-sponsored sports
- 4.2: Achieve 10 male and female student-athletes as NAIA First Team All-Americans

X. Marketing and Communication:

- 5.1: Implement public relations and marketing plan
- 5.2: Increase corporate sponsorship
- 5.3: Enhance MCC website
- 5.4: Develop new MCC logo and tag line

Priorities that require high-expense:

XI. Membership: None

XII. Governance: None

XIII. Academics: None

XIV. Competition and Game Experience

- 4.3: Ten-year plan to revise 55% / 75% scholarship limitations
- 4.4: Ten-year plan to establish minimum scholarship requirements

XV. Marketing and Communication:

- 5.4: Hire Deputy Commissioner
- 5.5: Establish MCC as host of NAIA National Tournament events



MID-CENTRAL COLLEGE CONFERENCE

STRATEGIC PLAN SCORECARD

January 10, 2011

<u>Goal</u>	<u>Date</u>	<u>COP</u>	<u>Comm</u>	<u>AD</u>	<u>SID</u>	<u>Coaches</u>
1.1	September 1, 2012					
1.2	September 1, 2012					
1.3	April 1, 2013					
1.4	April 1, 2013					
1.5	September 1, 2013					
1.6	September 1, 2011					
1.7	September 1, 2014					
2.1	September 1, 2012					
2.2	September 1, 2012					
2.3	September 1, 2013					
2.4	September 1, 2012					
2.5	Ongoing					
2.6	July 1, 2012					
3.1	Ongoing					
3.2	Ongoing					
3.3	Ongoing					
3.4	September 1, 2012					
3.5	September 1, 2013					
3.6	September 1, 2013					
3.7	Ongoing					
4.1	June 1, 2015					
4.2	June 1, 2015					
4.3	August 1, 2012					
4.4	August 1, 2012					
4.5	Ongoing					
4.6	Ongoing					
5.1	September 1, 2013					
5.2	September 1, 2013					
5.3	September 1, 2013					
5.4	September 1, 2012					
5.5	July 1, 2012					
5.6	May 1, 2015					