

WAKE FOREST ATHLETICS



2015-16 STRATEGIC PLAN



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STRATEGIC GOALS

DEVELOPING CHAMPIONS

In order to execute the Department of Athletics' vision of "Developing Champions," we pledge to:

1. Provide an environment that encourages **HIGH ACADEMIC ACHIEVEMENT**.
2. **PURSUE EXCELLENCE** in all intercollegiate programs.
3. Foster a culture that demonstrates **A COMMITMENT TO NCAA, ACC AND WAKE FOREST UNIVERSITY COMPLIANCE**.
4. Promote and maintain **FISCAL INTEGRITY**.
5. **STRENGTHEN AND PROMOTE THE WAKE FOREST BRAND** by maximizing the department's communications with all internal and external constituencies and increasing visibility in the community.
6. Provide all student-athletes with an environment and programs which **PROMOTE THE "TOTAL PERSON" EXPERIENCE**.
7. Support the vision of the Department of Athletics by **HIRING AND RETAINING EXEMPLARY COACHES AND STAFF** who are dedicated to Developing Champions.

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Provide an environment that encourages HIGH ACADEMIC ACHIEVEMENT

		2015-16
1.	Maintain high student-athlete graduation and retention rates	
	• Each team will attain a minimum Academic Progress Rate (APR) of 960	
	• Each team will attain a minimum Graduation Success Rate of 90%	
	• Fifty percent (50%) of student-athletes will be named to the ACC Honor Roll	
	• Earn NCAA public recognition awards for Academic Progress Rate (APR) excellence for at least 50% of Wake Forest teams by achieving a score ranked among the top ten percent	
	• Evaluate summer school policy annually	
2.	Sustain positive relationships with university administration and faculty	
	• Counselors serve as liaisons for on-campus groups and attend on campus events twice per semester	
	• Address faculty and staff during at least one faculty meeting and one new employee orientation (yearly)	
	• Facilitate guest coach program and/or faculty experience for all teams	
	• Meet with the Joint Admissions Committee annually to review previous year's academic performance	
3.	Recognize academic success	
	• Award DEAC of the Week (one male & one female)	
	• Honor Dean's Cup winners	
	• Present award for GPA of the Year (individual student-athlete with highest cumulative GPA)	



PURSUE EXCELLENCE in all intercollegiate programs

		2015-16
1.	Build and maintain championship caliber programs at the ACC and NCAA level	
	• Achieve sport and Director's Cup goals developed annually by sport administrator and head coach	
	• Achieve departmental goals developed annually	
2.	Recruit elite student-athletes who are equipped to excel both academically and athletically	
	• Educate coaches on admissions and financial aid process	
	• Create a program for recruiting "best practices"	
	• Analyze effectiveness of admissions and financial aid policies annually	
3.	Provide and maintain quality facilities for all teams	
	• Complete the plans for the Coliseum	
	• Complete the plans for the Sports Performance Center	
	• Begin construction on the next phase of Wake Forest Baseball Park renovations	
	• Assess state of current facilities annually	
	• Annually review and update project status matrix	
	• Assistant AD, Internal Operations will meet with each head coach and sport administrator, annually, to discuss facility priorities	
4.	Provide resources that will enhance the athletic development of student-athletes and optimize performance	
	• Educate student-athletes about nutrition and provide opportunities for individualized nutritional counseling	
	• Create "fueling stations" in which student-athletes can have easy access to healthy "grab-and-go" post-workout snacks	
	• Continually evaluate strength & conditioning schedules in an effort to maximize training opportunities for all teams	



Foster a culture that demonstrates A COMMITMENT TO NCAA, ACC AND WAKE FOREST UNIVERSITY COMPLIANCE

2015-16

1.	Evaluate areas of vulnerability and review policies and procedures to ensure institutional control is not compromised	
	• Self-report all secondary violations	
	• Update Policies & Procedures	
2.	Educate all constituencies	
	• Standing agenda item for head and assistant coaches meetings	
	• Attend all Deacon Club Board of Director meetings and present at least once per year	
3.	Maintain constant and vigilant monitoring	
	• Maintain recruiting logs and approve weekly	
	• Monitor 3 practices per week	
	• Track countable hours and approve weekly to ensure that 100% are in compliance with NCAA guidelines	

4 Promote and maintain FISCAL INTEGRITY

		2015-16
1.	Meet or exceed budgetary goals	
2.	Maintain a rolling five (5)-year financial forecast	
3.	Maintain sufficient liquid cash reserves at the beginning of and throughout each Fiscal Year (equal to the sum of the following):	
	• Twenty percent (20%) of the budgeted revenue amounts for sales of football and men's basketball tickets and the Annual Fund	
	• One and a half times (1.5X) the amount of any debt payments due during the following Fiscal Year	
4.	Ensure adequate donor funding prior to commencement of selected capital projects by satisfying the following requirements: Seventy-five percent (75%) of the project must be collected in cash AND one hundred ten percent (110%) of the remaining balance has been pledged over a period of five (5) years or less	
5.	Determine methodology for funding reserve	
6.	Generate revenue through annual fund, endowment and capital donations	
	• Cover 60% of scholarship costs through a combination of Annual Fund and Endowment Payout	
	• Fundraise at least \$6.71 million for the Deacon Club Annual Fund	
	• Secure the capital gifts and pledges necessary to begin construction on the following facilities: <ul style="list-style-type: none"> • Sports Performance Center • Wake Forest Baseball Park renovations • Coliseum renovations 	
7.	Generate revenue through ticket sales	
	• Meet goal of \$3 million in annual football ticket sales	
	• Meet goal of \$3.1 million in annual men's basketball ticket sales	



STRENGTHEN AND PROMOTE THE WAKE FOREST BRAND by maximizing the department's communications with all internal and external constituencies and increasing visibility in the community

		2015-16
1.	Organize and manage external communication to create a consistent brand message	
	• Maintain a Communications Brand Standards website to be used by all staff as an informational resource (wfbrandstandards.com)	
	• Produce an annual communications calendar & style guide	
	• Promote www.WakeForestSports.com on 85% of all promotional materials	
	• Annually review and update Internet Strategy and Social Media Standards and educate staff about any changes	
	• Maintain a centralized database management system to maximize the value of customer information	
2.	Strengthen the department's relationship with the local community to make Wake Forest the "Triad's ACC Team"	
	• Host one or more athletic department "Staff Service Day" projects and continue to support other department outreach initiatives	
	• Organize eight (8) or more community related activities in association with Wake Forest athletic competitions	
	• Produce an annual community relations report	
	• Determine a way to measure customer service excellence among fans	
	• Create at least one earned media opportunity for four (4) teams (i.e. media coverage not related to athletic competition)	
	• Ensure new and existing facilities provide a high quality overall game experience for fans	
	• Increase student attendance at football and men's basketball games by at least 5%	
	• Average at least 28,000 attendees per home football game at BB&T Field	
	• Average at least 10,000 attendees per home men's basketball game at the Coliseum	
	• Increase presence of Wake Forest merchandise in off-campus retail stores by 10% (measured by growth in licensing revenue)	



STRENGTHEN AND PROMOTE THE WAKE FOREST BRAND by maximizing the department's communications with all internal and external constituencies and increasing visibility in the community
(continued)

		2015-16
3.	Maintain and cultivate relationships with all media	
	• Provide media training for selected student-athletes and staff	
	• Seek opportunities for national media exposure	
4.	Create a plan to archive the history of Wake Forest Athletics	
	• Determine how to digitally archive film, video and printed materials and memorabilia	
	• Digitally archive current video, printed materials and memorabilia	
5.	Maximize the use of digital channels (Internet, video, social media) to facilitate communication, engage fans, promote programs and provide opportunities for fan interaction	
	• Grow fan participation across social media platforms by 10%	
	• Improve performance measures for web/Internet exposures by 5%	
	• Produce at least 30 ESPN3 events	

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Provide all student-athletes with an environment and programs which **PROMOTE THE “TOTAL PERSON” EXPERIENCE**

		2015-16
1.	Encourage student-athletes to participate in Career Services programming	
	<ul style="list-style-type: none"> Foster participation in job fairs, resume preparation, interviewing and internship opportunities (First years - sixty percent (60%), Sophomores - seventy percent (70%), Juniors - eighty percent (80%), Seniors - eighty percent (80%)) 	
	<ul style="list-style-type: none"> Conduct weekly meetings with Office of Professional and Career Development 	
	<ul style="list-style-type: none"> Seventy-five percent (75%) of student-athlete graduates will be employed or in graduate school within six (6) months after graduation (based on previous year's graduates) 	
	<ul style="list-style-type: none"> Host annual Career Night with educational sessions and networking opportunities for student-athletes 	
2.	Provide educational opportunities that will enhance the student-athlete experience and their overall well-being	
	<ul style="list-style-type: none"> Provide educational programming centered around the theme of student-athlete nutrition 	
	<ul style="list-style-type: none"> Educate student-athletes about campus resources 	
	<ul style="list-style-type: none"> Offer additional educational opportunities as needed 	
3.	Create an environment that promotes diversity and inclusion	
	<ul style="list-style-type: none"> Coordinate programs with the Office of Multicultural Affairs 	
4.	Encourage participation in campus and community activities	
	<ul style="list-style-type: none"> Ninety percent (90%) of student-athletes will participate in at least one community service project 	
	<ul style="list-style-type: none"> Ensure SAAC members attend at least eighty percent (80%) of SAAC meetings 	

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Support the vision of the Department of Athletics by **HIRING AND RETAINING EXEMPLARY COACHES AND STAFF** who are dedicated to Developing Champions

		2015-16
1.	Hire, develop and retain qualified and diverse coaches and support staff	
	• Compare and evaluate compensation as provided in D1-A report or through other available resources	
	• Develop process for tracking diversity in hiring process	
	• Support employee development and advancement	
	• Evaluate each sport and coach annually	
	• Evaluate administrative areas and support staff annually	
	• Evaluate and prioritize staffing needs	

ATHLETIC DEPARTMENT GOALS

	2014-15		2015-16
Competitive Goals	Goals	Results	Goals
ACC Championships	0	1	0
NCAA Championships	0	0	0
ACC Championship Game Appearances*	0	2	0
NCAA Championship Game Appearances*	0	0	0
NCAA Post-Season Appearances (Includes Bowl Game)	12	5	13
Director's Cup	Top 40	90	Top 55
Director's Cup Goal Among Private Institutions	Top 10	23rd	Top 12
Academic Goals			
APR	>960	950-1000	>960
GSR	>90%	92%	>90%
ACC Honor Roll	40%+	54%	50%+
Community Service Goals	85% Participation	93%	90% Participation

PREVIOUS RESULTS								
	2010-11		2011-12		2012-13		2013-14	
Competitive Goals	Goals	Results	Goals	Results	Goals	Results	Goals	Results
Championships (ACC & NCAA)	2	1	3	0	5	0	1	0
Championship Game Appearances* (ACC & NCAA)			2	1	4	1	2	0
NCAA Appearances (Includes Bowl Game)	11	5	12	3	12	5	11	6
Director's Cup	Top 40	74th	Top 50	92nd	Top 40	98	Top 40	70
Director's Cup Goal Among Private Institutions	Top 5	21st	Top 10	22nd	Top 5	23rd	Top 7	20th
Academic Goals**								
APR	>960	939-1000	>960	942-1000	>960	939-1000	>960	917-1000
GSR	>90%	94%	>90%	95%	>90%	96%	>90%	94%
ACC Honor Roll	40%+	37%	40%+	42%	40%+	37%	40%+	50%
Community Service Goals	85% Participation	84%	85% Participation	72%	85% Participation	90%	85% Participation	95%

* Includes sports that have a championship game: baseball, basketball, field hockey, football, soccer, tennis

*** APR = Academic Progress Rate GSR = Graduation Success Rate ACC Honor Roll = 3.00 grade point average for a full year

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CUMULATIVE SPORTS REPORT: Overall Performance By Year

	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Overall Record	156-116-3 (.573)	177-111-5 (.612)	150-126-5 (.543)	183-104-1 (.637)	145-130-5 (.527)	121-148-5 (.451)	134-138-9 (.493)	127-141-8 (.475)	143-131-7 (.521)	139-134-5 (.509)
Teams w/ Overall Winning Record	6/10 (60%)	7/10 (70%)	6/10 (60%)	8/10 (80%)	6/10 (60%)	3/10 (30%)	4/10 (40%)	4/10 (40%)	6/10 (60%)	5/10 (50%)
ACC Record	56-76-2 (.426)	64-70-1 (.478)	58-73-3 (.444)	62-70-1 (.470)	59-71-3 (.455)	48-82-3 (.372)	49-82-4 (.378)	48-85-4 (.365)	51-90-6 (.367)	50-88-2 (.364)
ACC Regular Season Championships	1	3	0	1	1 (T)	0	0	0	0	0
Top 4 Finishes in ACC Regular Season	2	6	3	4	3	1	4	4	1	2
Teams with an ACC Winning Record	2/10 (20%)	6/10 (60%)	5/10 (50%)	3/10 (30%)	4/10 (40%)	3/10 (30%)	3/10 (30%)	3/10 (30%)	1/10 (10%)	2/10 (20%)
ACC Tournament Championships	0	1	0	1	1	1	0	0	0	1
Top 4 Finishes in ACC Championship	5	6	4	6	3	2	4	4	0	3
Postseason Participation (NCAA, NIT, Bowl)	8	14	10	11	12	11	6	5	6	5
Top 10 NCAA Finishes	2	2	3	2	3	0	1	0	3	1
Top 25 NCAA Finishes	3	9	6	5	4	3	2	2	4	3
Top 10 Rank in Regular Season Polls	4	5	3	5	4	3	1	1	2	1
Top 25 Rank in Regular Season Polls	8	10	8	11	7	6	3	5	5	6
First Team All-ACC	29	32	24	33	22	13	18	13	12	17
First Team All-America	6	11	6	14	4	2	1	0	0	6
ACC Coach of the Year	1	3	0	2	2	0	0	1	0	1
Directors Cup Final Standing	44	23	45	37	53	74	92	98	70	90

Shading indicates best performance

CUMULATIVE SPORTS REPORT: 2014-15 Results By Sport

Sport	Overall Record	ACC Record	ACC Regular Season Finish	ACC Championship Finish	Postseason Participation (Finish)	Highest Rank	All-ACC 1st Team	All-America 1st Team	Academic All-District 1st Team	Academic All-America 1st Team	ACC Individual Champs	ACC Player/Coach/Rookie of the Year
Baseball	27-26	12-18	11th (6th%)	/	/	/	3	1	2	0	0	1/0/0
Men's Basketball	13-19	5-13	12th	0-1	/	/	0	0	0	0	0	0/0/0
Women's Basketball	13-20	2-14	13th	2-1	/	/	1	0	0	0	0	0/0/0
Men's Cross Country	--	--	--	11th	/	/	0	0	0	0	0	0/0/0
Women's Cross Country	--	--	--	9th	/	/	1	0	0	0	0	0/0/0
Field Hockey	14-7	3-3	T-3rd	1st	NCAA 1st Round	5	1	1	0	0	0	2/1/0
Football	3-9	1-7	T-6th%	/	/	/	0	0	3	0	0	0/0/0
Men's Golf	--	--	--	8th	NCAA Regional	13	1	0	0	0	0	0/0/0
Women's Golf	--	--	--	3rd	NCAA Finals	11	2	0	0	0	0	0/0/0
Men's Soccer	10-7-2	5-3	5th	0-0-1	NCAA 1st Round	22	1	0	0	0	0	0/0/0
Women's Soccer	5-9-3	3-5-2	T-8th	/	/	24	0	0	0	0	0	0/0/0
Men's Tennis	24-8	9-3	3rd	2-1	NCAA 3rd Round	11	2	2	0	0	0	1/0/1
Women's Tennis	14-13	4-10	11th	0-1	/	/	0	0	0	0	0	0/0/0
Men's Indoor Track	--	--	--	13th	/	/	0	0	0	0	0	0/0/0
Women's Indoor Track	--	--	--	11th	/	/	2	0	0	0	1	0/0/0
Men's Outdoor Trk/Fld	--	--	--	14th	/	/	1	1	0	0	0	0/0/0
Women's Outdoor Trk/Fld	--	--	--	12th	/	/	2	1	0	0	1	0/0/0
Volleyball	16-16	6-12	T-9th	/	/	/	0	0	0	0	0	0/0/0

W-L RECORD: ACC SCHOOLS - 2014-15 Overall Records

	All Sports				Football		Volleyball		Field Hockey		Men's Soccer			Women's Soccer			Men's Basketball		Women's Basketball		Men's Tennis		Women's Tennis		Baseball	
	W	L	T	Pct	W	L	W	L	W	L	W	L	T	W	L	T	W	L	W	L	W	L	W	L	W	L
Florida St	196	69	1	0.739	13	1	30	3	-	-	-	-	-	24	1	1	17	16	32	5	20	11	16	11	44	21
North Carolina	221	79	4	0.734	6	7	29	3	19	4	14	5	2	14	3	2	26	12	26	9	24	11	29	1	34	24
Virginia	210	88	4	0.702	5	7	17	14	12	8	13	6	4	23	3	0	30	4	17	14	28	3	23	6	42	23
Duke	191	92	2	0.674	9	4	22	8	13	7	9	9	1	8	9	1	35	5	23	11	24	7	17	10	31	22
Louisville	192	102	5	0.651	9	4	15	15	15	6	10	8	3	7	9	2	27	9	27	7	23	9	12	17	47	18
Notre Dame	164	87	6	0.650	-	-	6	23	-	-	11	5	4	14	5	2	32	6	36	3	14	11	14	11	37	23
Miami	152	94	1	0.617	6	7	22	9	-	-	-	-	-	4	13	1	25	13	20	13	7	17	18	6	50	16
Clemson	128	102	6	0.555	10	3	18	14	-	-	12	7	3	13	3	3	16	15	9	21	-	-	18	10	32	29
Georgia Tech	118	101	0	0.539	11	3	13	18	-	-	-	-	-	-	-	-	12	19	19	15	14	13	17	10	32	23
Virginia Tech	134	115	2	0.538	7	6	17	14	-	-	7	8	2	16	5	0	11	22	12	20	21	4	16	9	27	27
Syracuse	98	86	5	0.532	3	9	9	21	18	6	15	4	1	5	10	4	18	13	22	10	-	-	8	13	-	-
NC State	135	121	6	0.527	8	5	16	14	-	-	7	7	4	2	15	2	22	14	18	15	15	12	11	16	36	23
Wake Forest	138	134	5	0.507	3	9	16	16	14	7	10	7	2	5	9	3	13	19	13	20	23	8	14	13	27	26
Pittsburgh	102	112	4	0.477	6	7	25	6	-	-	4	9	4	6	12	0	19	16	20	12	-	-	2	18	20	32
Boston College	116	139	4	0.456	7	6	11	18	13	7	5	8	3	10	8	1	13	19	13	17	4	17	13	12	27	27

Bold indicates same team sport offerings as WFU

W-L RECORD: ACC SCHOOLS - 2014-15 ACC Records

	All Sports				Football		Volleyball		Field Hockey		Men's Soccer			Women's Soccer			Men's Basketball		Women's Basketball		Men's Tennis		Women's Tennis		Baseball	
	W	L	T	Pct	W	L	W	L	W	L	W	L	T	W	L	T	W	L	W	L	W	L	W	L	W	L
North Carolina	95	42	2	0.691	4	4	17	1	4	2	5	2	1	9	0	1	11	7	10	6	8	4	14	0	13	16
Florida St	84	41	1	0.671	8	0	16	2	-	-	-	-	-	9	0	1	8	10	14	2	6	6	6	8	17	13
Virginia	90	48	2	0.650	3	5	10	8	4	2	3	3	2	9	1	0	16	2	7	9	12	0	11	3	15	15
Notre Dame	76	48	2	0.611	-	-	3	15	-	-	6	1	1	7	2	1	14	4	15	1	6	6	8	6	17	13
Duke	84	54	1	0.608	5	3	14	4	2	4	4	4		4	5	1	15	3	11	5	8	4	11	3	10	19
Louisville	80	57	3	0.582	5	3	7	11	3	3	4	3	1	3	5	2	12	6	12	4	7	5	2	12	25	5
Miami	72	53	1	0.575	3	5	14	4	-	-	-	-	-	2	7	1	10	8	8	8	1	11	12	2	22	8
Clemson	60	71	2	0.459	6	2	6	12	-	-	5	2	1	6	3	1	8	10	1	15	2	10	10	4	16	13
Georgia Tech	48	68	0	0.414	6	2	6	12	-	-	-	-	-	-	-	-	3	15	7	9	4	8	9	5	13	17
Virginia Tech	53	79	1	0.402	3	5	10	8	-	-	2	5	1	5	5	0	2	16	1	15	10	2	7	7	13	16
Syracuse	32	50	2	0.393	1	7	2	16	2	4	5	2	1	2	7	1	9	9	11	5	-	-	-	-	-	-
Pittsburgh	45	75	2	0.377	4	4	13	5	-	-	0	6	2	2	8	0	8	10	9	7	-	-	0	14	9	21
NC State	47	83	3	0.365	3	5	5	13	-	-	1	4	3	0	10	0	10	8	7	9	5	7	1	13	15	14
Wake Forest	50	88	2	0.364	1	7	6	12	3	3	5	3	0	3	5	2	5	13	2	14	9	3	4	10	12	18
Boston College	43	94	2	0.317	4	4	6	12	3	3	1	6	1	3	6	1	4	14	5	11	0	12	7	7	10	19

Bold indicates same team sport offerings as WFU

NACDA DIRECTOR'S CUP: Year-By-Year Ranking & Points Earned By Sport

Sport	95-96	96-97	*97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	AVG**	Total Pts**	
Total Points	312.5	316.5	120	110	330	472.5	443	526.5	450.5	496.5	435	708.5	445.75	580.25	385	261.5	198.5	172.5	318.5	215	209.21		
Final Ranking	50	47	66	74	50	33	42	32	43	37	44	23	45	37	53	74	92	98	70	90	54		
Field Hockey	0	0	0	0	40	75	75	100	100	100	41.5	90	83	90	60	25	0	0	60	25	53.6	964.5	
Football	0	0	0	0	0	0	0	0	0	0	0	57	45	45	0	0	25	0	0	0	13.2	172	
M Cross Country	45	54	0	0	0	34	33	0	0	0	0	0	0	0	0	0	0	0	0	0	12.4	211	
W Cross Country	0	0	10	20	0	23	0	63	32	36	40	20	0	0	0	0	0	0	0	0	17.5	297	
Men's Soccer	0	0	0	0	30	0	30	64	50	64	64	83	100	83	83	0	50	50	64	25	49.4	840	
Women's Soccer	0	52.5	10	10	50	30	20	50	25	25	25	50	50	50	73	50	83	50	64	0	36.5	767.5	
M Basketball	58.5	40.5	0	0	0	25	30	50	64	50	0	0	0	25	50	0	0	0	0	0	27	486	
W Basketball	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Volleyball	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Baseball	0	0	20	30	30	30	30	0	0	0	0	25	0	0	0	0	0	0	0	0	12.7	165	
Men's Golf	46	63	10	0	69	74	51	77.5	38	58.5	82.5	51	51	46.5	21.5	27.5	9	15	33.5	15.5	44.4	932.5	
Women's Golf	54	54	20	20	51	57.5	62	44.5	61.5	24	60	64.5	66.8	62.3	47.5	61.5	31.5	32.5	47	63	50.2	1104	
Men's Tennis	0	0	10	0	0	20	20	0	25	50	50	64	25	64	50	50	0	25	50	64	31.5	567	
Women's Tennis	52.5	52.5	40	20	60	50	60	50	25	50	50	50	25	25	0	0	0	0	0	0	32.5	715	
M Outdoor Track	56.5	0	0	0	0	0	0	0	0	0	0	15.5	0	40	0	0	0	0	0.0	10.5	16.6	166	
W Outdoor Track	0	0	0	0	0	0	0	0	30	0	22	50.5	0	0	0	0	0	0	0.0	12	13.3	146	
M Indoor Track	0	0	0	10	0	0	0	0	0	0	0	32	0	49.5	0	0	0	0	0	0	9.2	91.5	
W Indoor Track	0	0	0	0	0	54	32	27.5	0	39	0	56	0	0	0	47.5	0	0	0	0	17.1	256	
After fall ranking (Place/Points)	84/45	29/106.5	57/20	55/30	26/120	13/162	16/158	5/277	10/207	11/225	19/170.5	8/300	6/278	5/268	16/216	67/75	26/158	53/100	27/188	110/50			

* New point system put in place

** Average & Total include 1993-94 and 1994-95 which are not shown in this chart

NACDA DIRECTOR'S CUP: Year-By-Year Ranking Among Private Schools

School	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Stanford	11197.4 (1)	1429 (1)	1461 (1)	1455 (1)	1508.5 (1)	1550.25 (1)	1448.25 (1)	1261.25 (1)	1482 (1)	1448 (1)
Southern Cal	840 (10)	1103.5 (5)	1011.25 (13)	1137.75 (4)	905.5 (13)	990.25 (14)	1006.75 (7)	945 (14)	1063.75 (8)	1209 (3)
Notre Dame	905.5 (6)	789.5 (22)	760.5 (21)	775.13 (21)	711 (27)	833 (18)	843.50 (17)	1015.5 (9)	1128.25 (3)	1010.25 (10)
Duke	851.25 (8)	988.25 (11)	820 (19)	891.8 (17)	982.75 (10)	1171.50 (5)	894.5 (16)	969.9 (12)	1051 (9)	815 (20)
Baylor	511 (32)	510.25 (33)	477.5 (42)	611.75 (33)	633 (31)	623.75 (35)	726 (25)	498 (45)	710.5 (31)	767.75 (23)
TCU	332.5 (55)	395.5 (52)	364.25 (57)	528 (42)	576 (40)	395.25 (53)	430 (52)	449.25 (50)	263.5 (77)	619.25 (37)
Princeton	3999.5 (47)	308.5 (63)	349 (60)	537 (40)	619 (32)	575 (38)	539 (39)	633.5 (33)	511 (44)	552.5 (41)
Syracuse	100+	147 (110)	221.5 (87)	3330 (63)	368.5 (57)	348 (61)	452.5 (50)	555 (39)	422.5 (53)	510 (47)
BYU	512.5 (31)	698.6 (26)	513.25 (41)	453.75 (47)	612.3 (36)	579.55 (37)	505.25 (43)	505 (43)	528 (42)	509.75 (48)
Denver	100+	267.25 (74)	434.25 (47)	396.5 (54)	306.8 (65)	384.5 (54)	227.5 (85)	425.25 (55)	519.25 (43)	508.75 (49)
Northwestern	537.5 (29)	626.5 (30)	523.5 (40)	483 (44)	423.5 (50)	499.75 (46)	503 (44)	550.5 (40)	453.25 (50)	499 (50)
Vanderbilt	243 (64)	552.5 (33)	349.5 (59)	307 (67)	356 (59)	378.75 (56)	443 (51)	490 (46)	500.75 (45)	494.25 (51)
Harvard	224 (69)	305 (64)	348 (61)	272 (73)	316.5 (64)	194 (89)	424.5 (53)	414 (57)	465 (49)	455.5 (53)
Miami, Fla	438.25 (42)	348 (59)	445.5 (46)	491 (43)	366 (58)	416.5 (51)	374.5 (59)	303 (71)	335.5 (64)	450 (55)
Georgetown	229 (68)	257.1 (76)	257.5 (77)	224.13 (84)	265 (70)	379 (55)	338.75 (63)	368.5 (63)	326.2 (66)	405.5 (59)
Boston College	351 (51)	355 (58)	292.5 (69)	262 (75)	317 (63)	322 (64)	363 (60)	263 (76)	329 (65)	320 (68)
Villanova	187.5 (87)	119.6 (132)	168 (112)	388.5 (56)	419.5 (51)	435.75 (50)	190 (96)	276.5 (75)	324.2 (68)	308.5 (69)
Dartmouth	232.5 (67)	130 (124)	130 (132)	218 (86)	125 (128)	241.5 (77)	227 (86)	309.5 (70)	372.25 (58)	251 (76)
Penn	183.5 (88)	256 (77)	256 (79)	206 (89)	217 (81)	289 (68)	196.5 (93)	164.5 (102)	325.5 (67)	245 (80)
Rice	241.5 (65)	175.5 (102)	219 (88)	326 (64)	177.2 (98)	62 (192)	94 (164)	159 (104)	164.5 (104)	233 (84)
Tulsa	193.5 (82)	139.6 (115)	315.5 (64)	336.63 (61)	221 (77)	397 (52)	377.5 (58)	430 (54)	197 (94)	231.5 (85)
SMU	376.5 (49)	297.5 (67)	287.5 (70)	208.5 (87)	235 (74)	331.5 (62)	187 (100)	258 (78)	193.25 (96)	219 (88)
Wake Forest	435 (44)	708.5 (23)	445.75 (45)	580.25 (37)	385 (53)	261.5 (74)	198.5 (92)	172.5 (98)	318.5 (70)	215 (90)
Yale	199 (80)	197 (96)	201 (93)	284.5 (70)	226 (76)	226 (84)	229 (84)	373 (62)	79 (182)	203 (94)
St. John's	NA	226.5 (85)	164 (114)	155 (112)	296.5 (67)	185 (94)	258 (75)	125 (132)	265 (76)	197 (99)
Cornell	241 (66)	369.5 (55)	270 (75)	375.3 (59)	413 (52)	270 (70)	280 (67)	410 (59)	340.75 (63)	172 (112)
Navy	NA	281.5 (72)	298.5 (66)	244.5 (82)	210 (85)	191.5 (90)	105 (150)	161.5 (103)	205 (90)	148 (118)

Total points earned (Final Rank)

THE ACC IN THE NACDA DIRECTOR'S CUP: National Ranking

Number indicates final ranking among all Division I institutions.

School	94-95	95-96	96-97	*97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	
Boston College	-	-	-	-	-	-	-	-	-	-	-	51	58	69	75	63	64	60	76	65	68	
Clemson	51	27	51	25	28	38	34	26	48	42	52	39	36	43	53	48	47	54	52	60	57	
Duke	21	39	23	28	7	24	16	30	20	18	5	8	11	19	17	10	5	16	12	9	20	
Florida State	24	24	49	46	39	46	35	39	37	22	30	17	15	15	15	5	9	5	11	12	11	
Georgia Tech	83	66	89	58	80	58	61	50	53	31	31	50	46	55	48	45	59	72	74	89	72	
Louisville	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	29
Miami	-	-	-	-	-	-	-	-	-	-	49	42	59	46	43	58	51	59	71	64	55	
NC State	32	34	57	43	63	40	56	46	42	39	51	34	44	56	74	89	67	37	34	41	27	
North Carolina	2	6	2	2	17	5	15	4	8	7	9	4	3	14	2	7	6	8	8	14	5	
Notre Dame	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	3	10
Pittsburgh	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	85	96
Syracuse	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	53	47
Virginia	19	19	22	13	8	13	30	27	18	30	13	26	13	17	8	3	7	15	20	4	6	
Virginia Tech	-	-	-	-	-	-	-	-	-	-	58	45	48	37	46	38	45	35	36	37	35	
Wake Forest	34	50	47	66	74	50	33	42	32	43	37	44	23	45	37	53	74	92	98	70	90	

* New point system put in place

THE ACC IN THE NACDA DIRECTOR'S CUP: ACC School Ranking

Number indicates final ranking among only ACC institutions.

School	94-95	95-96	96-97	*97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	
Boston College	-	-	-	-	-	-	-	-	-	-	-	12	11	12	12	11	10	10	11	12	12	
Clemson	7	4	6	4	5	4	5	2	8	8	10	7	6	6	10	8	7	8	8	10	11	
Duke	3	7	3	5	2	3	2	4	3	2	1	2	2	4	4	4	1	4	3	3	5	
Florida State	4	3	7	7	6	7	6	5	6	3	5	3	4	2	3	2	4	1	2	4	4	
Georgia Tech	9	9	9	8	9	9	9	9	9	6	6	11	9	10	9	7	9	11	10	15	13	
Maryland	8	6	4	3	4	6	7	7	4	4	4	5	7	9	5	5	5	5	7	6	7	
Miami	-	-	-	-	-	-	-	-	-	-	8	8	12	8	7	10	8	9	9	11	10	
North Carolina	1	1	1	1	1	2	1	1	1	1	2	1	1	1	1	3	2	7	1	8	1	
NC State	5	5	8	6	7	5	8	8	7	7	9	6	8	11	11	12	11	2	5	5	6	
Notre Dame	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	3
Pittsburgh	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	14	15
Syracuse	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	9	9
Virginia	2	2	2	2	3	1	3	3	2	5	3	4	3	3	2	1	3	3	4	2	2	
Virginia Tech	-	-	-	-	-	-	-	-	-	-	11	10	10	5	8	6	6	6	6	6	7	8
Wake Forest	6	8	5	9	8	8	4	6	5	9	7	9	5	7	6	9	12	12	12	13	14	

* New point system put in place

ACC CHAMPIONSHIP FINISHES (NON REGULAR SEASON SPORTS): Year-By-Year Results

	M Cross Country	W Cross Country	M Indoor Track	W Indoor Track	M Outdoor Track	W Outdoor Track	M Golf	W Golf
TITLES	4	1	0	0	0	0	20	5
2014-15	11	9	13	11	14	12	8	3
2013-14	10	10	13	14	13	12	6	8
2012-13	7	8	10	11	10	9	8	7
2011-12	7	10	11	12	9	12	8	3
2010-11	7	7	10	11	8	12	T-8	4
2009-10	6	8	10	11	6	10	T-3	1
2008-09	9	3	7	10	8	T-9	T-4	1
2007-08	11	7	10	10	11	T-9	5	4
2006-07	7	8	8	10	9	7	8	2
2005-06	9	3	5	10	3	11	5	3
2004-05	4	4	7	7	8	10	6	2
2003-04	6	3	9	7	7	5	2	2
2002-03	5	T-1	8	6	7	7	2	2
2001-02	6	6	6	8	7	8	4	2
2000-01	2	3	4	5	5	8	3	2
1999-00	4	4	6	7	6	8	4	2
1998-99	3	3	5	7	3	7	8	3
1997-98	6	2	9	9	7	6	5	2
1996-97	2	5	5	DNP	6	8	3	2
1995-96	2	2	5	9	6	5	6	2
1994-95	1	2	3	5	2	5	7	1
1993-94	1	5	6	6	7	6	8	1
1992-93	2	2	6	6	6	5	3	3
1991-92	2	7	5	8	6	6	5	4
1990-91	1	5	6	6	6	7	4	NT

FIRST TEAM ALL-ACC SELECTIONS BY SPORT: Year-By-Year Results

Number indicates quantity of student-athletes selected as First-Team All-ACC.

	Baseball	M BBall	W BBall	M Cross Country	W Cross Country	Field Hockey	Football	M Golf	W Golf	M Soccer	W Soccer	M Tennis	W Tennis	M Indoor Track	W Indoor Track	M Outdoor Track	W Outdoor Track	Volleyball	Total
All-time totals	88	33	4	39	40	57	102	74	36	44	15	41	54	61	42	66	52	9	857
2014-15	3	0	1	0	1	1	0	1	2	1	0	2	0	0	2	1	2	0	17
2013-14	0	0	1	0	0	1	1	1	0	3	1	1	0	0	0	1	2	0	12
2012-13	0	0	0	0	1	2	0	1	0	1	1	3	1	0	1	1	2	0	14
2011-12	1	0	0	0	1	3	2	1	1	1	2	2	1	0	0	2	0	1	18
2010-11	0	0	0	0	1	2	0	2	3	0	1	1	1	0	1	1	0	1	14
2009-10	0	0	0	0	0	3	0	2	2	4	2	2	2	1	1	2	1	0	22
2008-09	0	0	0	0	1	4	3	1	2	5	0	2	0	5	1	2	0	1	27
2007-08	0	0	0	0	0	3	3	1	2	4	1	2	1	1	1	0	3	1	23
2006-07	0	0	0	0	1	4	5	2	1	2	1	2	1	3	1	1	2	0	26
2005-06	2	0	0	1	1	4	2	2	2	1	0	1	1	5	1	6	1	0	30
2004-05	0	1	0	0	2	4	2	2	1	2	0	2	2	2	1	1	2	0	24
2003-04	0	1	0	1	2	6	3	3	2	3	0	2	2	1	2	2	5	1	36
2002-03	3	1	0	0	2	5	2	3	1	3	0	2	1	0	2	2	3	0	30
2001-02	4	0	0	3	0	3	1	2	1	2	2	4	2	5	2	5	1	1	38
2000-01	2	0	0	1	1	3	0	2	1	1	2	1	3	5	6	5	1	1	35
1999-00	2	0	0	0	1	3	1	1	0	1	2	0	3	4	2	4	3	1	28
1998-99	3	0	0	1	1	2	0	1	1	2	0	1	3	2	5	6	2	0	30
1997-98	2	0	0	1	2	0	0	0	2	0	0	1	2	0	1	2	3	0	16
1996-97	1	1	0	4	1	0	0	2	1	2	0	0	4	5	0	3	1	0	25
1995-96	0	1	1	3	2	1	1	0	3	0	0	0	4	1	0	2	3	0	22
1994-95	2	2	0	3	2	2	0	0	3	0	0	0	3	7	3	7	5	0	39
1993-94	0	1	0	5	1	1	1	2	1	0	0	1	2	2	1	0	3	0	21
1992-93	0	1	0	3	3	0	4	1	1	1	0	1	1	1	5	2	3	0	27
1991-92	2	1	0	2	0	0	2	1	1	3	0	0	3	2	0	2	0	0	19
1990-91	2	0	1	3	1	0	1	1	0	1	0	1	2	5	0	1	0	0	19

DEPARTMENTAL HIGHLIGHTS FROM 2014-15

ACADEMIC SERVICES	COMPLIANCE	FACILITIES/OPERATIONS
54% on ACC Honor Roll	Expanded use of Jump Forward throughout entire department	Started strategic facility master plan for the Coliseum
Graduation Success Rate (GSR) = 92%	Implemented new admissions policy	Broke ground on McCreary Field House and Haddock Golf House
11 of 16 teams with a perfect APR	STRATEGIC COMMUNICATIONS	STUDENT-ATHLETE DEVELOPMENT
8 teams with a perfect GSR	Created "Fill the House" committee	Implemented freshman housing strategy
Hosted "Wake the Demons" event to educate incoming freshmen students about Wake Forest Athletics	Successful ESPN3 roll out, including construction of 2 ESPN3 capable production vehicles	Coordinated with Deacon Club and Athletic Advisory Council to create an employee database for Career Services
Created AIM Program (Athletes Interested in Medicine)	Created Top Hat Tavern at BB&T Field	Hosted 2nd annual Career Night
Hosted panel discussion for freshmen ("So you want to major in...")	Implemented interactive version of the "Deac Sheet" for athletic department staff	Hosted Lunch n' Learns with: Northwest Mutual, TEKSystems, United Way, WFU Multimedia and WFU graduate programs
DEVELOPMENT	Grew fan participation across all social media platforms	Instituted leadership training program called Habitudes
New commitments totaling over \$42.3M, including 10 over \$1M and 5 over \$2M	Created "Fan Engagement" committee	Coordinated with One Love Foundation to serve as a pilot program for their film, Escalation
Increased cash receipts by 44% over last year to more than \$26.78M	FINANCE	Became one of the first schools to adopt Helper Helper, an app used to log community service hours
Increased Annual Fund gifts by 9% over last year with 650 new or reinstated donors	Realized an FY15 budget surplus	100% of teams participated in community service
9 new endowment funds created and \$2.93M invested in endowment	Renewed Paciolan contract	Participated in Making Manhood Mean More "M4" program for African-American students

2014-15 COMPETITIVE HIGHLIGHTS

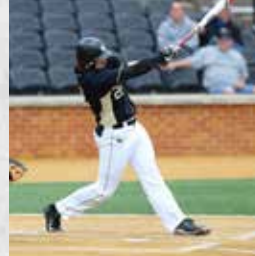
ACC CHAMPIONS



Field Hockey



Nyki Caldwell - High Jump



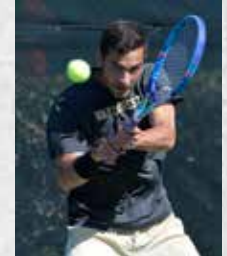
Will Craig
Baseball



Georgia Holland
Field Hockey
(Defensive POY)



Anna Kozniuk
Field Hockey
(Offensive POY)



Noah Rubin
Men's Tennis

ACC FRESHMAN OF THE YEAR



Noah Rubin
Men's Tennis



Will Zalatoris
Men's Golf

ACC COACH OF THE YEAR



Jennifer Averill
Field Hockey

ITA NATIONAL ROOKIE OF THE YEAR

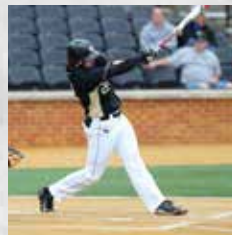


Noah Rubin
Men's Tennis

1ST TEAM ALL-AMERICA



Romain Bogaerts
Men's Tennis



Will Craig
Baseball



Kyle Graves
Men's Track & Field



Anna Kozniuk
Field Hockey



Jessie Merckle
Women's Track & Field



Noah Rubin
Men's Tennis

2014-15 COMPETITIVE HIGHLIGHTS

ARNOLD PALMER AWARD



Will Craig
Baseball

MARGE CRISP AWARD



Dearica Hamby
Women's Basketball

ACC MALE SCHOLAR-ATHLETE



Kyle Graves
Men's Track & Field

ACC FEMALE SCHOLAR-ATHLETE



Nyki Caldwell - High Jump

EDWIN G. WILSON MALE SCHOLAR-ATHLETE OF THE YEAR



Jordan Garside
Football

EDWIN G. WILSON FEMALE SCHOLAR-ATHLETE OF THE YEAR



Marissa Dodd
Women's Golf

STRATEGIC PLAN - HISTORICAL GOALS & RESULTS (2010-2015)

PROVIDE AN ENVIRONMENT THAT ENCOURAGES HIGH ACADEMIC ACHIEVEMENT

		2010-11	2011-12	2012-13	2013-14	2014-15
1.	Maintain high student-athlete graduation and retention rates					
	• Academic Progress Rate > Nine hundred sixty (960) (individual team goals)	APR = 939 -1000 15 teams > 960	APR = 942 -1000 15 teams > 960	APR = 953 -1000 14 teams > 960	APR = 917 - 1000 13 teams > 960	APR = 950 - 1000 14 teams > 960
	• Graduation Success Rate > Ninety percent (90%)	GSR = 94%	GSR = 95%	GSR = 94%	GSR = 94%	GSR = 92%
	• ACC Honor Roll > Forty percent (40%)	37%	42%	37%	50%	54%
2.	Sustain positive relationships with university administration and faculty					
	• Counselors attend on campus events twice per semester			✓	✓	✓
	• Counselors serve as liaisons for on-campus groups (1/counselor)			✓	✓	✓
	• Address faculty and staff during at least one faculty meeting and one new employee orientation (yearly)			✓	✓	✓
	• Represent athletic department on academic committees (monthly)			✓	✓	✓
	• Conduct individual meetings with Dean of the College (monthly)			✓	✓	✓
	• Coordinate faculty events at athletic competitions twice per semester			✓	✓	✓
	• Facilitate guest coach program or faculty experience for all teams			15 of 16	✓	✓
3.	Recognize academic success					
	• Award DEAC of the Week (one male & one female)	✓	✓	✓	✓	✓
	• Honor Dean's Cup winners	Men's Track/XC Women's Golf	Men's Track/XC Women's Golf	Men's Golf Women's Golf	Men's XC Women's Golf	Men's Tennis Women's XC
	• Present award for GPA of the Year (individual student-athlete with highest cumulative GPA)		✓	✓	✓	✓

STRATEGIC PLAN - HISTORICAL GOALS & RESULTS: 2010-2015

PURSUE EXCELLENCE IN ALL INTERCOLLEGIATE PROGRAMS						
		2010-11	2011-12	2012-13	2013-14	2014-15
1. Build & maintain championship caliber programs at the ACC & NCAA level	Achieve sport and Director's Cup goals developed annually by sport administrator and head coach	N	N	N	N	N
	Achieve departmental goals developed annually	N	N	N	N	N
2. Recruit elite student-athletes who are equipped to excel both academically and athletically	Educate coaches on admissions and financial aid process	✓	✓	✓	✓	✓
	Create a program for recruiting "best practices"			N	✓	✓
3. Provide and maintain quality facilities for all teams	Replace seats at Wake Forest Baseball Park			✓		
	Complete deal with City of Winston-Salem for LJVM Coliseum			N	✓	
	Complete plans for the golf house			N	✓	
	Complete plans for strength and conditioning center			N	N	N
	Complete schematic design for Spry soccer field renovation			N	N	✓
FOSTER A CULTURE THAT DEMONSTRATES A COMMITMENT TO NCAA, ACC & WFU COMPLIANCE						
1. Evaluate areas of vulnerability and review policies & procedures to ensure institutional control is not compromised	Address the twenty-seven (27) recommendations from the ACC external audit			✓	✓	✓
	Self-report at least seventy-five percent (75%) of secondary violations			50%	✓	✓
	Update Policies & Procedures		✓	✓	✓	✓
2. Educate all constituencies	Standing agenda item for head and assistant coaches meetings			✓	✓	✓
	Attend all Deacon Club Board of Director meetings and present at least 1x/year			N	N	✓
3. Maintain constant and vigilant monitoring	Maintain recruiting logs and approve weekly			✓	N	✓
	Monitor 3 practices per week			✓	✓	N
	Track countable hours and approve weekly to ensure that at least 95% are in compliance with NCAA guidelines			✓	N	✓

STRATEGIC PLAN - HISTORICAL GOALS & RESULTS: 2010-2015

PROMOTE & MAINTAIN FISCAL INTEGRITY		2010-11	2011-12	2012-13	2013-14	2014-15
1.	Generate an operating surplus each Fiscal Year			✓	N	✓
2.	Identify and address financial trends, opportunities and issues					
	• Maintain a rolling five (5)-year financial forecast			✓	✓	✓
3.	Maintain sufficient liquid cash reserves at the beginning of and throughout each Fiscal Year (equal to the sum of the following):					
	• Twenty percent (20%) of the budgeted revenue amounts for sales of football and men's basketball tickets and the Annual Fund AND one and a half times (1.5X) the amount of any debt payments due during the following Fiscal Year			✓	✓	✓
4.	Ensure adequate donor funding prior to commencement of selected capital projects by satisfying the following requirements:					
	• Seventy-five percent (75%) of the project must be collected in cash AND one hundred ten percent (110%) of the remaining balance has been pledged over a period of five (5) years or less			✓	✓	✓
5.	Budget and fund annually a Deferred Maintenance Reserve					
	• Determine methodology for funding reserve			N	N	N
6.	Cover substantial portion of scholarship costs through a combination of Annual Fund and Endowment Payout					
	• Set annual goal for coverage of scholarship costs			60%	60%	60%
	• Meet established goal for Deacon Club Annual Fund fundraising		N	✓ (\$6.2M)	N	✓ (\$6.5M)
7.	Generate revenue through ticket sales					
	• Meet established goals for annual ticket sales (football & men's basketball)		N	N	✓	N

STRATEGIC PLAN - HISTORICAL GOALS & RESULTS: 2010-2015

MAXIMIZE THE DEPARTMENT'S COMMUNICATIONS WITH ALL INTERNAL AND EXTERNAL CONSTITUENCIES						
		2010-11	2011-12	2012-13	2013-14	2014-15
1.	Organize and manage external communication to create a consistent brand message					
	• Create a Communications Brand Standards book			✓	✓	✓
	• Produce an annual communications calendar & style guide			✓	✓	✓
	• Promote www.WakeForestSports.com on 85% of all promotional materials		✓	✓	✓	✓
	• Create a Social Media Standards book			✓		
	• Create a video editing and production facility			✓		
	• Maintain a centralized database management system to maximize the value of customer information	✓	✓	✓	✓	✓
2.	Strengthen the department's relationship with the local community to make Wake Forest the "Triad's ACC Team"					
	• Eighty-five percent (85%) of student-athletes participate in at least one community service project	84%	72%	90%	95%	93%
	• Host one or more athletic department "Staff Service Day" projects and continue to support other department outreach initiatives		✓	✓	✓	✓
	• Organize eight (8) or more community related activities in association with Wake Forest athletic competitions			✓	✓	✓
	• Produce an annual community relations report	✓	✓	✓	✓	✓
	• Determine a way to measure customer service excellence among fans		N	N	N	N
	• Create at least one earned media opportunity for four (4) teams (i.e. media coverage not related to athletic competition)	✓	✓	✓	✓	✓
	• Ensure new & existing facilities provide a high quality game experience for fans	✓	✓	✓	✓	✓
• Create a "Proud to be a Deacon" sportsmanship campaign for all constituencies	✓	✓	✓	✓	✓	
3.	Maintain and cultivate relationships with all media					
	• Provide media training for selected student-athletes and staff	✓	✓	✓	✓	✓
	• Seek opportunities for national media exposure	✓	✓	✓	✓	✓
4.	Create a plan to archive the history of Wake Forest Athletics					
	• Determine how to digitally archive film, video & printed materials & memorabilia			N	✓	✓
	• Digitally archive current video, printed materials and memorabilia			N	N	N

STRATEGIC PLAN - HISTORICAL GOALS & RESULTS: 2010-2015

PROVIDE ALL STUDENT-ATHLETES WITH AN ENVIRONMENT & PROGRAMS WHICH PROMOTE THE "TOTAL PERSON" EXPERIENCE						
		2010-11	2011-12	2012-13	2013-14	2014-15
1.	Provide educational opportunities					
	• Conduct at least three (3) mandatory education programs (leadership, transition, career)	✓	✓	✓	✓	✓
	• Educate student-athletes about campus resources	✓	✓	✓	✓	✓
2.	Create an environment that promotes diversity and inclusion					
	• Coordinate at least two programs w/ the Office of Multicultural Affairs	✓	✓	✓	✓	✓
3.	Encourage participation in campus and community activities					
	• Ensure SAAC members attend at least 80% of SAAC meetings			✓	✓	✓
4.	Encourage student-athletes to participate in Career Services programming					
	• Foster participation in job fairs, resume preparation, interviewing and internship opportunities (First years - sixty percent (60%), Sophomores - seventy percent (70%), Juniors - eighty percent (80%), Seniors - eighty percent (80%))			• First years (20%) • Sophomores (20%) • Juniors (80%) • Seniors (80%)	• First years (77%) • Sophomores (79%) • Juniors (87%) • Seniors (82%)	• First years (95%) • Sophomores (95%) • Juniors (95%) • Seniors (95%)
	• Conduct weekly meetings with Office of Professional and Career Development			✓	✓	✓
	• Seventy-five percent (75%) of student-athlete graduates will be employed or in graduate school within six (6) months after graduation (based on previous year's graduates)			79%	91%	
SUPPORT THE VISION OF THE DEPARTMENT OF ATHLETICS BY HIRING & RETAINING EXEMPLARY COACHES & STAFF WHO ARE DEDICATED TO DEVELOPING CHAMPIONS						
1.	Hire, develop & retain qualified & diverse coaches & support staff					
	• Compare and evaluate compensation as provided in D1-A report or through other available resources	✓	✓	✓	✓	✓
	• Develop process for tracking diversity in hiring process			N	✓	✓
	• Support employee development and advancement	✓	✓	✓	✓	✓
	• Evaluate each sport and coach annually	✓	✓	✓	✓	✓
	• Evaluate administrative areas and support staff annually	✓	✓	✓	✓	✓
	• Evaluate and prioritize staffing needs			N	N	N