UNITED STATES SPORTS ACADEMY

STRATEGIC PLAN

2024-2027

*"**America's Sports University®**"*

"THE GOLD STANDARD"

INTENTIONALLY LEFT BLANK

Contents

INTENTIONALLY LEFT BLANK

NOTE:

Keeping with the immediate history of the Academy planning cycle, we will finish up the most recent 2020-2023 planning activities with a report at the end of 2023. This will bring closure to the accomplishments and an explanation of each action item listed.

The draft of the 2024-2027 plan takes a very ambitious direction particularly with establishing enrollment milestones and fundraising objectives. The plan also calls for a "shared vision" with a tactical and directed approach to branding and curriculum analysis and change.

The individual components for each objective, this includes the person responsible, budget, time frames and measurement process will be fleshed out and sent to the Board members before January. This draft has been approved by the Cabinet for content and direction.

INTENTIONALLY LEFT BLANK

INTRODUCTION

The United States Sports Academy (USSA) operates in an environment of disruption. Whilst all higher education institutions nationally and internationally are experiencing disruptions caused by demographic trends yielding smaller pools of traditional college-age students, declining enrollments, changing student demands, automation, employer shifts from traditional college credentials in hiring, and digital technology innovations in delivery; small niche market education institutions like USSA are especially vulnerable. With the complexities involved with foreign student study, the addition of several very competitive sports administration online graduate programs in our area priced at state system levels, and a shrinking adult online market of over 30% predicted in the next three years, the Academy faces extreme challenges for recruitment and enrollment for 2024-2027.

This Strategic Plan is designed to enable USSA to not only survive, but to thrive in such a competitive and amorphic enrollment environment by positioning the Academy for leadership in key areas. The plan is built upon five strategic goals: Educate, Lead, Value, Build, and Impact. Each goal is supported by a series of strategies to help the institution achieve each strategy. Finally, there are specific targets and milestones that measure how USSA is performing on each goal. This measurement system is in place for the duration of the plan and drives the outcomes assessment program implemented by the university.

Goal 1: Educate: A Superior Brand of Sports Education

This goal is predicated on the fact that our educational product is the single most important factor in our fifty years of success and directly impacts our future. It establishes our reputation, increases the likelihood of attaching the right corps of faculty and staff with the talent to attract and retain the right cohort of students, enhances the employability of graduates, and ensures attractiveness and viability to donors.

Strategies supporting the goal of delivering an exceptional education to students nationally and globally, both on campus and online:

1. Attract, support, and retain capable and mature-age student learners for traditional and online courses and degree pursuit.
2. Develop state of the art curricula, continually improve it based on data collected, and deliver inspiring teaching by highly credentialed faculty.
3. Maintain regional accreditation (SACSCOC) and prestigious international accreditation (ACBSP) as well as disciplinary accreditation (USCCE, NSCA, NCACE).
4. Develop new flexible and market-leading degrees, lifelong learning, and superior executive education programs.
5. Expand international opportunities with degree programs and continuing education through partnerships and collaboration. Develop new international academic partnerships.
6. Build and sustain partnerships with employers to embed experiential learning and develop professionals for the future of work. Build a new network.
7. Enhance opportunities for students to pursue athletics and other co-curricular activities.
8. Deliver student-centric academic services to promote learning and student wellbeing.
9. Fully develop an undergraduate set of degrees including some traditional classroom study.

The following represents priority actions enabling the implementation of the above strategies:

1. **Attract, support, and retain capable and mature-age student learners for traditional and online courses and degree pursuit.**

   a. Develop a marketing and recruitment plan specifying targets, milestones, and metrics with implementation steps;

   b. Implement recruitment plan and commence periodic presentations/visits to high schools within a 50-mile radius of Daphne;

c. Build and nurture a relationship with local high school counselors, principals, coaches, and staff within a 50-mile radius of Daphne and socialize them about the advantages of USSA;

d. Offer academic and athletic scholarships to honor and attract high-achieving school graduates who enroll in USSA degrees;

e. Implement targeted Facebook, Instagram, and other principle social media marketing aimed at working adults and high school seniors predisposed to USSA's ethos and degree programs;

f. Build and strengthen relationships with local communities through recreation and sporting connections with recruitment incentives;

g. Build relationships with local employers through city councils, chambers of commerce, and career fairs to recruit adult learners;

h. Develop a competency-based college degree completion program for adult learners;

i. Track attrition and develop a comprehensive retention plan supported by analytics to reduce our attrition rate by 20% and improve six-year graduation rates; (attrition rate currently over 65%, graduation rates for master's and doctoral degrees under 50% for five years;

j. Build a strong branding campaign to establish market presence and become an institution acknowledged for excellence and one of choice for learners of all ages.

2. **Develop state of the art curricula, continually improve it based on data collected, and deliver inspiring teaching by highly credentialed faculty.**

a. Review all curricula to ensure clear learning outcomes are specified and achieved across all courses and programs;

b. Consult with relevant employers and other stakeholders in conjunction with research about market demands;

c. Update and continuously revise curricula to ensure all courses/programs are state-of-the-art and are tied to data about market trends and needs;

d. Collect student feedback on teaching quality, effectiveness, and relevance on a bi-annual basis using normative established statistical instrumentation (SSI & IPS);

e. Provide teaching quality data to relevant faculty and their supervisors for review at the department levels to address deficiencies and build on strengths;

f. Standardize teaching expectations to ensure a high-quality learning environment for all courses;

g. Ensure that all courses are taught by highly credentialed faculty who meet or exceed all regional accreditation norms and diverse and competitive with their experiences, and that teaching is research-based as appropriate;

h. Ensure appropriate training, professional development, and support for teaching, including technology tools, mentorships, and professional development opportunities are in place and funded.

3. **Maintain regional accreditation (SACSCOC) and prestigious international accreditation (ACBSP) as well as disciplinary accreditation (USCCE, NSCA, NCACE).**

a. Identify key improvement areas and continuously check and record data relevant to SACSCOC guidelines for continuous improvements and quality enhancements;

b. Meet milestones and appropriate filings for all SACSCOC, ACBSP, USCCE, and NCACE requirements for continued accreditation and regulations regarding each organization's standards;

c. Prepare and submit the requisite five-year QEP report for SACSCOC as well as the substantive reports due for each accrediting agency;

d. Apply for membership to the National Association of Intercollegiate Athletics (NAIA) and follow up with an onsite visit; seek new faculty membership opportunities;

e. Attend all requisite meetings and related sessions needed for successful membership to each organization; seek new faculty professional membership opportunities;

f. Monitor each membership and maintain records of rules regulations and timelines for submittals;

4. **Develop new flexible and market-leading degrees, lifelong learning, and executive education programs.**

a. Identify and create open and customized executive education offerings (MBA);

b. Conduct market research on emerging skills gaps that match USSA expertise and aspirations;

c. Develop and offer short and intensive courses directed toward market gaps to take advantage of our opportunities to build our brand;

d. Leverage technology to deliver flexible programs for alumni and working adult demands;

e. Build thought leadership as a provider of choice in sports for lifelong learning;

f. Develop and deliver Bespoke programs for professionals in our fields in international markets;

g. Implement strategies to leverage federal work study, institutional work study, internships, graduate assistantships, and teaching assistants for additional diversity and work excellence.

h. Select one "flagship" degree program (Ed.D.) and develop a tactical approach to growing the enrollment.

5. **Expand international opportunities with degree programs and continuing education through partnerships and collaboration. Develop new international academic partnerships.**

a. Investigate study abroad and exchange agreements with universities in Europe, Asia, South America, Australia, and Africa and build our brand in Europe;

b. Incorporate avenues for study abroad with all USSA programs to enhance global citizenship capabilities and build on our international reputation of excellence;

c. Implement a communication plan to educate students about the value of international study and global marketplace for sports;

d. Implement a marketing plan to build awareness amongst international universities about attractiveness of USSA as a destination and recruit foreign students for online study at the graduate levels; use our new network professionals to recruit;

e. Develop study tours and short-term study opportunities for credit within USSA degree programs;

f. Pursue external funding opportunities to defray student costs to enable wider participation in study abroad opportunities;

g. Continue educational opportunities overseas to advance USSA's reputation for international continuing education and global advancement for coaching, training, strength and conditioning, and athletic leadership through sports.

6. **Build and sustain partnerships with employers to embed experiential learning and develop professionals for the future of work. Build a new network.**

a. Pursue agreements with local and national employers to host USSA students with internships and externships;

b. Conduct systematic analysis of opportunities to embed experiential learning into appropriate USSA programs and leverage them as an Academy point of distinction;

c. Develop clinics and other experiential learning environments for students;

d. Gain insight to work paths from research on the future of work in our areas of sports education offerings to enhance USSA graduation outcomes and improve placement in highly sought sports careers. Use Olympic connections to advance the university brand and access to new connections.

7. **Enhance opportunities for students to pursue athletics and other co-curricular activities.**

a. Solicit and contractually commit high quality sports facilities locally to attract and retain high-performing student athletes;

b. Build athletic programs based on student interest, cost, effectiveness, and quality of student athletes to attract resources to enhance existing programs and support the development of additional sports;

c. Implement a recruitment strategy to enroll and retain highly talented scholar athletes;

d. Recruit highly accomplished collegiate coaches and support staff to lead and further develop the programs;

e. Build booster clubs and corporate sponsors to develop a donor base to support the individual programs and assist with operational costs;

f. Implement a communication plan to inform the internal and external base of support;

g. Develop marketing and social media for each athletic program as well as a branding campaign including logo and design of uniforms and equipment;

h. Renovate the existing weight room and training facilities to make use of the space with modern equipment and suitable environs to teach classes and build bodies through proper performance standards;

i. Employ an athletic trainer and performance/strength and conditioning personnel to assist with supporting the curriculum and athletic teams.

8. **Deliver student-centric academic services to promote learning and student wellbeing.**

a. Improve student services functions across academic support, counseling, mentorship, and mental health services;

b. Develop student hubs to enhance learning communities;

c. Train and develop staff in all student service functions to deliver excellent customer service;

d. Fully develop a career/internship tool for job searches and investigate a career planning position for internships and job placement;

e. Implement student surveys and other tracking tools to monitor and improve service and delivery to students.

9. **Fully develop an undergraduate set of degrees including some traditional classroom study.**

a. Design and develop several new B.S. degrees current with today's student expectations and parallel to our current "sports" niche;

b. Submit degrees for SACSCOC approval as substantive changes;

c. Fully develop traditional minor offerings in traditional and online formats;

d. Eliminate those courses or degrees no longer showing enrollment or promise at all degree levels.

Goal 2: Lead: The Gold Standard for Sports Education Leadership

Become esteemed as the leading global sports university for entrepreneurship, innovation, knowledge creation, and excellence in teaching; the "Gold Standard."

Goal 2 is predicated on the idea that USSA has served as the leader in graduate degrees in sports management, coaching, training, and performance areas for over fifty years. With the advent of four new bachelor's degree programs, seven new minor areas of study, a flood in the marketplace of undergraduate and graduate sports administration degrees including within fifty miles of our campus, and our move back to offer some traditional classes, it is time to reinvent ourselves. With an opportunity to review our current degrees and new degrees we might develop, we can approach entrepreneurship, innovation, and knowledge created by our talented faculty and staff. Based on the truth that USSA cannot be a mere consumer of knowledge created by others, and that we, in fact, generate new knowledge that seeks to solve global issues in sports and generate graduates that become distinguished leaders in all areas of sports and athletics.

The strategies that will enable the achievement of Goal 2 are as follows:

1. Develop a climate of research, inquiry, and knowledge creation.
2. Establish a system of incentives to reward innovations, research, and publication.
3. Establish a system of incentives to reward students or alumni for innovation, research, and publication.
4. Identify support and resource areas with potential to achieve leadership.
5. Improve the international reputation for teaching and research including the profile for USSA as a desirable home for excellence in teaching and research.
6. Continue to improve, expand, and develop doctoral graduates (create a Ph.D. program in sports leadership) with the training, quality, and scale to place graduates in academic positions at prestigious universities.
7. Partner with national and international research institutions to foster collaborative projects.

The following represents actions that will assist with the implementation of these strategies:

1. **Develop a climate of research, inquiry, and knowledge creation.**

a. Build a commitment to scholarly inquiry, critical thinking, and knowledge dissemination through workshops and symposia, and continue to promote the Sports Journal;

b. Establish a program of facility development aimed at research, inquiry, and publication;

c. Support and mentor early career researches through lighter teacher loads, conference grants, and research opportunities;

d. Establish and support mentoring by established researchers whether they are located at USSA or externally.

2. **Establish a system of incentives to reward innovation, research, and publication.**

   a. Develop a faculty reward structure that ties compensation and promotion to research productivity;

   b. Establish specific financial rewards for programmatic and research-based innovation;

   c. Offer workshops, trainings, and other funded initiatives, internally and externally, to support faculty in their pursuit of grants and other external fundings and recognitions;

   d. Include specific research, publication, and innovation criteria in faculty promotion and merit increases, excellence in teaching and going "beyond expectations."

3. **Establish a system of incentives to reward students or alumni for innovation, research, and publication.**

   a. Establish a fund to financially reward scholarships for active students and grants for active alumni for nomination and inclusion;

b. Develop an alumni portal for submission of materials for consideration for rewards including an application for consideration online;

c. Develop an application process and a university committee to evaluate active student submissions for scholarship consideration and reward based on innovation or research;

4. **Identify support and resource areas with potential to achieve leadership.**

a. Conduct a research landscape survey (future forecast or impact study) to identify areas with potential to obtain regional and national leadership in the field of sports;

b. Recruit emerging leaders for advisory boards, faculty roles, and staffing, and build teams with appropriate strengths;

c. Strategically and tactically prioritize alignment with these previously identified areas in developing powerful teams;

d. Support priority research areas with higher resources as "crown jewels" with clear key performance indicators (KPI).

5. **Improve the international reputation for teaching and research including the profile for USSA as a desirable home for excellence in teaching and research.**

a. Conduct a strategic analysis of potential ranking avenues for degree programs for similar universities globally (e.g., as ranking of universities with sports education programs under 50 years in existence and with under 1,000 students;

b. Facilitate co-authorship and collaboration projects with prestigious global partners;

c. Recruit prestigious researchers and thought leaders as visiting professors. Promote and publish this on the website;

d. Enhance engagement with high profile individuals in the United States and globally and promote and publish this on the website;

e. Implement an aggressive communication plan to disseminate USSA research in media outlets;

f. Actively participate in national and international research conferences to enhance visibility. Promote and publish this on the website;

g. Organize and host research events and research projects (researchers) on campus periodically. Promote and publish these on the website.

6. **Continue to improve, expand, and develop doctoral graduates (create a Ph.D. program) and training, quality, and scale to place graduates in academic positions at prestigious universities.**

a. Develop high quality doctoral training programs in the area of USSA strength;

b. Recruit and train excellent doctoral students in both the United States and foreign locations with partner universities and connect this to the Olympic Center for learning and study;

c. Provide mentorship and career planning support to doctoral students to enable success in academic/research environments;

d. Provide incentives for prestigious publications/conference presentations for doctoral students;

e. Develop a doctoral student competition to enhance skills and provide visibility for the Academy within the emerging researcher community;

7. **Partner with national and international research institutions to foster collaborative projects.**

   a. Develop formal articulation/cotutelle agreements with international universities to train their staff and students at USSA;

   b. Continue to seek degree partnerships with international universities.

Goal 3: Value: A Superior Investment in Your Future

This goal aims at establishing leadership for delivering outstanding value for all USSA stakeholders. Value has come into sharper focus in higher education due to the growing concern about student debt and worries about the mismatch between labor market needs and college degrees.

The following strategies will assist USSA in achieving Goal 3:

1. Build national leadership for high value degrees associated with sports. Promote the value.
2. Partner with employers to design degrees and shorter credentials matching workforce needs.
3. Foster strong employment outcomes for graduates. Share the stories.
4. Identify and support lifelong learning programs for alumni and other adult learners.
5. Partner with community and government agencies to develop responses to societal issues and solve problems together.
6. Strengthen community engagement via cultural, educational, sporting, and academic initiatives.
7. Gain external recognition as a positive agent of change.

The following actions will enable the implementation of the aforementioned strategies:

1. **Build national leadership for high value degrees associated with sports. Promote the value.**

   a. Continue to prioritize efficient delivery of high-quality education at an affordable cost;

   b. Implement a communication plan to socialize markets about the competitive advantage of the USSA degrees;

   c. Build affordability and low price as a visible, recognized differentiator in marketing campaigns. Promote these on our website;

   d. Proactively engage with national and regional media regarding college debt crisis and USSA's attempts to assist students with costs.

   e. Empower USSA faculty to communicate a clear message across a variety of platforms about USSA's leadership and affordability;

   f. Engage a professional agency to assist with communication and visibility for career planning and placement.

2. **Partner with employers to design degrees and shorter credentials matching workforce needs.**

   a. Build partnerships with employers that are experiencing skills gaps and require reskilling of the existing workforce with regards to specific sports performance areas;

   b. Partner with employees to offer market responsive shorter courses to match particular capability needs;

c. Research and partner with agencies such as the Lumina Foundation, Arthur Vining Davis Foundation, Kresge Foundation, Good Sports Inc. Jenzabar Foundation, Aspen Institute and other philanthropic entities engaged in funding sporting opportunities;

d. Partner with the Alabama governor and other state agencies through legislative connections to tie USSA programs to state initiatives and state workforce and economic strategies.

3. **Foster strong employment outcomes for graduates. Share the stories.**

a. Establish a career planning and placement office at USSA to develop resume writing, interviewing skills, networking, and internships;

b. Establish a bi-annual career fair at the USSA campus and virtually with employers participation and connectivity;

c. Inculcate career planning and preparation into all USSA degree programs commencing in the first year of four-year degree programs, and the first semester of all graduate degree programs;

d. Incorporate internships and work placements into degree programs;

e. Track employment outcomes of graduates and maintain continuous engagement about career progression;

f. Engage with employers in the region within a 50-mile radius to raise awareness of USSA and inform them about curriculum improvements and program advancements.

g. Publish placement results and employability.

4. **Identify and support lifelong learning programs for alumni and other adult learners.**

    a. Survey alumni about career aspirations and learning/advancement needs;

    b. Conduct market analysis of current and future skills and sports needs in our region;

    c. Build brand awareness about USSA amongst adult learners through targeted communications campaigns;

    d. Specifically target and recruit master's degree students from bachelor's degree graduates and doctoral degree students from recent master's degree graduates;

    e. Leverage competitive advantages such as affordability to offer flexible college completion programs to adult learners;

    f. Develop postgraduate credentials for adult learners in areas of higher demand;

    g. Offer short courses for alumni in areas of job market demand to foster upward mobility;

    h. Implement incentives/scholarships for alumni enrolling in short courses/post-graduate Ed.D. program.

5. **Partner with community and government agencies to develop responses to societal issues and solve problems together.**

    a. Support the regional community in their efforts to engage with societal issues by making relevant knowledge available, identify the issues, post the results;

    b. Proactively engage with community organizations in areas of mutual benefit;

c. Engage with government agencies and develop evidence-based research to support prosocial initiatives;

d. Develop partnerships with non-profit organizations (NGO's), Boys and Girls Club, YMCA, city and county recreation divisions, schools, businesses, city and county chambers and city councils, and government bodies to develop positive interventions and resolutions for the community.

6. **Strengthen community engagement via cultural, educational, sporting, and academic initiatives.**

a. Develop short-, medium- and long-term plans and initiatives to imbed USSA in the local and regional communities;

b. Organize and host cultural events open to the public to enhance community relationships and community life;

c. Implement a communication plan to raise awareness of any participation by the local community in USSA sports. Promote this on our website;

d. Leverage USSA staff, faculty, and coaches to offer professional services to community events open to the public;

e. Organize periodic public art shows, lectures, training, and research/testing by our prominent experts to community members with interest in these fields or specific sporting areas in our region.

f. Publish our alumni magazine four times a year featuring strategic and tactical messaging;

7. **Gain external recognition as a positive agent of change.**

a. Communicate positive accomplishments of benefit to local, regional and national communities to thought leaders of influence;

b. Evidence and articulate change achieved by USSA formats suitable for external validation and recognition;

c. Encourage faculty, staff, and student participation in regional entities and activities to gain recognition as an agent of change.

Goal 4: <u>Build:</u> Build Excellent Human Resources, Physical Facilities, and Digital Infrastructure.

This goal is underpinned by strategies to develop excellent talent, facilities, product, resources, and infrastructure supporting USSA's aspirations to continue its leadership path as the "Gold Standard" for sports education in the global community.

These strategies are:

1. Attract, retain and fully develop exceptional teachers and researchers who also provide great service.
2. Prioritize the hiring of faculty and staff based on open merit-based competition to yield the best domestic and international talent, to lift and advance the university.
3. Develop organizational processes to yield optimal flexibility and efficiency.
4. Enhance financial position to put USSA in a position to thrive.
5. Fully renovate and develop excellent campus facilities, including land usage and growth potentials to support student learning, living, and recreation.
6. Prioritize and continue to improve data management, CRM, and digital resources to deliver excellent information and an exceptional online education at scale globally.

7. Build stronger and powerful relationships with alumni and donors to generate gifts.

The following actions will enable the implementation of the aforementioned strategies:

1. **Attract, retain and fully develop exceptional teachers and researchers who also provide great service and superior staffing.**

    a. Strengthen human resources policies and practices to attract highly accomplished teachers and researchers, formally enhance the working environment through mental and physical health programs, talented peers, improvement and reward programs;

    b. Benchmark faculty against peer and aspirational peer institutions to established targets for merit-based on performance;

    c. Create development opportunities for faculty to improve publications visibility, teaching, and service to enhance the USSA reputation;

    d. Promote diversity and best matches in hiring, promotion, and retention of faculty, seek and attract talented and diversely experienced, educated faculty and staff.

2. **Prioritize the hiring of faculty and staff based on open merit-based competition to yield the best domestic and international talent.**

    a. Enhance the recruitment process to attract the highest credentialed faculty and researchers prioritizing theses with significant experience at highly ranked Carnegie Classification I research universities;

    b. Implement recruitment policies supporting open merit-based competitive recruitment;

c. Participate in discipline specific job fairs to attract and recruit exceptional talent to USSA, diversifying our faculty pool and building a broader academic reputation;

d. Change adjunct faculty periodically to diversify our talent pool, bring in new ideas and innovation, attract major university talent and provide students with an exciting array of teaching/researcher options;

e. Recruit faculty, adjunct and full-time, from prestigious university pools by building relationships with the top twenty university sports administration programs (University of Maryland, Florida, Michigan, Texas A&M, Minnesota, San Diego State, Florida State, Indiana, UNC, Georgia, South Carolina, Temple, Rice, Miami, Ohio State, Ohio University, UMass, and Syracuse).

3. **Develop organizational processes to yield optimal flexibility and efficiency.**

a. Implement organizational structures and processes designed to yield flexibility and efficient performance in a rapidly disruptive environment;

b. Strengthen leadership capabilities and all levels through mentorship, professional development, related networking, and education investing in our workforce;

c. Review and revise governance and management policies and practices to comply with laws, regulations, and best practices;

d. Constantly seek improvement and change to refine all aspects of our work and to fully develop our resources and workforce. Set higher standards for performance then reward high achievers through careful evaluation for improvement.

4. **Enhance financial position to put USSA in a position to thrive.**

a. Develop and implement a three-year recruitment and enrollment plan to support USSA's desire and need to grow all degree programs (build the student enrollment to 500)

b. Boost conversion rates (from 40% to 60%) and retention rates (39% to 59%) to improve efficiency and add immediate additional revenue;

c. Prioritize resourcing based on ROI across the institution and eliminate waste;

d. Diversify income streams and reduce dependence on vulnerable sources and tuition revenue;

e. Increase alumni giving, increase annual giving, begin cultivating and solicitation for capital projects, donor based funding, and foundation support.

5. **Fully renovate and develop excellent campus facilities, including land usage and growth potentials to support student learning, living, and recreation.**

a. Enhance the quality of classrooms, performance centers, laboratories, art galleries, exercise areas, hallways, grounds, lobby, and all learning facilities;

b. Prioritize the growth and development of an excellent fully capable library to support all programs and research;

c. Develop a writing/studies skills center and other learning resources;

d. Build high quality student support services to accommodate enrollment growth;

e. Support student and staff recreational opportunities by partnering with local available resources and by upgrading and fully activating campus facilities and professional health avenues.

6. **Prioritize and continue to improve data management, CRM, SIS, and digital resources to deliver excellent information and an exceptional online education at scale globally.**

   a. Enhance the use and management of our current CRM and data system (Campus Café) through professional training and mastery of all designs and systemic attributes;

   b. Enhance the quality of our digital learning environment to deliver an exceptional online education;

   c. Partner with online education enterprises to grow USSA's online programs and educational footprint;

   d. Build partnerships with international universities to deliver online programs onsite;

   e. Integrate digital tools into analytics, adaptive/virtual reality media as relevant to enhance online student learning;

   f. Redesign and rebuild the website to reflect a growing, thriving modern sports university;

   g. Provide current accurate, micro- and macro-data retrieved from our system and formatted for easy report reading and interpreting for internal and external use.

7. **Build stronger and powerful relationships with alumni and donors to generate gifts.**

   a. Develop and implement a program to gain current, accurate, electronic addresses for a current alumni;

   b. Develop and implement an alumni engagement strategy;

c. Develop alumni giving opportunities with projects and programs, provide naming opportunities, crowdfunding, and booster support portals;

d. Diversify donor base to attract substantial philanthropic donations for endowed chairs, campus facilities, school names, scholarship funds, individual projects and general unrestricted giving;

e. Build a "major donor list" from alumni and friends while cultivating new philanthropy domestically and abroad;

f. Submit at least three qualifying foundation grant applications per year seeking funds in excess of $250,000.

Goal 5: Impact: Promote an Institution of Global Impact by Providing the Very Best Higher Education has to offer in Sports Study.

This goal is supported by strategies and actions designed to impact the world as a strong sports university, the "Gold Standard" of sports higher education.

The strategies of Goal 5 are as follows:

1. Secure international recognition from the IOC and USOPC for distinctive education for students seeking degrees in sports.
2. Expand the delivery, recruitment and degree appeal to more international markets and reach out directly to specific international universities; gain SEVIS approvals.
3. Expand partnerships with regional, national, and international universities.
4. Build a bond and articulation agreements with local, regional, and international universities.

The following actions will enable the implementation of the aforementioned strategies:

1. **Secure international recognition for distinctive education for students seeking degrees in sports.**

   a. Articulate, advertise, and promote USSA's distinctive vision for sports education through state-of-the-art online degree programs;

   b. Promote innovation and best practices with sports education across the curriculum and constantly seek improvement and international appeal;

   c. Participate in international educational conferences and thought leadership opportunities to enhance USSA visibility;

2. **Expand the delivery, recruitment, and degree appeal to more international markets and reach out directly to specific international universities, gain our SEVIS approvals.**

   a. Identify compatible international markets and universities where our brand and educational degrees fill a need or void;

   b. Identify and partner directly with universities and agencies for delivery of USSA's degree programs overseas;

   c. Implement country-specific campaigns to deliver online and hybrid education in large markets such as Europe, India, Indonesia, and Nigeria;

   d. Connect historical continuing education contracts with degree opportunities and solutions for each country's sport needs.

   e. Apply and gain our SEVIS approvals as soon as possible.

3. **Expand partnerships with regional, national, and international universities**.

   a. Grow the USSA affiliate/partnership network through robust engagement with university leaders and chief administrative officers in positions of decision making at their university;

   b. Offer development opportunities and programmatic support to university leaders, deans, and department chairs for talents and educational resources available to USSA;

   c. Enable university leaders regionally, nationally, and internationally to solve issues facing their schools by supporting them with knowledge, teaching, and research as well as continuing education or expanded activities as available.

4. **Build a bond and articulation agreements with local, regional, and international universities.**

   a. Identify and map degree programs at sports administrative universities in major international markets aligned with USSA degree offerings;

   b. Complete articulation agreements into our USSA degree programs to create a pipeline of domestic and international students;

   c. Implement recruitment and enrollment plan for students from partner universities or those that do not offer our degrees;

   d. Develop and implement strong orientation and onboarding programs for students from partnering universities;

   e. Research the top 20 most prestigious universities offering our degree programs and actively pursue mutual professional development opportunities including exchange of

faculty, guest lecturers, course exchange, dual degree programs, or blended curriculum offerings, internationally as well as nationally.