



WE WILL
LEAD BOLDLY

WE WILL
PROVIDE A STUDENT-CENTERED ENVIRONMENT

WE WILL
INSPIRE PRIDE

GUIDING PRINCIPLES

COLLABORATION

INCLUSIVITY

INNOVATION

INTEGRITY

PASSION

TRANSPARENCY

ENGAGEMENT

COMMUNICATION

VISION

To uphold and enhance the academic mission of the University of Maryland, **we will lead boldly**. To be recognized as a premier program within the dynamic landscape of intercollegiate athletics, **we will provide a student-centered environment** dedicated to our values of inclusivity, innovation, engagement and transparency. To exceed our own high expectations as an elite athletic program, **we will inspire pride** in the character and achievement of our student-athletes, our program, our university and our state.

MISSION

2018-19 STRATEGIC PRIORITIES

BUILDING A FOUNDATION TO ELEVATE MARYLAND ATHLETICS TO GREATER HEIGHTS

BUILDING BLOCKS



STUDENT-ATHLETE HEALTH, SAFETY, WELFARE & DEVELOPMENT

Enhance Student-Athlete Support Services

- Comprehensive review of athletic training program
- Increase onsite access to mental health services
- Expand student-athlete feedback platforms

Launch Expanded Student-Athlete Development Programs

- Develop/Implement Gossett Fellows Program
- Launch Terps Career Network

PERSONNEL

Develop Comprehensive Staff Retention Plan

- ICA Staff Professional Development Series
- Onboarding Process
- Staff Identification & Recruitment
- Employee Engagement & Appreciation

FAN / GAMEDAY EXPERIENCE

Develop Roadmap for Improved Fan Experience

- Expedited venue ingress/egress - security protocols
- Decrease vehicle and pedestrian congestion, improve lot cleanliness, and enhance sustainability efforts on football gamedays
- Expand customer service training to create a more uniformed approach in assisting guests inside & outside our stadium
- Increase student engagement by implementing new traditions and enhancing in-game experiential efforts

FACILITIES

Conduct a Prioritized Facility Review

- Develop a timeline for improvements
- Implement a financial/fundraising strategy
- Create renderings for key projects

REVENUE GENERATION / FISCAL MANAGEMENT

Implementation of Data Analytics

- Utilize data analytics to gain and deliver transformative knowledge of current & future stakeholders, driving decision-making and revenue generation

Identification of Additional Football Seating Locations

- West Concourse Club, Field Level Club

Budget

- Effectively manage expenses by creating efficiencies through departmental collaboration & targeted cost reductions

FUNDRAISING

Increase Significant Donations

- Increase the number of Director's Circle annual giving donors by 10%
- Accelerate number of qualified major prospect visits & solicitations made by athletic development officers in order to achieve 920 qualified visits, 139 solicitations & \$14M in funded major gifts toward the total unit FY19 goal of \$36.1M

Expand Membership Numbers

- Grow the base of annual scholarship fund supporters by increasing member renewal rate to 85% & acquiring 1,000 new donors
- Increase M Club membership to 500 active alumni athletes



ICA Implementation of External Review Recommendations Progress Update



STRENGTHENING POLICIES AND PRACTICES FOR SAFETY & WELL-BEING

The death of football student-athlete Jordan McNair has touched the lives of every member of our community, and his legacy will forever live on as a part of Maryland Athletics. We are committed to honoring his life by making sure something like this never happens again by implementing all the recommendations from the external safety review.

M A R Y L A N D



WE WILL PROVIDE A STUDENT-CENTERED ENVIRONMENT

DEDICATED TO OUR VALUES OF INCLUSIVITY, INNOVATION, ENGAGEMENT AND TRANSPARENCY.

INCREASING MECHANISMS FOR FEEDBACK AND REVIEW

We are working to ensure that the underlying structure of our athletic department creates opportunities for our student-athletes to speak out if they have concerns, and to increase oversight and accountability for key positions.



T E R R A P I N S

UPHOLDING OUR MARYLAND VALUES

The commission report identified a number of troubling behaviors that have no place in Maryland Athletics. We are committed to implementing reforms that protect and enhance the academic mission of our university and embody our values of inclusivity, innovation, engagement and transparency.

PROMOTING PROFESSIONAL EXCELLENCE

Building on our strategic vision, and aided by the commission recommendations, our staff will effectively and efficiently enhance our organizational structures to support our athletic, academic and development objectives for our student-athletes.

Walters Recommendations

Recommendation	Status
1) A coverage model should be developed to communicate global departmental understanding of roles and responsibilities of all appropriate personnel relative to the emergency action plans (EAP).	Complete: The coverage model has been outlined, EAP roles have been explained to all appropriate personnel, and ongoing efforts to communicate the model will continue on an ongoing basis.
2) Organizational charts, job descriptions, and mission statements should reflect roles and expectations for healthcare services in a model allowing healthcare providers to work in a functional, independent care setting.	Complete.
3) A venue specific EAP should be developed, practiced, and posted for all sites. Need formalized documentation of training sessions of all staff regarding EAP, the frequency of training including the extent of content.	Complete.
4) EAPs should be adjusted daily in light of construction. The Office of Facilities communicates with staff regarding impact of construction on facility access.	Complete. Adjustment of EAP is ongoing as appropriate and communicated when necessary.
5) The EAP should be distributed to certified athletic trainers, team physicians, athletic training students, athletic administrators, coaches, institutional safety personnel, and legal counsel. All educational sessions should be documented and repeated according to need, at a minimum of annually. The EAP should be practiced by healthcare team (certified athletic trainers and physicians) at each venue on a quarterly basis, or more often if indicated. All training should be documented.	Complete. Staff training of EAP and documentation of EAP training ongoing.
6) The Gossett Team House EAP appears to be an addendum that is utilized if EMS is to be called. There needs to be a clearly defined EAP for Gossett to include information for emergencies that occur on the first and second floor.	Complete.



Recommendation	Status
7) A venue specific lightning monitoring plan needs to be established for all outdoor venues.	Complete.
8) The WBGT (wet bulb globe thermometer) index needs to be implemented for all outdoor venues. Appropriate protocols need to be established for all outdoor venues.	Complete. The protocols for hot weather for all venues have been developed with the team physicians.
9) Washington Adventist Hospital needs to be added as a potential receiving facility for an injured student-athlete.	Complete.
10) Cold water immersion devices need to be available for all training, conditioning, or practice activities. Policies and procedures for cooling patients before transport to the hospital must be explicitly stated in an EAP and shared with potential EMS responders so that treatment of EHS by all medical professionals is coordinated.	Complete.
11) Establish a trauma bag for each practice and game site as part of the EAP. The contents should include thermistors for assessment of core temperature.	Complete.
12) Develop a plan for assessment of student-athlete with exertional heat illness symptoms including but not limited to core temperature assessment and rapid cooling with cold water immersion.	Complete.
13) A medical timeout should be initiated prior to every practice and event by the athletic training and physicians.	Complete. Regular communication of policy to coaches and training staff is ongoing.
14) Automated external defibrillators (AED) locations should be established to guarantee a three-minute response time at all venues.	Complete.



Recommendation

Status

15) Establish an Athletic Medicine Review Board (AMRB) from a variety of specialties (cardiology, orthopaedic surgery, neurosurgery, psychiatry, emergency medicine, athletic training, physical therapy, strength and conditioning, nutrition, etc.) to provide oversight of sports medicine, strength and conditioning, nutrition etc. This allows oversight for all student-athlete health and welfare issues from a medical perspective.

Complete: Members were appointed in April 2019 and will meet on campus in May.

16) Personnel performing specific gravity screening should be trained consistent with professional standards.

Complete.

17) There was a lack of timely documentation in the case by those that provided care. Appropriate timely documentation of the event should occur as well as administration of the Crisis Incident Plan

Complete. Communication of the policy is ongoing.

18) Sufficient time must be allowed for change in practice venue. Practice cannot be conducted until minimal medical equipment is setup by the athletic training staff.

Complete. Communication of the policy is ongoing.

19) Establish a functional model for supervising, education, and staffing certified athletic trainers and physical therapists to allow provision of appropriate medical care in a best practice model. The current model is an athletic model with medical direction. All aspects of this model need to be formalized with consistent directives between job descriptions, understanding of all parties, and organizational charts. These concepts should be integrated for all positions related to student-athlete health and welfare including but not limited to nutrition, strength and conditioning, athletic training, and psychology.

Ongoing. We are working with the sports medicine advisory group to determine the appropriate care model.

20) Establish a standard procedure for the annual education of student-athletes utilizing any stimulant medication or related medication with potential impact on heat tolerance or other indications for exercise tolerance. This should be appropriately documented in the medical file.

Complete. Standard procedure established.



Commission Recommendations:

Recommendation	Status
<p>Strength and Conditioning Recommendations</p> <ol style="list-style-type: none">1. Strength and conditioning coaches report directly to an associate AD, not the head coach of the football program.2. Prevent S&C coaches from influencing medical and training staff3. Adopt and incorporate recommendations and best practices developed by CSCC for football strength and conditioning, as well as the 2012 Task Force Best Practices.4. Install video cameras in weight rooms and increase public access to team practices and individual training.5. Authorize a qualified, independent third party to conduct audits every two years of the strength and conditioning program.6. Establish improved methods of conducting anonymous student surveys.	<p>Ongoing with several items complete: We have already changed the reporting lines of our football strength and conditioning coach to an associate AD.</p> <p>We are utilizing the CSCC best practices and all of our strength and conditioning staff have signed the new Code of Conduct. We are developing a Code of Ethics to address reporting line and responsibilities.</p> <p>We installed video cameras in weight rooms (which will be online later this spring) and have expanded the presence of our Faculty Athletic Representative, Athletic Council members and department administrators at practices.</p> <p>Our Athletic Medicine Review Board (AMRB), which will meet in May, will be tasked with annually reviewing our sports performance program, including strength and conditioning.</p> <p>We launched Terps Feedback this summer to allow for confidential real-time online flagging of concerns by students, and have updated our process for conducting end-of-year surveys to encourage greater participation. We are also currently exploring other options for collecting feedback.</p>
<p>Health and Safety Recommendations:</p> <ol style="list-style-type: none">1. Adopt NCAA best practices for independent medical care2. Adopt NCAA best practices for football practices	<p>Ongoing: We are working with a sports medicine advisory group to determine the optimal model for our athletic training staff.</p> <p>Our football program staff are adhering to the best practices from the NCAA for football practices.</p>



Recommendation

Status

Improving Accountability in the Athletics Department

1. Increase attendance at practices by senior administrators.
2. Share the department's organizational chart and establish position descriptions for all staff.
3. Evaluate the adequacy and appropriateness of the levels of staffing for the compliance office
4. Adopt a Code of Conduct
5. Establish position descriptions for each non-student-athlete athletics community member
6. Require all coaches to certify in writing that each team is compliant with all NCAA and Big Ten procedures and rules, as well as any University policies
7. Develop an educational module to address institutional control, responsibility, ethical conduct, and integrity.
8. Develop a new coaches onboarding program.
9. Establish a performance management system for annually all department staff.
10. Develop a formal reporting and complaint tracking system, including a hotline.
11. Increase reporting lines between compliance and the President's office and the Athletic Council.
12. Endeavor to obtain exit interviews with 50% of departing senior student-athletes, transfer students, and departing Athletic Department staff.
13. Staff frequently communicating remotely should be provided with university-issued cell phones.

Ongoing with several complete: Many recommendations are already complete or were already in place. We increased the attendance of our Faculty Athletic Representative and other members of our department leadership and Athletic Council at practices across all of our sports, reinstated certification of compliance forms, and completed our update of all job descriptions. We conducted an evaluation of our compliance levels across our conference. Onboarding procedures are developed for staff and coaches. A formal complaint system has been developed. Organizational charts for all units have been updated. Our Code of Conduct for student-athletes is regularly updated and a staff Code of Ethical Conduct is nearly finalized.

Additionally, some of the recommendations by the commission are consistent with existing policies in place. For example, our compliance office already has a direct relationship with the President's Office with quarterly meetings between the President and the Associate AD of Compliance. An educational session annually for all staff regarding our obligations regarding institutional control, the student code of conduct, compliance non-discrimination and sexual misconduct, and Clery Act already exists, and will be further enhanced. All football assistant coaches and the director of operations for football have been issued University cell phones.

Work across other recommendations is ongoing and will be guided by our department's strategic vision and values.

