

**Central Washington University**

**Athletics/Sports Program Review**

**December 24, 2012**

## TABLE OF CONTENTS

I.	INTRODUCTION.....	1
II.	METHODOLOGY OF ICE MILLER REVIEW .....	4
III.	MANAGEMENT AND ORGANIZATIONAL STRUCTURE OF INTERCOLLEGIATE ATHLETICS .....	6
IV.	REVIEW OF CWU'S FINANCIAL AND BUDGETARY MODEL WITH ATTENTION TO CONSISTENCY WITH SPORT PROGRAM PRIORITIES, GENDER EQUITY, AND DIVERSIFICATION OF REVENUE STREAMS.....	10
V.	FACILITIES REVIEW .....	14
VI.	INTEGRATION OF CLUB SPORTS AND INTERCOLLEGIATE ATHLETICS .....	23
VII.	ATHLETIC PROGRAM FUNDRAISING PLAN, OUTREACH AND CAPACITY .....	28
VIII.	PUBLIC RELATIONS/MARKETING .....	33
IX.	ASSESSMENT OF THE UNIVERSITY'S ATHLETICS DEPARTMENT'S STRATEGIC PLAN .....	36
X.	INCLUSIVITY AND DIVERSITY .....	41
XI.	COMPLIANCE WITH NCAA AND GNAC RULES .....	45
XII.	DIRECTOR OF ATHLETICS – POSITION DESCRIPTION AND STRATEGIES FOR FILLING POSITION .....	51
XIII.	UNIVERSITY'S ABILITY TO ANALYZE AND MITIGATE RISK .....	55
XIV.	CENTRAL WASHINGTON/PEER COMPARISON BENCHMARKING .....	59
XV.	CONCLUSION .....	69

## **I. INTRODUCTION**

This report is prepared pursuant to the Request for Proposal issued by Central Washington University ("Central Washington" or the "University") on September 7, 2012. This Report is the culmination of the services provided by Ice Miller, LLP ("Ice Miller") to Central Washington for the review and assessment of the University's Athletics/Sports Program.

Pursuant to the scope of the engagement set forth in Ice Miller's Response to the RFP dated October 18, 2012, Ice Miller conducted a comprehensive review of the University's Athletics/Sports Program. The primary emphasis was the intercollegiate athletics program and its management structure and organization, liabilities and risks, inclusivity and diversity, financial and budgetary practices, integration and interaction with club sports facilities review and future planning, fundraising and marketing strategies, strategic planning, policies and procedures for compliance with National Collegiate Athletic Association ("NCAA") and Great Northwest Athletic Conference ("GNAC") rules, recommendations regarding the Director of Athletics position, and benchmarking comparisons with other NCAA Division II sports programs. This Report is intended to provide the University with an assessment of the state of the Athletics Department that will aid the University in its upcoming search for a new Director of Athletics (to replace the current Director of Athletics who will retire at the end of the current academic year) and will help the new Director of Athletics best assess the Athletics Department's needs. As such, this Report advises the University on what it has, what it does not have, and what it needs with regard to the current operation of the Athletics Department and the Department's long term stability.

Based upon the interviews Ice Miller conducted during its on-campus visit, the Athletics Department has dedicated employees who believe in the Division II philosophy and have strong loyalty to the University. It is also apparent from interviews of individuals outside the Athletics Department that a well-functioning Athletics Department is important to the image and success of the University. Individuals both inside and outside of the Athletics Department recognize that the Department has accomplished a great deal (especially from a competitive equity standpoint) despite limited funding and minimal staffing.

During Ice Miller's on-campus interviews, several themes emerged: (1) The Athletics Department needs strong leadership from the new Director of Athletics; (2) The Athletics Department's attempts to adjust to a number of campus-wide programmatic changes in the operational areas of business management and budgeting, fundraising, and marketing have been a challenge for the Athletics Department; (3) All constituencies that interact with the Athletics Department have a genuine interest in seeing it prosper; and (4) Improving the student-athlete experience is a high priority for all those engaged or invested in the Athletics Department.

Ice Miller also evaluated numerous aspects of the Athletics Department, club sports and intramural programs. Despite reductions in state government funding that began in 2009, the University continues to sponsor 13 men's and women's varsity sports and has approximately 450 student-athletes. In addition, there are 26 club teams with over 600 active members, and over 1,200 students who participate in the University's intramural program. These numbers reflect strong campus-wide interest in athletic extracurricular activities. The club sport and intramural programs promote student leadership and management experience and, moreover, provide a wide range of athletic participation opportunities. Further, the University's various athletics programs

share most of their facilities with the Physical Education Department. The working relationship among these entities appears strong and with good communication.

An important aspect of this review was to assess whether there are adequate facilities for the University to prosper and grow into a nationally competitive Division II athletics program. Past, current and future strategies for fundraising, marketing and branding were also assessed. Ice Miller reviewed how the current organizational model and strategic plan affect the operation of the Athletics Department. Currently, the Athletics Department appears to be in a state of flux and much more reactive, than proactive, to issues and collectively projecting a feeling that they are "just hanging on." There are valid reasons for this perception, the Director of Athletics is retiring at the end of the academic year and the department has struggled to adapt to programming changes, not all of which is athletics fault, that have stymied progress in key areas.

This Report identifies some short-term steps that can be taken to improve the Athletics Department's current operations and to reduce obstacles to the successful completion of its current goals. There are several recommendations regarding the real "heavy lifting" the new Director of Athletics will have to undertake. These include clarifying the relationships between the Athletics Department and other groups on-campus such as Development and Public Relations. These long-term recommendations will entail substantial work and collaboration with other campus groups and, frequently, significant expense, but they will help sustain the successful operation of Athletics Department for years to come.

## **II. METHODOLOGY OF THE ICE MILLER REVIEW**

The Athletic/Sports Program Assessment was conducted by Ice Miller in cooperation with the University beginning upon the signing of the Standard Agreement on November 2, 2012 and concluding with the submission of this Report on December 21, 2012.

Initially, Ice Miller requested documents related to the organization, staffing, facilities, funding, and role of the University's Athletics Department and other campus-wide sports programs. These documents included, but were not limited to, the following: information pertaining to intercollegiate athletics sports; other sports offerings at Central Washington Physical Education, club sports, intramural sports and informal recreation and camps; operational support functions; budget information; fundraising and revenue generation data; staff organization; facilities plans and descriptions; and strategic planning documents.

Ice Miller was also provided a list of 19 institutions suggested for benchmarking analysis ("benchmarking institutions") and a list individuals and groups with whom Ice Miller should meet during the on-campus portion of the Assessment. (See Attachment 1 for a list of the benchmark institutions.)

The University promptly submitted the requested documents, which Ice Miller reviewed prior to the campus visit. Ice Miller collected information regarding the athletics programs at the benchmarking institutions. Data was obtained through publicly available information including EADA reports, institutional websites, the NCAA website and the National Association for Collegiate Directors of Athletics' ("NASCAR") website.

Ice Miller's on-campus portion of the Assessment occurred from November 26–28, 2012. It was conducted by Mark Jones, Practice Group Manager and Co-Chair of the Collegiate Sports Practice, and Carrie McCaw, Practice Group Specialist for the Collegiate Sports Practice. Ice

Miller interviewed various University staff and coaches, student-athletes, administrators with responsibilities related to athletics, intramurals, club sports, Physical Education, facilities planning, and financial management. The interviews began with a lengthy and informative discussion with the University's senior staff and included group discussions by program area as well as individual interviews. (See Attachment 8 for a complete interview schedule.) At Ice Miller's request, the University provided additional written material for review following these interviews.

### III. MANAGEMENT AND ORGANIZATIONAL STRUCTURE OF INTERCOLLEGIATE ATHLETICS

The Athletics Department is headed by Director of Athletics, Jack Bishop ("Bishop"), who has been the Director of Athletics for the past 12 years and is retiring at the end of the 2012-13 academic year. Bishop and all other Athletics Department staff members have offices in Nicholson Arena ("Nicholson"), the primary Athletics Department facility on campus. Bishop reports directly to Sherer Holter ("Holter"), the President's Chief of Staff. Bishop meets with her two times each month. He also has monthly meetings with President James Gaudino ("President Gaudino") and Holter. However, the Director of Athletics may contact the President directly, when necessary..

Bishop meets regularly with his senior staff: Gary Hyatt ("Hyatt") – Assistant Director for Compliance and Academics; Jonathan Gordon ("Gordon") – Assistant Director for Media Relations; Kari Gage ("Gage") – Senior Woman Administrator and Head Athletic Trainer; Kelly Zakel-Larson – Athletic Administrative Assistant; and Teresa Miller ("Miller") – Sports Equipment Manager. The Head Athletic Trainer (Gage) reports to Hyatt, and the Sports Equipment Manager (Miller) reports to Gordon. Both Hyatt and Gordon are busy with day-to-day job responsibilities and have limited time to manage or supervise others. The athletics administrators are a very cohesive group of veteran administrators who seem to be hard working and loyal to the University's Athletics department.

All head coaches report to Bishop who conducts periodic group meetings with the head coaches. However, the frequency of these meetings is unclear. Some information indicates that the meetings occur quarterly. Other information indicates much less frequent meetings. The Athletics Department operates thirteen sports programs and currently employs eight full-time head coaches. The head coaches do not receive annual evaluations. The four "Tier I" sports



(football, men's and women's basketball, and volleyball) receive priority funding and have full-time assistants. Football has three full-time assistants, volleyball, and men's and women's basketball have one each. The following sports have part-time assistant coaches: cross country - one; track and field - two; softball – three. Soccer has very limited assistant coaching support. It appears that a full-time female track and field assistant, a full-time strength coach, and one additional coach in football, baseball, soccer and softball are important coaching staff needs.

The Athletics Department has 10 graduate-assistant coaches ("GAs"). Many GAs assigned to a sport and have full-time coaching duties. The other GAs are assigned to the weight room, training room, or other areas. The heavy use of GAs as assistant coaches was described as a "band aid" solution to a systemic staffing deficiency. The Athletics Department is currently responsible for funding nine of the GA positions. The University funds only one GA position, it previously supported five of these positions.

The Athletics Fundraising ("Development"), Public Relations and Business Management personnel assigned to assist the Athletics Department do not report to Bishop. James Roundy ("Roundy"), the Director of Development for Athletics, has an office in Nicholson but reports directly to Scott Wade ("Wade"), the University's Director of Development. Joel Klucking ("Klucking"), the University Foundation's Operations Manager is the business manager assigned to the Athletics Department. Klucking spends approximately three hours a day in Nicholson but his primary office is located in Barge Hall. No one from Public Relations has an office in Nicholson Arena. Timely and effective communication between these three offices and the Athletics Department is sometimes problematic. This has led to confusion and misunderstandings about accountability and expectations of outcomes between these groups and the Athletics Department, particularly in regard to Public Relations. A detailed review of the

interaction among these entities, as well as recommendations for improvement, is provided in other portions of this Report.

Additionally, opportunities for professional development are limited. Funding for trips to attend meetings or conventions of national associations (e.g., coaching associations, trainers associations) is not available to the coaches or Athletics Department administrators. In summary, the Athletics Department staff has a strong core of dedicated and competent employees, including many Central Washington alumni. However, the consensus among these individuals is that the Athletics Department is "doing more with less."

#### **Recommendations:**

- **In consultation with the next Director of Athletics, the University should prioritize funding for another Assistant Director of Athletics position. Important considerations for the duties of this position should include a review of the existing administrators' workloads, as well as the anticipated role of the new Director of Athletics (e.g., will the new Director focus on internal operations or external relations ).**
- **Monthly meetings should occur between the Director of Athletics and the head coaches of each sport. The Business Manager, Development liaison, and Public Relations representative should attend the quarterly group head coaches meetings and also attend individual head coach meetings on as needed basis.**
- **The Business Manager, Development liaison, and a Public Relations representative should participate in the weekly Director of Athletics staff meetings.**
- **The Athletics Department currently has no operating policies and procedures manual. Although some practices are in writing, many are not codified. Creating a manual should be a short-term priority.**
- **The Director of Athletics should conduct annual evaluations of each head coach.**

- **Athletics should decide whether it is more beneficial to hire a full time administrator or coach and pay for it through savings derived by reducing the number of Graduate Assistant positions.**

#### **IV. REVIEW OF CENTRAL WASHINGTON'S FINANCIAL AND BUDGETARY MODEL WITH ATTENTION TO CONSISTENCY WITH SPORT PROGRAM PRIORITIES, GENDER EQUITY, AND DIVERSIFICATION OF REVENUE STREAMS**

The Athletics Department's finances are overseen by Joel Klucking. He also serves as the Foundation's Operations Manager in the University Development Office. Klucking reports to the University's Budget Director's Office, but has a dotted line reporting relationship to Bishop. Klucking has served as the Business Manager for Athletics for one year. Klucking splits his time between athletics (50%), the Foundation, Human Resources and Public Relations. His primary office is in Barge Hall, but he also works three hours a day in Nicholson Arena. Prior to this year, the Athletics Department managed its own finances.

The Athletics Department's budget is funded from state financial support and institutional revenue. The state financial support is a direct allocation from the State of Washington. Institutional revenue is comprised of a percentage of the student fees paid to athletics, licensing money, and other guaranties that accrue to the Athletics Department. The total operating budget for the Athletics Department in 2012 is \$2,866,315.<sup>1</sup> \$1.6 million of this comes from state financial support and \$1.06 million from student fees. Gate receipts, trademark licensing, and camps make up the remainder. Teams also have a sport account in the University's Foundation Office.

Bishop and Klucking are the principals involved in developing the Athletics Department's budget. All the head coaches submit a proposed budget for the upcoming academic year to Bishop and Klucking. The budget is very detailed with specific line items for each anticipated expense. Once a budget is finalized by Bishop and Klucking, it is forwarded on to Holter for

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<sup>1</sup> This figure does not include approximately \$1.4 million in tuition waivers that are awarded to the Athletics Department by the University and the State of Washington. The tuition waivers are used to augment student-athlete grant in aid allocations.

approval. As it was described to Ice Miller, Holter's mantra is "if this is the budget, you must stay in it." The Business Manager and Director of Athletics monitor each sport's budget. This includes, at a minimum, quarterly updates to the Director of Athletics and sport specific updates upon request from the head coach. Online access to a team's budget is not available. The Director of Athletics has full autonomy and control of the Athletics Department expenditures. Requisitions for use of funds are initially sent to the Business Manager to verify the availability of funds and then to the Director of Athletics who determines whether the expense is necessary. Coaches are expected to stay within their budget. Spending requests in excess of budgeted amounts may result in a sport needing to contact the Development Office for fundraising help or sending a special petition to Holter.<sup>2</sup> A sport is permitted to transfer line item amounts to offset unanticipated spending in a specific area. For example, if a coach spends \$2,000 more on equipment than what was budgeted, he or she is allowed to transfer money budgeted for recruiting to offset the equipment purchase.

It was also reported that there is a higher expectation that coaches will stay within their budget than was the case in the past. In the years prior to having a business manager external to the Athletics Department involved in budget management, spending overruns in Athletics were common and not reconciled. This resulted in a large amount of debt accumulating through years of overspending.<sup>3</sup> The University forgave the debt, but has instituted stricter budgeting practices on a go-forward basis. Despite improvements in budget management, coaches have a high degree of autonomy with regard to budget development and expenditures. For example, there

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<sup>2</sup> It was not clear if head coaches understood that petitioning Holter is an option. It is also Ice Miller's understanding that any fundraising efforts must be approved and coordinated with the Development officer for athletics.

<sup>3</sup> It was also noted that in some instances unused funds from sports that remained within their budget were transferred to sports that overspent. This practice led to a system of rewarding fiscal irresponsibility and disadvantaging fiscal prudence.

are no Athletics Department policies governing the frequency of new uniform purchases or travel arrangements, which at times results in disparate treatment of teams (e.g., some teams receive new uniforms on a more regular basis).

Revenues generated through fundraising activities is deposited in the Foundation Office. Donations are deposited either as unrestricted gifts in a general Athletics Department account or in a specific sport's account. Money donated for a specific sport may only be used for that sport in accordance with the donor's preferences. The Foundation's Operations Manager is responsible for ensuring that the disbursement of Foundation funds is consistent with the donor's intent.

There are four Tier I sports at the University: football, men's basketball, women's basketball, and volleyball. These sports receive priority funding, which includes scheduled incremental increases in scholarship allocations up to the NCAA minimums. Based on projections set forth in the Central Washington University Athletics Aid Plan, the men's and women's basketball teams will be fully funded by the 2014-15 academic year. Volleyball will be fully funded, and football will have over 30 equivalency grant-in-aid awards by the 2015-16 academic year.

Concerning the budgeting process, revenue streams and their impact on Title IX and gender equity, the University had a consultant conduct a Title IX review in October, 2011. The review found that the University's variance of the rate of athletics aid provided to female student-athletes was 5.4% above the Office for Civil Rights' ("OCR") allowable 1% differential between the rate of athletics financial aid and the athletics participation rate. The review also noted disparities within travel budgets and concerns regarding how the coaches choose to allocate funds between budgeted line items. These line item transfers should be evaluated in light of Title IX requirements in order to protect against problems in areas the OCR considers in

determining whether equal opportunities are provided for both males and females (e.g., travel accommodations, equipment, etc.).

**Recommendations:**

- **The University should consider designating days of the week, instead of hours of each day, when the Business Manager will work in Nicholson Arena. Establishing and communicating days that he is available may increase his accessibility to Athletics Department coaches and staff.**
- **Policies and procedures impacting budgetary provisions (e.g., department wide schedule for buying new uniforms, equipment, travel process guidelines) should be developed to promote fiscal accountability and consistency among programs.**
- **The Business Manager should attend the Director of Athletics' weekly staff meetings to provide updates and be aware of Athletics Department issues.**
- **Provide online access of the Athletics Department's Budget to the Director of Athletics in order to facilitate budget management and communication between the Director of Athletics and the Business Manager.**
- **Establish a goal of 1% variance between the rates of financial aid awards and athletics participation of male and female student-athletes. In addition, the Director of Athletics should allocate budget increases in a manner that provides equal opportunities for both male and female student-athletes as indicated in the 2011 Title IX report.**

## V. FACILITIES REVIEW

### Facilities Review Introduction

Prior to visiting campus, Ice Miller reviewed written information about the University's indoor and outdoor athletics facilities, including the Athletics Department's strategic plan for facility upgrades and the University's master plan for facilities. The University's Project Manager, Barry Caruthers ("Caruthers"), provided a tour of the Athletics Department's facilities. The condition and adequacy of the University's facilities, scheduling priorities and access were covered during interviews with University coaches, student-athletes, Athletics Department administrators, club sports and intramural administrators, and the chair of the Physical Education Department.

The University should establish short-term and long-term goals regarding facilities usage and enhancements. The short-term goals should focus on enhancements to the student-athlete experience which can be addressed prior to the hiring of a new Director of Athletics and may be accomplished with limited, if any, expense. Long-term goals should focus on facilities expansion strategies that can provide long term relief from the heavy demands placed on the existing University facilities by the Athletics Department, Physical Education Department, and intramurals and club sports. The long-term goals should not be pursued until a new Director of Athletics is in place to establish priorities and provide sustained leadership.

### Outdoor Facilities

The University sponsors 13 intercollegiate sports. Eight of these use outdoor facilities: baseball, men's and women's cross country, football, softball, women's soccer, and men's and women's track and field. Baseball, football, women's soccer and softball each have their own



designated fields or stadiums, with fencing and clearly designated boundaries, score boards, dugouts, and team bench areas. There is also bleacher seating for fans at each facility.

On balance, the condition of the outdoor facilities appears to be adequate to good. Moreover, teams have priority access to their venues for practice and home contests. Baseball, softball and soccer use their fields for practice and competitions. (The rugby club team does use the soccer field to play home contests.) Football has top priority regarding two practice fields located immediately east of Tomlinson Stadium ("Tomlinson").

Tomlinson houses a grass playing field, which is in excellent condition. The field is only utilized during five home football games each fall, commencement activities, and Physical Education Department courses during the fall and spring quarters. Although Central Washington hosts one outdoor track meet annually, the track that surrounds the football field in Tomlinson Stadium is very dated and needs significant repairs.

There are a series of multisport grass fields located south of the baseball field, north of the tennis courts and east of the football fields. Additional grass fields also are located off Alder Avenue less than a mile to the east and on the very northeastern edge of the University's campus. Of these multisport fields, fields Nos. 2 and 3 are the football practice fields. Intercollegiate athletics does not use any of the remaining fields, which are used by the Physical Education Department classes, club sports, and intramurals. The Physical Education Department has priority scheduling for the fields between 8:00 a.m. and 3:00 p.m. During the warm weather months, these fields are used from 8:00 a.m. until dark in order to accommodate the needs of the intramural program that has over 1,200 participants and the club sports program that has more than 600 students. The heavy usage of these grass fields takes a heavy toll on their condition, especially by the end of the fall and spring quarters. It was reported that the addition of lights to

at least one field would ease scheduling concerns for the club and intramural sports. However, the addition of lights would lead to increased usage and deterioration of the field, and it does not appear that lighting would alleviate the challenges of providing sufficient facilities for intramural and club participants.

The University does not have an indoor or outdoor synthetic turf field. Accordingly, during inclement weather, varsity teams are forced to either cancel practice or move practice to the field house area of Nicholson Arena, which contains a large un-renovated tartan surface. An outdoor synthetic surface would provide a reliable practice surface during inclement weather and its durability with limited maintenance would be a major advantage over grass turf.

### **Indoor Facilities**

Nicholson Arena is the University's primary indoor facility where the University's main gym is located. It is used for practice and hosting competitions for men's and women's basketball and volleyball. Nicholson also houses the Athletics Department's administrative offices, all the coaching staff offices, the training room, all varsity locker rooms, and the weight room. An upper gymnasium and the field house also serve as auxiliary practice areas. There is a large classroom on the second floor next to the auxiliary gym, which is utilized for meeting space and team study halls by the Athletics Department and as a classroom by the Physical Education Department.

The Physical Education Department has priority scheduling for all of the facilities at Nicholson, including the weight room and classroom on the upper level from 8:00 a.m. to 2:00

p.m. During that timeframe, no Athletics Department teams or individual student-athletes may use or share the facilities while a Physical Education Department class is in session.<sup>4</sup>

The Athletics Department has priority scheduling of the Nicholson facilities from 2:00 to 8:00 p.m. During each quarter when men's and women's basketball and volleyball are conducting practice activities, each sport has a two-hour daily practice period on the main gym floor. From 8:00 to 11:00 p.m. intramurals has priority access to the main gym floor, and club sports have priority access to the auxiliary gym and weight room during this timeframe.

Sports that use the field house for indoor training and practices are men's and women's track and field, baseball, softball, soccer and football. Both baseball and softball have batting cage nets in the field house. There is a demand for more indoor field space to accommodate the practice needs of outdoor sports during inclement weather.

The Recreation Center (the "Center"), which is adjoined to the student union, was built in 2006. The Center has four basketball courts, 300 lockers, a one-eighth mile indoor track, two exercise rooms, a large weight room and a cardiovascular exercise area. The Center was created primarily to serve the demands of the general student body and to honor walk-in students who want to use the Center's facilities. Accordingly, the Center is not available for Athletic Department use. Only a small percentage of the Center's operating hours are not allocated to general students, faculty, and staff use. Specifically, sport clubs are afforded the use of three courts between 6:00 and 8:00 a.m. and one court from 5:00 to 11:00 p.m.. Intramurals use one floor from 8:00 to 11:00 p.m. one day a week. Sport clubs also have access to fitness rooms from 6:00 to 8:00 a.m. each morning and to one room from 4:00 to 11:00 p.m. each day.

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<sup>4</sup> The University observes a wellness hour from noon to 1:00 p.m. each week day, wherein all student activities cease and the facilities at Nicholson are available only to University faculty and staff who pay a quarterly fee for access to the facilities.

Access to Nicholson's facilities was noted as a high priority concern during interviews with groups and individuals from the Athletics Department. It was reported that the 2:00 to 8:00 p.m. block is often inadequate to provide full two-hour practice sessions for men's and women's basketball and volleyball. Physical Education Department classes often run past 2:00 p.m. by 10 to 15 minutes, delaying the starting time for the first varsity practice and producing a domino effect of delaying the start of each ensuing practice. The final team often loses 15 minutes of practice because it starts at 6:15 instead of 6:00 and has to be off the floor promptly at 8:00 p.m. to accommodate intramurals. There is no opportunity for student-athletes to voluntarily arrive early or stay late to work on their skills. Additionally, actual practice time is further reduced because there is no buffer or transition time built into the schedule to set-up equipment or staging areas for drills. As a practical matter, a 15-minute gap between each program's official practice time is a necessity. The compression of practice times creates a legitimate competitive disadvantage for the affected teams. It was also noted that intramural participants congregate in the Nicholson concourse with many crowding up to the gym windows looking in on practice prior to 8:00 p.m. This leaves a negative impression on prospects who may be visiting and watching a practice. Visiting teams are usually not allowed to have a practice opportunity at the main gym because of its use by intramurals and Physical Education. This is a competitive courtesy normally extended to visiting teams.

It was also difficult for student-athletes and varsity teams to have timely access to the weight room. Student-athletes reported that their class schedule often conflicts with their teams' scheduled weight room time and they must schedule a make-up session during another time slot. Unfortunately, the student-athletes who have open time in the mornings to lift are unable to use the weight room when Physical Education classes are in session. The ban on lifting weights by

student-athletes while P.E. classes are in session is strictly enforced by the Physical Education instructors. In addition, once a student-athlete enrolls in their major area of study, limited class scheduling options often require student-athletes to miss a practice in order to attend class.

### **Facility Upgrade Review**

The University's master plan for facilities that was reviewed by Ice Miller includes the following priorities: (a) completion of the final renovations to Nicholson Arena (i.e. Phase IV which includes new office spaces for a number of coaches on the second floor); (b) renovations to Tomlinson Stadium (to be completed in three phases); and (c) a multi-sport facility to replace Nicholson.<sup>5</sup>

Nicholson Renovation: It was reported that the Phase IV plan has been shelved due to a lack of funding. It would cost an estimated four million dollars to complete.

Tomlinson Stadium: It was reported that a specific proposal for this project will be sent to the President in a master plan for his consideration near the end of 2012. This is a three-phase renovation for the stadium, which includes: (a) the installation of lights, (b) the installation of synthetic turf and the relocation of the track to another area of campus; and (c) the renovation of stadium seating, the press box, parking, concessions and restrooms. The master plan envisions that these enhancements will generate more revenue. The Athletics Department plan also references improvements to the weight room equipment. No other specific information was shared regarding this facility upgrade during the visit to campus. Ice Miller was advised that some local donors have informally pledged substantial gifts for renovations to Tomlinson, so the Development staff is encouraged that funding for this project may be available. Further, the

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<sup>5</sup> Ice Miller also reviewed two capital improvement applications submitted by the Club Sports for an indoor synthetic turf field house and one outdoor synthetic turf.

renovations, when complete, are expected to increase football attendance, enhance the appearance and image of the school, and improve access to outdoor facilities for other stakeholders at the University (i.e., athletics, club sports, and physical education) due to installation of a synthetic field turf.

Multi-Sport Facility: The master plan refers to the development of a sports and event center arena as a possible long range objective that would develop stronger, more successful programs and enhance the public image of the University. It was reported that the concept of a sports arena had been under consideration but shelved due to a lack of funding. It was reported that a facility to replace Nicholson has been projected to cost between \$30 to \$60 million.<sup>6</sup>

After reflecting over the written information and statements made during the on-campus review, it appears that the University's greatest facilities need is for an indoor practice area for its intercollegiate varsity teams. There are inadequacies and deficiencies in the coaching staff offices for select sports due to the shelving of Phase IV renovations at Nicholson. Currently, a number of coaches are using make shift temporary offices with poor insulation and acoustics. The noise from the weight room is very disruptive and a continual annoyance. Access to the weight room is another high priority item that appears to affect the student-athlete experience at the University most directly. The Tomlinson renovation would greatly enhance the facility used for the institution's marquee program and also provide a synthetic turf that would have the residual effect of providing a practice and playing surface for the women's soccer team, the club rugby program and open more green space for other intercollegiate teams, club teams and intramural activities.

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<sup>6</sup> The specifics of the amenities to the sports arena were not discussed in detail with Ice Miller. Thus, it is unclear whether that projection included indoor synthetic surfaces in addition to hardwood gym floors. It is Ice Miller's presumption that it did.

## **Recommendations**

### **Short-Term Facilities Needs**

- **A review of the scheduled access to Nicholson by the Athletics Department, Physical Education Department, and club/intramural sports scheduling needs to occur. An important outcome must be adherence to agreed-upon times by non-Athletics Department entities.**
- **The Athletics Department should contact the Physical Education Department and request its cooperation in arranging for visiting teams to use the main Nicholson floor for practice activities before competition. The requests from Athletics must be made well in advance to maximize the opportunity for the Physical Education Department to be flexible with its class administration.**
- **In conjunction with the Physical Education Department, monitor the use of the weight room during the Physical Education classes from 8:00 a.m. to 2:00 p.m. to identify times of low usage that could be an alternative time(s) for student-athletes to use the weight room.**
- **Investigate the purchase of a modestly priced small storage sheds, shelter, or protective cover (e.g. tarpaulin) to protect outdoor Athletics Department equipment. Currently, there is no outdoor storage facility to house or shelter equipment, and newly purchased equipment (e.g. football blocking dummies) is left outside and exposed to the elements, shortening the equipment's useful life.**

### **Long-Term Goals**

The long-term goals set forth below focus on facility enhancements or construction projects that may take years to design, fundraise and construct. At this juncture, and with the exception of the possible renovations to Tomlinson, it appears that intermediate to major capital projects (i.e., projects that cost a minimum of \$2 million dollars) are at a virtual standstill because there is no plan for raising necessary funds. It seems appropriate to table most initiatives until a new Director of Athletics is hired.

- **The new Director of Athletics should review the Tomlinson renovation project to determine if the project should be pursued now or delayed until other construction needs are met.**

- **An indoor synthetic turf practice facility for outdoor teams is recommended, as is additional basketball and volleyball practice space. Offices for some coaches should also be improved. New construction appears likely to be necessary to address these needs. Comprehensive analysis by the Athletics Department in collaboration with the President's Office, the Development Office, and Facilities Management is a necessary precursor to any significant construction decisions. There could be any of several plans of actions, including the following:**
  - **Prioritize individual facility needs and proceed accordingly (e.g., renovate Tomlinson, then develop and indoor turf facility, etc.). This likely involves construction of stand-alone practice facilities.<sup>7</sup>**
  - **Plan for the construction of a multi-event arena to replace Nicholson. The facility would be primarily used by the Athletics Department, but would provide access for other groups during non-peak use. Ideally, the facility would feature two hardwood playing courts (one main floor, one practice), an indoor synthetic turf area for practice needs of outdoor sports, coach and administrator offices, locker rooms for varsity sports, an enhanced training room, and enhanced weight room. According to information reported to Ice Miller, the cost of such a facility would range between \$40,000,000 - \$60,000,000.**
  - **Similar to the bullet point immediately above, the University and local Ellensburg community could explore the construction of an events center that in addition to the specific items listed above, have the additional capacity to host high spectator events such as concerts, state high school championships, or professional rodeo competitions. The Athletics Department would benefit from game-day, and some practice, participation in a state of the art facility and shared costing with the community. However, the University would not have exclusive control of the facility.**

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<sup>7</sup> According to information reported to Ice Miler, the club sports and Army ROTC put forth a proposed capital project for an indoor facility that would have an air supported dome. As Ice Miller understands it, the likelihood of funding for this project is remote but the price tag on that type of facility was projected to range from 4.9 to \$8 million and include administrative office space.



## **VI. INTEGRATION OF CLUB SPORTS AND INTERCOLLEGIATE ATHLETICS**

Ice Miller was asked to review the University's club sports program and the value and risks of further integration with the Athletic Department. Ice Miller reviewed materials provided by the University regarding the organization, participation levels, staffing, and budgeting support for the club sports program. Ice Miller also met with key stakeholders in the club sports and Athletics Department to discuss the details of and compare their organizational structure, reporting lines, duties, responsibilities and funding issues. Ice Miller analyzed (a) the allocation and usage of facilities; (b) administrative structure; (c) financial support of club teams; and (d) anticipated impact on morale if club sports and intercollegiate athletics were integrated. It is Ice Miller's conclusion that integration of these two programs would not be beneficial to the to either program or the University.

The club sports program currently supports twenty-six different teams with 600 registered members, of which approximately 400 are considered to be active members of a University club sport. The club sport program has been very successful and is an integral part of the institutional athletics fabric. The number of club sports teams has grown dramatically over the last ten years. In 2001, there were only four club teams. For the most part, each of these club programs is a student led organization. The club teams are under the Office of Student Life. The administrative staff that oversees the club program consists of one full-time program coordinator, a part-time graduate assistant and three student supervisors. They each have offices in the Recreation Center. The majority of the teams do not have a paid head coach and many are coached by student players or volunteers. The men's rugby team is the premier club team and is the only one with its own paid head coach. The rugby team has competed successfully on a regional and national basis and has received some institutional assistance from the public

relations office on campus for promotion of its contests. However, according to some interviewed during the on-campus meeting, the visibility and presence of the club program would be greatly reduced if not for the rugby program. Nonetheless, there is a strong club culture that provides several hundred male and female students with an opportunity to benefit from the values of teamwork, training regimen, discipline and competition.

Club sports receive approximately \$120,000 through student fees. These expenses do not underwrite a students' participation on a club team, and most students pay a fee ranging from a low of \$15 to a high of \$200 per year to be a member of a club team. In addition to the \$120,000 from Student and Activities (SA) fee, club teams were granted an additional supplemental funding of \$83,000 for the 2010-11 academic year in order to pay travel costs to regional or national championships in their sport. The vast majority of the \$120,000 allocation is spent on wages and benefits, insurance, membership and registration fees, equipment costs, travel costs, facilities rental and promotion. For the 2010-11 academic year, sports clubs generated \$270,000 and spent \$282,000.

The club sports rarely compete with intercollegiate athletics for facility usage although club teams do use varsity sport facilities. For example, rugby plays its games on the women's soccer field. The club sports also have exclusive use of the weight room, field house and auxiliary gym in Nicholson from 8:00 to 11:00 p.m. Monday-Friday. The club sports use several of the multi-purpose fields for their outdoor sports as well as fields east of Alder Avenue - these fields suffer from overuse. The club sports have priority after intercollegiate sports and Physical Education. Club teams have a strong need for an indoor/outdoor synthetic playing field, with an indoor facility being the higher priority. The club programs have actually partnered with the Army ROTC unit on campus on a capital projects proposal for an indoor synthetic turf area with

some administrative offices. The cost of the project was estimated at between \$4.9 and \$8 million. The indoor club teams have some access to courts and exercise rooms in the Recreation Center and Nicholson as noted above. The club teams access to the Recreation Center is insufficient to accommodate their needs. The club teams have access to a trainer that is paid by the Center. The relationship between the Athletics Department and the club teams is very good - they do not view the other as adverse to their interests.

Ice Miller did not identify any advantages for the Athletics Department to integrate with the club sports program. There is no inherent value or advantage to athletics from a revenue perspective. Club teams do not have any significant revenue stream as they often require participants to pay out of pocket expenses to participate on a team. Currently, athletics has priority over all facilities that the club teams use except during some non-peak hours (8:00 to 11:00 p.m.): thus, no advantage in access to facilities for intercollegiate athletics. The club administrators currently have office space in the Recreation Center and, if integrated with Athletics, would either be working in a different building from the Director of Athletics or squeezed into Nicholson where offices are in need of renovation-neither arrangement is desirable. It was also mentioned during the on-campus meetings that because of the difference between the operational nature of club teams and intercollegiate teams, largely due to NCAA rules, it was more logical to keep the programs separate. It was noted by one institutional staff member that having club teams reporting to Athletics is more common under the NCAA Division III model, not Division II. This is also consistent with Ice Miller's experience in working with Division II schools.

In assessing possible advantages in facility scheduling and usage by further integration of club teams and intercollegiate athletics there does not appear to be any mutually beneficial

changes that could be implemented at the present time. Any meaningful improvement in club team access would likely be at the expense of the intercollegiate athletics teams. The indoor and outdoor institutional facilities have reached or are near their scheduling capacities. Therefore, if or when new construction is proposed or designed primarily for intercollegiate athletics, the opportunity for improved access to University facilities for club teams should be evaluated as a positive residual benefit.

Another area of possible integration between club sports and intercollegiate athletics, was athletics training. The Athletics Department has an athletic training staff and treatment facilities for the varsity teams. The club sports have access to a trainer that is provided by the Recreation Center. The benchmark comparison information (detailed later in this) indicates that the student-athlete to full-time athletic trainer ratio is already at an undesirable level at the University. Adding another 4-600 club sport athletes to the existing work load of the athletics training staff would severely compromise the training staff's ability to provide adequate service to the student-athletes and club sport competitors.

Ice Miller is also concerned that further integration of club sports with intercollegiate athletics might lead to an expectation from the club sports that the Department should be the primary advocate for their interests. This perception could lead to serious morale issues if club teams and intercollegiate athletics believed they were competing for the same pool of limited resources, wherein any gain for one group is seen as a loss by the other and vice-versa.

Finally, given the significant agenda already facing the new Director of Athletics, integration of club sports with intercollegiate athletics would add another administrative duty and distract him or her from the core priority: the student-athletes competing in intercollegiate athletics.

**Recommendation:**

- **Maintain the Athletics Department and club and intramural sports programs as separate entities.**

## VII. ATHLETIC PROGRAMS FUNDRAISING PLAN, OUTREACH AND CAPACITY

This section of the report will cover the Athletics Department's fundraising and marketing activities.

### **Fundraising**

Ice Miller reviewed documentation prior to the campus visit related to corporate partnerships, individual donor lists (e.g., the Wildcat Club), as well as an accounting summary of the donations received from the John Kitna Golf Outing. Ice Miller also held in-person meetings with representatives of the University's Development Office, Director of Athletics, Athletic Business Manager, several head coaches and members of the Student-Athlete Advisory Committee (SAAC) regarding their understanding, participation and perspectives on the University's fundraising and marketing efforts.

The Athletics Department has raised funds from individual donors who purchase memberships to the Wildcat Club and from signage revenue and corporate giving. For the current year these fundraising efforts have generated \$126,035 out of a goal of \$200,000 for 2012. This figure does not include individual fundraisers for each sport that, as referenced below, are generally time consuming and with low revenue return. During the individual and group meetings and whenever the topic of athletic fundraising came up, the comments were strikingly consistent. It was recognized across campus that there is a strong need for effective fundraising to assist the Athletics Department. It was agreed, even by athletics administrators, that although fundraising is important it has not been a priority over the past few years, in large part due to the challenges of managing the day-to-day operation of the department with a limited staff. As a result, there has not been a strategic approach to gift solicitation for athletics designed

to maximize both short-term and long-term giving. There was a consensus that there is strong fundraising potential with many local "untapped resources."

Current fundraising activities by Athletics were described by those external to the Department as "happenstance" "hit and miss" and "scattershot." A common example cited was the practice of some head coaches soliciting minor gifts from donors/boosters to purchase items to meet a short term need (e.g., team sweats, conference championship rings) or relying on team-specific fundraising activities to help subsidize their own programs. These approaches produce only short term, inconsistent remedies and do not provide for long term stability or the most efficient solicitation and allocation of gift resources. Furthermore, even some of the well planned and high profile department sponsored fundraisers, such as the annual John Kitna Golf Scramble, considered a key fundraising activity, have not been effective revenue producing events by the time all costs are included.<sup>8</sup>

In addition to reductions in state aid, Athletics was also disadvantaged when two traditionally successful fund raising events were discontinued. The University received a substantial payout from the "Battle in Seattle" football game versus archrival Western Washington, as well as proceeds from a boat cruise hosted by Athletics for program donors in conjunction with that game. Both of these revenue streams were lost when Western Washington discontinued football.

The University, in recognition of the need to enhance athletics fundraising, has centralized the fundraising efforts with the University's Development office.<sup>9</sup> Jason Roundy, was assigned to lead the fundraising efforts for athletics about three months ago. Roundy has prior development experience in athletics at another NCAA institution. As noted above, Roundy

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<sup>8</sup> It was noted that even though this was designed to be a fund raising activity, attendees were not solicited to make individual donations to the athletics department.

<sup>9</sup> The centralization of revenue generation was applied across the entire campus and not just athletics.

reports directly to Scott Wade. Although he does not report to the Director of Athletics, his office is located in Nicholson and has frequent contact with the athletics staff. Assigning athletics fundraising to the Development office was a significant and historical change. Athletics fundraising had always operated separately from the other areas of the University, in what some described as an operational "silo." As a result of the involvement of the Development staff, all fundraising strategies are expected to be discussed, vetted and then approved by the Development staff before implementation of a project or contact made with a potential donor.

The Development staff is in the process of designing a new, coordinated fundraising approach to annual donor solicitations for Athletics. It is envisioned that a typical donor will be contacted by Roundy and asked to pledge a gift. The Development staff will often include current coaching staff members when asking for contributions in order to take advantage of a donor's interest in a sport or to capitalize on any preexisting relationship a coach has with a supporter. An important change in the fundraising culture at the University will be discouraging coaches from contacting donors directly for small gifts that cover only a specific short-term need in their own programs. Donors have been put off in the past by multiple solicitations for contributions from coaches and student-athletes. Coaches are also being asked to discontinue individual fundraising efforts that may result in donating requests to previously targeted businesses and individuals.

By filtering the contacts through the Development staff, it is anticipated that a "one-time ask" will generate more revenue than a series of small requests. Donors will still have the option to give to their favorite sport if they choose. The Wildcat Club membership is being targeted as a core group to solicit by the Development staff. There is currently a proposal to solicit funding from all athletic donors and University alumni, as this would broaden the pool of potential



donors significantly. It appears that the majority of coaching staff members understand the new fundraising strategy and how it can be more effective overall. However, there is concern among many coaches, especially the Tier II sports, that without the benefit of their own fundraising activities their program will not be a high priority and ultimately receive less financial support.

In addition to contacting individual donors, the development staff is interested in exploring the income potential through the sale of naming rights for fields, gyms and buildings. A plan to allow individuals to sponsor a student-locker is also being developed, wherein the benefactor could either sponsor the locker in perpetuity for a one time donation or, for a smaller donation, sponsor a locker for a shorter time period. This money will be targeted toward scholarships. Plans are under review to make the Kitna golf outing more profitable (\$20,000 is the target) and for adding a fundraising component to the Hall of Fame banquet. Signage has generated approximately \$30,000 the last two years, and is projected to continue to be a consistent source of income for athletics, although stricter monitoring of prime signage locations needs to occur. In the past, friends of the program were occasionally given free signage. Ice Miller was provided limited information pertaining to the current levels of corporate giving. It was noted, however, that an increase in corporate cash donations, as opposed to corporate signage or gift-in-kind donations, is another fundraising objective on a go forward basis with corporate sponsors. The gift-in-kind donations from corporations averaged approximately \$100,000 over the last two years.

The Development staff believes there is enormous potential to grow the athletics fundraising efforts at the University, although specific funding goals (in terms of actual dollars) for the future were not provided to Ice Miller. This potential includes not only growth in annual individual donations, but also support for major and long-term capital projects such as facilities

construction or renovations. Ideas, assistance and leadership from the next Director of Athletics are critical to the successful implementation of fundraising initiatives described above.

### **Recommendations**

- **The new Director of the Athletics should clarify to the coaching staff that fundraising activities must be coordinated through the Development staff.**
- **The Athletics Department, in consultation with the Development staff, should establish specific fundraising goals in terms of annual cash donations and specific strategies to achieve the targeted amount.**
- **The new Director of Athletics, each head coach and Roundy should meet to discuss the fundraising strategies for Athletics overall and the priority funding needs of each sport, and how the head coach can most effectively promote the overall development plan.**

## VIII. PUBLIC RELATIONS/MARKETING

The Public Relations office is responsible for developing consistent branding and image for the University. Until approximately 18 months ago, the marketing and branding for intercollegiate athletics was handled internally by the Athletics Department. Currently, Linda Schactler, Executive Director of Public Relations, Rob Lowery, Director of Content Development, and Teri Olin, Assistant Director Public Relations and Marketing are the individuals who work with the Athletics Department. Schactler spends 5% of her time on athletics; Lowery 30%, and Olin 15%, respectively.

Prior to the centralization of marketing in the Public Relations office (for all departments at the University), the Assistant Director of Athletics for Media Relations and Game Management, Jonathan Gordon, was the primary marketing individual in the Athletics Department and primary media contact. Gordon continues to be the media contact for statistical information. \$20,000 was moved from the Athletics Department budget to the Public Relations office to cover anticipated printing costs for projects requested by Athletics for marketing purposes.

Lowery's primary role is to develop content for news coverage of athletics through the media, university publications and social media platforms, such as Facebook and Twitter.<sup>10</sup> He also produces radio shows with the head coaches and sends the video content of the University's contests to local television stations. Olin is in charge of graphics and serves as the principal contact for Athletics to the Public Relations staff. She works with Athletics to create marketing materials in conjunction with specific requests. Olin was the primary staff member involved in creating a new University font, and the new Wildcat logo adorning the 50-yard line of the football field and center court at Nicholson arena. Olin also helped design a recruiting

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<sup>10</sup> Lowery also is the radio voice of the Wildcat team and has been since 1985.

notebook/brochure for football to use during home visits with prospective student-athletes. It appears that the Public Relations staff is available and eager to assist the Athletics Department with its marketing and branding goals and strategies. However, the Public Relations staff is concerned that Athletics is not utilizing their services to the full extent, in part because athletics does not understand the purpose of the current marketing and branding strategies or fully understand how their office can assist them. The Public Relations staff was concerned that some marketing materials continued to be produced in Athletics without their approval or review ahead of time (e.g., camp brochures, camp tee-shirts, game-day flyers.). They viewed these as potential branding risks if incorrect logos, fonts or branding marks were used, or a missed opportunity if no current University marks were used at all.

In Ice Miller's meetings with athletics staff members regarding its interaction with Public Relations it was clear that there is confusion about how the Athletics staff and Public Relations are to work together and frustration about the quality of some of Public Relation's work product. For example, Athletics (including the student-athletes) believes that the new logo was created and adopted without their input. The new logo also resulted in additional, unplanned expenses for uniform redesigns and other facilities updates.<sup>11</sup> It also was mentioned that some of the releases regarding game activities were inaccurate, and that the support athletics was anticipating for the promotion of home contests in order to increase attendance has been lacking. Concerns were also raised about the timeliness of responses to requests for help to the Public Relations office and that some of the individuals did not have a good understanding of athletics.

It was the impression and perception of other groups interviewed by Ice Mille that there is inadequate promotion of on-campus competition, and that this was an area in need of

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<sup>11</sup> One student-athlete reported that new uniforms were designed specifically to avoid use of the logo.

improvement. The dearth of on-campus promotion of intercollegiate contests was cited as an example of a perceived lack of school spirit that was reported to Ice Miller in several interviews.

In summary, it appears that the initial explanation of how the Public Relations and Athletics were expected to work together was not clear or effective. Currently, there is a strong lack of coordination between these two groups and, as a result, the expectations of both groups are not being met, and effective marketing is being marginalized.

### **Recommendations**

- **The Director of Athletics and Public Relations staff should meet and clarify the roles and expectations of each group. The Public Relations staff should communicate what services and goods they will provide to the Athletics Department and how the Athletics Department can work with them to accomplish common goals. Regular follow up meetings should also occur with the new Director of Athletics to promote understanding and agreement regarding marketing and promotions strategies.**
- **The Director of Athletics must communicate the marketing and promotions strategies to the Athletics Department, including his/her expectations of how the Athletics and Public Relations staff must work together.**
- **The Public Relations staff should establish regular office hours (e.g., days of the week or times during a day) when a Public Relations staff member will be in Nicholson and available to meet with Athletics staff as needed.**
- **The Public Relations staff should attend the Director of Athletics weekly administrative staff meetings.**
- **Specific planning priorities between the Public Relations staff and the Athletics Department should include (a) strategies to promote University contests on campus and in the community, and (b) strategies and plans to enhance game-day events experience. Consultation with student-athletes and student organizations in this regard is recommended.**

## **IX. ASSESSMENT OF THE UNIVERSITY'S ATHLETICS DEPARTMENT'S STRATEGIC PLAN**

Ice Miller reviewed the Athletics Department's strategic plan, mission statement, guiding principles and core values. Each of these components are student-athlete focused with emphasis on a well-rounded (academic, social and athletic) experience that occurs in a safe, nurturing and supportive environment. These are consistent with the Division II philosophy that the student-athlete experience should be a "comprehensive program of learning and development in a personal setting."<sup>12</sup>

The Athletics Department's strategic plan is not dated and offered no indication as who participated in its creation. The strategic plan appropriately contains Athletics Department goals related to staffing, technology, and fundraising that have an impact on the student-athlete experience. The strategic plan is subdivided into nine general categories:

1. Academic excellence
2. Athletic excellence
3. Student-athlete experience
4. Tradition
5. Community relations
6. Title IX and gender equity
7. Communication with the campus CWU community
8. The resource development
9. Facilities

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<sup>12</sup> Quote taken from the Models For Success For A Division II Athletics Program document.

Each area of the strategic plan contains three headings: "areas to maintain", "areas to enhance" and "new initiatives." The strategic plan is consistent with other plans Ice Miller has evaluated at other universities in terms of topic areas and the desire to enrich the student-athlete experience while stabilizing the Athletics Department infrastructure and financial resources. However, the strategic plan lacks sufficient prioritizing of objectives, estimating of timetables, proposing of supervisory personnel or committees, and establishing of measurable benchmarks.

Although not included in the strategic plan, Ice Miller reviewed the financial aid plan for Athletics. Based on what was reported, this area appears to be an example of successful strategic planning. There was a clearly articulated goal, detailed action plan, specific timetable and measurable parameters. Obviously the Athletics Department made scholarship increases a priority and took the steps necessary to complete the task. As a result of this plan, by the year 2015-16, men's and women's baseball and volleyball will be fully funded and football will have 30 equivalencies. Increases have also been incrementally made to the scholarship totals in other sports. Some preferred details that normally aid a plan, such as identification of involved parties and identification of involved parties were missing from the planning document, however, form does not trump substance. The plan was designed, prioritized and executed.<sup>13</sup>

Many areas of the strategic plan are discussed in other parts of this report and are a part of specific recommendations made by Ice Miller. Therefore, this section of the report focuses on the efficacy of the strategic plan as an effective tool to assist the Athletics Department in meeting its strategic goals, without prioritizing which goals are most important. One of the first priorities of the new Director of Athletics should be to review the strategic plan, prioritize objectives and, where necessary, revise its goals.

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<sup>13</sup> For purposes of this evaluation, Ice Miller focused primarily on the "Areas to Enhance" section of the plan. Presuming that "Areas to Maintain" were satisfied goals and that New Initiatives were Long-Term goals not yet ready to be committed to a time table or action plan.

An effective strategic plan identifies goals, objectives and outcomes. Most importantly, it provides a road map for completion of a task or, in the alternative, describe why a goal may not be achieved due to various obstacles. Strategic plans that merely list aspirational desires and do not set forth structured plans to achieve desired outcomes are usually not effective and tend to be shelved soon after the ink is dry. In that regard, the University should consider the following as the new Director of Athletics reviews and revises the Athletics Department's current strategic plan:

1. Clearly Stated Objectives

The objectives need to be as specific as possible so that what needs to be accomplished and the basis for measuring progress are clear. Generalized objectives are difficult to plan for, hard to execute effectively, and even harder to measure for success.

2. Assignment of Responsible Parties

In order to provide accountability, a person or committee should be assigned responsibility for the completion of each objective.

3. Action Plan

An action plan should denote specific tasks or steps along the path to completion of the objective.

4. Time Frame for Completion.

In order to keep projects moving and aid accountability, a realistic estimated completion time frame should be established for each objective. Time tables for the accomplishment of each step should be included to serve as benchmarks regarding progress.



5. Identification of Those Involved

Individuals and entities who will be, or who are likely to be, involved in each project should be identified, particularly if the accomplishment of an objective necessitates multiple entities and groups outside the Athletics Department.

6. Long-Term versus Short-Term Goals.

A strategic plan should distinguish between short-term goals and long-term goals. Short-term goals are usually projects that can be started immediately, have a likely completion date of less than one year, and can be completed without extraordinary funding requirements. Long-term goals, such as major construction projects, usually require substantial preliminary steps to be completed first or are complex plans that require extensive research, collaboration with entities outside of an athletics department, and significant costs.

7. Ranking of Priorities

Objectives should be prioritized from most important to least important.

8. Project Status

A strategic plan should identify how progress toward each objective will be tracked and how often the plan itself should be reviewed.

As brief examples of how the considerations discussed above could be applied to enhance the efficacy of the Athletics Department's current strategic plan, consider two small excerpts for "Goal #2, Athletic Experience" on Page 2 of the current strategic plan:

*Areas to Enhance*

1 *Coaches and Staff continuing education*

- *Allow for travel and conventions and clinics.*

[...]

4. *Assess equipment and apparel future needs for each sport.*
  - *Obtain a sponsorship with a company to identify and brand CWU with a particular vendor to assist in cost reductions as a department for the purchase of the apparel and equipment. (i.e., Nike School).*

In item No. 1, the goal of improving coach and staff education is adequately identified, but leaves many issues unaddressed: How important? Which coaches? What types of conventions and clinics? How frequently? When to begin? What are the reporting and verification requirements? How will it be budgeted for? Who is accountable for implementation?

In item No. 4, "Assessing equipment and apparel future needs" is not an end objective or desired outcome, but more an initial step toward obtaining a value-maximized sponsorship. The heading "obtaining sponsorship with apparel manufacturer" would be an objective. As with item No. 1, there is no plan stated for how to accomplish the goal or designation of a responsible party.

### **Recommendations**

- **The new Director of Athletics should review and, as necessary, revise the current strategic plan.**
- **The revised strategic plan should establish clearly stated and prioritized goals, establish timetables, and identify responsible parties.**

## X. INCLUSIVITY AND DIVERSITY

### Inclusivity and Diversity

Prior to the campus visit, Ice Miller reviewed policies and procedures in place regarding the University's attention to the academic and social well-being of its student population. During the campus visit, Ice Miller met with the Director of Inclusiveness and Diversity, members of the Human Resources staff, athletic administrators, coaches and student-athletes to discuss their experiences with the Athletic Department, coaching staffs and student-athletes.

### Diversity

It appears that the student-athlete population is one of the more diverse on campus. However, the make-up of the athletic department administration and coaching staff is less diverse. Based on what was reported to Ice Miller, student-athletes are aware of the procedures in place to report any grievances of racial, gender or other issues effecting equal opportunity, and the University has demonstrated that it will respond and investigate such grievances.

### **Recommendations**

- **Central Washington should strive for diversity among coaches and athletics administrators that reflect the diverse make-up of the student-athletes the Department serves. Ensuring that females or individuals of color are interviewed during the hiring process for new or vacant Athletics Department positions would demonstrate a commitment to improving the diversity of staff.**
- **Central Washington should include the Athletics Department in any diversity and inclusiveness training that takes place on campus. Both the University and Athletics Department could benefit from working together in this area and educating each other regarding communication strategies and the handling of grievances affecting equal opportunities at the University.**

## Student-Athlete Academic and Intellectual Well-Being

Ice Miller reviewed a number of topics regarding student-athlete well-being and becoming acclimated to college life and the Ellensburg community: academic success; early class registration; access to coaching staff; the activities of the Student-Athlete Activities Committee (SAAC), etc.

According to the student-athletes and other individuals interviewed, the University is taking steps to acclimate new student-athletes to campus and college life in general through the Freshman 101 class. Student-athlete issues are also the priority of the Athletic Compliance Committee ("ACC"). The University also recognizes that additional efforts and policies are warranted to help student-athletes enjoy and prosper from the college experience.

Beginning with the 2012-13 academic year, the University required first-year student-athletes to take the Freshman 101 class separate from the regular student population. The class serves as an orientation for life as a student-athlete at CWU. Topics covered include study skills, alcohol and drug issues, and issues unique to student-athletes such as academic eligibility and missed class time.

Student-athletes reported that their Freshman 101 instructor also helps with their questions regarding class scheduling and academics. Because this is the first year for the student-athlete only Freshmen 101 classes, older student-athletes did not have the benefit of a clearly identified mentor to contact for assistance with their academic questions. It was reported that their academic advisors do not know NCAA eligibility requirements and, therefore, do not consider them when advising student-athletes. Associate Director of Athletics, Gary Hyatt, provides annual rules education to student-athletes regarding NCAA eligibility requirements, and the student-athletes know to contact him for help with scheduling needs. However, Hyatt cannot

assist all 450 student-athletes. Further, many upper-class student-athletes are forced to miss team practice and weight lifting sessions because of required classes in their major being taught at the same time as practice or organized team workouts.

The University does not have a missed class policy. Student-athletes reported that on occasion professors have instructed them to drop a class because they will not receive excused absences for missed class in connection with team travel to represent the University in competition. The ACC is currently working to develop a University-wide missed class-time policy to allow excused absences from class when representing the University.

It appears that the student-athletes competing in sports without a full-time assistant coach often have no one in the Athletics Department to contact for assistance when their coach is off campus to recruit or for other reasons. Furthermore, it is difficult for the head coaches without a full-time assistant to monitor (or even hold) their team's study table when the coaches are away from campus.

The activities of the SAAC demonstrates that many student-athletes recognize that the student-athlete experience includes community outreach, in addition to the expectations in the classroom and as competitors. The SAAC meets approximately twice a month and coordinates efforts such as blood drives and kids days on campus, as well as efforts to raise awareness of breast cancer and fundraisers for the Make-A-Wish foundation.

## **Recommendations**

- **The University should offer priority registration to student-athletes and other student groups who are representing the University in an event or competition. Such a policy would minimize class scheduling conflicts with practice times and travel for competition.**

- **The University should consider adding an athletics staff position to focus on academic advising and academic assistance for student-athletes. If budget constraints do not allow for a new hire, the University should appoint an academic advisor (or more depending on the number of student-athletes needing assistance) in each college and/or major and provide rules education regarding NCAA academic requirements and issues related to student-athlete scheduling needs. Those advisors should be designated to advise student-athletes about scheduling.**
- **The University should adopt a missed class-time policy for students who are required to miss class while representing the University in an event or competition. This would prevent student-athletes from being essentially forced to switch classes (which is not always possible) or miss trips in order to maintain a passing grade in a class due to individual faculty member policies.**
- **The University should consider staffing each sport program with one full-time assistant. The additional position time would increase access to coaches and enhance student-athlete well-being. Alternatively, a "buddy system" among coaches should be established so that student-athletes have a designated coaching staff member to contact for assistance with academic and other personal matters if their coach is absent.**

## **XI. COMPLIANCE WITH NCAA AND GNAC RULES**

### Overview

Prior to the campus visit, Ice Miller reviewed written compliance policies and procedures and reviewed NCAA squad lists. Ice Miller met with Hyatt, the ACC, head coaches and student-athletes to discuss the following NCAA compliance topics: rules education; financial aid; eligibility certification; and monitoring of recruiting activities, camps and clinics, playing and practice seasons, and team travel. The discussions focused on general compliance procedures and how the University demonstrates institutional control in the areas stated above.

As the Associate Director of Athletics for Compliance and Academics, Hyatt is responsible for many areas of the Department, including internal operations, compliance and student services (e.g., housing, dining, etc.), game-day operations (e.g., officials, ticketing, game preparations), and academics. Hyatt appears to have a strong understanding of NCAA rules and monitoring, and has developed a working knowledge of the University's academic requirements. However, given the scope of his responsibilities, it appears Hyatt could use some assistance in these high-risk areas.

The coaching contracts provided to Ice Miller for review did not contain language required by NCAA Bylaw 11.2.1, which states that, "Contractual agreements or appointments between a coach and an institution shall include the stipulation that a coach who is found in violation of NCAA regulations shall be subject to disciplinary or corrective action as set forth in the provisions of the NCAA enforcement procedures, including suspension without pay or termination of employment for significant or repetitive violations."

## Rules Education

At the start of every academic year, Hyatt provides rules education to the coaches and student-athletes. During this meeting the student-athletes complete their intake documents regarding summer activities and other compliance-related information. At the end of each season, Hyatt again meets with each team to review the coach evaluation process, which student-athletes complete online, provide rules education, and have a question and answer session.

As new NCAA legislation is passed, Hyatt shares this information via e-mail with the relevant coaches and other members of the athletics staff. Hyatt has also developed a rules education brochure describing the "dos and don'ts" for University boosters. This document is available on the Athletics Department's website and is also provided to local sponsors. Hyatt attends the annual Wildcat Club meeting and provides this brochure to those attending this meeting as well.

## Financial Aid

Hyatt works with a liaison in the Financial Aid office to administer financial aid awards to student-athletes. Hyatt develops and sends the financial aid agreements to student-athletes, who return the signed forms to the Financial Aid office. The Financial Aid liaison then inputs student-athlete aid into both PeopleSoft (the University's database) and into the Compliance Assistant (CA) database provided by the NCAA to track compliance matters. The Financial Aid liaison then prints out the squad list, which is signed by both the liaison and the Financial Aid Director and sent to Hyatt. The squad list is ultimately sent to the GNAC office for eligibility certification purposes. Hyatt also has access to PeopleSoft and spot checks entries against the CA and the terms of student-athletes' financial aid agreements.



### Eligibility Certification

At the end of each semester, Hyatt enters each student-athletes' grades, degree-countable classes, and grade-point-averages data into the CA and then alerts the Registrar's Office. The Registrar's Office liaison reviews the data on CA and initials their approval. The eligibility information is filtered into the squad list, which serves as the eligibility document sent to the GNAC prior to a team's first competition. Because an Athletics Department official (Hyatt) handles all the data collection and makes the baseline determinations of the eligibility of student-athletes, the integrity and objectivity of the process could be questioned if an NCAA violation were discovered in the area of eligibility certification. It is industry standard for the official certification of eligibility to be performed by an individual or group external to Athletics.

Hyatt also serves as the primary contact for the NCAA Eligibility Center and is charged with determining the student-athletes' initial eligibility.

With regard to admissions, the University utilizes an index which requires minimum test scores and grade-point-averages for admission to Central Washington. If a student is denied admission, an appeal may be submitted to the Admissions Committee for its review and determination whether to admit the potential student. It was reported that the University does not offer special admittance, so student-athletes are admitted under the same criteria and process as all students at the University.

With regards to transfer student-athletes, Hyatt sends out tracers to previous institutions to ensure the University has an accurate picture of the student's academic and athletic history. He then certifies the transfer's eligibility in the same way a continuing student-athlete is certified, with approval of the Registrar's Office.

Hyatt also acts as the academic conduit for the student-athletes. He receives grade reports for student-athletes and meets with student-athletes who are academically at risk. Student-athletes occasionally meet with Hyatt for advice on scheduling and maintaining academic eligibility. Hyatt understands the academic operations of the University and is the most knowledgeable athletics administrator available to assist the student-athletes with academic and eligibility questions.

### Compliance Monitoring

Hyatt is charged with handling all NCAA compliance monitoring for the Athletics Department. In recruiting, Hyatt approves official visits before they occur and reviews expenses and activities which occurred on an official visit. He also reviews unofficial visit forms to ensure NCAA rules are followed. Hyatt approves all travel authorization forms for recruiting trips to ensure that coaches are not contacting prospects off campus during an impermissible time (e.g. dead or quiet period.) Finally, Hyatt also reviews and approves the travel authorization forms for all team travel and verifies that people travelling with the team are eligible to do so.

Regarding the monitoring of playing and practice seasons, Hyatt reviews practice and competition calendars and team schedules each month. Each student-athlete signs a document attesting that their coach adhered to NCAA rules during a particular term.

Hyatt monitors camps and clinics hosted by the coaching staff. Hyatt reviews and approves camp brochures and advertisements, payroll information for camp employees, and proper payment by each camp attendee.

## Rules Violations Reporting Process

When a violation of NCAA rules is discovered, Hyatt alerts the FAR and works with him throughout the investigation. Any information that is developed through the investigation is shared with the Director of Athletics, President, and the President's Chief of Staff. Policies and procedures for rules violations are in writing and were provided as a part of Ice Miller's review. The policies and procedures appear to be functional and should be referred to and followed in the event of a rules violation.

Several recommendations below would add to the already extensive responsibilities of the Associate Director of Athletics for Compliance and Academics. Therefore, the University should consider adding a full-time NCAA compliance officer, as described by the NCAA in its model NCAA Division II Athletic Department. Hiring a full-time NCAA Compliance Officer would help meet the Athletics Department's compliance promoting and monitoring needs and demonstrate the University's commitment to institutional control of the Athletics Department.

### **Recommendations**

- **Include language from NCAA Bylaw 11.2.1, regarding the authority of the NCAA to penalize coaches through the enforcement process, in all future coaching contracts.**
- **Utilize the NCAA's Division II Compliance Blueprint program for a more detailed analysis of the University's compliance systems and procedures.<sup>14</sup>**
- **Hyatt should regularly schedule meetings with the coaching staffs as a group (e.g., monthly, quarterly) to review NCAA rules and departmental policies.**
- **Develop an up-to-date manual of current compliance policies and procedures. This process should include the participation of the ACC, as it would improve their knowledge of NCAA legislation. Hyatt should also**

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<sup>14</sup> The NCAA offers its Division II membership, at the request of the institution, wherein a review of the institution's compliance policies and procedures are thoroughly reviewed. Strengths and weaknesses are identified and recommendations are made to strengthen the compliance program. This service is free of charge.

share the policies and procedures currently in place for rules violations with the ACC in order to educate that Committee on how the University reports violations and to highlight the difference between major and secondary violations.

- Hyatt should hold annual rules education sessions with the following groups: Financial Aid, Admissions, Registrar's Office and academic advisors who advise student athletes.
- The Athletics Department should develop an orientation program for new hires in the department. This would ensure time for Hyatt (or compliance officer) to meet with the new employees regarding applicable NCAA, GNAC, and University compliance policies and procedures.
- The new Financial Aid liaison to the Athletics Department should attend a NCAA Regional Rules seminar in the summer of 2013.
- The University should designate an individual or group outside of athletics as the entity or individual that certifies student-athletes as eligible. It is industry standard that the Athletics Department should not certify eligibility.
- The University should add an athletics academic advisor to work with student-athletes and allow Hyatt to focus on other responsibilities (e.g., internal operations, compliance, campus services liaison, etc.).

## **XII. DIRECTOR OF ATHLETICS – POSITION DESCRIPTION AND STRATEGIES FOR FILLING POSITION**

This section contains ideas on the Director of Athletics position description based upon Ice Miller's view of the current job description, the apparent demands of the position, and needs of the Director of Athletics in terms of effective leadership.

The essential qualification for the new Director of Athletics is a strong commitment to the University and the ability to provide effective leadership and decision-making. Because athletics must work with many offices outside of athletics (e.g., Public Relations, Development, President, Physical Education Department, etc.), the University should seek a candidate with excellent communication and organizational skills and who can be a consensus builder. In order to maintain and enhance the University's competitive success, the new Director of Athletics must have the trust and support of the coaching staff and subordinate athletics administrators. Below are some general but fundamental questions that the University should contemplate before hiring the next Director of Athletics.

1. Which is more important: ability in fundraising, marketing and branding experience, or the ability to manage the day-to-day internal operations of an Athletic Department? These qualities are not mutually exclusive, but many candidates have a more proven record in one or the other area. Both appear to be areas of need for Athletics.
  - Ice Miller's benchmarking analysis (**See Attachment 6**), indicates that the many of the surveyed institutions' Athletic Directors are former coaches, often hired from within. Of the 19 institutions utilized for benchmarking, 12 Athletic Directors are former coaches and eight were hired from within. The University should seek applications from the Director of Athletics candidates

of diverse backgrounds. However, given the University's planned major fundraising push and the expressed desire to further integrate the Athletics Department with other aspects of the University (e.g., Financial, Public Relations), the University must seriously consider whether candidates from outside the University may be the best option for the desired culture change in the Athletics Department.

2. How important is previous athletics administration experience as opposed to managerial experience outside of intercollegiate athletics?
  - Notable recent hires for Division I Director of Athletics positions have been individuals with strong business backgrounds outside of college athletics.
  - The benchmarking process identified two institutions which hired Directors of Athletics with substantial experience outside intercollegiate athletics. West Texas A&M University promoted an Associate Director of Athletics who previously served as a marketing executive in the private sector and who oversaw the development of several athletics facilities at the institution. Northwest Nazarene University recently hired an individual who spent 30 years as an administrator for the Association of Tennis Professionals ("ATP") tour and ran tennis tournaments.
3. How important is it that female and/or minority candidates are encouraged to apply? As stated in the diversity/inclusivity section of this report, although the University's student-athlete population is very diverse, the Athletics Department's administration is significantly less so. Ice Miller has strong relationships with both the National Association of Collegiate Women Athletics Administrators

("NACWAA") and the Minority Opportunities in Athletic Association (MOAA) and, to the extent desired by the University, can facilitate communication with both groups to encourage female and minority awareness of the University's hiring process.

In addition to enumerating particular aspects of the position, the position description for the Director of Athletics hiring process should emphasize that the new Director of Athletics must work in conjunction with Public Relations, Development, and other University divisions to provide leadership and accomplish Athletic Department goals.

The following entries could serve as the basis for the position description:

#### **Essential Skills and Qualifications**

- The willingness to work a flexible work schedule (e.g., working nights and weekends),
- Ability to engage in effective strategic planning (i.e. identify goals and objectives and provide leadership to effect desired outcomes),
- Strong managerial or supervisory skills
- Strong organizational skills
- Strong oral communication skills
- Ability to maintain effective working relationships with the many stakeholders internal and external to the Athletics Department
- Ability to promote student-athlete welfare, safety and academic performance
- Knowledge or familiarity with NCAA Division II philosophy, preferred
- Experience with budgeting processes and demonstrated experience with fiscal discipline, preferably in intercollegiate athletics

- Experience and understanding of fundraising, public relations or marketing, preferred
- Report to the Chief of Staff on a routine basis regarding athletics

### **Recommendations**

- **The University should prioritize the qualities it wants the Director of Athletics to have, (e.g., strong fundraiser, internal operations experience).**
- **The University should consult with other University offices (e.g., Public Relations, Development and Budget Office) with which the Director of Athletics position must interact to discuss qualifications for the position.**
- **The University should consider creating a search committee that includes, at a minimum, representatives from Public Relations, Development, Physical Education, President's Office, Alumni Relations, coaches, student-athletes, and local boosters. This would ensure broad participation of all key University stakeholders.**



### **XIII. UNIVERSITY'S ABILITY TO ANALYZE AND MITIGATE RISK**

During the review of written information and on-campus interviews, Ice Miller attempted to identify areas of risk to the University and its Athletics Department. The three greatest areas of safety risk identified are security access and control of Nicholson Arena, the risk of being struck by a foul ball at the baseball field, and limited injury rehabilitation resources for student-athletes. As on almost all campuses, NCAA compliance issues represent another form of risk to the University.

#### Potential Safety Risks

It was reported that a number of students and individuals have been observed in the main gym floor of the Nicholson Arena after normal operating hours. It was reported that extra keys to the facility have been obtained by individuals outside of the Athletics Department, Physical Education Department, and facilities staff, who are the only groups authorized to have keys. It was also reported that students are able to access the weight room outside of normal operating hours on weekends by climbing over a fence that separates the free weights from the cardio exercise portion of the Nicholson Arena weight room. Unauthorized access to the facility by students or others creates personal and property risks including vandalism, theft, and personal injury.

It was reported that that a cheer camp is held at Nicholson Arena during the summer months. The camp is not operated by the University or the Athletics Department; however, the Nicholson Arena facility is used for the camp. Cheer squads often contact Athletics Department personnel for assistance in copying materials and for information about camp activities. As reported, the cheer camp participants have access to the entire building and often practice cheers

in the halls outside the glass-walled offices of the Athletics Department. The campers' unsupervised access to areas of Nicholson and their inappropriate use of certain areas of the facility represents a risk to their safety and a property risk to the University. Furthermore, the campers are a major disruption to the operation of the Athletics Department's staff during the camp.

In addition to the issues at Nicholson Arena, a baseball field safety risk was reported. During baseball games and practices, foul balls hit above or beyond the back-stop screen when the rugby team is practicing or playing creates a risk that someone could get hit by a foul ball. Recently, a foul ball landed within a few feet of two very small children.

The athletics training services and support provided to the student-athletes appears functional, but under-resourced. The athletics training staff has increased in size, recently allowing for coverage at all home and away games. However, the training staff relies heavily on over worked GAs, to provide coverage to the athletic teams. Effective injury rehabilitation services are usually not available to student-athletes due to the limited number of full-time athletics trainers and the restricted access to the weight room. The reliance on student workers and lack of sufficient rehabilitation resources is a threat to student-athlete well-being and competitive equity. (Please see Attachment 3 to assess the athletics trainer to student-athlete s present at Central Washington and other similar institutions.). Further, a high percentage of the training room equipment is at least fourteen years old, and functional at best. Obtaining updated equipment would help the athletics training staff provide higher quality service to student-athletes. Finally, the athletics training budget does not cover the cost of required continuing education classes or professional licenses and fees associated with being a certified athletics trainer. The Athletics training staff regularly pays for these expenses out-of-pocket.

## Compliance/Institutional Control Risks

As noted in the NCAA Compliance section of this report, the Assistant Director of Athletics for Compliance and Academics has many job responsibilities, which detract from his ability to effectively monitor for NCAA rules compliance. The continued reliance on only one individual for compliance who has multiple job duties represents a risk to the University and increases the possibility of undetected violations occurring.

During the interviews with institutional Athletics Department staff, it was noted that athletics policies and procedures have not been set forth in writing and that there is no policies and procedures handbook. Further, there is no NCAA Compliance handbook, although one is in draft form. The absence of codified compliance policies and procedures is an institutional compliance risk that leaves the University vulnerable to a "lack of institutional control" finding in the event any other violations are discovered.

## Recommendations

- **The University should attempt to account for all keys used to access Nicholson, and then develop strategies for restricting after-hours points of entry to the facility and enhancing after-hours monitoring.**
- **The University should address the above-noted concerns with the organization that operates the cheer camp. Agreements for use of Nicholson for such campus should include provisions that restrict access to certain areas during normal office hours.**
- **The Facility's staff should review the possible safety issues for spectators or participants in the fields adjacent to the baseball field during a baseball practice or game.**
- **The Associate Director of Athletics (Hyatt) should work with members of the ACC to complete a compliance policies and procedures manual for the Athletic Department.**
- **The University should consider adding at least one full-time staff member to the Athletics training staff to enhance the service provided to student-**

**athletes. The University should also reimburse training staff for expenses and fees associated with attendance at required continuing education classes and for professional licenses.**

#### **XIV. CENTRAL WASHINGTON/PEER COMPARISON BENCHMARKING**

Ice Miller consulted with Central Washington to identify a list of peer institutions that would provide meaningful benchmark comparisons to the University (See Attachment 1). There were a total of 19 institutions, including those in the University's conference, the Great Northwest Athletic Conference ("GNAC"), as well as representative institutions from the Northern Sun Intercollegiate Conference ("NSIC") and Rocky Mountain Athletic Conference ("RMAC"), and five additional Division II institutions that offer athletic programs in which the University aspires to be comparable with.

Ice Miller analyzed all available 2010 and 2011 EADA reports for these institutions, examined the Division II Financial Dashboard, reviewed information offered by the NCAA's 2004-2009 Division II Revenues and Expenses Report, evaluated a National Association of Collegiate Directors of Athletics ("NACDA") survey, and conducted extensive internet research on each institution's website. The areas Ice Miller has charted and analyzed as requested by the University are as follows:

- Services Offered to Student-Athletes
  - Student-Athlete to Coach Ratio
  - Student-Athlete to Athletic Trainer Ratio
- Facilities Available to Student-Athletes
- Athletic Department Budgets
  - Total Expenses Versus % of Expenses Spent on Travel;
- Athletic Director Comparison
  - Athletic Director background and qualifications
  - Athletic Director Salaries

- Athletic Department Administration
  - Size and Number of Administrators in the Department.

### Services Offered to Student-Athletes

As noted elsewhere in this report, a priority of the University has been an analysis of the services provided to its student-athletes. Ice Miller has discussed student-athlete welfare throughout this report with regards to academic service offerings to student-athletes and the Freshman 101 class, among other things. The benchmarking focused on how Central Washington's athletics' staffing in areas with direct impact on competitive equity and student-athlete welfare compared with the other institutions identified. Specifically, Ice Miller examined student-athlete to coach and student-athlete to athletic trainer ratios.

### **Student-Athlete to Coach Ratios (See Attachment 2)**

Ice Miller reviewed each sport at Central Washington and the benchmark institutions, which offered these same sports. Within each sport, Ice Miller collected data indicating the number of student-athletes in that sport, the total number of coaches working in the sport, with emphasis on the number of full-time coaches, in order to develop a student-athlete to coach ratio for each sport.

**Baseball:** There were 12 benchmark institutions that compete in baseball. On average, there are 39 student-athletes per team, and four coaches per team (one on a full-time basis). This is an approximate 11-to-1<sup>15</sup> student-athlete to coach ratio. Central Washington has an 8-to-1 ratio in the sport of baseball which carries 41 student-athletes and employs one full time and

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<sup>15</sup> The averages were determined by calculating the average of each area for each institution. Therefore, in some instances, the average number used to express the student-athlete to coach ratio may not be precisely accurate but very close.

three par-time coaches. This is better than the average of the benchmarked schools compared to its peers; however, as discussed during the campus visit and within this Report, having only one full-time coach available to the student-athletes causes accessibility issues for the student-athletes.

**Men's Basketball:** There were 20 benchmark institutions that compete in men's basketball.<sup>16</sup> On average, there are 16 student-athletes per team and with three coaches (one on a full-time basis). This is an approximate a 6-to-1 student-athlete to coach ratio. Central Washington carries 11 student-athletes on its team, which offers a 3-to-1 ratio in the sport of men's basketball, with two full-time coaches and two part-time coaches; this is better than the average of the benchmarked schools.

**Women's Basketball:** There 20 benchmark institutions that compete in women's basketball. On average, there are 15 student-athletes and three coaches per team (one on a full-time basis). This is an approximate 5-to-1 student-athlete to coach ratio. Central Washington carries 18 student-athletes and has a 6-to-1 ratio, slightly below the benchmarked institutions..

**Cross Country:** There were 20 benchmark institutions that compete in cross country. On average, there are 34 student-athletes (19 men and 14 women), and seven coaches per team (none on a full-time basis.). This is an approximate a 10-to-1 student-athlete to coach ratio. Central Washington carries 31 student-athletes and has only one full-time coach for a 16-to-1 ratio in the sport of cross country. The University offers less than the benchmarking average. As was noted during the campus visit, a student-athlete's opportunities to contact or access a coach is often difficult, if there is only one full-time coach. Also, adding a full-time assistant coach to the cross country and track and field programs would also bring the University in line with its peer institutions.

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<sup>16</sup> There were 9 benchmarked schools plus Central Washington, so a total of 20 schools in all.

**Football:** There are 13 benchmark institutions that compete in football. On average, there are 113 student-athletes and 10 coaches per team (four on a full-time basis). This is an approximate 12-to-1 student-athlete to coach ratio. Central Washington has 91 student-athletes on its team and employs nine coaches (four full-time) for a 10-to-1 ratio in the sport of football; thus, exceeding the average benchmarked institution.

**Women's Soccer:** There were 18 benchmark institutions that compete in women's soccer. On average, there are 27 student-athletes and three coaches per team (one on a full-time basis). This is an approximate 9-to-1 student-athlete to coach ratio. Central Washington carries 28 student-athletes and employs three total coaches (one full-time), which offers a 9-to-1 ratio in the sport of women's soccer, equal to the benchmark average. However, as discussed during the campus visit, having only one full-time coach available to the student-athletes causes accessibility issues for the student-athletes.

**Softball:** There are 16 benchmark institutions that compete in softball. On average, there are 27 student-athletes with three coaches per team (one on a full-time basis). This is an approximate 9-to-1 student-athlete to coach ratio. Central Washington carries 24 student-athletes and employs four coaches (one full-time), which yields a 6-to-1 ratio, and is better than the average benchmarked institution. However, as noted previously, because softball has only one full time coach student-athletes accessibility to a coach is an issue for the student-athletes.

**Track and Field:** There are 19 benchmark institutions that compete in track and field (indoor and/or outdoor). On average, there are 80 student-athletes (46 men and 34 women), and five coaches per team (none on a full-time basis). This is an approximate 16-to-1 student-athlete to coach ratio. Central Washington has 82 student-athletes competing and employs six coaches (one full-time), which yields a 15-to-1 ratio in the sport of track and field.. Track and Field is



another sport with only one full-time coach available to the student-athletes causes accessibility issues for the student-athletes.

**Volleyball:** There are 20 benchmark institutions that compete in volleyball. On average, there are 16 student-athletes, and three coaches per team (one on a full-time basis). This is an approximate 7-to-1 student-athlete to coach ratio. Central Washington carries 20 student-athletes and three coaches (one full-time) for a 7-to-1 ratio in the sport of volleyball.

### **Student-Athlete to Athletic Trainer Ratios (See Attachment 3)**

Ice Miller reviewed the total number of unduplicated student-athletes at Central Washington and at each of the benchmarked institutions, as well as the number of athletic trainers employed by each institution. The number of student-athletes was obtained through EADA reports and the number of athletic trainers was determined from internet research of each school. Ice Miller assumed that if a trainer's name or position was listed on the website, that it was a full-time position. Only some institutions indicated that they employed GAs in the athletic training room. Based on this information, Ice Miller determined the student-athlete to athletic trainer ratios at each of the institutions.

All 20 institutions provide athletic training services to their student-athletes. On average, institutions sponsor 15 sports and have 334 (unduplicated) student-athletes. There is an average of three full-time trainers and four total members (GA or part-time trainers included) of the athletic training staff who treat student-athletes. This is an approximate 116-to-1 student-athlete to full-time trainer ratio and an 89-to-1 student-athlete to total training staff ratio (this number included part-time and/or Graduate Assistant trainers). Central Washington has two full-time trainers and three GA's. This yields a 177-to-1 ratio with only full-time staff and a 71-to-1 ratio

if the GAs are included. Central Washington is below the benchmark average when comparing full-time staff to student-athletes, but above average when including the GAs.

Because Ice Miller was unable to determine how many GA's may be used by other programs in athletics training, Ice Miller believes that the total number of trainers per institution could be higher than the benchmarking data provided in Attachment 3. Ice Miller is concerned that for a Division II football program providing only two full-time trainers is low and recommends adding at least one full-time member to its athletics training staff in an effort to provide the student-athletes with proper athletics training coverage and allow the training staff to offer additional services to the student-athletes, such as rehabilitation after an injury (as discussed earlier in this report).

#### **Facilities Available to Student-Athletes (See Attachment 4)**

Ice Miller relied on information provided on each institution's website indicating the facilities utilized by athletic teams on each campus. Some of the benchmark institutions' websites did not offer information regarding facilities, and, therefore Ice Miller was not able to provide comparative data for those institutions. Of the 13 peer institutions which have football, 11 provided information regarding its football stadium. Specifically, eight have a synthetic field turf. Three institutions (including Central Washington) share the stadium with track and field. Finally, of the nine institutions that reported a seating capacity, the average size was 6,917. Central Washington's Tomlinson Stadium currently seats 4,000.

Concerning information on men's basketball, women's basketball and volleyball, 15 institutions provided information on its indoor facilities. It appears that all 15 share the same facilities between the three teams. The average seating capacity of these facilities is 3,327.

Nicholson Pavilion seats 2,519, 808 below the average. Please note, that the institutions' websites do not indicate whether the teams have access to other gyms, other than the main arena, for practice. Further, these websites do not indicate whether the Athletics Department is sharing its facilities with other campus departments, intramurals and club sports.

As the report indicates above, the intercollegiate student-athletes and teams face many challenges regarding availability of its athletics facilities in Nicholson. The time compressions created by sharing the facility with Physical Education, intramurals and club teams, to a much less extent, has disadvantaged the practice and training opportunities for its student-athletes.

#### **Athletic Department Travel Budgets (See Attachment 5)**

Ice Miller was able to review the data provided by the NCAA Division II Financial Dashboard to gather information about Central Washington's peer institutions and conferences. In general, the Dashboard provides data about institutions within specific sub-groups (e.g., conferences, Division II schools with football) and at what level institutions within that sub-group are spending money in comparison to that sub-group. The Dashboard does not provide specific data for any given institution. Central Washington indicated it was most interested in the data regarding athletics expenditures, in particular, expenditures on team travel. Given the parameters, Ice Miller utilized the Dashboard to gather information pertaining to total athletics expenditures and the percentage of expenditures spent on team travel. Please note that the Dashboard establishes various percentiles (i.e., 25, 50 and 75) based on the total athletics budget, the smallest budgets are up to the 25<sup>th</sup> percentile. Within each percentile is given a percentage spent on travel (See Attachment 5).

Ice Miller analyzed the following sub-groups for comparison: The GNAC, the NSIC, the RMAC and Division II institutions offering football. Based on the 2011 reporting cycle, Central Washington spent \$3,893,168 on athletics-related expenditures. Of those expenditures, \$570,693 or 14.7% was spent on team travel. In comparison with the institutions in the GNAC, those in the 25<sup>th</sup> percentile (the lowest percentile in the Dashboard) spent an average of \$3,845,905 or 12.5% of its expenditures on team travel; those in the 50<sup>th</sup> percentile spent an average of \$4,586,519 or 14.1 percent on team travel; and those in the 75<sup>th</sup> percentile spent on average \$6,889,932 or 14.6% on its own team travel. Based on meetings conducted during the on-campus visit, it was clear that travel expenses is an area of concern for the athletics budget. The benchmarking confirms that Central Washington spends a higher percentage of their total budget on team travel than any other GNAC school, even though half the conference is spending more money on team travel and then those institutions in the 75<sup>th</sup> percentile spend almost \$3 million on athletics. The data also indicates that its total expenditures are in the lower half the Conference. It appears that expenses associated with team travel is a conference-wide issue. It is also clear from the Dashboard that other institutions are receiving more financial support or revenues, for athletics, which may mitigate the cost of travel on some campuses.

In comparison to the other sub-groups identified from the Dashboard, Central Washington's athletics expenditures are less than many institutions. Specifically, the University's athletic expenditures are near the 25<sup>th</sup> percentile of the NSIC; between 25<sup>th</sup> and 50<sup>th</sup> percentile of the RMAC; and slightly above the 25<sup>th</sup> percentile of all Division II institutions competing in football. In light of the University's desire to be highly competitive in its top tier sports of football, men's and women's basketball and volleyball, increasing its athletics budget seems necessary in order to provide adequate services to its student-athletes, coaching staff and

athletics administration to fall in line with those institutions in the sub-groups which the University believes to be peer institutions.

### **Athletic Director Comparison (See Attachment 6)**

As indicated earlier in this report, Ice Miller was asked to compare the backgrounds of the current Athletic Directors with the benchmark institutions. Ice Miller reviewed the biographies provided on each institution's athletics website and looked to answer following questions: Was the director of athletics promoted from within the Department; did the director of athletics have an intercollegiate athletics background; did they have experience in or exposure to fundraising; did the Athletic Director have a coaching and or teaching background?

According to the benchmarking data, 12 Athletic Directors are former coaches; 13 listed specific examples of prior athletic department experience (some in Division I). Eight were promoted from within. Based on Ice Miller's understanding about Division II institutions, these numbers are not surprising. Teaching and/or coaching experience and familiarity with or loyalty to a school appear to be a more important in naming a new Athletics Director at NCAA Division II programs, than at NCAA Division I. Earlier in this report, Ice Miller also mentioned that two of the Athletic Directors had spent a large part of their career in the private sector working in marketing or other fields. This "outside" experience is more common with Division I director of athletics. This type of private sector experience for a director of athletics could provide an institution with insights and skill sets not always honed by working exclusively in an athletics department.

Finally, during the campus visit, the University asked Ice Miller to benchmark the salaries of Division II Athletic Directors. The information on salaries was very limited and is not

readily available on the internet. However, Ice Miller was able to locate data offering general information on Division II Athletic Directors' (and other positions') salaries. In October of 2009, NACDA commissioned a survey to be completed by Division II member institutions. The results (See Attachment 7) indicate that the average base salary for a Division II Athletic Director was \$77,149.71, and additional compensation averaged \$1,625.93. The survey also took into account the total number of years of experience an Athletic Director had (approximately 10 years), as well as the length of an Athletic Director's contract (the majority were one-year contracts).

## **XV. CONCLUSION**

The athletics program at Central Washington has a strong legacy: it fields successful and competitive teams; is comprised of loyal and dedicated staff; and recruits and competes with student-athletes who appear to be excellent ambassadors of the University. The President of the University recognizes the value of the intercollegiate athletics program to the entire University community - a community, that by all indications, admires and respects the accomplishments of intercollegiate athletics and recognizes its value to the University. However, the athletics program is currently stagnant in some key areas: effective leadership, effective strategic planning and the maximization of resources that could provide for the growth and sustenance of the program for the future. There are issues regarding appropriate staffing, as well as access to and quality of facilities that will be high priority challenges for the new Director. There are no quick and easy fixes for these challenges. The Athletics Department is at a crossroads, where it either keeps the status quo or moves forward with an effective plan of action.

That being said, it appears that the potential is there for Central Washington's Athletics Department to launch into an exciting new era, where vast enhancements to facilities and student-athlete welfare are achievable through dedication and hard work. The University has already committed to assigning trained staff in key areas (e.g., Budgeting, Fundraising and Marketing) who are eager to help the Athletics Department build on its current strengths to achieve its much higher potential. Accordingly, the Director of Athletics position at Central Washington appears to be a very desirable position for the right administrator and should attract an excellent pool of candidates.

**Comparative Benchmark Institutions**

<b>GNAC Conference</b>	<b>Northern Sun Intercollegiate Conference</b>
Central Washington University	Minnesota State University, Moorhead
University of Alaska, Anchorage	Augustana College
University of Alaska, Fairbanks	Bemidji State University
St. Martin's University	
Seattle Pacific University	
Western Washington University	
Western Oregon University	
Northwest Nazarene University	
Montana State University, Billings	
Simon Fraser University	
<b>Rocky Mouny Conference</b>	<b>Additional Comparable Institutions</b>
Colorado State University, Pueblo	Northwest Missouri State University
Adams State College	West Texas A&M University
Colorado School of the Mines	Grand Valley State University
	Humboldt University



Student-Athlete to Coach Ratios**Baseball**

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Central Washington University	41	5 1 FT	2 - Part-Time	2	8:1
University of Alaska, Anchorage	N/A	N/A	N/A	N/A	N/A
University of Alaska, Fairbanks	N/A	N/A	N/A	N/A	N/A
St. Martin's University	36	3 0 FT	2 - PT	0	13:1
Seattle Pacific University	N/A	N/A	N/A	N/A	N/A
Western Washington University	N/A	N/A	N/A	N/A	N/A
Western Oregon University	33	3 1 FT	2 - PT	0	11:1
Northwest Nazarene University	45	6 1 FT	5 - PT	0	8:1
Montana State University, Billings	49	5 1 FT	4 - PT	0	9:1
Simon Fraser University	N/A	N/A	N/A	N/A	N/A
Minnesota State University, Moorhead	N/A	N/A	N/A	N/A	N/A
Augustana College	45	4 1 FT	3 - PT	0	11:1
Bemidji State University	37	2 0 FT	1 - PT	0	19:1

Attachment 2

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Colorado State University, Pueblo	37	2 2 FT	1 - FT	0	19:1
Adams State College	N/A	N/A	N/A	N/A	N/A
Colorado School of Mines	34	3 1 FT	2 - PT	0	11:1
Northwest Missouri State University	44	3 1 FT	2 - PT	0	15:1
West Texas A&M University	33	3 0 FT	2 - PT	0	11:1
Grand Valley State University	32	3 2 FT	1 - FT 1 - PT	0	11:1
Humboldt University	N/A	N/A	N/A	N/A	N/A
<b>AVERAGE</b>	<b>39</b>	<b>4 1 FT</b>			<b>12:1</b>

## Men's Basketball

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Central Washington University	11	4 2 FT	1 - FT 2 - PT	0	3:1
University of Alaska, Anchorage	14	3 1 FT	1	1	5:1
University of Alaska, Fairbanks	16	4 2 FT	1 - FT	0	4:1
St. Martin's University	14	3 0 FT	1 - PT	0	5:1
Seattle Pacific University	15	4 1 FT	2 - PT		4:1
Western Washington University	16	4 1 FT	1 - PT	0	4:1
Western Oregon University	15	4 1 FT	3 - PT	0	4:1
Northwest Nazarene University	15	3 2 FT	1 - PT	0	5:1
Montana State University, Billings	13	3 2 FT	1 - FT 1 - PT	0	4:1
Simon Fraser University	18	2 2 FT	1 - FT	0	9:1
Minnesota State University, Moorhead	15	3 0 FT	2 - PT	0	5:1
Augustana College	16	4 0 FT	3 - PT	0	4:1
Bemidji State University	14	4 0 FT	3 - PT	0	4:1

Attachment 2

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Colorado State University, Pueblo	16	3 2 FT	1 - FT 1 - PT	0	5:1
Adams State College	36	2 2 FT	1 - FT	0	18:1
Colorado School of Mines	16	2 2 FT	1 - FT	0	8:1
Northwest Missouri State University	15	3 2 FT	1 - PT 1 - FT	0	5:1
West Texas A&M University	14	2 0 FT	1 - PT	0	7:1
Grand Valley State University	16	5 2 FT	3 - PT 1 - FT	0	3:1
Humboldt University	18	4 1 FT	3 - PT	0	5:1
<b>AVERAGE</b>	<b>16</b>	<b>3 1 FT</b>			<b>6:1</b>

## Women's Basketball

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Central Washington University	18	3 2 FT	1 - FT	1	6:1
University of Alaska, Anchorage	13	3 1 FT	1	1	4:1
University of Alaska, Fairbanks	17	2 2 FT	1 - FT	0	9:1
St. Martin's University	16	3 0 FT	2 - PT	0	4:1
Seattle Pacific University	13	4 1 FT	3 - PT	0	3:1
Western Washington University	14	6 2 FT	1 - PT 1 - FT	1	2:1
Western Oregon University	15	3 1 FT	2 - PT	0	5:1
Northwest Nazarene University	12	2 1 FT	1 - PT	0	6:1
Montana State University, Billings	13	3 1 FT	2 - PT	0	4:1
Simon Fraser University	13	2 2 FT	1 - FT	0	7:1
Minnesota State University, Moorhead	15	2 0 FT	1 - PT	0	8:1
Augustana College	16	5 0 FT	4 - PT	0	3:1
Bemidji State University	16	3 0 FT	1 - PT	0	5:1

Attachment 2

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Colorado State University, Pueblo	15	3 2 FT	1 - FT 1 - PT	0	5:1
Adams State College	30	2 2 FT	1 - FT	0	15:1
Colorado School of Mines	12	2 2 FT	1 - FT	0	6:1
Northwest Missouri State University	14	3 2 FT	1 - PT 1 - FT	0	5:1
West Texas A&M University	13	3 0 FT	2 - PT	0	4:1
Grand Valley State University	17	4 2 FT	2 - PT 1 - FT	0	4:1
Humboldt University	15	3 1 FT	2 - PT	0	5:1
<b>AVERAGE</b>	<b>15</b>	<b>3 1 FT</b>			<b>6:1</b>

## Cross Country (Men's/Women's)

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Central Washington University	Men - 12 Women - 19	2 1 FT	1 - PT	0	16:1
University of Alaska, Anchorage	Men - 10 Women - 11	6 0 FT	2 - PT	2	4:1
University of Alaska, Fairbanks	Men - 16 Women - 12	3 0 FT	1 - PT		6:1
St. Martin's University	Men - 9 Women - 7	3 0 FT	2 - PT	0	5:1
Seattle Pacific University	Men - 14 Women - 13	2 0 FT	0	0	14:1
Western Washington University	Men - 32 Women - 19	5 0 FT	2 - PT	0	10:1
Western Oregon University	Men - 25 Women - 14	4 0 FT	3 - PT	0	10:1
Northwest Nazarene University	Men - 13 Women - 11	2 0 FT	1 - PT	0	12:1
Montana State University, Billings	Men - 14 Women - 9	4 2 FT	2 - PT	0	23/2
Simon Fraser University	Men - 16 Women - 18	7 0 FT	6 - PT	0	3:1
Minnesota State University, Moorhead	Men - 13 Women - 10	2 0 FT	1 - PT	0	12:1
Augustana College	Men - 18 Women - 15	3 0 FT	1 - PT	1	11:1
Bemidji State University	Women - 14	3 0 FT	2 - PT	0	5:1

Attachment 2

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Colorado State University, Pueblo	Women - 9	2 2 FT	1 - FT	0	5:1
Adams State College	Men - 35 Women - 17	3 0 FT	2 - PT	0	17:1
Colorado School of Mines	Men - 31 Women - 11	2 0 FT	1 - PT	0	21:1
Northwest Missouri State University	Men - 14 Women - 23	3 0 FT	1 - PT	1	12:1
West Texas A&M University	Men - 9 Women - 9	2 0 FT	0	0	9:1
Grand Valley State University	Men - 46 Women - 29	7 0 FT	1 - PT	0	11:1
Humboldt University	Men - 18 Women - 20	2 0 FT	1 - PT	0	19:1
<b>AVERAGE</b>	<b>M - 19 W - 15</b>	<b>7 0 FT</b>			<b>10:1</b>



## Football

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Central Washington University	91	9 4 FT	3 – FT 6 – PT	2	10:1
University of Alaska, Anchorage	N/A	N/A	N/A	N/A	N/A
University of Alaska, Fairbanks	N/A	N/A	N/A	N/A	N/A
St. Martin's University	N/A	N/A	N/A	N/A	N/A
Seattle Pacific University	N/A	N/A	N/A	N/A	N/A
Western Washington University	N/A	N/A	N/A	N/A	N/A
Western Oregon University	127	13 3 FT	2 – FT 11 – PT	0	10:1
Northwest Nazarene University	N/A	N/A	N/A	N/A	N/A
Montana State University, Billings	N/A	N/A	N/A	N/A	N/A
Simon Fraser University	96	10 2 FT	8 – PT	0	10:1
Minnesota State University, Moorhead	73	11 0 FT	10 – PT	0	7:1
Augustana College	101	9 0 FT	8 – PT	0	11:1
Bemidji State University	101	10 0 FT	9 – PT	0	15:1
Colorado State University, Pueblo	135	9 7 FT	6 – FT 2 – PT	0	20:1

Attachment 2

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Adams State College	140	7 7 FT	6 - FT	0	20:1
Colorado School of Mines	117	9 9 FT	8 - FT	0	13:1
Northwest Missouri State University	122	6 6 FT	5 - FT	0	20:1
West Texas A&M University	154	11 0 FT	10 - PT	0	14:1
Grand Valley State University	106	12 8 FT	7 - FT 4 - PT	0	9:1
Humboldt University	105	9 1 FT	8 - PT	0	12:1
<b>AVERAGE</b>	<b>113</b>	<b>10 4 FT</b>			<b>12:1</b>

## Women's Soccer

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Central Washington University	28	3 1 FT		1 1 student assistant	9:1
University of Alaska, Anchorage	N/A	N/A	N/A	N/A	N/A
University of Alaska, Fairbanks	N/A	N/A	N/A	N/A	N/A
St. Martin's University	28	2 0 FT	1 - PT	0	14:1
Seattle Pacific University	25	4 2 FT	2 - PT 1 - FT	0	6:1
Western Washington University	25	5 0 FT	1 - PT	1	5:1
Western Oregon University	26	2 1 FT	1 - PT	0	13:1
Northwest Nazarene University	23	2 1 FT	1 - PT	0	12:1
Montana State University, Billings	22	2 1 FT	1 - PT	0	11:1
Simon Fraser University	22	2 1 FT	1 - PT	0	11:1
Minnesota State University, Moorhead	25	3 0 FT	2 - PT		8:1
Augustana College	33	3 0 FT	2 - PT	0	11:1
Bemidji State University	25	3 0 FT	2 - PT	0	8:1

Attachment 2

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Colorado State University, Pueblo	28	2 1 FT	1 - PT	0	14:1
Adams State College	45	2 1 FT	1 - PT	0	23:1
Colorado School of Mines	25	2 2 FT	1 - FT	0	13:1
Northwest Missouri State University	19	1 1 FT	0	0	19:1
West Texas A&M University	22	2 0 FT	1 - PT	0	11:1
Grand Valley State University	32	5 2 FT	3 - PT 1 - FT	0	6:1
Humboldt University	33	3 0 FT	2 - PT	0	11:1
<b>AVERAGE</b>	<b>27</b>	<b>3 1 FT</b>			<b>11:1</b>

## Softball

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Central Washington University	24	4 1 FT	3 (?)	0	6:1
University of Alaska, Anchorage	N/A	N/A	N/A	N/A	N/A
University of Alaska, Fairbanks	N/A	N/A	N/A	N/A	N/A
St. Martin's University	N/A	N/A	N/A	N/A	N/A
Seattle Pacific University	N/A	N/A	N/A	N/A	N/A
Western Washington University	19	4 1 FT	2 - PT	0	5:1
Western Oregon University	17	2 1 FT	1 - PT	0	9:1
Northwest Nazarene University	15	3 1 FT	1 - PT	0	5:1
Montana State University, Billings	22	4 1 FT	3 - PT	0	6:1
Simon Fraser University	17	2 0 FT	1 - PT	0	9:1
Minnesota State University, Moorhead	19	2 0 FT	1 - PT	0	10:1
Augustana College	15	3 0 FT	2 - PT	0	5:1
Bemidji State University	16	2 0 FT	1 - PT	0	8:1
Colorado State University, Pueblo	20	3 0 FT	1 - FT 1 - PT	0	7:1

Attachment 2

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Adams State College	35	2 1 FT	1 - PT	0	18:1
Colorado School of Mines	20	3 1 FT	2 - PT	0	7:1
Northwest Missouri State University	19	1 1 FT	0	0	19:1
West Texas A&M University	19	3 0 FT	2 - PT	0	6:1
Grand Valley State University	20	3 2 FT	1 - FT 1 - PT	0	7:1
Humboldt University	33	2 0 FT	1 - PT	0	17:1
<b>AVERAGE</b>	<b>27</b>	<b>3 1 FT</b>			<b>9:1</b>

## Track &amp; Field

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Central Washington University	Men - 42 Women - 40	6 1 FT	2 - Volunteer	2	14:1
University of Alaska, Anchorage	Men - 27 Women - 19	6 0 FT	2 - PT	2	8:1
University of Alaska, Fairbanks	N/A	N/A	N/A	N/A	N/A
St. Martin's University	Men - 34 Women - 25	5 0 FT	4 - PT	0	12:1
Seattle Pacific University	Men - 21 Women - 31	7 0 FT	6 - PT	0	7:1
Western Washington University	Men - 78 Women - 50	9 0 FT	8 - PT	0	12:1
Western Oregon University	Men - 44 Women - 40	7 0 FT	7 - PT		12:1
Northwest Nazarene University	Men - 36 Women - 31	4 0 FT	3 - PT		7:1
Montana State University, Billings	Men - 34 Women - 22	8 0 FT	6 - PT		9:1
Simon Fraser University	Men - 27 Women - 35	7 0 FT	6 - PT	0	9:1
Minnesota State University, Moorhead	Men - 35 Women - 23	2 1 FT	1 PT		29:1
Augustana College	Men - 37 Women - 37	6 0 FT	2 - PT	2	12:1

Attachment 2

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Bemidji State University	Women - 27	3 0 FT	2 - PT	0	9:1
Colorado State University, Pueblo	Women - 24	2 2 FT	1 - FT	0	12:1
Adams State College	Men - 57 Women - 30	6 1 FT	5 - PT	0	15:1
Colorado School of Mines	Men - 40 Women - 15	4 0 FT	3 - PT	0	14:1
Northwest Missouri State University	Men - 43 Women - 53	5 1 FT	2 - PT 1 - FT	1	19:1
West Texas A&M University	Men - 21 Women - 25	2 0 FT	1 - PT	0	23:1
Grand Valley State University	Men - 89 Women - 74	13 0 FT	12 - PT	2	13:1
Humboldt University	Men - 59 Women - 38	2 0 FT	1 - PT	0	49:1
<b>AVERAGE</b>	<b>Men - 46 Women - 34</b>	<b>5 0 FT</b>			<b>15:1</b>



## Women's Volleyball

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Central Washington University	20	3 2 FT	1 -- FT 1 - PT	0	7:1
University of Alaska, Anchorage	11	3 2 FT	1	0	4:1
University of Alaska, Fairbanks	13	3 2 FT	1 - FT		4:1
St. Martin's University	17	3 0 FT	2 - PT	0	6:1
Seattle Pacific University	16	4 1 FT	3 - PT	0	4:1
Western Washington University	17	4 2 FT	1 - FT		4:1
Western Oregon University	17	2 1 FT	1 - PT	0	9:1
Northwest Nazarene University	14	3 1 FT	2 - PT	0	5:1
Montana State University, Billings	17	3 1 FT	2 - PT	0	6:1
Simon Fraser University	14	1 1 FT	0	0	14:1
Minnesota State University, Moorhead	15	3 0 FT	2 - PT	0	5:1
Augustana College	13	4 0 FT	2 - PT	0	3:1
Bemidji State University	18	4 0 FT	3 - PT	0	5:1

Attachment 2

SCHOOL	NO. OF STUDENT-ATHLETES ON TEAM	TOTAL NO. OF COACHES (# FULL-TIME)	NO. OF ASSISTANT COACHES (INDICATE FT V. PT)	NO. OF GRADUATE ASSISTANTS (IF PROVIDED)	RATIO OF STUDENT-ATHLETES TO COACHING STAFF
Colorado State University, Pueblo	18	3 2 FT	1 - FT 1 - PT	0	9:1
Adams State College	32	2 1 FT	1 - PT	0	16:1
Colorado School of Mines	17	2 2 FT	1 - FT	0	9:1
Northwest Missouri State University	18	2 2 FT	1 - FT	0	9:1
West Texas A&M University	19	3 0 FT	2 - PT	0	6:1
Grand Valley State University	20	4 3 FT	2 - FT 1 - PT	0	5:1
Humboldt University	13	2 0 FT	1 - PT	0	7:1
<b>AVERAGE</b>	<b>16</b>	<b>3 1 FT</b>			<b>7:1</b>

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Trainer Student-Athlete Ratio<sup>1</sup>

School	No. of Teams	No. of Student-Athletes (Unduplicated)	No. of Trainers <sup>2</sup>	Ratio of Student-Athletes to Trainers <sup>3</sup>
CWU	13	353	2 FT 3 GAs <sup>4</sup>	177:1 71:1
Alaska, Anchorage	11	179	3 FT	60:1
Alaska, Fairbanks	10	124	2 FT	62:1
Saint Martin's	15	201	2 FT	101:1
Seattle Pacific	14	294	3 FT	98:1
Western Washington	15	313	3 FT	104:1
Western Oregon	13	349	2 FT 1 GA	175:1 116:1
Northwest Nazarene	14	227	2 FT 1 PT	114:1 76:1
Montana State Billings	17	264	2 FT 1 GA	132:1 88:1
Bemidji State	15	342	4 FT 1 GA	86:1 68:1
Colorado State- Pueblo	15	400	4 FT 1 GA	100:1 80:1
Adams State	20	613	3 FT 3 GAs	204:1 102:1
Colorado School of the Mines	18	448	4 FT	112:1
Northwest Missouri State	16	358	3 FT 3 GAs	119:1 60:1
West Texas A&M	17	428	5 FT	86:1
Grand Valley State	20	562	4 FT 4 GAs	141:1 70:1
Humboldt State <sup>5</sup>	12	413		
Simon Fraser	19	415	3 FT	138:1
Minnesota State, Moorhead	16	296	4 FT	74:1
Augustana	18	380	3 FT	127:1
<b>AVERAGE</b>	<b>15</b>	<b>334</b>	<b>3 FT</b> <b>4 Total</b>	<b>116:1 FT</b> <b>89:1 w GAs/PT<sup>6</sup></b>

<sup>1</sup> Information gathered from EADA reports and institutional websites.

<sup>2</sup> Note: Not all websites list entire training staff, especially graduate assistants. GAs are accounted for when noted on the institution's website.

<sup>3</sup> All ratios were rounded up at .5 and above.

<sup>4</sup> Many institutional websites do not indicate number of GAs assisting in the training room. Those that do, have two sets of ratios provided.

<sup>5</sup> Humboldt State did not list any other athletic trainers other than the head trainer. A request was submitted to Humboldt State to detail athletic training staff, no response has been received as of the date of this report.

<sup>6</sup> Only nine institutions list/indicated the employment of part-time athletic trainers or GAs.

## ATHLETIC FACILITIES

SCHOOL	FOOTBALL FACILITY (TURF OR GRASS) SEATING CAPACITY	BASKETBALL VOLLEYBALL (SHARED?)	SOCCER FACILITY (TURF OR GRASS) SEATING CAPACITY	SOFTBALL SEATING CAPACITY	BASEBALL SEATING CAPACITY	TRACK SEATING CAPACITY
Central Washington University	Football/Track & Field - Grass 4,000 Seating (portable added as needed for FB)	Shared 2,519 Seating	Grass Open capacity	300 Seating	500 Seating	See Football
University of Alaska, Anchorage	N/A	Shared 8,700 Seating	N/A	N/A	N/A	N/A Has Ice Hockey 6,406 Seating
University of Alaska, Fairbanks	N/A	Shared 2,000 Seating	N/A	N/A	N/A	N/A Has Ice Hockey 4,595 Seating
St. Martin's University	N/A	N/A	N/A	N/A	N/A	N/A
Seattle Pacific University	N/A	Shared 2,650 seating	900 seating			
Western Washington University	N/A	Shared 2,534 seating	Games are played off- campus	No seating info provided	N/A	4,000 seating
Western Oregon University	Turf seating (no info)	Shared 2,473 seating	Turf 400 seating	200 seating	420 seating	N/A
Northwest Nazarene University	N/A	N/A	N/A	N/A	N/A	N/A
Montana State University, Billings	N/A	Shared 2,330 seating	Turf 600 seating	No seating info provided	3,071 seating	No info provided
Simon Fraser University	No info provided	No info provided	No info provided	No info provided	No info provided	No info provided

Attachment 4

SCHOOL	FOOTBALL FACILITY (TURF OR GRASS) SEATING CAPACITY	BASKETBALL VOLLEYBALL (SHARED?)	SOCCER FACILITY (TURF OR GRASS) SEATING CAPACITY	SOFTBALL SEATING CAPACITY	BASEBALL SEATING CAPACITY	TRACK SEATING CAPACITY
Minnesota State University, Moorhead	No info provided	No info provided	No info provided	No info provided	No info provided	No info provided
Augustana College	Turf 6,000 seating	Shared 4,000 seating	No seating info provided	No seating info provided	No seating info provided	No seating info provided
Bemidji State University	3,500 seating	Shared 2,500	No seating info provided	No seating info provided	250 seating	No seating info provided
Colorado State University, Pueblo	Football/Track&Field Turf 6,500 seating	Shared 3,900 seating	500 seating	500 seating	2,500 seating	See football
Adams State College	Football/Track&Field 2,800 seating	No info available	No info available	No info available	No info available	See football
Colorado School of Mines	Turf 4,000 seating	Shared 3,000 seating	500 seating	250 seating	500 seating	500 seating
Northwest Missouri State University	Turf 6,500 seating	2,500 seating	600 seating	250 seating	500 seating	Shares with football
West Texas A&M University	Turf 20,000 seating	Shared 4,700 seating	Turf 20,000 seating (shares with football)	490 seating	490 seating	No info provided
Grand Valley State University	Turf 8,950 seating	Shared 4,100 seating	Grass No seating info	No seating info	No seating info provided	800 seating
Humboldt University	Turf No seating info	Shared 2,000 seating	Turf No seating info	No info available	N/A	No info available
<b>AVERAGE</b>	<b>6,917</b> <b>Seating Capacity</b>	<b>3,327</b> <b>Seating Capacity</b>				

Travel Budget Benchmark<sup>1</sup>

<b>Institution</b>	<b>Total Athletic Expenditures</b>	<b>Travel Budget<sup>2</sup></b>	<b>% of Expenses Spent on Travel</b>
CWU	\$3,893,168	\$570,693	14.7%
<b>GNAC</b>			
25 <sup>th</sup> percentile	\$3,845,905	\$480,738	12.5%
50 <sup>th</sup> Percentile	\$4,586,519	\$646,699	14.1%
75 <sup>th</sup> Percentile	\$6,889,932	\$1,005,930	14.6%
<b>Northern Sun Intercollegiate Conference</b>			
25 <sup>th</sup> percentile	\$3,786,150	\$352,112	9.3%
50 <sup>th</sup> Percentile	\$4,730,580	\$463,597	9.8%
75 <sup>th</sup> Percentile	\$7,028,838	\$738,028	10.5%
<b>Rocky Mountain Athletic Conference</b>			
25 <sup>th</sup> percentile	\$3,112,626	\$239,672	7.7%
50 <sup>th</sup> Percentile	\$4,000,570	\$376,054	9.4%
75 <sup>th</sup> Percentile	\$5,131,574	\$600,394	11.7%
<b>DII Football</b>			
25 <sup>th</sup> percentile	\$3,826,928	\$255,789	5.9%
50 <sup>th</sup> Percentile	\$5,056,174	\$389,325	7.7%
75 <sup>th</sup> Percentile	\$6,507,168	\$618,181	9.5%

Note: CWU requested that Ice Miller attempt to determine how many trips athletics teams at other institutions fly versus bus. This kind of information is not available to the public via internet research. A more in-depth review would need to be undertaken, with Ice Miller contacting each school, in order to garner such information. Due to time constraints these contacts this information could not be obtained.

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<sup>1</sup> Information was obtained through 2011 data provided on NCAA Division II Financial Dashboard

<sup>2</sup> The NCAA Dashboard did not indicate the specific amounts GNAC members or other DII football playing institutions actually spent on travel. These amounts were obtained by taking the percentage of expenses spent on travel, given the total amount of expenses provided by the Dashboard.

Athletic Director Backgrounds

School	Promoted from Within	Athletics Department Background	Fundraising Background	Coaching Background	Teaching Background
CWU 13 yrs		X DI	X	X	
Alaska, Anchorage 12 yrs		X		X	
Alaska, Fairbanks 1 yr		X			X
Saint Martin's 24 yrs	X Dual AD coach 17yrs			X	
Seattle Pacific 7 yrs.	X			X	
Western Washington 26 yrs	X			X	
Western Oregon 16 yrs	X			X	X
Northwest Nazarene 1yr 30yrs w ATP Tour					
Montana State Billings Interim	X				
Bemidji State 11 yrs		X		X	
Colorado State-Pueblo 10 yrs	X				X
Adams State 13 yrs	X			X Current MBB coach	
Colorado School of the Mines 9 yrs.		X	X	X	X
Northwest Missouri State 2 yrs		X	X	X	

## Attachment 6

School	Promoted from Within	Athletics Department Background	Fundraising Background	Coaching Background	Teaching Background
West Texas A&M 6 yrs. Prof Marketing Experience	X		X		
Grand Valley State 16 yrs.		X DI	X	X	
Humboldt State 11 yrs.	21 yrs HSU's Center Activities Director			X	
Simon Fraser		X DI			
Minnesota State, Moorhead 5 yrs		X	X	X	
Augustana 5 yrs		X DI			

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<b>Division II Athletics Directors Association Salary Survey Results</b>			
<b>AD Responsible for Recreation Sports</b>			
Yes	24.11%		
No	75.89%		
<b>AD Responsible for Coaching</b>		<b>AD Responsible for Teaching</b>	
Yes	13.39%	Yes	26.79%
No	86.61%	No	73.21%
<b>Total Number of Sports - Men</b>		<b>Total Number of Sports - Women</b>	
<4	0.89%	<4	1.79%
4	11.61%	4	9.82%
5	22.32%	5	14.29%
6	19.64%	6	16.07%
7	21.43%	7	19.64%
8	11.61%	8	17.86%
9	4.48%	9	9.82%
10	6.36%	10	6.25%
11	1.79%	11	2.08%
>11	0.89%	>11	1.79%
Average	6.48	Average	6.95
<b>School Sponsors Football</b>		<b>Institution</b>	
Yes	54.46%	Public	65.36%
No	45.54%	Private	30.36%
		None	14.28%

Athletics Director - Total number of years		Athletics Director - Years at current school	
< 1	6.38%	< 1	6.38%
2 - 4	24.11%	1 - 4	34.82%
5 - 8	24.11%	5 - 8	26.79%
9 - 12	9.82%	9 - 12	8.04%
13 - 16	19.64%	13 - 16	12.50%
17 - 20	7.14%	17 - 20	6.25%
> 20	9.82%	> 20	6.25%
Average	9.92 years	Average	7.88 years
Athletics Director - Base Salary		Athletics Director - Additional Compensation	
<\$50,000	8.93%	\$0	80.38%
\$50,000 - \$54,999	6.25%	\$1 - \$999	0.89%
\$55,000 - \$59,999	2.68%	\$1,000 - \$1,999	0.89%
\$60,000 - \$64,999	10.71%	\$2,000 - \$2,999	1.79%
\$65,000 - \$69,999	10.71%	\$3,000 - \$3,999	0.89%
\$70,000 - \$74,999	8.04%	\$4,000 - \$4,999	2.68%
\$75,000 - \$79,999	12.50%	\$5,000 - \$5,999	0.89%
\$80,000 - \$84,999	10.71%	\$6,000 - \$6,999	0.89%
\$85,000 - \$89,999	9.82%	\$7,000 - \$7,999	2.68%
\$90,000 - \$94,999	6.25%	\$8,000 - \$8,999	0%
\$95,000 - \$100,000	5.38%	\$9,000 - \$10,000	2.68%
>\$100,000	7.14%	> \$10,000	5.38%
Average	\$74,149.71	Average	\$1,625.93
Athletics Director - Contract Length		Athletics Director - Car Included In Compensation	
One year	68.75%	Yes	20.04%
Multi-year	17.86%	No	79.46%
No Contract	13.39%		

Associate Athletics Director - Base Salary		Senior Women's Administrator - Base Salary	
<\$25,000	2.38%	<\$25,000	2.78%
\$25,000 - \$29,999	0%	\$25,000 - \$29,999	5.58%
\$30,000 - \$34,999	4.76%	\$30,000 - \$34,999	11.11%
\$35,000 - \$39,999	4.76%	\$35,000 - \$39,999	22.22%
\$40,000 - \$44,999	19.05%	\$40,000 - \$44,999	25.00%
\$45,000 - \$49,999	7.14%	\$45,000 - \$49,999	13.89%
\$50,000 - \$54,999	9.52%	\$50,000 - \$54,999	5.58%
\$55,000 - \$59,999	9.52%	\$55,000 - \$59,999	2.78%
\$60,000 - \$64,999	11.90%	\$60,000 - \$64,999	2.78%
\$65,000 - \$69,999	11.90%	\$65,000 - \$69,999	2.78%
\$70,000 - \$74,999	4.76%	\$70,000 - \$74,999	0%
\$75,000 - \$80,000	2.38%	\$75,000 - \$80,000	0%
>\$80,000	11.90%	>\$80,000	5.58%
Average	\$86,891.22	Average	\$43,979.60
Business Manager - Base Salary		Sports Information Director - Base Salary	
<\$25,000	5.89%	<\$25,000	20.69%
\$25,000 - \$29,999	17.65%	\$25,000 - \$29,999	20.69%
\$30,000 - \$34,999	29.41%	\$30,000 - \$34,999	27.59%
\$35,000 - \$39,999	5.89%	\$35,000 - \$39,999	12.07%
\$40,000 - \$44,999	5.89%	\$40,000 - \$44,999	5.17%
\$45,000 - \$49,999	11.76%	\$45,000 - \$49,999	10.34%
\$50,000 - \$54,999	5.89%	\$50,000 - \$54,999	0%
\$55,000 - \$59,999	5.89%	\$55,000 - \$59,999	3.45%
\$60,000 - \$64,999	0%	\$60,000 - \$64,999	0%
\$65,000 - \$69,999	5.89%	\$65,000 - \$69,999	0%
\$70,000 - \$74,999	5.89%	\$70,000 - \$74,999	0%
\$75,000 - \$80,000	0%	\$75,000 - \$80,000	0%
>\$80,000	0%	>\$80,000	0%
Average	\$40,054.24	Average	\$31,901.68

Athletics Trainer - Base Salary		Administrative Assistant - Base Salary	
<\$25,000	12.90%	<\$25,000	53.85%
\$25,000 - \$29,999	19.35%	\$25,000 - \$29,999	30.77%
\$30,000 - \$34,999	27.42%	\$30,000 - \$34,999	7.70%
\$35,000 - \$39,999	16.13%	\$35,000 - \$39,999	3.85%
\$40,000 - \$44,999	9.68%	\$40,000 - \$44,999	0%
\$45,000 - \$49,999	6.45%	\$45,000 - \$49,999	3.85%
\$50,000 - \$54,999	6.45%	\$50,000 - \$54,999	0%
\$55,000 - \$59,999	1.61%	\$55,000 - \$59,999	0%
\$60,000 - \$64,999	0%	\$60,000 - \$64,999	0%
\$65,000 - \$69,999	0%	\$65,000 - \$69,999	0%
\$70,000 - \$74,999	0%	\$70,000 - \$74,999	0%
\$75,000 - \$80,000	0%	\$75,000 - \$80,000	0%
>\$80,000	0%	>\$80,000	0%
Average	\$33,186.02	Average	\$25,396.81
Secretary - Base Salary		Equipment Manager - Base Salary	
<\$25,000	77.78%	<\$25,000	16.67%
\$25,000 - \$29,999	11.11%	\$25,000 - \$29,999	41.67%
\$30,000 - \$34,999	0%	\$30,000 - \$34,999	6.53%
\$35,000 - \$39,999	0%	\$35,000 - \$39,999	25.00%
\$40,000 - \$44,999	11.11%	\$40,000 - \$44,999	8.33%
\$45,000 - \$49,999	0%	\$45,000 - \$49,999	0%
\$50,000 - \$54,999	0%	\$50,000 - \$54,999	0%
\$55,000 - \$59,999	0%	\$55,000 - \$59,999	0%
\$60,000 - \$64,999	0%	\$60,000 - \$64,999	0%
\$65,000 - \$69,999	0%	\$65,000 - \$69,999	0%
\$70,000 - \$74,999	0%	\$70,000 - \$74,999	0%
\$75,000 - \$80,000	0%	\$75,000 - \$80,000	0%
>\$80,000	0%	>\$80,000	0%
Average	\$21,827.58	Average	\$29,149.75

Assistant Athletics Director - Base Salary		Marketing Director - Base Salary	
<\$25,000	3.45%	<\$25,000	18.18%
\$25,000 - \$29,999	5.76%	\$25,000 - \$29,999	4.55%
\$30,000 - \$34,999	14.94%	\$30,000 - \$34,999	31.82%
\$35,000 - \$39,999	29.89%	\$35,000 - \$39,999	9.10%
\$40,000 - \$44,999	18.39%	\$40,000 - \$44,999	18.18%
\$45,000 - \$49,999	12.64%	\$45,000 - \$49,999	4.55%
\$50,000 - \$54,999	6.90%	\$50,000 - \$54,999	9.10%
\$55,000 - \$59,999	4.60%	\$55,000 - \$59,999	0%
\$60,000 - \$64,999	2.30%	\$60,000 - \$64,999	0%
\$65,000 - \$69,999	1.15%	\$65,000 - \$69,999	4.55%
\$70,000 - \$74,999	0%	\$70,000 - \$74,999	0%
\$75,000 - \$80,000	0%	\$75,000 - \$80,000	0%
>\$80,000	0%	>\$80,000	0%
Average	\$40,519.40	Average	\$35,612.27
Compliance Coordinator - Base Salary		Facilities Director - Base Salary	
<\$25,000	10.26%	<\$25,000	22.22%
\$25,000 - \$29,999	5.13%	\$25,000 - \$29,999	38.89%
\$30,000 - \$34,999	23.08%	\$30,000 - \$34,999	16.67%
\$35,000 - \$39,999	20.51%	\$35,000 - \$39,999	5.56%
\$40,000 - \$44,999	17.95%	\$40,000 - \$44,999	0%
\$45,000 - \$49,999	12.82%	\$45,000 - \$49,999	5.56%
\$50,000 - \$54,999	5.13%	\$50,000 - \$54,999	5.56%
\$55,000 - \$59,999	2.56%	\$55,000 - \$59,999	0%
\$60,000 - \$64,999	0%	\$60,000 - \$64,999	5.56%
\$65,000 - \$69,999	0%	\$65,000 - \$69,999	0%
\$70,000 - \$74,999	0%	\$70,000 - \$74,999	0%
\$75,000 - \$80,000	2.56%	\$75,000 - \$80,000	0%
>\$80,000	0%	>\$80,000	0%
Average	\$41,006.15	Average	\$29,234.84

Head M Basketball Coach - Base Salary		Head W Basketball Coach - Base Salary	
<\$40,000	17.86%	<\$40,000	33.93%
\$40,000 - \$44,999	9.82%	\$40,000 - \$44,999	10.71%
\$45,000 - \$49,999	17.86%	\$45,000 - \$49,999	14.29%
\$50,000 - \$54,999	18.96%	\$50,000 - \$54,999	18.96%
\$55,000 - \$59,999	10.71%	\$55,000 - \$59,999	10.71%
\$60,000 - \$64,999	11.81%	\$60,000 - \$64,999	6.25%
\$65,000 - \$69,999	5.63%	\$65,000 - \$69,999	1.79%
\$70,000 - \$74,999	3.57%	\$70,000 - \$74,999	2.68%
\$75,000 - \$80,000	2.68%	\$75,000 - \$80,000	0.89%
>\$80,000	3.57%	>\$80,000	1.79%
Average	\$50,822.98	Average	\$44,554.51
Head M Basketball Coach - Compensation		Head W Basketball Coach - Compensation	
Camp	38.89%	Camp	38.52%
Car	7.94%	Car	9.84%
Money	10.32%	Money	8.20%
Other	7.94%	Other	6.56%
None	34.92%	None	36.89%
Number of Assistant Men's Basketball Coaches		Number of Assistant Women's Basketball Coaches	
Full-Time: 0	30.83%	Full-Time: 0	33.04%
1	64.86%	1	64.29%
2	3.80%	2	1.79%
3	0.90%	3	0.89%
Average	0.75 coach	Average	0.71 coach
Part-Time: 0	31.53%	Part-Time: 0	34.23%
1	42.34%	1	45.05%
2	20.72%	2	18.02%
3	6.41%	3	2.70%
Average	1.00 coach	Average	0.89 coach

Full Time Asst. M Basketball Coach - Highest Paid		Full Time Asst. W Basketball Coach - Highest Paid	
<\$5,000	8.79%	<\$5,000	10.69%
\$5,000 - \$9,999	3.30%	\$5,000 - \$9,999	4.71%
\$10,000 - \$14,999	3.30%	\$10,000 - \$14,999	1.18%
\$15,000 - \$19,999	4.40%	\$15,000 - \$19,999	4.71%
\$20,000 - \$24,999	12.09%	\$20,000 - \$24,999	17.65%
\$25,000 - \$29,999	36.16%	\$25,000 - \$29,999	30.89%
\$30,000 - \$35,000	17.68%	\$30,000 - \$35,000	20.00%
>\$35,000	20.88%	>\$35,000	10.69%
Average	\$25,419.41	Average	\$24,389.70
<b>Part Time Asst. M Basketball Coach - Highest Paid</b>		<b>Part Time Asst. W Basketball Coach - Highest Paid</b>	
<\$2,000	10.00%	<\$2,000	11.64%
\$2,000 - \$2,999	0.00%	\$2,000 - \$2,999	7.69%
\$3,000 - \$3,999	0.00%	\$3,000 - \$3,999	7.69%
\$4,000 - \$4,999	20.00%	\$4,000 - \$4,999	11.64%
\$5,000 - \$5,999	10.00%	\$5,000 - \$5,999	19.23%
\$6,000 - \$6,999	10.00%	\$6,000 - \$6,999	0.00%
\$7,000 - \$7,999	6.00%	\$7,000 - \$7,999	7.69%
\$8,000 - \$8,999	5.00%	\$8,000 - \$8,999	3.85%
\$9,000 - \$10,000	20.00%	\$9,000 - \$10,000	\$11.64
>\$10,000	20.00%	>\$10,000	19.23%
Average	\$7,435.00	Average	\$8,730.77
<b>Assistant M Basketball Coach - Other Duties</b>		<b>Assistant W Basketball Coach - Other Duties</b>	
Yes	83.39%	Yes	68.04%
No	36.61%	No	41.96%
Description:	Coaches Duties	Description:	Coaches Duties
Administration	24.19%	Administration	24.17%
Teaching	33.06%	Teaching	31.67%
Coach (another sport)	10.48%	Coach (another sport)	6.00%
None	32.28%	None	39.17%

# Ice Miller Meeting Schedule

Date	Time	Group	Room	Time	Group	Room
Mon., Nov. 26	3 pm.	Chief of Staff, Sherer Holter; Exec. Asst/Project Manager, Sandy Colson	Barge 314			
	4 pm.	Chief of Staff, Sherer Holter; President, James Gaudino	Barge 314			
Tues., Nov. 27	8 a.m.	Athletic Director, Jack Bishop,	Nicholson 101S			
	9-11 a.m.	Associate Athletic Director, Academics and Compliance, Gary Hyatt	Nicholson 101D	9 a.m.	<i>Public Relations</i> Exec. Director, Linda Schacter, Director of Publications and Voice of the Wildcats, Robert Lowery	Barge 410
				10 a.m.	Director of Inclusiveness and Diversity, Prof. Dolores "Kandee" Cleary	Barge 410
				10:30 a.m.	<i>Student Success Administration</i> Dean, Sarah Swager, Assoc. Dean/Student Living, Richard DeShields, Assoc. Dean Student Affairs/Student Life, Keith Champagne, Assoc. Dean, Director of Campus Life, Bob Ford	Barge 410



# Ice Miller Meeting Schedule

11 a.m.	Asst. AD Media Relations and Game Management, Jonathan Gordon; Secretary Senior, Kelly Zakeł-Larson; Sports Equipment Manager, Teresa Miller	P.E.	11 a.m.	<b>Intermurals and Club Sports</b> Director of Campus Life, Bob Ford; Recreation Coordinator, Corey Sinclair; Recreation Supervisor/Outdoor Pursuit, Ryan Hopkins; and Coordinator, Intermurals and Special Events, Eric Scott; Associated Student of CWU, Vice President for Clubs and Organizations, Mary Orthmann (Student)	Barge 410
Noon	LUNCH				
1 p.m.	<b>Athletic Compliance Committee</b> <a href="http://www.cwu.edu/resources-reports/sites/cts.cwu.edu/resources-reports/files/documents/ACCMembership.pdf">http://www.cwu.edu/resources-reports/sites/cts.cwu.edu/resources-reports/files/documents/ACCMembership.pdf</a>	Barge 304			
2 p.m.	<b>Human Resources:</b> Chief Human Resources Officer, Stevan DeSoer; Director of Faculty Relations, James Busalacchi, Director of Employment, Training and Compliance, Staci Sleigh Layman	Barge 304			
3-5 p.m.	<b>Campus and Sports Facilities Tour:</b> Facilities Management Project Manager, Barry Caruthers (include discussion on Sports Facilities Consultant)	Meet at Barge 314			

# Ice Miller Meeting Schedule

<b>Date</b>	<b>Time</b>	<b>Group</b>	<b>Room</b>	<b>Time</b>	<b>Group</b>	<b>Room</b>
Wed., Nov. 28	6:30 p.m.	Head Trainer, Kari Gage and Student Athletic Committee Representatives	Nicholson 101F			
	8 a.m.	<b>Athletics Finance &amp; Budget:</b> President's Division Financial Manager, Joel Klucking	Barge 410	8 a.m.		
	9 a.m.	<b>Advancement:</b> Executive Director, Scott Wade; Athletics Development Officer, Jason Roundy; CWU Foundation Financial Manager, Joel Klucking	Barge 410	9 a.m.	<b>Athletics Teams:</b> Head Coaches	Barge 304
	10 a.m.	<b>Physical Education Department</b> Professor and Chair, Ken Briggs	Barge 410	10 a.m.	Head Trainer, Kari Gage	Barge 304
	11 a.m.			11 a.m.		
	Noon			Noon		
	1 p.m.	<b>Wrap up/Next Steps:</b> Chief of Staff, Sherer Holter	Barge 314	1 p.m.		
	2 p.m.	President, James Gaudino; Chief of Staff, Sherer Holter		2 p.m.		
	3 p.m.			3 p.m.		
	4 p.m.			4 p.m.		

Notes: Ice Miller to contact Ethan Bergman, Faculty Athletic Representative after on-campus meetings since he is out of the country.