

# ADMINISTRATION ATHLETICS

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The Official Publication of the  
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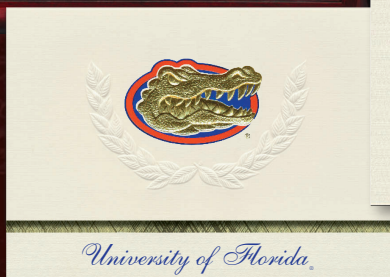
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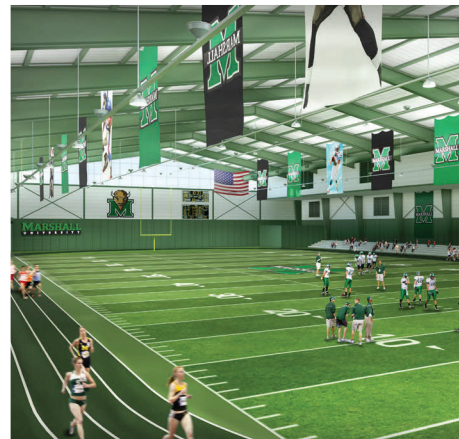
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**Stevenson to run Pac-12 Enterprises**  
BY JOHN HUBBARD AND MICHAEL SMITH  
The Pac-12 is bringing in sports industry veteran Gary Stevenson to oversee its TV, digital and sponsorship units, adding to the conference's profile as a collegiate powerhouse on the rise. Stevenson will be president of Pac-12 Enterprises, the new wholly owned subsidiary that will launch a suite of cable TV channels in August 2012. The league's digital and sponsorship sales units also will operate under the Pac-12 Enterprises umbrella. Stevenson will move from North Carolina to the San Francisco Bay Area, and start after Labor Day. The hire represents another aggressive move by Pac-12 Commissioner Larry Scott, who has revamped the conference significantly since taking over two years ago. Earlier this year, the conference signed a \$5 billion rights deal with ESPN and Fox Sports extending 12 years. Just last month, it announced a deal to launch a national TV network and six regional channels. Stevenson is another high-profile hire. *See Stevenson Page 10*

**Clothes make the brand**  
More schools alter their looks in hopes that rebranding will boost exposure, but edgy isn't for everyone  
BY MICHAEL SMITH  
Timber Hatfield, Nike's renowned shoe and uniform designer, used to visit sports camps all over the country and talk to young athletes to get inspiration for his next project. He also was a graduate from the University of Oregon, one of Nike's primary clients, and he often would ask the kids what they knew about his alma mater. "They'd say, 'Is that close to California?'" Hatfield said. "Now you can go from the sticks of Utah to the swamps of Louisiana and people know how to form the 'O' with their hands." "That's marketing. That's a successful program." Oregon, with a lot of help from Nike and its generous chairman and alum, Pat Knight, created a football brand from nothing, becoming known for having more than 300 uniform combinations from all of its green, yellow, black, gray and white color schemes. The football team without an identity is now famous for building its own. *See Branding Page 15*

**WNBA lands Boost Mobile as top sponsor**  
Deal will put logo on jerseys of 10 teams  
BY JOHN LOMBARDI  
In one of the more lucrative, and certainly the most comprehensive, sponsorships in its history, the WNBA has signed Boost Mobile as its sole "marquee" partner in a deal that will put the company's logo on most WNBA team jerseys. The four-year deal puts Boost Mobile jersey patches on 10 of the WNBA's 12 teams, excluding the Phoenix Mercury and the San Antonio Silver Stars, franchises that already have wireless sponsorship deals in place. The Mercury has a team deal with Verizon; the Silver Stars have a sponsorship with AT&T. The marquee level is a new top marketing tier for the league, and this deal includes much more than the jersey inventory. Boost *See WNBA Page 23*

**NFL NFLPA alter licensing strategy**  
New pact opens group rights to team sponsors  
BY MICHAEL SMITH  
The NFL and NFLPA have reached a new pact that opens group rights to team sponsors. *Page 4*

**New Era in the NFL**  
Cap maker begins showing new licensed hats  
BY MICHAEL SMITH  
Cap maker begins showing new licensed hats. *Page 4*

**Budgets**  
In some cases, creative athletic directors have found new revenue streams that provide them more money to pump into facilities, salaries and other discretionary spends. In other cases, spending is on the rise because of mandatory costs, such as tuition increases that drive up scholarship costs and administrative fees that are paid back to campus for services like legal, police and utilities. *See Budgets Page 17*

## In a tough spot, PGA Tour nails title sponsor challenges

BY MICHAEL SMITH

Heading into an unsettled 2010 season, when corporate spending was tight and Tiger Woods was absent, the PGA Tour faced the unenviable task of filling more than one-quarter of its title sponsorships. Prospects, it's safe to say, were grim. Now, a little more than 18 months later, the tour has emerged from those turbulent conditions nearly sold out of its title sponsor inventory, putting it in prime shape to negotiate its next TV contracts with CBS and NBC.

"For the tour to have the success they've had after the financial meltdown, it's just remarkable," said sports marketing veteran Gary Stevenson, who once time worked for the PGA Tour, OutSport and Wasserman Media Group. In the past 18 months, the tour has closed 17 title sponsorships, eight of which represented new money and nine that were renewals. In the three-quarters of the tour's revenue that comes from title sponsors, the tour has seen a significant increase in revenue.

McGriff, president of Florida-based Mr. Sports Marketing, which brought in Zurich Financial as a title sponsor, says the tour's success is a testament to the tour's ability to attract top-tier sponsors. The only event whose title deal is not locked in for 2012 is the Viking Classic, an invitational event in July that will be the tour's first event without a title sponsor.





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## NACDA | PRESIDENT'S MESSAGE



Kevin Anderson  
Director of Athletics  
Maryland



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A Facilities Master Plan can be ventured into in a variety of ways, but the most important aspect is to define the purpose. The Facilities Master Plan is an ongoing process that results in the creation of an evolving document. Both the process and document are designed to ensure that the plan is created through consensus of participants in the Facilities Master Plan process. The purpose of the plan should be to develop and communicate an efficient process to change the athletics facilities to better accommodate and support its current and future programs on a regularly updated basis. It will serve as a guide for assessing the need for facility improvements and the capital investments to implement them. The Facilities Master Plan will determine the scope of repairs, modernization, upgrades and/or new construction needed to serve the current and future facilities and its constituents (i.e. student-athletes, athletics staff and fans).

After the purpose is identified, the next step will be the process to create the Athletics Facilities Master Plan. To begin the Facilities Master Plan process, a sequence of activities and decisions are made; most important of which will be to build the Leadership Team. This team guides the process and ensures integration of the Facilities Master Plan along with the University's education mission and day-to-day operations. The planning process is facilitated and supported by the Leadership Team. The Leadership Team must set the overall vision, mission and goals for the facilities master plan effort. These vision and mission statements define the desired future state of the University's facilities and the purpose that shape the direction of the planning process. After the vision and mission statements are established, the Leadership Team defines specific goals of the facilities master plan process. The goals have associated objectives and action plans that provide a basis for evaluating progress. These goals help to define activities for participants in the process.

The Leadership Team will form and empower a Steering Committee to help guide the planning process. The Steering Committee, which will often include an architect and an outside consultant, will include representatives of groups that will use and maintain the facilities. These teams will evaluate the needs and develop priorities that are incorporated in the Facilities Master Plan Process. They will focus on activities that define the current and future programs, as well as facilities and equipment needed to support them.

After the Leadership Team and Steering Committee has been established, the planning process begins. The first step will be to create an initial assessment of programs, facilities and demographics for use throughout the planning process. These assessments become the foundation for establishing existing conditions as well as the improvement needs to house and support the current and future programs. The team will concentrate specifically on data gathering, data analysis and interpreting and communicating information.

The planning process is designed to assess and meet the current and future facility needs. It also will provide a financing plan that deliver resources in an efficient manner to ensure its successful implementation and establish framework and foundation for future facility improvements. The chosen architect and/or consultant will begin their work with collection of data about the program needs and the condition of facilities. The Facilities Master Plan Committee may choose to stay active throughout the planning, implementation and construction phases to ensure that their goals are met.

As the plan progresses beyond the data gathering and analysis phase, the team's planning members will focus on communicating the financing plan. The process will conclude with a report prepared by the team that consists of a review and recommendation for approval of the Facilities Master Plan.

Kevin Anderson  
Director of Athletics  
Maryland





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### NACDA MEMBER TRANSACTIONS:

Mike Matthews named commissioner of the **California Collegiate Athletic Association (CCAA)** ... Richard Sander named interim director of athletics at **East Tennessee State**, after Dave Mullins announced his retirement ... **Georgia Tech** named **Xavier's** Mike Bobinski as next AD ... Buzz Phillips stepped down as AD at **Huntingdon** ... David Joyner will remain AD at **Penn State** through the President's term in office ... Shawne McCoy named **Penn State Abington** AD ... **Prince Edward Island** announced Bill Schurman as athletics director ... **Simpson** Athletics Director John Sirianni will retire in fall 2014 ... **St. Mary's (TX)** announced Elizabeth Dalton as next AD ... Ryan Ivey named **Texas A&M Commerce** director of athletics ... Mike Jacobsen announced his retirement from **Utah Valley**.



Mike Bobinski



Elizabeth Dalton



Mike Jacobsen

### D2 ADA LIFETIME ACHIEVEMENT AWARD WINNERS

The D2 ADA has announced the recipients of the 2013 D2 ADA Lifetime Achievement Award — **Kathleen Brasfield**, former director of athletics at Angelo State University (ASU) and **Jack Bishop**, athletics director at Central Washington University (CWU). The Lifetime Achievement Award is given to athletics directors who have exemplified superior achievement during their career at the Division II level.



Kathleen Brasfield



Jack Bishop

Brasfield was a fixture at ASU and NCAA Division II for more than 30 years and was hired as the women's athletics director in 1982. She led the entire department beginning in 2004, ultimately expanding it to 13 intercollegiate sports with the most recent additions being women's golf (2009) and women's indoor track (2011). Recent highlights include being named the Division II West Region Under Armour Athletics Director of the Year in 2011, and spearheading ASU's hosting of the 2010 NCAA Division II National Championship in women's track and field.

Bishop has spent the last 13 years at the helm of CWU, completing the university's transition from the National Association of Intercollegiate Athletics (NAIA) to NCAA Division II. He previously spent time as athletics director at Southern Utah University (SUU) and assistant (for advancement) to the SUU President.

Since 1993, Bishop has championed the survival of Division II football in the West, serving in many capacities for the Great Northwest Athletic Conference (GNAC), including on the NCAA Division II Football Championships Committee as task force chair, representative to the Division 2 ADA Board of Directors, GNAC Management Council (chair) and GNAC Finance Committee.

The Lifetime Achievement Award is the most prestigious award presented by the D2 ADA. To be eligible for this award, a person must be at least 60 years old, or have spent at least 25 years in collegiate athletics, with a majority of those years as an AD. The honoree may be currently in the profession or retired. The Lifetime Achievement Award

recognizes athletics directors who over the course of his/her career, have made an exemplary contribution to Division II athletics and the student-athlete experience.

### WALT HAMELINE INDUCTED INTO NEW JERSEY SPORTS WRITERS ASSOCIATION HALL OF FAME

Wagner College Athletics Director/Head Football Coach **Walt Hameline**, who has amassed an astounding record of achievement while holding these two dual leadership posts since 1981, was inducted into the New Jersey Sports Writers Association Hall of Fame. He was also recently named the 2012 FCS National Coach of the Year by the *College Sports Journal* and *College Sporting News*.



Walt Hameline

Over the course of his more than three-decade long Wagner career, Hameline has demonstrated effective leadership as the Seahawks' director of athletics. Under Hameline's guidance, the Wagner athletics department has undergone an ambitious expansion in both sport offerings and facility improvements. Hameline was influential in establishing the Seahawk Golf Classic and the Seahawk Club, a pair of initiatives aimed at increasing funds for the scholarship endowment and complete financial support for the athletics department.

Most recently, and thanks to the generosity of one of his former offensive lineman, Marc Lebovitz, Hameline Field was the beneficiary of a striking state-of-the-art video scoreboard in 2010. Lebovitz, a member of the Seahawks' 1987 Division III National Championship football team and a 1991 Wagner graduate, is now a highly-successful New Jersey businessman.

The scoreboard represents a major facility upgrade for the Green & White football program, while also benefiting the women's soccer, men's lacrosse, women's lacrosse and men's & women's track and field programs that also call Hameline Field home.

In April 2012, Hameline, who has enjoyed a long and proud association with metropolitan area basketball and the National Invitation Tournament (NIT), was the recipient of the 2012 Distinguished Service Award from the Metropolitan Basketball Writers Association (MBWA).



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## NACDA | ASSOCIATION NEWS

The 61-year old administrator has been a key developer of the NEC, serving on numerous committees, and is a past president of the league. Nine years ago, Hameline was honored for his playing, coaching and administrative achievements when he was inducted into the Utica, N.Y., Sports Hall of Fame. In addition, Hameline was presented the All-America Football Foundation Johnny Vaught Lifetime Achievement Award in 1998.

### WILMINGTON'S TERRY RUPERT NAMED CHAIR OF DIII MANAGEMENT COUNCIL

Wilmington College (WC) AD **Terry Rupert** was named chair of the NCAA Division III's Management Council, during proceedings at the NCAA's 2013 meeting in Dallas. His term runs through the 2014 meeting in San Diego, which he will oversee.



Terry Rupert

As AD and vice president for athletics administration at Wilmington, Rupert sees his role with the NCAA's Management Council as the "evolution" of Wilmington College athletics.

The college joined the NCAA in 1990 after decades of affiliation with the National Association of Intercollegiate Athletics (NAIA) during which the college enjoyed years as a football and soccer power.

Rupert's athletics reign has witnessed the women's basketball 2004 national championship, a number of individual national champions in wrestling and track and field, and Ohio Athletic Conference (OAC) championships in men's and women's basketball and soccer, and men's track and field, as well as the football team's 9-1 season in 1999 and the 7-3 Quakers shocking the OAC in its inaugural campaign.

Rupert's rise in the NCAA ranks includes work as a facilitator for the NCAA's Careers in Sports Forum, member of the DIII Subcommittee for Legislative Relief, representing the OAC for the Virtual Focus Group, facilitator for DIII's Student-Athlete Regional Leadership Conference, administrator for the National Leadership Conference, and in 2012, vice chair of the Management Council.

Also, NACDA selected Rupert as one of the 2012 Under Armor AD of the Year award recipients.

The Management Council deals with the day-to-day operations, budgets and championships of Division III. Broad committees that report to the Council are comprised of directors of athletics, presidents, faculty athletics representatives and senior women administrators. Also, the chair serves as the representative to the Division III Presidents Council.

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**NACDA EXECUTIVE COMMITTEE MEMBER, FCS ADA PAST PRESIDENT AND NSU AD GREG BURKE RECEIVES PRESTIGIOUS NFF HONOR**

Northwestern State University (NSU) Director of Athletics and NACDA Executive Committee Member/FCS ADA Past President **Greg Burke** was chosen as the 2013 recipient of the "Contribution to Amateur Football Award" from the North Louisiana chapter of the National Football Foundation and College Hall of Fame.



Greg Burke

Burke is the state's longest-tenured athletics director in the midst of his 17th year in charge of NSU Athletics. The "Contribution to Amateur Football Award" was created by the New York City-based NFF to provide national recognition to an individual whose efforts and activities in support of the game of football have been outstanding in the local area.

Burke, nationally noted as a longtime advocate for the Division I Football Championship Subdivision (FCS), has served as president of the FCS ADA and has been a member of the FCS ADA Executive Committee, which helps shape strategic initiatives which contributed to record attendance during the 2012-13 national Division I playoffs.

He served four years (1999-2002) on the NCAA Division I Football Issues Committee while concurrently working on the eight-member NCAA FCS Committee that administers the playoffs. Burke has been a featured speaker and panelist at the NACDA Convention and has been one of 49 members of the prestigious NCAA Championships/Sports Management Cabinet.

Three times in his tenure, NSU's athletics program has been "fully certified," the highest possible rating, by NCAA officials in their demanding certification process affirming Northwestern operates with substantial conformity with Division I's highest standards. Burke has overseen a long list of groundbreaking achievements, Southland

Conference championships, NCAA post-season appearances and academic successes, along with raising millions of dollars for department operations and major facilities improvements. NSU has led all 13 public institutions in Louisiana and as many as 12 Southland Conference members in the NCAA's Academic Progress Rate and Graduation Success Rate studies.

**DIVISION II**

National Championship plaques were presented to athletics directors whose teams won titles in the fall season.



(L-R) Tim Selgo, Grand Valley State University; Kristen Migliano, Lynn University; Ed Matejkovic, West Chester University; Tom Rubbelke, Concordia University; and Dave Scott, University of West Florida.

**CALL FOR FACILITY PLANS**

The October 2013 issue of *Athletics Administration* will be our annual "Facilities Showcase" issue. If you have a new or recently renovated facility we would like to hear from you. Only facilities that have been completed within the last year (or summer 2013) will be considered. Manuscripts of 400-500 words are being accepted and should detail the goals and features of the project, completion date and how the facility is impacting student-athletes and your athletics program. Additionally, a listing of the architects, engineers or contractors who worked on the project should be included. All submissions should be sent via email to Erin Dengler (edengler@nacda.com) by July 1.



**NACDA HOLDS ANNUAL MID-WINTER MEETINGS**

For the third consecutive year, NCAA President Dr. Mark Emmert joined the NACDA Officers, Executive Committee, Past Presidents and Affiliate Association President's for NACDA's Mid-Winter meetings, to collaborate, discuss and learn about industry hot topics. For three days, the groups met in Marco Island, Fla., to plan for the 2013 NACDA & Affiliates Convention, to be held in Orlando from June 10-15.





## NACDA | ASSOCIATION NEWS



(L-R) Dr. Patrick White (Wabash College), Dr. Brian Casey (DePauw University), Dr. Bernard Franklin (NCAA), Dr. Rock Jones (Ohio Wesleyan University), Sean Frazier (MOAA), Dr. Laurie Joyner (Wittenberg University) and Keri Alexander Luchowski (North Coast Athletic Conference).

### MOAA INAUGURAL AWARD PRESENTED AT NCAA CONVENTION

The inaugural Award for Diversity & Inclusion was presented to the North Coast Athletic Conference (NCAC) President's Council at the NCAA Convention.

The NCAA and MOAA created the Award for Diversity and Inclusion to recognize and celebrate the initiatives, policies and practices of member colleges and universities, athletics departments and/or athletics conferences that embrace diversity and inclusion. The award honors diversity and inclusion initiatives in community service, professional development, hiring practices and/or programming activities. All the President's accepting the award (pictured above) are members of the NCAC Presidents' Council, who developed the Branch Rickey Initiative and Mentoring Program, the concept for which the award was presented.



(L-R): NACDA Executive Director Bob Vecchione, NCAA President Mark Emmert, NACDA President Kevin Anderson (Maryland), NCAA Executive VP for Championships and Alliances Mark Lewis



NACDA Officers with BCS Executive Director Bill Hancock. (L-R): Treasurer Don Tencher, Rhode Island College; NACDA Executive Director Bob Vecchione; 2nd VP Jim Phillips, Northwestern; President Kevin Anderson, Maryland; BCS Executive Director Bill Hancock; 3rd VP Tim Selgo, Grand Valley State.



### FOUNDATION JERSEY AUCTION

McLendon Foundation Jersey Auction nets more than \$20,000 to date.

The John McLendon Foundation has enlisted the help of athletics departments, athletics directors and professional leagues from around the country to raise additional funds for the Foundation by auctioning off various jerseys on eBay.

To date, the Foundation has raised more than \$20,000 through these efforts and has received jerseys from the likes of Oregon, Florida State, Ohio State, Notre Dame and the L.A. Angels. The Foundation is in the process of collecting Bowl Game Jerseys from the 2012-13 Bowl season and will auction those off in the near future. To date, the throwback Block M jersey from the University of Michigan has netted the highest bid, selling for \$2,850.

If you are interested in donating a jersey, please contact Jessi McCloy at [jmccloy@nacda.com](mailto:jmccloy@nacda.com). For more information on the John McLendon Jersey Auction or to view the latest auction items, please visit: [Ebay.com](http://Ebay.com) and search by member: [mclendonfoundation1](http://mclendonfoundation1).



### 2013 JOHN McLENDON POSTGRADUATE SCHOLARSHIP NOMINATIONS NOW AVAILABLE

Visit [NACDA.com](http://NACDA.com) or [mclendonminorityfoundation.com](http://mclendonminorityfoundation.com) for information regarding the 2013 John McLendon Memorial Minority Postgraduate Scholarship.

Candidates must submit the nomination form, a short essay on why they feel deserving of the scholarship and a recommendation from a professor or superior.

The deadline for nominations is Friday, April 28.

Finalists will be notified in the beginning of June and winners will be announced in July.

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### McLENDON MINORITY FOUNDATION SECURES FOURTH \$250,000 ENDOWMENT

Major League Baseball (MLB) has committed to a \$250,000 endowment for the John McLendon Postgraduate Scholarship Program, joining NACDA, Capital One and Sears in an endowment of this level. MLB is also a strong supporter of the McLendon Minority Athletics Administrators Hall of Fame, as the title sponsor of the Allan H. "Bud" Selig Mentoring Award.



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## McLENDON | UPDATE

### JOHN McLENDON MINORITY SCHOLARSHIP FOUNDATION MENTOR SPOTLIGHT



**MARTIN JARMOND**  
EXECUTIVE ASSOCIATE  
ATHLETICS DIRECTOR —  
ADMINISTRATION  
THE OHIO STATE UNIVERSITY

In October 2012 **Martin Jarmond** was named executive associate athletics director for administration at Ohio State. He had previously served as the associate athletics director of development at Ohio State since November 2009. Prior to that he was the assistant athletics director of development at Michigan State and also served as director of annual and special gifts and he was a development associate for the Spartans.

Jarmond is responsible for oversight of internal operations, ticketing, merchandising and business advancement in his role at Ohio State. He also serves as the men's basketball and football liaison to the athletics director and serves as the chair of the athletics district master plan, as well as implementing long and short term plans to secure major gifts in support of the department's and university's mission.

Jarmond came to Ohio State after spending six years at Michigan State. He earned a dual master's degree in sports and business administration at Ohio University, where he also served as a teaching assistant in recreational and sports sciences.

He was a marketing/operations intern at the University of Florida and was a recipient of a John McLendon post-graduate scholarship in 2001.

Jarmond earned his undergraduate degree in communication studies, with a minor in leadership studies from North Carolina Wilmington, where he was a two-year basketball team captain.

#### The other McLendon Mentors include:

##### **Jamie Bouyer**

Associate Athletics Director  
Senior Woman Administrator  
Cal State Dominguez Hills

##### **Adrien Harraway**

Associate Athletics Director for Academic Affairs  
University of Virginia

##### **Alise Maynard**

University Services Senior Coordinator  
IMG College

##### **Tiffany Martin**

Assistant Director for Corporate Alliances  
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# FACILITY PLANNING SHOWCASE



## MARY HARDIN-BAYLOR – FOOTBALL STADIUM

After breaking ground in early 2012, the construction of the brand new University of Mary Hardin-Baylor (UMHB) football stadium is underway near the center of campus. The location of the football stadium is the key to creating a “student activity zone,” which will consist of student residence halls and apartments around the stadium and will be in close proximity to the Mayborn Center (which houses the university’s arena) and nearby intramural fields. This 10,000 capacity stadium will be built simultaneously with the new student union building, which will serve as an anchor to the visitors’ side of the stadium.

For the Division III institution of 3,200 students, an on-campus football stadium of this caliber was first discussed in 2009, but didn’t come to fruition until it appeared in the 2011 campus master plan. Much of the stadium planning has coincided with the adjacent student union building, with hopes of transforming the student-life experience on campus. “It’s going to be an outstanding facility right in the heart of campus, located between housing, student activity and academic buildings,” said Edd Martin, senior vice president for campus planning and support services. “We looked around at many other Division III institutions, and their stadiums usually had a home side and very little in the way of a visitor’s side. By putting the student union building behind the visitor’s side of the stadium, it gives the appearance of being larger than it might otherwise be.”

Working with Turner Construction and Populous, this unique setup on campus has stayed on track, with grand opening plans set for the first home game of the 2013 football season. Weather has played a major factor

in staying on track, as has good communication between all involved constituents. Although the stadium falls under the campus planning department, the athletics and coaching departments have had a lot of impact and consultation in the project.

Most of the concrete work is completed on the new facility build, and about two-thirds of the retaining wall around the field itself has been set, but there is still much work to be done. “Our football program has a rich history of success in 15 years, and we have national championship goals for the future,” said UMHB President Dr. Randy O’Rear. “We could not be more excited about securing the missing piece that we believe will make our program complete and a stadium to call our own.”

An on-campus stadium was a long term goal for the university, and did not appear in the original campus master plan in 2003. However, it still may have been many years down the road before Crusader Stadium could have been built if it weren’t for the McLane family, whose investment accelerated the timeline for this facility by nearly 10 years.

After 13 years of playing on a nearby high school field, both the administration, coaches and student-athletes alike are embracing the new era of Crusader football. “Our team and our coaches are extremely excited about the prospect of playing our games at a stadium on campus,” said Crusader head coach Pete Fredenburg. “I think the stadium is going to be a great landmark for our campus. Obviously, it will enhance our recruiting efforts for football and I believe it will also benefit the recruiting efforts for the university as a whole.”





# FACILITY PLANNING SHOWCASE

## MISSOURI – MASTER PLAN

As if joining one of the top conference's in the nation wasn't enough excitement for one year, the University of Missouri (MU) recently kicked off a \$200 million facility master plan for the MU Sports Park. The "Going for Gold: A Vision for Excellence," capital campaign is currently underway and geared to encourage donors and supporters to "get in the game" and help Mizzou achieve its facilities vision.

Working with 360 Architecture to develop the design, the master plan at Mizzou has been an on going process during the last few years. The growth and ultimate move to the Southeastern Conference (SEC) expedited these plans, as the department decided to establish a two-phased master plan, starting step-one immediately.

"We're moving into the nation's best and most competitive conference, and by committing to this master plan, we feel this is a statement that Mizzou is going to be a factor on the conference and national levels," said NACDA 1st VP and Missouri AD Mike Alden. The MU Board of Curators approved a \$72 million bond for athletics facility improvements last June, and a \$30 million private gift from the Kansas City Sports Trust has also been secured to jump start the plan, which is seen as vital to Mizzou's future success in the SEC. The comprehensive plan will change the landscape of the MU Sports Park, with the initial projects totaling an estimated \$102 million, which will include renovations or additions to the football, baseball, softball and tennis facilities, as well as new team and practice facilities for the men's and women's golf teams. A new indoor football practice facility, an additional weight room to better support MU's 500-plus student-athlete population, and other Olympic sport facility upgrades will be part of future plans.

"At the end of the day, we want to make sure we've done all we can to put our coaches and sports teams in a position to win and be successful in the SEC, and a lot of that starts with facilities," said Bryan Maggard, executive associate athletics director at Mizzou.

The first portion of the master plan includes Mizzou football's Memorial Stadium, which will have an expansion on the east side, north concourse and a press box renovation. Expected to be completed for the 2013 season, the press box renovation will include moving the existing press functions up a level and enclosing, while refurbishing its current location into premium seating options. Also set to be complete for the 2013 season is the north concourse, which will be expanded to provide an improved gameday experience for fans. The east side expansion of the



stadium is set to include the addition of an upper bowl with general admission seating and a club level with premium seats, as well as associated amenities including restrooms, concessions, back-of-house kitchen and club lounges.

Taylor Stadium, home of Mizzou's baseball team will see an improved clubhouse with a team locker room, meeting rooms, coaches' offices and coaches' locker room, with an anticipated completion date for spring 2014. Also on the docket for spring 2014 is the Mizzou Golf Facility, which will feature team and coach locker facilities, players' lounge, coaches' offices, meeting rooms and storage, as well as the Mizzou Tennis Complex, which will include the addition of outdoor bleacher seating and a ground level building with team locker room, offices, concessions and public bathrooms. The final piece will be University Field for Missouri softball, which will add patron seating, a team club house and indoor batting cages.

Although a master plan never really ends, but rather continues to evolve, Mizzou's forward thinking and comprehensive capital campaign will keep the Tigers competitive, not only in their conference, but as a pinnacle in college athletics.







Photos courtesy of David Georgieff



BEFORE

## FOLLOW UP — UPPER IOWA UNIVERSITY: FOOTBALL COMPLEX — NOW COMPLETE

In the March 2012 issue of *Athletics Administration*, the planning for a new football complex at Upper Iowa University (UIU) was well under way. The planning was mostly done, the University had secured the funding and was waiting on phase II of their football stadium master plan to be complete so the Peacocks could play in their new stadium last fall. Fast forward to 2013, the stadium is now complete, and Athletics Director David Miller and his team could not be happier with the results. Not only has there been a renewed sense of pride and appreciation for the football team and the investment the university has made, but the venue serves more than just football, as a number of other teams have used the stadium for workouts, conditioning or practice.

“The finished product actually came out more impressive than what the drawings and renderings portrayed,” Miller said. One of the goals of the initial facility plan was to ensure that the stadium would fit well and blend in with the design philosophy and motif of the campus, and that was accomplished. Patios that flank each side of the main grandstand serve as additional spectacular viewing areas and offer a number of uses. Also, the elevated walk-way around the south end of the facility promotes an enclosed, intimate feel.

With no prior facility of this magnitude on campus, the university knew they had a great opportunity to entertain VIP’s on both game and non-game days. Key stakeholders, donors and alumni have taken notice of UIU’s commitment to building a successful Division II football program. This project also demonstrated the university’s ability to successfully fundraise and accomplish capital projects philanthropically.

Something that wasn’t in place last year at this time was the naming of the stadium, which is now called Harms-Eischeid Stadium. The lead gift from Steve and Diane Harms was the largest gift received by the university and funded the entire project. Steve Harms played football for Coach Eischeid at UIU, and when given the final say on the name of the stadium, decided to include both his name and his former coach.

Looking back at the planning process now, the timeline for completion during construction was adjusted a few times, but nothing drastic. According to Miller, when moving forward with other projects he would recommend that the architect and general contractor sit in the room together during the design process to allow for all parties to be on the same page and have a full understanding of the expectations.

Harms-Eischeid Stadium has truly raised expectations for UIU Athletics, and the athletics facilities on campus were always a place for improvement. “The construction really opened eyes around campus and beyond for what is possible at Upper Iowa, and where we feel we can take our department in NCAA Division II Athletics,” Miller said.

As a result of this new level of expectation, UIU launched a \$250,000 campaign in December (2012), called “Raising the Bar,” to renovate and expand the current weight room. Much like the old football stadium, they have outgrown the current facility and have relied for far too long on outdated equipment for their student-athletes to train on. In addition, the university will be looking at its Athletics Facilities Master Plan, as it continues to be proactive with its initiatives to increase enrollment and see that the athletics department has an active role in this initiative.

\*See March 2012 issue of *Athletics Administration* for the initial Upper Iowa planning article



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# THE EVOLUTION OF ATHLETICS MASTER PLANNING ON COLLEGE CAMPUSES

By Ryan Sickman  
Populous

In early 2010, the University of Arkansas began to readdress what the future of their athletics campus should look like. As universities across the nation developed extensive athletics master plans and began to grow their athletics campuses by building new, state-of-the-art facilities, the senior leadership at the University knew it was time to plan for the future. The University in turn developed an extensive athletics master plan that takes into account the immediate and long-term goals of the institution and melds them with athletics-specific opportunities for growth and development that are unique to the University of Arkansas.

“We understood that it was essential to strategically plan for the future of Razorback Athletics and developing a master plan was integral to maintaining and elevating our reputation as a leader in intercollegiate athletics,” said Matt Trantham, senior associate athletics director for internal operations at Arkansas. “In order to maintain our competitive success in the evolving world of Division I athletics, it’s essential that we continually think about how we can improve our facilities in a way that will positively impact student-athletes, our coaching and training staffs and the Razorback fans. Our athletics master plan is the guiding force that has resulted in renovations and the construction of new facilities that will continue to positively impact recruiting efforts, the quality of student-athletes’ lives and performance on the field.”

The University of Arkansas isn’t alone. Universities across the country, from NCAA Division I to NAIA institutions, are creating master plans for their athletics facilities and using their plan to bolster public support of new buildings and drive development through private donations. Universities have entered new territory as key donors now expect master plans, seeing them as a critical step to consistent growth for a department and representative of a visionary approach by leadership at the university.

## MASTER PLANNING DEFINED

A master plan, at its most basic, is a long-term vision for campus improvements that encompasses changes that vary in immediacy. A quality master plan evaluates the state of existing facilities, the needs of coaches, programs for new facilities or renovations to existing facilities, the facilities a university’s competition has and the immediate and long-term goals of the institution’s athletics programs. When it’s all said and done, an athletics master plan provides an in-depth analysis of the university’s unique athletics needs and can include architectural renderings, conceptual designs, analyses of existing facilities, financial information, revenue generation models for proposed facilities, supplementary fundraising materials and phased recommendations. A strategic master plan is crafted in support of a university’s existing campus master plan and the goals, objectives and strategies of the university’s athletics department for strengthening the student-athlete and fan experience. We often talk about the recruitment of student-athletes, but in reality, recruiting goes well beyond the student-athletes and reaches potential students, faculty, staff and fans. It is with this in mind that the athletics facilities of a campus must add to and support the overall vision and impact of the campus rather than detract from it.

The vision set forth in a master plan is intended to serve as an integral planning tool to guide the future development of intercollegiate facilities on a campus and is tailored to fit the university’s unique goals and needs. As athletics master plans rose in popularity in the 1990s, many firms suggested creating a master plan that would last 10-15 years. While this approach was effective at the time, the rapid pace at which college athletics, technology and television needs are evolving means that schools can no longer afford to create a master plan that isn’t continually updated. A modern master plan must be a living document that is reworked constantly depending on changes in administration, staff and program needs. While a typical master plan still forecasts plans for the next 10-15 years, it should be updated frequently during that time frame in order to ensure the university is staying abreast of recent trends.

## THE EVOLUTION OF COLLEGIATE ATHLETICS

In an age of seemingly constant conference realignment and a virtual arms race among athletics departments to build bigger and better facilities than their competitors, a master plan is no longer a luxury, it’s a necessity. A university’s needs are often defined by their conference. For example, if your university is considering realignment in the coming years, which will result in an uptick in attendance, then building a bigger stadium or expanding the seating capacity through renovation becomes a priority that should be reflected in the master plan your institution develops. This evolution of collegiate athletics, driven by multi-million dollar television deals and revenue-rich football and basketball programs, plays an important role in the master planning process.

University of Arkansas Master Plan.  
Red indicates athletic master plan, yellow indicates university master plan.



A number of trends in recent years have been reflected in the athletics master plans at universities of all sizes. One of these trends, the development of state-of-the-art practice facilities for basketball and football, has been evident at universities including the University of Connecticut, Kansas State University and the University of Arkansas, each of whom has recently built or is in the process of building new basketball training facilities. Colleges and universities that aim to recruit top talent simply must provide student-athletes with facilities that answer their academic and athletic needs with the latest technology, sports medicine spaces, unique training rooms and resources that are modeled after, but can often exceed those available to professional athletes. This allows universities to enhance their current revenue-generating programs by drawing in talent that will elevate the program and the university's larger brand. The majority of recent master plans account for this trend by recommending the addition of cutting edge training facilities and aptly prioritizing these projects in their phasing recommendations.

## THE PROCESS:

### WHAT TO EXPECT WHEN DEVELOPING A MASTER PLAN

Once a university has decided to move forward with developing a master plan and has chosen a team (made up of architects, planners, programmers etc.) to lead the process, stakeholders should be prepared for a quick-moving process. Goals for the master plan will be determined through a combination of interviews, analysis, assessments and benchmarking activities. Coaches, staff and administrators are consulted; institutional and athletics strategic goals are interpreted; and outcomes are shaped by the application of campus planning principles, trends and program needs. The steps of master planning can be broken down into five distinct phases: goal-setting and initial meetings; consensus building; research and benchmarking; analysis of existing facilities to determine viability; and final recommendations.

1. **Goal setting and initial meetings:** The process typically commences with interviews with key stakeholders. This includes conversations with administrators, coaches, student-athletes, athletics staff and facility planners, each of whom should have a voice.
2. **Consensus building:** Once individuals have been consulted, consensus building begins to ensure those involved agree to a similar vision about what the future of the university's athletics facilities should look like. Consensus building, or the process of getting a group of diverse stakeholders (in our case, athletics directors, coaches and university leadership) to arrive at the same conclusion, is an integral tool in the master planning process. At Populous, a global sports architecture firm that has worked with more than 130 universities, our team works daily with multiple client contacts from

each university, each of whom has their own desires, vision and expectations of a project or master plan. In master planning, this can often be more complex, as we involve coaches from each sport and try to consider how each of their needs and the logistical needs of the campus' facilities can culminate in a plan that pleases everyone. Bringing each person involved into the same room to create a shared vision, one that results in everyone being proud of the end product and feeling that it is truly reflective of their vision, can have a significant impact on the university's culture and ability to get important portions of the master plan built during the coming years.

"This collaborative approach to consensus building is crucial to the planning process," said Brian Nicholson, associate vice president for facility, planning and construction at Baylor University, who is currently in the process of building an important part of their campus master plan, Baylor Stadium. "Consensus building further unified our university administration and key stakeholders, providing us with a common ground and shared vision for the future of our campus."

3. **Research and benchmarking:** Once interviews, consensus building exercises and goal setting have been accomplished, we then proceed to analyze each existing athletics facility on campus, taking tours and supplementing our knowledge with university-published documents. As an architecture team, we then compare what we've learned with what we know is out there ... or what the university's competitors currently have and are planning to build. Depending on the size of the university, this at times includes a benchmarking process, in which we tour competitors' campuses and evaluate what the university officials like and don't like about the facilities on other campuses. We always bring the team together after this in a series of programmatic exercises that are forward-looking, discussing the needs of each program, the state of facilities at other campuses and trends that will impact what coaches, athletes and fans will need during the coming years.
4. **Analysis of existing facilities to determine viability:** Next, we identify capital expenditures and weigh these when evaluating the cost-effectiveness of renovations versus the cost of building a new facility. Often times this is performed by an outside firm with extensive knowledge of these complex assessments and measurement tools in place that drive their evaluations and recommendations.
5. **Final recommendations:** After those evaluations are complete, we take the time to develop a programmatic estimate, taking into account the university's budgeting ability in a phased approach to create a unique, affordable blueprint for the future of the campus' athletics facilities. At this point, we also provide clients with conceptual designs, fundraising, materials and when new stadiums or costly renovations are recommended, suggestions on revenue generation models that take into account the school's primary fan base both current and projected. Supplementary materials may include fundraising collateral like videos, smartphone apps, more detailed renderings or in-depth content on a proposed facility that will require significant donor support to be constructed. These deliverables are paired with detailed summaries and evaluations of existing and proposed facilities and the aforementioned materials (conceptual designs, budgets, documents outlining timing etc.), which also elaborate on how facilities can be unified architecturally and further portray the athletics departments as a cohesive brand.



*Future Arkansas Football Center, a result of their master plan.*



# THE EVOLUTION OF ATHLETICS MASTER PLANNING ON COLLEGE CAMPUSES

## QUESTIONS TO ASK STAKEHOLDERS IN THE MASTER PLANNING PROCESS:

What are the **SHORT TERM GOALS** of the university?

---

What are the **LONG TERM GOALS** of the university?

---

In one word, describe **WHO THE UNIVERSITY IS**.

---

**HOW DO YOU WANT FANS, alumni, donors and athletes TO FEEL** about your athletics program?

---

How do you want them to **EXPERIENCE** your facilities?

---

What is the **CURRENT PERCEPTION** of the athletics department?

---

What do you think the athletics program can **DO BETTER**?

---

What should your athletics programs **BE KNOWN FOR**?

---

What are **KEY DIFFERENTIATORS** between you and competitors?

---

What are the **TOP PRIORITIES** for your university?

---

What does the university mean to you **PERSONALLY**?

---

## REVENUE GENERATION MODELS THAT WORK FOR YOU

An important consideration for any university engaging a firm in a master plan should be exploring which revenue generation models make the most sense for proposed stadiums, arenas and ballparks. This detailed approach enables university officials to better understand the financial impact of a renovation or new build. By evaluating who will be utilizing each of the proposed performance venues and who the primary donors and fan base will be, the master planning team can recommend facilities with premium seating options and amenities tailored to fans. In-depth analysis of revenue generation models and a fan-base can also prove to be an important fundraising tool when projects from the master plan come to fruition as they communicate to donors the viability of proposed facilities and signify a well thought-out approach.

For the athletics director, coaches and staff at the university, having a preliminary understanding of the revenue generation model for the proposed facility made the fundraising process smoother. In addition, conceptual designs presented in the master planning process highlighted innovative premium seating options, naming rights opportunities and design features that would further elevate the program, which ultimately helped drive support of the expenditure.

## NEXT STEPS

Once the dust has cleared and the master plan, appropriate revenue generation considerations and conceptual designs are in place, it is time to execute. This is when phasing plans become important, as they account for where teams will practice and play when their facilities are under construction. Universities often benefit and see the best results when they follow their master plans closely, as it represents the most strategic assessment and recommendation for the athletics campus and projects are phased in order of importance in the plan. As the university carries out the master plan, communication with the firm who created the plan is essential, as they can

properly advise on unexpected challenges and provide guidance on any new or evolving trends that may impact the design or location of a facility on the campus.

## AND WHEN YOU'VE BUILT IT ALL ...

Universities like Arkansas and Baylor are well on their way to completing the majority of renovations and new construction that their master plans have outlined. So what happens when they've done it all? It'll be time to start again. Presumably, as one master plan is fulfilled it will be time to develop another that takes into account recent trends.

Compared to most universities, the University of Arkansas had just about every facility that you could think of and many that others only ever dream about; however in 2010, they decided to solicit another master plan. The result is five facilities that are currently underway, either in the request for quotation (RFQ) phase, design phase or under construction, including a new basketball training facility, a soccer locker room expansion, football training facility, academic and dining center, indoor baseball facility and a feasibility study for a renovated football stadium on campus.

"We understood that we couldn't remain stagnant simply because we had a number of nice existing facilities," Trantham said. "Other nationally prominent programs are continually moving forward. You must constantly evaluate current trends in collegiate athletics, reflect on areas where your campus needs improvement and respond to those trends by providing top-quality facilities for student-athletes, staff and fans."

## PLANNING FOR THE FUTURE

While developing and implementing an athletics master plan is not a simple task, it is one that is necessary for an athletics department to remain viable and continue to compete for top talent in this day and age. Ambitious but attainable master plans can further shape a campus, their athletics programs and the success of their student-athletes, coaches and staff on and off the field.

*-all photos courtesy of Populous*







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# GEORGIA GWINNETT COLLEGE:

## BUILDING AN INTERCOLLEGIATE ATHLETICS DEPARTMENT FROM SCRATCH

By Erin Dengler  
NACDA

As many intercollegiate athletics programs continue to scale back on funding and cut sports, a young institution 30 miles northeast of Atlanta, is doing the complete opposite; Georgia Gwinnett College (GGC) is starting a college athletics program from the ground up. Founded in 2005, GGC is the first four-year public institution created in Georgia in more than 100 years. It has doubled its enrollment, increased faculty and built new facilities during the past few years and is now in the midst of growing its athletics program. Athletics Director Darin Wilson was hired with the charge of bringing the young college up the ranks of college athletics and building the department from its inception. Prior to his hiring at GGC, Wilson spent 18 years at Union College (KY) from an undergraduate student-athlete, to leading the athletics program as AD, operating a department with 23 sports and having the opportunity to build and/or renovate virtually every athletics facility during a nine-year period. This experience prepared Wilson for the comprehensive nature of building an entire athletics department — one that has transformed from vision to reality, fully embracing what is likely a once in a lifetime, ultra unique experience of being the first athletics director at an institution.

### FIRST STOP: NAIA

Wilson knew right away the college needed a national affiliation, so one of the initial items of business was to apply for a National Association of Intercollegiate Athletics (NAIA) membership and last fall, GGC participated for the first time in the NAIA, by initially adding men's and women's soccer, baseball, softball and men's and women's tennis, in an effort to become one of the premier NAIA programs in the country. These sports were chosen based on student interest, gender equity, facility requirements and potential community interest.

The beginning of Wilson's tenure was a whirlwind, with the first month or so spent getting to know the campus community and building relationships on campus. This endeavor was new for everyone, so establishing early relationships was key, as was figuring out the impact each of the constituents would have on athletics and getting their buy-in as well. The department and



its key constituents spent a significant amount of time talking about core values and core purposes. The core purpose for athletics at GGC was established early on: To develop lifelong leaders of character through academic and athletics excellence. As a department, the college works to ensure the athletes and staff emulate the following: pursue excellence daily, responsibility (academic, social, etc.), sportsmanship, leadership and service (on campus and in the community). Wilson believes if they can do these things well, winning will take care of itself.

### HIRING STAFF AND ESTABLISHING A BUDGET

Another key part of building an athletics department from scratch is hiring staff, people who not only have the skill set to do their jobs, but also want to put student-athletes first, which was a priority for Wilson. Everything had to be purchased, as Wilson likes to say, "there weren't even shoestrings here." He knew starting a program from scratch wouldn't be for everyone, but is pleased with the staff he has built.

So you have a staff and student-athletes, but what about costs associated with running an athletics department? The budget was another high priority. The athletics department is funded through student-fees, so they had a general operating budget number, but the nuts and bolts had to be built. According to Wilson, outside funding is always difficult in the first-year when building a department from scratch, but so far, the department has had some success in Gwinnett County, but it will still take time to generate significant resources. Luckily, there is great support for the athletics mission and the campus community as a whole has been extremely enthusiastic.







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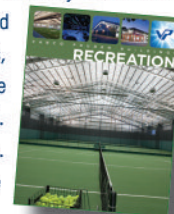
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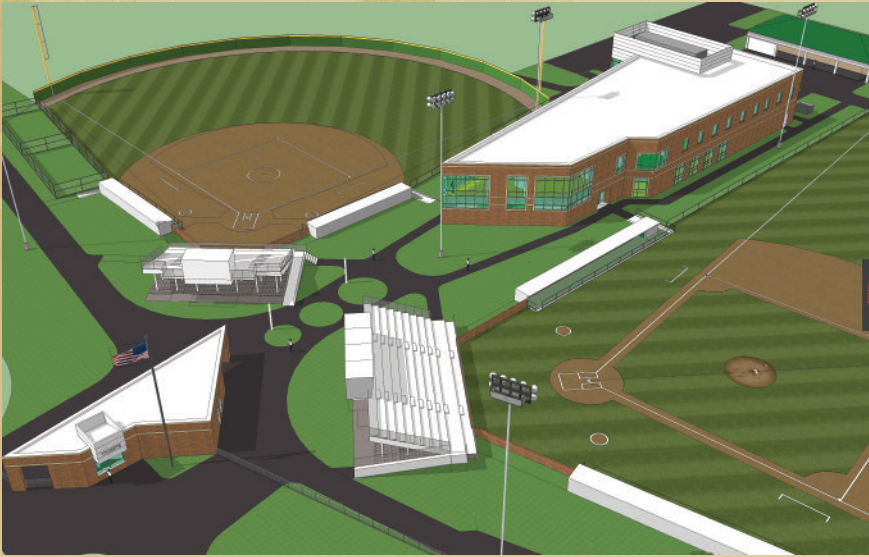
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## GEORGIA GWINNETT COLLEGE:

### BUILDING AN INTERCOLLEGIATE ATHLETICS DEPARTMENT FROM SCRATCH



#### SECURING FACILITIES

Last spring, the University System of Georgia's Board of Regents approved the college's athletics facilities plan. Fortunately for GGC, they already had very nice intramural fields that the soccer teams were able to practice and play on before a synthetic turf field was complete. The college accepted a property gift from the GGC Foundation that included a tennis and fitness center, located just a short distance from the campus. Included in that facility are four clay and 12 asphalt courts, an outdoor recreational pool, coach's offices and locker and weight rooms. "This property will provide excellent facilities for our intercollegiate tennis program, as well as intramural or club sports," Wilson said. "Obtaining such a great facility so close to campus will save time, effort and expense compared to developing new facilities. It also will augment our main athletics facilities on campus."



The \$13 million main facility project, funded by an already approved student-fee, will feature soccer, softball and baseball fields. Spectators will find 800 seats for baseball, 600 for softball, 300 for soccer as well as ample hillside seating. A 25,000-square foot athletics building will include locker rooms, training rooms and offices. The project also includes a quarter-mile section of road to connect to an existing street behind the college's signature administrative building to create a campus connection. With a projected completion date of May 2013, it is essential that this project stays on track, as everything is under a tight schedule in order to give the Grizzlies home field advantage and a place to call home as soon as possible.



The baseball and softball complexes will be ready for the spring season, while the soccer stadium was completed last September. "We have a tight time-line due to baseball and softball beginning play in February," Wilson said. "Our project managers and construction team have done a great job coordinating this project and giving bi-weekly updates. We meticulously go over timelines and deadlines and do all we can as an athletics staff to ensure the project stays on course."

#### MEASURABLE SUCCESS

In just a short time, the college has already seen success on the playing field, with the men's soccer team finishing 14-2-2 last fall, receiving a number of all-region selections, while the women finished 10-7-1. Gwinnett County is one of America's fastest-growing counties during the last 20 years, with a population of more than 800,000, and the local community support for the Grizzlies has been outstanding thus far, because for the first time there is a local college team to root for: the Georgia Gwinnett Grizzlies.





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# MANAGING RISKS AT SPORTS CAMPS

## CREATING & MAINTAINING A DURABLE COMPETITIVE ADVANTAGE

By Mark C. Wilson

The youth sports industry in the United States generates an estimated \$5 billion in annual revenues. Many colleges and universities participate in this market by running sports camps during the summer, and more frequently, during the academic year.



© Cunningham Charlowe Photography

The benefits for universities with sports camps are significant. They provide athletics departments with a platform to extend their brands, develop their fan bases, connect with prospective student-athletes and establish a recurring and predictable source of revenue. Only a well-managed sports camps operation, however, can provide a school with a durable competitive advantage sought by athletics directors and coaches. To achieve this, institutions must establish effective risk management practices.

Simply said, sports camps create risks. Many of them. There are compliance risks, financial risks and operational risks which can impact campers' health and safety.

Failing to understand and effectively manage the risk of child abuse could have a devastating effect on campers and their families. During the past year, schools across the country have re-examined their programs which serve children. Understanding their paramount responsibility to protect children when they come to campus, schools have focused on enhancing policies to reduce the risk of sexual abuse. As these updated policies begin to roll out across campuses, it will be important for athletics directors to institute training sessions so camp staff fully understand their obligations to report abuse and any report of abuse is immediately referred to the appropriate authorities.

The scope of camp operations is vast. Campers must be supervised, fed, housed, transported and even treated for injuries. And although they may play the same sport, each camper brings a different profile to campus. Dedicated and qualified staff are needed to supervise and care for these campers. Athletics departments must clearly establish the expectations it has for these staff, provide structured training and actively supervise staff to ensure consistent adoption of the school's risk management procedures.

The presence of prospective student-athletes at camps, and often their high school or club coaches, can open a Pandora's Box of compliance issues. Even the simple refund of a camper's registration fee could cause an NCAA rules violation. So schools must implement systems to prevent special treatment of prospects while still promoting the customer service one would expect in a business enterprise.

Athletics departments, particularly those in public universities, must constantly demonstrate they are worthy stewards of institutional funds. Because sports camps are not core to an athletics department's operations, business practices surrounding the receipts and expenditure of camps

funds may be more informal. The collection, safekeeping and remittance of cash from camps, however, should meet the same financial standards of other school offices, like those responsible for tickets and concessions.

There are also risks to campers' health. Many campers require special dietary accommodations or daily medications. Caring for these special needs requires formal planning and coordination with medical professionals and other campus partners.

Given the high stakes and the reputational risks, schools should proactively examine their entire camp operation, implement procedures to manage risk and monitor compliance. Depending on the size of a school's camp operations, it may be necessary to establish more formal oversight of camps than have historically existed. During the last 10 years, many athletics departments have created camp offices or hired staff to manage their camp operations.

Institutions that have allowed their coaches to run camps as separate business are re-examining this model as well. Some are converting these coach-owned camps into school-owned camps to allow for more day-to-day control over operations. Colleges and universities that continue to allow coach-owned camps should consult with legal advisors who can determine whether their camp's legal structure is still sufficient to insulate their school from financial liability.

Institutions frequently play some role in these coach-owned camps, as landlord, equipment supplier and even promoter. Schools should consider whether there is a true "arms length" commercial relationship with these camps. It is important to determine whether there are written procedures in place to demonstrate this relationship. Failing to maintain an appropriate separation between an athletics department and its coach-owned camp may allow a third party to allege that the school and the coach essentially operate the camp together. And this may substantially undercut the value of coach-owned camp operating structure.

As collegiate sports camps continue to expand, they can create a durable competitive advantage for schools and teams. But the risks from operating camps will always be present. Schools can manage these risks by closely examining current camp operations and implementing sound business practices. The long term return from this investment will depend on their ongoing commitment to advancing these practices.

*About the author: Mark Wilson is the former Director of Sports Camps for The Ohio State University Department of Athletics. At Ohio State, Wilson led a sports camps operation that annually served more than 13,000 participants at 140-plus camps. An attorney and former CPA, Wilson is the founder and managing director of Harrison Kent Advisors, LLC. Wilson advises colleges, universities and other sports organizations on improving their business operations and managing risk.*





**POSITION/INSTITUTION:** Dean of Instruction/Athletics Director Santa Rosa JC, Calif.

**NUMBER OF YEARS IN YOUR POSITION:** 6

**ALMA MATER:** California Baptist University

**HOMETOWN:** Windsor, Calif.

**Why did you become involved in NATYCAA:**

To assist in furthering the goals and mission of the organization. NATYCAA has had great leadership from its inception and it is a true privilege to join this elite group of two year college administrators.

**Favorite part about being in NATYCAA:**

It is always about the people as they say, and NATYCAA is no different. We have the opportunity to forge such wonderful relationships with people from across America. We are blessed to be able to come into contact with such a wide and varied group of dedicated individuals.

**Favorite Convention memory:**

My first NACDA/NATYCAA Convention in Orlando a number of years ago. I was completely blown away by the overall experience. At that time, I just knew I had to get involved and stay involved. Every Convention since then has been better than the one before!

**Biggest challenge to working in athletics:**

Presently, especially in California community colleges, it is definitely the budgetary issue we currently face. We are dealing with unprecedented negative funding levels that could have far reaching consequences well into the next decade.

**Most important skill you have developed in your career:**

Wow. There are so many, where do I begin? I have learned to communicate more effectively and to better consider the opinions of others before making decisions affecting the majority. I also have developed more patience with the people I work with and can better accept shortcomings in both them and myself.

**Best advice you were ever given:**

Remember family is our most important possession ... bar none!

**Advice for those looking to get into athletics administration:**

There just isn't a better, more rewarding or demanding calling than athletics administration. Value and cherish each and every single day. As the saying goes, love what you do and you will never work a day in your life! Strap your seat belt on tight and enjoy the ride to the fullest!

**Dream Job:**

The one I now have ... believe it or not!

**If you could attend one sporting event this year, it would be:**

It would definitely be the NCAA Final Four. I used to go every year when I was coaching college basketball. Now I just don't have the time. I feel the Final Four is still one of the best single sporting events in the world.

**Three people you would like to have dinner with:**

John Wooden (although I have had the wonderful privilege numerous times and feel blessed for it), Nelson Mandela and my wife Sherry!

**What do you see yourself doing upon retirement from athletics:**

I am not sure I will ever fully retire from athletics. After my current position, I would like to consider working as a conference commissioner or for a professional organization associated with sports.



## MY FAVORITES

<b>HOBBY</b> .....	Travel, both domestic and international and reading the classics or science fiction.
<b>SPORTS MEMORY</b> .....	All the former players who I have had the privilege of coaching and mentoring along the way. These relationships mean far more to me now than all of the wins ever could or should.
<b>BOOK</b> .....	The Bible
<b>CITY</b> .....	The Monterey Peninsula, Calif.
<b>PRO TEAM</b> .....	San Francisco Giants and 49ers
<b>TV SHOW</b> .....	Dexter ... with The X Files close behind
<b>(iPHONE/DROID, ETC) APP</b> .....	Open Table and Starbucks
<b>MUSICAL GROUP/ARTIST</b> .....	No contest ... Mick Jagger and the Rolling Stones and all oldies music.
<b>CHILDHOOD MEMORY</b> .....	Coming from a loving and supportive family and having a great time exploring my world.
<b>HOLIDAY</b> .....	Thanksgiving for sure!
<b>COLLEGE TRADITION/RIVALRY</b> .....	Anyone UCLA happens to be playing. In the old days the USC versus UCLA was always tops in my book.
<b>COLLEGE CAMPUS</b> .....	Santa Rosa Junior College, as it has the look and feel of a traditional Ivy League campus.





**POSITION/INSTITUTION:** Assistant Athletics Director for Marketing & Sales/Northern Illinois

**NUMBER OF YEARS IN YOUR POSITION:** 1

**ALMA MATER:** Miami University (Ohio)

**HOMETOWN:** Eaton, Ohio

**Why did you become involved in NACMA:**

I became involved as a way to give back to an industry that has given me so much professionally. Personally, I knew I could also continue to learn and grow through further involvement with NACMA.

**Favorite part about being in NACMA:**

The friendships and bonds that are made and continuously cultivated.

**Favorite Convention memory:**

Being a part of the first Convention in the city of New Orleans after Hurricane Katrina. At the time, I lived in South Mississippi, so that was special to be a part of!

**Biggest challenge to working in athletics:**

Leaving work/issues at the office.

**Greatest accomplishment to date:**

Being selected to serve as NACMA's President.

**Most important skill you have developed in your career:**

Negotiations but patience is a close second that I continue to work on!

**Best advice you were ever given:** "Know when to make a decision."

**Advice for those looking to get into athletics administration:**

Understand college athletics is a lifestyle; do the small things that are asked of you; and continually challenge yourself to be better!

**Dream Job:** Athletics Director at an FBS school

**Twitter handle:** @herringk1

**Who is your favorite person to follow on Twitter:** Jay Bilas

**Who would you choose to switch places with for a day:** Donald Trump

**If you could attend one sporting event this year, it would be:** Final Four

**Three people you would like to have dinner with:**

JFK, John Wooden and my grandfather

**What do you see yourself doing upon retirement from athletics:**

Enjoying life in a coastal community!



## MY FAVORITES

**PLACE TO EAT** ..... Pine Club in Dayton, Ohio

**HOBBY** ..... Golf

**SPORTS MEMORY** ..... Winning a championship and watching the goalposts come down on my 27th birthday!

**BOOK** ..... Good to Great by Jim Collins

**CITY** ..... Charleston, S.C.

**PRO TEAM** ..... Any team where former student-athletes of mine are playing

**TV SHOW** ..... Seinfeld/Entourage

**(IPHONE/DROID, ETC.) APP:** ..... Scramble

**MUSICAL GROUP/ARTIST** ..... Dave Matthews Band/U2

**CHILDHOOD MEMORY** ..... Cincinnati Reds games with my dad, grandfather and best friend.

**HOLIDAY** ..... New Year's Eve/July 4th

**COLLEGE TRADITION/RIVALRY** ..... Ohio State vs. Michigan (I was actually born during the football game in '76)

**COLLEGE CAMPUS** ..... NIU



# WOUNDED WARRIOR PROJECT UPDATE

## NACDA AND ITS MEMBERS SALUTE THE WOUNDED WARRIOR PROJECT

Now in its eighth year of partnership, the Wounded Warrior Project (WWP) and NACDA work with college and university athletics departments to bring attention and support to service members severely wounded during the war on terror.

### Highlights from a few recent events:

*"I had an amazing time. It was such an honor to be asked to attend the game with my fiancé and be honored alongside fellow Wounded Warriors. Events like this are a great experience for us. Many times we can get down on ourselves and feel unappreciated for our sacrifices. It's really hard to put into words the feelings we experience when all of those Bruin fans stood to their feet and cheered for us. I will never forget this experience. Thank you for your ongoing support, and GO BRUINS!!!"*

-Wounded Warrior Jason Barr,  
one of several Warriors that attended a basketball game  
at Belmont University on Jan. 19.

*"I want to thank the Wounded Warrior Project and the New Mexico athletics department for the wonderful time my son Benjamin and I had yesterday (Saturday, Sept. 29) at the UNM Lobo football game. From the ease of getting our tickets at will call, to the wonderful parking provided (we couldn't have gotten closer) and the great seats, we had a night of college football to remember. It was a memorable night to be a Lobo fan and the product that UNM provides is first class. Please convey my sincere gratitude to Mr. Hutchins and the entire UNM Lobo athletics department for their hospitality and support of the Wounded Warrior Project Alumni."*

-Bradley Bock,  
WWP Alumni who attended a New Mexico football game on Sept. 29.

*"It was so fun to be at the game ... in fact that was my first game. Yes, it was a bit overwhelming but I had my wife with me! I also got to see a few other programs that help out veterans in many ways, what a great feeling to see those people get the recognition in front of 80,000 plus people!"*

-Wounded Warrior Charles Robles,  
who attended a UCLA football game on Nov. 3.



Florida State cheerleaders join Wounded Warriors at a home football game.



The Tennessee Volunteers support the Wounded Warrior Project.



At Iowa Western Community College, Wounded Warrior Brian Miller participated in the coin toss.



Charles Robles was among those honored at the UCLA vs. Arizona game.



BC supports the Wounded Warrior Project at a home football game against the University of Miami.



## CULTIVATING THE CABMA FARM SYSTEM

During the past few years, CABMA has continued to put a lot of emphasis on the professional development and growth of our membership with the focus on what it takes to go from the business office to the athletics director's office. While we have been very successful the past few years, securing athletics directors at varying stages of tenure and other speakers for our Convention that can address the challenges that exist in this type of transition, there is one very important factor that we can't afford to overlook.



John Gruppo



As we seek out mentors and colleagues that can help us get to the next level, we also need to be mindful of our responsibility to help develop those within our own shops. For CABMA to continue to grow and progress, we need to strengthen the business manager "farm system" so that when we move up to the front office, it becomes easier to call up talent from within our own ranks.

Whether your team is made up of additional professional staff, interns, students or a combination of staff roles; know that you have both the ability and responsibility to make an impact on their potential in this industry. For those who express real interest to continue in this line of work, their exposure to the skills and substance that will help them get to and succeed at the next level will only present themselves when supported by you being active in their development.

**Establishing a Comfort Level with Young Talent**

This can be a challenging step in the development process, particularly for those of us working in a smaller business office. While you may need all the help you can get, there is often hesitation in relinquishing control of real work to others, but sometimes necessity dictates just that and it should be embraced, not resisted.

As your comfort level with their production grows over time, you can continue to expand their portfolio of responsibilities, but don't just stop there. Encourage them to actively pursue opportunities for development with the knowledge that they have your support. Options could include:

- Working on a project outside their normal role.
- Including them in the work that is on your desk (if even from just an informational perspective).
- Having them attend a higher level staff meeting.
- Joining and becoming active in CABMA.

These are the types of opportunities that will allow growth and a broader perspective on what is involved at the next level, while at the same time developing the skill set necessary to execute higher level responsibilities.

Even for those of us who have the good fortune of having a staff with a little more experience, we must continue to remain active in their development and not overlook their needs. With this group, you can use the performance review process to identify what their goals are and what gaps they feel need to be addressed to help their careers. Regular follow up throughout the year can allow you to focus on skill development and providing a broader perspective of 'how their work impacts the department as a whole.' You'd be surprised how sometimes these conversations alone can help in their development.

**When Experience and Ability Meet Opportunity and Timing**

I am fortunate to be in the career position I am, having come through the "farm system" myself, starting out as a ticket office work-study student, and steadily working up to the position of assistant athletics director. This progression was made possible by having great supervisors and mentors help me along in my career; providing me the opportunities to grow and broaden my skill set to the point where, on multiple occasions, I was the right candidate to move up when others moved on.

**Don't Forget Where You Came From**

Given my appreciation for how this approach helped my career progress, I have taken a lot of pride in continuing to provide opportunities like this to students and staff I have had the pleasure of working with along the way. I also have found that people who came up through the "farm system" are more likely to continue operating in this manner during their careers. They feel a sense of obligation to continue being active participants in the development of their own staffs because they have seen the benefits first-hand.

Remember, this process doesn't end with transition. The staff you've helped cultivate can and should continue to be supported by your efforts regardless of where you are now.

As you read this, you probably stopped to think about how you got to this point in your career and about those that helped you get there, but I hope that train of thought extended to those you have mentored along the way as well. If not, now is your chance to do something about that.

John Gruppo is the assistant athletics director for budget & finance at George Washington University.



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## CEFMA CORNER

### CREATING A SUCCESSFUL AND INTERACTIVE GAMEDAY APP

As technology becomes even more prevalent in our everyday lives, we felt it was important to stay current with our fans and the world around us. When we looked at different ways to improve our fan experience, we felt that it was very important to create an app that was specific to our football program and gameday. Our goal was to cover the in-venue fan experience, while still making the app functional for fans not at the game. We also wanted to make an app that would be relevant throughout the year. The three areas that we focused on our overall plan were:

- Drive Revenue
- Strengthen the Bond with our Fans
- Provide instant information and answers to guests

#### Research Phase

One of the first decisions that had to be made was whether or not to use a 3rd party vendor or create the app in-house. After looking at the positives and negatives to both, we decided to work with the University of Wisconsin-Madison, Division of Information Technology and the athletics department's IT team. The ability to customize items and build in parameters so that staff would be able to access the app to update/upload information was important.

Next, we had to decide whether this would be a free app or if there would be a charge for the download. In order to maximize our exposure on the app, which was created to help improve our gameday experience and offer a customer service element, we decided to make it a free download. We felt putting a fee on it (even 99 cents) would create a significant barrier to those users who are hesitant to pay for an app. Secondly, with the integration of our Paciolan mobile ticketing site and our mobile store, we could generate a significant increase in revenue that would overshadow any profits from the app fee. Another important element to remember when deciding if you should charge for a download is that Apple takes a 30 percent cut from each download.

#### Development Phase

Throughout the process, communication with departments and stakeholders was crucial to the success of the app. We met with stakeholders to determine what each group wanted to include in the app. Through our relationship with our campus, we worked together to get information they wanted included. We also utilized some of the items which they had already created for our UW Mobile App. Another benefit of developing in-house and working with our campus was the ability to use their Apple Developer Account.

When it came down to deciding what was going to go on the app we were looking for the following items:

- Fan Interaction
- Custom Content
- Tickets and Donations
- Safety and Security
- Promotion Opportunities
- Concession Info



Ben Fraser



We researched other apps, both intercollegiate and professional to determine what items we liked and didn't like. We then built a hierarchy of high level functions for our app to lay out the design.

To facilitate the testing process, we used TestFlight (testflightapp.com). This allowed us to upload builds that you download through your device during the testing phase. We selected a group of staff members and fans to assist in the testing process that lasted approximately three months. One of the toughest parts of the development phase was receiving approval from Apple. When Apple does approve an app it goes directly into the iTunes Store, so you must have everything ready (marketing plan, announcement) because when you receive the approval email from Apple, the app will be live.

Developing a marketing plan was the final part of the development phase. We wanted to make sure that we used all available resources we had to get information out about the gameday app. We were able to put together a very successful marketing campaign, while investing minimal resources. We used social media, local media, web, special events, printed material, emails and even created a trailer for the gameday app. Having the gameday app reviewed online and by local television stations also helped gain us free publicity.

#### Implementation Phase

The gameday app debuted on the iTunes Store on Aug. 9, and debuted for Android on Aug. 30. As of Jan. 1, we have 32,000 unique downloads. In the first week of being released on Apple, we had more than 6,000 downloads. For our first home game on Sept. 2, we saw 116,158 unique visits and 226,002 page views. Once the gameday app had been released, we continuously reviewed, updated and gathered feedback to improve the app. We were able to use Google Analytics to help us track the activity on the gameday app and from the feedback we gathered from this data found that the most popular features were (in order) schedule; roster; news; fan info; blog and social media.

#### Challenges

One of the largest challenges that we all face in our venues is that of connectivity. To assist with this challenge, we built a feature into the app that would check for an updated copy of all of the dynamic data on a regular basis. That way, if there were network connectivity issues in the stadium, the app could fall back on the most recently downloaded version of the data. Otherwise, it would always try to display the most recent version.

Another challenge was making the app accessible. For example, the use of VoiceOver, a built-in screen reader on IOS platform was a challenge in the beginning. Complete accessibility for the app is still something that we are working toward. We plan to add closed captioning from the stadium scoreboard to the app. Guests can then view the captioning regardless of where they are located in the stadium.

Overall, we have been very pleased with the outcome. We are looking to continue expanding the app with the possible implementation of additional venues/sports. Overcoming challenges and focusing on our goal of providing guests with a better experience through technology was a result of a lot of great people working together. We will continuously look for ways to improve the Wisconsin Football Gameday App and add to it to help better the experience of our fans.

Brian Fraser is the director of guest services at Wisconsin.



## CoSIDA 2013 CONVENTION PROGRAM FEATURES STAR SPEAKERS AND PRODUCTIVE PANELS

For more than 50 years, the College Sports Information Directors of America (CoSIDA) organization has provided its members with a Convention filled with timely, imperative and insightful panels with topics that engage, enlighten and educate the membership. The 2013 June Convention in Orlando will be no different in those aspects. Yet, there are some new twists for the program schedule along with the new twist for the annual Convention itself.

For the first time in the organization's history, CoSIDA's Convention will join 13 other affiliates at the NACDA Convention. This year, there also will be four nationally-recognized specialists attending to address the membership in major areas that are important professional and personal aspects of sports communication.

The official CoSIDA programming schedule was announced in January, the earliest announcement in many years. It was imperative that with CoSIDA's first year with NACDA and the affiliates that our program would be ready to announce by February to show the variety of discussion topics, issues and areas of importance in the profession.

This year, each of CoSIDA's four days of programming will feature a major speaker. On Wednesday, June 12, the kickoff panel will star Laura Stack, known as "America's Productivity Pro." Stack is the best-selling author of several books including "What to Do When There's Too Much to Do," "Reduce Tasks, Increase Results," "The Exhaustion Cure" and "Find More Time." Stack has been on numerous television shows, including popular morning programs. Her seminars on lowering stress, saving time in the workplace and improving output will be a tremendous benefit to CoSIDA members and NACDA affiliates in attendance, and tips from a productivity and performance expert will provide a fresh new take on ways to assist our members.

Since CoSIDA consists of sports communications professionals, it is quite fitting to have a professional communicator join us in Orlando. Thursday, June 13, begins with a presentation by Richard Dufresne, Vice President of The Wellness Corporation. Dufresne's topic will be "Effective Communication." As he states, "we all know how important it is to have quality communication. Effective communication is more than 'just talking.' Effective communication is a conscious, purposeful process that can become a daily habit." Dufresne brings more than 20 years of conference presentation and communication services to the CoSIDA Convention.

With the different hours, nights and weekends, it can be a challenge for sports communications professionals to think about nutritional and



Eric McDowell



health habits. Who better to assist in nutrition, fitness and general health than "America's Nutrition Leader," Zonya Foco? Foco will join us on Friday, June 14, with her entertaining and engaging session, "Excelling Your Career Without Undermining Your Health." Foco is a master of inspiration, motivation and visual humor providing hard-facts information and simple solutions that help everyday people improve health, create balance and maximize energy. She is an author and national public television host who will make a difference on our bodies and minds.

One of the most important aspects of the profession is writing. Feature writing, for example. On Saturday, June 15, our final day features the notable Roy Peter Clark, Vice President for reporting, writing and editing faculty at the Poynter Institute. He was hired by the *St. Petersburg Times* as one of America's first writing coaches, and his work has been featured on "Today" and "Oprah." Professor Clark is the founder of the National Writers Workshops and was inducted into the Features Hall of Fame. He is the author of 15 books, including the popular "Writing Tools: 50 Essential Strategies for Every Writer" and "The Glamour of Grammar," which was praised by *The New York Times*.

As is our tradition, CoSIDA also will offer panels and topics for the "meat and potatoes" of our profession, serving members from all levels, affiliations and divisions. For example, just some of the sessions we will explore include social media strategies, "You are More Than an SID," multi-media and digital communications trends and expansion, diversity in the profession, working effectively with coaches, video editing, branding and reputation management.

Annually for the past few years, our CoSIDA Goodwill and Wellness Committee plans a community service event and a 5k fun run/walk event; we plan to do the same in Orlando and work with other NACDA members on both the community service and fun run events. We also have an expanded social schedule, as our new CoSIDA Family Committee has put together a tremendous slate of activities for spouses, family members, children and friends of CoSIDA Convention attendees.

CoSIDA continues to provide programming that provides discussion on traditional aspects of the athletics communications field, as well as new technology and what lies ahead, to assist members as they return to their campuses to serve their student-athletes in the fall. For the 2013 CoSIDA Convention program, "the future is now."

We are eagerly looking forward to sharing time, networking and fellowship with like professionals at the NACDA and Affiliates Conventions in Orlando.

Eric McDowell is the assistant athletics director for sports information at Union (NY) and serves as CoSIDA's 2nd Vice President.



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## D2 ADA | CORNER



For the 10th year in a row, Borden Perlman Insurance teamed up with the Division 2 Athletics Directors Association to provide up to six Division 2 ADs with a stipend to attend the NACDA Convention in June. The stipend includes the Convention registration fee (\$375) along with up to \$125 to offset the cost of lodging at the Marriott World Center Resort in Orlando, Fla. (recipient must be staying at the Marriott World Center to receive the stipend). Deadline to apply is March 15.

Below you will find testimonials from members who attended the 2012 Convention in Dallas thanks to the Borden Perlman Grant. For more information, log on to [www.div2ada.com](http://www.div2ada.com).

*"The Borden Perlman stipend assisted me in attending my first NACDA Convention. During these challenging economic times, any financial assistance that provides incentive to participate in professional development is helpful. Having the opportunity to hear various speakers while networking with colleagues around the country was extremely beneficial to me. I am certain future Borden Perlman Award Winners will also benefit from this program."*

-Tony Duckworth  
Director of Athletics  
Northeastern State University.

*"I was thrilled to have been selected as a Borden Perlman Award Winner in 2012 which allowed me the opportunity to attend the NACDA Convention for the first time. My experience was incredible and I came away with a deeper, more comprehensive understanding of best practice in all realms of athletics administration. It opened my eyes up to the future professional development opportunities for myself as well as my staff to gain more insight into the specific areas of athletics administration such as marketing, fundraising, compliance, etc. I was able to develop new contacts while enjoying both formal and informal dialogue with colleagues around topics I encounter in my daily role as an athletics director. Had it not been for the stipend I received as a grant recipient I would not have been able to fund this experience. I am grateful for the opportunity I received from the D2ADA and Borden Perlman to attend the NACDA Convention and look forward to the next Convention."*

-Kim Pate  
Director of Athletics  
University of Illinois Springfield.

*"Being a Borden Perlman award winner gives us the opportunity to take advantage of the educational opportunities presented to us through NACDA. It is never too late to learn better ways to do things within our department. Or to just be reassured that your department is doing things right."*

-Greg Bamberger  
Director of Athletics  
Kutztown University.

## Athletics Directors Association



### TO APPLY:

For an application for the Division II ADA Borden Perlman Stipend Program visit [Div2ada.com](http://Div2ada.com).

#### Requirements:

- Applicants must be completing their first or second year as an athletics director during the year of application, OR
- The applicant may be an athletics director for more than one year but have never attended a NACDA Convention, OR
- The applicant may be an athletics director who has not attended the NACDA Convention within the last 5 years, OR
- The applicant must have applied for the stipend last year and not been selected.
- The applicant must be a current dues paying member of NACDA and of the Division 2 Athletics Directors Association.

#### Selection Criteria:

- Geographic consideration will be given to ensure the successful applicant(s) will attend.
- If possible, the applicant(s) will represent different geographic regions.
- Consideration will be given for those who have potential leadership in the Division 2 Athletics Directors Association.
- Consideration will be given to current members of NCAA Committees.
- Consideration will be given to ethnicity and gender.



## DIVISION I

### FOOTBALL CHAMPIONSHIP

Given the current opportunities and challenges before us, this is an exciting, yet critically important time for the Football Championship Subdivision. Accordingly, it is more important than ever that FCS institutions and conferences work together to strengthen and promote our subdivision.

It is not lost on anyone who follows Division I intercollegiate athletics, that much of the recent conference membership realignment has been driven by football-related decisions. This fact helps to illustrate not only the importance of the sport to the Division, but the importance of our subdivision. Ensuring a strong subdivision is essential to the overall health of Division I. Therefore, we must aggressively promote what we have long known: FCS football presents high quality Division I competition under a financial model that appropriately fits the values of more than half the Division I football playing institutions.

Although those of us in the subdivision appreciate its strengths, I would posit one of the major challenges the subdivision still faces is a lack of identity and broader understanding by the general public. The good news is we are in a better position than ever before to address these challenges.

The establishment of the FCS CEO Leadership Group two years ago, where presidents and chancellors from each of the FCS conferences meet along with the commissioners to help set the future course and direction for the subdivision, represents an exciting new chapter and



Beth DeBauche



has already reaped a number of results. Thanks, in part, to the leadership of this group, we have witnessed the expansion of the playoff bracket to 24 teams, starting with the 2013 season, and have engaged in a comprehensive branding initiative that will help in establishing greater familiarity with the subdivision.

In addition to the increased level of engagement at the CEO level, there appears to be a general heightened level of interest in the Football Championship Subdivision. Whether it's the sell-out of the Division I Football Championship, the participation at the FCS Summit (which was in its third year), the increased collaboration between the FCS directors of athletics and commissioners or the enhanced level of engagement by our television partners, the subdivision has positive momentum. This momentum, while encouraging, challenges us to take advantage of the opportunity. It is incumbent on us, as members of the FCS subdivision, to work together to seek to further define our special identity and promote the subdivision. With our new FCS branding initiative, we have been provided an important tool in ensuring we speak with a unified voice and celebrate all the subdivision has to offer. I know in the Ohio Valley Conference we will work to ensure, as we promote the league. We also do our part to work with our FCS colleagues to promote the FCS brand. Together, if we make this a priority, we can go a long way in ensuring a heightened level of awareness and understanding regarding FCS football for the benefit of our student-athletes.

Beth DeBauche is the commissioner at the Ohio Valley Conference and a member of the FCS ADA Executive Committee.



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## I-AAA ADA | CORNER

### A CLOSER LOOK AT CAMP REVENUE DISTRIBUTION

At this point in the calendar year, administrators and coaches are initiating conversations regarding operational tasks related to summer sport camps. Camps have become a focal point for programs seeking solutions to supplement staff salaries and to add monies to discretionary spending accounts. This topic is sensitive for administrators seeking to implement practical policies for their institution. Administrative input is meant to ensure policies are fair to all programs — not to eliminate supplemental income opportunities.



Jason Coomer



A question to address is how much revenue is enough, without the need to dedicate funds raised through camp operations to the student-athlete experience, and if so, how much? It is clear one solution doesn't fit every institution; administrators must implement the practice that's best for their department.

Research regarding viable options for camp policies, with particular attention being paid to camp revenue and distribution of that revenue, has been conducted. With the earning potential of camps continually rising, revenue generation and allocation of funds to full-time staff (coaches/support staff) as well as non-university employees hired to assist with camps, is continually scrutinized. To arrive at an equitable revenue distribution model for the department and the programs, four critical questions need to be answered:

1. Does a revenue split exist between coaches and the department/university?
2. How are camp rental fees handled?
3. Do support staff (outside of the respective sport) assist with administrative duties, i.e., answer phone calls, design brochures, etc.?
4. What costs are deducted from the gross revenue, i.e., insurance, facility fees, housing, meals, logo licensing fees?

Many institutions allow support staff to assist in the operational tasks of camps — but at what cost? What job duties are set aside or not completed by staff members who assist, in an overload capacity, with camps? Other areas of concern for administrators include waived rental fees and facility depreciation costs without compensation from the sport hosting the camp. One solution would be implementing an administrative fee ranging from 5-10 percent of the camp's gross revenue. Athletics directors could place this revenue in discretionary spending accounts to direct as they see fit. While this concept may not be popular with coaches, it does allow for more justification of facility and resource usage during their camps. This potential revenue source helps make more manageable, from a fiscal perspective, any unknowns which could occur.

Once these questions have been answered, following an analysis of existing policies, discussions can be initiated with coaches regarding individual programs. Administrators can then formulate policies to best fit individual programs and the department as a whole. Challenges by coaches who

perceive their camps are being micromanaged are likely to occur. The ultimate goal of administrators and coaches should be a solution that allows coaches to supplement their income (and that of their staff members) while taking a more proactive approach to the "business" of camps.

When considering overall policies, there are three main revenue distribution options to discuss:

1. Require coaches to "own" their camps through LLCs, paying usual and customary rental fees for the facilities, thereby enabling coaches to control camp revenue distribution. This option is cleaner in terms of any type of fiscal relationship with the university since there is no utilization of department support staff. The department retains final approval regarding the use of logos and/or word marks. This method also provides an additional revenue source for the department to be distributed at the athletics director's discretion.

2. Implement a 7.5 percent administrative fee with a provision for reducing the percentage should "X percent" of gross revenues be deposited into the sport's fundraising account. This method allows administrators to have increased say in liability issues, allows for utilization of the department support staff, creates an additional revenue source for departments and offers an opportunity to form a sport academy model in the future. In addition, it rewards coaches who deposit more into their fundraising accounts by leaving open the possibility of a reduced administrative fee. This does not penalize the current student-athletes or impact resources generated by their coaches as it is directly related to the student-athlete experience.

The creation of a department sports academy would feature many of the same elements as option two, including being a 100 percent centrally controlled system with a 7.5 percent administrative fee. The department becomes responsible for marketing and advertising the camps within the academy umbrella, and administrators are able to ensure consistency with the message and marks publicly displayed. With proper positioning and advertising, the potential exists for an increase in campers and thereby an increase in camp revenues which, in turn, enhances the revenue stream of the department through the administrative fee provision.

3. Allow coaches to make decisions regarding establishing an LLC versus operating camps under a central control, with the understanding that provisions listed above will be included with each option. This option allows teams to be active in the decision-making process as each program's camp financials can vary drastically.

Unfortunately, there is no single, best solution that can be applied to camp revenue distribution; the final solution will be one that works best for your institution. The ultimate goal is choosing the solution that keeps foremost in mind the student-athlete experience while ensuring the needs of your staff and department are met.

Jason Coomer is the senior associate athletics director for external affairs at Southern Illinois Edwardsville.



### HELPING ATHLETICS THROUGH TRADEMARK LICENSING

Supporting athletics is a key to getting it to support licensing. While the main support it wishes may be more revenue, there are other aspects that may make your program a valued partner. Sun Devil Athletics' support of Trademark Management has been a catalyst of continuing growth.

Teaching athletics about licensing may inspire it to support your program as it learns how much could be done. Giving athletics a stake in your program may help it to grow your program. If athletics wants a part or a larger part of royalties, that could be made palatable to current royalty receivers if they could continue receiving current royalties and more, and athletics would receive an amount above an agreed upon level. My analogy for athletics is that licensing has a garden that yields a level of crops now that could be increased depending on the amount of nutrients it receives from it.

ICLA offers several opportunities for athletics departments to learn about licensing through additional institutional memberships and participation in educational meetings. There are ICLA educational stipends available that may allay cost concerns for members new to meetings and the industry. Encourage athletics staff to take advantage of ICLA opportunities.

Arizona State University Trademark Management (ASUTM) support for athletics may come through products and product messaging. Things that hawk teams, themes and venues could be unsung contributors to marketing. Think about value-added opportunities that allow you to move product and tickets. Consider events for gameday opportunities and sales specials prior to events. If you have a dress up in school colors for Fridays, do you have Thursday sales specials to support them? Consider the power of products to grow grass roots support from children by gearing products to youth groups. Consider the value of taking care of high value customers and boosters by creating suite lines, executive lines or special goods that only they can have or that address their lifestyles.

ASUTM has assisted the inauguration of new athletics marks by increasing the brand opportunities. These increases were created by (among others):

- a trademark licensing director/manager with extensive athletics background and understanding;
- supportive policies and procedures;
- working with agents, designers licensees, stores;
- signage and cutouts;
- supportive social media;
- graphic review and approval process.

ASU trademark licensing support for athletics may come in the form of clothing and products that commemorate events, traditions, athletes, coaches and anniversaries. These could be anniversaries for stadiums, sports programs, trademarks, mascots and championships.



Fernando Morales



Protection of student-athlete eligibility also is a form of support. This can be accomplished by preventing products with current player names, nicknames, numbers with identifiers and likenesses; informing licensees and screen printers about NCAA restrictions; and preventing special favors, like portraits and other services, even if they seem free.

Supporting supporters is important to keeping sponsors and media rights holders happy. Avoiding conflicts with other institutional activities and groups may be important to retaining some deals. An athletics sponsor may feel its deal devalued by a sponsor who secures a sponsorship through a club team or campus group paying far less. The approval of clothing for campus groups could also conflict with the branding objectives of athletics. Make sure that your licensees and retail outlets know of sponsorship and advertising opportunities for athletics media.

Trademark licensing can reinforce athletics marketing messages in a variety of ways. Among these are:

- Signage for stores and campus that reflect athletics campaigns and include a link or tie-in. Signs may include bylines for ticket purchases and team shop contacts. When athletics had a campaign featuring Sun Devil Laws, signage and shirts were made available to reflect the more popular laws and the depth of their messaging.
- Links on sites to athletics sites for events, news, schedules, sales and ticketing.
- Social media reinforcement through various accounts such as Facebook, Twitter, etc.
- Promotions and store activities that focus on athletics.
- Delivering schedules, posters and other materials to retailers and venues for similar activities — such as taking baseball schedules to batting cages, tennis schedules to public courts where they can be distributed or posted for fans that have interests in similar activities at the NCAA level. These are often well received just because they are free and well done; they are also appreciated by stores because they may do double duty in drawing customers to stores and getting the word out to fans.
- Creating products that support athletics in a variety of ways including fundraising, giveaways and promotions.
- Support for athletics branding systems and requirements. This may be as easy as making sure that athletics brands and fonts are used in proper presentation and combinations as well as by the proper users.

Work on becoming a known and valued partner for athletics. Getting your athletics department to support licensing can be a strong component of royalty growth; getting athletics to understand the potential and actuality of support can be a key component to help your program grow.

Fernando Morales is the director for Arizona State University Trademark Management.



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## MOAA | CORNER

When the word diversity is spoken it usually conjures up images that are black and white first and male and female is usually next to follow. Both of these pictures are correct but they are also extremely limiting. Since we are presently living in a very global environment this way of thinking represents an extremely closed minded way of thinking, but unfortunately, it is still prevalent. Diversity can be defined by several definitions such as 'the state of fact of being diverse,' difference, unlikeness or variety. That being the case it is obvious that the word diversity is about much more than being black or white, male or female.



Paula Jackson



In the workplace there are most likely diversity officers and even entire offices devoted to diversity and inclusion because everyone wants to give the impression of being a diverse organization. Most institutions of higher learning strive to have their student population as well as faculty and staff, reflect a diverse community and commit resources to this endeavor to ensure the goal is met. An example of this practice can be seen at Louisiana State University (LSU), which recently set a record for the number of minority students enrolled. LSU reported that the number of Black and Hispanic students increased last fall in record numbers and the administration attributed the increase to new strategies and increased personnel to address this initiative. The institution is achieving this success because a specific plan was put in place and it shows that diversity was not an afterthought. LSU has invested time, financial resources and staff to this initiative and the result has been positive. According to university officials and the numbers, they are achieving their goals. This gives us a great example of what can be accomplished if the time and effort is utilized to create and implement a plan. Even though this strategy was utilized for the university as a whole, athletics departments could benefit greatly by becoming a student of this program.

A word that was utilized frequently in the article about LSU was "plan." It is a specific project with a definite purpose. A plan gives a road map to all parties involved and tells them how they are going to reach their common goal which in this case would be having a coaching and administrative staff that is representative of the student population.

The first step in this plan should be an evaluation of the overall climate in the department. Is there a climate of diversity and inclusion that exists already or is this an atmosphere that needs to be created? Besides the use of a simple eye test you can start by simply asking the questions how many minorities, women and women of color are on the staff? If this evaluation is taking place at a historically black college or university (HBCU) then another question to ask is how many non-minorities are on the staff? These questions can go both ways when addressing the subject of diversity and inclusion. An example of this took place last year when Alcorn State University, an HBCU in Mississippi received national headlines when they hired Jay Hopson, their first non-minority head football coach. Many older alumni who grew up during segregation and even some university officials took issue and were insulted by the fact that the football program would now be led by a white man and felt that if situations would have been reversed it would have been difficult for a black man to get the same position at a traditionally white institution. Even some of the other coaches in the Southwestern Athletic Conference (SWAC) questioned the hire and compared their credentials to Coach Hopson and felt as though they would not have been given an opportunity to be a head coach with the same resume.

Regardless of the backlash, Alcorn president, M. Christopher Brown II, stands by his decision. He says that "if you are a public institution you owe it to that state to provide access and opportunity to every population that the state serves." He went on to say, "Harvard used to be a great men's school for white protestant male priests, but now Harvard is just a great university. Alcorn used to be a great black school, but now it's just a great university."

This clash of mindsets is one of the main reasons that there is so much emphasis on this subject. If forward progress is going to be made that means that some non-traditional decisions will need to be made as well to break down those barriers. At the end of the day, the goal should be to hire the best person for the position without regard to race, ethnicity, gender, religion or sexual preference ... at least that's what is written on paper. Meeting this goal will take a strategy and yes ... a plan. Do you have a plan?

Paula Jackson is the CEO of Sports Enfocus.



We are very excited about this year's N4A Convention in Jacksonville, Fla., June 6-9. Our board of directors and planning committee are working very hard to organize a schedule filled with insightful breakout sessions and entertaining events. The Convention will officially kick off Thursday afternoon, June 6, and conclude around noon on Sunday, June 9.

Prior to the commencement of the Convention, we will welcome new members with an orientation session that educates them on N4A's history, structure and opportunities to get involved. This session will be very insightful to new members by providing a brief overview of what to expect at the Convention and Convention highlights. A new member reception will follow at Fionn MacCools Irish Restaurant and Pub. This serves as a great opportunity for new members to network and to meet up with their assigned conference buddy. Any current N4A members interested in serving as a conference buddy during the Convention should contact Nicole Alderson at [n.alderston@louisville.edu](mailto:n.alderston@louisville.edu) or Martina Martin at [martina.martin@uky.edu](mailto:martina.martin@uky.edu).



Bart Byrd



Tierra Barber



Last year the Mentor/Mentee Program was implemented as a means to assist those new to the profession or transitioning into new roles within student-athlete services. Mentees are paired up with a veteran member of N4A that shares valuable information and advice throughout their transitional period. This is a great opportunity for current members to get involved and stay connected throughout the academic year. As our field continues to grow, so does the need for mentors. For more information on how to get involved as either a mentor or mentee, please contact Nicole Alderson at [n.alderston@louisville.edu](mailto:n.alderston@louisville.edu) or Martina Martin at [martina.martin@uky.edu](mailto:martina.martin@uky.edu).

Building on the success of previous Convention group excursions, plans are being made to allow attendees the opportunities to enjoy some fun and relaxation in the Florida sunshine while building professional networks with fellow Convention attendees. Stay tuned for details.

There is still time to submit a proposal to present at the National Convention. Do you have an innovative idea? Have you handled a difficult problem this year that you think could benefit others? We are hoping to offer our strongest program yet, but need your help to do so.

I would like to thank everyone who has helped make our transition to NACDA a success. Although we look forward to this year's Convention, we are excited to join the rest of the NACDA family at the 2014 NACDA Convention. I look forward to seeing everyone in Jacksonville.

Bart Byrd is the Associate AD/Student-Athlete Services at Baylor University and the 2012-13 N4A President.

Tierra Barber is the Assistant AD/Student-Athlete Development at Baylor University and the director of the membership services division for N4A.



Jay Williams

N4A is proud to announce that our keynote speaker will be **Jay Williams**. Williams is currently working as a college basketball advisor for ESPN and also spends time as a motivational speaker. He was a member of the 2001 Duke National Championship team and earned his sociology degree from Duke in three years. Williams was selected by the Chicago Bulls with the second overall pick in the 2002 NBA Draft.

For the past several years, the Life Skills Committee has organized health and wellness initiatives for members while at the Convention. Our members have enjoyed activities ranging from Zumba, yoga and chair massages led by local professionals. The schedule of activities will be posted on the N4A website later this spring. The Life Skills Committee is also responsible for coordinating a community service project in the Convention's host city. It is an opportunity to engage with the local community and give back to a greater cause. This has become one of the highlights of the Convention that both the organization and our membership greatly enjoy. We often stress the importance of giving back to our student-athletes, so this is a great way to lead by example.



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## NAAC | CORNER

GREAT TIME TO JOIN NAAC! WE ARE ALWAYS  
LOOKING FOR NEW COMPLIANCE  
PROFESSIONALS TO JOIN OUR TEAM!

It is a pleasure serving as the chair of the NAAC Membership and Awards Committee. NAAC continues to grow every year and has become a national voice on legislative and other national issues. Although the legislative process has evolved quite a bit this past year, NAAC still works closely with the NCAA staff to offer feedback on the new proposals and concepts from the working groups.

We are continuing our efforts of expansion into the Division II membership, including greater representation on committees, creation of new Division II committees and increased programming at the Convention. Additionally, a committee comprised of Division II compliance professionals are currently working on the first set of reasonable standards.

With new legislative changes affecting initial eligibility standards, we also are expanding our membership and educational opportunities to include high school administrators. We hear from the high school community all too often that we are not doing a good enough job of educating its administrators and counselors on NCAA rules changes. To help with this issue, we now include information on the NCAA Eligibility Center newsletter and will offer webinar sessions on initial eligibility rules in the near future.

NAAC is a great organization for students, too. We encourage law students, sport management students and others to join our association. It is a great way for them to network and learn from our great compliance professionals. NAAC is committed to mentoring our young compliance administrators. We are now in our third year of offering a scholarship to attend the Convention for first time attendees. The application for the Convention scholarship will be available in early February... stay tuned.

Last year we introduced two annual awards — the Compliance Rising Star Award and the Division II Award. The Compliance Rising Star Award recognizes young compliance professionals who are considered to be emerging leaders within our profession. The Division II Award recognizes a DII compliance administrator that has demonstrated leadership and vision for compliance initiatives at the Division II level. These two awards, along with the Frank Kara Leadership Award and the Organizational Leadership Award, are great ways to honor the hard working individuals in our profession. Working in compliance can be challenging at times, so whenever possible we want to honor those professionals that give compliance a good name.

We understand that budgets can be tight, so we do offer different membership opportunities:

**Group Membership — College/University/Conference (\$400):** A maximum of four athletics compliance professionals at a college/university or conference office may join under one membership. Any member above four is an additional \$100 per member.

**Division II and Division III Conference Group Membership (\$300):** Four athletics compliance professionals from institutions within a conference may join under one group membership. A conference representative will be the Primary Contact. Any member beyond four is an additional \$75.

**Individual Membership (\$125):** Any individual who is employed by the athletics department or the compliance arm for the athletics department of a college/university or conference office and who works on the department's compliance activities.



Jennifer Condaras



**Commercial Affiliate (\$250):** Any individual who is employed by a commercial firm involved with athletics compliance.

**Junior College/High School Counselors (\$40):** Any individual who is employed by a junior/community college involved with athletics compliance or is a high school counselor.

**Student Members/Interns (\$25):** Any individual who is enrolled as a student in a curriculum for a degree in sports administration or a related field, with an interest in athletics compliance, or currently holds an internship position dealing with athletics compliance issues.

With the creation of reasonable standards and the new certification program that is currently being developed, NAAC has made tremendous strides the last couple of years ... earning the respect of athletics directors nationwide.

Whether you have just graduated and are looking for your first job or have worked in compliance for many years ... This is a great time to join NAAC.

To join now, go to [www.naaccompliance.com](http://www.naaccompliance.com), and click "join now."

Jennifer Condaras is the associate commissioner for compliance/SWA liaison at the BIG EAST.

### BENEFITS FOR ALL

As chair of the Advancement Committee, I get the pleasure of working closely with another group of members, our sponsors. The Advancement Committee has the charge of being responsible for securing sponsorships on NAAC initiatives and developing revenue streams for long-term financial health. Thanks to our generous sponsors, NAAC is positioned for long-term financial health directly benefitting its membership.

The biggest benefit delivered to membership is the NAAC Convention, which has seen attendance increase each of the past five years and more than double since 2006-07. Our sponsors have allowed us to provide experienced speakers, networking opportunities and even scholarships to attend the convention.

If you have not yet had the opportunity to attend the convention, chances are you still benefit from the loyal support of our sponsors. Sponsors have supported NAAC webinars, [naacconnect.com](http://naacconnect.com) and other educational materials.

What is the reward for our sponsors' generosity? Our membership, of course. As mentioned in the accompanying article, NAAC's membership consists of many talented individuals that currently make, or one day will make, decisions on what products or services to use to best do their job. That membership has grown each year and is positioned to expand, which gives even greater benefits to NAAC sponsors.

The fact NAAC members and NAAC sponsors benefit from one another cannot be understated and recognizing the existence of this symbiotic relationship is important to both parties. The more this relationship grows the greater success our industry will enjoy. Therefore, if you are a NAAC member, I implore you to be kind to NAAC sponsors and consider them for any business opportunities you may have. If you are a current sponsor, thank you for your continued support. If you are a potential sponsor, consider getting on getting on board now. It's truly a great time to be a part of NAAC.

A list of NAAC sponsors can be found at [www.nacda.com/naac](http://www.nacda.com/naac). Interested sponsors can contact me at [dmgray@iastate.edu](mailto:dmgray@iastate.edu).

Thank you to Dustin Gray, assistant athletics director/compliance at Iowa State, for this contribution.



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## STUDENT-ATHLETES WORKING IN COLLEGIATE ATHLETICS FUNDRAISING

When I was young, my dad once told me, "If you can find a job you love, you will never work a day in your life." I feel very fortunate that I found just that with my first career choice. Working in college athletics development has given me the opportunity to thank every single donor for every dollar they contributed to my experience of being a former student-athlete. Every time I meet a new prospective donor, I cannot wait to express that I am a walking example of what a community's support can do for a college student-athlete. Whether I am speaking with longtime fans, new fans or fellow former student-athletes, the joy of telling the story of my journey only becomes more special each day.



Jennifer Jory



Some of the best years of my life were my four years of being a student-athlete at Fresno State. When I lost my dad to cancer at the young age of 16, I knew that earning a college degree was going to be a tough road to travel financially. I will be forever grateful to the members of the Bulldog Foundation and Fresno State Athletics who opened doors for me and gave me the opportunity to obtain a degree. I was fortunate to be able to compete in the sport of equestrian, while earning a valuable degree in communication. I was able to graduate with no debt and step right into my current career path. Now, in my chosen career, I am able to do my part by giving back and adding economic value to my community. In doing so, I am hoping to inspire the lives of many more current and future student-athletes at Fresno State.

After the difficult times my family experienced, I felt blessed and intrigued that strangers in my community were giving their hard earned money for me (and many others) to have the opportunity to earn an education and represent my University in a sport I loved. The donor gifts had a direct impact on me and my ability to formulate my future. Upon graduation, I took an internship at the Bulldog Foundation and immediately realized a career in this area would give me the opportunity to personally thank each donor that positively affected my life. In addition, I would be an example of success for soliciting new donors and reaching out to the community with a personal and positive story to benefit other student-athletes. I have continued to work my way up in my career and am now the director of development for Fresno State athletics.

Hiring a former student-athlete to work in your fundraising department adds a whole new spark with a personal touch to those many proposals, meetings and stewardship opportunities. An invaluable tool to have in your fundraising efforts is beginning conversations with prospects and donors with a "Thank You" directly from a staff member that is a walking example of the many benefits of their generosity. A show of appreciation for their donations and enthusiasm for the programs benefited will encourage ongoing support for your athletics department.

## NAADD | CORNER

Obtaining gifts for Fresno State athletics has been an incredible experience for me to show my appreciation to the community, while being a part of always improving the experience for more and more student-athletes that otherwise might not be able to achieve a college degree. Whether I am closing a gift for \$100 or \$500,000, I know that every dollar donated is going to directly improve the experience of another student-athlete generating yet another encouraging story to tell one day.

As a former student-athlete, I want to say thank you to every individual who has chosen college athletics development as their career. I appreciate those who have dedicated their lives to bringing the passion of fans and communities together to help educate and change the lives of so many young adults. These student-athletes can then become productive members in their communities, and with sharing their story, touch many others to participate in a college athletics department with their generous donations.

Jennifer Jory is the director of development at Fresno State.

### NAADD DIVERSITY INITIATIVE PLANNING FIRST REUNION EVENT

In 2013, the NAADD Diversity Scholarship Program will welcome the 7th class of Diversity Award recipients to the 2013 NAADD Convention in Orlando (June 13-15). With almost 100 recipients of the organization's annual stipend program over seven years, the NAADD Executive Committee will sponsor the first alumni reunion for award recipients.

NAADD President Stephen Ponder explains the reasoning for this effort in saying, "We all realize the importance of networking in our industry. We learn from each other and support each other in our day-to-day work, our professional and personal growth, and develop important relationships along the way. The Diversity Initiative provides a stipend to attend the annual convention, but more importantly provides a networking and education opportunity. We know the reunion concept will aid in the continuing development of the professionals who have earned the Diversity Scholarship in the past and who continue to advance their careers through our organization."

The goal of the NAADD Diversity Scholarship Program is to identify top-flight minority and female administrators who desire to excel in intercollegiate athletics development and fundraising. The Scholarship Program seeks individuals who want to advance their athletics administration career, enhance professional ability to raise funds for their institution and create valuable networking opportunities with numerous collegiate athletics administrators. For information about the NAADD Diversity Initiative or to apply for 2013 Diversity Initiative Award, please visit [www.naadd.com](http://www.naadd.com).



## NACMA | CORNER

As sports marketers, we all spend our days (and nights) contemplating the best ways to generate interest in our programs. I hope I am not alone in having shocked friends and relatives while watching another organization on TV and suddenly hitting pause or rewind on the remote. My companions react as if they must have missed an integral moment in the game, when I lean forward and ask why they placed that sign/spirit group/band/etc. in a specific location. The note pad on my phone is often full of ideas I take from watching games — what was that song coming out of the timeout? And I often find myself watching the stands and workers at road games as much as I watch the game.



Andrew McGlaughon



As we look at the concept of facility planning this month, it is important to remember the input we can have on this tedious process. It seems that every school is either planning, undergoing or unveiling major facility projects these days — projects full of decisions that will affect our ability to reach, engage and entertain prospective customers.

Every gameday is an opportunity to win (or lose) repeat customers. On-field results are certainly a key ingredient in the marketing mix, but with the right venue, gameday experience and attitude we can create programs that can take a loss or two and keep gaining traction in our home markets. I think we would all like to create fan bases that are recession- and record-proof, but that isn't realistic. However, we can create an experience for our fans and their families that will keep them coming back for more.

This idea is one that I really take to heart as I visit facilities on the road. What does the host school do that makes the customer feel valued? What special touches do the facilities hold that makes the home fans know it is their building? While we can shape tradition and massage the gameday experience, a lot of what we do everyday is decided the days the foundation for the facility are poured.

Some of the first things that come to mind are creating open, inviting venues with multiple viewing opportunities and gathering points for fans. South Carolina did a great job of this when they built their new baseball stadium, between the spacious concourses with great views of the action, premium seating opportunities, traditional seating areas, picnic locations, a grass berm and outfield seats — there is an option for any type of fan within their stadium.

It also is important to embrace the social aspects of the gameday experience. Whether this is through the use of video elements, mobile

technology or gathering places, fans today expect a lot more out of each facility. I enjoyed watching the game with a donor and eating a snack at Florida's Disney Plaza at this year's baseball regional. North Carolina created a terrific venue to watch a game when they opened their Blue Zone at Kenan Stadium — also incorporating new video boards into the project. Currently we are improving our wifi in our basketball facility to accommodate all of our fans while also researching different methods to distribute relevant information to them on gamedays.

As we continue to compete with fans' personal luxury boxes (their living rooms) we must strive to create opportunities that do not exist without making the trip to the stadium. Onsite museums, great and unexpected concessions opportunities, playgrounds for children, gift shops and easy parking are all things that can be addressed in a facility plan. Television is going to continue to improve and with other technology it will continue to draw closer to the real thing — but we have to embrace that opportunity for growth while gently nudging against it.

The trend in athletics certainly is to appreciate the small details in facility planning, and with the right budget it is easy to dot all the i's — creating intimate fan experiences in facilities that are able to expand and change with the growth of your fan base. For many of us, those decisions are long gone, our planning now isn't for the facilities (maybe for renovations), but planning to create long-term, sustainable growth of our fan bases.

I find myself constantly striving to create positive momentum in attendance growth, while fighting the realities of working at a mid-major in a culturally-rich, coastal vacation destination dominated by SEC and ACC coverage. While this makes for a great living situation, it creates its own set of challenges in building a fan base. My problems are the weather being too nice for our fans to choose to come to our outdoor sports, or for there to be too many cultural obligations for our core support group at the holidays — this is not a complaint, just an observation of our issues in Charleston.

As we continue to plan and shape our future facility growth, I look forward to the chance to work with a few more tools at my disposal, but until then I will keep adjusting and looking at the long-term goals for the department while trying to make the best of each day. I hope to keep borrowing ideas from my peers for years to come and wish you all luck in creating a brand where it is hard to get a ticket, but easy to leave amazed.

Andrew McGlaughon is the assistant AD for external operations at the College of Charleston.





Our fall 2012 sports season has finally come to an end with regional playoffs, bowl games, and state and national tournaments now in the record books with champions decided. For those who won titles, I want to congratulate each and every one of your programs, coaches, team members, staffs and communities for a job well done. For those not reaching the top, take heart ... there is always next year to look forward to. As we move through March, our spring sports are under way. It often does seem that we as athletics administrators are on a never ending treadmill with one season folding into the next without so much as a chance to catch our collective breathes. At the end of the day however, we most likely all feel we would not want it any other way.

Your NATYCAA officers have been hard at work preparing for our winter planning meetings with the primary focus on the 2013 NATYCAA Convention in Orlando, Fla. Our steadfast goal is to continue to lead our professional organization in the service of our two-year college athletics programs. We are fully committed to building your NATYCAA membership into a highlight of your professional administrative experience and to provide support and helpful tools that can be applied in your workplace on a daily basis. To that end, I want to focus most of this month's article on your NATYCAA Officers for 2012-13. This group of extraordinary individuals has dedicated a significant amount of time and energy on behalf of the membership of our organization. The following are your NATYCAA officers:

**Jack Sullivan:** NATYCAA 1st vice president, Jack Sullivan is now into his 11th year as director of athletics at the County College of Morris (CCM) in New Jersey. He leads CCM's 10 sports programs, while overseeing the college's athletics facilities as well. Sullivan had prior stints at Bloomfield College and Fairleigh Dickenson University-College at Florham, serving in both baseball and basketball coaching capacities as well as athletics administration. He currently serves as the assistant regional director for Region XIX of the NJCAA and is very active in his local community serving on the Board of Education, Vice Chair of the Recreation Department, and is active in community basketball and baseball leagues.

**Tim Drain:** NATYCAA 2nd vice president, Tim Drain, is in his 14th year in athletics administration at Tyler Junior College in Texas. The past 11 years, Drain has filled the director of athletics position. Thirteen of the college's 45 NJCAA national titles have been earned under his tutelage. Tyler Junior College sponsors 11 sports and an athletics training program. The program has finished in the top ten of the NATYCAA Cup Scholarship Division for the last three years. Drain is the NJCAA Region V Men's Regional Director and Chairs the organization's Service and Recognition Committee, while also serving as tournament director for several NJCAA national championship events. He is recipient of the organization's 2010 George E. Killian Award of Excellence and in 2012 was named the Under Armor National Athletics Director of the Year for the West Region.



Jim Forkum



**Kulwant Singh:** NATYCAA 3rd vice president, Kulwant Singh, is the director of athletics at De Anza College in Cupertino, Calif. A former highly successful men's soccer coach, Singh is responsible for one of the largest athletics programs in northern California where the Dons compete in the very competitive Coast Conference. De Anza's student-athletes are consistently recognized for success both on the field of play and in the classroom. Singh has overseen the improvement of a number of De Anza's athletics facilities during the last two years. He is a member of the California Community College Management Council that governs all sports in the state and is active in the athletics directors association and conference affairs. This year Singh will chair both the Communications and Marketing Committee and the Scholar-Athlete Awards Committee.



Kulwant Singh

**Brenda Hampton:** NATYCAA's Secretary, Brenda Hampton, is in her 11th year as Iowa Western College's director of athletics. Under her guidance, the college has added a number of sports for both men and women during the last several years. She is credited with increasing the fundraising efforts of the department significantly and has successfully overseen the expansion of several of the college's athletics facilities. During her tenure as athletics director, the Reivers have had more than 100 student-athletes selected as NJCAA academic and athletics All-Americans. Hampton is also the women's Regional Director of Region XI of the NJCAA and has been selected to that organization's Volleyball Coaches Hall of Fame. In 2011, Hampton was recognized as the Under Armor Athletics Director of the Year for the Mid-West Region.



Brenda Hampton

**Gary Broadhurst:** NATYCAA's acting Treasurer, Gary Broadhurst, is the long time and highly successful associate dean of physical education and director of athletics at Mohawk Valley Community College in Utica, N.Y. Broadhurst, a Past President of NATYCAA, has graciously volunteered to fill-in as treasurer this year for Scott Barlow, Lakeland Community College, who is on a leave of absence from the executive board this year and possibly next due to travel constraints in his district. Broadhurst, always right in the middle of things, will chair three different committees this year for NATYCAA and will undoubtedly provide the highest level of leadership and professionalism, a Broadhurst trademark.



Gary Broadhurst

I want to add additional praise and thanks to Hampton, Broadhurst and Scott Barlow for the wonderful work they have done for us over the years. Unlike the other officers listed above who rotate out of their positions each year, the secretary and treasurer positions do not rotate but stay in office year after year. We are truly blessed by these wonderful professionals who serve our cause so well.

Jim Forkum is the director of athletics at Santa Rosa College and the 2012-13 NATYCAA President.

## UPCOMING EVENTS



### N4A CONVENTION

June 6-9  
Hyatt Regency (Jacksonville)

### 2013 NACDA & AFFILIATES CONVENTIONS

World Center Marriott Resort (Orlando)

CABMA: June 10-13

CEFMA: June 11-13

Mentoring Institute: June 12-13

NAAC & MOAA: June 12-13

NATYCAA: June 12-14

CoSIDA: June 12-15

NACDA, NACMA, NAADD & ICLA:  
June 13-15



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## NACDA DIRECTORY AND FUTURE DATES

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### NACDA FUTURE DATES

**2014**  
**Mid-Winter Meetings**  
Jan. 24-27  
Hilton Resort  
(Marco Island)

**ICLA Winter Symposium**  
March 6-11  
Dallas, Texas

**Division I Forum**  
April 5-7  
Dallas, Texas

**N4A Convention**  
June 5-8  
World Center  
Marriott Resort  
(Orlando)

**CABMA Convention**  
June 6-9  
World Center  
Marriott Resort  
(Orlando)

**CEFMA and NAAC Conventions/MOAA Symposia**  
June 8-9  
World Center  
Marriott Resort  
(Orlando)

**NATYCAA Convention**  
June 8-10  
World Center  
Marriott Resort  
(Orlando)

**CoSIDA Convention**  
June 9-12  
World Center  
Marriott Resort  
(Orlando)

**NACDA, NACMA, NAADD and ICLA Conventions**  
June 9-12  
World Center  
Marriott Resort  
(Orlando)

**Mentoring Institute**  
June 11-12  
World Center  
Marriott Resort  
(Orlando)

**2015**  
**Mid-Winter Meetings**  
January 23-26  
Hilton Resort  
(Marco Island)

**Convention**  
June 15-18  
World Center  
Marriott Resort  
(Orlando)

**2016**  
**Mid-Winter Meetings**  
Jan. 29-Feb. 1  
Hilton Resort  
(Marco Island)

**Convention**  
June 13-16  
Hilton Anatole Hotel  
(Dallas)

**2017**  
**Mid-Winter Meetings**  
Jan. 27-30  
Hilton Resort  
(Marco Island)

**Convention**  
June 12-15  
World Center  
Marriott Resort  
(Orlando)

**2018**  
**Mid-Winter Meetings**  
Jan. 26-29  
Hilton Resort  
(Marco Island)

**Convention**  
June 28-July 1  
Gaylord National  
(Washington, DC)

**2019**  
**Convention**  
June 10-13  
World Center  
Marriott Resort  
(Orlando)

**2020**  
**Convention**  
TBD

**2021**  
**Convention**  
June 14-17  
World Center  
Marriott Resort  
(Orlando)



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