

Millersville University Intercollegiate Athletics

Blue Ribbon Task Force

Report to the President

June 28, 2006

In the Fall of 2005, Dr. McNairy formed a blue ribbon task force (Appendix A) to examine the dual organizational structure and resources that are applied to intercollegiate athletics. In her charge, the President pointed out that during the past few years, changes have occurred in the National Collegiate Athletic Association (NCAA), the Pennsylvania State Athletic Conference (PSAC), and Millersville University that make this examination necessary. Specifically, the President charged the task force as follows:

1. Examine our current administrative structures and recommend what changes, if any, should be made. Such a structure must assure consistency in administrative processes and equity with regard to resource distribution and facility utilization.
2. Recommend a process that provides an equitable system, based on Title IX, for funding men's and women's intercollegiate programs.
3. Examine the current staffing patterns for our intercollegiate athletic programs, recommend a staffing complement that will meet the needs of the University and our athletic programs, and develop a timeline to implement the recommendation. The recommendation must consider the University's financial capacity.

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After initial meetings with the President and the Vice President for Student Affairs and studying the "Report on Millersville University Intercollegiate Athletics: Recent History, Current State of Affairs and Recommendations for the Future" (Appendix B) authored by Dr. Robert Thomas, the task force began its work in earnest in the Spring 2006 semester with the following assumptions:

1. The University is not satisfied with the present state of the athletic program and wishes to improve it.
2. Improvement will result in the enhancement of the academic and athletic experience of the student-athlete, while maintaining compliance with Title IX and NCAA and PSAC regulations and an improved level of competitiveness for the Dixon Trophy.
3. Without significant changes in the athletic program at a variety of levels, the current performance level will continue to decline.
4. The University wishes to remain in the NCAA, Division II and be competitive at that level.
5. The Athletic Director(s) position is and will remain faculty.
6. Stayer Hall will become the home for all offices associated with the athletic program when the School of Education moves to its new location.

During its study, the task force surveyed other PSAC athletic models and met with over 25 individuals who are knowledgeable about the athletic program at the University. All of those interviewed are either current or former employees or students of the University. In addition to these interviews, the Chair of the task force met individually with ten individuals to discuss the athletic program (Appendix C).

As a result of this study, the members of the task force concluded that if the University is to have a successful athletic program, major advances in organizational structure, coaches' status, facilities, and scholarship monies must take place. Although realigning

the existing organizational structure is important, that change alone will not bring the desired results. Improvements in each of the aforementioned items must occur if the desired upgrade to the athletic program is to be achieved. Without these improvements the athletic program will not achieve the intended level of success and will continue to decline. In addition, the Mission and Vision of Millersville's Athletic Programs as updated in 2002-03 will not be achieved (Appendix B, pages 3 and 4).

In formulating its recommendations, the task force defined a successful athletic program at Millersville University as one that meets the following success indicators:

1. Attracts quality student-athletes. A quality student-athlete is one who enters the University having both the academic and athletic preparation necessary for success.
2. Is fully compliant with NCAA and PSAC regulations.
3. Provides an equitable opportunity, based on Title IX, for participation and funding for male and female athletes.
4. Produces an athletic graduation rate that is equal to or exceeds that of the general student body.
5. Demonstrates that athletes have had an enriching athletic experience which has contributed to their undergraduate education (i.e.: senior exit survey).
6. Produces a cumulative athletic QPA that is equal to or exceeds that of the general student body.
7. Attracts and retains quality athletic administrators and coaches.
8. Finishes in the top five for the Dixon Trophy.
9. Produces PSAC scholar-athletes equal to or in excess of the conference average.
10. Has athletic teams that have conference records above .500 for 70% of its teams.

Based on these assumptions, its charge, surveys of other PSAC athletic models, interviews, and indicators of success, the task force offers the following recommendations in priority order with the appropriate success indicators:

**RECOMMENDATION #1:** The task force recommends the realignment of the present athletic department structure into a single, unified department of athletics, with one athletic director, two associate athletic directors and sufficient support staff. The implementation of this recommendation should begin immediately with completion by the beginning of the Fall 2008 semester. In the hiring process the institution will be mindful of the NCAA's Senior Women's Advisor requirement. (Success indicators: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10)

A single athletic director would be responsible for the general oversight of the athletic program, including fundraising and marketing and supervision of the coaching and support staff. The responsibilities of the athletic program have become too numerous and complex to be handled by one athletic director and one associate director. NCAA and PSAC regulations continue to add complex and extensive reporting requirements; the coaches in the State System are part of a bargaining unit represented by APSCUF, and

the realization that the demands and expectations placed on athletic administrators have increased make this recommendation the number one priority. Specific responsibilities for the associate athletic directors should be determined by department needs and personnel, but must be defined by task and not by sex (that is, one associate athletic director should not assume responsibility for men's athletics and the other for women's athletics). Responsibilities would include, but not be limited to, compliance with NCAA, PSAC, and Title IX regulations; overseeing academic matters, budgeting, recruiting, and facilities; attracting outside athletic events to the campus; and serving as a liaison between the department and campus recreation, the training staff, sports information, and the Director of Athletic Advancement.

The rationale for this recommendation is:

1. The NCAA Division II model supports this proposed structure (Appendix D).
2. The present structure (two separate athletic departments) is inefficient, results in duplication of work, and does not maximize the utilization of human resources.
3. The complexity of college athletics (NCAA, PSAC, Title IX, and union regulations; fundraising, marketing, etc.) presents potential for conflicting guidance and, in some cases, presents contradictory guidelines and administration that result in dissension between the two departments.
4. A single voice of leadership for athletics is preferable to two, at times contradictory, voices.
5. According to a staffing survey of PSAC administration, the average PSAC athletic department has 3.3 professional staff members (Appendix E). Millersville currently has 2.5 professional staff members. This recommendation would place Millersville at three professional staff members, still below the PSAC average.

This recommendation includes sufficient staff for a successful athletic program. The task force recommends no changes to the number of administrative assistants, equipment managers, graduate assistants, or the Faculty Athletic Representative. Even in a single athletic department, the current level of support staff is required. Job responsibilities could be adjusted, after realignment, to avoid duplication of effort and promote more efficient operations.

**RECOMMENDATION #2:** The task force recommends the addition of a part-time assistant coach in each of the following sports: field hockey, lacrosse, swimming, and volleyball no later than the Fall of 2007. (Success indicators: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10)

Currently these teams are practicing and participating in game situations without an assistant coach. The average number of student-athletes on each of these teams is approximately 25. Coaches cannot properly instruct their athletes when they are trying to manage 25 athletes. In addition, when an injury occurs the coach is torn between tending to the injured player or coaching. Interviews with current student-athletes, coaches, and the athletic director identify this as a fundamental recommendation for a successful athletic program. During the interviews, examples of players being injured and being

escorted to the hospital by parents from the opposing team, because the coach had to remain behind to finish the game, were detailed. In addition, student-athletes and coaches expressed frustration at the various limitations inherent in a one coach team ( i.e. the coach being with the defense while the offense practiced or played on its own).

The rationale for this recommendation is:

1. The physical well-being of the student-athlete must be a top priority. Because of the nature of today's sports and athletes, two coaches are needed at all games and practices.
2. NCAA and PSAC regulations are so plentiful and complex that one coach alone can not do everything well.
3. It is highly unusual for collegiate teams to take the field with only one coach for both safety and coaching reasons. It is imperative that the University put its athletic program on an equal playing field with other PSAC schools.
4. It is difficult, perhaps impossible, for a head coach to accomplish alone what is demanded in recruiting, fundraising, student-athlete mentoring, off-season workouts, meeting expectations of parents and student-athletes, and academic monitoring.
5. It is impossible for one coach to adequately meet and support the athletic development needs of a Division II athlete in these sports.

**RECOMMENDATION #3:** The task force recommends that the University demonstrate annual progress in the elevation of part-time head coaches to full-time in baseball, field hockey, men's soccer, women's soccer, and wrestling. This recommendation should be completed by the Fall of 2010. (Success indicators: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10)

Part-time head coaches are just that "part-time". These individuals are devoted to their sport, but for monetary reasons must also have another job. This dual employment creates problems not only in the commitment of time and focus for the coach, but also recruiting quality candidates by the University. Coaches do not have the time or energy to devote the necessary attention to the academic and athletic needs of their student-athletes, complete all the paper work mandated by the NCAA, PSAC, and Millersville University and be actively involved in coaching, recruiting and fundraising when holding down two jobs. In addition, new federal regulations detailing time constraints will have a profound effect on the part-time coach. When prospective coaches learn that coaching is not their sole responsibility and they have to find another form of employment to supplement their earnings or squeeze the added coaching responsibilities into their present jobs, they are often not interested in the position. When quality student-athletes learn that their team is lead by a part-time coach, they often are not interested in attending Millersville University.

The rationale for this recommendation is:

1. NCAA and PSAC requirements are so plentiful and complex that part-time head coaches are at a disadvantage in compliance and recruiting.
2. It is difficult, perhaps impossible, for a part-time head coach to accomplish what is demanded in recruiting, fundraising, student-athlete mentoring, off-

season workouts, academic monitoring and meeting the academic and athletic expectations of student-athletes and parents.

3. The University has more part-time head coaches than any other PSAC school (Appendix B).
4. The University is at a disadvantage when trying to attract quality coaches.
5. Federal regulations will severely limit the amount of time a part-time head coach can spend with his/her student-athletes.

RECOMMENDATION #4: The task force recommends that by the Fall of 2008 the University establish a full-time position in the Development Office (Director of Athletic Advancement) devoted to athletic-fundraising, public relations, and marketing. This person would work in concert with and supervise the Sports Information Director (SID). The task force also recommends that the University give consideration to immediate intervention and identification of resources and staff that will raise the level of athletic scholarship generation until this position is established. (Success indicators: 1, 3, 5, 7, 8, 10)

Currently responsibility for athletic corporate and individual gifts, marketing and public relations is shared by numerous persons. The University and the athletic program need one person designated as the coordinator for these functions. This person may not do all the actual work, but working in concert with the Athletic Director, coaches, and SID, this person will coordinate all efforts on a continual (not campaign by campaign) basis. The Advancement Office must perform services for a variety of other offices and often does not have the time to pursue the athletic facet of its responsibility, resulting in diminished support for the athletic program.

The University is often at a disadvantage when trying to attract quality athletes. Being able to raise more scholarship money than only one of our thirteen sister institutions puts coaches at a distinct disadvantage when recruiting quality student-athletes. Current student-athletes have informed the task force that their sport often loses quality student-athletes, who are academically qualified, because of a lack of scholarship funds or appropriate facilities (see recommendation #6). It has become clear that in the area of athletic fundraising, if the University does not take the lead, splinter fundraising groups will develop. This will make it more difficult for the University to ensure compliance with NCAA and PSAC regulations.

The rationale for this recommendation is:

1. The University is currently thirteenth (out of fourteen) overall in the PSAC in athletic scholarship generation. The University will never be able to reach the athletic success indicators unless this situation is changed (Appendix B, puts Millersville at eleventh, but recent updates have moved us to thirteenth).
2. A single office for fundraising, marketing, and public relations is preferable to numerous offices that must share their time among a variety of tasks.
3. The University must assume the lead in fundraising, marketing and public relations and not let them be assumed by other well-meaning individuals.

This recommendation includes the retention of the Sports Information Director (SID) position. Providing sufficient staff to operate a successful athletic program is imperative. In addition to keeping statistics, preparing game day programs and press releases, developing team marketing brochures, and producing specific press releases, the SID is the primary athletic contact for the local print, radio and television media; this relationship must continue. Even in a single athletic department, a Sports Information Director is required. Job responsibilities could be adjusted, after realignment, to avoid duplication of effort and promote more efficient operations.

Currently there are several initiatives under consideration that should continue to be pursued by the University to produce the changes needed to develop a successful athletic program.

RECOMMENDATION #5: The task force recommends immediately pursuing the transition in the administration of athletic camps. Currently camps are under the purview of the individual coaches, and they have a great amount of latitude in the use of monies generated by athletic camps. Recommendation #4 points to Millersville's position in athletic scholarship generation. Camp revenue is a major component of this scholarship money at other PSAC institutions. Transferring the responsibility for athletic camps to the University will increase the amount of money generated for scholarships and provide a more focused approach to athletic camps. Presently coaches must deal with a myriad of offices to schedule and conduct camps. (Success indicators: 1, 3)

Dr. Robert Thomas is developing a template for this transition. This should be actively pursued. Caution must be exercised not to cut the revenues of programs that use existing camp monies for scholarships or lessen the incentive to offer a camp. Also, appropriate safeguards must be established to make sure that when more money is generated, it is funneled into the athletic program and not general or auxiliary accounts.

The rationale for this recommendation is:

1. The University is currently thirteenth (out of fourteen) overall in the conference in athletic scholarship generation. Additional monies are needed for athletic scholarships.
2. Centralizing camps will provide a more coordinated, efficient approach to offering athletic camps.
3. The number of athletic camps as well as participants will be increased.

RECOMMENDATION #6: The task force recommends that the University continue to pursue aggressively the multi-purpose facilities master plan. Student-athletes, coaches, the Athletic Director and the Director of Campus Recreation have expressed frustration when trying to schedule athletic or recreational events on a limited number of facilities. (Success indicators: 1, 3, 5, 7, 8, 10)

The rationale for this recommendation is:

1. Students, both athletes and in the general student body, need additional and improved athletic and recreational facilities.

2. Coaches and student-athletes have indicated that this is a fundamental recruiting tool.

The task force also makes the following recommendations:

RECOMMENDATION #7: The task force recommends that beginning in the Fall 2006 semester the University support and the Athletic Department continue to pursue internships with academic departments such as sports management, psychology/counseling and the MBA program. The University currently has graduate students pursuing degrees in a variety of fields that lend themselves to internships in the athletic arena. Students, supervised by advisors from their major department, could complete their internship with the Millersville Athletic Department to hone their skills and increase their resumes, while providing a valuable service to the University. For example, students in the M.Ed. program in Sports Management are studying for a career that intertwines with athletics. Students in the counseling program could assist with academic support and personal and career counseling. (Success indicators: 1, 3, 4, 5, 6, 7, 8, 9)

The rationale for this recommendation is:

1. The University currently has graduate departments that offer internship courses.
2. The Athletic Department is in need of qualified students to assist in a variety of areas.
3. Graduate students are in need of internships that will provide them with the skills and experiences necessary when seeking employment.

RECOMMENDATION #8: The task force recommends that beginning in the Fall 2006 semester the University and Athletic Department reevaluate the purpose of the Student Athletic Advisory Committee (SAAC) placing greater emphasis on the group's ability to serve as a sounding board for student-athletes and advising appropriate offices as to the direction of Intercollegiate Athletics at the University. It was obvious in the task force's meeting with student-athletes that the student-athletes had a unique perspective on the athletic program and were willing to share it. The University must seize the opportunity to work with these student-athletes. In addition to continuing its monthly meetings with their advisor (an associate athletic director), meetings with the Vice President for Student Affairs at least once a semester and the President once a year are recommended. Members of SAAC should be encouraged to meet with their teammates and bring relevant issues to the attention of the administration. Conversely, the University should work with athletes to understand the complexity of the University structure and what athletes can do to help improve the athletic program. (Success indicators: 1, 3, 5)

The rationale for this recommendation is:

1. An organization currently exists that can provide the University with the perspective of the student-athlete on intercollegiate athletics.



2. Student-athletes in SAAC are willing to work with the administration to accomplish the University's athletic mission and vision.

RECOMMENDATION #9: The task force recommends that beginning in the Fall 2006 semester the University and the Athletic Department initiate a study of the staffing needs of the training staff. This study would include the expressed need for a more flexible practice schedule and more prompt attention to medical concerns. With the limited number of practice facilities and times when practice can be conducted, athletic teams are often forced to have early morning or late evening practices. The availability of a certified trainer to attend these sessions often makes them impossible to schedule. A study of trainer availability and possible additional trainer support options should be conducted. (Success indicators: 1, 3, 5)

The rationale for this recommendation is:

1. Trainers are an integral part of any athletic team, and their availability is crucial to team success.
2. A study would provide the University with information about how to best use our trainers and possibly produce solutions for additional support.

RECOMMENDATION #10: The task force recommends that the University immediately initiate a study to provide a more efficient and effective method to reserve facilities at the University. Currently off-campus groups must contact at least two different offices to schedule and conduct an event at Millersville. Outside groups should be able to contact one person, who can answer all of the group's questions and coordinate all the arrangements; this is not presently possible. While not to the same extent, on-campus groups/organizations/teams often experience the same difficulties. (Success indicators: 3, 5, 7)

The rationale for this recommendation is:

1. One way to raise additional money for athletic scholarships is by attracting off-campus athletic groups to Millersville.
2. The University must make the scheduling of events and coming to Millersville more streamlined.
3. A more streamlined process will assist with recommendation #5.

RECOMMENDATION #11: The task force recommends that in the Fall 2006 semester the University study the possibility of placing the Athletic Directors in a non-teaching faculty department. Currently, the Athletic Directors and trainers are housed in the Department of Wellness and Sport Sciences. Neither the Department nor the athletic directors are of the opinion that this arrangement is optimal. The athletic directors regularly feel unwanted because they do not contribute to the teaching mission of the Department and the Department is not interested in their participation. (Success indicators: 7)

The rationale for this recommendation is:

1. The University is at a disadvantage when recruiting athletic administrators. When applicants hear that they are faculty and must have terminal degrees, earn tenure, seek promotion in a competitive environment, and deal with unionized coaches, their enthusiasm for employment here wanes. That said, with the exception perhaps of the terminal degree requirement, nothing can be done about any of the conditions above. What would help, no doubt, is to say to prospective athletic directors that they will be housed in a non-teaching faculty department that has greater appreciation for the administrative nature of their work.
2. Athletic directors are faculty. As such, they are eligible for tenure and promotion as are other faculty members. Being a faculty member in a teaching department puts the athletic directors at a disadvantage in terms of evaluations for tenure and promotion.
3. Athletic directors are hired and then placed in an appropriate academic department. Historically, that Department has been the Department of Wellness and Sport Sciences. It is possible, however, that the athletic directors could be placed in a different department. They are not contractually bound to the Department of Wellness and Sport Sciences.

RECOMMENDATION #12: The task force recommends that when the athletic department moves to Stayer Hall, space should also be provided for other programs supporting athletics such as the Sports Information Director, Campus Recreation, Student Athletic Advisory Committee, and the Director of Athletic Advancement. Currently these offices are located throughout the campus. The SID was recently moved to the Franklin house and all parties involved have indicated the positive effects of the move from the Duncan Alumni House. Similar advantages could be obtained if the other offices mentioned were housed in one location. (Success indicators: 1, 3, 5, 7)

The rationale for this recommendation is:

1. Providing offices in one building for other programs supporting athletics will result in a more effective and efficient athletic operation.
2. Housing other programs supporting athletics in one building will provide an opportunity for increased networking.

## Appendix A

### Charge of Task Force

## Richard Frerichs

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**From:** Mariys Harris on behalf of Francine McNairy  
**To:** University Community  
**Cc:**  
**Subject:** Charge for the Athletic Blue Ribbon Task Force  
**Attachments:**

**Sent:** Tue 11/15/2005 11:48 AM

Since I assumed the presidency, I have been contemplating how we might enhance our athletic program. For the past several years, Millersville University has been developing, and in the past year began to implement, plans to improve our athletic facilities for intercollegiate and intramural athletic programs. The plan includes improvements to the Biemesderfer Stadium to provide a multi-purpose, all-weather field for field hockey, soccer, and football; an all-weather track; training facility; updated locker rooms; and development of athletic fields near Stayer Education Center. As we continue with this plan, it is prudent to examine the dual organizational structure and resources that are applied to intercollegiate athletics as well.

During the past few years, several changes have occurred in intercollegiate athletics nationally and within Pennsylvania. NCAA continues to add complex and extensive reporting requirements resulting in the need to devote more attention and knowledge to this area. Secondly, the coaches in the State System are now part of a bargaining unit represented by APSCUF. Furthermore, the demands and expectations placed on athletic administrators and coaches today have increased. All these changes require consistent management in order to minimize rule infractions and grievances, and the University must ensure that the athletic programs continue to function in compliance with Title IX requirements.

Thus, I am appointing an Athletic Blue Ribbon task force to examine our entire athletic program in order to advise the administration regarding the structural direction of intercollegiate athletics at Millersville University. The task force's charge is as follows:

1. Examine our current administrative structure and recommend what changes, if any, should be made. Such a structure must assure consistency in administrative processes and equity with regard to resource distribution and facility utilization.
2. Recommend a process that provides an equitable system, based on Title IX, for funding men's and women's intercollegiate programs.
3. Examine the current staffing pattern for our intercollegiate athletic programs, recommend a staffing complement that will meet the needs of the University and our athletic programs, and develop a timeline to implement the recommendation. The recommendation must consider the University's financial capacity.
4. In addressing the above tasks, consult all stakeholders such as the Faculty/Senate Student Athletic Committee, the Student Athlete Advisory Committee, the Commission on the Status of Women, coaches, and student athletes.

The committee will be comprised of current student athletes, coaches, faculty, alumni, administrators, and other key stakeholders. I will ask that the task force submit an interim report before the beginning of spring break and to complete its work by the end of the spring semester 2006.

Francine G. McNairy

President

## Appendix B

**Report on Millersville University Intercollegiate Athletics:  
Recent History, Current State of Affairs  
and Recommendations for the Future**

# **CONFIDENTIAL**

## **MILLERSVILLE UNIVERSITY INTERCOLLEGIATE ATHLETICS: RECENT HISTORY, CURRENT STATE OF AFFAIRS AND RECOMMENDATIONS FOR THE FUTURE**

**Robert Thomas, Vice President for Student Affairs  
October 21, 2004**

## EXECUTIVE SUMMARY

The goals of Millersville's intercollegiate athletic program are to provide educational/developmental experiences for student athletes and contribute to the building of campus community and the University's visibility in the region.

Millersville's athletic program seeks to field teams that are competitive across the board. Undermining the capacity to do so, however, is the fact that the number of teams the University has is above the average for State System institutions while our level of human and financial resources allocated for athletics is below the average in the System. Furthermore, the quality and breadth of the University's athletic facilities are below the norm. These conditions are making it increasingly difficult for our teams to be competitive.

The academic achievements and graduation rates of the University's athletes have increased in recent years and reached levels that reflect very well on everyone associated with the athletic program and the University.

While the University is in compliance with the requirements of Title IX for the equitable distribution of resources among teams and the allocation of athletic scholarships, participation rates for women in athletics are significantly below their enrollment rates at the University.

The structure and staffing levels for administrative work present challenges for the athletic programs and in particular for compliance with NCAA and Pennsylvania State Athletic Conference regulations. Additional challenges include insufficient personnel for fund raising and promotional activities and the need to combat drug use by athletes.

Athletic program faculty and staff are taking the following steps to address the needs of the program:

- a. development of a proposal to have the University run summer sports camps and invest profits into athletic scholarship funding;
- b. planning for construction of a new playing surface and track in the football stadium; temporary weight training facility and baseball field;
- c. presentation of a proposal that would reduce the number of class/athletic contest conflicts for athletes;
- d. exploration of the possibility of initiating a University administered drug testing program for athletes.

In order to address other athletic program needs and weaknesses, the University should consider taking the following additional steps:

- a. convert selected head coach positions from part time to full time status;
- b. complete all athletic facility projects as expeditiously as possible;
- c. consider adding women's teams in selected sports and charge newly appointed full time head coaches of women's teams with increasing their squad sizes;
- d. establish a new goal for athletic scholarship fund raising in the next University campaign and allocate adequate human resources to achieve it.

## **INTRODUCTION**

The Millersville intercollegiate athletic program contributes to the fulfillment of the University's mission in at least three important ways. First, it provides developmental experiences for over 400 students each year that become important parts of their undergraduate education. Student-athletes regularly attest to the importance of their athletic experiences in learning a variety of personal skills that serve them well in their lives after graduation. The program also helps to increase the University's visibility with citizens of the region and contributes to its name recognition. It can bring positive publicity to the institution and for more than a few of our friends and supporters, athletic teams are a rallying point of attachment to Millersville. Finally, the program contributes to a sense of campus community. Excitement about athletic success and even disappointment in losing can be common experiences many members of the campus and larger community share and that create links between them.

The purposes of this report are to provide a recent history on key features of the University's intercollegiate athletic program as well an assessment of its current state of affairs. The report addresses how well the program is fulfilling its mission and vision and describes initiatives currently underway to enhance it. Finally, it includes recommendations for future action.

The appropriate place to begin is with the program's mission and vision.

## **THE MISSION AND VISION OF MILLERSVILLE'S ATHLETIC PROGRAMS**

During the 2002-2003 academic year, the University's athletic program updated its mission and vision statements so that they would reflect the most current purposes and aims of the program and ensure their fealty to the University's educational mission. Both appear below.



## Mission of Intercollegiate Athletics

The mission of the Millersville University Intercollegiate Athletic program is to:

1. Provide educational and developmental experiences for men and women students through participation in athletic competition;
2. Support and facilitate the academic achievement of student-athletes;
3. Contribute to the building of the campus community and enhance the visibility of the University through the provision of public athletic events.

## Vision for Intercollegiate Athletics

In fulfilling its mission, the athletic program will strive to accomplish the following:

1. Student-athletes will succeed academically and graduate at levels matching or exceeding those of the general student population;
2. Student-athletes will report that their participation in athletics is an enriching experience and makes a significant contribution to their undergraduate education;
3. Athletic teams will be competitive across the entire program and the University will be in the position to win the Dixon Trophy every year;
4. There will be equitable opportunities for both women and men to participate in athletic programs and equitable distribution of resources among the teams;
5. The program will be lead with the highest levels of integrity and in full compliance of University policies and applicable athletic association and conference regulations.

# **THE CURRENT STATE OF AFFAIRS IN MILLERSVILLE ATHLETICS**

## **Program Quality and Competitiveness**

In 1995-96 the Pennsylvania State Athletic Conference (PSAC) began the tradition of annually awarding the Dixon Trophy to the State System institution with the strongest overall record in intercollegiate athletic competition for that year. In 97-98 the Millersville athletic program, with the support of the University administration, identified winning the Dixon Trophy as the principal indicator of program competitiveness on which it wanted to concentrate. That choice indicated the University's desire to be competitive across the board rather than in a limited number of selected teams. The choice also reflected the program's goal to help all student athletes compete at a high level rather than only those on specified teams.

Millersville's record in the Dixon Trophy standings since then has been as follows:

<u>Academic Year</u>	<u>Millersville's Among the 14 PSAC Schools</u>
95-96	7th
96-97	6th
97-98	7th
98-99	7th
99-00	1st
00-01	7th
01-02	4th
02-03	5th
03-04	10 <sup>th</sup>

Won-loss records are the primary though not the only measure of an athletic program's quality. In an educational institution, competitive success should be important not simply for reasons of pride and vanity. More importantly, it is a measure of how well coaches have taught and motivated student-athletes and how accomplished the students have become in the skills and attitudes required to be successful in competition. Competing successfully then is important not simply because everyone likes to win. At its best, competitive success is about students learning to strive for high level performance, an important educational lesson the University values in all student educational programs.

Competitive success in the NCAA Division II today depends very heavily on several critical variables: coaching, athletic scholarship funding, the quality of athletic facilities and operating resources. All of these variables directly affect an institution's capacity to recruit athletically talented student-athletes and then coach them to compete successfully. In recent years concern has grown within and outside of the Millersville program that weaknesses in three of the variables - coaching staff levels, athletic scholarship funding and athletic facilities - are making it increasingly harder for the University to compete successfully and that unless measures are taken to address these weaknesses, the University's tenth place finish in the 03-04 Dixon Trophy standings may not have been an aberration but rather a sign of things to come.

### **Coaching Staff Levels**

Appendices A and B (attached) provide data on the employment status of head coaches (full time vs. part time) in the PSAC. As seen in these data, Millersville relies much more heavily on part time head coaches than all other PSAC schools. At the 13 other institutions in the Conference, on average, 95% of their teams' head coaches are full time employees at their institutions. At Millersville, just 47% of our teams' coaches are full time, while the remaining 53% are part time employees.

The disadvantages a team and its student-athletes face when their head coach is a part time employee are numerous as well as predictable. In every case except one,

Millersville's part time head coaches have full time jobs elsewhere and the amount of time they can devote to responsibilities other than running practices and coaching games (recruiting, off season conditioning and non-traditional competition, monitoring the academic progress of their athletes, funding raising, ensuring athletes' participation in CHAMPS/Life Skills programs, completion of a growing number of administrative tasks mandated by the NCAA, etc.) is limited. Reliance on part time head coaches for women's programs, in particular, impairs the University's capacity to recruit more women athletes and comply more fully with the participation rate requirements of Title IX. Searches for part time coaches usually attract very small pools of local applicants and the University's ability to attract the best qualified candidates is thus restricted. Part time coaches are less likely to become integrated into the campus community and its values. They are also less able to complete the various administrative tasks of a head coach in a timely manner and the Athletic Directors then have to cover those duties. Finally, according to some who have been involved in fund raising for our athletic programs, having a part-time coach for a team can raise doubts in the minds of prospective financial supporters about the University's commitment to that particular program and impede our ability to raise private funds for it. Not surprisingly, off campus consultants who participated in program reviews for both Men's and Women's Athletics in recent years have cited the reliance on part time head coaches as a significant program weakness.

Two years ago it was possible to move the women's volleyball coach from part time to full time status. Doing so, however, required the elimination of two part time *assistant* coach positions, a move that hurt the women's swimming and softball teams in particular. Other opportunities to consolidate part time positions into full time ones may arise in the future but because all of the University's teams rely heavily on part time assistant coaches as well merging their positions to create a full time post invariably hurts another team.

A significant factor behind the University's heavily reliance on part time head coaches as well as other program variables in which the University is below the PSAC norm appears to be decisions the University made in the past to add athletic teams, undoubtedly in the desire to increase opportunities for students to participate as athletes, but without providing adequate human and other resources for them. Consequently, Millersville fields today 10 intercollegiate athletic teams for men while the average number of men's teams at other conference schools is 8.5. Similarly, we field 11 teams for women while the conference average is 9.8 (see Appendix C). In short, the University has spread the human and financial resources it allocates for intercollegiate athletics across a larger number of teams and not surprisingly, the effects of this practice are being felt increasingly as the years pass.

The University has essentially three choices in resolving the dilemma of having spread its human resources across so many athletic teams. First, it could raise staffing levels and increase the number of coaches who are full time employees of the University, a step not easily taken at a time when budgets are restricted. A second alternative would be to reduce the number of teams and devote the same amount of resources to a

smaller number of programs. It should be understood, however, the latter choice is one not easily implemented without generating strong negative reaction from current members of the team and their parents as well as alumni who played on the team. Furthermore, it would be highly inadvisable to eliminate any women's programs given the requirements of Title IX. A third choice is to maintain the number of teams and staffing levels at their current levels. Following that path, however, will help to perpetuate the problems created by having part time coaches and leave Millersville at a competitive disadvantage in the PSAC.

In the men's program, there are part time head coaches for baseball, soccer and wrestling as well as golf and tennis. As the first three positions become vacant in the future, it is recommended the University identify and allocate the funds to fill them with full-time coaches. In the women's programs, it is recommended that the part time head coach positions in field hockey, soccer and swimming be converted to full time posts as those positions become vacant. It is important to note that full time head coaches would also be able to provide needed assistance to other athletic department activities such as fund raising and the CHAMPS/Life Skills program (see page 13).

Partial but limited funding for conversion of part time coaches to full time could be provided by eliminating the part time support staff position in the football staff office when all of the coaches' offices are moved to Stayer and the football staff has access to the support staff already in place for both men's and women's athletics. Funding for the part time support staff position could then be applied to the cost of converting coach positions to full time posts.

### **Athletic Scholarships**

Funding for athletic scholarships must come from privately raised money. The sources of funding in recent years have on average been as follows:

1.	Unrestricted Annual Fund	54%
2.	Restricted Annual Fund gifts	14.3%
3.	Summer Camp surcharge	11.1%
4.	Coaches fundraising	9.2%
5.	Endowment earnings	8.4%
6.	NCAA Revenue Sharing	1.9%
7.	The Medal Fund	1.1%

Appendix D provides a breakdown and ranking of 02-03 athletic scholarship expenditures across the PSAC. Appendix E illustrates Millersville's rankings in scholarship expenditures for the four years prior to 02-03.

The University's total annual scholarship expenditures rose from \$289,788 to \$337,677 or by 16.5% between 98-99 and 01-02 thanks principally to the work of the Advancement Staff in raising more money for athletic scholarships as part of the recent

campaign. However, as Millersville was increasing funding for athletic scholarship, other conference schools were doing the same and our position in relation to them did not improve. Our totals remain well below the average for the conference, a circumstance that serves as a competitive disadvantage for Millersville when recruiting prospective student-athletes.

The comparatively lower levels of athletic scholarship funding at Millersville has at least two causes. First, because the unrestricted annual fund has not grown as rapidly as the cost of attendance over the years, it has not been possible for the University to regularly increase its allocation for athletic scholarships. For example, since 95-96 the total annual allocation for these awards has increased from \$164,400 to \$182,000 or by 10.7%. In the same time period, the cost of attendance (tuition, room board and fees for a full-time undergraduate students has risen 42.7%.

A second contributing fact has been the summer sports camp model the University has historically followed. Unlike all of the PSAC campuses, Millersville has treated its coaches as outside contractors when running their summer sports camps, i.e., the coaches run their camps while outside of their "service period" with the University, pay the University for room and board for their campers and fees for the use of the University facilities and are then free to personally retain the profits of their camps. In contrast, the other State System campuses run the camps themselves, pay their coaches salaries to direct them and then use the profits to help fund athletic scholarships.

The difference in the way in which summer sports camps are administered appears to be one key difference between Millersville and Bloomsburg and Shippensburg, in particular. These two schools are cited because they have had the most consistent success in Dixon Trophy standings among all PSAC institutions since the Trophy was instituted although they have not been at the top of the conference in scholarship expenditures.

The collective bargaining agreement for coaches indicates that whatever structure was in place at each institution for summer sports campus at the time the contract was approved will remain in place unless there is a local agreement between the school's administration and APSCUF to change it. During the 03-04 academic year, we had preliminary discussions with APSCUF about the possibility of altering the summer sports camp model and having the University run them. We also worked with the Finance Office to develop a financial model that allows us to insert varying levels of expenses and revenues and then determine corresponding profits for summer camps. We will present a proposal this year to the President's Cabinet and later APSCUF for a model in which the University would assume responsibility for administering summer sports camps and retain profits from the camps to invest in additional funding for athletic scholarships. The goal will be to close the gap between scholarship funding levels at Bloomsburg/Shippensburg and Millersville.

It is important to note that an additional advantage to the University administering the sports camps would be in our being able to ensure all camp funds were managed in ways consistent with NCAA regulations governing the use of such funds. Because coaches do not have to share records of camp revenues and expenditures with the University, the Athletic Directors have no way of knowing if they are managing these funds in accordance with the association's policies. This lack of knowledge is another program weakness both program review consultants and NCAA staff have cited in their reports to the University.

An additional difference between Bloomsburg/Shippensburg and Millersville with respect to athletic scholarship funding is seen in the amount of Advancement human resources devoted to athletic fund raising. This issue is addressed later in the report.

### **Athletic Facilities**

In the eyes of prospective student-athletes and their parents, the quality of athletic facilities is the most visible and tangible evidence of an institution's commitment to its athletic program. For example, before new bleachers were installed, its floor repaired and refinished and walls repainted, the condition and appearance of Pucillo gymnasium were liabilities in recruiting student athletes. Since that work has been completed, the gym has become a recruiting asset. Millersville's other athletic facilities, however, have been widely regarded in recent years as sub-par when compared with other PSAC schools. In fact, many prospective student-athletes attend high schools with athletic facilities significantly better than Millersville's. The three most pressing needs have been for additional fields; a weight training facility for athletes; and a new playing surface, track and press box in the football stadium. The demand for field use from both the intercollegiate athletic and the Campus Recreation/Intramurals programs is now at a level that the fields the University has are overused and as a consequence, often in poor condition and at times even dangerous condition for competition. Unlike most other conference schools, Millersville's weight training facilities are antiquated and spread out across three different campus locations including two very unattractive residence hall basement rooms. The stadium field has no crown and its use must be strictly limited in order to get through the football season. The deteriorated condition of the track has made it unsafe for hosting home meets for the past two years and the work space in the press box is severely limited. Athletic administrators, coaches and athletes from other schools as well as sports writers have commented about the lower quality of our facilities. Two program reviews of the athletic programs in recent years have also cited our facilities as a serious weakness.

In 1998-99 the Campus Master Plan called for the following improvements of the University's athletic facilities:

- Install a new playing surface in the stadium along with a new track, press box and visitors seating, renovate existing locker rooms

- Acquire land adjacent to Stayer and develop it for additional athletic/recreation fields
- Relocate athletic staff offices to Stayer when the School of Education faculty/staff move to a new facility
- Construct a new field house to include indoor practice facility, a weight room and additional locker rooms

Completion of the projects listed above will without doubt provide a big boost to the quality and potential of our athletic programs.

Since the Campus Master Plan was approved, the University has taken the following steps to improve its athletic facilities:

- Acquired land adjacent to Stayer for field projects (purchased by Student Lodging, Inc. in 1999)
- Completed a feasibility study for the Campus Master Plan projects plus the construction of a temporary weight training facility adjacent to the football stadium in 2003
- Replaced the Pucillo bleachers, repaired and refinished the floor, painted the walls in 2003
- Expanded the Pucillo athletic training room and renovated one locker room in 2004

Unfortunately, since 98-99 problems created by the inadequacy of our athletic facilities have outpaced progress in improving them. Their condition has led at times to the curtailment of practices, relocation and cancellation of contests, injuries, complaints from visiting teams and coaches, handicapping of student recruitment and even public embarrassment for the University. For example, during the 03-04 academic year, both women's softball players and baseball players and even a coach sustained injuries because overuse of fields had created hazards on them. Games in the two sports also had to be cancelled for the same reason. In 2001, the women's volleyball team played well enough to get into the PSCA playoffs and host a first round match but were unable to do so because the condition of the Pucillo bleachers. In the winter of 02-03 seven teams had to restrict their winter indoor workouts because the bleachers could not be retracted and floor space was thus limited. In the fall of 03 the women's volleyball team was again affected when delays in completing floor repairs and bleacher installation made it impossible for them to host any home matches. The condition of the track has made it impossible to host any home track meets since 2002. In 2003 the University was set to use the 25<sup>th</sup> anniversary of the MU Metrics, a meet that attracts a large number of schools and our alumni, as a fund raising occasion but the track's condition forced the meet to be moved to Franklin and Marshall. The age and appearance of

coaches' offices in both Franklin House and Brooks, the homes for men's and women's athletics, are such that coaches now avoid bringing prospective student athletes there during recruiting visits. Last year the *Snapper* published a story that was critical about the condition of our athletic facilities. The condition and number of our fields serves to limit the number of sports camp we can host in the summer. Finally, some prospective financial supporters of the athletic program have said the state of our facilities makes them doubt the University's commitment to the program and therefore less inclined to contribute funds to it.

Not surprisingly, frustration with our facilities among coaches, student-athletes, their parents and others associated with the athletic program has increased in recent years. Adding to the concern is the fact that we are now two years behind the timetable originally projected for the athletic facility renovation and construction projects in the Campus Master Plan. Our facility problems are enumerated in this report because of the tangible effects they have had on programs and the negative reflection on the University they have created in recent years. Moreover, they have probably contributed more to the lower morale of students and coaches evident today and the sense that our athletic program is in a state of decline than perhaps any other feature of our program.

Fortunately, progress has been made in recent months in the development of architectural plans and the other steps crucial to progress in constructing a new stadium playing surface, track, temporary weight training facility and baseball field. However, the uncertainty that has recently surfaced on whether Millersville borough zoning will prevent the development of athletic fields on the Student Lodging, Inc. owned land south of Stayer has raised new concerns. Completing the field and stadium projects and constructing the temporary weight room will without doubt significantly enhance our athletic program's functionality and image. Moving on them as expeditiously as possible will be necessary to stave off further decline in its quality and erosion of athlete and coach morale.

### **Operating Budgets**

In recent years operating expenses for the athletic programs have risen significantly. Specifically, replacing lower cost but riskier team travel in vans driven by coaches and athletes with more expensive but safer commercial transportation; an increasing number of conference mandated contests requiring more costly travel to western PSAC schools; rising costs for housing and feeding athletes during pre-season camps and University breaks; changes in the academic calendar and; NCAA restructuring which requires competing against schools further from the Millersville in order to qualify for post-season competition have all helped to drive up overall expenses. For example, implementation of the common academic calendar and the necessity of preparing for a conference mandated game that started the football season earlier than in previous years conjoined this year to necessitate opening pre-season camp earlier than ever before and incurring additional on campus housing and dining costs that totaled \$25,000.



At the same time unavoidable costs have grown, University operating budgets have increased by the rate of inflation just three times in the past nine years. Fortunately, the also receives funding via the Student Senate activity fee allocation process. In 2000 the Student Affairs Office negotiated an agreement with the Student Senate for a standard percentage of the activity fee revenue which would be automatically allocated each year for the athletic programs. Prior to the agreement, Senate allocations for athletics had fluctuated from year to year and sometimes jeopardized the programs' ability to function. The agreement has stabilized the variations and enabled the athletic programs to plan more effectively. As activity fee revenue has increased because of rising enrollment in recent years, the allocation for athletics has also risen at the same rate and helped to cover the gap that has opened up between University provided operating funds and athletic program expenses. Consequently, operating expenses are funded adequately and present no immediate problem.

### **Educational Progress and Achievement of Student-Athletes**

In recent years, student-athletes, their coaches and athletic administrators have placed increasing emphasis on the academic progress and achievement of athletes. Furthermore, the University administration and Athletic Directors implemented several measures intended to support academic achievement – established required academic performance standards by semester for student-athletes, initiated a fall semester seminar on study skills for first year male athletes, appointed a faculty member to oversee academic support programs for men matching the position that had been in place for women athletes, recruited faculty liaisons from academic departments to assist student-athletes, revised procedures for monitoring class attendance of student-athletes and held a dinner annually to recognize Millersville's PSAC Scholar Athletes.

The commitment of everyone involved in our athletic programs has paid off with a very impressive record of persistence and academic achievement for student-athletes. First, as seen in Appendix F, the most recently compiled data on graduation rates indicate that student-athletes graduated at rates higher than all other students. A second indicator has been the very significant growth in the number of PSAC Scholar Athletes (student-athletes who maintain a cumulative grade point average of 3.25 or higher). In 1994-95, the first year in which the conference recognized these students, Millersville had 49 Scholar-Athletes. Since then the number has increased each year and reached a total of 110 in 2003-04, an increase since the program's first year of 124%.

The graduation rates and growth in the number of Scholar-Athletes are achievements in which athletes, their coaches and the athletic administrators can justifiably take a great deal of pride. They are also testimony to the degree to which the athletic program has supported the academic mission of the University.

An additional measure that would be supportive of continuing student-athlete academic achievement would be the implementation of procedures that assisted athletes in

avoiding conflicts that can arise between contests and class. Between the 99-00 and 03-04 academic years the number of fall semester classes scheduled to begin after 4 p.m. increased 25% (from 184 to 230) while the number of spring semester classes starting after 4 increased 19% (from 175 to 209). As the number of these late afternoon and evening classes has grown, athletes have found it increasingly difficult to avoid conflicts between attendance in these classes and team contests nearly all of which are scheduled in the late afternoon or evening in an effort to avoid conflict with classes held during the day. As the number of has grown, it has become an increasing frustration for both athletes and faculty. Our Faculty Athletic Representative, the Athletic Directors and the Student Affairs Office have developed a proposal that would assist student-athletes in reducing the number of such conflicts. We will be presenting the proposal to the Faculty Student Athletic Committee this semester with hopes the proposal can be approved and implemented in time for the 05-06 academic year.

In addition to supporting academic progress and achievement, athletic department staff have also instituted the CHAMPS/Life Skills program in the past two years. This NCAA initiated this student development program and designed it for implementation by institutions' athletic and other staff/faculty on their campuses. When fully implemented, the program will provide opportunities for athletes to develop academic skills, participate in community service, engage in personal development learning opportunities and plan for their future careers. The means by which the opportunities are provided include workshops, orientation programs, community service activities and outside speakers. For the past two years our lacrosse and volleyball coaches have assumed responsibility for coordinating the program under the direction of the Director of Women's Athletics. During 03-04 they organized workshops for athletes on study skills, goal setting and career planning and a community service activity. In 04-05 they plan to add workshops on time management, reading comprehension and note taking for first year student-athletes and; workshops on alcohol, drug and tobacco awareness, financial responsibility and nutrition for all athletes. This program also provides opportunities for athletic department staff to collaborate with faculty in providing some of the workshops.

## Gender Equity

Title IX has three primary requirements of institutions in relation to their athletic programs:

- a. Participation rates by gender in intercollegiate athletic programs should be substantially proportionate to enrollment rates by gender;
- b. There should be equity between men's and women's teams with respect to program resources (facilities, staffing, equipment, accommodations and dining while traveling, etc.);
- c. The distribution of athletic scholarships should be substantially proportionate to participation rates by gender.

On the second and third requirements of Title IX, Millersville is in compliance. There is equity in program resource distribution between men's and women's teams. Furthermore, as seen in Appendix G, distribution of athletic scholarships has closely mirrored participation rates by gender on the University's teams.

Appendix G also indicates, however, there has been a significant gap at Millersville between athletic participation and enrollment rates by gender. Compliance with Title IX participation rates is usually the most difficult standard for institutions to meet and is certainly the one most commonly violated. For example, not one of the fourteen PSAC schools is in compliance with this standard. The Office of Civil Rights (OCR) has also indicated that when an institution's participation rates are not substantially proportionate to its enrollment rates by gender, it can satisfy the requirements of the law by demonstrating a history of increasing opportunities for the underrepresented gender. Finally, OCR has said that an institution having neither proportionality between its participation and enrollment rates nor a record of expanding opportunities for the underrepresented gender can still be in compliance with Title IX if it can demonstrate that it has fully accommodated the intercollegiate athletic interests of the underrepresented gender.

The last time Millersville added an athletic team for women was 1994 when it started its women's soccer team. It would therefore be difficult for the University to claim there has been a recent pattern of expanding opportunities for women's participation in intercollegiate athletics if someone filed a Title IX complaint. However, we have conducted biannual surveys among women on campus to determine if there was unmet interest in participating in intercollegiate athletics and the results have not demonstrated any significant interest in participating in any specific sport at the intercollegiate level. Nevertheless, there would be some risk in relying on the claim the University has fully satisfied the athletic interests of women if a Title IX complaint were filed. With constant turnover in the student body, there is always the possibility that even a few women new to Millersville could claim they wanted to participate in a particular sport but the University did not offer it.

In considering different options the University has for closing the gap between enrollment and athletic participation rates for women, the first option is to manage carefully the roster size of men's teams. At Millersville and many other institutions, male athletes have been more willing than their female counterparts to be members of a team even when they were not athletically skilled enough to compete regularly in contests. This tendency, if not managed, can result in men's teams having larger rosters with significant numbers of students who are not regularly competing in contests. Consequently, the Athletic Directors have restricted the size of men's teams in recent years while encouraging growth in the size of women's teams.

A second strategy designed to increase the number of women athletes is of course to add new teams. When doing so, however, an institution must consider several variables, the most important of which are the level of interest among women in competing in a sport, scheduling opportunities, facilities and other resources the team

will need. There must be willingness among a sufficient number of women to make the time and energy commitment required of intercollegiate athletes. There must also be other schools within reasonable travelling distance with which your team can compete. You must have adequate facilities where your team can practice and compete as well as sufficient funding for coaches' salaries, operating expenses and scholarships.

Measured against such considerations, it is possible the University could consider adding intercollegiate teams for women in rugby or synchronized swimming. We currently have club teams\* in women's rugby and synchronized swimming for women. However, there is just one PSAC school with a women's rugby team and there are none with women's teams for synchronized swimming. In both cases, teams would be forced into time consuming and costly long distance travel to compete against other schools. Furthermore, the current number and condition of our fields would make it impractical to start a women's rugby team while the high current level of use of the Pucillo pool would make it very difficult for a synchronized swimming team to have adequate practice time.

Women's golf and bowling would be more plausible additions to the women's athletic program. The current part time head coach for men's golf has indicated a willingness to coach a combined men's and women's program much like the combined programs we already have in tennis, cross country, track and field. Additional operating expenses would not likely be very large and it is possible there would be approximately ten women golfers (the likely maximum number of additional athletes with whom the coach could work) who would be interested and sufficiently skilled to compete at the intercollegiate level. While adding a new sport for women would bolster the University's defense in the event of a Title IX complaint, it should be noted the eight to ten women on a golf team would not significantly increase the participation rate for women athletes. While only one other PSAC school has a women's bowling team, there are schools outside of Pennsylvania but within reasonable driving distance having teams and developing a schedule for competition might be possible. This year there are 30 women participating on the University's bowling club team, a figure that could bode well for the prospects of having an intercollegiate bowling team for women.

In light of the growing athleticism required by the gymnastic activity of cheerleaders today and the frequency with which they participate in competitions at which their performance is judged, the NCAA is giving consideration to adding cheerleading to the list of competitive sports it recognizes. The performance of the Millersville cheerleading squad has improved in recent years under the coaching of a very knowledgeable and University paid advisor and they participate in some of the nearby competitions organized for them. If the NCAA decides to add cheerleading to the list of recognized

\* Club teams are student organizations that compete with club teams from other schools. While the level of competition is generally higher than what is typically seen in intramural sports, club teams do not practice as much as intercollegiate teams and expectations for the skill level and time commitment of their members is significantly lower than those in intercollegiate athletes. Nevertheless, a strong club team is often the precursor for the formation of an intercollegiate team.

sports for women, Millersville could consider establishing a cheerleading team since there would already be a group of women interested in participating and someone already being paid to coach them.

Another potentially promising measure to take in increasing the number of women athletes would be to convert the part time head coach positions the University now has in women's field hockey, soccer and swimming to full time posts, as previously mentioned in this report, and charge those coaches with the task of increasing the size of their squads through more aggressive recruiting. If they were successful in doing so, not only would the number of women athletes increase but these teams would also receive the previously cited benefits of having full time head coaches.

A final option for increasing the participation rate for women athletes is to lower the number of male athletes by eliminating some of their teams. As indicated earlier in this report, however, closing programs almost always engenders strong opposition from their athletes, parents and alumni. The University considered eliminating its men's cross country, track and field program in the 1980's, for example, but ran into significant opposition from students and athletes and decided to combine it with the women's program instead. Choosing to close programs whose rosters are comparatively small (men's tennis and golf, for example) in an effort to avoid more widespread opposition, however, would do relatively little to reduce the number of male athletes. It is also important to note that under the coaches' collective bargaining agreement Universities are obligated to honor the full length of a coach's contract when a decision is made to eliminate his/her team.

In light of the considerations outlined above, it is recommended the Athletic Directors undertake a study of the feasibility and costs of creating a combined program for women's as well as men's golf, a women's bowling team and a cheerleading team if the NCAA decides to recognize it as a sport. Finally, it is recommended the University convert the part time coach positions for women's field hockey, soccer and swimming into full time posts and increase the size of their teams' rosters.

### **Athletic Administration**

Three key administrative issues in athletic warrant comment in this report: compliance with NCAA regulations; marketing/promotion/fund raising and; drug testing. First, Millersville requested NCAA staff to conduct a review of the University's structures and procedures pertaining to compliance with association regulations in 1998. The reviewers recommended over 60 procedural changes/measures designed to ensure compliance with all regulations and the Athletic Directors implemented them. Furthermore, they have regularly attended NCAA compliance workshops, conscientiously monitored coaches' compliance with regulations, taken corrective actions when they learned of violations and self-reported them to the NCAA as required by the association. Nevertheless, the dual department structure for the athletic program (having separate directors for the men's and women's programs) forces each director to

serve as his/her own compliance officer and simultaneously carry out many other duties. Also, the lack of University oversight in the administration of summer sports camps run by our coaches, presents, as previously noted, a potential compliance concern.

Significant progress has been made in the area of marketing/promotional activity and fund raising in behalf of athletics in recent years. For example, under the leadership of the Advancement staff, a corporate sponsorship program was implemented that now generates funds annually that are used to support program activities and supplement scholarship funds. As noted earlier, Advancement also assigned staff to work on fundraising efforts for athletic scholarships during the most recent campaign and total funds raised far exceeded the original goals. They also revised the organization of a golf tournament, profits from which go to scholarship funding. Greg Wright's job description was altered so that he could devote all of his time to sports information tasks, a function vital to overall promotion of the athletic programs. Finally, the Athletic Directors have taken the initiative to convert the Marauder Athletic Society into the Black and Gold Club, an organization that is expected to provide support in a variety of forms including financial to the athletic programs.

Even with the progress made, however, the athletic program's potential to attract friends and financial supporters has not been fully realized. Millersville remains well below the conference average in scholarship funding as previously noted. Having exceeded the original campaign goals in this area, Advancement staff assigned to that effort have been reassigned to other campaign objectives. In the process of comparing administrative staffing levels at some other conference schools (see Appendix H), we learned that Bloomsburg, California, Kutztown, Shippensburg and West Chester have each assigned one member of their Advancement staffs to work on athletic fund raising and promotional activities. The percentages of these staff members' work time devoted to athletics varies from a low of 50% to a high of 100%. Assigning these staff to athletics may also help to account for some of the gap between athletic scholarship funding at their institutions and Millersville. Moving to a different model for summer sports camp administration should generate new funds for athletic scholarships but that change alone may not be sufficient to reach the levels of scholarship funding at Bloomsburg and Shippensburg. Greater promotion and fundraising efforts for athletics could help the University realize more of the program's potential to increase institutional visibility/support and generate funds for athletics that could ultimately relieve some of the pressure on the University to provide such support.

Given the administrative tasks carried by the Athletic Directors (overseeing department staff, budget management, contest scheduling, athletic insurance management, NCAA compliance, game management, coaches CBA procedures, monitoring student-athlete academic progress, work required for earning tenure and promotion, faculty department duties, etc.), it is not realistic to believe they will be able to consistently devote substantial portions of their time to leading fund raising and program promotion activities. As the University considers various priorities for the next campaign, it is recommended that more aggressive goals for fund raising in behalf of athletic

scholarships be established and that Advancement staff be reassigned to athletic fund raising and promotional activities.

Finally, the Athletic Directors have at times heard reports of drug use among some athletes although it has not been possible to confirm these reports. Furthermore, the NCAA approved this year expansion of its random drug-testing program for athletes. The association previously conducted random testing of football players year round and with other athletes during NCAA post season tournaments only. Starting this year athletes on all of an institution's teams will be subject to the association's random testing year round. Nevertheless, the number of athletes tested will be very small and consequently only some teams will have members tested. In response to both the concern with what drug use may be occurring among Millersville athletes and changes in the NCAA program, the Athletic Directors have begun exploring the possibility of the University conducting its own drug tests for athletes and will make recommendations for future action in this area by the end of the current academic year.

## CONCLUSION

The Millersville athletic program has a rich and proud history and it has performed well in recent years. The teams have done comparatively well in the Dixon Trophy standings with the exception of 03-04. Student athletes consistently give testimony to important learning experiences they have had through their participation in the programs and they have performed academically and graduated from the University at increasingly higher levels. The programs have provided important visibility to the University and given many associated with Millersville a common and rewarding experience as fans. Participation opportunities for women athletes have increased and the programs have been lead with integrity and in compliance with athletic association and conference policies. Several initiatives to enhance the programs are currently in progress.

However, in comparison to other conference schools, Millersville has spread a comparatively lower level of human and financial resources across a larger number of teams. Moreover, our athletic facilities are no longer adequate for the needs of a modern Division II program. Consequently, it has become increasingly difficult for Millersville to be competitive across the board in its conference. Completion of planned facility projects as soon as possible will be critical and provide a very important boost to the quality and image of the programs as well as the morale of athletes and coaches. But even with improvement in facilities, the University will still be faced with the choice of maintaining the number of programs and resources at their current level and thus running the risk of further decline in program competitiveness or increasing resources. Our athletes and coaches want to strive for excellence and perform at high levels. The University should want them to have such aspirations just as it wants all students, faculty and staff to perform at high levels in everything they do here. New resources will be required to put such achievement in athletics within reach in the future.

**APPENDIX A  
PSAC HEAD COACH STATUS  
FOR MEN'S SPORTS  
2002-2003**

**SCHOOL<sup>1</sup>**

<u>SPORT</u>	<u>BL</u>	<u>CA</u>	<u>CLR</u>	<u>ES</u>	<u>ED</u>	<u>IUP</u>	<u>KU</u>	<u>LH</u>	<u>MNF</u>	<u>MU</u>	<u>SHIP</u>	<u>SR</u>	<u>WG</u>
Baseball	F	F	P	F	F	F	F	P	F	P	F	P	F
Basketball	F	F	F	F	F	F	F	F	F	F	F	F	F
CC, T&F	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	P <sup>2</sup>	F <sup>3</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>
Football	F	F	F	F	F	F	F	F	F	F	F	F	F
Golf	F	F	P	F	F	P	F	F	F	P	F	P	F
Soccer	F	F	F	F	F	P	P	P	F	P	F	P	P
Swimming	F	F	F <sup>2</sup>	F	F <sup>2</sup>	F <sup>2</sup>	P	P	F	P	F <sup>2</sup>	F	F
Tennis	F <sup>2</sup>	F	F <sup>2</sup>	P <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	P	F	P	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>
Wrestling	F	F	F	F	F	F	P	F	F	P <sup>2</sup>	F	F <sup>2</sup>	P
<b>TOTAL</b>	7F	5F	5F, 2P	6F, 1P	7F	4F, 2P	7F, 2P	4F, 2P	4F	3F, 5P	7F, 1P	6F, 3P	6F, 2P

<sup>1</sup>Data for Cheyney not reported

<sup>2</sup>Combined men's & women's programs

<sup>3</sup>KU has FT coach for CC, FT coach for T&F



**APPENDIX B  
PSAC HEAD COACH STATUS  
FOR WOMEN'S SPORTS  
2002-2003**

**SCHOOL<sup>1</sup>**

SPORT	BL	OA	CLR	ES	ED	IUP	KU	LH	MNE	MU	SHP	SR	WC
Basketball	F	F	F	F	F	F	F	F	F	F	F	F	F
CC, T&F	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	P <sup>2</sup>	F <sup>3</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>
Field Hockey	F	F	F	F	F	F	F	F	F	F	F	F	F
Lacrosse	F	F	F	P	F	F	F	F	F	P	F	F	P
Soccer	F	F	F	F	F	F	P	F	F	F	F	F	P
Softball	F	F	F	F	F	F	F	F	F	F	F	F	F
Swimming	F	F	F	F	F	F	F	F	F	F	F	F	F
Tennis	F <sup>2</sup>	F	F <sup>2</sup>	F	F <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	F	F	P	F <sup>2</sup>	P <sup>2</sup>	F <sup>2</sup>
Volleyball	F	F	F	F	F	P	F	F	F	P <sup>2</sup>	F <sup>2</sup>	F <sup>2</sup>	P
<b>TOTAL</b>	8F	7F	6F, 1P	8F, 1P	F7	5F, 3P	8F, 1P	8F	6F	5F, 4P	9F	6F, 2P	7F, 2P

Average % of FT Head Coaches at all schools other than MU is 95%.  
47% of MU's Head Coaches are FT

<sup>1</sup>Data for Cheyney not reported

<sup>2</sup>Combined men's & women's programs

<sup>3</sup>KU has FT coach for CC, FT coach for T&F

**APPENDIX C**

**Millersville Athletic Teams**

**Men**

Baseball  
Basketball  
Cross Country  
Football  
Gold  
Soccer  
Tennis  
Indoor and Outdoor Track & Field  
Wrestling

**Women**

Basketball  
Cross Country  
Field Hockey  
Lacrosse  
Soccer  
Softball  
Swimming  
Tennis  
Indoor and Outdoor Track & Field  
Volleyball

APPENDIX D

Athletic Scholarship Expenditures  
02-03

<u>School</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>
IUP	324,368	323,036	647,404
California	397,833	237,277	635,110
Edinboro	373,888	230,266	604,154
West Chester	293,176	249,886	543,062
Lock Haven	306,932	229,969	536,901
Clarion	320,691	207,108	527,799
Shippensburg	243,240	253,017	496,257
Slippery Rock	261,446	216,543	477,989
Bloomsburg	231,000	195,926	426,926
Kutztown	186,237	160,124	346,361
<b>MILLERSVILLE</b>	179,364	136,557	315,921
Mansfield	152,290	124,450	276,740
East Stroudsburg	151,880	119,234	271,114
Cheyney	37,081	36,100	73,181

**APPENDIX E**

**Conference rank  
for  
MU Athletic Scholarship Expenditures  
1998-99 to 2001-02**

<u>Year</u>	<u>Men's Rank</u>	<u>Women's Rank</u>	<u>Total Rank</u>
98-99	10	8	10
99-00	10	8	10
00-01	9	11	10
01-02	11	11	11

## APPENDIX F

### Graduation Rates for Student-Athletes vs. All Students\*

#### Graduation Rates

<b>Men</b>	<u>4 yr.</u>	<u>5yr.</u>	<u>6yr.</u>
All Male Athletes <sup>1</sup>	21.5	60.0	65.0
4 Year Participants <sup>2</sup>	21.2	84.7	91.5
All MU Men <sup>3</sup>	27.9	57.7	62.7
<b>Women</b>			
All Female Athletes <sup>1</sup>	47.4	75.9	82.1
4 Year Participants <sup>2</sup>	59.0	96.2	100.0
All MU Women <sup>3</sup>	42.4	64.9	67.1
<b>Men and Women</b>			
All Athletes	32.6	66.7	72.2
4 Year Participants <sup>2</sup> (Men & Women)	33.8	87.8	93.9
All MU Students <sup>3</sup> (Men & Women)	36.7	62.1	65.4

<sup>1</sup>Includes all students who were on athletic team rosters during their first semester of enrollment. Some of these students subsequently drop out of athletic participation while remaining enrolled at MU while others leave school.

<sup>2</sup>Athletes who participate on teams for four years.

<sup>3</sup>Includes all MU students.

\*Based on undergraduate students who entered the University for the first time in fall 1997.

APPENDIX G

Gender Equity Data for Athletics\*

Year	Enrollment	Men Athletes	Athletic Aid	Enrollment	Women Athletics	Athletic Aid
98-99	43.2	56.5	51.0	56.8	43.5	49.0
99-00	42.7	55.2	58.2	57.3	44.8	41.3
00-01	41.9	54.0	53.3	58.1	46.0	46.7
01-02	41.7	54.2	53.6	58.3	45.8	46.4
02-03	42.1	57.7	56.8	57.9	42.3	43.2

\*Data are percentage figures

APPENDIX H

Staffing for Athletic Administration

<u>School</u>	<u>Faculty</u>	<u>SUA</u>	<u>Faculty + SUA</u>	<u>Support Staff</u>
Bloomsburg	2	1	3	2
Shippensburg	2	1	3	2.5
West Chester	3	1	4	2
Average	2.3	1	3.3	2.2
Millersville	2.5	0	2.5	2.5

To: Members of the Blue Ribbon Athletic Task Force

From: Robert Thomas  
Vice President for Student Affairs

Date: December 4, 2005

Subject: Updates on Athletic Program Issues Identified in October 2004 Report

### Program Quality and Competitiveness

- Millersville finished 11<sup>th</sup> in the Dixon Trophy Standings for 04-05 -- the University's lowest finish since the State System began awarding the trophy in 1996.
- In June 2005 the President's Cabinet endorsed my October 04 recommendation to begin addressing staffing needs in the athletic programs and in particular with coaching positions. It was determined that implementation of the plan would be contingent upon available additional budget resources. The projected annual expenses for the additional positions are listed on the attached table.
- Starting in 03-04, the PSAC separated scheduling for men's and women's tennis. This separation has made it difficult, if not impossible at times, for one part-time head tennis coach to attend matches for both the men's and women's teams he coaches. I am recommending, therefore, that the University consider appointing a second part-time head coach so that both the men's and women's teams could have their own coach for the future. I have added this expense to the attached table.
- Since completing the October 2004 report, the University added funding in the 05-06 operating budget for part-time staff coverage of the new athletic program weight room (to be completed spring 2006) and a graduate assistant for the men's athletics department. Although neither of these needs was identified in my October 04 report, both emerged as first priorities in the athletic program when the University's 05-06 budget was finalized last summer.

### Athletic Scholarships

- I have developed a financial model in consultation with the University's budget office for the internal operation of athletic campus. I will be submitting this model to the



### Athletic Administration

Both events and evolving trends have raised concerns about the adequacy of the current two department administrative structure and staffing pattern for the athletic programs. First, a University investigation that ultimately included the NCAA in 2005 found several major violations in the men's baseball program. Corrective measures being implemented as a consequence of the violations include an expansion of training programs in NCAA regulations for coaches and increase in the administrative oversight of team budgets and travel plans. Such measures, however, require additional administrative time; an investment not easily made when each athletic department has just one director.

Additional trends effecting athletic administration at Millersville have become more pronounced:

- NCAA mandated reports have grown in number and complexity and imposed additional workload on athletic directors. NCAA expectations for the implementation of compliance preventive measures and procedures have also increased.
- The first collective bargaining agreement implemented in 2002 for coaches in the State System of Higher Education has necessitated uniform practices for supervision of coaches in both the men's and women's departments. Title IX requirements and NCAA expectations for compliance also leave no room for differences between standards/procedures in the two departments.
- Planning for major athletic facility projects requires uniform expectations from both departments.
- Implementation of plans to house both athletic departments in Stayer will begin within two years.

For the reasons stated above and because the Director of Women's Athletics has resigned her position effective January 2006, I believe the University should consider whether the two-department structure of intercollegiate athletics continues to serve the best interests of the programs and the University. It would also be wise to review the adequacy of administrative staffing for the programs.

### Operating Budget Allocations

The operating budget allocations (travel, equipment, food, game expenses, etc. but not including athletic scholarships or staff salaries and benefits) for men's and women's athletics in 04-05 and 05-06 are listed below for your information.

		04-05	05-06
Men's Department	Student Act. Fee Alloc.	214,956	233,402
	University Allocation	81,377	84,062

**Athletic Program Needs  
Projected Annual Expenses**

<u>Position</u>	<u>Salary/Benefits</u>	<u>Additional Team Operating Expenses</u>	<u>Total</u>
Part-Time Clerk Typists I for new weight room monitoring	27,272*	--	27,272
GA for Men's Athletics	10,108*	--	10,108
Full-Time Field Hockey Coach	30,023+	--	30,023
Part-Time Field Hockey Coach	5,872	--	5872
Full-Time Swimming Coach	30,023+	--	30,023
Part-Time Tennis Coach	27,414	--	27,414
Full-Time Golf Coach	29,579+	--	29,579
Full-Time Women's Soccer Coach	40,718+	--	40,718
Part-Time Women's Bowling Coach	27,414	10,000	37,414
Part-Time Cheerleading Coach	27,414	10,000	37,414
Full-Time Baseball Coach	28,453+	--	28,453
Full-Time Wrestling Coach	40,051+	--	40,051
Full-Time Men's Soccer Coach	39,571+	--	39,571
<b>TOTAL</b>	<b>363,912</b>	<b>20,000</b>	<b>383,912</b>

\*Placed in University budget for 05-06.

+Represents difference between 05-06 salary/benefit cost of part-time head coach and salary/benefit cost of full-time coach making \$35,000.

**NOTE:** Expanding the size of the rosters for women's field hockey and soccer and adding women's teams for golf, bowling and cheerleading would require approximately **\$30,000** annually in athletic scholarships funded through private sources.

12/4/05

## Appendix C

### Task Force and Chair Meeting Schedule

## Task Force Meeting Schedule

December 9	President McNairy
December 15	Dr. Robert Thomas, Vice President for Student Affairs
January 12	Dr. Thomas
January 19	Dr. Dan Audette, Men's Athletic Director
February 2	Dr. Vilas Prabhu, Provost Dr. Bernice Rydell, Vice President for Finance and Administration
February 7	Dr. Gene Carpenter, retired Men's Athletic Director Ms. Marge Trout, retired Women's Athletic Director
February 14	Ms. Patricia Hopson-Shelton, Assistant to the President for Social Equity
February 21	Millersville University Coaches (Neil Barnes, wrestling; Kathy Cummings, softball; Gary Lee, volleyball; Fred Thompson, men's basketball)
February 24	Women's Commission (Natosha Harris, Lauren Diehl, Natalia Duskina) Dr. Gary Reighard, retired Vice President for Student Affairs
March 1	Task force meeting to discuss interim report
March 10	President McNairy
March 29	Mr. Jerry Eckert, Vice President for University Advancement Ms. Amy Dmitzak, Assistant Vice President for Communications and Marketing Ms. Liz Braungard, Director of Marketing
April 18	Dr. Gordon Nesbit, Director of Intramurals and Recreation Mr. Steve Strock, Construction Project Manager
April 24	Student Athletic Advisory Committee (Branden Lippy, women's basketball; Justine Schroeder, lacrosse; Brandon Tyler, football; Denis Quirk, track; Lindsay Zimbile, field hockey; Bobby Bee, golf; Amanda Boger, volleyball; Tim Bianchi, baseball; Chuck Koch, football; Greg Testa, men's basketball)
April 25	Dr. Thomas

May 9	Task force meeting to discuss final report
May 17	Task force meeting to discuss final report
May 25	Task force meeting to discuss final report
June 7	Task force meeting to discuss final report
June 28	President McNairy

### Individual meetings with Chair

February 16	Linda Lee Hershey, Assistant Women's Soccer coach
February 17	Carol Fridinger, Administrative Assistant, women's athletics
February 22	Ted Rupp, retired MU wrestling coach
February 27	Randi Gordinier, Administrative Assistant, men's athletics
March 1	Ying Wushanley, Associate Professor, Wellness and Sport Sciences
March 3	Joe Sciarretta, Assistant Men's Athletic Director
March 9	Scott Vandegrift, Head Coach, Golf Bob Charles, Head Coach, Men's Soccer
March 13	Adele Ruzsak, Assistant Women's Athletic Director
March 30	Stan Kabinski, Chair, Department of Wellness and Sport Sciences

## Appendix D

### Models for Success for a Division II Athletics' Program

## MODELS FOR SUCCESS FOR A DIVISION II ATHLETICS PROGRAM

Similar to the Division II model conference office document that has done so much to advance the operations of Division II conference offices, it is the belief of the Management Council and Presidents Council that the Division II membership would appreciate receiving some general guidelines and strategic goals that might help to enhance operations for the athletics program.

The Divisions II strategic plan and the Division II Institutional Self-Study Guide have served as resources for development of the following documents. Some of the principles may reflect your current state of operations; others may be unrealistic for you to achieve. While Division II has a very diverse membership of varying sizes and institutional missions, most of the guidelines represent attributes that are found in successful Division II athletics programs and reflect real goals that, if achieved, should enhance an institution's operations.

### Guiding Principles for the Program

1. Integration and Institutional Control. A model Division II athletics program is integral to the educational mission of the institution, is fully integrated as an athletics department in the institution's budget and management operations, and is committed to the principle of institutional control.
2. CEO Oversight. A model Division II member institution's CEO sets forth a vision for the institution's intercollegiate athletics program, ensures that adequate resources exist for the athletics department to carry out this vision, emphasizes the importance of the institution's compliance system and the roles of various departments (e.g., financial aid office) in this system, and prioritizes self-reporting of compliance violations and compliance with Title IX.
3. AD Management. A model Division II athletics program shall feature a full-time administrator that takes responsibility for the academic and athletics success of the athletics department. As the manager for the department, the AD shall implement the institution's vision for intercollegiate athletics consistent with the institution's mission and philosophy. The AD is also responsible for creating an environment that prioritizes sportsmanship and civility. The AD should serve as a primary athletics administrator and should not have other major responsibilities (e.g., should not also serve as a compliance officer; should not also serve as a coach).
4. FAR Involvement. A model Division II member institution shall include the active involvement of the faculty athletics representative as the key institutional liaison to the athletics department and should be supported and funded by the institution to perform these



functions. The involvement of the FAR should include eligibility or academic related duties. The FAR should also serve as a key contact for student-athletes.

5. SWA or Fifth Representative to the Governance Structure. An institutional senior woman administrator is the highest ranking female involved with the management of an institution's intercollegiate athletics program. An institution with a female director of athletics may designate a different female involved with the management of the institution's program as a fifth representative to the NCAA governance system. A model Division II athletics program shall include active involvement of the fifth representative to the governance structure in decision making regarding key issues and in the general operations of the athletics department. The fifth representative to the governance structure should be a senior level administrator and she should have the title of assistant or associate athletics director.
6. Coach's Role. A model Division II athletics program shall feature an environment where head coaches understand their responsibility in establishing a culture of compliance with conference and NCAA rules within the program. A model athletics program also features coaches who are certified in CPR and first aid.
7. SAAC Involvement. A model Division II athletics program shall feature an active institutional SAAC that represents the concerns and ideas of the institution's student-athletes in all sports and is committed to the overall welfare of the student-athlete. The institution should designate an athletics department administrator to serve as a liaison to the SAAC and have at least one student-athlete representative on the conference SAAC.
8. Athletic Trainers. A model Division II athletics program shall feature an adequate number of certified athletic trainers who are able to provide for the safety and well-being of the student-athletes. Practices should adhere to the NCAA Sports Medicine Handbook.
9. Academic Success. A model Division II athletics program shall be committed to the academic success of its student-athletes, measured in part by the total number of student-athletes that earn degrees within six years of initial collegiate enrollment and the fact that student-athletes graduate at least at the same rate as the institution's student body.
10. Diversity and Inclusion. A model Division II athletics program shall be committed to the principle of diversity and inclusion. The athletics department shall promote an atmosphere of respect for and sensitivity to the dignity of every person. The department shall also value the opinions of all, initiate a leadership role on campus in this area, and, through diverse hiring pools, strive for gender and ethnic diversity in the institution's administrative and coaching positions.
11. Compliance. A model Division II athletics program shall feature a full-time compliance coordinator whose primary responsibility is the oversight of the institution's compliance system, the coordination of the institution's rules education and the monitoring of rules

compliance. The compliance officer should not be a coach and should not be the athletics director. The athletics department should use an electronic or Web-based system for compliance monitoring. The department should also commit to a regular self-analysis to ensure Title IX compliance and a regular external assessment (e.g., Division II Compliance Blueprint visit) to evaluate the strengths and weaknesses of the institution's compliance systems.

12. Institutional Self-Study Guide. Each Division II institution shall conduct a comprehensive self-study and evaluation of its intercollegiate athletics program at least once every five years, using the NCAA's Institutional Self-Study Guide (ISSG). Note that the five-year cycle should be accelerated when there are personnel or administrative changes on campus.
13. Citizenship/Leadership/Sportsmanship. A model Division II athletics program shall encourage all student-athletes, coaches and fans to respect each other, practice civility, encourage teamwork and understand citizenship responsibilities during the conduct of intercollegiate practice and competitions. An athletics department should develop a policy on sportsmanship and fan behavior for home events. The Student-Athlete Advisory Committee could assist with the development of such a policy. A model program will emphasize that a "family friendly" environment should exist at all athletics department events.
14. Finances and Sports Sponsorship. A model Division II athletics program shall be administered with prudent management and fiscal practices to ensure financial stability. Sufficient operating and travel budgets should be maintained to allow for the effective operation of the athletics department. The current average for a Division II athletics department budget is \$3 million (with football) or \$2.3 million (without football). The model program should also feature participation opportunities that are consistent with the institution's mission and the interests of the institution's student-athletes. The current sports-sponsorship and financial aid averages in Division II are 12 varsity sports (men's and women's) and 50 scholarship equivalencies.
15. Continuing Education and Professional Development. A model Division II athletics program shall be committed to sending its key personnel to educational events (e.g., NACWAA) and to the annual Convention to enhance the success of the institution and to further the professional development of the coaches and administrators in the athletics department. In addition, the athletics department should look for regional and national workshops or seminars to send student-athletes to enhance their leadership skills.
16. CHAMPS/Life Skills. A model Division II athletics program shall be committed to the total development of a student-athlete's life skills, as evidenced by implementing the NCAA CHAMPS/Life Skills or similar program.

17. Assessment. A model Division II athletics program shall feature a tool that is used as a written assessment each year to measure the student-athletes' experience. In addition, the athletics department should feature annual written evaluations by managers (e.g., AD, SWA) regarding the performance of coaches and administrators.
18. Promotions and Media Relations. A model Division II athletics program shall feature a person responsible for promoting the institution's athletics department and for building key relationships with the media and the community.
19. Communication/Campus Relationships. A model Division II athletics program features a communication strategy to keep other key departments (registrar) and positions (financial aid director) on campus up to date regarding athletics department issues.
20. Strategic Plan for Intercollegiate Athletics. A model Division II athletics program features a strategic vision for an integrated athletics model that specifies the goals and objectives for the intercollegiate athletics experience and identifies how athletics enhances the mission of the campus.
21. Fundraising. A model Division II athletics program provides for an individual whose primary assignment is athletics fundraising and development. If that individual is the athletics director, an additional assistant athletics director would be necessary for the day-to-day operations of the department. If the function is handled outside the athletics department, the institution's development office should provide for an individual whose primary responsibility is athletics fundraising and development.

## The Model NCAA Division II Athletics Program

The Division II Athletics Directors Association has developed the following specific features of a model Division II athletics department within a model program. Some of these features may already exist; others may be unrealistic to achieve. These features are offered to assist your evaluation of current program operations and to discuss possible ways to improve your institution's athletics program.

### 1. STAFF.

The model athletics department should consist of no less than four full-time staff members. In addition to a full-time athletics director, each office should have a full-time administrative assistant (clerical) and two assistant or associate directors with specific duties. At least one of the assistant or associate ADs should be a female. Head and assistant coaches, in some sports, should also assume some administrative responsibilities. Using the job descriptions of several current athletics directors, the following are examples of duties and responsibilities that might be assigned to the different administrators in the department.

#### a. Possible Athletics Director Functions.

- Report directly to the CEO (or have access to the CEO if reporting directly to a vice-president) and have the primary responsibility for the day-to-day operations of the department and the supervision of the athletics department staff.
- Be the champion and primary caretaker for the institution's athletics department's strategic plan and compliance with Title IX.
- Promote effective communication among the institution's CEO, staff, faculty, student-athletes, media and the public.
- Take an active role in conference and national affairs.
- Maintain vital communications with outside organizations that are vital to the athletics department's operations, such as the NCAA, NACDA, NACWAA, CoSIDA, etc.
- Provide professional growth opportunities for athletics department staff.
- Coordinate fundraising and development activities for the department or communicate with other units on campus that have this responsibility.
- Ultimately, be accountable for the compliance and fiscal stability of the athletics department.

b. Possible Administrator Functions.

Administrator functions could be assigned to the following positions, depending on the size of the department.

- (1) Associate/Assistant Athletics Director.
- (2) Sports Information Director.
- (3) Athletics Development Director.
- (4) Compliance Coordinator.
- (5) Facilities/Operations Manager.
- (6) Trainer.
- (7) Business Manager.
- (8) Equipment Manager.

Functions:

- Coordinate athletics department statistics services.
- Assist with institutional marketing, fundraising and development activities.
- Coordinate and produce news releases and printed promotional material.
- Coordinate all athletics department awards.
- Enhance athletics department community relations.
- Serve as the department's primary media liaison.
- Manage the athletics department's Web page.
- Manage the athletics department's compliance and monitor compliance issues; the associate or assistant athletics director for internal operations should educate the staff regarding NCAA rules and regulations.
- Organize professional development opportunities for key department personnel.
- Coordinate the meetings, activities and professional development activities for the Student-Athlete Advisory Committee.
- Monitor the commitment to diversity of the athletics department staff and student-athletes.

- Apply for and monitor awards, scholarships and grants made available through the conference and from the NCAA.
  - Administer secondary rules violation and institutional rules violation investigations.
  - Help coordinate the institution's student-athlete support services (e.g., Life Skills).
  - Assist with sport event administration.
  - Supervise coaches and other athletics department personnel, as assigned.
  - Assist in the athletics department budgetary process.
- c. Possible Administrative Assistant (clerical) Functions.
- Manage the athletics department office.
  - Maintain files required by the NCAA and conference office.
  - Coordinate clerical work for the full-time staff.
  - Other specific duties as assigned by the athletics director.

2. TECHNOLOGY. Athletics department technology and communication capabilities should be consistent with those that exist in other departments on campus.

Appropriate staff members of the athletics department might be provided with the following capabilities, depending on specific duties and responsibilities.

- a. Hardware and software that permits the electronic transfer of statistics.
- b. Telephone system that includes voice mail.
- c. Athletics department Web page.
- d. Compliance Assistant Software or Web technology for compliance monitoring.
- e. Videoconferencing capabilities.
- f. Laptop computers with internet access.

- g. E-mail accounts.
- h. Cell phones.

3. OFFICE LOCATIONS.

- Each athletics department should have sufficient office space so that athletics department personnel (coaches and administrators) are located in one building.

4. SALARIES AND BENEFITS.

- Salary and benefits for the athletics director should be comparable to other similar administrators on campus. [The Division II Athletics Directors Association has collected data on salaries for various administrative positions. The most recent data is available online at <http://nacda.collegesports.com/div2ada/nacda-div2ada.html>.] The salary ranges may reflect differences in the cost of living in various regions of the country, private vs. public institutions, local collective bargaining agreements and market forces. Coaches' salaries will vary by sport and by full-time status and responsibilities.
- All full-time employees of the athletics department should have benefits comparable to other full-time employees on campus.
- Note that all salary and benefit decisions for coach and administrative positions are subject to regulations set forth in the Fair Labor Standards Act.

## Appendix E

### PSAC Athletic Administration Staffing Pattern



PSAC ATHLETIC ADMINISTRATION

5/8/06

SCHOOL	FACULTY	SUA	MANAGER	TOTAL	FACULTY DEPT (1)
BLOOMSBURG	2	1 (2)	-	3	T
CALIFORNIA	2		1 (3)	3	AA
CLARION	2 (4)			2	AA
ESU	3 (5)	1 (2)		4	AA
EDINBORO	3 (6)	2 (2)		5	AA
INDIANA	2	1.5 (2)		3.5	AA
KUTZTOWN	2		1 (7)	3	AA
LOCK HAVEN	3		1 (7)	4	AA
MANSFIELD	2.25 (8)		1 (7)	3.25	T
SHIPPENSBURG	2	1 (9)	.25 (7)	3.25	AA
SLIPPERY ROCK	1		2 (10)	3	T
WEST CHESTER	3		1 (7)	3	AA
AVERAGE	2.27	.54	.6	3.3	
MILLERSVILLE	2.5	--	--	2.5 (8)	T

- 1) T = Teaching department AA= Athletic/Administrative department
- 2) Responsible for program operations, e.g. game management, summer camps, etc. SUA's at ESU, IUP, also assist with fundraising.
- 3) Full-time manager responsible for athletic fundraising, reports to VP for Student Affairs.
- 4) Considering hiring full-time fundraiser.
- 5) One faculty member is full-time in academic support for athletes.
- 6) Two faculty are given 6 hours each for academic support for athletes.
- 7) Managers responsible for fundraising, report to VP for Advancement.
- 8) Includes two .25 faculty members in academic support for athletes.
- 9) Provides academic support for athletes, coordinates summer camps.
- 10) Two full-time managers with title "Assistant to the Director of Athletics". Both have responsibilities similar to Associate/Assistant AD's at other schools.

## RESPONSIBILITIES OF MILLERSVILLE ATHLETIC ADMINISTRATORS

- A. Programs
  - 1. Scheduling contests and officials, contracts
  - 2. Arrangements for team transportation, lodging, meals
  - 3. Game management
- B. Budgets
  - 1. Preparation, monitoring, record keeping for University and Student Service, Inc. budgets
- C. Facilities
  - 1. Coordinate practice and contest scheduling with Director of Campus Recreation
  - 2. Work with Facilities staff in facility maintenance
  - 3. Work with Finance and Administration in planning facility renovations and construction projects
- D. Equipment
  - 1. Oversee ordering, allocation and maintenance of all athletic equipment
- E. Personnel
  - 1. Selection, training, supervision and evaluation of coaches, equipment managers, administrative assistants and student employees
  - 2. Oversee assistant directors, athletic trainers, sports information director
- F. Student Athletes
  - 1. Academic support
  - 2. Arrange pre-season physical exams
  - 3. Oversee athletic insurance program
- G. Compliance
  - 1. Rules education for departmental personnel
  - 2. Verify eligibility of athletes in cooperation with appropriate University offices
  - 3. Brief teams on NCAA/PSAC regulations, drug testing
  - 4. Report all violations
  - 5. Complete and submit all reports required by the NCAA, Department of Education and PSAC
- H. Athletic Scholarships
  - 1. Review and approve allocation of scholarship funds
  - 2. Monitor all scholarship accounts
  - 3. Issue grant agreements, National Letters of Intent
- I. Fund Raising
  - 1. Approve and monitor coaches' fund raising activities
  - 2. Work with Advancement Office on fundraising activities
- J. Miscellaneous
  - 1. Represent University at NCAA, PSAC meetings

Possible future addition – sports camps

5/10/06

## Appendix F

### Task Force Membership

## Task Force Membership

Dr. Richard Frerichs	Task Force Chairperson Millersville University Professor Emeritus Former chair, Faculty Student Athletic Committee President-elect, Millersville University Alumni Association
Dr. Timothy Bianchi	Assistant Executive Director, Lancaster County Career and Technology Center Parent of Millersville University Athlete
Mr. Darrell Davis	Millersville University Director of Admissions Emeritus
Mr. Mark Duncan	Senior Development Officer, Millersville University Office of University Advancement
Mr. Tom Ecker	Human Resources Manager, RR Donnelley Former Millersville University Track and Field Athlete
Ms. Mary Fleig	Millersville University Head Women's Basketball Coach
Dr. Richard Glenn	Professor and Chair, Department of Government and Political Affairs, Millersville University Millersville University Faculty Athletic Representative
Dr. Julie Lombardi	Associate Professor and Chair, Department of Wellness and Sport Sciences, Millersville University
Mr. Charles Parker	Millersville University Student Millersville University Men's Basketball Team
Ms. Linda Sheerer	Librarian, Manheim Township School District Parent of Millersville University Athlete
Ms. Meghan Sinback	Millersville University Student Millersville University Softball Team
Mr. Joe Trainer	Millersville University Head Football Coach
Mrs. Cheryl Youtz	Teacher, Penn Manor School District Past President of the Millersville University Alumni Association

Staff

Dr. Robert Thomas Vice President for Student Affairs, Millersville University

Ms. Jodie Richardson-Jones Executive Secretary, Millersville University