

Millersville University of Pennsylvania Intercollegiate Athletics Program Assessment

I. Introduction

Millersville University of Pennsylvania (MU) retained the services of Oliver and Lindemann Athletic Consulting Incorporated (O&L) to conduct a detailed operational assessment to address its sports configuration, funding and competitiveness followed by assisting in the development of a comprehensive institutional strategic plan for intercollegiate athletics.

To begin the assessment, O&L reviewed data provided by Director of Athletics, Peg Kaufman. This was followed by a series of conference calls with Millersville staff members including Ms. Kaufman and Vice President for Student Affairs, Aminta Breaux.

The consultants met with Millersville staff members at the NCAA Convention in January and provided a preliminary assessment of the athletics program. The assessment included components identified from the data and discussions with staff members. It was based on an assumption that the university is committed to supporting a successful athletics program at the NCAA Division II level, as a member of the Pennsylvania State Athletic Conference. Director of Athletics Kaufman and Vice President for Student Affairs Breaux provided written feedback on the preliminary assessment that has been incorporated into the report.

The next step in the assessment process was a visit to campus on February 24-25, 2010. During the visit key institutional personnel, both inside and outside the Department of Athletics, were interviewed including a meeting with the President McNairy's Cabinet. Individual meetings were held with Vice-President for Advancement, Jerry Eckert; Assistant to the President/Social

Equity, Patricia Hopson-Shelton; Facility Coordinator; Faculty Athletics Representative, Richard Glenn; Vice President for Finance and Administration, Roger Bruszewski; and athletics boosters, Darryl Davis and Larry Bishop (also former employees of Millersville). O&L had a group meeting with coaches. They met with Student Services CEO, Terry Hummel and former Student Services CEO, Bob Slabinski. O&L also met with Rich Frerichs, chair of the 2006 Blue Ribbon Task Force.

The consultants conducted an exit session with Director of Athletics Kaufman, Vice President for Student Affairs Breaux and Associate Athletic Directors Roach and Grant to discuss their observations and recommendations. Additionally, they addressed the next steps the university must take as they continue to develop and implement strategies necessary to strengthen and enhance the athletics program.

II. Context

Blue Ribbon Task Force

In the Fall, 2005 Millersville University formed a Blue Ribbon Task Force to examine intercollegiate athletics' organizational structure and resources. 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.

The Task Force concluded that to have a successful athletic program, the university must change the athletic department organizational structure, increase funding for coaches, improve facilities, and increase scholarship funding. The Task Force noted that without these improvements the athletic program would not achieve the intended level of success and would continue to decline.

In its report, the Task Force defined a successful athletic program for Millersville University. Quantifiable success criteria included:

Academic Excellence

- Attract academically prepared student-athletes
- Achieve athletic QPA and graduation rates equal to or better than the general student body
- Produce scholar-athletes equal to or better the conference average

Compliance

- Fully comply with NCAA and PSAC regulations.
- Provide equitable opportunity, based on Title IX, for participation and funding for male and female athletes

Athletic Achievement

- Attract athletically gifted student-athletes
- Finish in the top five for the Dixon Trophy.
- Have conference records above .500 for 70% of teams

Staff Retention

- Attract and retains quality athletic administrators and coaches.

The Task Force submitted 12 recommendations intended to move the program forward in achieving success as defined.¹ O&L noted that lack of success in implementing the Task Force recommendations with regard to athletic achievement have been directly proportional to the university's lack of competitive success in athletics since the report was completed in 2006.

NCAA Division II

Division II has differentiated itself from Divisions I and III by developing the "*I Chose Division II*" branding campaign. It stems from empirical data that indicated student-athletes are choosing Division II schools because a "balance" exists that emphasizes both academic excellence and athletics achievement.

In June 2005, chancellors and presidents of Division II member institutions agreed to implement a comprehensive strategic study related to the division's defining characteristics and key attributes. This data-driven process was designed to create a proactive position that clearly identified the defining characteristics and aspirations for the member institutions of Division II. They initiated this effort with the goal of enhancing the regional awareness and local engagement of Division II members and the constituencies that they serve. The result has been the development of a strategic positioning platform for Division II.²

Academic Excellence

Prior to the Blue Ribbon Task Force report Millersville University had already achieved the "balance" that characterizes Division II institutions in terms of academic excellence. To ensure that the university would continue to enjoy academic success in its student-athlete

¹ Millersville University Blue Ribbon Task Force Report

² NCAA News Online>2007>Editorial>Division II Label Comes of Age

population, the athletic department added Anthony Grant as Associate Athletic Director. He serves as the department's academic coordinator.

Like the majority of NCAA Division II institutions, its student-athletes have exceeded their fellow students academically.

Graduation Rates and Academic Success³

	NCAA Division II		Millersville University	
	All Students	Student-Athletes	All Students	Student-Athletes
4-Year Class Average	46%	55%	58%	70%
Academic Success Rate		70%		88%

What is more impressive is the fact that MU student-athletes have dramatically out-performed Division II student-athletes on average. An Academic Success Rate of 88% is among the highest in the nation for public institutions. Also, Millersville University's academic performance appears to be improving for both student-athletes and non-athletes. For the most recent reporting year, graduation rates for all students have risen to 62% while rates for student-athletes rose to 80%.

Compliance

Prior to formation of the Blue Ribbon Task Force, Millersville had taken steps to ensure that its NCAA rules compliance program met NCAA expectations. The University requested that NCAA conduct a Blueprint Compliance review in 2005. The review was completed in _____ and the athletic department began implementing the recommendations included in the report. In 2007 Steve Roach was hired as Associate Athletic Director for Compliance.

³ NCAA Website>Academics and Athletics>Education and Research>2009 Grad Rates

The university has been less successful in achieving proportional representation between genders in athletics. It has take steps toward Title IX compliance, including the addition of women's golf for the 2009-10 school year.

Millersville University⁴	
Undergraduate	Undergraduate
Men	Women
43%	57%
Male	Female
Student-	Student-
Athletes	Athletes
55%	45%

Athletic Achievement

Millersville University has failed to implement any of the Task Force recommendations regarding full time head coaches or increased scholarships. As the Task Force predicted, based on Pennsylvania State Athletic Conference (PSAC) Dixon Trophy standings, Millersville has seen a steady decline over the last decade and virtually no improvement since the blue ribbon task force report was issued.

PSAC Dixon Trophy⁵	
	Standing
1999-2000	1
2000-01	7
2001-02	4
2002-03	5
2003-04	10
2004-05	12
2005-06	12
2006-07	12
2007-08	11
2008-09	14

⁴ 2008-9 EADA Report

⁵ PSAC Website>Awards>Dixon Trophy All-Time Standings

The Dixon Trophy is awarded by the PSAC to the member institution whose athletic program earns the best overall finish in conference championships and/or regular-season play. During the course of the academic year, points are awarded based on an institution's finish in the 22 conference sports. Only a school's best 12 finishes, six men's and six women's, are used in the final calculation of the Dixon Trophy standings. Millersville has finished in the lower half of the conference for six consecutive years. It has finished in the lowest quartile for five of those years.

When compared with Division II institutions nationally, Millersville has similar results with only two top 100 NACDA Directors Cup rankings in the last decade.

NACDA Directors Cup⁶

	Standing
1999-2000	30
2000-01	107
2001-02	107
2002-03	49
2003-04	113
2004-05	***
2005-06	***
2006-07	134
2007-08	107
2008-09	109

*** Only ranked top 100

The Directors Cup program honors institutions maintaining broad-based programs and achieving success in both men's and women's sports. It began in 1993-94 for Division I by NACDA and USA Today. It was expanded in 1995-96 to include NCAA Division II, III and the NAIA.

Each institution is awarded points in a pre-determined number of sports for men and women. For Division II, 14 sports are counted, seven men's and seven women's. The overall

⁶ NACDA Website > Directors Cup Standings

champion is the institution that records the highest number of points in their division's Directors' Cup standings.

Staff Retention

Millersville has not implemented recommendations regarding coaching staffs. The university's continuing reliance on part time coaching positions has made its efforts to retain quality staff impossible. During the four years that Peg Kaufman has served as Director of Athletics, she has had to conduct 70 searches. 28 of the athletic department's full and part time coaches have been with the Millersville program three years or less.

III. Institutional Choices

In some respects, Millersville University has not embraced the "*I Chose Division II*" moniker. It has an athletics program that is more like NCAA Division III than Division II in terms of participation opportunities, sports sponsorship and funding. It also sponsors the sport of wrestling at the Division I level.

Sports Sponsorship and Participation

Where the average program in NCAA Division II consists of fifteen sports (seven for men and eight for women), Millersville offers 21 sports (10 for men and 11 for women). Millersville University sponsors more sports and has more student-athletes than the average Division III institution.⁷

⁷ 2008 EADA Data, 2008-09 Division III Annual Report

NCAA Division II and III Averages

Sports	Division II	Division III	Millersville
Men	7	9	10
Women	8	9	11
Participants			
Men	113	234	298
Women	127	154	237

While some might argue that the Division III model of high participation, no scholarships and a lower competitive standard is better suited to Millersville, it is not a viable option. Because it is a state university, Millersville would not be a desirable member for either Division III conference in the region. Both are composed exclusively of private universities and colleges. Also, Millersville would find it difficult to compete successfully at the Division III level. While Division III does not allow athletic scholarships, it does allow members to provide need-based awards up to the full cost of attendance. Well endowed private institutions are often able to provide significant aid to students while public universities cannot. As a result they have a significant recruiting advantage. Finally, top rated Division III institutions often focus on their athletics facilities to attract quality student-athletes. While Millersville has taken steps to improve some of its athletics facilities, they would not compare favorably with many of the private institutions in the region.

Millersville's participation numbers are more than double the average in Division II. Pennsylvania State Athletic Conference institutions offer larger athletics program than the average among Division II members, but Millersville offerings exceed the conference averages, for public institutions, as well.

Athletics Opportunities⁸

	Under Graduate Men	Male Student-Athletes	Opportunity Ratio	Under Graduate Women	Female Student-Athletes	Opportunity Ratio
Millersville	2829	298	9.5	3691	237	15.6
PSAC Average	2746	217	12.5	3533	189	18.5

While Millersville is slightly larger than average among PSAC public institutions, in terms of undergraduate enrollment, its athletics program is substantially larger. The ratio of athletics opportunities to undergraduate enrollment for men at PSAC institutions is 12.5 to one for men and 18.5 to one for women. At Millersville, the ratios are 9.5 to one for men and 15.6 to one for women.

Funding

A key component for success in athletics is properly funding programs. Millersville does not. Average expenditures per student-athlete are 13% below the average in Division II for men and 22% below average for women.

NCAA Average Expenditure per Student-Athlete⁹

	Male Student-Athletes	Female Student-Athletes
Millersville	\$8,586	\$8,909
NCAA	\$9,824	\$11,300
Difference	\$1,238	\$2,391

When compared with PSAC averages the results are similar.

PSAC Average Expenditure per Student-Athlete¹⁰

	Male Student-Athletes	Female Student-Athletes
Millersville	\$8,586	\$8,909
PSAC	\$10,037	\$10,000
Difference	\$1,451	\$1,091

⁸ 2008 EADA Data

⁹ 2008 EADA data

¹⁰ 2008 EADA data

On average, the conference spends more per male student-athlete than the Division II average and less than the average for females student-athletes. In both cases, the average PSAC institution spends significantly more per student-athlete than Millersville does.

Since the most significant factor in sending per student-athlete is athletically-related aid, it follows that Millersville is providing substantially less aid to its student-athletes than its conference rivals. The average PSAC institution offers 55.57 equivalencies (tuition, required fees, room, board and books). Millersville offers 23.61 equivalencies, less than half the average.

The university has not treated its Division I Wrestling program any better. Most Division I programs fully fund the 9.9 equivalencies they are allowed in wrestling. Millersville funds 1.95 equivalencies. Division I programs reported average expenditures per wrestler of \$19,235 in 2008. The average in Division II was \$7,202. Millersville reported \$2,024.¹¹

IV. Potential for Competitive Success

Based on work with Division II institutions nationwide, O&L have come to the conclusion that two primary factors are the keys to competitive success at the Division II level. First, institutions must provide comparable scholarships to those provided by the institutions they compete against. Second, programs that have veteran coaching staffs that are equal in size to those they compete with tend to be successful. While these factors are not absolutes, they are more common than any others.

Since NCAA Division II determines championship access through conference automatic qualification and regionally based at-large selections, the consultants compared scholarship offerings for all public members of the Pennsylvania State Athletic Conference for sports in

¹¹ 2008 EADA Data

which the conferences offer championships. Private universities (Gannon and Mercyhurst) were intentionally excluded from the assessment based on the very different scholarship funding model private universities employ.

To understand how scholarships can be compared, it is important to understand how they are calculated. All NCAA Division II sports allocate aid within maximum equivalency limits.¹² For example, men's and women's basketball are each allowed a maximum of 10 full grant-in-aid equivalencies, each calculated as the sum of tuition, required fees, books, room and board. If tuition and fees, in a given year, was \$10,000 and the total for books, room and board totaled \$10,000, a full-grant-in aid would equal \$20,000. For such an institution the value limit for aid in basketball would be $\$20,000 \times 10 = \$200,000$.

If an institution granted only tuition and fees to 10 student-athletes, each grant would be equivalent to .50 of a full grant in aid, totaling \$100,000 or 5.0 equivalencies. Since aid can be granted to as many student-athletes as an institution can fit under the limit, this scenario would allow up to 20 student-athletes to receive tuition and fees without exceeding the limit.

O&L looked at staffing levels among the better programs in the conference, in each sport. In order to provide context for the findings, the consultants also have included Division II staffing averages, based on aggregate 2007-8 EADA data.

Many programs at the Division II level employ coaches who also assume other duties in the athletics department or elsewhere on campus. The trend is toward full time employment on campus. That trend is clear in the data presented. Millersville may want to explore this as an option to elevate part time coaches to full-time. The university would need to identify options for secondary responsibilities.

¹² NCAA Division II Bylaw 15.5

Scholarship Equivalencies and Coaching Staffs

The PSAC is a strong conference, to a point. Last year, nine of its members were ranked in the top 50 institutions in NACDA Directors Cup standings.¹³ It is rare, however, to find a PSAC school in the top ten.

Unlike other conferences around the country, it has few standards with regard to sports sponsorship or scholarship levels. As a result, members can pick and choose which programs they will offer and the level of support they want to provide for each. As a result, certain institutions have created “dynasties” in certain sports by placing greater emphasis on them, often to the detriment of others. This dynamic may change with the addition of Gannon and Mercyhurst in the conference. Gannon and Mercyhurst sponsor a broad array of programs and fund scholarship at a significantly higher level than public institutions in the conference. If they are successful in a number of sports, they will dominate Dixon Cup standing and may change some public members’ approaches to scholarship allocation.

Baseball

Scholarship Equivalencies

NCAA Division II Maximum--9.0				
	High	Low	Average	Millersville
PSAC	5.25	0.32	1.65	0.77

The most successful program in the conference over the last decade has been Kutztown, with six PSAC tournament championships. Based on information provided by Millersville, they offer 1.58 equivalencies, near the average for the conference.

¹³ NACDA Directors Cup Standings

Coaching Staff

The Kutztown coaching staff consists of a head coach who has been with the program for 14 years, the last seven as head coach. He is full time at the university and has no other duties. He has an assistant who has been with him for the last seven years and is part time at the university. According to the university's EADA submissions, they also provide a second part time assistant.¹⁴

Nearly 90% of NCAA Division II institutions have head baseball coaches that are full time on campus. Only 51.5% have full time head coaches with no other assignments. The average number of assistants in Division II baseball is two. Approximately 87% of them are part time.¹⁵

Consultants' Observations

Millersville is not competitive in baseball because of both its scholarship funding and staffing. MU's .77 equivalencies rank near the bottom for the conference. Of the 14 institutions that sponsor baseball in the conference, Millersville ranks 13th in equivalencies and finished 12th last season.

Millersville has a part time head coach who has been with the program for two years and part time assistants who were new to the program last season. The staff is not adequate for success at the Division II level.

AD's Note

We should identify the cost of elevating the head coaches to full-time. In general, employing a full-time head coach increases the ability to minimize the costs associated with employee turn-over and establish a level of consistency that would benefit the program in the

¹⁴ Kutztown Athletics Website, 2008-9 EADA Data

¹⁵ EADA Division II Aggregate data

following areas: enhanced student-athlete welfare, quality of recruiting, alumni relations, fundraising, and ultimately success on the field. Currently, of the 14 conference institutions that sponsor the sport of baseball, all but three institutions (Clarion, Lock Haven, and Millersville) employ full-time head coaches. While our current head coach, Jon Shehan is exceptional, in terms of his success on the field, dedication and accessibility to his players, and his willingness to devote full-time hours to continue to develop the program, this level of productivity from a part-time coach is not the norm. We also project that elevating the status of the head coach would increase the likelihood that our current coach would remain with the program. However, in the event that he would leave Millersville, elevating the status of the position would increase the likelihood that Millersville would be able to attract quality candidates that would move into the position without any decline in the quality of the program. A reclassification of the position would also result in a significant return on investment as it relates to the million dollar baseball facility that was constructed in 2006. This baseball complex provides the potential for increased revenue generation in areas of hosting camps, clinics, and showcases. The revenue generated from these initiatives would be used toward scholarships.

Based on the minimal scholarship allotments that the baseball program can offer and the part-time status of the head coach, the program has over achieved on the playing field. This is a testament to the effort put forth by our baseball coach. In order to place the program in a position to be successful on a consistent basis, we should elevate the position to a full-time classification and also determine the cost to bring scholarships to conference average.

Football

Scholarship Equivalencies

NCAA Division II Maximum--36.0				
	High	Low	Average	Millersville
PSAC	29.02	4.85	11.8*	4.85

*Excludes CW Post, added as an associate member in football this year

Four schools have dominated PSAC football in this decade. Indiana University of Pennsylvania and Cal U have each won five Western Division championships. IUP is near the top in scholarship equivalencies with 21.39. Cal U offered the highest equivalency total in the league, 29.02.

Bloomsburg has won six and West Chester four in the Eastern Division. BU used 11.96 scholarship equivalencies while West Chester used 10.56.¹⁶

Coaching Staff

The IUP football staff includes a full time head coach with no additional responsibilities. He has been with the program four years. He has five full time assistants and five part time assistants, two of whom are graduate assistants. Cal U's head coach has been with the program for seven years. He is full time with no additional responsibilities. He has six full time assistants and four part time. Five of the assistants have been with the program five years or more.¹⁷

Bloomsburg has a full time head coach in his 17th year with the program. Their three full time assistants have been with the program 6-19 years. They have seven additional part time

¹⁶ Data provided by MU Athletics

¹⁷ IUP Athletics Website, Cal U Athletics Website, 2008 EADA data

assistants. The West Chester staff consists of a head coach with no other responsibilities, four full time assistants and five part time assistants.¹⁸

Among Division II institutions nationally, virtually all head football coaches are full time on campus and have no additional responsibilities. They are supported by an average 7.73 assistants. 35% of them are full time with no additional responsibilities. 65% are full time on campus, but are part time coaches.¹⁹

Consultants' Observations

Scholarships are the primary reason MU is unsuccessful in football. Millersville offered the lowest number of equivalencies and had a 20-35 conference record 2000-2009. The Millersville coaching staff consists of a full time head coach, four full time assistants and four part time assistants. The head coach is new. Two of the assistants have been with the program 19 and 11 years. The staff is adequate to be successful.

AD's Note

Determine the cost to bring the scholarship allocation level equal to that of the conference average, develop a plan to maintain and enhance scholarships in the future.. There is a strong commitment among football alumni. The Carpenter Foundation was established to assist with funding for scholarships. Mistrust exists between groups. This is our third head coach in seven years – no stability.

¹⁸ BU Athletics Website, WCU Athletics Website, 2008 EADA data

¹⁹ EADA Division II Aggregate data

Men's Basketball

Scholarship Equivalencies

NCAA Division II Maximum--10.0				
	High	Low	Average	Millersville
PSAC	9.15	2.14	4.69	2.27

Unlike any other conference sport, parity has existed in men's basketball. Six different teams have won the conference championship over the last ten years. Scholarship allocations, among the champions, range from 2.14 (Cheney) to 9.14 (Cal U).²⁰

Coaching Staff

Coaching staffs around the conference appear to parallel staffs across the Division II membership. Over 95% of men's basketball head coaches in Division II are full time university employees. All PSAC head coaches are full time. Approximately 64% have no additional assignments. None of the PSAC coaches have other responsibilities. Division II programs average two assistants 77% of whom are part time. Most PSAC members appear to have one full time assistant and may have one or more part time.²¹

Consultants' Observations

PSAC men's basketball may be about to change. In 2009, Gannon won the conference championship. It was Gannon's first year in the conference. Gannon fully funds scholarships in basketball. The other new member of the conference, Mercyhurst, also fully funds basketball scholarships.

The 2.27 equivalencies MU offers ranks 15th among the 16 schools competing in PSAC men's basketball. It is unlikely that the university can successfully compete with the current level

²⁰ PSAC Website>Men's Basketball History,

²¹ PSAC members' websites, EADA Division II Aggregate data

of scholarship funding. MU's head coach has proven he can be successful, even in an environment where he does not have resources equal to his competition. Staffing is not the issue.

AD's Note

The program generates revenue through camps, but minimal dollars go back to the program to support scholarships. A structure is currently being put into place to assist the head coach in generating more revenue to increase the amount of scholarship allocations for his sport.

Men's Soccer

Scholarship Equivalencies

NCAA Division II Maximum--9.0				
	High	Low	Average	Millersville
PSAC	3.51	0.08	1.65	0.32

East Stroudsburg has won seven of the last ten conference men's soccer titles. They offer the highest scholarship equivalencies in the league. Slippery Rock has won three men's soccer championships in the 2000's. They offer 1.46 scholarship equivalencies.²²

Coaching Staff

East Stroudsburg's head coach is full time on campus but is part time coaching. He is also a faculty member teaching undergraduate and graduate classes in sport studies and exercise science. He has been with the program 28 years. He has two part time assistants. One has been with the program 13 years, the other seven years. They also have a graduate assistant.²³

The head coach at Slippery Rock is full time with no additional responsibilities. He has been with the program for eight years. He has two part time assistants and a graduate assistant.²⁴

²² MU data, PSAC Website>Sports History
²³ ESU Athletics Website, 2008 EADA data
²⁴ SRU Athletics Website, 2008 EADA data

82.5% of Division II institutions have a head coach that is a full time university employee, but only 43.5% have no additional responsibilities. Also, as is the case at CSUDH, some who are full time coach both men and women.²⁵

Consultants' Observations

Although the university has never won a championship in men's soccer, it has enjoyed recent success in the PSAC Eastern Division by winning the division three consecutive times. As the conference runner-up, Millersville made it to the NCAA tournament for the first time and advanced to the quarter finals. This, despite having a part time head coach with a part time assistant and volunteer coach. Recent history of part-time successful coaches at MU would indicate a high probability that the tenure of this coach is at risk.

Recent success is a testament to the new coaching staff, since the university ranks ninth among the 11 schools sponsoring soccer, in scholarship allocations.²⁶

AD's Note

We should identify the cost of elevating the head coaches to full-time. Currently, of the 10 conference institutions that sponsor the sport of men's soccer, all but one institution (Millersville) employs full-time head coaches. As addressed in AD's Note for the sport of baseball, employing a full-time head coach increases the ability to minimize the costs associated with employee turn-over and establish a level of consistency that would benefit the program in the following areas: enhanced student-athlete welfare, quality of recruiting, alumni relations, fundraising, and ultimately success on the field. Comparable to our head baseball coach, Steve is also exceptional in his abilities as recruiter, his ability to field a high quality team with little scholarship money. He also conducts summer camps and has the potential to generate additional

²⁵ EADA Division II Aggregate data

²⁶ MU Athletics Website, MU data

revenue. Again, comparable to our head baseball coach, his level of productivity far exceeds the level of productivity to be expected from a part-time head coach. While we have been fortunate to hire some part-time head coaches who put in the time and effort similar to that of an effective full-time coach, it would be naïve to think that with the position in its current classification the department would be able retain this coach, or be able to consistently maintain the level of success that this program has experienced in recent years with another part-time coach.

Men's Golf

Scholarship Equivalencies

NCAA Division II Maximum--3.6				
	High	Low	Average	Millersville
PSAC	0.48	0	0.17	0.16

Indiana University has won five PSAC men's golf championships. Their scholarship allocations to the sport are near the average at 0.16.²⁷

Coaching Staff

The IUP golf coach is a retired administrator at the university. He has been with the program for 19 years, 16 as head coach. He works part time.²⁸

Among all Division II schools, over 80% of golf coaches are part time. About half are full time on campus with other responsibilities. Only about 40% have an assistant. Of those, 97.4% are part time.²⁹

²⁷ MU data, PSAC Website>Golf Championship History

²⁸ IUP Athletics Website, 2008 EADA data

²⁹ EADA Division II Aggregate data

Consultants' Observations

This is one of only two sports where Millersville matches-up with the other members of the conference with regard to both scholarship allocations and staffing. With a .16 scholarship equivalency allocation, MU has won three PSAC championships in the last decade. Millersville's part time head coach has served the program for 26 seasons. He has a volunteer assistant.

AD's Note

We added women's golf in spring 2008 – 09-10 first year of competition. Scott does not have a paid assistant. Could/should we use this position a secondary responsibility to elevate a current part-time head coach to full-time?

Men's Tennis

Scholarship Equivalencies

Men's Tennis				
NCAA Division II Maximum--4.5				
	High	Low	Average	Millersville
PSAC	0.28	0	0.16	0.14

Kutztown has been dominant in men's tennis with eight championships this decade. When they have not won, Bloomsburg has. The two institutions offer the most scholarship aid among the schools that sponsor men's tennis.³⁰

Coaching Staff

Kutztown and Bloomsburg staff their programs similarly. Both have a head coach who works with both the men's and women's teams, is full time on campus and has no other

³⁰ PSAC Website>Tennis Championships

responsibilities. Kutztown's coach has been with the university for 10 years. The Bloomsburg coach has been with the university 17 years.³¹

60% of head tennis coaches at the Division II level are full time on campus. The vast majority are part time. 55% of Division II institutions have a part time assistant.³²

Consultants' Observations

With scholarship allocations close to the average, Millersville has been able to finish in the middle of the conference in men's tennis. MU's head coach works with both genders and has a part time assistant. She is part time on campus, and has been with the program for two-years.

Wrestling

Scholarship Equivalencies

NCAA Division II Maximum--9.0				
	High	Low	Average	Millersville
PSAC	7.65	1.1	3.78	1.95

Edinboro has won eight conference championships in wrestling in the last decade. They also offer a conference high 7.65 scholarship equivalencies.³³

Coaching Staff

The head wrestling coach at Edinboro has been with the program for 13 years. He is full time with no additional responsibilities. He has a full time assistant who has been with the program for four years. He is also supported by two part time assistants.³⁴

³¹ KU Athletics Website, BU Athletics Website, 2008 EADA Data

³² EADA Division II Aggregate data

³³ PSAC Website>Wrestling Championships

³⁴ EU Athletics Website, 2008 EADA data

Among Division II institutions nationwide, 52% have a full time head wrestling coach with no additional responsibilities. 87% have him full time on campus. On average, Division II wrestling programs have 1.77 assistants. 41% of them are full time on campus, 27% have no additional duties.

95% of Division I head wrestling coaches are full time without additional responsibilities. The typical program has 2.29 assistants, one of whom is full time and has no additional responsibilities.³⁵

Consultants' Observations

MU is Division I in wrestling in name only. The head coach at Millersville is part time, with a part time assistant. Millersville's has not finished in the top half of the conference in the last seven years. The university's best Division I finish was 43rd in 1991. The last time a wrestler scored in the Division I championship was 2004.³⁶

AD's Note

Should we drop to D II? Will we be able to be more competitive at this level? Duquesne University dropped it's wrestling program – only four wrestling programs remain in our region, which means we will be the NCAA will have to identify a fit and location for MU regionally. The PSAC has DII programs; the possibility of a conference championship exists if we drop to Div. II. Shared facilities for matches with the basketball programs present scheduling challenges. The national wrestling office is in Manheim, PA. There is strong support for wrestling in our area.

³⁵ 2008 EADA Division I aggregate data

³⁶ NCAA Official 2009-10 Wrestling Championship Records

Field Hockey

Scholarship Equivalencies

NCAA Division II Maximum--6.3				
	High	Low	Average	Millersville
PSAC	6.03	0.06	2.82	0.06

Bloomsburg is the dominant program in field hockey with seven championships in ten years. They offered 3.39 equivalencies.³⁷

Coaching Staff

The Bloomsburg head coach has been coaching at the university 32 years. Her assistant has been with her four years. The head coach is a full time university employee with additional responsibilities. She also serves as head softball coach. Her assistant is full time also, he assists lacrosse as well. Bloomsburg is the most successful field hockey program in Division II.³⁸

Only 28 Division II institutions participate in field hockey. Half their head coaches are full time with no additional responsibilities. 72% are full time on campus. Division II institutions list 39 assistant coaches in field hockey. 93% of them are part time.³⁹

Consultants' Observations

Millersville has finished in the bottom half of the conference for ten consecutive years. MU has finished last three of those years. The university's first-year head coach posted the school's best record, 7-11, since 1999 last year. She is part time, with a part time assistant. Millersville provides less scholarship funding than any program in the conference.⁴⁰

³⁷ PSAC Website>Field Hockey Championships, MU data

³⁸ BU Athletics Website, 2008 EADA data

³⁹ EADA Division II Aggregate data

⁴⁰ PSAC Website, MU Athletics Website

AD's Note

We should identify the cost of elevating the head coaches to full-time. Currently, of the 10 conference institutions that sponsor the sport of women's field hockey, all but one institution (Millersville) employs full-time head coaches. As addressed in the AD's Note for the sports of baseball and men's soccer employing a full-time head coach increases the ability to minimize the costs associated with employee turn-over and establish a level of consistency that would benefit the program in the following areas: enhanced student-athlete welfare, quality of recruiting, alumni relations, fundraising, and ultimately success on the field. Comparable to our head baseball and men's soccer coach, Shelly is also exceptional in her abilities as recruiter and her ability to field a high quality team with little scholarship money. She also conducts summer camps and has the potential to generate additional revenue. Again, comparable to our head baseball and men's soccer coach, her level of productivity far exceeds the level of productivity to be expected from a part-time head coach. It is highly unlikely that with the position in its current classification, the department would be able to retain this coach, or be able to consistently build upon the level of success that this program is beginning to experience under the current head coach with another part-time coach.

In addition, field hockey is an extremely popular sport in our area. Maintaining a level of consistency within the coaching ranks with a coach that is involved in the local field hockey community (as our current coach is) could go a long way in solidifying Millersville's women's field hockey program as a perennial championship contender within our conference. Also, it is important to note that the position was classified as full-time in the past. Elevating the position to full-time would simply return the position to its original FTE. We should also determine the

cost to bring scholarships to conference average. There appears to be potential to be very successful with minimal scholarships.

Women's Lacrosse

Scholarship Equivalencies

NCAA Division II Maximum--9.9				
	High	Low	Average	Millersville
PSAC	2.05	0.41	1.09	0.58

West Chester has won eight of the last ten conference championships in women's lacrosse. They offered 1.34 scholarship equivalencies.⁴¹

Coaching Staff

West Chester's head coach has been with the program for 12 seasons. She is full time with no additional responsibilities. Her assistant is also full time.⁴²

Of the 47 Division II lacrosse programs for women, 54% have a head coach that is full time without additional responsibilities. 68% of the head coaches in Division II are full time on campus. They average 1.24 assistants, 88% are part time.⁴³

Consultants' Observations

Millersville has been a .500 program in the PSAC for the last decade. The programs long-time head coach (32 years) gets much of the credit. She is full time at MU with no other responsibilities and has a part time assistant. Given that MU ranks 11th in scholarship allocations, out of the 13 schools that play lacrosse in conference, a .500 winning percentage is a very good outcome and indicative of the value of continuity and the retention of staff

⁴¹ WC Athletics Website, MU data

⁴² WC Athletics Website, 2008 EADA Data

⁴³ EADA Division II Aggregate data

AD's Note

Currently, the head coach does not generate additional funds for scholarships. A structure is currently being put into place to assist the head coach in generating more revenue to increase the amount of scholarship allocations for her sport.

Women's Basketball

Scholarship Equivalencies

NCAA Division II Maximum--10.0				
	High	Low	Average	Millersville
PSAC	9.3	2.14	4.88	6.0

California PA has won four women's basketball titles, while Indiana University has won three. They have offered 9.3 and 6.31 scholarship equivalencies.

Coaching Staff

The IUP and Cal U women's basketball staffs include a full time head coach with no additional responsibilities. IUP has a full time assistant and a part time assistant. Cal U has a full time assistant and two part time assistants.

Among all NCAA Division II programs, 94% employ their head coaches in women's basketball full time. Approximately 62% require no additional duties from them. Most schools employ two assistants. 73% of them are part time.⁴⁴

Consultants' Observations

In the only sport in which it is above average in scholarship equivalencies, Millersville won the conference championship in 2005 and has won the Eastern Division title five times.

⁴⁴ EADA Division II Aggregate data

Like other quality programs in the conference, Millersville has a full time head coach who has been at the university for 19 years. She gets much of the credit for the program's success. She is assisted by a full time coach with 16 years at Millersville. She also has a part time assistant.

AD's Note

Mary raises 60-75% of her scholarship money through summer camps and golf tournaments. She has been doing this since she has been at MU.

Women's Tennis

Scholarship Equivalencies

NCAA Division II Maximum--6.0				
	High	Low	Average	Millersville
PSAC	3.75	0.13	0.92	0.18

Cal U has won the last three women's tennis championships. They also have the highest equivalency rate by far, 3.75. Prior to that, Bloomsburg had won three consecutive championships they currently provide .76 equivalencies.

Coaching Staff

Cal U has a full time head women's tennis coach with no other responsibilities. He has been with the program for eight years.

The average women's tennis program head coach in Division II is part time. 55% of the coaches are full time at the institution. Only half the programs in the country have assistants. Of those, 99% are part time.⁴⁵

⁴⁵ EADA Division II Aggregate data

Consultants' Observations

Millersville has won only two matches in the conference during the last two years. The university ranks second to last in scholarship allocations. MU has a part time tennis coach with responsibility for both the men's and women's programs. She has a part time assistant. She has been with the program two years.

Women's Soccer

Scholarship Equivalencies

NCAA Division II Maximum--9.9				
	High	Low	Average	Millersville
PSAC	4.83	0.89	2.23	0.89

Women's soccer is one of the rare sports in the PSAC where championships are not directly tied to scholarship allocations. West Chester has won three of the last four conference titles. They offered .93 scholarship equivalencies. Other contenders with multiple championships are Lock Haven with three and Slippery Rock with three early in the decade. Lock Haven provided 1.5 and Slippery Rock offered 3.83 scholarship equivalencies.⁴⁶

Coaching Staff

West Chester employs a full time head coach with no additional responsibilities. She has three part time assistants. The Lock Haven head coach is in her fifth season. She is full time with no additional responsibilities and she has a graduate assistant. Slippery Rock's head women's soccer coach has been with the program for 15 years. She has one full time and one part time assistant, as well as a graduate assistant.⁴⁷

⁴⁶ WCU, LHU, SRU Athletic Websites, MU data

⁴⁷ 2008 EADA data, WCU, LHU, SRU Athletic Websites

50% of head women's soccer coaches nationwide are full time without additional responsibilities. 74% are full time at their institutions. The average number of assistants around the country is 1.4, 95.5% of them are part time.⁴⁸

Consultants' Observations

Millersville ranks last in scholarship allocations in women's soccer. Its best finish in the last five years was 11th in a field of thirteen.⁴⁹ Where the top programs in the league have full time head coaches, MU's is part time with a part time assistant.

Women's Volleyball

Scholarship Equivalencies

NCAA Division II Maximum--8.0				
	High	Low	Average	Millersville
PSAC	6.09	0.29	2.75	0.64

Cal U and Lock Haven have won 9 of the last ten volleyball championships. Cal U used 6.09 equivalencies, while Lock Haven used 4.25.⁵⁰

Coaching Staff

Cal U has a full time head coach and a full time assistant They are each in their second year at the university. Neither coach has additional responsibilities. Lock Haven's head coach has been with the program 19 years. He has a full time assistant with no additional responsibilities also.⁵¹

⁴⁸ EADA Division II Aggregate data

⁴⁹ PSAC Website>W's Soccer

⁵⁰ PSAC Website>Volleyball, MU data.

⁵¹ Cal U, LHU Athletic Websites, 2008 EADA data

Slightly more than half the head volleyball coaches in Division II have full time coaching responsibilities. 84.3% are full time on campus. They average 1.3 assistants 90.5% of whom are part time.⁵²

Consultants' Observations

MU's last winning season in volleyball was 1999, when the program was 9-1 in conference and 15-11 overall. The problem, as with most the university's programs, is scholarship. MU ranks 13th out of 14 in scholarship allocations in volleyball. Millersville meets NCAA averages for its coaching staff, with a fulltime head coach and part time assistant.

AD's Notes

The position used to be part-time. It was changed to full-time under the previous administration.

Women's Swimming

Scholarship Equivalencies

NCAA Division II Maximum--8.1				
	High	Low	Average	Millersville
PSAC	5.02	0.77	2.2	0.77

West Chester has won seven of the last ten conference championships. Clarion has won the other three. The two programs offer the most scholarship equivalencies as well. West Chester offers 4.69, Clarion 5.02.⁵³

Coaching Staff

West Chester and Clarion both offer swimming and diving for men and women. Each has a staff to support both genders. Each has a full time head coach. West Chester's has been

⁵² EADA Division II Aggregate data

⁵³ PSAC Website>Swimming and Diving, MU data

with the program 23 years. Clarion's head coach has been with the university 10 years. Each program has a full time diving coach. West Chester's has been with the program 38 years. He was an administrator at the university and has since retired. Clarion's head coach has been with the institution 19 years. Each of the programs has an additional full time assistant coach.⁵⁴

The West Chester and Clarion staffs are similar to most Division II programs swim programs in that they serve both genders. They are unusual in having as many full time assistants as they do. Only 17 of the 112 assistant swimming coaches listed for Division II programs were full time. Division II schools average 1.58 assistants.⁵⁵

Consultants' Observations

Millersville has never won a swimming championship and regularly finishes in the bottom third in the conference. MU is out of the main stream by only offering swimming for a single gender. Since it cannot achieve the staffing economies available to coed programs, it is understaffed, relying on part time coaches. The program also has the lowest scholarship levels for any women's swimming program in the conference.

AD's Note

The facilities are average. No plans exist for a new facility. Adding a men's program is not an option. Kyle runs an aquatic club and raises significant funds. If we elevate him to full-time he could raise the salary difference. The pool is shared by clubs, intramurals and the local high school swim program. Because time is limited the possibility of generating additional revenue is limited.

⁵⁴ CU, WCU Athletics Websites, 2008 EADA data

⁵⁵ EADA Division II Aggregate data

Softball

Scholarship Equivalencies

NCAA Division II Maximum--7.2				
	High	Low	Average	Millersville
PSAC	4.42	1.08	2.65	1.42

Lock Haven has become the dominant force in softball with four consecutive PSAC championships. They are also the institution that provided a conference high 4.42 scholarship equivalencies.⁵⁶

Coaching Staff

Lock Haven's head coach has been with the program for seven years, one as head coach. The coach is full time with no additional responsibilities. Lock Haven has one full time assistant with no other responsibilities.⁵⁷

45% of head softball coaches, at the Division II level, are full time with no additional responsibilities. 73% are full time on campus. Programs average 1.54 assistants, almost all of whom are part time.⁵⁸

Consultants' Observations

Millersville has never finished higher than fourth in its division. It has never won a conference championship. The program has a full time head coach who has been with the program for 16 years, but she and her part time assistant cannot overcome the fact that their scholarship allocations are among the lowest in the conference.

⁵⁶ PSAC Website>Softball

⁵⁷ LHU Athletics Website, 2008 EADA data

⁵⁸ EADA Division II Aggregate data

AD's Note

Currently, the head coach does not generate additional funds for scholarships. A structure is currently being put into place to assist the head coach in generating more revenue to increase the amount of scholarship allocations for her sport.

Men's and Women's Cross Country/Track and Field

Scholarship Equivalencies

NCAA Division II Maximum--Men 12.6, Women 12.6				
	High	Low	Average	Millersville
Men	2.46	0.17	1.31	0.17
Women	6.62	0.44	2.43	1.92

Edinboro has been dominant in cross country with 14 championships for men and women in the last decade. They offer 1.69 equivalencies for men and 2.14 for women. When Edinboro failed to win a men's cross country championship Lock Haven did. In addition to their five cross country titles, they won six men's track and field titles and three women's championships. They offer 1.69 equivalencies for men and 2.41 for women.

Slippery Rock has won a total of 13 championships in indoor and outdoor track and field over the last decade, 11 of them were in their women's program. They offer 2.46 scholarship equivalencies for men and 6.62 for women. Shippensburg has won 10 championships in cross country/track and field combined. They allocate 2.44 scholarship equivalencies for men and 4.35 for women.⁵⁹

⁵⁹ PSAC Website>Cross Country, Track & Field, MU data

Coaching Staff

Edinboro's head coach has been with the program for 41 years. He coaches both men and women and has responsibility for indoor and outdoor track and field, as well as cross country. He is full time with no other responsibilities. He is assisted by three part time coaches, two are volunteers.⁶⁰

At Slippery Rock, the head coach has been with the program 23 years. He has two full time assistants who have been with the program for 4 years and 5 years respectively. He also has seven part time assistants, two of whom are graduate assistants. They are also responsible for both genders and for cross country.⁶¹

Shippensburg's head coach has been with the university 12 years. He has five part time assistants that have been with the program for 4-16 years.⁶²

The average cross country/ track and field program in NCAA Division II has a head coach and two assistants. Over 80% of head coaches are full time on campus and have additional responsibilities (often coaching both genders). Their assistants are generally part time employees.⁶³

Consultants' Observations

Millersville's scholarship commitment to cross country/track and field was lowest among all PSAC members. Millersville has never won an indoor track and field championship for men or women. Its most recent outdoor championship for men was 40 years ago. MU women won a championship 14 years ago. Millersville has never won a championship in women's cross country. Its last championship in men's cross country was 31 years ago.

⁶⁰ EU Athletes Website, 2008 EADA Report.

⁶¹ SRU Athletics Website, 2008 EADA data

⁶² SU Athletics Website, 2008 EADA data

⁶³ EADA Division II Aggregate data

Millersville has separate head coach positions for track and field and cross country. One started in 2008, the other has been with the program for four years. Both men coach both genders. Track has two additional part time assistants.

AD's Note

Part-time assistants are .25 time and limited to 9.25 hours a week. FLSA regulations impact this program significantly.

With few exceptions, scholarship funding and seasoned coaching staffs have lead to success in the Pennsylvania State Athletic Conference. With the exception of men's basketball and women's soccer, where turnover appears to be relatively high among conference coaches, programs with full time coaches in place for five years or longer tend to be more successful. With rare exception, conference programs with scholarship funding at or above the average in the conference have prevailed for the last decade. In nine conference sports, the program with the best scholarship funding has been dominant.

IV. Options

Millersville must determine the appropriate size and scope for its athletics program. Since its options are limited by its location and long standing traditions, its best fit continues to be membership in the Pennsylvania State Athletic Conference and NCAA Division II. If that assumption is correct, and if the university wants to provide its student-athletes with the opportunities to be successful that they expect, it must increase its budget to a level where success is possible or reduce the scope of its program to match its resources.

Increase Funding

If the university were determined to maintain its current sports configuration and accept its obligation to fund the program at a level equal to the NCAA and/or PSAC averages, it would need to allocate substantial additional resources to the program. This approach seems highly unlikely, based on discussions with the Vice President for Student Affairs.

Budget Increase to Reach NCAA and PSAC Averages

	Men	Women	Total
NCAA	\$368,924	\$566,667	\$935,591
PSAC	\$432,398	\$258,567	\$690,965

In fact Millersville, like many institutions, has been impacted by the economy and is evaluating programs for their value to the core mission of the institution. In order to preserve its core mission the institution may choose to reduce funding for athletic programs. If that is true, the size of the funding cut would have to be factored in to determine what size program is sustainable.

Reduce Scope

If the university were to determine that it must reduce the scope of its program to match the resources it has available, it would need to reduce its program by a substantial number of student-athletes. Based on the average expenditures per student-athlete described earlier in this assessment, the following reductions will be required. If, due to budget issues, the scope of the program has to be reduced further, the number of student-athletes that can be served effectively would have to be adjusted accordingly.

**Student-Athlete Reductions
to Achieve Averages**

Male Student-Athletes		
	Total	Reduction
NCAA	260	38
PSAC	255	43

Female Student-Athletes		
	Total	Reduction
NCAA	187	50
PSAC	211	26

Reductions of this scope would still leave the university with a program larger than many in the league, and substantially larger than the average in Division II. Unfortunately, it would also leave the program with gender imbalances similar to those it faces now.

If the university had to reduce funding by an additional \$150,000, it would need to reduce its student-athlete population by roughly 18 additional student-athletes to meet conference averages for funding those that remain.

Other considerations

Other considerations that should be included in the university's deliberations include:

- Institution's commitment to gender equity
- Sports tradition at the institution
- Community commitment and support for particular sports
- Institution's capacity to sustain financial support
- Fund raising potential
- Facilities

V. Recommended Actions

Millersville University is not in a position to simply increase funding to the level of its competitors. Nor is it in a position to reduce the size of its program to fit its resources. The

President and Vice President for Student Affairs have made it clear that significant additional funding will not be forthcoming in the foreseeable future. In fact, the Vice President stated that approximately \$150,000 will be reduced for the 2010-2011 academic year. They have also made it clear that significant sports reductions, particularly among women's sports, would not be acceptable.

As a result, the consultants have focused on efficient use of existing resources and revenue generation as the means to improve Millersville athletics.

Efficient Use of Resources

1. Reduce the size of the athletics program through effective roster management.

While it may not be possible to achieve the Title IX proportionality standard immediately, it is possible to balance MU sports participation into balance where equal numbers of men and women compete by capping men's sports and setting roster targets for women's sports. This approach has the added advantage of reducing costs. Based on 2008-9 EADA data, consider establishing the following roster sizes:

Roster Size Targets

	Men		Women	
	Current	Target	Current	Target
Baseball	35	25		
Basketball	18	15	18	18
XC/T&F	90	70	88	90
Field Hockey			19	20
Football	86	80		
Golf	12	10	0	10
Lacrosse			24	25
Soccer	26	24	20	24
Softball			18	20
Swimming			20	20
Tennis	12	12	13	15

	Men		Women	
	Current	Target	Current	Target
Volleyball			17	18
Wrestling	19	18		
Total	298	254	237	260

2. **Eliminate indoor track and field, focus on cross country and outdoor track and field programs.** Employ one full time head coach and use four part time assistants during the outdoor season. Since part time coaches are limited in the number of hours they can work, concentrate their time in the outdoor season rather than divide it between indoor and outdoor seasons. This will relieve some facilities management concerns. It will also save considerable travel expense.
3. **Reduce away contests in sports where over night travel is required.** Considerable saving could be realized by eliminating one or more overnight trips in sports such as baseball, softball and tennis.
4. **Reduce or eliminate over time payments to assistant coaches by specifying weeks when they will not work and by reducing the work week from five days to four when their sports are not in season.** Require head coaches to develop calendars for their assistants that emphasize time required during the season and reduce the time out-of-season. Coaches may be concerned with recruiting activities, but they can be dealt with in a four-day week format. For programs with more than one assistant, coaches can stagger four-day weeks to maintain office hours over five days.
5. **Adopt a university policy that requires campus departments to provide services to one another at cost.** When universities are confronted with cost cutting, one department may use its services as a profit center, while the department benefitting from the services

must absorb both the profit and the cost. For example, pre-season practice for football may allow campus food services and on-campus housing an opportunity to “profit” while athletics pays more than real costs to provide required services to student-athletes. O&L refer to this approach as the “Rob Peter To Pay Paul” school of university management.

In a more enlightened university environment, departments charge only real costs without “overhead” or “profit.” In less enlightened environments, departments often take their programs off campus to less costly locations. MU athletics should negotiate for an “enlightened” approach, but have an alternative ready if negotiations are not successful.

6. **Use saving form the recommendations above to increase part time head coaches to full time status.** As noted throughout this assessment, part time coaches result in high turnover and unsuccessful programs. The reductions/efficiencies noted above are far less painful than continuing to sponsor sports that will never be successful.

Revenue Generation

1. **Employ a fundraiser in athletics with a direct reporting line to the Director of Athletics and a dotted line relationship to the Development Office.** Athletic fundraising differs from university development functions in significant ways. MU has not been as successful as it could be in developing an athletic booster organization, corporate partners program or annual fundraising activities. According to people interviewed both inside and outside athletics, there is a tension and lack of trust between athletics and university development staff members. While the university must maintain coordination in its cultivation and solicitation activities, by maintaining a reporting relationship to University Advancement, having a person working in athletics who

understands athletic fundraising is critical to addressing the program's short and long term financial issues. It is also highly desirable to have the development office handle donor recognition and accounting for gifts received and funds generated in support of athletics.

2. **Require all head coaches to actively engage in structured fundraising activity.** All head coaches have fundraising as a part of their job assignments, but their efforts are uncoordinated. Some coaches (women's basketball) are doing excellent work while others do little or nothing. The athletics fundraiser should coordinate coaches' efforts in support of program-wide efforts.
3. **Develop a functional booster organization for all sports.** O&L are concerned that early efforts to develop a program-wide booster organization and sport-specific efforts (football) are not structured in a manner to be successful and maximize fundraising potential. A fully functioning booster organization must have clearly defined goals and defined booster benefits. An athletics professional coordinating its activities is essential. The athletics fundraiser can develop a proper booster benefits program and, along with the Director of Athletics, articulate to boosters their purpose and goals.
4. **Develop program-wide fundraising events and friend-raising activities.** Successful Division II programs use fundraising events and friend-raising activities to cultivate supporters. For example, the Diet Pepsi/UNO Women's Walk is the marquee fundraiser for women's athletics at University of Nebraska, Omaha. Last year's walk had more than 700 participants and raised more than \$200,000 net.⁶⁴ The annual Celebrity Dinner & Sports Auction at Humboldt State University nets close to \$200,000 every year for

⁶⁴ UNO Athletic Website>Women's Walk>History

athletic scholarships.⁶⁵ These are stand alone events that compliment the institution's overall fundraising efforts. Well established fundraising programs at Division II institutions are capable of generating \$300,000-500,000 annually.

5. **Develop an athletic department corporate partners program.** At the Division II level businesses are given a variety of levels from which to choose to partner with athletics. They generally receive signage packages in sports facilities, game sponsorships, and tickets as part of partnership packages. While cash partners are the first priority, partners may also enter into trade agreements, ranging from advertising in the media to local lodging and meals for recruiting. A realistic target for a corporate partners program at the Division II level is \$25,000-50,000 annually.
6. **Restructure sports summer camps based on a university priority to generate income for athletics scholarships.** Consider prioritizing sports camps in three categories. Category one would consist of university-owned camps focused on generating net income to support athletic scholarships. Category two camps would include privately owned camps providing significant scholarship dollars for a particular sports program. Category three camps would be privately owned and would only contribute scholarship monies based on the university's current facilities fee arrangement. Give camp directors scheduling priority based on the category they fall in.
7. **Cultivate student interest in the athletics program.** This is a best practice among public universities that relay on student fees to support athletics. Developing student booster organizations, special student seating (rooting) sections, T-shirts, rallies, tailgates,

⁶⁵ Lumberjack Website>Celebrity Sports Auction>Additional Information

etc. can increase the game day experience and make athletics an important part of student social activity. The result is greater financial support for athletics.

8. Use fundraising activities and camp revenue to increase scholarship funding.

Millersville is fortunate that PSAC public university members do not fully fund scholarships for their sports programs. - As a result, the university can move many of its programs into a competitive position without large additional scholarship investments. Assuming that the cost of a full equivalency (tuition, fees, room, board and books) is approximately \$13,500. Millersville could bring some of its sports to conference averages with modest investments.

Equivalency and Dollar Commitments to Achieve PSAC Averages in Men's Sports

	Current Equivalency	Target Equivalency	Current \$ Amount	PSAC Average \$ Amount	\$ Required to PSAC Average
Baseball	0.77	1.65	\$10,395	\$22,275	\$11,880
Basketball	2.27	4.69	\$30,645	\$63,315	\$32,670
M's XC/T&F	0.17	1.31	\$2,295	\$17,685	\$15,390
Football	4.85	11.80	\$65,475	\$159,300	\$93,825
Soccer	0.32	1.65	\$4,320	\$21,060	\$16,740
Wrestling	1.95	3.78	\$26,325	\$51,030	\$24,705
Total	10.33	24.88	\$139,455	\$334,665	\$195,210

Although the total number may seem formidable, it is achievable when broken down by sport. Boosters respond well to helping to provide scholarships for student-athletes. Often, sport-specific groups can generate significant support if their efforts are properly focused. Such focus must be provided by athletics professionals working in a cooperative relation with university development staff members. The combined fundraising recommendations above are also fully capable of funding scholarships at this level.

	Current Equivalency	Target Equivalency	Current \$ Amount	PSAC Average \$ Amount	\$ Required to PSAC Average
W's XC/T&F	1.92	2.43	\$25,920	\$32,805	\$6,885
Field Hockey	0.06	2.82	\$810	\$38,070	\$37,260
Golf	0.00	1.42	\$0	\$19,170	\$19,170
Lacrosse	0.58	1.09	\$7,830	\$14,715	\$6,885
Soccer	0.89	2.23	\$12,015	\$30,105	\$18,090
Softball	1.42	2.65	\$19,170	\$35,775	\$16,605
Swimming	0.77	2.20	\$10,395	\$29,700	\$19,305
Tennis	0.18	0.92	\$2,430	\$12,420	\$9,990
Volleyball	0.64	2.75	\$8,640	\$37,125	\$28,485
Total	6.46	18.51	\$87,210	\$249,885	\$162,675

Beginning a booster supported fundraising activity like a Women's Walk that is specific to women's sports may be an excellent way to achieve the level of support needed to reach conference averages.

VI. Conclusion

The general sentiment expressed by the people O&L interviewed, that are not a part of the university administrative structure, was that the President and Executive staff give lip service to improving the competitive level of the Millersville program, but are unwilling to take the steps needed to become successful. If one looks at the university's response to the Blue Ribbon Task Force report presented in 2006, one could conclude that the perception is accurate.

O&L have observed that the best programs in the country require serious institutional commitment. That normally begins with the president and her/his executive team. For Millersville to build a successful athletics program will require a radically different approach than the one currently in place. The program is very large, by Division II standards, it is underfunded, and it is unfocused. A reformatted program will, by necessity, need to be smaller, but it must also be gender balanced. It must be properly funded and it must focus on university

priorities for athletics. Since budget priorities will not allow the university to divert funds from other sources to achieve its stated desire to have a successful athletics program, the only alternative to continuing its downward spiral will be to use existing resources more effectively and generate more revenue. The assessment provides strategies for both.

O&L hope the Executive Council and President McNairy will consider the recommendation we have provided. To succeed, new strategies must be formally adopted, and when the process is complete, they must have unwavering support from the administration.

Oliver & Lindemenn Athletic Consulting Inc. wish to thank President McNairy, Vice President Breaux, Director of Athletics Kaufman and all the fine people we met, inside and outside athletics, for their openness and candor during the visit.

