University of Wisconsin-Stevens Point

State of Athletics Report

July 20, 2016

I Background

The UW-Stevens Point athletic department has a storied history. The first known date of competition was a football game in 1895. Men's basketball was added in 1897 and then there were many years between basketball and the next addition. The fifties proved to be a time of growth for the men's program. Wrestling and men's cross-country were added in 1951, as well as men's track & field in 1952, and baseball and men's golf in 1955. Men's tennis was added sometime in the fifties or sixties. Swimming and diving for men were added in 1962 with ice hockey rounding out the men's offering in 1981. Men's tennis was discontinued in the mid eighties and men's golf was eliminated as a varsity sport in 1995.

Although we are not positive when the first women's program was officially established as a varsity sport, the earliest varsity program may very well have been women's field hockey. Records indicate that the program was re-established in 1965, which would indicate that it was established much earlier but dropped for one reason or another. The program was discontinued for good in 1985 due to a lack of competition within a reasonable distance.

The mid to late sixties were a time of growth for women's sports at UWSP. Not only was field hockey re-established, but basketball was added in 1965, along with track and field; tennis was added in 1966; swimming in 1968; and, gymnastics in 1969. Gymnastics was discontinued in 1976 due to a change in conference rules that required it to be a year-round program. Volleyball was also added some time in the mid-sixties.

Although growth was a bit stagnant in the seventies, the eighties and nineties saw the addition of an additional five sports for women: cross country in 1980; softball in 1981; and, soccer in 1987. Golf was added in 1996 and ice hockey began varsity competition in the 2000-01 academic year.

II Organizational Structure/Design

As of July 1, 2015, the UWSP athletics department is part of the Division of Student Affairs. Prior to 2015, athletics operated as part of the College of Professional Studies.

The Mission Statement, endorsed by both the Student Athlete Advisory Committee and the Coaches Committee states; "We in the Department of Athletics facilitate student-athlete development by assisting them in their efforts to achieve academic and athletic excellence. We provide an environment that supports the educational mission of the university and also gives students competitive athletic opportunities and experiences."

The department of athletics has 20 varsity sports, 11 women's and 9 men's, and all but two have on-staff coaches. The coaches are supervised by the director of athletics, who reports directly to the Vice Chancellor for Student Affairs.

The varsity sports are designated as either Level I (flagship) or Level II (non-flagship) sports. Men's and women's basketball, men's and women's ice hockey, volleyball, and football are the designated Level I sports. All other sports are designated Level II sports. The coaches of the Level I programs receive .75 release time for coaching and several have on-staff assistant coaches and additional dollars for recruitment. The level II coaches are either .50 release for coaching or are part-time coaches.

Planning in the athletic department has typically been limited to the budgeting process and projecting what athletic interests will be in the future.

III Strategic Issues

A. Gender Equity – this issue clearly drives many of the decisions made in this day and age in many athletics departments. Because we are not "substantially proportional" given our sports module, we believe we are in compliance with Title IX by effectively accommodating the interest and ability of the underrepresented sex. However, a survey of our female student body may be necessary to support our beliefs. The last survey was completed in the 90's. In addition, consideration should be given to expanding our women's sport module to demonstrate a continued history of expansion since it has been 16 years since we added a women's sport.

B. Sports Module – although our sports are tiered, we attempt to provide all of our programs with the opportunity to compete and be competitive. If resources become more scarce, should the department attempt to maintain an overall competitive program, allocate resources based on an attempt to keep some programs at a higher level, or drop some programs?

C. Community Support – although the number of season ticket holders has been reduced in the last decade, the program with the majority of season ticket holders, men's basketball, is still very strong and competitive,

D. Facilities – we currently use off-campus facilities for both ice hockey and football. These facilities, Goerke Field (football), Willett Arena (men's ice hockey), and Ice Hawks Arena (women's ice hockey) are owned and operated by the city of Stevens Point or Portage County Youth On Ice. Although we rent ice time for both practice and games for ice hockey, we only rent the football field for games. Over the past decade we have been able to complete major upgrades to both our indoor and outdoor facilities.

E. Organization Culture – at times the designation of flagship/non-flagship sports creates some interesting dynamics among staff. This issue becomes problematic because of the perceived disparity in staffing among sports, and the allocation of greater resources to those designated as "flagship."

F. Compliance – with the continued expansion of the NCAA manual and increased legislation, educating staff members on campus continues to be a challenge. In addition, the recent NCAA inquiry in to allegations made against our men's basketball program will certainly make the need for compliance education a priority.

G. Competition – many of our programs are experiencing difficulty scheduling non-conference competition. Because of the competitivness of the WIAC, many Division III institutions will not play us.
H. Capping – the WIAC had a conference rule regarding capping men's sports but that cap has been lifted. Now, we face the prospects of increased roster sizes to assist the campus with Enrollment Management. If that becomes an expectation, additional resources must accompany the expansion or it will be unmanageable.
I. Marketing/Promotion – although this community has been very supportive of our athletics program, there appears to be increased competition for the entertainment dollar. As athletic entertainment, we are not only in competition with other sports programs, but also with other non-athletic recreation and entertainment events.
J. Security – the security and cleanliness of our building and facilities has improved tremendously over the past several years. The hiring of a Facilities director has also minimized scheduling and security issues.

IV External Environmental Analysis

A. Intercollegiate Competition
   1. Opportunities – because of the pressure to maintain a competitive position, some resources become available that normally may not be available. The need to remain competitive often drives giving and support.
   2. Threats – as in many professions there is increased pressure to "keep up with the Jones." There are times that resources get stretched beyond reason because of the pressure to maintain a competitive advantage with facilities, equipment, travels, etc. This "arms war" may very well be the downfall of providing a broad-based sports module.

B. Competition (Local Entertainment)
   1. Opportunities – as more youth get involved in sports and activities, working together with some of the local schools and organizations, and co-sponsoring events, may increase support and attendance by both the youth and their parents.
   2. Threats – with the increased number of sports and activities for youth and adults, the support and attendance at some university athletics events has declined slightly. The conflicts appear to be more in the area of time than money.

C. Financial Support
   1. Opportunities – Student Affairs recently hired a Director of Development to assist with fund-raising efforts . We have identified several sources and projects that may lead to new streams of revenue and look forward to working closely with the Development Director.
   2. Threats – with more student organizations seeking funding at the university, and more local organizations being involved in direct fund-

raising campaigns, the competition for advertising, promotional, sponsorship dollars is fierce. The advertising/promotional budgets for local businesses are being stretched.

D. Campus Politics
   1. Opportunities – with the academic success of our athletes, an average GPA of better than 3.0 for over 500 student-athletes, we have been able to educate the campus community on the merits of our athletic program and how it compliments the academic program and helps the university achieve its mission.
   2. Threats – although the university community continues to support athletics, as financial resources become more limited across campus, questions may arise regarding the priority of athletics on campus.

E. City Facilities
   1. Opportunities – since we do not have an ice arena and a football stadium, we are not responsible for the maintenance and upkeep of those facilities. Our dollars can be spent in other areas. We have estimated the cost of building and maintaining both a football facility and an ice hockey facility, and renting is the most financially feasible approach.
   2. Threats – since we compete in three off-campus facilities, Willett Arena, Ice Hawks Arena, and Goerke Field, and do not have ice hockey and football facilities of our own, we are at the mercy of the city regarding usage and rental. At times we are unable to get the practice times we need at the Willett and must absorb fee increases without recourse. Also, with the increasing cost of ice time and the limited potential to generate additional revenue streams (lack of concessions, arena signage, etc.) we are in a position of dependency with the city and they may be able to leverage us into an unfavorable financial position.

F. Conference and NCAA Affiliation
   1. Opportunities – the reduction in access to national championships puts more emphasis on winning conference championships. Also, the number of new teams joining the NCAA gives our teams more opportunities for non-conference scheduling.
   2. Threats – with the increase in the number of teams joining the NCAA at the Division III level, and the automatic qualifier system, it will continue to be difficult to gain access to national tournaments. Discussions regarding the future of Division III continue at the national level and may present some interesting challenges in the future regarding how we compete.

V. Internal Environmental Analysis

A. Gender Equity

1. Strengths – Title IX certainly serves as a means of encouraging our department to continually evaluate our sports module and the interest and ability of our female students, as well as increasing opportunities and expanding our offerings.

2. Weaknesses – with the inability to achieve proportionality, without dropping more men's sports, we are always at risk of having someone challenge our compliance with Title IX. Although we believe we are accommodating interest and ability, the only objectively measured method of compliance appears to be achieving proportionality.

B. Sports Module
   1. Strengths – the existing sports module, 11 women's and 9 men's teams, certainly creates a broad spectrum of opportunities for the students at UWSP
   2. Weaknesses – the most obvious issue with our sports module is the continued pressure to add opportunities for women when we have difficulty funding all of the programs in our existing module. The men's programs are the ones at risk since, given the existing participation ratios, it would be ill advised to drop a women's program with the existing Title IX climate.

C. Facilities
   1. Strengths – since we have two separate basketball facilities it gives us the opportunity to schedule practices for comparable sports during prime time hours. This is a luxury many Division III institutions do not have. In addition, many of our facilities have received recent upgrades and are in very good shape.
   2. Weaknesses – since we don't own our own facilities for ice hockey and football we are often at the mercy of those who control the usage of those facilities. Scheduling practice times is often difficult unless we accept hours during the peak class times. This is especially a problem with ice hockey. Regarding our own facilities, between the demand from outside users and the increased emphasis on non-traditional seasons, pressure on our facilities mounts. This often creates scheduling problems since so much of the scheduling must be done so far in advance.

D. Equipment
   1. Strengths – we have been fortunate to have the support of both the risk management and business affairs offices in times of great need. The administrators in those offices have been very willing to work with us to address equipment needs that present liability concerns for us.
   2. Weaknesses – although we attempt to maintain an adequate replacement schedule for equipment, non essential equipment is often one of the first items cut from budgets, along with uniforms, during tough budget cycles.

In addition, we are also very dependent on support services to service equipment that is in need of repair.

E. Staffing/Personnel

1. Strengths – because we have designated some of our sports as flagship sports it allows us to give those sports additional resources and ensure that they remain at a competitive level.
2. Weaknesses – this continues to be an area that presents significant problems in our department because of the manner in which we designate our sports. The coaches of those sports designated as "flagship sports" get far greater release time than those which do not have the flagship designation. In addition, only some flagship sports have departmentally supported on-staff assistant coaches. At times, this creates morale problems and staffing issues. Another concern in this area is the low salaries for assistant coaches, which occasionally promotes turnover.

F. Budget/Finances

1. Strengths – the Central Wisconsin community has demonstrated both the willingness and ability to support our program in the past and we will continue to nurture and cultivate that support.
2. Weaknesses - few issues, if any, pose as great a threat to our program as finances. Several issues are worth noting. First, because we do not own and operate our own facilities for football and ice hockey, we only generate a portion of the revenue for concessions for those home events. In addition, due to city ordinances on outside signage in the city, we are restricted in our ability to generate dollars from signage at football, ice hockey, baseball and fastpitch.

   Secondly, our reliance on "soft money" makes budgeting very difficult. Specifically, although Student Government has been very good to us in the past several years, the constant turnover in SGA officers poses a constant threat. We are constantly trying to educate the SGA officers on the need for student funding. We also rely heavily on dollars generated through ticket sales, sponsorships, signage, promotions, and general fund raising such as phonathons, direct mail campaigns, program advertising, etc. Approximately 35% of our operating budget is generated through these fund raising efforts.

   Since we have been successful the past several years in some of our more visible programs, we have been able to generate an acceptable level of financial support in the community. However, we remain concerned about the future if our competitiveness and success do not continue at the same level.

G. Student-Athlete Eligibility

1. Strengths – because of the more restrictive eligibility rules, we know that our students who are eligible as freshmen stand a greater chance of succeeding in college than an athlete who comes and is a questionable student. This helps minimize the amount of time and effort spent monitoring academics for marginal students.
2. Weaknesses – the WIAC has more restrictive eligibility requirements than the NCAA. At times, athletes who are eligible at other Division III institutions are not eligible to compete in our league. On occasions, we lose those athletes when we are recruiting them.

H. Admissions/Academics
1. Strengths – as indicated earlier, the need to monitor academic progress is reduced because of the selective nature of our admission process. Our incoming freshmen almost always come to us having graduated in the upper half of their senior class, with a demonstrated ability to succeed in college.
2. Weaknesses – since our admission requirements are higher than many of the other Division III institutions we recruit against, it is sometimes difficult to gain admission for some athletes who are average high school students.

I. Booster Clubs
1. Strengths – because "cause related" or "designated" giving is an easier way to raise money, we are able to raise more for specific sports than we would be for athletics in general. When we solicit for a specific cause or sport, potential donors can visualize what their contributions are being spent on. This makes their giving more likely than when we ask them to give for "the good of the cause."
2. Weaknesses - because of the large number (eighteen) of booster clubs within our department, general fund raising for the athletic department is difficult. Boosters often solicit our existing sponsors and tell them to designate their contributions to specific booster clubs which restricts the use of the money for general athletics. In addition, it is difficult to monitor the operations of so many booster clubs. Fortunately, most do not have executive boards and exist in name only, as a way of supporting their individual budgets.

J. Camps
1. Strengths – the opportunities to generate revenue from camps is noteworthy. Those coaches that view camps as an opportunity tend to supplement both their income and budgets to a much greater degree than those who choose not to run camps.
2. Weaknesses – because the department shares in some (approximately 10% of net) revenue generated by camps, we are dependent on the coaches to run camps. Although some coaches see camps as an opportunity to generate salary dollars for themselves and operating

revenue for their programs, others have become frustrated with the increasing number of university chargeback's and do not see camps as an opportunity.

K. Athletic Entertainment

1. Strengths – because they are now in our department we can coordinate half time at our events much better. We now also have more leverage when encouraging them to attend a wider variety of events, as well as addressing any concerns regarding liability and safety associated with some of their routines. We are also able to assist with some funding issues related to travel. The department also hired a coach for cheer and stunt.
2. Weaknesses – the athletic department recently inherited the cheer, stunt, and mascot's teams. Because none of our existing staff have experience advising these teams, we are being cautious regarding their routines. We also received some funding with this area but, as with all SGA funding, it is subject to change and it would be difficult for the athletics department to absorb these costs. With our lack of experience in this area, we are at the mercy of those participating to establish their own routines and recruit their own members.

VI Summary of Environmental Analysis

External - the area of most concern with the external environment is the issue of cultivating and maintaining financial support. Without the external financial support, we would not be able to operate our program at its current level. Some of those pressures are being driven by the competition and the need to keep up with the building and growth of our competitors. We seem to be in an arms race with our competitors. The other major concern is our reliance on usage of outside facilities and the increased costs associated with that usage.

Internal - the most pressing internal issues are maintaining an adequate level of funding for assistant coaches, and reporting lines. Although there are certainly opportunities in each of these areas, they typically represent threats to the manner in which we are conducting business.

Staffing continues to present a challenge, especially assistant coaching, because of the number of FTE positions we receive and the recent decisions to reduce assistant coaching funding. At this point, we will be looking to find a way to create Graduate Assistant positions to help increase our staffing needs. In addition, with the recent transition to Student Affairs, our staff is experiencing continued frustration with their collateral assignments and the funding for those positions.

Our reporting lines seem to be less of an issue as long as the current leadership in Student Affairs remains in tact. However, there is continued concern among staff as to where we may fit in if there is a change in leadership.

As with the external environment, our campus funding continues to be a challenge. Although Student Government has been supportive, we are operating our program at a bare bones level and still incurring some deficits.

VII Alternatives

Maintaining Status Quo – at this point if we maintain status quo it would be unacceptable. Right now, status quo means operating with fewer staff, and less funding than we need. However, we are committed to trying to keep all of the sports that currently exist in our sports module.

Re-Organize Immediately – an immediate internal re-organization seems unrealistic but discussions need to continue on resource allocation and coaching for each sport.

Assess Future Needs and Continue Exploring Alternatives to Achieving Those Needs - since funding is typically at the root of all the concerns, we need to work with the Development Director and Vice Chancellor to develop a long-range strategic plan to solve many of the financial concerns. In addition, a plan for the addition of staff should be in place. This plan should include serious consideration for the addition of some on-staff assistant coaches for some of our programs and the funding for Graduate Assistant positions. Although this plan would be a long range plan, the process should begin immediately to ensure a proactive approach rather than a reactive approach.

VIII Implementation

The development of a long-range strategic plan requires the appointment of a group of people to work together as a committee to develop both the tactical and strategic plans. During the process the group should be encouraged to neutralize negatives by remaining positive and focusing on the long-term goals.

Also, during the development of the plan, the committee should be encouraged to take risks and focus on weak areas, as well as strengths. In addition, the group should support the notion of agreeing to disagree and encourage the exchange of both positives and constructive feedback. The following areas will be the focus of the implementation phase of the plan.

1. **Additional Funding for Assistant Coaches** – Since the majority of our coaches teach at least 50% of the time they need support from assistants.

Although full-time, on-staff, assistants may not be possible, providing a stipend sufficient to attract qualified assistants or graduate assistants would seem reasonable.
The athletic department should pursue the use of funded Graduate Assistants (GAs) for those sports without on-staff assistants. Out-of-State fee remissions, tuition waivers, stipends for room and board, etc. should be explored.

2. **Departmental Reorganization** – an analysis of whether we want to continue tiering our sports should be explored.

3. **Facilities** – continued discussions on who coordinates the activities in our facility. Would it be more appropriate to have someone internally manage the building?

4. **Additional Revenue Streams** – explore opportunities for new revenue streams, including, but not limited to, the following:

   -enclose baseball field and sell advertising
   -pursue naming rights for facilities
   -create a corporate season ticket package
   -expand sponsorship opportunities to the Greater Central Wisconsin area
   -develop an in-house program to track season ticket holders and potential season ticket holders
   - continue increasing the Business Backs the Pointers program

5. **Title IX Compliance** – discussions on the addition to our women's sport module should be a priority given the current disproportionate number of male to female athletes.

UWSP Athletic Facility Upgrades Since 2000

1. **Pool**
    - Installed new diving boards and fulcrums
    - Installed new tiling for entire pool
    - Installed new touch pads for Colorado timing device
    - Purchased new starting & timing device

2. **MAC**
    - Renovated entire facility
    - Purchased championship banners
    - Installed new door decals
    - Renovated Hall of Fame area

3. **Strength Center**
    - Purchased and installed entirely new flooring and equipment
    - Purchased and installed new plasma TVs

4. **Equipment Room**
    - Installed new floor
    - Purchased new gear boxes

5. **Soccer Field**
    - Purchased new scoreboard
    - Purchased and installed new bleachers
    - New sound system
    - Installed electricity between benches

6. **Quandt Fieldhouse**
    - Installed new bleachers
    - Built new concession stand
    - Installed new curtains
    - New floor
    - Dedicated the floor to the Bennetts

7. **Berg Gym**
    - Installed new bleachers
    - Installed new doors
    - Installed new curtains
    - New scoreboard with message center
    - New floor

8. **Baseball Field**

- Replaced infield with sodded infield
- Installed new backstop fencing
- Built new in-ground dugouts
- Purchased new scoreboard
- Replaced outfield fence
- Built new warning track

9. Softball Field

- Installed new skinned infield
- Installed new grass outfield
- Replaced Backstop
- Built new dugouts

10. Built New Locker Rooms For:

- Baseball
- Men's Track
- Women's Track

11. Renovated Training Room

- Painted the facility
- Remodeled taping bay and cabinets
- Installed new floor

12. Renovated Class Rooms

13. Wrestling Room

- Purchased new seamless mat
- Proposed John Roberts Project
- Purchased takedown dummy

14. Women's Hockey

- Built new locker room

15. Built Visiting Team Locker Room

16. Installed New Outdoor Electronic Message Board

17. Installed Security Cameras

18. Tennis Courts

- **Purchased new windscreens**

19. Track & Field

- **Built new outdoor throwing area**

20. Broadhagen/Counsell Room

- **Installed new carpeting**
- **Purchased new furniture**
- **Purchased new conference table**
- **Built divider wall to kitchen area**

21. Football Locker Room

- **Installed new carpet**