

**University of Wisconsin-Whitewater  
Department of Intercollegiate Athletics  
Office Planning and Review Executive Summary  
December 2004**

The Department of Intercollegiate Athletics plays an important role on the campus of the University of Wisconsin-Whitewater. Its presence is significant because it gives many a sense of pride and connectedness to the institution. Moreover, Intercollegiate Athletics provides outsiders a “window” to the school and an opportunity to “see” the overall effectiveness of the University.

The National Collegiate Athletic Association (NCAA) establishes the major philosophical underpinnings for all Division III member institutions; however, a mission statement and a set of specific criteria for excellence guide UW-Whitewater Athletics. The Chancellor and the Athletic Staff have established a list of major and measurable objectives that gauge the Department’s performance.

**Mission Statement**

The overall mission of the University of Wisconsin-Whitewater Athletic Department is to contribute to the educational process of students by providing an athletic experience. An integral part of this mission is the concept that student-athletes are students first and athletes second, and that the main goal for the student-athlete is to obtain a college degree. We believe in excellence in both academics and athletics. Excellence is accomplished by recruiting the best students available and having the highest quality in all sports that allows the University teams to compete for championships in the WIAC and the NCAA.

The Department has seven major criteria that define its standard of excellence. These criteria are: Integrity, Academic Performance, Balanced Budget, Championship Programs, Gender and Ethnic Equity, Facilities, and a Caring Community.

**Goals, Outcomes, and Improvements Needed**

There are 13 University goals that relate directly or indirectly to the Department. As a result, Athletics is in the position to enhance these goals and maintain consistency with the core values of the institution (Pursuit of Knowledge, Individual Development, Integrity, Service, Diversity, and Safe and Secure Environment). These enhancements are presented below along with any measured outcomes and improvements needed.

**Goal:** *Develop a comparable, six-year graduation rate statistic for student-athletes and graduate them at a higher rate than the general student body* by surrounding student-athletes with a support system that is centered on student-athlete development and growth, and stresses the importance of student-athlete grade point averages and maintain an average greater than the general student body population.

**Outcome:**

<i>Graduation Rates:</i>	Student-Athlete Graduation Rate:	<b><u>99-00</u></b>	<b><u>00-01</u></b>	<b><u>01-02</u></b>	<b><u>02-03</u></b>	<b><u>03-04</u></b>
	Student Body Graduation Rate:	54.8%	56.9%	60.6%	68.6%	62.5%
		47.2%	48.5%	52.1%	54.1%	52.1%
		*Freshman entering university based on six years of attendance				

<i>Grade Point Averages:</i>	Student-Athlete Grade Point Averages:	<b><u>99-00</u></b>	<b><u>00-01</u></b>	<b><u>01-02</u></b>	<b><u>02-03</u></b>	<b><u>03-04</u></b>
	Student Body Grade Point Averages:	2.89	2.93	3.02	2.96	2.95
		2.85	2.72	2.95	2.78	2.91

**Improvements Needed:** The Department must continue its ongoing and effective relationship with *Academic Advising and Exploration Center* and pursue additional avenues of assistance for student-athletes. Coaches and staff must examine their graduation rates and grade point average statistics in order to determine proper intervention for their sport programs.

**Goal:** *Improve freshman-to-sophomore retention by enhancing orientation, advisement, and the first-year experience* by engaging all first-year student-athletes and providing them with the necessary accommodations for academic and athletic success.

**Outcome:** In 2003-2004, the percentage of returning freshman student-athletes was 82%. This rate climbed from 74% in 1999-2000. From 2000-2001 to 2002-2003, the percentage of returning freshman student-athletes was 80%.

**Improvements Needed:** The interaction between the Department and *Academic Advising* must continue to develop and expand. In addition, coaches and staff must explore other means to engage first-year student-athletes and infuse them in their programs.

**Goal:** *Win the NACDA Directors’ Cup for Division III Athletics* by also winning the WIAC all-sports award for men, women, and as a combined award.

**Outcome:** The Department has finishes in the Directors’ Cup of 15<sup>th</sup>, 21<sup>st</sup>, 39<sup>th</sup>, 26<sup>th</sup>, and 25<sup>th</sup> in the past five years. This accomplishment includes 15 conference championships in seven different sports, one national team champion, 41 national

tournament team appearances (17 for women, 24 for men), seven individual national champions, and three national athletes of the year. In 2003-2004, the men's program won the WIAC All-Sports Award.

	<u>All-Americans</u>	<u>Academic All-Americans</u>	<u>WIAC Scholars</u>	<u>Post Graduate Scholarships</u>
1999-2000	22	4	5	1
2000-2001	15	4	2	1
2001-2002	22	11	4	3
2002-2003	10	10	3	2
2003-2004	<u>31</u>	<u>10</u>	<u>5</u>	<u>1</u>
Totals	100	39	19	8

Improvements Needed: In each of the last five years, the Department has finished in the top fifteen percent of Division III. In order to win the Directors' Cup, the Department must strive for continued improvement in facilities, budgets (operational and fund raised), and staffing. In addition, the Department must explore avenues to increase the number of sports that participate in national competition. WIAC rankings for men, women, and as a combined program are significant predictors of Directors' Cup success. The Department must focus on ways to improve overall conference success in each sport program.

**Goal:** *Partner with the community and region to improve housing, day care, and quality of life through an extended number and quality of community service activities (camps and clinics) hosted by Athletics.*

Outcome: The Department continues to provide exceptional camps and clinics. The number of camps/clinics has increased and the number of participants continues to rise. Additional service activities provided by the Department include Reading with the Warhawks, Campus Clean-Up, Food Drive, and National Girls and Women in Sport Day.

Improvements Needed: Continuing Education Services (CES) and the athletic administration must be integrated in the camps/clinics process. This process includes collaborative efforts in budget development and accountability, camp/clinic marketing and promotional activities on behalf of the entire Department, and general camp/clinic oversight.

**Goal:** *Increase the value of the endowment by maintaining the level of excellence in the annual Hall of Fame induction ceremony, increasing the number and amount of contributions made to the Athletic Hall of Fame Endowment, and establishing a National W-Club Endowment, All-American Endowment, and an Athletic Department Endowment.*

Outcome: The Athletics Hall of Fame Endowment has increased to \$35,000 since 1999. No other Athletic Endowments are in place, except Men's Tennis. Since 1999, the Department has spent \$673,739 out of the Foundation on sport-specific operations. On average, the male programs spent \$92,872 per year and the female programs spent \$41,875 per year.

Improvements Needed: The Department must increase and develop the number of alumni supporters and friends of the program. There must be a renewed emphasis on the National W-Club, the development of additional endowment funds, and a concerted approach to raise the level of interest and support for individual sport booster clubs. Social events, golf outings, and other significant activities must engage these individuals and provide an opportunity for a greater connection to the University.

**Goal:** *Enhance the visibility of the institution through expanded communication, marketing and media relations by improving the quality and distribution of athletic information through the Athletics website and other relevant sports information mechanisms, and by increasing the level and quality of marketing activities to promote student and general admission attendance at all home athletic events.*

Outcome: The Department is working with *Technology and Information Services (T&IR)* to compile the following sports information data: Number of Athletic website hits, user demographics, and the overall effectiveness of the website and other content information. The Department has accumulated attendance data for football. The average attendance per football game in 2004 was 4,716, whereas, in 2003, the average attendance per game was 3,387. During both years, the program experienced the same level of success (7-3 record); however, during 2004, a major marketing and promotional plan was implemented.

Improvements Needed: The Department must explore ways to enhance and improve the quality of the distribution of athletic information to interested users through the Athletics website and other relevant mechanisms. This must occur by utilizing experts in the area of website development, working with *News and Public Affairs* to distribute *E-Journal* stories to interested viewers, and exploring additional means to provide greater support for sports information. The Department must also incorporate an enhanced marketing and promotional plan for the entire organization beginning in 2005-2006.

**Goal:** *Increase campus-wide participation in experiential learning and co-curricular activities by enhancing the number of student-athlete opportunities for women and improving the proportionality of male and female student-athletes as compared to the undergraduate student body population.*

Outcome: In 2003-2004, there were 622 student-athletes in the Department, with 56% of the population being males and 44% being females. The undergraduate enrollment percentage for males was 47% and for females was 53%. The disparity between males and females was 9%. For the past five years, the disparity has been as high as 9.8% in 2000-2001 and as low as 8.25% in 2001-2002.

**Improvements Needed:** The Department must continue to improve the proportionality of male and female student-athletes to the level of the overall student body population by enforcing roster management, affirmatively addressing emerging sports for women, and increasing opportunities on existing women's teams.

**Goal:** *Increase the percentage of multicultural students by enhancing the effort of athletic staff in recruiting multicultural student-athletes to the University.*

**Outcome:** In 2003-2004, the number of multicultural student-athletes was at an all-time high of 46 (8% of Department). The Department has experienced a slight increase since the initial analysis: 38 (7%) in 2000-2001, 41 (7%) in 2001-2002, and 44 (7%) in 2002-2003.

**Improvements Needed:** The Athletics staff must continue its effort to recruit and retain multicultural student-athletes. This effort must include other campus constituents in all phases of the student-athlete recruitment and retention process.

**Goal:** *Increase the number of females and minorities in campus leadership positions by exploring opportunities for females and minorities in athletic administration.*

**Outcome:** The Department has a female in the role of the Senior Women's Administrator (SWA) at .25FTE and has recently added the NCAA Minority and Women's Internship position to the administrative staff.

**Improvements Needed:** The Department must increase the administrative opportunities for females and minorities by developing an ongoing awareness and appreciation for their role in leadership, and must delegate significant responsibilities to women. The Department must also further develop the role of the SWA.

**Goal:** *Increase the percentage of multicultural faculty, academic staff, and classified staff by diversifying the Athletics coaching staff.*

**Outcome:** The Department has one multicultural staff member.

**Improvements Needed:** The Department must diversify the staff by working closely with Human Resources/Affirmative Action during the hiring process and emphasize the importance of recruiting and hiring minorities for vacant coaching positions.

**Goal:** *Develop outcomes-based budgeting process for Athletics that will encourage academic and athletic success for all sport programs.*

**Outcome:** The Performance Reward Program has provided the following financial incentives to individual sport programs: \$23,250 (1999-2000), \$28,000 (2000-2001), \$43,500 (2001-2002), \$42,750 (2002-2003), and \$49,750 (2003-2004). An average of \$36,450 per year has assisted twenty sport programs (\$1,872.50 per program per year).

**Improvements Needed:** The Department must continue its improvement in academic and athletic success in order to validate the purpose of the Performance Reward Program.

**Goal:** *Develop private funds to support a new academic building and improved student recreational and athletics facilities by creating improved athletic facilities to meet the ongoing needs of all individual sport programs.*

**Outcome:** Nearly \$16 million in facility enhancements and developments have occurred in Athletics since 1999. \$1.4 million – Student Athletic Complex, \$275,000 – Baseball Service Building, \$375,000 – Tennis Complex, \$14.5 million – Williams Center & DLK Kachel Field House.

**Improvements Needed:** The Department must maintain its current level of interest in facility development through the involvement of athletic administration, coaches and student-athletes in the process. Specific areas of improvement needed include the outdoor track and field, soccer practice and competitive sites, softball facility, completion of baseball service building, development of an outdoor service building, renovation to stadium, tennis court resurfacing, swimming pool upgrades, gymnastics pit remodeling, athletic training service building remodeling, sound systems, and scoreboards.

**Goal:** *Create a physical development plan to build new instructional facilities and renovate existing ones that are better than any other WIAC school and will enable sport programs to attain records while providing the chance for teams to host conference, regional, and national competition.*

**Outcome:** The Facility Task Force has been developed to proactively address and develop a comprehensive, six-year, prioritized indoor and outdoor facilities and grounds plan for academics, athletics, recreation and other uses.

**Improvements Needed:** The Facility Task Force must focus on an inclusive plan that involves brainstorming and listening sessions for all interested users.

### **Personnel and Financial Resource Allocations/Re-Allocations**

The Department of Intercollegiate Athletics has made personnel and financial changes during the last five years to address the goals of the University and the Department. The changes in personnel and financial resources are as follows:

## Personnel Resources:

1. Full-Time Equivalency (FTE) and dollar average per head coach position:

	<u>99-00</u>	<u>00-01</u>	<u>01-02</u>	<u>02-03</u>	<u>03-04</u>
Men's Teams	2.84 @ \$14,265	3.25 @ \$19,092	3.47 @ \$19,871	3.47 @ \$20,532	3.31 @ \$19,135
Women's Teams	3.43 @ \$10,581	3.75 @ \$14,881	3.71 @ \$15,170	3.97 @ \$14,477	3.72 @ \$14,859

2. Full-Time Equivalency (FTE) and dollar average per assistant coach position:

	<u>99-00</u>	<u>00-01</u>	<u>01-02</u>	<u>02-03</u>	<u>03-04</u>
Men's Teams	1.62 @ \$6,733	2.11 @ \$5,946	2.17 @ \$6,135	2.17 @ \$5,986	2.05 @ \$6,417
Women's Teams	.80 @ \$4,150	1.66 @ \$5,443	1.47 @ \$5,199	1.47 @ \$4,614	1.35 @ \$5,612

3. Additional areas of administration include: Games and Event Management (.25FTE), Marketing and Promotions (.50FTE), Fund Raising and Development (No FTE), Senior Women's Administrator (.25FTE), and Student Athlete Advisory Committee (.25FTE). No significant support staff (Sports Information, Athletic Training, Strength and Conditioning) changes have occurred. All three support staff entities have operational budgets that assist in the maintenance of their programs.

4. NCAA Minority and Women's Internship program brought in a \$42,000 grant for 2004-2005 and 2005-2006.

## Financial Resources:

1. Nearly \$16 million in facility enhancements and developments have occurred in Athletics.

2. The Segregated University Fee Allocations Committee (SUFAC) has increased the Athletics budget from \$322,544 in 1999-2000 to \$464,354 in 2004-2005. This signifies a 44% increase in the operational budgets of Athletics over a five-year period.

3. Approximately \$187,250 has been rewarded to Athletics since 1999 as part of the Performance Reward Program.

4. Women's Bowling was added in 2002-2003 to the sport module. This sport provides 12-15 female student-athletes an athletic experience. An additional operational budget of \$10,000 along with .25FTE for head coach was provided.

## Overall Assessment

The Department of Intercollegiate Athletics has undergone significant changes over the past five years that have led to the accomplishment of both academic and athletic success. These changes include the addition of personnel, an increase in financial support, major upgrades in overall athletic facilities, the development of a varsity sport, and a new Director of Athletics. The Department of Athletics, however, is on the verge of greater success. One method for obtaining a greater level of success is by creating an organizational climate that is focused more on the "**Total Athletic Department**" than on individual sport programs. In order for a "**Total Athletic Department**" to occur, the "right" people must be on board with the plan. Similar to the development of a team, each individual must operate to help the greater whole accomplish its goals and objectives. This synergistic and total program approach is a relatively new concept to the Department, but is one that is desired by many. Over the years, coaches and staff have been given flexibility to conduct their programs as individual agents within the context of the Department and the University. While generating outside support for program endeavors such as building facilities, fund raising, and marketing and promotional activities, each individual sport has been required to "fend for themselves" while competing for support from internal and external constituents. In other words, the dominating culture in the Department became known as "every man or woman for him or herself."

With the existence of competition among the staff, specific programs have dominated during the acquisition of resources while other, less viable programs, have been limited in gaining assistance. In particular, those programs with a greater support base of alumni and friends have been able to attract much-needed help in order to assist with operations and/or other endeavors (facility development, fund raising, marketing and promotions, etc.).

The overall goal of the "**Total Athletic Department**" is to create **corporate appreciation** and **corporate support**. The first step in accomplishing this goal involves the emphasis of administration on the overall growth and development of the organization. More importantly, it includes the "buy-in" of all programs and their constituents in the building of a new, inclusive culture. Camps and clinics, facility development and maintenance, marketing and promotions, fund raising and development, and other student-athlete initiatives are a few examples of areas relating to Athletics that need the involvement, support and "**Total Athletic Department**" approach of all coaches, staff and administration.

The Department of Intercollegiate Athletics realizes that this shift in philosophy will take time to create; however, in the end, it is possible that all involved can obtain greater success than currently realized. Ultimately, this approach will lead to a heightened level of pride and connectedness to the institution.