

# ***Department of Intercollegiate Athletics***

## **(White Paper Analysis)**

### **Response to Feedback questions:**

- 1) **Thresholds.** Please describe the thresholds (number of sports, required sports, balance between men's and women's sports) associated with (a) Title IX of the Education Amendments of 1972, (b) membership in Division I of the NCAA, and (c) membership in the Mountain West Conference. To the extent possible, discuss the likelihood that these thresholds will relax owing to the fiscal difficulties, facing colleges and universities nationwide.

**Response:** The current minimum number of sports to maintain Division IA membership is sixteen. Currently, Intercollegiate Athletics at Wyoming supports 17 sport programs (nine women's programs and eight men's programs). Continuing to be a member of the Mountain West Conference is contingent upon continuing to be a Division IA school. If UW was not a Division IA school, we could not continue to be a part of the Mountain West Conference. **The NCAA has had no discussions about reducing minimums with respect to economic downturns. The Mountain West Conference Athletic Directors and Senior Associate AD's have been having ongoing discussions about budget reductions and cost saving measures. A few MWC athletic departments are preparing for cuts ranging from \$200,000 to \$600,000 for the upcoming year.**

With regard to Title IX, it is conceivable for UW to discontinue a sport program, but the program would have to be a men's sport. With that said, regardless of the men's sport program that is decided upon, the operational budget savings will still only be in the \$100,000 to \$200,000 range. Some of these amounts, could be recognized immediately...but others (scholarships in particular) would not be immediate because we should continue to cover the scholarships of the student athletes currently in the program until they have exhausted their eligibility timetable or left UW. This could be four or five years in duration, before the full budget impact could be realized. This approach is not a "quick fix", it only moderately moves you toward budgetary needs and negative political / community fallout will be significant.

- 2) **Fiscal Implications.** Please identify specific fiscal implications that would be associated with a plan to move UW into Division II.

**(Note:** The question used the term Division II ..but the proper terminology would be Division I-AA (FCS).

**Response:** The proper plan would be one to drop UW to I-AA (FCS) level instead of Division II.

Attached you will find a detailed analysis of the major impacts (including fiscal) that such a decision would cause.

- 3) **Revenue Sources.** Estimate the extent to which revenues anticipated from the suites and club seating in War Memorial Stadium might be used to replace Section I funding currently in UW's budget for Intercollegiate Athletics.

**Response:** The first item to note is that we will not have these funds for fiscal budget year 2009-10. The suites and club seats will not be completed until August of 2010. Although, we are getting contractual commitments, we will not have access to these funds until the suites and club seats are ready to occupy (2010 football season).

Once this revenue source is accessible, the gross amount, if all suites and club seats are sold, will be approximately \$975,000. From this, we first must pay operational costs (approximately \$150,000) associated with utilizing the suites for 6 to 7 home games each year. Since this is a new venture for UW Athletics, we can only estimate the operational costs, but for purposes of this document we will project the "potential" revenue to be \$825,000.

Even the \$825,000 cannot truly be considered a "firm" number due to cannibalism in your existing season ticket base. For example, a current season ticket holder has two season ticket seats in the stadium that he /she pays \$170 per seat for. In addition, he /she pays an annual Cowboy Joe donation of \$1,000 per seat to maintain the lower level 50 yard line seating location. This season he/she decides to spend their money on two of the new club seats at \$2,500 per seat. The revenue from these two seats is not \$5,000...but instead the difference between what he/she were paying \$2,340 and the cost of the two club seats. Thus in this example the new revenue is only \$2,660...not \$5,000. At this stage, it is unknown how many of the club seat purchasers will be existing season ticket holders and how many will be "new customers"...but we do know that not every club seat will be "new monies" so the \$825,000 mentioned previously...is not an absolute amount.

It should also be pointed out that this revenue source is already being accounted for in the 2010-11 fiscal budget, due to the fact that we cannot schedule a "Texas type home game" nor a large "away guarantee game" during the 2010-11 budget year, because the schedule is already contractually set. Without these two sources of self generated revenue we will be down approximately \$998,000.

Our plan to cover this shortfall was to “set aside” some funds from this season’s home game against Texas and roll it forward into the 2010-11 fiscal year...plus utilize the new funding from the suites and club seats to account for this impending shortfall of revenue.

- 4) **Broader range of scenarios.** To provide perspective on the consequences on various levels of budget reduction, it would be helpful to include a table that indicates the specific measures required (which you’ve indicated for 5 and 10 percent reductions) and the adverse consequences of Section I reductions over a broader spectrum, using a format like that sketched in the table below.

**Response:** The following data will provide the information requested regarding 2%, 5%, 8%, 10%, and 15% budget reductions:

<u>Reduction Size</u>	<u>\$\$ Amount</u>	<u>Significant Measures</u>	<u>Adverse Consequences</u>
2%	\$225,539	See attached details	See attached details
5%	\$563,846	See attached details	See attached details
8%	\$902,154	See attached details	See attached details
10%	\$1,127,694	See attached details	See attached details
15%	\$1,691,541	See attached details	See attached details

### 2% Budget Reduction Plan

- Reduction of game guarantees (visiting teams) **\$230,000**

#### Adverse Consequences:

The consequences of this reduction plan would not be of major impact, since this reduction was already accomplished during our sport scheduling / contractual process over the last few months. This reduction was already planned for in our budgeting process, however, the budget savings were intended to be utilized as a potential “carry forward” surplus for 2009-10 fiscal year, which will be even more challenging for Intercollegiate Athletics than 2008-09.

### **5% Budget Reduction Plan**

• Re-alignment of Athletic Training Curriculum (Academically focused - degree program – not athletic support unit)	<b>\$85,000</b>
• Eliminate a position in student support area (Strength/Conditioning, Training Room, OAS )	<b>\$43,755</b>
• Elimination of Cheer/ Dance program (Wildfire)	<b>\$16,000</b>
• Elimination of W Club Coordinator position	<b>\$22,500</b>
• Reduction of Special Projects funding (Facility maintenance, essential equip. purchases, etc)	<b>\$74,200</b>
• Reduction of game guarantees (visiting teams)	<b>\$230,000</b>
• Reimburse mileage for personal/courtesy vehicles (Use 75% of federal rate)	<b>\$10,000</b>
• Reduce number of media guides and posters	<b>\$10,000</b>
• Reduce professional development (Selectively attend and limit number of people)	<b>\$10,000</b>
• Eliminate uniform expense in volleyball	<b>\$20,000</b>
• Elim./reduce amount of UW coaches/staff equip.	<b>\$12,000</b>
• Elim./reduce amts. of food/drink in media areas (Arena Auditorium, Stadium press box, UniWyo Sports Complex, etc.)	<b>\$20,000</b>
• Elim. Sr. Ring Banquet (student recognition)	<b>\$6,000</b>
• Additional reduction of office supplies	<b><u>\$4,391</u></b>
<b>TOTAL</b>	<b>\$563,846</b>

#### **Adverse Consequences:**

The consequences of this plan are far more significant since the decisions call for the elimination of 3 job positions, 1 GA, the elimination of the Wildfire Dance team, a major reduction (\$74k) of our spec. proj. funding for facility maint./upkeep and essential equipment purchases, and the elimination of financial support for a degree program (Athletic Training Curriculum) which is currently being fully funded by athletics instead of as an academic program.

### **8% Budget Reduction Plan**

- Re-alignment of Athletic Training Curriculum **\$85,000**  
(Academically focused - degree program – not athletic support unit)
- Eliminate position in athlete support area **\$43,755**  
(Strength/Conditioning, Training Room, OAS )
- Eliminate Cheer/ Dance program (Wildfire) **\$16,000**
- Elimination of W Club Coordinator position **\$22,500**
- Reduce 85% of Spec. Projects funding **\$262,000**  
(Facility maintenance, essential equip. purchases, etc)
- Reduction of game guarantees (visiting teams) **\$230,000**
- Reimburse mileage for personal/courtesy vehicles **\$10,000**  
(Use 75% of federal rate)
- Reduce number of media guides and posters **\$10,000**
- Eliminate professional development **\$73,000**  
(Only athletic trainers can attend - certification)
- Eliminate uniform expense in volleyball **\$20,000**
- Elim./reduce amount of UW coaches/staff equip. **\$12,000**
- Elim./reduce amts. of food/drink in media areas **\$20,000**  
(Arena Auditorium, Stadium press box, UniWyo Sports Complex, etc.)
- Elim. Sr. Ring Banquet (student recognition) **\$6,000**
- Additional reduction of office supplies **\$4,391**
- Spec. Evts (i.e. concerts) revenue - major priority **\$50,000**
- Eliminate full time Market. and Promo. position **\$24,048**
- Re-organize Marketing/Prom. (net savings) **\$13,460**
- TOTAL** **\$902,154**

### **Adverse Consequences:**

The consequences of this plan are tremendously difficult since the decisions call for the elimination of 4 job positions, 1 GA, the elimination of the Wildfire Dance team, an enormous (\$262k) reduction of our spec. proj. funding for facility upkeep/essential equipment purchases, and the elimination of financial support for a degree program (Athletic Training Curriculum) which is currently being fully funded by athletics instead of as an academic program. Also, this plan requires that we find, contract, promote, and conduct one or more special events (i.e. concerts) that will net Intercollegiate Athletics an additional \$50,000 of revenue. Special events, especially concerts are very risky to count on since the Arena Auditorium has virtually no ability to suspend lighting and sound from the roof...thus making it un-acceptable to most of today's bands, musicians and entertainers. Building a "truss" supporting stage (as was done for Elton John) costs approximately \$70,000 and makes a large number of seats "obstructed view" or non-saleable...which dramatically reduces your ability to generate sufficient ticket sales to cover costs or make a profit. Also, as a part of this plan, all professional development (\$73K) would be 100% eliminated except for our athletic trainers who must be certified to treat injuries. This is a liability issue that we must cover so that athletics and the university are not at risk.

## 10% Budget Reduction Plan\*

- Re-alignment of Athletic Training Curriculum **\$85,000**  
(Academically focused - degree prgm. – not athletic support unit)
  - Eliminate position in athlete support area **\$43,755**  
(Strength/Conditioning, Training Room, OAS )
  - Eliminate Cheer/ Dance program (Wildfire) **\$16,000**
  - Elimination of W Club Coordinator position **\$22,500**
  - Reduce 85% of Spec. Projects funding **\$262,000**  
(Facility maintenance, essential equip. purchases, etc)
  - Reduction of game guarantees (visiting teams) **\$230,000**
  - Reimburse mileage for personal/courtesy vehicles **\$10,000**  
(Use 75% of federal rate)
  - Reduce number of media guides and posters **\$10,000**
  - Eliminate Prof. Development for all staff **\$77,000**  
(Only athletic trainers can attend - certification)
  - Eliminate uniform /equipment exp. in volleyball **\$20,000**
  - Elim./reduce amount of UW coaches/staff equip. **\$12,000**
  - Elim./reduce amts. of food/drink in media areas **\$20,000**  
(Arena Auditorium, Stadium press box, UniWyo Sports Complex)
  - Elim. Sr. Ring Banquet (student recognition) **\$6,000**
  - Additional reduction of office supplies **\$5,331**
  - Spec. Evts (i.e. concerts) revenue - major priority **\$50,000**
  - Eliminate full time Market. and Promo. position **\$24,048**
  - Re-organize Marketing/Prom. (net savings) **\$13,460**
  - Reduce recruiting budgets in all sport programs **\$100,000**  
(This will be an action that will have a very negative effect on our ability to attract the type of recruits necessary to be competitive)
  - Football, MBB, and WBB bus to Provo/Salt Lake **\$97,000**  
( Teams will have to bus in a less efficient manner and deal with competitive disadvantage/ academic issues.
  - Reduce overall team travel in MBB and WBB **\$60,000**  
( Teams will have to bus/fly in a less efficient manner and deal with competitive disadvantage /academic issues.
- TOTAL** **\$1,127,694**

**\*PLEASE BE AWARE THAT IN ADDITION TO THE ACTIONS LISTED ABOVE THIS PLAN MAY ALSO INVOLVE THE ELIMINATION OF A MEN'S SPORT PROGRAM AT A PROJECTED COST SAVINGS OF APPROXIMATELY \$150,000**

**Adverse Consequences:**

The consequences of this plan are incredibly difficult since the decisions call for the elimination of 4 job positions, 1 GA, the elimination of the Wildfire Dance team, an enormous (\$262k) reduction of our spec. projects funding for facility improvements/ equipment purchases, and the elimination of financial support for a degree program (Athletic Training Curriculum) which is currently being fully funded by athletics instead of as an academic program. Also, this plan requires that we find, contract, promote, and conduct one or more special events (i.e. concerts) that will net Intercollegiate Athletics an additional \$50,000 of revenue. Special events, especially concerts are very risky to count on since the Arena Auditorium has virtually no ability to suspend lighting and sound from the roof....thus making it un-acceptable to most of today's bands, musicians and entertainers. Building a "truss" supporting stage (as was done for Elton John) costs approximately \$70,000 and makes a large number of seats "obstructed view" or non-saleable...which dramatically reduces your ability to generate sufficient ticket sales to cover costs or make a profit. Also, as a part of this plan, all professional development (\$77K) would be eliminated except for our athletic trainers who must be certified to treat injuries. This is a liability issue that we must cover so that athletics and the university are not at risk.

In addition to these actions (previously mentioned), this plan requires that key sport teams (football, men's basketball and women's basketball) must eliminate from their travel plans the ability to transport their teams (for key MWC competitions) via charter flights which based on the competition schedule could place these teams at a competitive disadvantage and cause their student athletes to be away from classes/academic duties for much longer periods of time. For example: If men's or women's

basketball has competitions on Wednesday and then again Saturday, they would have to leave either Monday afternoon (bad weather) or early Tuesday morning. They would compete on Wednesday, fly back on Thursday morning, leave again Thursday evening (bad weather) or Friday morning...compete Saturday and return to Laramie on Sunday. This scenario which happens every other week during basketball season, causes the student student athletes to be away from classes/academics for 4 to 5 days during these periods. An occasional charter would allow a flight up on Tuesday...fly back after the game on Wednesday night...attend classes on Thursday and Friday morning...fly out Friday afternoon...compete Saturday and fly back Sunday. With the possibility of charters...our student athletes can attend classes Monday, Tuesday, Thursday and Friday morning instead of being away from their classes for additional days. The other aspect is the physical toll that busing to and from Denver and traveling for 4 or 5 days per week takes on the student athletes in the course of a season. This kind of extensive travel creates a fatigue factor that effects the student athletes physical well being and the teams ability to effectively compete against their MWC opponents. Unfortunately, to reach a 10% budget reduction, we have no choice but to make this type of decision...even though it has a negative impact on the well being of our student athletes and staff...as well as creating a significant competitive disadvantage for our teams. The safety aspect cannot be overlooked. If our teams do not have the option of charter flights they must travel by bus transportation and the weather in this region during the months of late October through April can be challenging.

Finally, this 10% plan, requires us to reduce all of our sports recruiting budgets. This could be a step that creates a “rippling” effect that compounds itself for many years to come. If our coaches cannot effectively and successfully search out and convince quality recruits to come to Wyoming, this can create circumstances where our teams cannot perform competitively. With tighter NCAA requirements (i.e. Academic Progress Rate, graduation rates, etc) teams have little, if any, mechanisms to change the make up of the team, if recruits that are signed aren't

capable of performing at the level they need to—in order to field a competitive team. Unlike professional teams, players can't just be “cut from the team” and replaced with better players. With less funds to travel and recruit (on a regional, national and sometimes international level)...a greater number of recruiting mistakes will be made and these errors in evaluation will be ones that effects the program for multiple years.

## 15% Budget Reduction Plan

- Re-alignment of Athletic Training Curriculum **\$85,000**  
(Academically focused - degree program – not athletic support unit)
- Eliminate position in student support area **\$43,755**  
(Strength/Conditioning, Training Room, OAS )
- Eliminate Cheer/ Dance program (Wildfire) **\$16,000**
- Elimination of W Club Coordinator position **\$22,500**
- Reduce 85% of Spec. Projects funding **\$262,000**  
(Facility maintenance, essential equip. purchases, etc)
- Reduction of game guarantees (visiting teams) **\$230,000**
- Reimburse mileage for personal/courtesy vehicles **\$10,000**  
(Use 75% of federal rate)
- Reduce number of media guides and posters **\$10,000**
- Elimination of professional development-all staff **\$77,000**  
(Only athletic trainers can attend - certification)
- Eliminate uniform/equip. exp. in volleyball **\$20,000**
- Elim./reduce amount of UW coaches/staff equip. **\$12,000**
- Elim./reduce amts. of food/drink in media areas **\$20,000**  
(Arena Auditorium, Stadium press box, UniWyo Sports Complex)
- Elim. Sr. Ring Banquet (student recognition) **\$6,000**
- Additional reduction of office supplies **\$5,331**
- Spec. Evts (i.e. concerts) revenue - major priority **\$50,000**
- Eliminate full time Market. and Promo. position **\$24,048**
- Re-organize Marketing/Prom. (net savings) **\$13,460**
- Reduce recruiting budgets in all sport programs **\$100,000**  
(This will be an action that will have a very negative effect on our ability to attract the type of recruits necessary to be competitive)
- Football, MBB, and WBB bus to Provo/Salt Lake **\$97,000**  
( Teams will have to bus in a less efficient manner and deal with competitive disadvantage/ academic issues)
- Reduce overall team travel for MBB and WBB **\$60,000**  
( Teams will have to bus/fly in a less efficient manner and deal with competitive disadvantage /academic issues)

- Elimination of a Men's Sport Program **\$141,000**
- Elimination of support staff positions (see below) **\$386,447**
  - 1 football position
  - 1 men's basketball position
  - 1 women's basketball position
  - 1 women's volleyball position
  - 1 Strength/Cond./Training Room position
  - 1 Academic Services position
  - 3 administrative support positions
  - 5% reduction in facilities part time staffing

**TOTAL** **\$1,691,541**

### **Adverse Consequences:**

This budget plan would be **devastating and crippling** since the decisions call for the elimination of 12 job positions/ 3 GA's, the elimination of the Wildfire Dance team, an enormous (\$262k) reduction of our maint. proj. funding for facility upkeep/essential equipment purchases, and the elimination of financial support for a degree program (Athletic Training Curriculum) which is currently being fully funded by athletics instead of as a academic program. Also, this plan requires that we find, contract, promote, and conduct one or more special events (i.e. concerts) that will net Intercollegiate Athletics an additional \$50,000 of revenue. Special events, especially concerts are very risky to count on since the Arena Auditorium has virtually no ability to suspend lighting and sound from the roof...thus making it un-acceptable to most of today's bands, musicians and entertainers. Building a "truss" supporting stage (as was done for Elton John) costs approximately \$70,000 and makes a large number of seats "obstructed view" or non-saleable...which dramatically reduces your ability to generate sufficient ticket sales to cover costs or make a profit. Also, as a part of this plan, all professional development (\$77K) would be suspended except for our athletic trainers who must be certified to treat injuries. This is a liability issue that we must cover so that athletics and the university are not at risk.

In addition to these actions (previously mentioned), this plan requires that key sport teams (football, men's basketball and women's basketball must eliminate from their travel plans the ability to transport their teams (for key MWC competitions) via charter flights which based on the competition schedule could place these teams at a competitive disadvantage and cause their student athletes to be away from classes/academic duties for much longer periods of time. For example: If men's or women's basketball have competitions on Wednesday and then again Saturday, they would have to leave either Monday afternoon (bad weather) or early Tuesday morning. They would compete on Wednesday, fly back on Thursday morning, leave again Thursday

evening (bad weather) or Friday morning...compete Saturday and return to Laramie on Sunday. This scenario which happens every other week during basketball season, causes the student athletes to be away from classes/academics for 4 to 5 days during these periods. An occasional charter would allow a flight up on Tuesday...fly back after the game on Wednesday night...attend classes on Thursday and Friday morning...fly out Friday afternoon...compete Saturday and fly back Sunday. With the possibility of charters...our student athletes can attend classes Monday, Tuesday, Thursday and Friday morning instead of being away from their classes for additional days. The other aspect is the physical toll that busing to and from Denver and traveling for 4 or 5 days per week takes on the student athletes in the course of a season. This kind of extensive travel creates a fatigue factor that affects the student athletes physical well being and the teams ability to effectively compete against their MWC opponents. Unfortunately, to reach a 10% budget reduction, we have no choice but to make this type of decision...even though it has a negative impact on the well being of our student athletes and staff...as well as creating a significant competitive disadvantage for our teams. The safety aspect cannot be overlooked. If our teams do not have the option of charter flights they must travel by bus transportation and the weather in this region during the months of late October through April can be challenging.

This 15% plan, requires us to reduce all of our sports program's recruiting budgets. This could be a step that creates a "rippling" effect that compounds itself for many years to come. If our coaches cannot effectively and successfully search out and convince quality recruits to come to Wyoming, this can create circumstances where our teams cannot perform competitively. With tighter NCAA requirements (i.e. Academic Progress Rate, graduation rates, etc) teams have little, if any, mechanisms to change the make up of the team, if recruits that are signed aren't capable of performing at the level they need to—in order to field a competitive team. Unlike professional teams, players can't just be "cut from the team" and replaced with better players. With less funds to travel and recruit (on a regional, national and

sometimes international level)...a greater number of recruiting mistakes will be made and these errors in evaluation will be ones that effects the program for multiple years.

Even more devastating and damaging is the fact that this plan will require us to eliminate a men's sport program. The operational cost savings is minimal (\$140,000 to \$150,000) in the overall scheme of millions of dollars of budget reductions...and the public /political / community fallout will be enormous and ongoing for many years to come. Anyone who was here when the decision to eliminate baseball was made...can attest to the "emotional frenzy" that occurred and in many corners of our state...is still occurring.

Finally, in order to reach a 15% budget reduction, numerous support positions (8 to 10) will have to be eliminated. A major part of the Intercollegiate Athletics- five year Strategic Plan (previous) centered around improving these same support positions especially in the various sports, strength and conditioning, training room and academic support services. To reach 15%, we will basically be "un-doing" the improvement goals that we spent the last 5 to 8 years accomplishing.

A 15% budget reduction will **critically** effect us in all the areas that allow a Intercollegiate Athletics organization to become competitive and to maintain a level of success. Reducing recruiting, team travel, level of support staff, facility maintenance/upkeep, essential equipment purchases and professional development impacts every "core area" that is needed for our organization to compete and be successful. These areas are also the "key measurements" that we are evaluated on by the NCAA and Office of Civil Rights, as it relates to our compliance with Title IX. Since we are in the midst of preparing for a campus wide NCAA/Title IX certification process (occurs every 10 years)...these budget reduction requests could not be coming at a worse time.

As requested, as a division of the University of Wyoming, the Intercollegiate Athletics Department has developed the budget reduction plans that have been requested of us. It is our sincere hope that the current and projected economic situation does not dictate an 8% to 15% budget reduction. If that occurs, the consequences will be dire and it will dramatically deter our goals of being highly competitive and striving for athletic excellence. Being in the upper half of the Mountain West Conference, competing for championships and consistently putting forth teams that the University of Wyoming and the people of this state can be passionately proud of...will be goals that are incredibly difficult to achieve if many of these budget cut decisions become a necessity.

We hope that the information we have provided, allows you an insight into Intercollegiate Athletics, that perhaps you did not previously have.

We also must now depend on and be confident in the wisdom of the leadership of the University and the State of Wyoming, to fully understand the impact on its many divisions and to design a plan that will effectively steer us through these very difficult economic times.

Thank you for taking the opportunity to read and consider all of the information that we have provided about Intercollegiate Athletics.

