

UAA Administrative Review Questionnaire – Spring 2020

Department of Athletics

- 1) **What are the core functions of your unit that are funded in Fund 1 (i.e. Fund 104110)? (Bullet point list is preferred. No more than one-page, please.)**
- a. Athletics Administration (includes special events)
 - i. Administration / Development – Operational support for all 13 sports; includes business, travel, and human resource functions.
 - ii. Compliance & Academics – Supports the processes that keep UAA compliant with NCAA rules, ensures student-athletes are progressing toward graduation.
 - iii. Sponsorships / Merchandising / Advertising / Marketing & Promotions / Media Relations / Website – Promotes and celebrates the people and events associated with Seawolf Athletics. Utilizes tools and technology to communicate messaging to numerous communities. Revenue generation.
 - iv. Strength & Conditioning – One of the cornerstones of student-athlete injury prevention. The NCAA requires certified strength coaches to conduct and monitor activity.
 - v. Sports Medicine / Insurance – Supports the health, safety, and welfare of all student-athletes and is a critical part in managing risk.
 - b. Athletics Varsity Sports (includes accounts for sport operating budget, hosting post-season events, and financial aid)
 - i. Women’s Cross Country
 - ii. Men’s Cross Country
 - iii. Women’s Skiing (Alpine & Nordic)
 - iv. Men’s Skiing (Alpine & Nordic)
 - v. Women’s Gymnastics
 - vi. Men’s Ice Hockey
 - vii. Women’s Volleyball
 - viii. Women’s Basketball
 - ix. Men’s Basketball
 - x. Women’s Track and Field (Indoor & Outdoor)
 - xi. Men’s Track and Field (Indoor & Outdoor)
 - c. Athletics Sports Complex (includes administrative and operating budget for the Seawolf Sports Complex facility and its programs)
 - i. Sports Complex (Recreational Sports) – The SSC exists primarily to enhance the educational athletic experience available on the Anchorage campus. Realizing that recreation is also an important part of the educational process, the SSC is available for students, faculty, staff, and the public for individual and organized recreation over 130 hours per week. Home of numerous HPER courses (approx. 44 hours per week) and Seawolf Hockey.
 - ii. Intramural Sports – Provides meaningful and beneficial involvement, which allows one to embrace the educational experience offered through sports activities and special

events. Serves as a means of improving the quality of life, which allows all participants, regardless of degree of skill, an opportunity to develop new friendships, group loyalty, sportsmanship and the respect for all opponents and officials.

- iii. Concessions – Revenue generation.
- iv. Maintenance & Repair – Necessary to maintain 40+ year old facility.

2) If one or more of these functions was reduced or discontinued, what would be the impact on: (Not all elements may be relevant for your unit. Only address relevant items.)

- a. More students persisting and completing educational goals?
 - i. Less students attending UAA, as the majority of student-athletes would transfer to another institution. Student-athletes pay a yearly average of approximately \$570,000 to UAA (tuition, fees, etc.).
 - ii. Student-athletes are perennial leaders in the classroom.
 - 1. Student-athletes graduate at approximately double the rate of their student peers.
 - 2. The cumulative average GPA across all UAA student-athletes and teams over the past three academic years has been at least 3.3. The 2019 calendar year cumulative average GPA was 3.42, a department record. In fall 2019, 26 student-athletes earned a perfect 4.0 GPA and 44% of all student-athletes earned a GPA above 3.5. In 2018, all of UAA Athletics' 13 teams had at least a 3.0 GPA for the first time in department history.
 - 3. 75 UAA student-athletes were recognized as conference all-academic performers in 2018-19.
 - 4. First and second ever Elite 90 Awards earned in 2019. This award is presented to the student-athlete with the highest GPA competing in a NCAA National Championship.
 - iii. The diversity of the student-athlete population leads to a diverse experience for all UAA students.
- b. Supporting overall student, faculty and staff success in meeting UAA's mission?
 - i. Intercollegiate Athletics provides intangible positive exposure for UAA in a multitude of ways:
 - 1. Competitive excellence, in 2018-2019 alone UAA Athletics had:
 - a. Four individual national championships
 - b. Three team conference championships
 - c. 28 All-Americans
 - d. Five teams finish in the Top 10 at the NCAA championships
 - e. Top 20 finish in the Learfield IMG College Directors' Cup standings (out of 305 overall institutions)
 - 2. Social media outreach:
 - a. Twitter – UAA Athletics and program-specific accounts total 14,176 followers, compared to UAA's 7,318 (main account)
 - b. Facebook – UAA Athletics and program-specific accounts total 23,845 followers, compared to UAA's 21,475 (main account)

- c. Instagram – UAA Athletics and program-specific accounts total 11,512 followers, compared to UAA’s 4,484 (main account)
 - 3. Nationally televised ESPN Armed Forces Classic featured Washington vs. Baylor and UAA vs. Coast Guard on 11/8/19, broadcast featured a UAA commercial
 - 4. Facility recognition – Alaska Airlines Center was featured by USA Today in their ‘51 Amazing University and College Buildings Across the USA’
 - 5. Special guests/celebrities promoting UAA Athletics (Howie Mandel, U.S. Census Director, etc.)
 - ii. Intercollegiate Athletics provides an opportunity to retain athletically talented Alaskan student-athletes. Also contributes to a culture of diversity and inclusion in alignment with UAA’s mission.
 - iii. Intercollegiate Athletics provides the brand identity and most visible promotional platform for the University.
 - iv. Recreation and Intramural Sports provide critical wellness opportunities for students, faculty, and staff.
- c. Impacts to UAA’s reputation, and ability to attract and retain students and/or external support?
 - i. In addition to providing the most visible promotional platform for the University, Intercollegiate Athletics also contributes directly to the relevance of a University. The greater community, alumni base, University employees, and students follow their favorite sports teams and athletes. Sports is an important cultural unifier, providing a common point of pride for all of the diversity found on a campus and exemplifying how that campus visibly contributes to the community.
 - ii. Intercollegiate Athletics in Alaska needs an act of support as UAA Athletics’ reputation has already been tarnished over the past 4-5 years as a result of strategic pathways and the most recent budget crisis.
 - iii. Reductions would lessen or eliminate community service efforts made by student-athletes, affecting external relations and support. UAA’s student-athletes continuously commit over 2000 hours of community service per academic year, working with numerous organizations. Community service means community presence, community contribution, and community relationships. UAA Athletics has a built-in attraction by way of our student-athletes and coaches – people and programs that the community wants to know and support.
 - iv. Intercollegiate Athletics has produced and continues to produce top alumni across various academic/career fields who contribute back to the economies of Anchorage and Alaska. Employers seek student-athletes for their leadership, determination, and overall work ethic.
 - v. Reductions to Recreation or Intramural Sports would reduce available hours or machinery for the health and wellness of countless students, faculty, staff, and members of the public. This would damage UAA’s reputation internally and externally.
 - vi. UAA Athletics manages the Anchorage Mayor’s Marathon and Half-Marathon, a summer solstice event that attracts 2600+ individuals to Anchorage, frequently from all 50 states and around the world. The event is a premier example of UAA’s partnership with the Municipality of Anchorage and local sponsors.

- d. Impacts/restrictions to reductions specific to Intercollegiate Athletics:
 - i. Reduction of strength & conditioning and sports medicine programs would cause non-compliance with NCAA and national sports medicine standards.
 - ii. Reduction of administration and compliance & academics would be counter to NCAA requirements for institutional control and self-monitoring.
 - iii. UAA Athletics is currently a member of NCAA Division II with 13 sports, two of which participate in Division I (men's hockey and women's gymnastics). To maintain Division II membership, UAA must field at least 10 sports, four of which must be two men's team sports and two women's team sports, with at least one sport competing in each season (fall, winter, spring). UAA is currently at the minimum for team sports (men's basketball, men's hockey, women's basketball, women's volleyball).
 - iv. Men's and women's cross country and women's volleyball meet the fall season requirement. Men's hockey, women's gymnastics, men's and women's ski, men's and women's basketball, and men's and women's indoor track and field meet the winter season requirement. Men's and women's outdoor track and field meet the spring season requirement.
 - v. UAA Athletics' primary conference affiliation is with the Great Northwest Athletic Conference (GNAC), which requires competition in men's and women's cross country, men's and women's basketball, and women's volleyball.
 - vi. UAA Athletics must comply with Title IX requirements. The reduction or elimination of any sport could make UAA vulnerable to Title IX / OCR challenges.
 - vii. NCAA Division III is not a viable option for UAA Athletics due to the highly limited competitive field as a result of budget and geographical realities, as well as conference acceptance and alignment.
 - viii. A change in Division and/or Conference affiliations or elimination of Athletics could result in significant financial penalties to each institution, estimated to be between \$500,000 and \$2m. This estimate is based on NCAA fees, Conference exit or entry fees, guaranteed Vendor and/or Competition contracts, etc.

3) Identify measures and targets used to monitor the impact of functions on each of the above (not all elements may be relevant for your unit, only address relevant items).

- a. GPA, graduation rates, retention rates, advising appointments
- b. Athletic competitive results and statistics
- c. Ticket sales and attendance to athletic events
- d. Donations to athletics
- e. Website views, social media contacts, community service hours
- f. Seawolf Sports Complex usage by students, staff, faculty, and the public

4) What improvements have been achieved over the last five years?

- a. Maintained athletic and academic excellence and post-season appearances despite cuts and setbacks.
- b. Increased focus on establishing and improving revenue generation (e.g., parking, licensing, sponsorships, etc.).

- c. Restructured financially unfavorable agreements (e.g., Learfield contract for athletic sponsorships) and continuing to review contracts.
- d. Increased record program-wide GPA.
- e. Renovated Seawolf Sports Complex, increasing size and availability of fitness center and Olympic lifting weight room for student, staff, faculty, and public use.
- f. Moved athletic season ticket renewals and Intramural Sports registration/scheduling to online services.
- g. Website services improved by switching to new provider, which also reduced the expense by about half.
- h. Returned UAA Hockey to campus.
- i. Installed Department Operations Plan.
- j. Developed department-wide apparel agreement with BSN.
- k. Introduced the availability of custodial procurement cards for staff use to increase purchasing flexibilities, lessen the administrative burden on Procurement and A/P, and prevent unit fiscal staff from having to physically accompany a purchaser to local stores.
- l. Administrative staff has continuously become more efficient and less dependent on paper processes by greater utilizing electronic options such as DocuSign, Adobe, and Front Rush (compliance software) and keeping electronic files when appropriate.

5) What efforts have your unit made to improve efficiencies and reduce costs? What was the result?

- a. Reduced expenses by \$1.18m from FY15 to FY19
 - i. Eliminated three full-time regular and three temporary positions
 - ii. Consolidated two positions into one
 - iii. Reduced Sports Complex student labor
 - iv. Reduced marketing and advertising budgets
 - v. Eliminated events that were not self-sustaining, such as:
 - 1. Individual team banquets and hockey hospitality room
 - 2. Pre-regular season hockey tournament
 - 3. Great Alaska Shootout basketball tournament
- b. Refer to #4 for efficiencies/improvements.

6) List and briefly describe any current or proposed Board of Regents Policy, State or Federal mandates, or laws that require the continuation of your core function(s).

- a. P09.09.010. General Statement: Recreational and Intercollegiate Athletics.
The University of Alaska will support opportunities for students to participate in recreational and intercollegiate athletics. Each MAU will determine a level of support for such activities that is consistent with the MAU's mission and within the limits of its facilities, resources, and personnel. While opportunities may be made available to the total campus community, priority will be given to student participants.
- b. The reduction or elimination of any sport could make UAA vulnerable to Title IX / OCR challenges.

- 7) Potential cuts: Please describe any function reductions or eliminations that are feasible without significantly affecting UAA's mission fulfillment or its compliance mandates? Are any functions within your unit are duplicated elsewhere at UAA? Is there an opportunity for efficiency to be created by partnering or combining functions? Please describe the opportunities you identify within your unit and include the approximate dollar values and savings that would result.**
- a. Intercollegiate Athletics, Recreation, and Intramural Sports are unique in that no other unit provides the same functions at UAA.
 - b. The opportunity to further diminish expenses to Intercollegiate Athletics can no longer occur without an immediate and sharp diminishing effect on the success of UAA Athletics. For all of the reasons cited within this document, substantial reduction to Intercollegiate Athletics does not come without drastic alteration to the student opportunities and success that Athletics currently offers.
 - c. The benefits of Intercollegiate Athletics to institutions of higher education are numerous. They include the most accessible and public connection to our campus, community and alumni. In addition to the potential of this powerful emotional connection, Intercollegiate Athletics generates brand identity, awareness, and marketing for our respective campuses unlike any other aspect of the University. A highly visible athletics program can increase the number of prospective student applications, bolster alumni participation, and encourage and facilitate philanthropic support to the entire campus (not just athletics). The athletic department supports and provides the backdrop against which campus cohesion, community engagement and community building can develop, grow and thrive. "The primary form of mass media advertising by academic institutions in the United States is, arguably, through their athletic programs," says Harvard Business School Associate Professor of Business Administration, Doug J. Chung.
 - d. Simply stated, Athletics is a significant contributor to a university's identity, serves as the most significant gateway to external stakeholders, and provides the soil in which school spirit and institutional pride take root and mature with students, alumni, faculty, staff and community.