



CALIFORNIA ATHLETICS

Intercollegiate Athletics Review
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UNIVERSITY OF CALIFORNIA, BERKELEY

INTERCOLLEGIATE ATHLETICS REPORT

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INTERCOLLEGIATE ATHLETICS REPORT

INTRODUCTION

Collegiate Sports Associates (CSA) partnered with the University of California, Berkeley (Cal) in November, 2017 to conduct a three-month review of its Intercollegiate Athletics (IA) Department. CSA reviewed University, Pac-12, NCAA and peer institutional data relative to the Cal Intercollegiate Athletics Department with a special focus on equity, finances, and student-athlete experiences.¹

Subsequently, CSA worked with the University to schedule two campus visits, surveyed a wide range of constituents receiving 367 responses, conducted 122 in-person interviews, toured campus facilities, and participated in multiple conference calls and individual conversations. Perspectives and opinions were gathered from diverse representative populations with interest in Cal Intercollegiate Athletics.

There is general agreement from these different groups that the overarching aim for Intercollegiate Athletics is to ensure the health, safety, academic, athletic and holistic development of student-athletes is the highest priority. As Chancellor Carol Christ succinctly stated, a primary goal for the University and Intercollegiate Athletics is to partner to facilitate student-athletes' "develop[ing] a purposeful sense of how they are designing their lives."² CSA used this aim as a lens for evaluating the quantitative and qualitative data and prioritizing options.

The following report focuses on strategies with two, distinctive timeframes. The first proposes strategies that can have an immediate impact on the Intercollegiate Athletics Department financials and contribute to a FY20 balanced budget. The second proposes strategies that can continue to financially, culturally, competitively and socially impact IA beyond FY20.

¹ Findings are based upon the University's annual financial reports and long range financial plans provided by intercollegiate athletics and validated through inquiries and presentations (see bibliography for complete listing)

² Chancellor Christ, December 11, 2017

EXECUTIVE SUMMARY

In November, 2017, the University of California, Berkeley engaged Collegiate Sports Associates (CSA) to conduct an extensive program analysis and specifically a “targeted review of Intercollegiate Athletics’ (IA) organizational structure and financial controls” as recommended by the June 2017 Task Force.³ CSA received 367 surveys, toured campus facilities, conducted 122 in-person interviews and facilitated 8 conference calls with campus administrators, senior leaders, faculty, campus staff, IA department administrators, coaches, staff, student-athletes, alumni and fans. CSA also meticulously examined the breadth of NCAA, Pac-12, peer institutions’ and University financials, data and variables that encompass the University of California, Berkeley Intercollegiate Athletics Department as well as previous task force studies on IA covering the past three decades. Assumptions for the report as validated by the University include:

- The health, safety, academic, athletic and holistic development of student-athletes is the highest priority.
- The Intercollegiate Athletics Department will continue to be Title IX/Gender Equity compliant
- The Intercollegiate Athletics Department will have a balanced budget by FY20. Within this assumption is the University handling the seismic portion of the California Memorial Stadium debt.
- The University is committed to NCAA Division I/Pac-12 Athletics
- Transitioning sports from varsity to club is, in Chancellor Christ’s words, a “last resort”.

The report focuses on strategies that can impact Cal Intercollegiate Athletics by FY20 and that can impact future budgets beginning in FY21. The following represents the key findings of the research, analysis and review that can have an immediate impact on Athletics through FY20:

³ Co-Chair O’Donnell, Robert G. & Co-Chair Powell, Robert (June 2017). Report of the Chancellor’s Task Force on Intercollegiate Athletics (June, 2017). p. 3

Alignment & Messaging

The most important element in a successful athletics department is institutional *alignment*. From the Trustees and Chancellor, to Senior Administrators and Faculty, to Intercollegiate Athletics Administrators and Coaches, to support staff and students, a shared understanding of mission, vision, and values is essential to IA representing the University in meaningful ways while facilitating the growth of student-athletes.

California's important mantra of "relentless questioning"⁴ has led to dialogue embracing a diversity of perspectives and an exhaustive examination of IA. While disagreement and debate are intellectually healthy and beneficial, ultimately, decisions must be made and an organization must align with a clear vision for the future and a shared sense of obligation and pride in accomplishing aspirational objectives. Perpetual critical review is in Cal's DNA and one of the many attributes that distinguishes the University. Thus, future Intercollegiate Athletics decisions may be scrutinized and debated. Yet, the definitive focal point should always be maximizing student-athletes' safety, health, education, experience and development.

Alignment also inspires philanthropy, motivates partnerships, encourages visibility, utilizes campus resources, engages faculty, staff and students and encourages the community to strive together as a collective organization toward shared visions of excellence. Such is the moment for Cal Athletics: alignment in the purpose and plan for IA can empower a vision for integrating sports within public higher education that can be a model of holistic student development for intercollegiate athletics nationally.

DEVELOP A UNIFIED MISSION – VISION – VALUES

The first step in alignment is developing a clear understanding of mission, vision and values guided by the overarching aim of student-athlete holistic development. The new Director of Intercollegiate Athletics should take a leadership role by engaging a wide range of constituent groups in developing a strategic plan that sets specific goals and objectives with strategies to achieve them. The plan should identify action steps needed to implement each strategic initiative, and identify resource requirements, assign accountability and set timeframes for completion of each action step.

REFINE AND UNIFY THE MESSAGE

Past messaging regarding the role of IA at Cal has been inconsistent and compartmentalized. Realistically, with the vast number of sponsored teams and student-athletes, the Cal Athletics Department is operating and competing remarkably well yet has substantial challenges going forward. Therefore, the University must present a unified and inspiring vision for IA that clearly defines its role, as well as the goals and expectations it has for the Intercollegiate Athletics program.

⁴ Paul Alivisatos, Executive Vice Chancellor and Provost, December 12, 2017

Cost Savings (\$7-8M)

Operation of a highly competitive Division I athletics program is an expensive endeavor. Unlike many campus units, there are requirements for membership in Division I that mandate program scope, scholarship commitments, scheduling, and govern levels of staffing. Influenced by Cal's decision to sponsor 30 intercollegiate sports programs, the Intercollegiate Athletics Department funds and supports some programs at near subsistence levels, inconsistent with its institutional commitment to excellence, student success and well-being. Even so, there are opportunities to improve efficiencies and reduce costs to the Department, but some may challenge long-standing institutional fiscal policies.

APPLY ACTUAL COSTS VERSUS CHARGED FEES

The University of California, Berkeley financial procedures include transactions between campus units that are defined as both revenues and expenses. Often these transactions require departments to pay a percentage based upon revenues generated (e.g. overhead) or costs incurred that may exceed or trail actual expenses (e.g. fringe benefits). In some transactions, IA subsidizes the University at a rate higher than actual expenses. If successfully implemented, adjusting from a percentage of costs to actual expenses can reduce Intercollegiate Athletics' annual expenditures by up to \$6m by FY20.

FAIR COSTING FOR OUT OF STATE TUITION

Reimbursement for out-of-state tuition differences for scholarship student-athletes would reduce full grant-in-aid costs by approximately \$1m.

ASSESS LEVELS OF STAFFING

While it is difficult to assess staff performances and outputs in many areas, CSA deconstructed the current organizational chart and re-populated the department through a zero-based staffing concept guided by institutional and department priorities and values. As an additional way to frame personnel and give context, peer institutions' personnel were compared for informational purposes. The conclusion is that IA is overstaffed in some areas yet understaffed in others. Unfortunately, most understaffing is in the areas of student support. Thus, the likely outcome of a re-allocation of personnel is nominal cost savings.

EXPLORE OUTSOURCING OPPORTUNITIES

University leaders and stakeholders consistently emphasized their highest priority as the health, safety, education and holistic development of their student-athletes. One of the areas understaffed is sports medicine, particularly relative to a 30-sport program and the breadth of student-athlete participants. The current medical staff includes very dedicated individuals often working an entire semester with literally only 2-3 days off.

Interns supplement the staff in meaningful ways yet annual, extensive attrition is detrimental in a system that relies heavily on knowing physiological nuances with each student-athlete. While likely not reducing expenses, a three-way partnership between the Student Health Center, IA

and a private medical organization to create a public-private sports medicine clinic has the potential to increase human, financial and equipment resources; and, expand the menu of resources available to student-athletes.

ELMINATE REDUNDANCIES

There are areas of the Intercollegiate Athletics Department that appear to be redundant with campus personnel who could potentially meet Athletics' needs and result in cost savings. Finally, several positions are currently vacant, which provides the new Director of Intercollegiate Athletics with a serendipitous opportunity to restructure the department in ways that may achieve cost savings while aligning skills and experiences with the current priorities of the department.

Revenue Opportunities (\$10-10.5M)

There are significant opportunities for new revenue. However, some of the revenue opportunities may challenge the University to accept strategies that have been historically considered inconsistent with campus values such as increased commercialism.

PURSUE NAMING RIGHTS OPPORTUNITIES

The greatest potential to increase revenue is with naming opportunities at California Memorial Stadium. Knowledgeable experts project revenues for naming rights to be as high as \$4.1m annually. This includes naming of the Stadium, field, club levels, and main entry gates.

Other naming rights and commercial sponsorship opportunities should be explored for areas of Haas Pavilion and other campus venues.

INCREASE PHILANTHROPY THROUGH A UNIFIED, INSPIRING MESSAGE AND COORDINATED SYSTEM OF DONOR CULTIVATION AND SOLICITATION

The foundation of a balanced budget will be increasing philanthropy to levels commensurate with successful NCAA Division I peers. The potential is substantial given the professional and financial success of Cal's alums. Yet, inconsistent and apologetic messaging has limited fund raising, particularly when voiced by colleagues within the University. A historically decentralized system of development with team fund raising goals has evolved into multiple voices asking for support of multiple visions simultaneously while distracting coaches from their primary purpose of student-athlete recruitment, development and well-being. Clearly, coaches can be a resource for identifying and cultivating donors; but, establishing annual development goals for coaches to subsidize their budgets is inconsistent with the overarching aim of student-athlete holistic development and rare in DI programs.

Annual giving is an area that also has great potential yet should be budgeted conservatively. With an inspiring vision for IA and an alignment of values across the University of California, Berkeley community there can minimally be a \$2m increase in annual giving by FY20 and an

annual increase of 10% for future years.

EXPLORE PLAYING A BIENNIAL OFF-CAMPUS FOOTBALL GAME

California Football recently played a neutral-site game generating substantial net revenues over games played at CMS. The Pac-12 has minimum weeknight football game requirements for member schools and the impact on the California campus community has historically been arduous at best. Thus, blending the Pac-12 weeknight football game requirements with strategic scheduling of neutral-site home games can not only minimize campus congestion, but also generate increased revenues of \$2m every other year.

IMPROVE THE GAME-DAY EXPERIENCE

The importance of providing an exceptional gameday experience is critical to revenue, recruiting, cultivation and competitiveness. Today's student attendees at gameday become tomorrow's engaged alumni. Clearly, the beauty of the campus creates a lucrative venue for football games, yet the campus has limitations in parking, pre/post game hospitality and access. Identifying premium campus real estate (currently not being utilized) for hospitality has net revenue projections of \$200,000 annually. In addition, restructuring the current parking policies for the institution can generate an additional \$200,000 annually for IA.

A concerted effort should be made to increase student attendance. The University should remove financial and logistical barriers that make it difficult for students to consistently attend home football and men's basketball games. If a modest student athletics fee (\$15/student) which provides free access to all home contests is not possible, a donor/season ticket holder supported system to provide students tickets for free or at a reduced cost should be explored.

Absent of a positive student response to efforts to improve attendance, relocating student seating would free up priority seating areas of the Stadium and Pavilion that could be sold to non-student season ticket holders and donors (\$350k).

CREATE AN INTERCOLLEGIATE ATHLETICS ADVISORY BOARD

The University of California, Berkeley has a long and storied history of passionate alums that are extraordinarily supportive and engaged in institutional endeavors including athletics. It is important to perpetually provide avenues for key stakeholders' voice to be communicated through institutionally sanctioned means. One example utilized by several peer Intercollegiate Athletics Departments is an Advisory Board that is part philanthropic, advisory and empowering. Often, Advisory Board membership invitations are extended by the Director of Intercollegiate Athletics to key stakeholders who have historically supported the department and have a knowledge, expertise and experience that can advise on future challenges and policies. Board members are not decision-makers, but rather counsel the Director, receive real-time departmental information, contemplate future challenges while financially increasing their annual commitment to IA. Cumulatively, Advisory Boards can simultaneously increase annual revenue by \$2m while providing exceptional perspectives to the Director of Intercollegiate Athletics.

ESTABLISH A COMPREHENSIVE MARKETING PROGRAM TO INCREASE ANNUAL TICKET SALES BY 3%

With competitive success, there is great potential to increase ticket sales revenue. Yet, future projections should be deliberately conservative so there is budget safety and room for improvement. Annual growth of 3% (~\$500K) is realistic as a minimum, particularly with strategic, future scheduling of lucrative non-conference opponents, a process that has already been initiated, and anticipated improved on-the-field/court team performance.

RE-PURPOSE EDWARDS STADIUM TO GENERATE REVENUE TO SUPPORT CAL MEMORIAL STADIUM DEBT RETIREMENT AND RELOCATE CURRENT PRACTICE & COMPETITION FACILITIES

If Edwards Stadium is re-purposed, the aims of a new facility can provide a variety of resources for the University that range from research and scholarship to new revenue opportunities (i.e. housing and retail). It may be advantageous to the University to consider some portion of the revenue stream that can be used to pay a portion of the CMS debt and/or for re-locating the track facility and soccer pitch.

Athletics Capital Campaign (\$60M)

A capital campaign for athletics is necessary to provide appropriate facilities for student-athletes to develop. Philanthropic support for teams will ensure resources for programs as well as provide athletic classrooms for student-athlete holistic development, health, injury prevention/rehabilitation, leadership development, campus engagement and competitive success.

FOCUS ON CONTINUED IMPROVEMENTS TO PRACTICE AND COMPETITION FACILITIES

The revenue potential for football and men's basketball is far superior to all other sports and should be supported appropriately as investments in creating resources for the entire department. One such investment is a practice facility for court sports including men's basketball. Currently, when the basketball teams use the recreation center for practices they are displacing undergraduate and graduate students using the facility. A privately funded, practice facility will not only serve men's and women's basketball, but will minimize conflicts with student recreation and offer greater practice flexibility for court sports.

Other non-revenue producing sports facilities should be evaluated to ensure students have safe, equitable, and up-to-date environments in which to train and compete.

Sports Program Scope

For more than a decade, financial challenges have necessarily brought into question the number of varsity sports sponsored by the University. Cal fields 30 NCAA Division I level teams including 16 for women and 14 for men. The number of sports sponsored is among the highest in the nation and significantly above the average among peer public universities in Division I and in the Pac-12 Conference. Managing a delicate balance between NCAA and Pac-12 Division I membership requirements and Title IX compliance requirements is necessary with any athletics department and intensified within a 30-sports program.

The status of certain sports, primarily because of funding limitations, has been a significant source of tension within the University community. Further, it has been the basis of intense media scrutiny and much public dialogue which has diverted attention from the University's academic achievements, image and reputation. With the financial challenges exacerbated by looming increases in debt service, courageous and thoughtful leadership is needed from all levels of the University to address this problem for the foreseeable future.

DETERMINE WHICH SPORTS CAL WILL SPONSOR

The Chancellor and Board of Trustees should make a definitive statement about program scope and set in progress a process to achieve University goals in regard to the student-athlete experience and the number of teams it sponsors. Trust between stakeholders and University leadership was severely damaged in 2010 when sports were cut and later reinstated to varsity status. The current challenge of a balanced budget by FY 2020 guides many of the cost savings, new revenue and breadth of programs decisions.

Sponsoring a 30-sport program places much greater financial pressure on each program and has the potential to create an inherently layered system of resource allocation per sport thereby providing inconsistent experiential opportunities for student-athletes. With successful implementation of new revenue strategies, compliance with Title IX/Gender Equity within prong I becomes predominately a roster management challenge requiring significant reduction in men's team rosters and possibly modest growth in the roster sizes for some women's programs. However, even with increased revenues, finite resources obviously stretch further with a smaller scope of programs per team.

Transition of varsity sports to club status is only one option available to the University if it decides to reduce program scope. Another is to suspend programs with specific philanthropy endowment/capital goals and timelines established prior to their return to practice and competition.

IMPLEMENT A DISCIPLINED ROSTER MANAGEMENT PROGRAM

Roster management has a more significant role in compliance with Title IX/Gender Equity (in prong I) than finances, assuming revenue strategies are implemented successfully. However, without transitioning sports from varsity to club, substantial roster reductions in men's sports would be necessary to attempt to be compliant with prong I. Although the reductions may

reduce costs slightly by impacting staff/student ratios, it would have a detrimental impact on the experience and daily practice competitiveness of most men's programs.

EXAMINE CURRENT METHODS FOR ALLOCATING RESOURCES AND ESTABLISH A FUNDING MODEL THAT ALIGNS WITH INSTITUTIONAL VISION, VALUES, AND PRIORITIES

Many teams have competitive budgets and coaches compared with peers and NCAA limits, but others are under-resourced/staffed and therefore compromise student-athlete experiences.

Decisions on the future use of Edwards Stadium will be a prime variable in evaluating sports sponsorships. Re-purposing the facility will have substantial capital, budgetary and logistical requirements for some programs.

Summary

On December 2, 1915, The University of California, Berkeley made an institutional decision to compete at the highest level of intercollegiate athletics by becoming a charter member in the Pacific Coast Conference. For over 100 years, Cal Athletics has maintained a commitment to Division I/FBS competition. Competing at the highest level of the NCAA comes at a price: the NCAA and Pac-12 have specific, costly policies regarding academics, rosters, scheduling, facilities, travel, coaches and support staff. A 30-sport department is expensive, particularly when seeking to provide consistent and equitable experiences for each student-athlete. Given its vast number of student-athletes, the Intercollegiate Athletics Department is working remarkably well yet has substantial challenges. While many teams have competitive budgets and coaches, others are under-resourced thereby compromising student-athlete experiences.

By developing and disseminating broadly a more dynamic and inspiring message about Cal Intercollegiate Athletics, its vision, goals and aspirations, and by implementing new revenue strategies and adjusting some cost savings policies, the Intercollegiate Athletics Department can financially be in a position to balance the budget by FY20. If sports are not transitioned to club status (or sports suspended and/or added), extensive roster reductions in men's programs will likely be necessary to ensure equitable opportunities by gender. Even with small investments in necessary areas such as deferred facility maintenance and equity adjustments, IA's budget can balance, yet student-athletes, depending on the team where they reside, will have different experiences and variance in access to a diversity of resources. Ultimately, the tension is between providing exceptional resources to fewer or diluted resources to many.

CONTEXT & BACKGROUND

On March 23, 1868 California Governor Henry Haight signed the University of California, Berkeley charter and thus began a 150-year commitment to excellence in public education and research. On December 2, 1915, The University of California, Berkeley made an institutional decision to compete at the highest level of collegiate athletics by becoming a charter member in the Pacific Coast Conference; and, for over 100 years, Cal Intercollegiate Athletics has maintained a commitment to NCAA Division I/FBS competition. Both come with a cost ultimately determined by ambitions, expectations and applicable law and compliance requirements.

The University of California, Berkeley and its Intercollegiate Athletics Department receives national prestige through comparison variables with peer institutions. As the University strives to be the nation's highest ranked public university by elevating key metrics such as graduation and retention rates, faculty resources, admissions selectivity, alumni giving, financial resources,⁵ faculty honors and research recognition, Cal Intercollegiate Athletics seeks to provide student-athletes with a developmentally meaningful experience through winning championships, Olympic medals and post-season tournaments while graduating student-athletes and preparing them for successful careers after graduation.

Pursuit of these goals is expensive and potentially divisive, because both academics and athletics draw upon and often compete for finite resources. This is exacerbated by the scope of the current academic and athletic programs of the University and the volatility of state resources.

Even within the Intercollegiate Athletics Program there are competing philosophies at work. There is tension between providing a menu of sports that offer opportunities to many against a more focused program that enables Cal to serve a lesser number of student-athletes with a more enriching and competitively successful experience.

⁵ U.S. News and World Report College Rankings methodology (2017).

Survey

CSA initially worked with the University to send a survey seeking qualitative feedback to 819 stakeholders encompassing faculty, coaches, board members,⁶ student-athletes, campus administrators, IA staff, external constituents, students and campus staff. 367 individuals (44.8%) responded with the following highlights:⁷

- The survey indicates a majority of respondents, even within the coaching and student-athlete population, favor considering transitioning some sports from varsity to club status. When asked whether the University should “consider changing the Intercollegiate Athletics Department’s sponsorship of thirty sports, Coaches had the lowest affirmative response yet the majority (69%) support considering a change in the number of sports offered. 70% of Student-Athletes supported considering change and over 90% of Athletics Staff, faculty and Campus Staff supported considering change.
- Responses to each question were consistently reflective of each demographic (faculty, IA staff, university administration, board members...) compared with peer institutions previously surveyed. However, the standard deviation between groups was greater at the University of California, Berkeley in the majority of responses demonstrating sometimes extreme perspectives between groups.
- “Academic Success’ and ‘Student-Athlete Well-Being’ were identified as the core values of Intercollegiate Athletics.
- The primary purpose for the Intercollegiate Athletics Department ranged from ‘Developing Students’ to ‘Generate Revenue’ and ‘Strive to Achieve Excellence.’
- The highest priority of the Intercollegiate Athletics Department was ‘Health and Well-Being of Student-Athletes’ according to IA Staff and Coaches; “Academic Success” according to Faculty; and “Reputation for Doing Things the Right Way” according to Board Members and Campus Staff.
- Student-athletes are perceived by IA Staff, Coaches and Student-Athletes as having the best experience in their ‘Team Areas’⁸ while Faculty and Board Members believe that student-athletes best experiences are with ‘Academic Support’.

⁶ Board of Trustees and Board of Visitors

⁷ Complete survey and results located in appendix A

⁸ ‘Team Areas’ refers to facilities utilized by the entire team such as locker-rooms

Priorities & Assumptions

Based on the Chancellor's charge, numerous interviews with key stakeholders, survey results, reviewing previous task force reports, examining scholarly and media articles and analyzing institutional, Pac-12 and NCAA data, College Sports Associates makes the following assumptions regarding the University of California Intercollegiate Athletics Department:

- The health, safety, academic, athletic and holistic development of student-athletes is the highest priority. Critical to student-athlete development is an intellectual inquisitiveness facilitated by exceptional faculty, coaches and support staff that never waivers from the noblest ideology of academic integrity.
- The Intercollegiate Athletics Department will continue to be Title IX/Gender Equity compliant not just as a matter of law but also because of the University's commitment to Gender Equity.
- The Intercollegiate Athletics Department will have a balanced budget by FY20 defined simply as not spending more than exists in the annual budget. Within this assumption is the University will pay the costs associated with the seismic portion of the California Memorial Stadium debt.
- The University of California at Berkeley has made an institutional commitment to NCAA Division I, Pac-12 intercollegiate athletics understanding there are essential costs associated with supporting nationally competitive athletics teams. Division I athletics is highly regulated by the NCAA and Pac-12 with specific requirements regarding academic performance, sport sponsorship, athletic scholarships, number of competitions, athletic facilities, travel, and recruiting as well as maximum limitations on coaches, athletic scholarships, competitions, recruiting and travel that accumulate into significant costs. Yet, Division I athletics also come with revenue potential from ticket sales, development, sponsorships, multi-media rights, and NCAA/Pac-12 distributions almost exclusively in the sports of football and men's basketball.

Membership in the Pac-12 Conference as a Division I/FBS program benefits the University of California academically, culturally, philanthropically and socially. In addition, Intercollegiate Athletics' inherent popularity provides a breadth of visibility through multi-media coverage that promotes the entire University.

- The University of California, Berkeley values the experiential education student-athletes receive through sports participation. The historical competitive success of the programs has not only been a catalyst to student development but has also contributed to the essence, visibility and culture of the University. Therefore, transitioning sports from NCAA varsity to club programs will only take place if all other options to balance the budget are inadequate or would substantially compromise the student-athlete experience and development.

Transitioning sports from varsity to club status is, in Chancellor Christ's words, a "last resort."

Proposed Strategies

The University of California Intercollegiate Athletics Department has undergone multiple reviews and studies in the recent past. These reports vary in recommendations from consistent themes to creative concepts. The following strategies are proposed by CSA for the University to consider implementing.

A. ALIGNMENT & MESSAGING

The cumulative breadth of variables previously studied has common categories often focusing on cost-cutting, scope of sports teams and new revenue possibilities. However, before any financial, staffing, cost saving, fund raising, or entrepreneurial strategies should be initiated, there needs to be the best possible alignment of goals and expectations for the Intercollegiate Athletics Department throughout the University community.

Alignment in vision, values and mission with specific goals and plans to achieve them is a precursor to success in any organization. Intercollegiate athletics is no exception. From the Trustees and Chancellor, to Senior Administrators and Faculty, Athletics Administrators and Coaches, support staff and students, alumni and supporters, a shared mission/vision/values is essential to Athletics representing the University in meaningful ways while facilitating the growth of student-athletes.

It is apparent that the diversity of viewpoints encompassing Intercollegiate Athletics has created an adversarial culture perpetually compelling reactive management and making proactive planning difficult. The University's important mantra of "relentless questioning"⁹ has led to a diversity of antagonistic perspectives and an exhaustive examination of IA.

While disagreement and opposition are intellectually healthy and beneficial, ultimately decisions must be made, and an organization must align with a clear vision for the future and share a sense of obligation and pride in accomplishing aspirational objectives. Not that future athletics decisions should not be scrutinized and questioned, perpetual critical review is in Cal's DNA and what distinguishes the University, yet the definitive focal point should always be maximizing student-athletes' safety, health, education, experience and development.

Such is the moment for Cal Intercollegiate Athletics. Alignment in the purpose and plan for Intercollegiate Athletics will empower a model that can be a paradigm of holistic student development and serve as a beacon of success for all NCAA Division I institutions.

Alignment in mission, vision and values will also compel consistent messaging that can inspire support, engage constituents and motivate the Cal community. Rather than having conflicting messages about purpose and planning, a concise yet comprehensive strategic plan will transparently outline direction, action steps, benchmarks and timeframes that involve rather than alienate individuals and groups falling within the University community. Very few areas of a university are as public or scrutinized as athletics and aligning Intercollegiate Athletics Department goals with University objectives and University endorsement with

⁹ Paul Alivisatos, Executive Vice Chancellor and Provost, December 12, 2017

Athletics' role and purpose is essential to future success.

B. MISSION – VISION – VALUES AND STRATEGIC PLANNING

Alignment requires a clearly defined and articulated mission, vision and values inspired by the University's overarching aim of student-athlete holistic development. Critical to designing aligned leadership is a roadmap that guides investment, performance and accountability. Therefore, a deliberate and comprehensive strategic planning process is needed that clearly defines mission, vision, values, aspirational objectives, performance goals, action steps, budget implications, persons responsible and timelines for achievement. An experienced facilitator should lead the process and representatives of the diversity of IA's interests and stakeholders should participate in an inclusive and transparent process that ultimately creates an institutionally endorsed and publicly shared strategic plan.

A strategic planning process presents a great opportunity for the next Director of Intercollegiate Athletics. The Director must be engaged with a wide range of constituents and provide visionary leadership with an inspiring message that unifies the Cal community.

C. UNIFIED MESSAGE

With the vast number of varsity teams and student-athletes, the Intercollegiate Athletics Department is operating remarkably well despite substantial current and future challenges. Athletics Department messaging has been inconsistent and decentralized, often with competing communications under the same umbrella. Too frequently, messages are uninspiring and centered on rationalizing major gifts and revenues around budgetary relief rather than celebrating investments in excellence. Therefore, a unified and captivating vision for IA that clearly and unapologetically defines its role, goals and expectations and a plan for communicating that vision must be developed and sanctioned by the University at the highest levels.

D. ATHLETICS LEADERSHIP

Given the financial context of Cal Athletics, the next Director of Intercollegiate Athletics will need to be a talented fund-raiser with an external focus complemented by a Deputy/Chief Operating Officer with exceptional interpersonal, management and mentoring skills that can manage the diversity of responsibilities within IA: from coaching, to business operations, to sales, to operations, to facilities, to compliance, to sports medicine, to teaching, and learning who will manage daily operations.

Making major decisions on critical issues such as the number of varsity teams to sponsor and which prong to comply with Title IX prior to the Intercollegiate Athletics Director search process will a) clarify programmatic needs that frame specific skills, experience and expertise required from prospective candidates; and, b) create a specific context rather than an ambiguous setting making the position more attractive. The clearer the University can be regarding IA's mission, vision, values and expectations the better the attractiveness of the position for potential candidates and fit with their profiles.

Cost Savings (\$7-8M)

The Intercollegiate Athletics Department is lean and cost-efficient given the resources, breadth of programs, number of student-athletes and national spending norms taking place in the intercollegiate athletics market.¹⁰ Some of the following strategies may create challenges with other units on campus given the current accounting procedures and are therefore problematic. However, the following strategies represent opportunities for cost savings in the Athletics Department budget.

A. INSTITUTIONAL PROCEDURES

Apply Actual Costs Versus Charged Fees: The greatest potential in cost savings resides in institutional transfers. University financial procedures include transactions between campus units that are defined as both revenues and expenses. Often these transactions require departments to pay a percentage based upon revenues generated while actual costs incurred may exceed or trail the charged fee. In some transactions (e.g. overhead charges, fringe benefits) Intercollegiate Athletics is actually subsidizing the University at a rate higher than actual expenses. Adjusting from a percentage of costs to actual expenses, while problematic for the University can reduce IA's annual expenditures by up to \$6m by FY20.

Out-of-State Tuition: An area of potential cost savings exists with Athletics financial aid. Paying in-state tuition for all Athletics Scholarships does not increase campus expenses for the University. In fact, precedent has been established when the institution previously implemented a policy to charge the Intercollegiate Athletics Department a 'fair cost' of athletics scholarships generally defined as an equivalent percentage of the undergraduate cohort of in-state students. By expanding this concept to all out-of-state student-athletes, a practice not uncommon with peer institutions, the University can reduce the Intercollegiate Athletics budget by at least \$1m annually.

Processes: There appears to be some procedural efficiencies that can be improved between Intercollegiate Athletics and campus. The range of procedures extend from tardy reimbursements for out-of-pocket expenses to examining layers of regulations that slow processes and approvals while still protecting the integrity of fiduciary responsibility. For example, there was a consistent complaint that reimbursements for personal payments for professional purposes (i.e. travel) are notoriously delayed due to layers of verification and approval procedures.¹¹ The result is that morale suffers when employees are not promptly reimbursed for what can often be substantial business expenses.

¹⁰ Pac-12 (2016); Pac-12 Expense Comparisons (2016); and Equity in Athletics Disclosure Act (2013-2017).

¹¹ There may be opportunities to increase cost savings and be more timely by examining some processes that can be internalized to Intercollegiate Athletics

Precision Monitoring: There were some inconsistencies between data in various reports, budgets and information. Although the University CFO's office and IA have reported regularly scheduled budget reviews, financial monitoring and mutual budget development, CSA believes it beneficial to continue to have regular or quarterly budget reviews between IA and the CFO's office. This includes the review of budget baselines, actuals and projections and would be advantageous in future planning, management and controls.

B. STAFF

Like faculty-student ratios, governing bodies for athletic support staffing provide context and guidelines based on sometimes complex matrices. In some areas of the Intercollegiate Athletics Department, staff performance is explicitly measurable and thereby easy to assess such as fund raising, winning/losing and grade-point-averages. In areas that are less quantifiable, determining appropriate staff output is more difficult. Exacerbating the staffing problem is the campus geography and satellite athletic facilities requiring increased personnel for supervision. Without a proximate, centralized location for staff, the distribution of Intercollegiate Athletics buildings also contributes to a less intimate, collegial working relationship because daily interactions are less frequent with remote locations.

Staff Assumptions: CSA deconstructed the current organizational chart and re-populated the department within a zero-based staffing concept. Allocation of staff was determined by institutional and departmental priorities as well as NCAA/Pac-12 policies and procedures and the following staffing assumptions:

- Student-athlete development, experience and health are the highest priority and staffing must align appropriately
- Revenue generation provides financial and human resources supporting student-athlete development and are therefore high staffing priorities
- Each varsity sport should have the maximum NCAA coaches
- Management and accountability is critical in the areas of coaches, compliance, academic performance, student health, student development, revenue generation and business operations.
- Staff responsibilities align with departmental priorities, needs and institutional values (such as student-athlete holistic development and revenue generation).
- Areas that require internal relationships, such as coaching and student support, are filled with University personnel whereas externally focused responsibilities (such as ticket sales, clerical, custodial and hospitality) are more conducive to being outsourced where financially effective without loss of quality service.

- Staffing aligns with NCAA and governing organizational recommendations for student-athlete-to-staff ratios (such as the National Athletic Trainers Association and National Strength and Conditioning Association).

The intent was to begin with no predisposition of staffing but rather determine a needs-based, logical hierarchical prototype that aligns with the University's values, department's goals and NCAA/Pac-12 requirements. Included in this model were outsourcing areas that can a) save the department salary and benefits expenses; and, b) examine external areas where relationships of trust with student-athletes are not as important to their development. The precedent of outsourcing media rights to Learfield establishes a model that can be extremely cost-effective.

The analysis indicated that IA is overstaffed in some areas yet understaffed in others. Unfortunately, most understaffing is in the areas of student support.

Often, athletic departments simply contrast staffing against peers and rationalize human resources relative to the market without consideration of the number of teams or student-athletes.¹² Therefore, for informational purposes, the zero-based staffing model was contrasted to peer institutions' personnel merely to gauge contexts and came to a similar conclusion although the number of under-staffed areas increases when compared to peers. Therefore, the likely outcome of a re-allocation of personnel is minimal cost savings.

Redundancy and Unfilled Positions: There are a few Intercollegiate Athletics staff roles that appear to replicate responsibilities assigned to campus personnel. By eliminating redundant processes and job descriptions, campus positions could potentially serve Intercollegiate Athletics' needs and result in cost savings by re-assigning roles under the campus umbrella. In addition, several positions are currently vacant, which provides the new Director of Intercollegiate Athletics with a serendipitous opportunity to restructure the department in ways that may achieve cost savings while aligning skills and expertise with the current priorities of the Department.

Staff Assessment and Continuity: There is a general sense in Cal athletics that talented people leave for other opportunities. Reasons for attrition include cost of living, promotions, compensation, department morale, campus disrespect, and a culture that is perpetually reactive rather than proactive. With new leadership, an opportunity to implement University Human Resources' procedures in a deliberate way to maximize staff performance and accountability is essential to ensuring personnel are aligned with the mission, vision and values of the organization.

An annual assessment program should include the identification of talented staff and coaches and develop continuity plans to retain them. Similarly, the annual assessment program

¹² When comparative data is assessed, the University of California Athletics Department performs very well given the number of staff per student-athlete relative to competitors, particularly in terms of academic and competitive performance. Pac-12 and Peer Comparisons with Notes (2016)

should also include explicit expectations for all staff and coaches and clear expectations for responsibilities.

Additionally, professional development programs should be engaged that facilitate the development of staff and coaches in meaningful ways. Staff development can include on-campus mentors, institutional training and courses, association conferences (i.e. NACDA), committee assignments and governing bodies' programming (i.e. NCAA or Pac-12).

Performance Assessment and Accountability: Concerns were expressed by some coaches and IA staff that accountability is erratic and inconsistent. Coaches are often the most publicly scrutinized personnel because competitive success is so quantifiably visible. Yet, competitive success and holistic student development is the result of coaches and a support staff in alignment. Generally, support staff do not feel the same immediacy of success as coaches and therefore tend to have less of a sense of urgency or alignment with expectations as their job security is less impacted by graduation, wins and losses. Thus, clear and quantifiable performance measures should encompass every staff member with explicit consequences for achievement or failure.

As with high-quality faculty and University leaders, IA's high-performers should be rewarded and plans developed for their retention and low-performing personnel should be put on-notice. Every area of an Intercollegiate Athletics Department can measure performance and expectations should align with institutional values and department priorities with ongoing communication throughout the year.

Cost of Living: The cost of living in the Bay Area will likely continue to increase. IA is not the only department on campus that must strategically engage this challenge. Several peer institutions in high real estate cities have provided creative mortgage assistance programs that ultimately become a revenue source for the University through increased housing sales.¹³

While there are upfront cost commitments, when staff members sell their houses, often at a profit, an occurrence that has greater possibilities and consistency in high real estate areas, the gain is shared with the University proportionate to the institution's financial assistance. The University has a mortgage assistance program currently utilized at the institution's discretion. It begins with the highest levels of management and faculty (Vice-Chancellors and Deans) and could expand to the Intercollegiate Athletics Department (Senior Athletics Administrators and Head Coaches). Mortgage assistance programs not only become lucrative vehicles for recruiting staff, but also become an enticing catalyst to purchasing a home that often equates to greater stability and longevity at the University.

Sports Medicine: Notably and inherent to the institution, the most consistent message articulated by University administrators, faculty, staff, alumni and stakeholders is that the

¹³ Stanford, UCLA and Boston College are examples of different mortgage assistant programs.

health, safety, education and holistic development of student-athletes is the highest priority, particularly in contact sports. Therefore, medical staffing should fully satisfy recommended ratios from certifying organizations (i.e. NCAA, NATA and NSCA) and provide accessibility for student-athletes with scheduling emphasis during high intensity training and competition.

While the current staff contains many very dedicated individuals often committing an entire semester with literally only 2-3 days off, including all weekends, current personnel are understaffed relative to a thirty-sport program. In addition, interns supplement the sports medicine staff and other areas of the Department in meaningful ways; yet, annually, extensive attrition occurs that is detrimental in a medical context reliant on knowing physiological nuances with each student-athlete and cultivating trust with student-athletes, their parents and coaches.

Although not likely to reduce expenses, a three-way partnership between the Student Health Center, IA and a private sports medicine provider to create a public-private sports medicine clinic has the potential to: 1) increase the current staff's ratio to student-athletes; 2) increase human, financial, capital and equipment resources; and 3) expand the breadth of resources available to student-athletes.

Outsourcing: Precedent has been established to outsource media rights to Learfield. IA has also out-sourced much of its ticketing operations. The partnership has many advantages including a shift in compensation and benefits to a private entity. The new Intercollegiate Athletics Director should evaluate other areas that can provide cost savings by outsourcing partnerships, particularly in light of the significant transactions affiliated with fringe benefits. Personnel with student-athlete support responsibilities or serving as facilitators of student-athlete development would be inappropriately outsourced, but other areas may provide cost savings and expanded resources and should be considered when juxtaposed with projected future budgets beyond FY20.

C. MISCELLANEOUS

Federal Tax Legislation: In 2017 the Federal Government passed new legislation eliminating the opportunity for donors to Intercollegiate Athletics to deduct their contributions when receiving transactional benefits (i.e. tickets, parking, etc.) as part of their charitable donation. Through no fault of IA, changes in the federal tax policy under the University's current procedures would therefore transition donations given for seating and parking access from gifts to revenue triggering a significant internal 'charge' on Intercollegiate Athletics' revenue that could reach up to \$7m annually.¹⁴ The University should consider treating contributions consistent with previous years, as it will have benign implications for the University but a major, negative impact on IA if the definition is changed from gifts to revenue.

¹⁴ Internal charge rates are considerably higher for revenue than gifts

Revenue Opportunities (\$10-10.5M)

NEW REVENUE BY FY20

There is significant opportunity for new revenue for the Intercollegiate Athletics Department. However, some of the strategies may challenge the University's long-standing concerns regarding commercialism. The compromise of some commercial options will most likely be less painful institutionally than other options that have negative implications for student-athletes.

Other strategies will require not only institutional approval, but significant coordination and management including the need for strengthened campus partnerships to maximize existing resources in the spirit of benefitting the entire University. Finally, there are some immediate and future partnerships that reduce risk, provide substantial possibilities and push operations and management to outside entities.

A. FOOTBALL AND BASKETBALL BY FY20

Naming Rights: There are significant opportunities for new revenue. The greatest potential is with naming opportunities at California Memorial Stadium. Knowledgeable experts on-and-off campus project annual revenues for naming rights to be as high as \$4.1m annually. These rights could include naming of the Stadium, field, three club levels, and main entry gates.

Biennial, Neutral-Site Weeknight Games: California Football recently played a neutral-site game generating substantial net revenues greater than for games played at CMS. The Pac-12 has minimum weeknight football game requirements for member schools and the impact on the California campus community has historically been arduous at best. Thus, blending the Pac-12 weeknight football game requirements with strategic scheduling of off-campus home games can not only minimize campus congestion, but also generate increased revenues of \$2m every other year.

Improve the Gameday Experience: The importance of providing an exceptional gameday experience is critical to revenue, recruiting, cultivation and competitiveness. Providing current students with memorable gameday experiences is an investment in engaged alumni. Clearly, the beauty of the campus creates a lucrative venue for football games yet the landscape surrounding campus and Memorial Stadium limits and disperses parking and pre-post game tailgating opportunities.

While the stadium renovations offer internal hospitality opportunities, premium, non-vehicular external options can significantly increase revenues, particularly given that a significant percentage of attendees do not drive themselves to games, often due to limited parking. Identifying premium campus real estate currently not being utilized for hospitality and partnering with professional hospitality companies, can provide convenient options for fans that can include tents, tables/chairs, catering, beverages and televisions within contained areas.

Schools use this strategy as a catalyst for weaning fans into premium seating areas thereby

cultivating the next generation of suite/club fans. In time, new premium tailgate areas could generate net revenue of \$200,000 annually. In addition, restructuring the current parking policies for the institution can minimally generate an additional \$200,000 annually for Athletics.

Ticket Sales: There is great potential in ticket sales revenue. However, football season ticket sales for football have decreased from 37,000 in 2007 to 15,000 in 2017. While history suggests that competitive success has translated to increased sales, the ticket sales growth potential given available seating and stadium renovations is considerable. Yet, future projections should be deliberately conservative so there is budget safety and room for improvement. Annual growth of 3% is realistic as a minimum and has been built into future projections.

B. DEVELOPMENT BY FY20

Annual Giving: Private giving will be critical to the future of Cal Intercollegiate Athletics' success.¹⁵ Fortunately, the quality of the University of California, Berkeley education has developed a professionally and financially very successful alumni base with tremendous capacity (Kim, 2013). A systematic program that incentivizes and rewards consistent, annual giving without cannibalizing major giving is critical to resource generation.

An essential strategy for the Intercollegiate Athletics Department's future success is to incrementally increase annual giving with an emphasis on unrestricted contributions. Similar to ticket sales, annual giving is an area that also has great potential yet should be budgeted conservatively. With an inspiring vision for IA and an alignment of values across the University community there can minimally be a \$2m increase in annual giving by FY20 and an annual increase of 10% for future years.

The following options can enhance annual and major giving and will hopefully align with the philanthropy consultants' recommendations:

Intercollegiate Athletics Advisory Board: Several peer Intercollegiate Athletics Departments have an Advisory Board that is part philanthropic, advisory and informational. Often Advisory Board membership is extended by the Director of Intercollegiate Athletics to key stakeholders who have historically supported the Department and have a knowledge, expertise and experience that can advise on future challenges and policies. Members can provide meaningful feedback as well as financial support to the Department and should represent a diversity of stakeholders with complementary experiences, expertise and knowledge encompassing the vast areas of intercollegiate athletics (e.g. business, philanthropy, compliance, risk management, etc.). Board members are not decision-makers, but rather advise the Director, receive real-time departmental information and financially increase their annual commitment to the Department of IA.

Specific terms should be outlined within bylaws for the Board, and University leadership should

¹⁵ Wolverton and Kambhampati, 2016 and Seltzer, 2017

be involved in the development and implementation of policies, procedures and membership. Cumulatively, Advisory Boards can simultaneously increase annual revenue by \$2m (e.g. 20 individuals contributing \$100k per year) while providing exceptional resources to the Director of Intercollegiate Athletics.

C. FUTURE REVENUE OPPORTUNITIES FY21 AND BEYOND

Alcohol Sales: Although not a major revenue source, net profits from alcohol sales could produce between \$250,000-\$300,000 annually, provided favorable contracts can be negotiated with the provider and Cal Dining. The operations and logistics of alcohol sales will have upfront costs involving concessions, security and management but may improve the gameday experience for some and create a lucrative addition for increasing ticket sales.

Bundling Rights: There are numerous opportunities to mutually benefit the University and IA by bundling rights opportunities (such as advertising and ‘pouring rights’¹⁶) throughout campus. In many ways, the current University Partnership Program (UPP) model is an example of the potential power of forming campus partnerships. A decentralized system limits possibilities so combining a variety of campus units within a coordinated partnership will be more attractive to private companies and therefore more financially meaningful to the University. Similarly, campus advertising can be a new revenue source for various campus units where appropriate.

Finally, combining multiple units creates more attractive endeavors, encouraging increased investment by businesses. This would offer greater possibilities for the University to partner with local and alumni-owned companies.

Student Fees: Although likely to be controversial, an exploration of a student fee assessment for Intercollegiate Athletics may be worth examining. The fee would allow students free access to all home athletics events and is a common practice among many Division I institutions across the nation.

At Cal, fees are already assessed for various student activities not engaged by every undergraduate. With this precedent in place, a modest fee to support IA would contribute to Intercollegiate Athletics Department’s total revenues and remove financial barriers that discourage students from attending athletic events.

As an example, a student fee of \$15 per student per year would generate approximately \$450k. This is slightly more than was generated through student ticket sales in 2016-17. In return, students would receive free access to all home athletics events, potentially increasing student attendance and the benefits of engagement emanating from participation as a spectator at a major University event.

¹⁶ ‘Pouring rights’ refers to campus-wide agreements regarding beverage partnerships with companies such as Pepsi

In addition to investing students in financially supporting IA, the goal would be to increase student attendance and to improve the gameday experience with all of the ancillary benefits that go with it (e.g. home field advantage, student-body engagement, entertainment, etc.)

Real Estate: There are several opportunities to leverage campus real estate currently assigned to athletics for institutional and departmental revenue generation. One example would be partnerships with retail, housing and restaurant businesses. Such partnerships minimize risk for the University while providing potential revenue that can be set-aside for the University and IA when the principal for the Human Performance Center and Seismic debt requires payment in 2032.

Daily utilization of the magnificent spaces created as part of the CMS renovations would draw people to campus and better utilize the stadium's potential as a revenue generator. The University should explore opportunities to utilize the upgraded new spaces in and around CMS for retail operations (e.g. Team Store) and, possibly, a restaurant.¹⁷

Non-Vehicular Tailgating: Maximizing the use of prime space can be financially advantageous to the University and IA while simultaneously enhancing the gameday experience for fans. Options to be explored would be substantially expanding a tailgate city with concessions and novelty space on Goldman Plaza, surrounding playing/practice fields and available green space throughout campus proximate to the stadium.¹⁸ In addition, larger hospitality tents, often sponsored by local corporations or campus affiliated organizations, can be sold for a premium and offer clients the opportunities to entertain customers, staff and community members.

Campus Gameday Engagement: As a catalyst to campus integration, academic units can host students, faculty and staff, particularly when tied-into faculty and student achievement and in-game recognitions. Many institutions offer an annual faculty/staff tailgate event sponsored by the University Chancellor/President or Provost offering discounted game tickets, pre-game food and beverage, games and activities for family members and brief programs.¹⁹ Often, games against less attractive opponents are selected to increase attendance and provide the team with a home-field advantage.

Non-Football Hospitality: There may also be opportunities for revenue through hospitality with major events in some other sports. The mild climate affords Cal the chance to literally have outdoor activities year-round when desirable and with popular sports such as men's basketball

¹⁷ Drummond, William, Co-Chair; Firestone, Mary, Co-Chair; Maslach, Christina, Co-Chair (2006-2009). University Athletics Board 2006-2009 Report.

¹⁸ There are several national models that exist such as the tailgate area at the University of Mississippi known as 'The Grove.'

¹⁹ Vanderbilt University initiated an annual Chancellor's Tailgate in a large hospitality tent in the mid-1980's with much success in terms of campus goodwill, increased attendance/revenue for less lucrative opponents and building an annual tradition.

there are opportunities for major games to provide greater premium pre-and-post-game experiences. Several schools have identified space previously unused or large storage areas and, with modest facility improvements, created hospitality areas for pre-game, half-time and post-game with revenue increases.

Themed Weekends – Annual Destination: Homecoming for many universities is crafted into an annual destination event to lure alumni back to campus and engage a variety of activities including a football game. The University of Florida began a tradition many years ago that has become an annual ritual for their alumni and fans.²⁰ The concept is for the University to work together in partnership to create a series of events around a football game that are predominately the ownership of the student body yet generate revenue for various campus units including IA. The weekend encompasses activities that range from faculty lectures, to fraternity/sorority tailgates, undergraduate parents’ events, concerts and major entertainment events, varsity and club competitions.

Other than the football game, the highlight takes place Friday night at the football stadium and features student skits, comedy and a musical act often with ties to the University or community. In many ways, Cal can maximize student, faculty, alumni and fan engagement through a variety of events catering to the diverse demographics of the institution that make homecoming a must-do annual tradition.

Fans’ Council: Although not a revenue source, developing a Fans Council has been used at many institutions to solicit feedback, empower customers, inform stakeholders and drive ticket sales through communications, marketing, promotions and experience by incentivizing and inspiring fans to be salespeople. Ultimately, a Fans Council gives voice to a critical base of constituents in meaningful ways that can serve as a catalyst to future engagement and success.

Move Student Sections: Student seating for football and men’s basketball currently occupies prime locations at Haas and California Memorial Stadium. Moving student sections away from premium locations provides the opportunity to sell prime seating at increased prices not discounted for students. Although relocating students would likely encounter resistance from undergraduates and possibly have negative implications on game atmosphere, the Intercollegiate Athletics Department projects annual revenue increases between \$100,000-350,000 by making available more lucrative seating for fans.

D. FUTURE REVENUE OPPORTUNITIES FY21 AND BEYOND

CSA initially focused on revenue strategies that can reach the Chancellor’s charge of a balanced Athletics budget by FY20. In addition, CSA recommends the following strategies be examined for fiscal years beyond 2020 in anticipation of perpetually growing new revenues to invest in student-athlete holistic development:

²⁰ Clemson has also added “Tigerama” similar to the Gator Growl.

The Next Generation of Donors: If California Intercollegiate Athletics had historically instilled a sense of obligation to give-back to the University, the financial challenges of today would be less arduous. Many universities have established programs that create awareness with current student-athletes of others' support for their experiences thereby instilling a sense of future obligation. Some institutions have even created incremental giving/membership programs with current student-athletes in tangible ways that provide a sense of obligation in real-time.

For example, one university has each freshman join its annual giving club at the \$25 level, sophomores at the \$50 level, juniors at the \$75 level and seniors at the \$100 level (financial assistance is provided with less fortunate students on the team within NCAA guidelines). Donations were developed around tangible goals that impact the teams such as new equipment, technology or apparel. In this way, the student-athletes experienced the actual benefit of their own support and more deeply understand the significance of giving.

Clearly, coaches have the most influence on their student-athletes and ultimately will be instrumental in not only crafting a program of giving but implementing in meaningful ways. The Intercollegiate Athletics Department Administration working with University Development can manage the program as well as continue to engage student-athletes long after graduation and communicate the impact of their contributions.

Transformational Gifts: The University is fortunate to have donors with the capacity to make transformational gifts. While many such donors have specific areas of passion, often there are donors with philanthropic intentions willing to give toward areas that best serve the university. Identifying, cultivating and soliciting transformational donors for major athletic contributions can have a substantial impact on the current and future financial context of intercollegiate athletics. The endowment campaign will engage sport-specific donors while transformational gifts can transcend the entire department in ways that benefit the University and should be carefully selected. In addition, transformation gifts should not cannibalize annual gifts to the University and/or IA, but rather complement the support such donors have committed to the institution.

Coordinated Development: The requirement of fundraising expectations for coaches and their program has been successfully implemented for many years and has provided programs with budgets that allow compliance with NCAA and Pac-12 scheduling requirements, appropriate recruiting travel and student-athlete development. However, the decentralized development model has also empowered donors in some programs in ways that have the potential to blur the line between philanthropic support and inappropriate power by leveraging donations with decision-making influence over the program.

In addition, the current model has multiple voices articulating diverse messages and creates a parochial system of philanthropy. A very deliberate plan of education and implementation will be required to ultimately evolve to a more centralized model of fundraising.

Endowment Campaign: The University of California, Berkeley degree is a rigorous and prestigious degree and Cal graduates are proportionally highly successful professionally and financially. Engaging alumni with specific goals is essential to provide a high-quality, developmentally meaningful student-athlete experience. CSA suggests the University consider an 'Endowment Campaign' that establishes specific targets to endow specific teams.

In 2010, campaigns were initiated to 'save' programs in a very reactive strategy. Instead, proactively fundraising with specific goals and benchmarks can not only reduce Intercollegiate Athletics Department costs but theoretically protect the varsity status of programs.

The endowment campaign can be phased to target: 1) athletic scholarships; 2) coaches' compensation and benefits; 3) travel and lodging; 4) equipment; and 5) practice and competition facilities (such as golf course fees). Establishing a phased-campaign that endows each category creates a very specific goal with measurable success, real-time impact and ultimately ensures a consistent, quality learning experience for each student-athlete. Such a system also establishes clarity with expectations.

Cutting, suspending or shifting sports to club level is a last resort, yet the current levels of funding are inadequate to support a thirty-sport program at a high level. By implementing an endowment campaign, each program has a chance to be financially stable by specific deadlines set by the University.

The campaign also provides transparency to stakeholders within each program and proactively engages alumni and donors to make a significant difference by endowing their program in perpetuity. The University is currently engaged with a philanthropy consulting firm studying the possibilities and capacity in depth and can examine in more detail the potential of an endowment campaign.

Incentives: Bonus programs for development officers and other areas of revenue generation can be effective incentives for personnel. Additionally, creating bonuses based on collective performance or team outcomes has the potential to inspire personnel to work together in ways that are advantageous to the University, the Intercollegiate Athletics Department and staff. Similarly, rewards for cost savings can also be implemented to inspire staff to continually search for creative ways to reduce expenses.

E. FOOD AND CONCESSIONS PARTNERSHIPS

Popular brand foods are already served on campus in exclusivity (i.e. Pepsi) for premium guaranteed and shared revenues. Such relationships provide the institution and athletics increased revenue possibilities depending on the brand, agreement, accessibility and sales. A thorough assessment of current campus food and concessions' agreements contrasted to projected increases in revenue may provide avenues to increased revenues/cost savings that are mutually beneficial. Although the history of current agreements may be problematic, financially advantageous outcomes would merit strong consideration for change, particularly when beneficial to all parties while enhancing customer/fan satisfaction.

Facilities

A common cliché assigned to college athletics is the infamous ‘arms race’ connoting a competitive buildup of facilities. While Intercollegiate Athletics Departments receive much of the negative publicity regarding excessive spending, the reality is that Higher Education is fully immersed in an ‘arms race’ with students expecting state-of-the-art technology, dorm rooms that look like apartments, cafeterias that provide restaurant-quality/variety food, libraries that feel like trendy book stores and recreation centers that resemble elite fitness clubs. The cost of quality is high and exacerbated by competition among schools.

The University of California has inherent, institutional assets that have the potential to somewhat neutralize plush athletic facilities and excessive budgets and salaries at competing institutions and therefore does not need to win the ‘arms race.’ But, not investing in athletic ‘classrooms’ will have negative implications on recruiting, competitiveness, staff attrition, revenue generation and, ultimately, student-athletes’ experience and development.

California Memorial Stadium is arguably one of the most iconic stadiums and attractive locations in the country. Its renovation, while critical for the safety of all attendees and users, has enhanced an already magnificent resource for the entire University.

The new swimming and diving center is also an exceptional facility that compares favorably with any in the NCAA and will continue to be an extraordinary resource for the institution and specifically the varsity teams and Olympians.

The Student-Athlete High Performance Center is also an incredible, developmental resource that simultaneously focuses on injury prevention and performance enhancement.

Survey feedback from IA staff and student-athletes indicated that student-athletes’ best perceived experience was related to ‘locker-rooms and team areas.’ Yet, most of the athletics facilities have not been regularly maintained and there is currently no budget for deferred maintenance, something CSA now has built into future budget projections.

In addition, because there is no court practice facility, whenever court sports such as men’s and women’s basketball practice in the Recreational Sports Facility (RSF), areas not ideal for teaching and learning, they displace undergraduates. The University and new Intercollegiate Athletics Director should evaluate the following areas:

Edwards Stadium: The geography of campus is such that the Edwards Stadium footprint is a valuable property with a diversity of possibilities. Several perspectives suggest alternatives for the site. These include utilizing the Edwards Stadium footprint for academic resources, student housing, retail space, and/or renovated athletic venues. Ultimately, the University will determine the future use of Edwards Stadium and implications for campus, athletics, the community and students.

If Edwards Stadium is repurposed, the aims of a new facility can provide a variety of resources for the University that range from research and scholarship to new revenue opportunities (i.e. housing and retail). It may be advantageous to the University to consider some portion of the revenue stream that can be used to pay part of the CMS debt and/or for re-locating the track facility and soccer pitch.

California Memorial Stadium - Revenue Partnerships: Previous task force reports have creatively proposed new revenue concepts, yet few have been implemented or realized. The renovation of California Memorial Stadium prompted recommendations for public-private partnerships encompassing retail space that would shift pedestrian traffic more broadly across campus. The exceptional views from CMS looking westward make the outdoor and luxury areas of the stadium ideal for hosting multiple and diverse events throughout the year.

Perhaps the greatest risk-reward context is with calculated public-private ventures. In many ways, the University can safeguard creative endeavors by negotiating the tradeoff of expenses/revenues with private entities. The greater the risk for the University the greater the potential reward, so risk aversion will be critical.

Intercollegiate Athletics Capital Campaign (\$60m): Other than the swimming and diving practice facility, High Performance Center and CMS upgrades, there are issues of equity, health and safety, student-athlete/cohort experiences and student development that need to be addressed. Establishing a capital campaign for IA that engages departmental needs will serve Intercollegiate Athletics in meaningful ways while not burdening the University with financial support. Private support for teams will ensure appropriate resources for programs by gender as well as provide laboratories for student-athletes' development, health, injury prevention/rehabilitation, leadership development and campus engagement.

Peer Institution Visits: CSA recommends a Chancellor and Intercollegiate Athletics Director selected committee visit 3-5 peer institutions and tour their athletic facilities. While most of Cal's varsity venues have solid foundations, years of neglect have deteriorated the facilities. Cal's values nobly limit participation in the 'arms race' and therefore peer institutions should reflect comparable values, budgets and investments in athletic venues. Touring peer campuses will frame a strategic plan for deferred maintenance and future facility development that can be included in the IA capital campaign or targeted as an annual upkeep endowment.

Master Facilities Plan: The Intercollegiate Athletics Department has a 2013 facilities master plan.²¹ There also exists an outline of a master facilities plan based on current programmatic needs, deferred maintenance, student-athlete health and safety, equity, competitiveness and growth and development. The plan and outline require engaging institutional architects to

²¹ Sam Davis Architecture (2013). Intercollegiate Athletics Facilities Master Plan, University of California, Berkeley

update the planning process aligning design with current, projected costs and construction benchmarks, once institutionally authorized and private funding is secured.

The plan should encompass facilities that best serve the varsity sports as well as the entire University community and be logistically developed in ways that best serve student-athletes' academic and athletic responsibilities. The plan should assist the University in continuing to meet the requirements of gender equity and Title IX. The plan should involve key stakeholders as determined by the Intercollegiate Athletics Director and Chancellor and can ultimately be developed into a fundraising asset to support future projects.

Hosting Major Events: There are neighborhood limitations on the number of major events CMS can host. With the departure of professional sports teams, increasing concert tours nationally and the explosion of such events as e-sports, Haas and CMS have impactful revenue potential as East Bay residents look for entertainment options as replacements. The University of California brand is strong in the area and providing opportunities to experience the campus in memorable ways can not only generate new revenues but can expose thousands of community members to the gorgeous setting and remarkable grounds.

Camps: The history of summer athletics camps began as recruiting opportunities for prospects to demonstrate their talents and coaches to evaluate each high school recruit. With the evolution of AAU and club sports, recruiting camps have nearly disappeared nationally. Creatively, many schools have developed strategic camping experiences for targeted demographics. For example, basketball staffs have developed parent-child camps providing an intimate experience for families involving skill instruction, sleeping in dorms, eating on campus and generally spending high quality time together.

Other schools have created fantasy camps for adults patterned after MLB camps and engage alumni as well as potential donors in their passions that leave lasting memories and good will toward the university. Finally, several schools have created legacy programs directed toward high-end, prospective donors and provide intense, competitive and rewarding experiences grounded in sports.

Many schools continue to offer youth camps for smaller children which generate some revenue to supplement coaches' salaries and operating budgets. Not only do these camps provide parents, especially parents who are alumni, with an opportunity to send their child to a safe and stimulating environment, but they also give prospective future undergraduates an emotional attachment to the University.

Camps take much time and organization and many schools have hired a Camps Director who coordinates camp promotions, marketing, transactions, housing, dining, scheduling and stewardship. When developed appropriately with campus dining, conferences and housing, camps can be mutually beneficial for a variety of units on campus beyond Athletics.

Monetizing Assets: Every space has potential revenue or service possibilities. One only need to walk across campus and see where students study, socialize or reflect. Itemizing all IA available spaces can create a menu of utilization that can serve student-athlete needs and/or generate revenue. A simple example is space currently used by student-athletes for daily studying and is easily converted into hospitality space for evening basketball games. With very little expense, a Big Ten university converted a large storage and custodial room into a pre/half-time/post-game entertainment area with annual membership dues and bar service with light hors d'oeuvres. Depending on the vision and the need, each space has potential and an itemization and value projection of each can assist the Intercollegiate Athletics Department in determining return on investments.

Sports Program Scope

For more than a decade, financial challenges have necessarily brought into question the number of varsity sports sponsored by the University. Cal fields thirty Division I level teams including 16 for women and 14 for men. The number of sports sponsored is among the highest in the nation and significantly above the average among peer public universities in Division I²² and in the Pac-12 Conference. Managing a delicate balance between NCAA and Pac-12 Division I membership requirements and Title IX compliance requirements is necessary with any athletics department and intensified within a thirty sports program.

A rational argument can be made that club sport participants have more developmentally meaningful experiences than varsity student-athletes. Students on elite club teams must schedule games, determine roster sizes, recruit students, establish budgets, coordinate travel, raise money, hire coaches and administer their programs. Varsity coaches, administrators and staff provide varsity student-athletes with support that touches them in almost every aspect of their lives thereby simultaneously facilitating and limiting their holistic growth. While the intensity and commitment of a varsity experience clearly serves as a significant catalyst for student-athlete growth, the breadth of developmental responsibilities can be far greater for many club participants than their varsity classmates. Yet, the psychology of having a sport 'cut' has devastating emotional costs across a diversity of stakeholders that last generations. Student-athlete alumni that were interviewed for this report consistently articulated that they were given an opportunity to transform their lives at Cal through varsity athletics.

With almost every Cal task force study on intercollegiate athletics there has been consideration of shifting some varsity sports to club status. In fact, the University cut five sports in 2010 only to return the programs to varsity status shortly thereafter. The scope-reduction was estimated to save athletics \$4 million in the first year yet the Vice Chancellor for Development at the time estimated the negative impact on institutional philanthropy to possibly be \$25 million annually, an institutional net loss of \$21 million per year.²³

From a financial perspective, reducing the scope of the programs to the NCAA Division I minimum of 16 is the most dramatic step and would reduce departmental expenses by more than \$8 million per year.²⁴ Yet, the Vice Chancellor's \$25 million philanthropy estimate continues to linger at an institution containing a significant percentage of donors who generously give to academic and athletics units. In addition, the emotional angst and turmoil that erupted in 2010 also has an incalculable price in hurt feelings, negative publicity and cantankerous factions with conflicting agendas.

While the University has philanthropic donors who support a diversity of areas at the institution, the percentage of alumni that give can be significantly increased. Exacerbating the context is a historically decentralized development system that establishes fundraising goals/requirements for coaches to supplement their budgets, a practice that compromises their time recruiting and developing students. A culture of sport-specific giving is not unusual with athletics departments, but is typically administered in such a way that

²² The average number of teams per NCAA Division I university is 19 (NCAA, 2018)

²³ These projections are individual references and should be regarded as such

²⁴ Data provided by the Athletics Department

unrestricted gifts are a priority in a reward system that encourages broader giving in ways the University and IA can assign to highest priorities. The current context has empowered some alumni/donors to feel like team owners because their donations are so essential to the sport's survival leading to potential compromises in rules compliance, playing time, personnel changes, game strategies, roster membership and institutional values.

Ultimately, the model of vast, experiential athletic opportunities through thirty sports at the FBS level is unique and honorable although costly, even with varying distributions of resources by program. Supporting thirty sports places enormous financial pressures on the Intercollegiate Athletics Department and each program. In addition, diluted resources across thirty sports create differences in developmental support for student-athletes thereby compromising the overarching aim of the University to maximize student-athlete health, safety, experience and meaningful development.

While football and men's basketball have the greatest revenue opportunities and must be funded appropriately, the history of national championships and Olympians in other sports brings great pride to many in the Golden Bear community. Yet, the current model impacts a consistent experience for every student-athlete. Some variance exists in facilities, sports medicine, budgets, coaches and staff, travel, strength and conditioning, equipment and apparel and supplemental activities such as banquets and cultural experiences.

In addition, public dialogue about cutting sports has impaired recruiting in sports considered possibilities for elimination, initiating a competitive spiral that reduces success, dilutes positive experiences and developing skills and knowledge that can transcend future endeavors.

Perhaps the most overlooked costs for a program with thirty sports are staffing in terms of the ratio of students to trainers, strength coaches, academic counselors, equipment managers, physical therapists, mental health counselors and doctors increases. In some cases, unhealthy contexts exist where the proportion of staff to students minimizes the level of supervision each student receives. Human resources are an often overlooked cost that either impacts the budget or the quality of support each student-athlete receives. Ultimately, as stated by the Chancellor, cutting sports is a last resort, but clearly the overall experience of every student-athlete is critical to final decisions.

The status of certain sports, primarily because of funding limitations, has been a significant source of tension within the University community. Further, it has been the basis of intense media scrutiny and much public dialogue which has diverted attention from the University's academic achievements, image and reputation. With the financial challenges exacerbated by looming increases in debt service, courageous and thoughtful leadership is needed from all levels of the University to address this problem for the foreseeable future.

Title IX/Gender Equity: Universities can choose one of three ‘prongs’ to comply with Title IX.²⁵ Currently, the University of California Intercollegiate Athletics Department is structurally complying with Title IX/Gender Equity guidelines under prong III resulting in many more participation opportunities for men than women. An institutional decision to shift from prong III to prong I criteria creates a context that is more clearly defined and contains specific, manageable guidelines. However, continuing with a thirty-sport model in prong I will require substantial roster reductions with men’s programs and, possibly, modest growth in roster sizes for some existing women’s programs.

Although men’s sports’ reductions may reduce costs slightly by impacting staff/student-athlete ratios, it would have a detrimental impact on the experience and daily practice (and ultimately games) competitiveness of most men’s programs.²⁶ Although some teams currently have competitive budgets and coaches compared with peers and consistent with NCAA limits, other programs are already under-resourced/staffed and therefore compromising student-athlete experiences, competitiveness and development.

Determine Which Varsity Sports Cal Will Sponsor: The University should make a definitive statement about program scope and establish a process to achieve University goals in regard to the student-athlete experience and the number of teams it sponsors. Trust between stakeholders and University leadership was severely damaged in 2010 when sports were cut and later reinstated to varsity status. The current challenge of a balanced budget by FY20 guides many of the cost savings, new revenue and breadth of programs decisions.

Sponsoring a thirty sport program places much greater financial pressure on each program and has the potential to create an inherently layered system of resource allocation per sport thereby providing inconsistent experiences for student-athletes.

With successful implementation of new revenue strategies and other strategies that foreclose the need to cut the scope of varsity sports in order to balance the budget, compliance with Title IX/Gender Equity within prong I becomes predominately a roster management challenge. However, even with increased revenues, finite resources obviously stretch further with a smaller scope of programs per team.

Program Suspension: One possible strategy that instantly reduces expenses while providing time to financially support teams is to suspend programs until fund raising benchmarks are achieved. The disadvantages of program suspension are: 1) the immediate impact on current

²⁵ “(1) The number of male and female athletes is substantially proportionate to their respective enrollments; or (2) The institution has a history and continuing practice of expanding participation opportunities responsive to the developing interests and abilities of the underrepresented sex; or (3) the institution is fully and effectively accommodating the interests and abilities of the underrepresented sex” U.S. Department of Education, Office for Civil Rights, <https://www2.ed.gov/about/offices/list/ocr/docs/title9-qa-20100420.html>

²⁶ NCAA Rosters (2017).

student-athletes with the possibility that many will transfer but the University would continue to fund their athletic scholarships through graduation for those who stay; 2) NCAA and Pac-12 procedures for returning to competition must be strictly adhered to and take place over years; and 3) the significant difficulty presented by the need to return sports to varsity status in compliance with Title IX.

The primary advantages to program suspension are: 1) immediate positive impact on the Intercollegiate Athletics Departments' budget; and, 2) the opportunity for the suspended sport to return to varsity status. Additionally, the University must establish a timeline and financial requirements for reinstatement.

Roster Management: Without transitioning sports from varsity to club, substantial roster reductions in men's sports would be necessary to attempt to be compliant with prong I. Although the reductions may reduce costs slightly by impacting staff/student ratios, it would have a detrimental impact on the experience and competitiveness of most men's programs.

Investment

The University of California, Berkeley Intercollegiate Athletics Department is operating remarkably well for a thirty-sport program. However, there are areas where investment would be advantageous to the University in areas of student-athlete health and safety, equity, deferred maintenance and investment in revenue programs. A Pac-12 survey showed that Cal is last in per student-athlete resource investment, yet many of the programs are nationally competitive, consistently finish high in the Learfield Directors' Cup standings and see exceptional retention and graduation rates.²⁷ Assuming a combination of cost saving and revenue strategies are successfully implemented by FY20, the following investments have been included in future, balanced budget projections:

Football and Men's Basketball: It is not a value judgment to state that our society highly regards athletics. Where there is not a newspaper physics or chemistry section, there is a daily sports section. Electronic media provides popular sports-dedicated channels that present 24-hour a day competitions, information and analysis. The most-watched television shows weekly include sporting events.

Clotfelter (2011) found that "among universities with big-time athletics programs, journalistic attention to universities' athletics programs far exceeds that devoted to all other university functions and events (p. 59)." Joyce Julius and Associates found that the media exposure surrounding the University of Wyoming football program in the fall of 2017 exceeded \$46m (Joyce Julius & Associates, Ann Arbor, MI).

Cal Football and Men's Basketball are predisposed to engaging a broad and diverse spectrum of demographics and media in ways that can be financially, culturally, competitively and institutionally advantageous. Within the public domain, football and men's basketball have, by far, the greatest attraction and therefore revenue potential to benefit the Cal Intercollegiate Athletics Department and all thirty teams.

To ignore peer resources or disregard the symbolism of institutional commitment as perceived through the eyes of alumni, donors or a high school prospect is to discount the impact of investment on sports that can best generate revenue and exposure. The University's exceptional reputation, prestigious degree, athletic traditions and dedicated coaches and staff create a context for an investment in those sports that will have the most return, yet does not have to be at-or-near the top of the Pac-12.

However, at a minimum, investment in these sports should consistently be in the middle-third of the conference. Thus, an initial annual investment of \$1m in these two programs with a progressive increase over the next several years has been included in budget projections.

²⁷ The Learfield Director's Cup annually ranks intercollegiate athletics departments competitive success based on post-season success: <https://thedirectorscup.com>

Resources: Finite resources have created a context of historically allocated personnel, equipment, operations and total budgets that vary significantly by sport and support services. Therefore, an incremental \$1m annually to be invested in initiatives at the Director of Intercollegiate Athletics' discretion has been included in balanced budget projections.

Deferred Facility Maintenance: While CMS, the Student-Athlete High Performance Center, and the Swimming and Diving practice facility are among the best in the nation, the remaining IA facilities have been neglected for many years without a plan for ongoing upkeep and preservation. Thus, a \$2m annual budget line has been included in balanced budget projections to proactively engage the issue of deteriorating Intercollegiate Athletics facilities and prevent sudden crises with substantial funding requirements.

Nutrition: Student-athletes expend a significant amount of calories each day with intense physical activity. From daily weight lifting sessions to cardiovascular fitness exercises, practices and competitions, each day requires tremendous physical exertion and physiological hypertrophy and recovery. If there is one area where student-athletes should be treated differently from their classmates, it is to satisfy their nutritional needs. Future balanced budget projections should include an initial investment in training table for student-athletes per recent changes in NCAA legislative policies. The amount should be monitored annually to ensure student-athletes are receiving appropriate levels of nourishment.

Epilogue

The University of California, Berkeley Intercollegiate Athletics Department has tremendous history and tradition contributing to a reputation of comprehensive excellence throughout the institution. From high graduation rates to professional athletes, Olympic medalists, highly successful and engaged alumni, the Intercollegiate Athletics Department is a tremendous asset to the University as well as the NCAA and a positive model for intercollegiate athletics.

A commitment to the highest level of athletic competition comes with a high cost, particularly when combined with significant department and institution financial challenges. A thirty-sport department is expensive, especially when seeking to provide consistent and equitable experiences for each student-athlete. Given its vast number of student-athletes, the Intercollegiate Athletics Department is working remarkably well, yet has substantial challenges.

The Intercollegiate Athletics Department can be in a position to balance the budget by FY20. It is also possible to provide student-athletes with an exceptional, holistic education and positive athletics experience in an environment that practices and celebrates the principles of equity and diversity. Yet, both present enormous financial challenges and will require changes in traditional campus policies, traditions and culture.

The decision to discontinue or suspend a varsity sports program is one of the most polarizing a NCAA Division I institution can make. There are strategies that, if successfully integrated, can provide student-athletes with a safe, healthy and developmentally meaningful experience from an extraordinary public university, but implementing them will take extraordinary leadership.

By developing and disseminating broadly a more dynamic and inspiring message about Cal Intercollegiate Athletics, its vision, goals and aspirations, and by implementing new revenue strategies and adjusting some cost savings policies, the University can continue to support a broad array of sports programs. Absent of that, serious consideration must be given to determining what is practical versus what is philosophical. This report verifies that while both outcomes are possible, the ultimate question is whether Cal wants to provide exceptional resources with higher expectations to fewer or diluted resources and lower expectations to many.

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Appendix A - Survey

December 2017



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I. PURPOSE & METHODOLOGY

In order to evaluate the current state of Cal Intercollegiate Athletics (IA) and frame a future for the program, key stakeholders were invited to participate in a written survey designed and administered by the Consultants. The survey was sent via email to 819 individuals, and completed by 367, representing a 44.8% response rate (see Table 1 for respondent demographic information). Throughout the report, analysis of variance was conducted to determine whether there were differences between demographic subgroups. Sub-group mean differences with statistically significant differences are highlighted. **Means highlighted in green have higher values (satisfaction/agreement/importance, etc.) than those with text in red.** Statistical significance at the $p < .01$ level denotes a probability (p-value) of less than 1% that mean differences between the demographic sub-groups in the population are due to chance. Standard deviations (SD) are an indication of variance. On a 5-point scale, standard deviations above 1.0 denote a high degree of variation within the sample.

Table 1		
Survey Respondent Demographic Information		
	n	%
Primary University Position		
Athletic Department Staff	89	24%
Faculty	72	20%
Coach	39	11%
Campus Advisory Group Member (Board of Visitors, Board of Trustees)	39	11%
Student-Athlete	35	10%
Campus Administration (Chancellor's Cabinet, Deans, Chairs, Associate Deans)	35	10%
Campus Staff	24	7%
Athletic Department Sr. Staff	14	4%
External Supporter/Donor	13	4%
Student	7	2%
Gender		
Man	201	55%
Woman	153	42%
Genderqueer/Gender Non-Conforming	1	0%
Transgender	1	0%
Decline to State	11	3%
Racial/Ethnic Identity (multiple selection)		
White/Caucasian	284	71%
African-American/Black	24	6%
Decline to State	18	4%
Chinese/Chinese-American	17	4%
Mexican/Mexican-American/Chicano/Chicana	13	3%
Spanish-American/Latino/Latina	9	2%
Other (less than 1.75% each)	36	9%
Cal-Berkeley Alumnus/Alumna		
Yes	124	34%
No	242	66%
Time working directly with (or in) athletics department		
< 1 year	27	7%
1-3 years	47	13%
4-10 years	98	27%
11-20 years	67	18%
20+ years	128	35%

N = 367

Final response rate 367/819 (44.8%).

II. Mission & Purpose

Holistically educating and developing students, enhancing the Cal student experience, and providing a unifying touch-point for students, faculty, alumni, community, and supporters were ranked as the most important things the athletic department does by respondents on a scale ranging from (1) “least important” to (5) “most important”. Significant differences in purpose were evident between sub-groups on all factors. Athletics senior staff, staff, and coaches ranked each of the athletics purposes as higher in importance (noted in green) than faculty and campus administrators (noted in red). A complete listing of cumulative and subgroup means are available in Table 2.

Table 2

What is the purpose of the Cal Department of Intercollegiate Athletics (IA)? What is its reason for being?

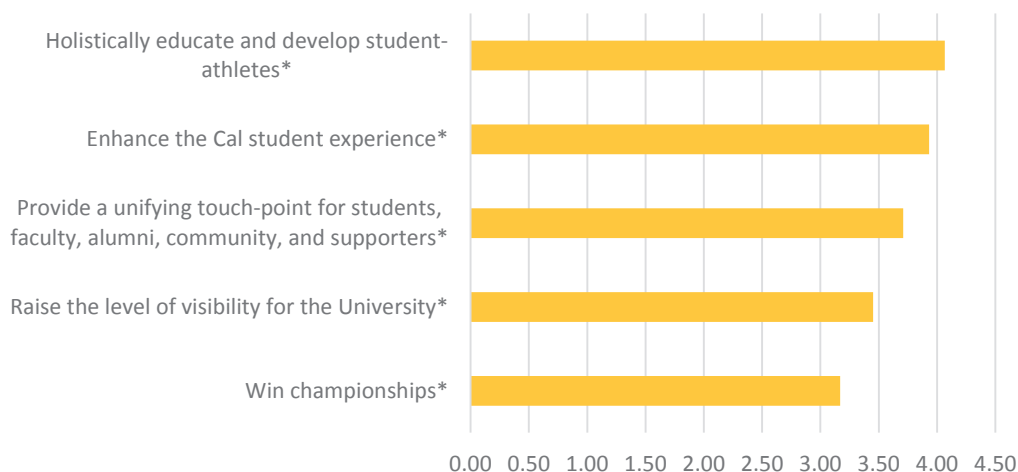
	Cumulative		Athletics Sr. Staff	Athletics Staff	Coach	Campus Admin	Faculty	Donors	Student-Athletes	Trustee/Board of Visitors	Campus Staff
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Holistically educate and develop student-athletes*	4.07	1.075	4.71	4.49	4.56	3.79	3.47	3.80	4.12	3.94	3.68
Enhance the Cal student experience*	3.93	1.009	4.14	4.19	4.15	3.66	3.56	4.07	3.76	4.14	3.87
Provide a unifying touch-point for students, faculty, alumni, community, and supporters*	3.71	1.104	4.14	4.10	3.92	3.51	3.07	4.00	3.50	4.00	3.50
Raise the level of visibility for the University*	3.45	1.111	3.93	3.91	3.97	3.09	2.54	3.27	3.74	3.53	3.43
Win championships*	3.17	1.289	4.14	3.86	3.97	2.06	2.20	2.80	4.03	2.97	2.43
Other	4.33	.944	4.50	4.44	5.00	3.50	4.14	5.00	4.50	4.50	4.33

Note: Scale ranged from (1) "Least important" to (5) "Most Important"

Note: 32 "other" responses included: generate revenue (7); serve campus and facilitate sport opportunities for all (5); strive to achieve/express excellence (4); promote philanthropy (4); create educational pathways for those who would not normally have access to elite education (3); provide entertainment (3); waste money (2); keep donors happy (2); be fulfilling place to work with transcendent values (2)

*Denotes statistically significant difference ($p < .01$)

Cal IA Purpose



III. CORE VALUES

Respondents were invited to select up to five core values. Integrity, student-athlete well-being, and student-athlete academic success were the values ranked most often by respondents as the most important principles IA should not compromise even if it puts the program at a competitive disadvantage.

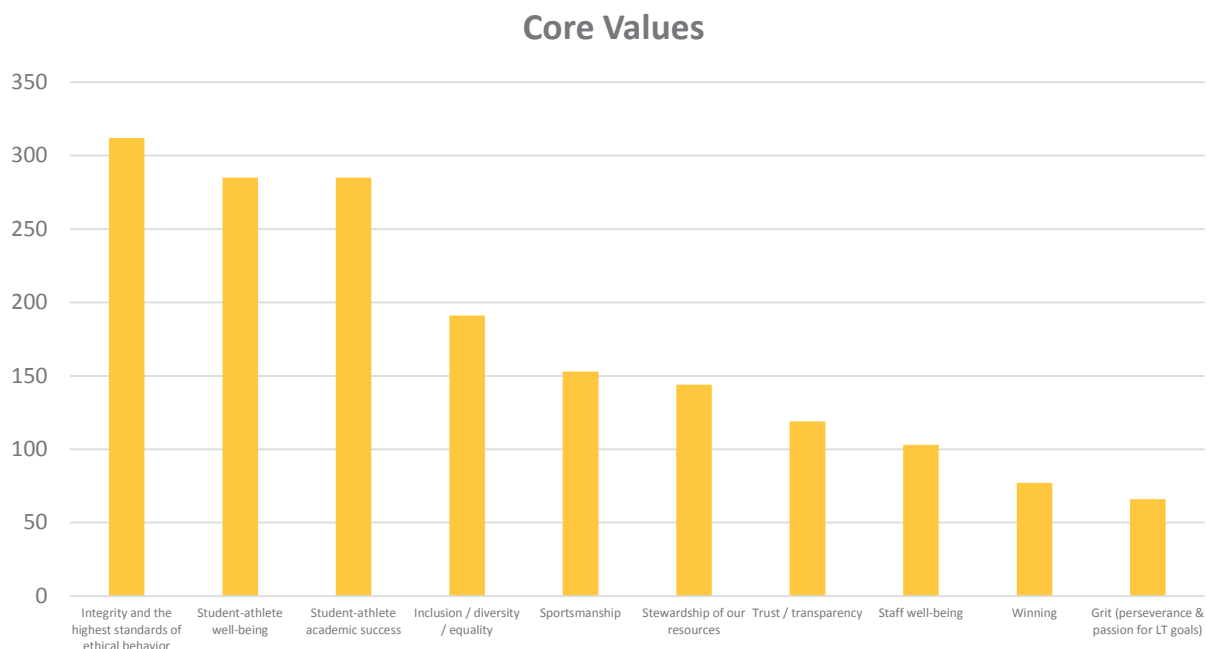
Table 3

What are the most important principles Intercollegiate Athletics (IA) should not compromise even if it put the program at a competitive disadvantage?

	n	%
Integrity and the highest standards of ethical behavior	312	18%
Student-athlete well-being	285	16%
Student-athlete academic success	285	16%
Inclusion / diversity / equality	191	11%
Sportsmanship	153	9%
Stewardship of our resources	144	8%
Trust / transparency	119	7%
Staff well-being	103	6%
Winning	77	4%
Grit (perseverance & passion for LT goals)	66	4%
Other(s) (please specify)	12	1%

Note: Respondents allowed to select up to five principles

"Other" responses included financial sustainability (2), health and wellness (2), all values (2), gender equity, school spirit, access for all students to sport facilities, department culture, opportunity, growth,



III. CORE VALUES (Cont.)

Respondents were asked to rank how well these principles are currently guiding decision-making within the department with options to rate each principle on a scale ranging from (1) not at all, to (5) always. None of the cumulative mean scores surpassed the 4.0 “to a great extent” level, with all of the other cumulative means in the “very little” to “somewhat” range. Significant differences were evident between stakeholder groups in multiple categories revealing variance in group perceptions of values driven leadership within IA. Generally, athletic staff and senior staff perceived higher levels of values-driven leadership, followed by coaches and student-athletes. These internal athletics stakeholders had significantly higher means than faculty, campus administration, and staff on most measures. The lowest cumulative means in the “stewardship of our resources” and “trust/transparency” categories were ranked in the “not at all” to “very little” range by several groups. Donor and trustee responses were generally near the upper-midpoint of the scale, in the middle of the more extreme group differences. Sometimes averages near the mid-point of a scale indicate within-group variance (lots of 1s and 5s or 2s and 4s) drawing the averages toward the middle, but the variance in the donor and trustee/board of visitors groups were not significantly different than any of the other groups.

Table 4
How well are these core values currently guiding decision-making within the athletic department?

	Cumulative		Athletic Sr. Staff	Athletic Staff	Coach	Campus Admin	Faculty	Donors	Student- Athletes	Trustee/ Board of Visitors	Campus Staff
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Student-athlete well-being*	3.56	1.05	4.07	4.02	3.95	3.09	2.70	3.56	3.48	3.69	3.13
Sportsmanship	3.75	0.80	4.07	3.87	3.81	3.70	3.45	4.00	3.74	3.85	3.21
Inclusion / diversity / equality*	3.66	0.90	3.50	3.91	3.68	3.32	3.30	3.63	3.77	4.00	3.20
Student-athlete academic success*	3.61	1.01	4.21	4.10	3.90	3.04	2.73	3.50	3.90	3.61	3.31
Integrity*	3.43	0.98	4.29	3.63	3.65	2.96	2.76	3.56	3.65	3.44	3.13
Winning*	3.34	0.98	3.36	3.26	2.92	3.86	3.37	3.80	3.71	3.25	3.14
Grit	3.25	1.05	3.07	3.10	3.08	3.76	3.00	3.33	3.70	3.55	3.20
Staff well-being*	2.89	0.97	2.64	2.68	2.84	3.41	2.70	3.20	3.54	3.22	2.47
Trust / transparency*	2.66	1.09	3.21	2.96	2.89	1.96	1.89	3.20	3.19	2.52	2.53
Stewardship of our resources*	2.65	1.15	3.50	3.13	3.18	1.73	1.60	2.56	3.40	2.71	2.19

Note: Scale included the following values: (1) not at all, (2) very little, (3) somewhat, (4) to a great extent, (5) always.

*Denotes significant difference ($p < .01$)

IV. PRIORITIES

In reflecting on the goals that if reached will determine success for Intercollegiate Athletics, there was a clear consensus of top being student-athlete health, well-being, and academic success. These categories had the highest means and lowest standard deviations. Also in the “important” to “most important” 4.0 range was “building/maintaining a reputation for doing things the right way”, and “competing with good sportsmanship”. Moving to the categories with cumulatively lower-ranked levels of importance, there was significant variance in perspective with athletics senior staff, staff, coaches, athletes, and sometimes donors generally differing from faculty, campus administrators, campus staff, and campus advisory groups (trustees/board of visitors). These categories and the variance between stakeholder groups are evident within Table 5. Of note, priorities related to fully funding/partially funding teams, and maintaining the tradition of sponsoring programs offered in the past yielded the highest amount of variance. “Maintaining the tradition of sponsoring the programs we’ve offered historically”, for example, had sub-group means ranging from 1.82 ($SD = 1.05$), the faculty mean in the “least/minimal importance” range, to a high of 4.14 ($SD = .970$) from student-athletes in the important/most important range. With a mean nearing the midpoint, the campus advisory group (board of trustees/visitors) had the highest degree of within-group variance on this measure with a standard deviation of 1.44. This tremendous variance was evident throughout many of the priorities listed.

Table 5
Priorities: Understanding that resources are finite, which IA goals, if reached, will determine success?

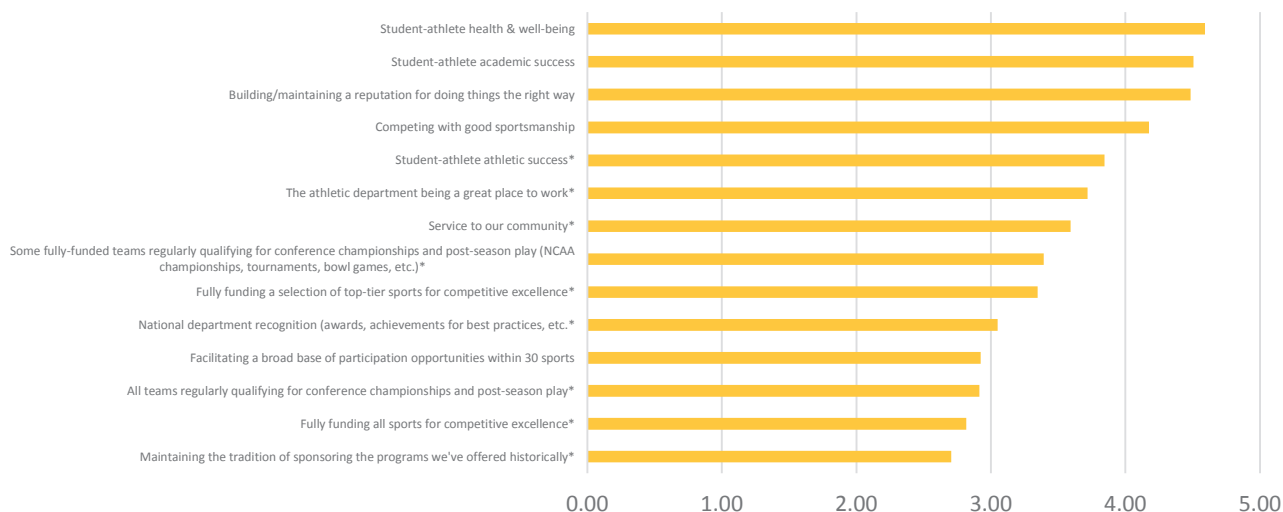
	Cumulative		Athletic Sr. Staff	Athletic Staff	Coach	Campus Admin	Faculty	Donors	Student-Athletes	Trustee / Board of Visitors	Campus Staff
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Student-athlete health & well-being	4.59	0.60	4.86	4.74	4.58	4.66	4.57	4.38	4.34	4.46	4.50
Student-athlete academic success	4.50	0.67	4.79	4.40	4.57	4.60	4.64	4.38	4.24	4.44	4.58
Building/maintaining a reputation for doing things the right way	4.48	0.77	4.86	4.49	4.47	4.47	4.45	4.54	4.14	4.56	4.63
Competing with good sportsmanship	4.17	0.75	4.50	4.21	4.33	4.12	3.92	4.38	4.29	4.17	4.16
Student-athlete athletic success*	3.84	0.98	4.57	4.25	4.38	3.18	3.20	3.69	4.45	3.74	3.37
The athletic department being a great place to work*	3.72	0.99	4.14	4.26	4.11	3.39	3.21	3.62	3.85	3.14	3.53
Service to our community*	3.59	1.00	3.93	3.90	3.84	3.15	3.38	3.23	3.89	3.35	3.32
Some fully-funded teams regularly qualifying for conference championships and post-season play (NCAA championships, tournaments, bowl games, etc.)*	3.39	1.29	3.79	4.07	3.83	2.76	2.28	3.75	4.33	3.42	2.79
Fully funding a selection of top-tier sports for competitive excellence*	3.35	1.31	4.14	3.95	3.97	2.72	2.25	4.17	4.07	3.15	2.78
National department recognition (awards, achievements for best practices, etc.)*	3.05	1.20	3.50	3.53	3.43	2.29	2.21	3.31	3.75	3.12	3.00
Facilitating a broad base of participation opportunities within 30 sports	2.92	1.20	2.71	2.77	3.24	2.62	2.90	3.08	3.41	3.18	2.44
All teams regularly qualifying for conference championships and post-season play*	2.92	1.34	4.14	3.69	3.92	1.89	1.71	2.69	4.25	2.34	2.21
Fully funding all sports for competitive excellence*	2.82	1.34	3.64	3.26	3.78	1.85	1.91	2.54	3.79	2.64	2.44
Maintaining the tradition of sponsoring the programs we've offered historically*	2.71	1.30	2.79	2.90	3.49	1.97	1.82	2.77	4.14	2.86	2.21

Note: Scale ranged from (1) “Least important” to (5) “Most Important”

Note: 12 “other” high priorities were listed including: (2) maintain traditions in programs with national success, (2) gain financial independence, (2) reduce coaching salaries, (2) facilitate educational access, (2) enhance staff well-being, (1) enhance staff accountability/retention/retrenchment, (1) enhance staff diversity, (1) demonstrate financial accountability, (1) align mission with university.

* $p < .01$

IA Priorities



V. DISTINGUISHING FEATURES

Respondents were invited to write two distinguishing features of the Cal intercollegiate athletics program that sets it apart from competition and makes it unique. Top themes included commitment to a holistic student-athlete experience, academic prestige, breadth of sports programs offered, a culture of inclusion, and a strong history of excellence were mentioned as distinguishing characteristics that set Cal apart from its peers. Respondents also included opposing viewpoints to those mentioned above, such as a poorly performing athletic department and serious financial concerns. A complete listing of coded themes are presented in Table 6.

Table 6

What makes the Cal Intercollegiate Athletics program special?	n	%
Dedication to the student-athlete experience (academics and athletics)	100	21.2%
Academic prestige and university brand	74	15.7%
Number of varsity sports offered	48	10.2%
Financial/debt issues	43	9.1%
Accessibility, opportunities, diversity, and inclusion practices	34	7.2%
Strong institutional culture	34	7.2%
Strong athletic program	32	6.8%
Strong athletic department	29	6.2%
Strong history and tradition	26	5.5%
Poorly performing athletic department	19	4.0%
Superior alumni community and network	14	3.0%
Location	9	2.0%

N = 470

VI. OBSTACLES

Similarly, each respondent was invited to share two primary obstacles that stand in the way of IA reaching its full potential as an athletics program. The most prevalent obstacle categories involved a lack of financial resources stemming from poor revenue generation, along with financial mismanagement and the need to decrease expenditures. Other hurdles to departmental success include perceptions of poor leadership, lack of community support and engagement, and unequal treatment between teams.

Table 7

What stands in the way of reaching our aspirations?

	n	%
Lack of financial resources/revenue generation	127	26%
Financial mismanagement/need to reduce expenditures	117	24%
Lack of vision/leadership/appropriate organizational structure within athletic department	71	15%
Campus Intergration/ conflicting mission within athletic department	58	12%
High staff turn-over inadequate support for athletics personnel, poor hiring decisions	21	4%
Lack of academic standards/focus	19	4%
Lack of fan, student, alumni, community support or school spirit	18	4%
Other (bureaucracy, lack of athletic success, inadequate facilities)	17	3%
Lack of support for student-athletes well-being	16	3%
Lack of fair treatment between different sports	11	2%
Lack of success recruiting adequate coaches or athletes	8	2%
Lack of trust and transparency	6	1%

N = 489

VII. OPPORTUNITIES

Sharing two opportunities IA should focus upon to advance the department and its programs, respondents indicated a variety of opportunities. Twenty-percent ($n = 82$) of respondents believed increasing revenue generation to be the biggest opportunity to advance the sports programs. Increasing revenue was followed by financial management/sustainability by cutting sports, improved student-athlete support resources, and strategic alignment.

Table 8

What are the primary opportunities we should focus on to advance our programs?

	n	%
Increase Fundraising or Revenue Generation	82	20%
Financial Management/Sustainability/Cut Sports	70	17%
Increase Sport & SA Support Resources/Funding	38	9%
Strategic Alignment of Resources to Goals/Sports	29	7%
Academic Focus in SA Development or Recruiting	28	7%
Campus/Community Relations or National PR	28	7%
Hire, Retain, or Invest in Great Staff and Coaches	24	6%
Highlight Academic Rank, Excellence, History	21	5%
Improve/Invest in Revenue Sports	17	4%
Increase Community Support and Spirit	17	4%
New/Better Leadership (AD/Senior Staff, etc)	16	4%
Alumni Engagement	14	3%
New Model/Ivy league Model/Intramural Model	11	3%
Gender/Sport Equality	9	2%

N = 404

VIII. SPORTS MIX

An overwhelming majority of respondents (86%) expressed desire to consider change in the current broad-based sport programming (sponsoring 30 sports). Many believed that reducing the number of sports could lead to a more sustainable athletic department where all sports are fully funded. One campus staff member offered: “comprehensive excellence in 30 sports is not sustainable; focus on fewer offers and more opportunities to excel.” Of the respondents who selected to “never change” the sport mix (14%), main reasons included Cal’s history of offering a broad array of sports, and the reduction in opportunities that comes with cutting teams. One participant voiced, “as the leading public university in the U.S., our mission should be to maximize the opportunities for collegiate sports participation for our students.” Table 9 lists narrative rationale for changing/not changing the sport mix. Table 10 breaks down responses by university affiliation categories.

Table 9

Should we consider changing current IA sponsorship of 30 sports (narrative responses)

	n	%
Consider Changes (86%)		
Reduce sports to improve financial sustainability	122	53.7%
Cut sports to fully fund those remaining	43	18.9%
Improve Title IX compliance and gender equity	25	11.0%
Cut sports that do not perform well or generate revenue	23	10.1%
Competitors do not have as many sports are more successful	11	4.8%
Cut football (unethical and health issues)	9	4.0%
Cutting sports should be a last resort	9	4.0%
Turn nonprofitable sports into club/intramural teams	7	3.1%
Cut sports not competing in PAC 12	6	2.6%
Never Change (14%)		
Broad-based programming is Cal's history and tradition	11	36.7%
Do not cut sports	10	33.3%
Have not exhausted other financial stream options	10	33.3%
Cutting sports cuts opportunities	8	26.7%
Cutting sports is not worth the financial savings	4	13.3%

Note: Not all participants provided narrative responses

Table 10

Sport sponsorship change perception by university affiliation

	Consider Changes		Never Change	
	n	%	n	%
Campus Admin	28	100%	0	0%
Campus Staff	18	95%	1	5%
Faculty	49	94%	3	6%
Athletic Staff	66	90%	7	10%
Donors	9	90%	1	10%
Athletic Sr. Staff	12	86%	2	14%
Trustee/Board of Visitors	25	76%	8	24%
Student-Athletes	14	70%	6	30%
Coach	24	69%	11	31%
Total	253	86%	40	14%

IX. PERCEPTIONS OF THE CURRENT STUDENT-ATHLETE EXPERIENCE

Upon the request of Intercollegiate Athletics, respondents were asked to share their perceptions of the current Cal student-athlete experience on a variety of measures. Response options ranged from (1) very inadequate support, to (5) full support / elite experience. All cumulative means ranged between 3.3 and 3.7, in the “neither adequate nor inadequate support” to “adequate support” range. Standard deviations on all measures were extremely high ranging from .90 – 1.78, noting tremendous variance in responses and explaining the means around the scale mid-point. This variance, however was largely not captured by the different stakeholder categories with only one item yielding statistically significant differences (nutrition), wherein athletic sr. staff and coaches indicated higher levels of perceived nutrition support than student-athletes.

Table 11
Perceptions of the current Cal student-athlete experience

	Cumulative		Athletic Sr. Staff	Athletic Staff	Coach	Campus Admin	Faculty	Donors	Student-Athletes	Trustee / Board of Visitors	Campus Staff
	Mean	SD	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean	Mean
Nutrition*	3.70	1.55	4.64	3.65	4.38	3.60	3.28	3.00	2.92	3.58	3.79
Practice and competition facilities	3.68	1.40	3.93	3.96	3.55	3.29	3.31	4.33	3.69	3.48	3.63
Locker rooms and team areas	3.68	1.23	3.86	4.00	3.34	3.40	3.39	3.60	3.88	3.60	3.31
Academic support	3.63	1.38	4.00	3.54	3.74	3.64	3.83	2.63	3.19	4.00	3.36
Marketing & promotions	3.62	1.78	4.50	3.58	3.57	3.80	3.43	4.25	3.08	3.74	3.60
Practice times	3.57	1.19	3.92	3.47	3.66	3.30	3.42	3.50	3.73	3.61	3.58
Sports medicine	3.55	1.06	3.36	3.72	3.50	3.44	3.61	3.50	3.35	3.58	3.36
Competition travel opportunities	3.54	1.23	4.00	3.58	3.92	3.46	3.18	3.25	3.35	3.25	3.40
Strength and conditioning	3.54	0.98	3.29	3.54	3.50	3.25	3.57	3.67	3.65	3.61	3.73
Career/life skills training	3.53	1.56	4.64	3.62	3.32	3.31	3.63	3.00	3.16	3.56	3.44
Coaching	3.47	0.90	3.29	3.59	3.41	3.56	3.61	3.33	3.00	3.56	3.50
Leadership development	3.33	1.50	3.36	3.43	3.24	3.36	3.36	3.00	3.04	3.71	2.88

Note: Scale options include (1) very inadequate support, (2) inadequate support, (3) neither adequate nor inadequate support, (4) adequate support, and (5) full support/elite experience.

*Denotes significant difference (p < .01)

X. CULTURAL CLIMATE

In order to understand the operating culture within Intercollegiate Athletics, ten basic cultural climate statements were relayed to respondents **within the department** allowing them to (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, or (5) strongly agree. Cumulative means centered around the low mid-point of the scale between 2.25 (in the “disagree” range) to 3.54 (in the “neither agree nor disagree”, to “agree” range). There was a fair amount of variation within groups, with the standard deviation above 1.0 on all items. Overall, the highest means indicated coaches and athletics staff generally felt the department to be a fairly good place to work where employees work well together and have authority to accomplish tasks. On the lower end of the cumulative means, staff and coaches generally do not feel they are compensated fairly given their professional responsibilities, feel there are unnecessary rules, policies, and procedures, and do not believe there is effective communication within IA divisions. Two categories yielded significant differences between sub-groups. Coaches felt significantly less security in their positions than staff, and sr. staff felt communication to be significantly more effective than staff. The overall means are listed in Table 12

Table 12

Cultural Climate Questions (Athletic Department Only)

	Cumulative		Athletics Sr. Staff	Athletics Staff	Coaches
	Mean	SD	Mean	Mean	Mean
Employees are given authority to accomplish tasks	3.54	1.058	3.71	3.51	3.55
Employees work well together	3.54	1.002	3.71	3.42	3.68
The athletic department is a good place to work	3.51	1.089	3.29	3.55	3.53
Employees feel security in their positions*	3.11	1.16	3.00	3.40	2.63
Clear values guide decision-making	2.85	1.199	2.86	2.76	3.03
Challenging but attainable goals are set	2.85	1.085	2.64	2.77	3.08
Employees are recognized and rewarded for good performance	2.72	1.070	3.00	2.60	2.84
There is effective communication between IA divisions*	2.48	1.070	3.07	2.28	2.65
There are no unnecessary rules, policies and procedures	2.48	1.085	2.57	2.39	2.59
Employees are compensated fairly given professional responsibilities	2.25	1.056	2.36	2.21	2.29

Scale included (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, (5) strongly agree

* $p < .05$

XI. FINAL THOUGHTS

After respondents pondered the issues addressed throughout the survey, they were given an opportunity to provide additional thoughts critical to future goals, priorities and overall success of Cal IA. The most common narrative themes expressed a need for leadership, a clear vision and goals (15%) followed closely by the importance of financial stewardship and sustainability. Other common themes addressed a need to prioritize academics, improve athletics-community relationships, and enhance staff welfare in order to decrease turnover. Quantification of the number of theme “mentions” are captured in Table 13 and a selection of open-ended statements are included below to enhance clarity.

Table 13

Please include any final thoughts critical to our future goals, priorities, and overall athletics success.

	n	%
Need Leadership/Clear Vision & Goals/Strategic Plan	31	15%
Importance of Financial Stewardship/Sustainability	25	12%
Prioritize Academics/Ath-Acad Balance/Prof. Development	22	11%
Emphasis on Fundraising/Revenue Generation	20	10%
Staff Welfare/Overworked/Turnover	19	9%
Improve Donor/Alumni/Fan Relations	16	8%
Importance of SA Development/Welfare	14	7%
(Consider) Cutting Sports	14	7%
Improve Campus Relations/Integration	12	6%
New Model/Ivy Model/End IA	9	4%
Cut Football/Concerns over CTE	9	4%
Improve/Invest in Revenue Sports	7	3%
Poor Communication/Collaboration	6	3%
Improve Gender or Sport Equality	5	2%

On the need for leadership, clear vision & goals, and/or a strategic plan:

“Cal Athletics has all the potential to be an integral part of the student experience (not just SA experience) on campus. I hope that campus will see its value and will help IA strategize for a long-term vision that all IA and campus can commit to supporting.” (Athletic Department Staff)

“Overall, I think IA need to have a small set of core principles and rules that everyone buys in to, and an administration (IA and the campus administration) that knows and supports those principles. We need to get as much on the same page as we can, and move forward together.” (Athletic Department Senior Staff)

“Cal is great, but we need clearly defined leadership, values, and goals that can be applied to all units and teams, better communication and understanding between team staff/coaches and athletic department staff. Clear hierarchies and decision making are sorely lacking.” (Athletic Department Staff)

“...many [challenges] stem from a lack of leadership and direction. At both the department and campus level, we do not have leaders in place who have a clear vision for what our department should be and how we should get there. People are afraid to make decisions or hold people accountable, and as such, everyone's performance declines.” (Athletic Department Staff)

XI. FINAL THOUGHTS (Cont.)

On the need for leadership, clear vision & goals, and/or a strategic plan (continued):

"It's my opinion that the department needs changes from a leadership and "directors cabinet" standpoint. Our senior level administrators are all tremendous people who have worked hard to do what is correct for our student athletes. However, inaction on many of the larger issues facing the department outside of stadium debt financing is difficult to understand." (Athletic Department Staff)

"The current management team needs to be rebuilt as people are in positions that they have not been adequately trained so they are above their experience level. There is no strategic vision. There is no solutions orientation for problem solving. There is no comprehension of how to build alumni relations particularly in the development dept which has been a revolving door for too many years to count." (Campus Advisory Group Member)

On the importance of financial stewardship and sustainability:

"IA is a drain on campus and is damaging the core mission of the university. It should be forced to live within its means, and be made accountable for the disastrous financial decisions that it has made and that the university is now forced to live with." (Faculty)

"Cease any endeavors that put the campus further in budget woes. Academic units should not have to shoulder budget burdens for athletics moving forward." (Campus Administration)

"The new AD must have AD experience with proven revenue raising experience whether it be in donor fund raising or revenue generated sports. The financial model must be sound and the department needs to live within its budget." (Campus Advisory Group Member)

"You can't have everything. Showing discipline so that the debt repayment is more robustly supported is the priority. Emphasize in all promotional materials that Cal offers a superb education that is more well-rounded than any private institution." (Campus Advisory Group Member)

On the desire to prioritize academics, balance athletics and academics, or enhance SA professional development:

"As a long-time faculty member, many of the students I see in my courses who compete on varsity sports teams seem over-extended in terms of their time/energy commitments to the sport, leaving them underprepared to do well in their course work. I'd like to see a sincere effort to balance these." (Faculty)

"Athletics inspires and creates community. It is not incompatible with academic excellence. Look at places like Wisconsin and Michigan to see how they have found a balance between academics and athletics excellence." (Campus Administration)

"We also critically need to improve the ASC and the academic resources our student-athletes receive. Cal is already a hard place to graduate from. It should not be doubly-hard for our student-athletes." (Athletic Department Staff)

"There are lots of little opportunities for building bridges to the academic community. Not just tickets to events, but things like collaborative fundraising; building faculty understanding of the student-athletes' commitment to academic and athletic success, how hard they work; major investment in academic support." (Faculty)

XI. FINAL THOUGHTS (Cont.)

On the importance of fundraising and revenue generation:

"We do a great job of pinching pennies and having been in various departments, I have seen how hard we all work to keep within budgets. Unfortunately, there's only so much we can do with limited resources."
(Athletic Department Staff)

"In my view the Cal Athletics Department is in such bad shape currently that the new AD must devote the majority of her/his time to image rebuilding, transparent communication, and major fund-raising. The new AD will need a professional COO who can oversee the financial and administrative side of the Department."
(Campus Advisory Group Member)

"We need to look at big options like Stadium naming rights, building a dorm, a beer sponsor, cutting sports...Our business contracts division is unable to process contracts in a timely manner: Our online shop site has taken over 2.5 years and is still not signed." (Athletic Department Staff)

On staff welfare, being overworked, and high turnover:

"Many people come here and simply cannot live with how hard it is to simply make a purchase of office supplies or book travel. The regulation and bureaucracy are overwhelming at times. We are short resources and in many cases doing more than just our own job.... We have to find ways to have our alum and donor community trust in IA (maybe less turn over, by creating a better working environment, such that staff feel supported by the campus, not just IA and that jobs are more reasonable in their scope)." (Athletic Department Senior Staff)

"Everyone is stretched too thin with multiple responsibilities and unreasonable workloads. Ambiguity and dysfunction reign here... Imagine what we could do if we cleaned up our weaknesses, set realistic expectations and actually put people in a position to succeed here?" (Athletic Department Staff)

"College Athletics seems to be largely staffed by 2/3 distinct groups. Folks who are tied to the institution or to collegiate athletics. Folks who want to grow within the athletics world in specific and are using this as a growth opportunity. Folks who want to grow within their career area and are using this as a growth opportunity. The second and third groups don't mind fairly brutal hours at fairly low pay because they are only going to be doing this job for 6 to 24 months max. If you are in the first group that keeps the wheels on while the other 2 groups come and go, mixing the work realities associated with potentially being "on" 18 hours a day 7 days a week, with the lower end compensation and the turn over associated with the second and third groups is challenging. However, I think that's likely how it is at every school. Again, however, if you add to that mix significant, year after year budget problems/pressures and then add the sense that the campus community on the whole disrespects your contribution to campus it makes for a fairly challenging work environment."
(Athletic Department Staff)

"The workload placed on certain areas of this department is unrealistic and those individuals are underappreciated in the eyes of the upper leadership." (Athletic Department Staff)

"We're all waiting for these decisions to be made and until things have been decided, we will continue to have trouble attracting and retaining staff. Staff has to live very far away and are routinely poached by other institutions. Morale is at a low point because everyone is doing two or three jobs. We no longer have a dedicated marketing and advertising dept. because we have no budget for it." (Athletic Department Staff)

XI. FINAL THOUGHTS (Cont.)

On staff welfare, being overworked, and high turnover (continued):

"Our employees are overworked and underpaid.... Employment at Cal is viewed as a stepping stone in your professional career instead of a place where you can (and want to) retire....All you have to do is look at the high turnover Cal has had within the athletic department and it becomes obvious. In order for Cal to compete with the best in the country, and recruit top prospects away from other universities, we need to invest in our staff and student-athletes. It is far too common for employees to burn out at Cal and look for opportunities elsewhere where they can have a better work-life balance as well as earn a livable wage for the area they live in." (Coach)

"Unfortunately we are losing a lot of good people due to the fact that we overwork folks and under pay them." (Athletic Department Staff)

On donor/alumni/fan relations:

"Inexperience in many (if not all) of [senior management positions] becomes evident with interactions (or lack thereof) with high level donors. I'm of the belief that the AD should be your university's best fundraiser and it's up to the senior administration to pave the way for his or her success." (Athletic Department Staff)

"Our donor base is one of the most accomplished, generous, and loyal in the US. These men and women love Berkeley and believe their time at Cal changed their lives. They care and will continue to support. However, their current view of Cal Athletics is frustration and skepticism. It is a fractured donor base. To prevent a slide toward apathy, the need to hire an Athletic Director who is a strong fundraiser is of utmost importance." (Athletic Department Senior Staff)

"The one key area that has not received as much attention is the Bear Backers Department. The Cal alumni networks expands much farther than the Bay Area. There are Cal alumni in Southern California, New York, Korea, China, Hong Kong, etc. These are a few untapped markets that need attention since the Bay Area donor market is becoming too saturated." (Coach)

"I have been with Cal for the past 13 months and have been surprised by the lack of overall alignment in the department. Generally, information seems confined within specific groups and key folks leverage this information to be power brokers. This has been especially frustrating as a fundraising officer trying to work with our coaches and donors, as there are administrators who willfully stand between us, information and our prospects/donors. I think that this situation serves to make the experience challenging for all staff and conveys a sense of lack of organization to those outside the department, including our donors." (Athletic Department Staff)

On relations and integration with campus:

"I have heard the statement from athletes that they are tired of being hated on campus. This concerns me. In many ways our athletes are the gold standard of excellence at Cal and yet they are treated as second class citizens." (Coach)

"The main goal is to find a perfect balance between athletics and the academics sides on campus. For far too long it's been a battle that these two are two separate parts of campus but in reality they are one. As athletics provides the front door into Cal." (Athletic Department Staff)

"We should figure out how to integrate IA development with greater campus and generate more revenue. There are also other ways to generate revenue -- like using Memorial Stadium for more events (concerts, other sporting events)." (Faculty)

XI. FINAL THOUGHTS (Cont.)

On the importance of student-athlete welfare, support, and development:

"I believe many of our programs, if properly funded and supported, would be regularly vying for national championships. In our program, as in most (if not all) of the programs at Cal are seeking out those individuals who have a strong desire to be excellent. They choose to come to this place, knowing full well that the academic challenge will be great... We should be supporting every effort to provide them opportunities to grow that excellence." (Coach)

"During [SA's] time [here,] I feel they are not given proper resources to compete at their highest level of his/her sport. Departments such as sports medicine, athletics communications, nutrition, etc. are drowning in the amount of student-athletes and inadequate resources and compensation to do our jobs to the highest standard. I think it should be a priority to cut down the amount of sports to be competitive, have a highly functioning IA department, and overall happiness of the student-athletes and employees." (Athletic Department Staff)

"What has impressed me with the department is the fact so many sports teams have been very successful with limited resources. I have been at three other universities, that were not as good in my division, and they were supported a million times better in terms of what they had. I do not think we need all the bells and whistles, nor do I want my athletes to have that. I think they are better without it all, but I do think they deserve more support in certain areas, like nutrition, mental health and leadership instruction." (Coach)

On cutting football and concerns over CTE:

"I also believe that the burden of proof must now be on anybody who thinks we should continue with football in the face of the mounting science on CTE. We should at the very least convene a task force - perhaps in conjunction with colleagues - at Stanford to consider the future of college football at our institutions, which are pathbreaking in so many other domains." (Faculty)

"How do you intend to rationalize our continued involvement in football, given its known associations with chronic brain injuries (CTE)? To me this poses a profound ethical dilemma for the university." (Campus Advisory Group Member)

On cutting sports:

"I would focus on the health of the department by focusing on the sports that have the best chance of being successful financially and athletically. Right now, it seems like the number of sports is unsustainable." (Athletic Department Staff)

"I think just reducing costs doesn't necessarily solve a lot of the challenges within IA. I recall a previous audit by Bain a few years ago and the results showed that the department was running pretty lean to begin with. While I definitely support cutting units that are severe non-contributors (e.g. track & field, cross country), I also do see a need in investing back into the department or else the culture and environment of IA will continue to suffer and exacerbate the problems by attracting employees that would make poor choices for the future of the department." (Athletic Department Staff)

"Reduce the number of programs supported. Concentrate efforts on those programs that have demonstrated success and on programs that have high profile and likely to bring in more philanthropic dollars and participation from alumni, students and broader community." (Campus Advisory Group Member)

"Finally, cutting sports to save money represents failure on many levels. Cutting sports to restructure/re-imagine the university's athletic mission for the future is worth consideration." (Coach)

"It is financially impossible to support all of these teams so let's pick teams that can be supported and give not only the students but the coaching staff the support they need." (Campus Advisory Group Member)

XI. FINAL THOUGHTS (Cont.)

On cutting sports (continued):

"We fund too many sports which lessens everyone's experience. Athletes constantly watch other schools who can give their athletes enough money to live and food to eat and perks to make them happy about their lives. Our athletes constantly notice that others schools get more stuff and are treated like they matter more."
(Athletic Department Staff)

On gender or sport inequality:

There is a disparity amongst the sports on the level of support that is received. This applies to things beyond the operating budgets, such as training table availability, sports medicine support, full funding of the full complement of coaches on a staff, method of travel, scholarships, housing/dorm availability. This situation creates a culture that is very silo orientated, where each program feel as though they need to fight tooth and nail to take care of their individual teams. Because of this, there is a lack of sense of community...lack of clarity in our purpose as a department. I believe that one solution would be to consider a different model for development. Currently, each program brings in money for their team based on a yearly goal. Each program has a different goal. When one sport gets support from a particular donor, it identifies that person as program A's donor and builds a relationship that may prevent that donor from giving to program B. If every donor was giving to the whole of the athletics programs, instead of just the individual programs, we may be able to move toward a more connected department." (Coach)

On improving and investing in revenue sports:

"I am a firm believer in a 30 sport model, but I'm not sure that all of my colleagues are... However, we need to continue to make further investments in the competitive success of our FB and MBB teams in order to generate the financial resources we need to be generating right now. Key goals that hopefully you will hear from others are figuring out how we get FB back to the Rose Bowl, and our BB teams back to the Final Four. That is the level of success we are capable of, we just need to continue to work smarter towards how to get there." (Athletic Department Senior Staff)

"The only way to make the IA program survive is to get the football program to be successful. That is what brings in donations to the University. In the end, getting the football program to become a consistent top-25 program needs to be an issue that is dealt with at the highest levels of the system." (Student)

On improving communication and collaboration:

"The issues within Cal IA stem around the fact that funding is an issue and the resulting culture from this lack of funding. With the lower availability of money, there has been a lessening of resources, which has developed a silo mentality in which each sport, division and program within IA. This culture is further enhanced by the sport by sport funding model under which we currently exist. As employees and programs are constantly worried that their jobs and/or teams might be dismissed from the department due to financial issues, there this less cooperation, collaboration, willingness to take accountability and growing/creative opportunities to drive successes in IA. In short, every team/division is looking out for themselves and the overall department goals are secondary to their survival." (Coach)



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