

Program Review of UNH Athletics

Submitted to President Ann Weaver Hart

February 2004

By the Athletics Advisory Committee:

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Introduction and Charge

On October 28, 2003, President Hart asked the Athletics Advisory Committee (AAC) to undertake a program review of the Department of Athletics. The specific charge was to:

- Develop a vision statement for the Department
- Re-examine (and if necessary revise) the Department's Mission Statement
- Examine whether the existing balance between the number of teams and the support structure is appropriate and conducive to meeting the mission.

The last comprehensive program review of athletics was conducted in 1995-96, by the AAC. An overall review of teams and programs was considered timely and necessary, for several reasons:

- Athletics Strategic Plan – Athletics is currently working on a strategic plan. This is an obvious time to consider internal strengths and weaknesses, and the AAC is an appropriate group to do the analysis.
- NCAA Certification self-study, -- our next round of NCAA certification is not far away (Evaluation Visit: 2006-2007). The results of a comprehensive review will be valuable to the NCAA self-study.
- Ongoing budget pressure – Athletics continues to face budget pressures, as do all departments at UNH. The results of this review will inform decisions about program expansion, reduction, or elimination.

After a discussion of the need for periodic review and strategic planning, the AAC approved a new policy stating: "The addition, enhancement, reduction, or elimination of

any athletic programs should be considered only in the context of strategic planning that includes periodic program review.”

At its meeting on November 24, 2003, the AAC approved the pursuit of the following data sets for its comprehensive review. The following were primary data sets that would inform the core analysis:

DATA SET	DATA SOURCE OR METHOD	RESPONSIBLE GROUP/PERSON
Work load, imposed by team, on: <ul style="list-style-type: none"> • Compliance • Sports info • Academic support • Marketing • Business office • Athletic Training • Events/Facilities 	Questionnaire and Interviews with the directors of those units. Determine work load with current scope of teams. Also gather perceptions of “work cost” of adding teams (e.g. lacrosse, baseball, golf, equestrian, softball)	AAC sub group: S. Hardy T. Tagliaferro J. Albee J. McCoy
Athletes’ views of service quality of: <ul style="list-style-type: none"> • Compliance • Sports info • Academic support • Marketing 	Interviews Questionnaire	KIN 740 class taught by Dan Raposa will conduct this survey, possibly using SAAC as a source
Coaches Perceptions of: <ul style="list-style-type: none"> • Conference affiliation • Fields and Facility needs • Support Systems (Compliance, AT, SID, Marketing, Events, Academic Support, BSC) • Their team’s contributions to Equity and Diversity 	Interviews	AAC sub group will interview all head coaches: Mark Wrighton Heather Barber Bill Naumes Marilyn Hoskin Terri Winters
Comparator Analysis <ol style="list-style-type: none"> 1. Operating Costs per team per student athlete 2. Number of Coaches and Coaching Salaries 3. Staff Size and Costs of Support Units (e.g. Compliance, SID) 	EADA data Phone calls and emails to comparator schools. Complete analysis (#1-4) of 7 comparators: Maine, Northeastern, Delaware, W&M, JMU, UMass, URI	Mark LaBarbera Steve Metcalf
Equity – contribution by team Diversity – contribution by team	EADA reports	Pat Gormley Liz Gilbert

In addition, the AAC endorsed the collection of some supplemental data sets that would inform the NCAA Certification Self-Study:

DATA SET	DATA SOURCE OR METHOD	RESPONSIBLE GROUP/PERSON
Analysis of First-Year Student Survey to see if questions about athletics are worth keeping	Interviews with first-year students	KIN 761 class
Conference Affiliation NACDA Cup Ranks of schools US News Ranks of schools	NACDA US News	KIN 740
An analysis that compares missed class time for away games, by team, for 2002-03	Joanne Maldari Merry Jennison	KIN 761 class

The AAC set a target date of February 2004 for the presentation of a report to President Hart.

Mission Statement for Athletics

In January 2004, after several months of discussion, the AAC approved a revised mission statement for Athletics, which reads as follows:

The mission of the Intercollegiate Athletics Program at the University of New Hampshire is to provide student-athletes a collegiate experience that is enriched by their participation in programs which are competitive at the Division I level both regionally and nationally.

The intercollegiate athletics program also plays an important role by enhancing the quality of life for the University and statewide community by being a source of pride and identification with the University while always maintaining high standards of academic scholarship and integrity.

To fulfill its mission, the intercollegiate program must:

- 1. Provide student-athletes every opportunity to meet academic and athletic demands with the goal of graduating every student-athlete.*
- 2. Provide resources necessary to field competitive teams within league affiliations, and to gain regional and national recognition.*
- 3. Provide equitable opportunities for all intercollegiate athletics by the active recruitment of minority athletes, and provide equitable opportunities for all women student-athletes commensurate with that of their male counterparts.*
- 4. Provide excellent facilities for all athletes to train, practice and play.*
- 5. Conduct all operations within state and federal law, University policies, rules of the NCAA, and athletics conferences in which the University competes.*

This mission statement provides the framework for the analysis that follows

Description and Analysis of Data Collected

Support Service Directors Opinions on the Resource Cost to Support Existing Teams and the Cost to Support Expansion of Teams

Subcommittee: Jill Albee, Steve Hardy, John McCoy, Tony Tagliaferro

This subcommittee was charged to interview the staff in the following offices in order to get impressions on the work load imposed by the various teams that UNH currently supports.

- Compliance
- Sports Information
- Academic support
- Marketing
- Business office
- Athletic Training
- Events/Facilities

The subcommittee also gathered perceptions on the “work cost” of adding teams (e.g. baseball, softball). To that end, they created a simple questionnaire that we asked directors to complete in consultation with their staff. The questions were designed to simplify data analysis. For each sport currently sponsored by Athletics, subcommittee members asked the directors to indicate the “time cost” category that best represented the average time per week that each sport requires of the unit’s office staff. The survey used

three categories for analysis: traditional season, non-traditional season, and summer. Each “time cost” category was defined as follows, based on the total hours per week for **all staff combined, including student workers**:

light (L) time cost = 1-9 hours per week

medium (M) time cost = 10-19 hours per week

heavy (H) time cost = 20+ Hours Per Week

Results of the questionnaire are in Appendix A (“Support Unit Data”). They are presented in two sheets. The first is the “raw” score of H-M-L. The second sheet shows the results via a numerical conversion (H=3, M=2, L=1). This conversion captures an overall assessment of a given team’s “load” on the support units. Any bias in an individual director’s interpretation of “load” is smoothed across the responses of all directors.

Each committee member also held a 30-minute interview with 1-2 directors to discuss the questionnaire after they had completed it. Based on directors’ comments, they sent a follow-up email to gather additional responses to three questions. Results of the email are in Appendix B (“Support Directors Email Results”)

The information from the support unit directors may be summarized simply:

- Support unit directors in general believe they are now working at capacity and do not have the same levels of resources (staff, equipment, or budget) that exist at competitor programs
- Four of six support unit directors strongly disagree that two sports could be added while maintaining the same quality of services to the existing teams
- Support units invest the greatest time per-team on the 7 “ticketed” sports, but the larger number of non-ticket sports (17) results in an aggregate load that is significant higher than that of the ticketed sports. Athletic training is required to provide a high level of support to virtually all teams.
- Support directors calculate that baseball and softball would impose an additional per-team load that is only slightly lower than the average for the “ticketed” sports. This explains why directors believe that these sports could not be added without additional resources in the support units.
- Expanded NCAA requirements on academic progress and eligibility certification have created serious problems for the compliance and academic support units. These units require immediate attention, even if UNH simply maintains the current number of teams

Comparison of UNH Support to Other Institutions

Participation and Support

The impressions of the UNH support unit directors are corroborated by data gathered from seven comparator institutions: Maine, Massachusetts, Northeastern, James Madison, and William and Mary, Delaware, and URI. These institutions were chosen because they

all compete in the sport of I-AA football as members of the Atlantic Ten Conference. In addition, three of the institutions also compete in Hockey East. Thus, the committee felt that this pool would offer a legitimate source for comparative analysis in terms of the program's mission to "*provide resources necessary to field competitive teams within league affiliations, and to gain regional and national recognition.*"

The data were gathered both from EADA reports (available on the WWW) and from a mail survey to the seven institutions (note: Delaware had declined to participate). The complete results may be found in Appendix C ("Comparator EADA"), Appendix D ("Actual Sport Sponsorship and Participation") and Appendix E ("Comparator Support Services")

Appendix D displays data adjusted from those reported in Appendix C. This was necessary because, in submitting EADA reports, some institutions combine cross-country, indoor and outdoor track into a single team. Others separate the counts into three teams. Appendix D considers each team as a separate entity, with a separate group of athletes.

As seen in Table 1 below, UNH supports a team total that is slightly above average. At the same time, UNH supports an athlete roster population that is significantly higher than the average.

TABLE 1 -- SUMMARY OF ACTUAL TEAMS AND PARTICIPANTS FROM APPENDIX D

	UNH	UMass	Maine	NE	JMU	W&M	DEL	URI	AVE
Actual Varsity Sports	24	23	19	19	28	23	23	22	22.63
Total Participants	754	744	571	454	761	663	745	606	662.25

Table 2 below reveals that UNH has a higher than average ratio of participants per FTE of staff in the areas of Compliance, Sports Medicine, Academic Support, and Sports Information. This was especially true in the areas of compliance and academic support. In all categories, UNH had the second or third highest ratio of participants to support staff.

Table 2 Summary of Comparator Survey of Support Service Areas From Appendix E

	UNH	UMass	Maine	NE	JMU	W&M	URI	AVE
COMPLIANCE								
FTE	1.5	2.5	1	2	4	2	1	2.0
Teams per FTE	16.0	9.2	19.0	9.5	7.0	11.5	22.0	13.46
Participants per FTE	502.7	297.6	571.0	227.0	190.3	331.5	606.0	389.43
SPORTS MEDICINE								
FTE	5	3.5	5.25	5	7.75	7	3	5.21
Teams per FTE	4.8	6.6	3.6	3.8	3.6	3.3	7.3	4.72
Participants FTE	150.8	212.6	108.8	90.8	98.2	94.7	202.0	136.83
ACADEMIC SUPPORT								
FTE	1.75	1.8	2	3	5.25	1	3.75	2.65
Teams per FTE	13.7	12.8	9.5	6.3	5.3	23.0	5.9	10.93
Participants per FTE	430.9	413.3	285.5	151.3	145.0	663.0	161.6	321.51
SPORTS INFORMATION								
FTE	3.5	3.5	3.8	3	6.5	3.5	2	3.69
Teams per FTE	6.9	6.6	5.0	6.3	4.3	6.6	11.0	6.66
Participants per FTE	215.4	212.6	150.3	151.3	117.1	189.4	303.0	191.3

Gender Equity

Since 1997, the Equity Subcommittee of the AAC has conducted annual audits of the Athletic Department's progress toward gender equity. The EADA data (Appendix C – "Comparator EADA") show a number of areas worth celebrating. At the same time, they indicate other areas in need of attention.

For instance, of all the comparator institutions, UNH is the only athletics program whose proportion of female athletes is within four percentage points of its proportion of female students. Most of the comparators are around ten percentage points out of proportionality. UNH also has the most equitable proportion of athletically related student aid, and recruiting expenditures. Many of the comparator institutions are woefully out of proportion in these categories.

UNH has the most equitable average head coaches' salaries, but it also has the lowest, by a long margin. UNH has the most equitable average assistant coaches' salaries, but again they are near the bottom, and near the federal poverty level.

Proportionality Data for UNH Athletics From EADA Data

	Male	Female
Student Population	41.75%	58.25%
Athlete Population	45.13%	54.87%

Athletically Related		
Student Aid	48.86%	51.14%
Recruiting Expenditures		
	49.09%	50.91%
Average Head Coaches		
Salaries	\$49, 506	\$41,914
Average Asst Coaches		
Salaries	\$22,910	\$18,546

At the same time, the data clearly show that UNH Athletics has still not reached equity in any of the categories. This is also true in expenditures per student athlete. In directly comparable sports such as ice hockey, soccer, and basketball, expenditures per student athlete are higher for men than they are for women. Only women's tennis enjoys a higher expenditure per student athlete than its men's counterpart.

Head Coaches' Views

Subcommittee: Heather Barber, Kinesiology; Marilyn Hoskin, Liberal Arts; Bill Naumes, Management; Terri Winters, Computing and Information Services; J. Mark Wrighton, Political Science

As part of the Athletic Advisory Committee's 2004 review of the athletic department, this subcommittee was charged with soliciting the input of head coaches to examine whether the existing balance between teams and support structure is appropriate and conducive to meeting the athletic department's mission. The AAC recognized the important contributions which members of the department's coaching staff could make in completing this particular charge and formed a subcommittee to solicit such input. Subcommittee members solicited responses from coaches electronically and met with them. In their exchanges with the coaches, the subcommittee made clear that the goal of the AAC's review is to take a "snapshot" of the issues facing the athletic department in the areas of conference affiliation, facilities and fields, departmental support services, and equity and diversity.

The following represents the subcommittee's findings relating to each of the four issue areas:

Conference Affiliation

- There appears to be a general contentment with each sport's respective conference affiliation. Some teams expressed a desire to be affiliated with more competitive conferences and conferences in which teams could have greater opportunities for competition with national powers.
- Some coaches raised issues of conference identity, particularly with respect to whether they reflected sets of similar institutions (e.g. academic profile, size).

Facilities and Fields

- Many coaches (including coaches who said their facilities were in need of improvement) pointed to how, when various facilities have been improved, notable

advances in competition and recruitment have followed [i.e. Field Hockey; Lacrosse, Men's and Women's Hockey, and Gymnastics].

- There is tangible evidence and a general sentiment that facilities which do not compare well with those at other conference schools contribute to recruitment problems and detract from UNH athletes' ability to demonstrate their skills.
- The lack of designated field specialists has forced some assistant coaches to perform basic maintenance functions. Adequate and designated facilities personnel would serve to improve facilities and allow assistant coaches to concentrate on team duties.
- Notable Inadequacies:
 - Football competition and practice fields – both areas are continually in need of significant maintenance and repair.
 - Soccer competition and practice fields – the grass area where the majority of games and practices are held is well below average in size and quality.
 - Lundholm Gymnasium – Improvement to “arena-like” status could aid recruiting; officials' area lacking; Women's locker rooms need improvement; No designated locker rooms for several teams.
 - Rowing Facilities: River needs to be deeper for adequate practice/competition. Ergometer room too small and lacks ventilation.

Support Services

- There is an overwhelming appreciation of the staff along with a clear recognition that each unit faces a heavy demand relative to available resources.
- Assistant coaches are heavily involved in support services functions; better staffing of units would allow assistants to concentrate on team duties.
- Specific Concerns:
 - Compliance appears to be particularly understaffed. Coaches fear that the compliance staff may not be able to process eligibility fast enough. At least two coaches cited the recent forfeiture by UMass-Lowell of 5 hockey games as a result of playing ineligible players.
 - Academic Support has improved recently but there are still acute needs, particularly for monitoring student-athletes' performance during the semester and finding tutors for athletes who need additional support.
 - Sports Medicine facilities have improved, but the high demand for services – particularly in fall term – is affecting practice time as athletes arrive significantly late after treatment.
 - Sports information provides few services for the large majority of sport teams. Coaches and assistant coaches often write text and provide pictures for their media guides. There is a desire for more creativity on the part of Sports Information.

Diversity/Equity

- The department has improved significantly in meeting equity guidelines in relation to participant opportunities. Equity issues continue to exist in relation to programmatic support (e.g. assistant coaches, operating budgets, etc.)
- Recruitment of minorities is related highly to available resources. However, coaches have made significant efforts to recruit qualified minority student-athletes.

- Specific Issues/Concerns
 - There is a need for a full-time Senior Woman Administrator in the department. An SWA is required by the NCAA and America East to be responsible for overseeing and advocating for equity issues within athletic departments. Currently, this position is nominally filled by the Head Coach of Volleyball.
 - Women's Crew provides 48 participation opportunities. However, the crew program receives no scholarships and has an operating budget that is extremely low.
 - On the Men's and Women's Swimming and Diving Team, there is a perceived inequity on the men's team because they receive a smaller budget and fewer scholarships than the women's team.

Athlete's Views of Service Quality

Students in KIN 740 developed a survey that was distributed to 115 athletes, who represented the range of teams in the department. Athletes were asked to respond to a series of statements about program support. The full results may be found in Appendix F ("Student Athlete Survey Results"), but some trends are noted below:

- 61.7 % disagreed or strongly disagreed with the statement: **My team receives adequate media coverage**
- 60.9% agreed or strongly agreed with the statement: **My team's web pages have useful information for interested parties**
- 61.8% agreed or strongly agreed with the statement: **Information regarding UNH varsity athletics is readily available to students and the general public**
- Opinions were mixed about the statements: **The marketing dept. does a quality job marketing UNH teams** **The marketing dept. has targeted the right audience segment for my team**

The above results probably reflect the realities of sports information and marketing. Support staff must focus attention on the ticketed sports that have revenue potential, thereby limiting the time they can devote to the other teams

- 65.2% agreed or strongly agreed with the statement: **My overall impression of academic support services is positive**
- 71.3% agreed or strongly agreed with the statement: **Academic services are easily accessible for me**
- 46.9% agreed or strongly agreed with the statement: **I have used academic support services**

The results above suggest that athletes who use academic support services are quite satisfied. At the same time, the results suggest that many athletes are not using the services. Impressions of accessibility and quality might be lowered if more athletes decided to use the services.

- 92.1% agreed or strongly agreed with the statement: **Athletes are well informed of NCAA compliance rules and regulations**

Athletes, as indicated above, receive appropriate education on NCAA rules. At the same time, the demands for student-athlete education place a heavy burden on the Compliance staff, which is currently struggling to process increased eligibility reports required by new NCAA rules. As seen in Table 2 above, the Compliance staff is the furthest removed from the average participant/FTE ratio of all the support units. As noted before, this is cause for concern, expressed by the coaches and shared by the AAC.

- 73% agreed or strongly agreed with the statement: **I receive quality care when I go to the athletic training room.**
- Opinions were mixed about the statement: **There are enough certified athletic trainers at UNH**

The results above speak to the dedication of the Athletic Training staff. They also suggest the concerns of many athletes about the amount and distribution of this support.

- 55.7% disagreed or strongly disagreed with the statement: **Locker room is in good condition**
- 48.7% agreed or strongly agreed with the statement: **The playing surface or field my team uses is adequate**
- 63.5% agreed or strongly agreed with the statement: **Athletic facilities are readily available for my teams use**
- Opinions were mixed about the statement: **Our facilities are comparable to other conference schools' facilities**

The results above indicate the benefits of recent improvements in fields and facilities. At the same time, they reflect lingering problems with locker rooms.

Overall, the student athlete survey results convey impressions that correspond with those in the support directors' survey and the comparator survey. UNH Athletics provides an adequate level of support in many areas, but struggles in others. The staff is dedicated, but they are working to capacity and cannot provide all the services that the coaches or the student athletes need to fulfill the department's mission.

Academic Achievement

The Athletics Department is justifiably proud of how well its athletes perform in the classroom. The main benchmark is graduation rates, and as the table below indicates, UNH athletes graduate at a higher rate than UNH students overall. This is a tribute to the quality of athletes the coaches recruit and to the support offered by department staff. The percentages are even better for Black athletes.

“6-Years from Matriculation” Graduation Rates Based on 4-Year Rolling Average of Entry Cohorts

Entry Years	UNH Students Overall	UNH Scholarship Athletes Overall	UNH Black athletes Overall
1991-95	71%	83%	84%
1992-96	70	85	87
1993-97	70	78	86

While current success rates are high, the four-year rolling average has seen a downward trend among the athletes, and time pressures on athletes continue to mount. In fact, the NCAA currently has a special task force examining increased time pressures on Division I athletes. One of the ways that some institutions and conferences have tried to protect athlete's time is by restricting away-game travel to a certain number of hours or a certain percentage of total class hours in a given semester. Since neither UNH nor its current member conferences requires such restrictions, and given heightened national concerns, the AAC commissioned students in KIN 761 to do a preliminary study of a few UNH teams, simply to establish a base line. The students were Annie Davis, Brian Foley, Maureen Canney, Bess Szadzinski, and Tyler Scott.

They used the "missed class-time" calculation employed at Penn State and Maine. This approach compares a base of potential class hours to the actual class hours missed because of team travel. The details of their procedure may be found in Appendix G ("Partial Missed Class"). Basically, they calculated the total possible class hours during a given team's competitive season, then calculated the hours missed by away game travel.

The results are shown in Table 3 below. They indicate a great disparity across teams, with volleyball, men's and women's basketball well above the 10 percent levels allowed by Maine. These calculations do not mean much in isolation. But the procedure may be valuable over time, to show trends and to compare missed-class time to team academic performance (e.g. g.p.a. and graduation rates)

Table 3. Partial Missed-Class Time Analysis

	Number of Possible Hours	Number of Class Hours Missed	Percent of Class Time Missed
Football	612	20.5	3.34
Men's Soccer	510	51.5	10.09
Men's Ice Hockey	1071	101.5	9.47
Women's Volleyball	663	109	16.44
Women's Soccer	510	46.5	9.11
Women's Ice Hockey	918	95	10.34
Men's Basketball	612	116.5	19.03
Women's Basketball	561	133	23.70

Conclusions

The Mission Statement for UNH Athletics demands that the Department pursue the following:

- *Provide student-athletes every opportunity to meet academic and athletic demands with the goal of graduating every student-athlete.*

- *Provide resources necessary to field competitive teams within league affiliations, and to gain regional and national recognition.*
- *Provide equitable opportunities for all intercollegiate athletics by the active recruitment of minority athletes, and provide equitable opportunities for all women student-athletes commensurate with that of their male counterparts.*
- *Provide excellent facilities for all athletes to train, practice, and play.*
- *Conduct all operations within state and federal law, University policies, rules of the NCAA, and athletics conferences in which the University competes.*

Academic Performance

UNH Athletics does a solid job of recruiting and supporting athletes who graduate at a higher rate than UNH students overall. At the same time, graduation data show a slight downward trend among the athletes. While a small number of actual cases can account for the trend, this should be monitored. Head coaches, student athletes, and staff all felt a need for increased resources for Academic Services.

Compliance

UNH athletes and coaches believe they are well educated on NCAA rules. The increased volume of paperwork now required by the NCAA, however, has not been matched by an increase in support for compliance and eligibility certification. The program has had recent eligibility “scares” caused by a long backlog of paperwork. This must be addressed immediately.

Equity and Diversity

UNH has moved a long way toward its goals in gender equity. EADA data in Appendix C demonstrate that UNH is far ahead of its competitors in providing resources for its women’s teams. At the same time, the department still lacks a full-time Senior Women’s Administrator. Data in Appendix H (“Diversity”) indicate that UNH Athletics is making slow progress in expanding the diversity of its athletes.

Facilities

Data from coaches and athletes indicate unevenness in both the state of fields and facilities and in the staff support for maintenance. Some teams are well off, others are poorly off. Some coaches are well-supported; others must do their own maintenance.

Overall System Stress

UNH athletics achieves a great deal from its athletes, coaches, and staff, but the organization is currently under stress – too many teams and participants for the support structure. There are particular concerns about compliance, sports information, sports medicine, and some facilities. Some teams – both coaches and athletes – feel that they are not given the support necessary to meet their mission. Support directors feel that they cannot meet current demands for their services and that they are not as well supported as their counterparts at competitor programs. Comparative data corroborate the general sense found in the surveys and interviews. In management terms, there is “system stress” that limits the department’s ability to provide student athletes with the quality of experience articulated in the mission statement.

Recommendations

- UNH must adjust the current imbalance between the support structure and the number of teams. There are two basic approaches – expand resources to the support structure or reduce the number of teams and/or participants.
- If UNH decides to address the “system stress” by reducing the number of teams currently offered, the choices should be considered only in light of their impact on the Department’s mission, particularly the areas of academic performance, equity and diversity, and competitiveness. The AAC suggests that any such decisions be made with representation from external constituent groups.
- UNH must recognize that any decisions that reduce our commitment to women’s athletics would be viewed as a violation of Title IX. Since we have been continually scrutinized by OCR for the past several years, have had complaints filed against us, and have had to operate under a compliance order, the risks for taking such an imprudent step could be significant.
- Any plan must expand support for the compliance operation. Specifically, there is a need to develop a position for processing NCAA eligibility data. This position should be housed in the Registrar’s office, to insure appropriate checks and balances.
- While we have made progress in some areas of fields and facilities, there are lingering problems. The University would be wise to consult the Athletic Facilities Feasibility Study that was completed in 2002.
- UNH should consider developing an ongoing comparative study of athletic costs, support, and performance, along the lines used in this report (Appendices C, D and E). The variables in this study would be developed by the AAC, based on the Athletic Department’s mission.
- UNH should expand the “missed class time” analysis used in this review, to include all teams and to include GPA performance data for each team. Data will be monitored and used to decide if restraints must be placed on away schedules.
- Given the understanding that athletic teams are instruments of institutional publicity, the Department should consider ways to insure that sports information and sports marketing are better integrated into the overall University Communications Plan.