Looking Ahead: A Five-Year Plan for the Lynn University Athletic Department

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Looking Ahead--

A Five-Year Plan for the

Lynn University Athletic Department

A Graduate Project

To fulfill the final requirement for a Masters of Science Degree in Sports and Athletic Administration

Lynn University
Graduate School

By: John McCarthy
June 2002

APPROVED BY
Dr. Richard A. Young

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Abstract

As Athletic Director Dr. Richard Young retires from Lynn University during the summer of 2002, Lynn University athletics faces the challenge of transition in an ever-evolving National Collegiate Athletic Association (NCAA), Sunshine State Conference and University.

During the first 16 years of intercollegiate athletics, Lynn University has amassed an incredible 16 National Championships. During Dr. Young's nine-year tenure at the helm, the athletic program has made the transition from the National Association of Intercollegiate Athletics (NAIA) to NCAA Division II, has made the transition into the Sunshine State Conference and has begun a Master's Degree program in Sports and Athletic Administration.

This study analyzed the NCAA, the Sunshine State Conference and Lynn University athletics in today's environment. The reasons that a university supports an athletic department are discussed and analyzed. The author gathered data, survey results, research results and interview information to give rational, thought-out conclusions about the direction of the Lynn University Athletic Department for the next five years.

The study concludes that the University needs to focus on athletic facilities, salary increases for the coaches and athletic administrative staff and the ability to fully combine athletic and academic scholarship money. An important factor in directing this department will be the ability to hire and keep good people. While many other issues are discussed, strong leadership from the Athletic Director will be important to carry out this plan to make the Lynn University Athletic Department more effective for both the University and the student-athletes. When the conclusion of this project is implemented, both the University as a whole and the athletic department in particular will advance. Importantly, the student-athletes will receive a more well-rounded education and better Lynn University experience.
Chapter One

Introduction

During the summer of 2002, Lynn University faces a transition for the Athletic Department. Dr. Richard Young, Athletic Director for the past nine years, will retire. Dr. Young had three main objectives when he became the Athletic Director in 1993. Those were: 1) to move Lynn University from the National Association of Intercollegiate Athletics (NAIA) to the National Collegiate Athletic Association (NCAA) Division II level, 2) to get Lynn University into a conference and 3) to start a Master's Degree program in Sports and Athletic Administration.

Dr. Young accomplished all three objectives within the first five years of his term. In addition, Lynn University has amassed an incredible total of 16 National Championships within 16 years of collegiate competition.

Now, however, new challenges lie ahead. This paper is an in-depth analysis of the Lynn University athletic department with a detailed plan for the future of the athletic department to ensure that the University makes decisions that meet goals. This study also shows a financial comparison of other members of the Sunshine State Conference, which is valuable information.

This study used interviews with Lynn University administrators and coaches, surveys of coaches, the Athletic Directors in the Sunshine State Conference, the Sunshine State Conference Commissioner, and other pre-existing surveys, research of the NCAA, Sunshine State Conference and Lynn University and additional documents.

As a result of these interviews and surveys, this paper will discuss the following issues:

- Why Lynn University supports athletics;
- Scholarships, operating budgets and Head Coach salaries—a comparison and discussion of Sunshine State Conference Schools;
- Issues facing Lynn University athletics and the Sunshine State Conference in the next five years;
- How to better use money within the Athletic Department;
- The crucial issue of hiring and keeping good people;
- The importance and value of a good Athletic Director;
- The importance and value of holding coaches and athletic administrators responsible for their job performance;
• The value of each sport to the University;
• The organizational structure and job responsibilities.

In addition to the above questions that will be addressed and issues that will be discussed in this paper, the following objectives will be met within this plan:

• Increase the total number of student-athletes while not increasing athletic scholarships, which will greatly enhance the amount of tuition dollars for the University
• Enhance the Athletic Hall of Fame;
• Enhance the marketing of the Athletic Department;
• Add new facilities to the Athletic Department through cooperation with the Development Office;
• Improve the morale of the Athletic Department;
• Create a positive learning experience through athletics that truly enhances the overall educational mission of the University.

While this paper will focus on the many issues listed above and will make many suggestions, it will be important to remember that the focus of this University is to have a positive impact on the lives of students. Without students, Lynn University does not exist. It is important to remember that we are here to educate our students and we have an opportunity in athletics to have a genuine impact on our young people. We have the opportunity to help our boys become men and our girls become women and have a chance to form relationships that will last a lifetime. This is a special opportunity.
Chapter Two

Literature Review

To structure an intelligent and logical forecast for the future of the Lynn University Athletic Department, we need to understand who we are, where we have been and where we are today. We also need to understand the conference and national structure to which we belong. Finally, we need to understand other comparable programs and in what direction they are heading.

Planning is the key to making the future dreams become a reality. According to Deborah Yow and William Bowden in their book, Strategic Planning for Collegiate Athletics, “Planning as a part of the management process is crucial to the success of any organization (Bridges and Roquemore, 1992). This is especially true for college and university athletic departments. In 1998...a study of the relationship between the use of the planning process and athletic departments’ effectiveness was conducted by Bowden and Yow. The authors found that:

- Comprehensive, better-funded, and generally respected athletic programs were more frequently engaged in formal planning than other programs.
- Departmental effectiveness was increased by the presence of written yearly and long-range plans, when those plans were followed and executed carefully.
- The lack of a written plan (yearly and/or long range) hindered the ability of the athletics program to generate consistent support, achieve at desired levels in programs and services, and maintain its desired image among its numerous publics.” (page 2)

Also, Bowden and Yow found “systematic and careful planning is an integral function within athletics departments that (1) make the most effective use of resources and (2) achieve at consistently high levels nationally in the important categories of competitive results, academic outcomes (graduation rates), student-athlete welfare, facilities enhancement, fund-raising, and other strategic outcomes.” (page 2)

Finally, the athletics department can benefit from planning in the following ways:

- Assess the department’s market position;
- Establish goals, objectives, priorities, and strategies to be completed within specified time periods;
- Achieve greater staff commitment and teamwork aimed at meeting challenges and solving problems presented by changing conditions;
To this end, it would be appropriate to look at the purposes and/or goals of the national structure, the conference structure and Lynn University athletics.

Lynn University competes within the national structure of the NCAA at the Division II level. At the conference level, the Fighting Knights compete in the Sunshine State Conference.

The basic purpose of the NCAA, as stated in the 2001-2002 NCAA Division II Manual, is as follows: “The competitive athletics programs of member institutions are designed to be a vital part of the educational system. A basic purpose of this Association is to maintain intercollegiate athletics as an integral part of the educational program and the athlete as an integral part of the student body and, by so doing, retain a clear line of demarcation between intercollegiate athletics and professional sports.”

Among the slightly more specific purposes, the NCAA lists the following: “To initiate, stimulate and improve intercollegiate athletics programs for student-athletes and to promote and develop educational leadership, physical fitness, athletic excellence and athletics participation as a recreational pursuit; To encourage its members to adopt eligibility rules to comply with satisfactory standards of scholarship, sportsmanship and amateurism.” (2001-2002 NCAA Division II Manual)

The Sunshine State Conference was founded in 1975 and has grown from a single-sport conference to a conference that now sponsors championships in 14 men’s and women’s sports. Known as the “Conference of National Champions,” the Sunshine State Conference has now won 54 national titles. Members of the Sunshine State Conference currently include Barry University, Eckerd College, Florida Institute of Technology, Florida Southern College, Lynn University, Rollins College, Saint Leo University and the University of Tampa. In May 2002, Nova Southeastern was invited to join as a provisional member.

The NCAA Division II and the Sunshine State Conference “believe that a well-conducted intercollegiate athletics program, based on sound educational principles and practices, is a proper part of the educational mission of a university or college and that the educational welfare of the participating student-athlete is of primary concern. Members of Division II support the following principles in the belief that these objectives assist in defining the division and the possible differences between it and other divisions of the Association:
Believes in offering a maximum amount of intercollegiate athletics participation to as many of its students as possible, whether or not these students are athletically recruited or financially assisted;

Believes in striving for broad equitable participation and competitive excellence, encouraging sportsmanship, ethical conduct and developing positive societal attitudes in all of its athletic endeavors;

Believes in scheduling the majority of its athletics competition with other members of Division II, insofar as regional qualification, geographical location and traditional or conference scheduling patterns permit;

Recognizes the dual objectives in its athletics program of serving both the campus (participants, student body, faculty-staff) and the general public (community, area, state);

Believes in offering opportunity for participation in intercollegiate athletics permitting athletically related financial aid for its student-athletes, but on a more modest basis than that permitted in Division I;

Believes that all members of Division II, including those institutions aspiring to membership in some other division or those unable to subscribe to all of the aspects of the Division II philosophy, should commit themselves to this philosophy and to the regulations and programs of Division II." (2000-01 Sunshine State Conference Membership Directory and Information Guide)

The Sunshine State Conference subscribes to the above Division II philosophy, and it is published annually in the membership directory.

Having established the basic purpose and philosophy of the NCAA and the Sunshine State Conference, it is appropriate to analyze the purpose statement of the Lynn University Athletic Department.

The purpose of the Department of Intercollegiate Athletics and Recreation is to initiate, stimulate, and continually improve the athletic and recreation programs for students by:

- promoting academic excellence and educational leadership;
- striving to obtain athletic distinction at the Division II level;
- assuring gender equity throughout all facets of the programs;
- cultivating personal integrity among the participants;
- encouraging athletic participation as a life-long recreational pursuit.

In addition to augmenting the academic, athletic, and personal development of students, events sponsored by the Department are conducted to facilitate unity within the community, foster and maintain institutional support from alumni, university affiliates and external constituents, positively increase the visibility of the university, and enhance international and cross-cultural understanding.

The Department and University fulfill these functions through the enforcement of developed and adopted eligibility rules that comply with standards of scholarship, sportspersonship, personal conduct, and amateurism. The Department strives to operate its programs at the highest level of competition within budgetary constraints, while respecting NCAA legislation and University regulation.

The general philosophies of the NCAA, the Sunshine State Conference and Lynn University athletics shape the direction for each organization. It is important that each entity has similar objectives because of their relationships.

NCAA Division II currently has 290 total members, 260 active members and 30 provisional members. The forecast for the 2003-2004 school year is that NCAA Division II will have 290 active members. There are currently 22 active voting conferences and eight independent active member institutions. (NCAA website, 2002)

The NCAA Division II Strategic Planning Project Team has developed an in-depth plan for the years 2000–2005. According to the official NCAA web site, 2002, “strategic planning serves many purposes. It assures that:

- Major concerns are identified and addressed;
- Priorities are established to focus effort and attention on the most urgent and important issues;
- The best possible use is made of finite resource. Each recommendation is weighed carefully to assure its implementation will convert the philosophy into guidelines for the day-to-day conduct of intercollegiate athletics in Division II.”
Below is an outline of the Division II Strategic Plan for 2000–2005.

I. Student-Athletic Welfare
   A. Enhance the student-athlete’s championships experience.
   B. Enhance student-athlete role in the governance of Division II.
   C. Review impact of Division II academic requirements.
   D. Enhance the institutional environment for student-athletes by promoting a better understanding of the Division II student-athlete experience.
   E. Assist Division II institutions and conferences in promoting the academic success of Division II student-athletes.
   F. Protect the health of and provide a safe environment for Division II student-athletes.

II. Championships
   A. Evaluate membership access to Division II national championships.
   B. Evaluate selection criteria for regional and national championship sites.
   C. Educate membership regarding selection criteria for regional and national championships participants.
   D. Monitor Division II championships expenses, including championships travel policies, and suggest changes, when necessary.

III. Division II Finances
   A. Monitor the Division II budget so that the division continues to operate in a financially prudent and fiscally responsible way that advances the Division II Strategic Plan.
   B. Review general and average operating costs for Division II athletic programs.

IV. Deregulation
   A. Consider ways to simplify the Division II Manual and to ensure that regulations are consistent with the Division II Philosophy Statement.

V. Division II Identity
   A. Develop key messages for Division II that can be incorporated into the NCAA public relations plans.
   B. Evaluate the establishment of a marketing and promotions plan for Division II championships.
VI. Rules Compliance

A. Increase Division II membership’s use of NCAA compliance tools, resources and services.
B. Review NCAA regulations that cause rules-compliance issues for Division II institutions and conferences.

VII. Diversity

A. Develop program(s) to assist the Division II membership to enhance ethnic and gender diversity at the institutional and conference levels.
B. Develop ways to enhance gender and ethnic diversity within the Division II governance structure.

VIII. Enhancing the Role of the Faculty Athletics Representative and the Senior Woman Administrator in Division II.

A. Define the role of the senior woman administrator in Division II and develop higher expectations and increased support for this position.
B. Define the role of the faculty athletics representative in Division II and develop higher expectations and increased support for this position.

IX. Amateurism

A. Redefine the term “amateurism” to insure competitive equity among Division II institutions and the fair treatment of Division II student-athletes.
B. Review process institutions and conferences use to evaluate the amateur status of Division II prospective student-athletes and consider changes to amateurism compliance rules.

X. Technology/Communication

A. Improve communication with Division II membership and Division II constituents through increased use of NCAA technology.
B. Enhance technological capabilities of Division II institutions and conferences.
As stated above, there are many initiatives that the NCAA has undertaken. There is much work to do, but the entire organization should be enhanced because of the detailed planning that has taken place. As the NCAA, the conferences and the individual institutions continue to work together, the whole of Division II will continue to improve to be better for the student-athletes.

The Sunshine State Conference, too, is likely to show changes over the next five years. According to surveys from the Conference Athletic Directors, it is likely that the Sunshine State Conference will expand the number of schools. In fact, in May 2002, Nova Southeastern University was approved as a provisional member of the Conference, and the goal of Commissioner Don Landry is to have the Conference grow to ten schools within the next five years.

It has been emphasized both by the Athletic Directors and the Strategic Planning Survey Results of the Sunshine State Conference that the role of the Faculty Athletics Representative and the Senior Woman Administrator should be more clearly defined and the role of each should expand considerably. It is likely that both will occur over the next year or two within the conference.

In addition, according to the Strategic Planning Survey Results, we should expect to see a greater marketing effort at the conference level for our conference and our student-athletes. Along the same lines, we can expect to see a greater effort in obtaining corporate sponsorships and involvement.

The involvement of the student-athletes at both the institutional and conference level should be increased through the emphasis on the Student Athlete Advisory Committee. This should give the student-athletes a greater role in the governance of the Athletic Department and the Conference as well. In turn, it should help the student-athletes gain a much clearer understanding of the NCAA, the Sunshine State Conference and their own school. With the knowledge disseminated through the Student Athletic Advisory Committee, the students should gain a genuine educational experience.
Chapter Three

Methodology

In this chapter, methods including the survey and interview questions will be detailed. The surveys for the Athletic Directors asked the following questions:

1) Please list the reasons why your school supports an athletic department:

2) In the next five years, what changes do you expect to occur in your athletic department?

3) In the next five years, what changes do you expect to occur in the Sunshine State Conference?

4) How much does it cost (total: scholarships, salaries, operating costs, etc.) to run your athletic department for one year?

5) Pertaining to your athletic scholarships, are you able to combine academic and athletic scholarship money?

6–10 On a scale of 1 to 10, with 10 being the highest, please answer the following questions:

6) How fairly are your head coaches paid? __________

7) How fairly is your administrative staff paid? __________

8) How fairly are you paid? __________

9) How happy are you with your position? __________

The Conference Commissioner, Don Landry, was asked the following questions:

1) In the next five years, what changes do you foresee in the Sunshine State Conference?

2) What will be the major issues facing the members of the Sunshine State Conference?

3) Given the amount of money that it takes to support an athletic department at the Division II level, why should schools support an athletic department?

4) How can Sunshine State Conference Schools make their athletic departments better in the next five years?
On a scale of 1 to 10, with 10 being the highest, please answer the following:

5) How fairly are the coaches of the Sunshine State Conference (SSC) paid? 

6) How fairly are the Athletic Directors in the SSC paid? 

7) How happy are the Athletic Directors in the SSC? 

8) How happy are the coaches in the SSC? 

The Lynn University coaches and athletic staff members were asked to fill out a survey with the following questions:

1) This asked the coaches to fill out a chart that evaluated each sport based on the five reasons why Lynn University supports an Athletic Department. On a scale of 1 to 10, with 10 being the highest, each person completing this survey was asked to evaluate the value of each sport as to the degree to which it fulfills the following at Lynn University:
   - It supports and enhances the overall educational mission of the University.
   - It creates a positive image and marketing opportunity for the University.
   - It creates additional tuition income for the University.
   - It facilitates and fosters institutional support from alumni, faculty, staff, community members and various University affiliates.
   - It promotes student involvement and activities while establishing school spirit and pride.

2) Please discuss the most important issues facing the Lynn University Athletic Department over the next five years (be specific):

3) Please discuss the best part of your job at Lynn University:

4) Please discuss the most challenging part of your job at Lynn University:

5) Are you compensated fairly for the work you provide to Lynn University? Yes No

6) On a scale of 1 to 10, with 10 being the highest, how happy are you in your position at Lynn University? 

7) On a scale of 1 to 10, with 10 being the highest, how supportive of the Athletic Department is the Lynn University administration? 

8) If you had the ability to change three things about the Athletic Department (within reason) that also would make sense for Lynn University as a whole, what would they be?

9) Lynn University spends approximately $3 million per year to have an athletic department. In the space below, please justify this amount of money being spent on an athletic department:
10) Please make any additional comments that are relative to the Lynn University Athletic Department:

The following questions were asked of Kevin Ross, Lynn University Director of Development:

1) Why does Lynn University support an athletic department?

2) What are the strengths and weaknesses of the department?

3) What can be done in the next five years to improve the Lynn University athletic department?

4) What changes should be made in the organization (organizational chart) of the Athletic Department, if any?

The following questions were asked of Lynn University Sports Information Director Jeff Schaly:

1) Why does Lynn University support an Athletic Department?

2) What can be done in the next five years to make the Lynn University Athletic Department better?

3) What changes should be made in the organization (organizational chart) of the Athletic Department, if any?

4) Is it fair to say that the grade point average, the graduation rate and the retention rate for Lynn University student-athletes is higher than that of the student body?

The following questions were asked of current Lynn University Athletic Director Dick Young:

1) If you were to walk into the position of Athletic Director today, what changes would you make?

2) What are the most important issues facing the Lynn University Athletic Department over the next five years?
3) What changes would you make to the organization (organizational chart), if any?

4) Is it fair to say that the grade point average, the graduation rate and the retention rate of Lynn University student-athletes is higher than that of the student body?

5) Why does Lynn University support an athletic department?

Also used was a personal interview with Greg Malfitano, Lynn University Vice President for Student Services, which took place in June 2002.

The author will take the information obtained from these surveys and interviews, plus the many research materials that were analyzed, to give a detailed conclusion. This conclusion should serve as a map to the future of the Lynn University Athletic Department.
Chapter Four

Results

Among the many fascinating findings of this research is that the Lynn University student-athletes have a higher grade point average, retention rate and graduation rate when compared with the general student body. This helps to make the Athletic Department additionally valuable.

Lynn University Athletic Department
Survey Question Results

Question (1) asked coaches to evaluate the value of each sport based on the five purposes of the Athletic Department. Below are the averages of their answers, which helps give the importance of each program to the University. As an example, if Men’s Basketball was rated as a 5, 7, 5, 7, 5 for the degree to which it meets each of the five purposes why Lynn University supports an Athletic Department, then Men’s Basketball would be given an overall score that equals the sum of these numbers, or 27. The maximum score that a team could receive would be 50. Presuming that all of the purposes are of equal value, this gives an indication as to the overall importance of each sport to the University. These are obviously the opinions of those who filled out the surveys and are, of course, subjective. Nine out of thirteen people responded.

1)  

<table>
<thead>
<tr>
<th>Men’s Sports</th>
<th>Average of the Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Soccer</td>
<td>39.78</td>
</tr>
<tr>
<td>Baseball</td>
<td>37.11</td>
</tr>
<tr>
<td>Tennis</td>
<td>35.22</td>
</tr>
<tr>
<td>Basketball</td>
<td>33.78</td>
</tr>
<tr>
<td>Golf</td>
<td>31.44</td>
</tr>
<tr>
<td>Crew</td>
<td>30.44</td>
</tr>
</tbody>
</table>
The lines below separate the responses from each coach or administrator.

2. Please discuss the most important issues facing the Lynn University Athletic Department over the next five years (be specific):

- Leadership—need innovative, creative leadership, team builder.
- Fundraising—need to find ways to bring outside money inside.
- Facilities—need better baseball, softball and soccer facilities, better training room and more office/locker space (officials)
- SWA position—need a strong SWA position who can impact not only Lynn University, but SSC as a whole.
- Development of assistant coaches positions—need to become full-time.
- Facilities.
- Combining monies.
- Staffing.

- Facilities.
- Retention of coaches—better salaries needed.
- Scholarship money and additional combining power.
- Financial Aid office working better with coaches (this is very poor right now).
- New baseball fields.
- Cost of tuition.
- Lack of student involvement.
- Costs of quality teams and coaches.

- Retention of quality student-athletes.
- Our conference standing concerning physical facilities.
- Retention of scholarship budget.
- Increase in athletic budget to reflect rising costs of equipment and travel.
- Monitoring of compliance issues.

- The ability to combine scholarships and upgrading of facilities.
- Lynn is not giving away the same kind of money all other schools are and we are losing smart kids to conference rivals.
- Whether or not Lynn needs new outdoor athletic facilities is one thing, but we really need lights. People come to night games, not day games.

- Need to upgrade facilities.
- Need to increase scholarships.
- Need to fund full-time assistant coaches.
- Market programs to local community.

- The lack of adequate facilities to compete in the conference.
- The lack of scholarship funds via combining or actual dollars.
- Need of a bigger equipment budget, travel budget and recruiting budget. I am asked to bring in 30-35 baseball players with $1,000. There is no need to have 3 players to a room on the road when the students pay almost $30,000 to go to school.

- Retention of coaching staff – salary.
- Recruiting on lack of funds.
- Budget–Lack of increase.
- Facilities.
- Increasing tuition.
3. Please discuss the best part of your job at Lynn University:

- I enjoy the people in our department and on the campus as a whole. There are some great people here.
- I feel we have a strong department, and as a whole, we have the basic needs to run our programs.
- I have been in programs where we have to raise money for our uniforms; we do not feel that pressure here.
- It’s easy to recruit to Boca Raton and our beautiful campus.
- Working with the student-athletes.
- Having the opportunity to impact student-athletes’ lives in a positive manner.
- Work alongside some of the best division two coaches in the country.
- Winning.
- Coaching and mentoring the student-athletes.
- Getting to personally know all the student-athletes. With a small school setting, everyone gets to know everyone.
- The family atmosphere.
- Cooperation between faculty and our programs.
- The diverse curriculum.
- Great conference.
- The quality of campus life.
- A more than adequate operating budget.
- This is a beautiful campus in a great location.
- A place conducive to working with student-athletes and helping them both academically and athletically.
• Being a truly walk-on sport, no experience needed to join team.
• Our open door policy allows every student at Lynn an opportunity to be a student-athlete.

4) Please discuss the most challenging part of your job at Lynn University:
• Not having a full-time assistant.
• Not having our summer camp possibilities.
• Communication at times. For example, last year, the change in Pine Tree contracts and we could not get info on why.
• Academic reputation in some subjects.

• The amount of duplicate work that has to be done due to lost paperwork.
• Marketing—no budget.

• Balancing the various jobs I currently have while finishing my masters. Sometimes I feel I take on too much, but seem to find a way to get it all done.

• Relations to today’s student-athlete in today’s world and values.

• Coaching and mentoring the student-athletes.

• Marketing all of our sports to a student body that could care less.

• Fundraising for necessities, such as deposits and books, rather than extras.
• Fundraising for an assistant coach.
• Lack of communication between coaching staff and school administrators.

• Recruiting players to play at Lynn and pay a large sum of money to attend and play on poor facilities. We are probably the worst facility in the conference.
• To work without a full-time assistant.
- Lack of funding – salary operating budget, equipment and facilities.
- With an adequate facility (with water access) it would allow us an opportunity to consider purchasing/fundraising for new boats.
- Newer boats would attract students who have rowed previously.
- Combining rowers with experience with first-time rowers will help our program.
- Become more competitive.

5) Are you compensated fairly for the work that you provide to Lynn University?

- No
- No
- No
- Yes 7 no / 2 yes
- Yes
- No
- No
- No
- No
- No

6) On a scale of 1 to 10, with 10 being the highest, how happy are you in your position at Lynn University?

- 6.5-7
- 8
- 7-8
- 7.5
- 8
- 6
- 8
- 9
- 7

Low Average–7.44
High Average–7.61
7) On a scale of 1 to 10, with 10 being the highest, how supportive of the Athletic Department is the Lynn University administration?

- 8
- 8
- 7
- 7.5
- 6 – 7
- 6
- 5
- 5
- 7

Low Average – 6.61
High Average-6.72

8) If you had the ability to change three things (within reason) about the Athletic Department that also would make sense for Lynn University on a whole, what would they be?

- I would allow us to combine scholarships with no limits. I am grateful for our recent combinable scholarships.
- Full-time assistants.
- I would change how we all fundraise and teach coaches how to network and raise money.
- More professional development opportunities for all coaches.

- Facilities – build the new fields and improve the training room
- 100% combinable money
- Add staff (coaching and support).

- Increase the teamwork and unity of the department as a whole.
- Increase athletic event support by increasing student and student-athlete presence. Athletes should support each other. The same goes for coaches.
- Continue to increase the amount of combinable packages for aid only increases the # of student enrolled.

- Higher pay for assistant coaches.
• Better training facilities.
• Increase in scholarships across the board.

• More procedures concerning budget and compliance issues.
• More incentive for assistant coaches for all sports (higher pay or more responsibility in the university so they can make a living).

• Increase the staff by 2-4 people to eliminate job doubling.
• Have athletic director make more decisions than the Senior V.P. for student services.
• Have a committee survey the other SSC schools to see what they have and then approve a one-time budget increase for all departments and sports to catch up.
• Create a facilities-only donation fund.

• A substantial upgrade in athletic facilities, such as an athletic center that the entire university population could utilize.
• Fully fund our scholarships.
• Provide for full-time assistant coaches.

• Separate from Student Services. The athletic department should be its own department, not under Student Services.
• Allow combining of scholarships to reach maximum allowable scholarships.
• Provide more help in assistant positions. Could be in other jobs on campus.

• Make standard workout apparel for student-athletes, i.e. – Champion, Nike, etc. Some tees, warm-ups, sweats. Each individualized by team name, and taking advantage of the bulk discount.
• Allowing coaches to approach Blue & White for funding. Knowing how much is in the Blue & White general account doesn’t help if coaches don’t have any access to it. Some sports need immediate funding and aren’t a part of long-term facility growth. Similar to how the Student Finance Committee works with student clubs.
• Allow all sports to have scholarships.
9). Lynn University spends approximately $3 million per year to have an athletic department. In the space below, please justify this amount of money being spent on an athletic department:

- The athletic department provides a huge part of the campus life, which is much needed at Lynn University.
- It provides an opportunity for Lynn University to build community, pride, tradition and school spirit.
- It provides excellent lifetime learning experiences for the student-athletes.
- Our athletes are some of the best students on campus, and Lynn University could use a boost in it's academic reputation.
- Retention – most student-athletes will stay at Lynn University because they are involved.
- We receive a lot of media attention and that is all positive.
- The success of our programs have put us on the map nationally and internationally.

- Athletes are among Lynn University’s top students.
- Marketing benefit – national publicity from tennis, soccer, etc.
- Increase enrollment, not all student-athletes are on scholarship, and most athletes would not attend Lynn without an athletic program.
- Athletics is a co-curricular activity. In a lot of ways, more is learned on the field/court than in the classroom.

- I believe with increased unity and support of all athletic teams, the school spirit and pride can be raised, which then becomes a big selling point for prospective students.
- Without an athletic department, most of the current athletes would not be here.
- Athletics provide something to do for students.
- The money can also be justified in that we have very successful athletic programs. Without this budget, the success would not be present.

- The costs are billed as tuition costs, etc. Therefore, that $3 million budget is skewed.
• There is no justification to spending that money, as well as spending on high salaries or buying dinners, balls, etc.

• There are so many poor and hungry in the world. There is no justification.

• Half of the money is actually a write-off, so that is not true dollars being spent.

• The 1.3 million dollar budget also enhances the rest of the university by establishing a sense of spirit with the school.

• Opportunities for athletes or non-athletes to use athletic facilities to become involved in our sports.

• Each sport generates enough income through its team members to equal or support the expense of having an athletic department. (For example, in 02-03 Women’s Soccer players will generate tuition revenue in excess of $200,000 to the school).

• $3 million might be enough to operate, but it is lower than most other schools.

• Too many people in the athletic department are doubling up on jobs they should not be doing and not getting paid for it.

• The only way to justify the monies spent on an athletic program at this level is to view it in the context of the “University Experiences”.

• Publicity, school spirit, diversity in the student make-up, low attrition rate, a reason for students to come here, all factor into the justification of a Division II athletic program.

• How much do they spend recruiting through the admissions office, and how much do they spend in academic scholarships?

• The athletes have a tendency to stay, whereas the general students leave.

• How much do they spend in the Science Department or the Student Services Department? Yet, these are departments that the school supports and offers for the students. Does the school make its money from the Science Dept.? Or, is it offered as part of the curriculum and to enhance the institution and educational process?

• Athletics is not a moneymaker; it is a student maker.

• Athletics is an integral part of the “college experience”.

• Having a competitive program helps draw visibility to Lynn University.
• Every race, meet and game played increases awareness.

10) Please make any additional comments that are relative to the Lynn University Athletic Department:

• Our department has the potential to make a huge, positive impact at Lynn University. We need strong leadership to foster that potential.
• I would like to see Dr. Ross more involved in our program. Dr. Sites has been great, and yet, I feel if we do not have our President at our events, it sends a message.
• I would like to see our school form committees when we need to hire a new person, like our current athletic director situation. It would seem reasonable for a committee to be formed that is made up of coaches, athletes and other related people. We are out of the loop. We do get to meet with the candidates, but no one has ever called me to see what I think or feel about any of them.
• I hope with our new leadership, we can build more of a “team” concept in our department, where coaches must serve and be a part of the program as a whole, i.e. Banquet committee, all of us being involved in golf tournament, auction, community service projects, mentoring young assistants, fostering support of our athletic events, etc.…

• There is no incentive at Lynn to excel. We have people in our department that “just get by”.
• Merit pay or raises would help foster a more competitive work place.

• This is a great department with great coaches and staff.
• With the right leaders at the top, I believe we can increase the unity and sense of pride in the department, in turn allowing each of our programs to be more successful.
• Unity is also very important for the fundraising, which is a major concern and objective for this department. Hopefully, joint fundraisers, like the auction, will be successful.

• It is a department that people from the inside want to see to do well.
• Sometimes things don’t always come down to the bottom line. If administration were to all see one game in every sport in the next year, they would see how hard we try and might change their minds on certain issues.
• Lynn University is a great place to work.
• It's location and atmosphere make for a wonderful quality of life
• Our most pressing problems should be helped by the hiring of our new athletic director.
• As I have mentioned, fundraising for facilities, assistant coaches and scholarships is crucial.
• A line of communication between our staff and administration should be increased.

• Lynn has the potential to be one of the best athletic departments in the country.
• We are situated in a wonderful location and have a beautiful campus.

• With the change in athletic upper administration, this could be the time for new changes.
• Fresh eyes that are willing to take a good hard look at each program and help to make each program better.

The following are the results of the survey that was sent to the Athletic Directors in the Sunshine State Conference. Three out of seven responded.

1) Please list the reasons why your school supports an Athletic Department:

• Learning lab. Visibility. Marketing tool. To develop a sense of pride for the University. Activity for students.
• For the growth and development of the student athletes, for the opportunity to build campus spirit and alumni interest.
• Because real colleges and universities have athletics; To give student, staff and alumni a rallying point; To enhance the student experience; To provide those involved with a vehicle to learn the lessons of life: organization, time management, dealing with success and adversity, commitment.

2) In the next five years, what changes do you expect to occur in your Athletic Department?

• To add additional sports; To change from an AD who coaches to AD only management; Increase scholarships; New fields and renovated indoor facilities.
• Reorganization so we can become more self-sufficient.
• Increased fundraising for operation and scholarship; Reduction in sports offerings (try to do less better); More emphasis on education.

2) In the next five years, what changes do you expect to occur in the Sunshine State Conference?

• Expansion; Development of a strategic plan; Towards the end of the five years perhaps a new Commissioner; More involvement of the SWA and FAR.
• New membership, hopefully two schools.
• More emphasis on SSC experience (season ending tournaments); More institutions joining the Conference; More involvement by SWA and FAR.

3) How much does it cost (total: scholarships, salaries, operating costs, etc.) to run you Athletic Department for one year?

• $4 million
• $2.1 million
• $1.5 million

4) Pertaining to your athletic scholarships, are you able to combine athletic and academic money?

• yes
• no
• Yes, we can combine with top academic students – we are not fully funded in any sport, in fact we are at about 60% funded in most and non-scholarship in cross country and golf, both men and women.

(6–10) On a scale of 1 to 10, with 10 being the highest, please answer the following questions:

5) How fairly are your head coaches paid?
• 5; 5; 40% are paid the average, while 60% are paid below

6) How fairly is your administrative staff paid?
• 4; 5; 6

7) How fairly are you paid?
• 5; 5; 9
8) How happy are you with your position?
   • 7; 8; 9

Following are the responses from the Commissioner of the Sunshine State Conference, Don Landry:

1) In the next five years, what changes do you foresee in the Sunshine State Conference?
   • Membership increased to 10 schools.
   • Stronger compliance programs.
   • Full-time Senior Women Administrator at each school.
   • Elevated roles of Presidents, SWA's, FAR's and SAAC's.
   • Post-season tournaments for all SSC sports.
   • A few additional sports added by some member schools.

2) What will be the major issues facing the members of the Sunshine State Conference over the next five years?
   • Future expansion.
   • Increased marketing.
   • Improved compliance programs.
   • Fiscal responsibility.
   • Communication on campus.
   • Regional scheduling in most sports.
   • Strategic planning.

3) Given the amount of money that it takes to support an athletic department at the Division II level, why should schools support an Athletic Department?
   • Since private colleges are very driven by enrollment, a good Division II athletic program helps with name recognition and recruiting efforts.
   • Helps in school’s fund raising efforts.

4) How can Sunshine State Conference schools make their athletic departments better in the next five years?
   • Enlarge staffs.
   • Improve compliance programs.
   • Increase regional scheduling.
• Increase use of web sites.
• Increase marketing.
• Additional games of the Sunshine Network.
• Hire a full-time SWA/Assistant A.D.

5) How fairly are the coaches in the SSC paid?
• 9 (Division II Standards)

6) How fairly are the athletic directors in the SSC paid?
• 9 (Division II Standards)

7) How happy are the athletic directors in the SSC?
• 9

8) How happy are the coaches in the SSC?
• 9

The following are the responses from Kevin Ross, Lynn University Director of Development:

1) Why does Lynn University support an athletic department?

• Rounds out a full compliment of programs at the University; it is important in the full development of a person: 1) intellectual, 2) moral/spiritual, 3) physical; athletics is a vehicle through which you create relationships; it’s a component that you HAVE to have; our students want it, our competitors have it and if we don’t offer athletics, then we are at a competitive disadvantage; athletics are a marketing tool.

2) What are the strengths and weaknesses of the department?

• Strengths: coaches coach; relationships with the students; academic achievements; so many countries represented, which fosters “active learning techniques”, which is when people are forced to work with each other

• Weaknesses: athletics have been a well kept secret that should not be a secret; needs to be marketed more effectively, as we need to tell people where we are going, as we are always in pursuit of excellence
3) What can be done in the next five years to improve the Lynn University Athletic Department?

- Improve internal and external communication. Everyone singing from the same songbook. Upgrade facilities.

4) What changes should be made in the organization (organizational chart) of the Athletic Department, if any?

- More communication flow

The following are the responses from Jeff Schaly, Sports Information Director:

1) Why does Lynn University support an Athletic Department?

- First, athletics is a co-curricular activity rather than an extra curricular activity. There is learning going on within our athletic department.
- We bring in good students.
- Marketing. Especially with the three name changes, athletics help.

2) What can be done in the next five years to make the Lynn University Athletic Department better?

- Facilities: training room, weight facility
- Staffing needs: it helps to bring back the Master’s program
- Ability to combine athletic and academic money.

3) What changes should be made in the organization (organizational chart) of the Athletic Department, if any?

- Full time AD and full time Assistant AD

4) Is it fair to say that the grade point average, the graduation rate and the retention rate for Lynn University student-athletes is higher than that of the student body?

- I’ve got to think so. While there may not be proof, there is very little doubt about this. Our athletes stay here. It’s true.
The following are the responses by Dick Young, Athletic Director:

1) If you were to walk into the position of Athletic Director today, what changes would you make?
   - Additional full-time administrative staff needed desperately in season.

2) What are the most important issues facing the Lynn University athletic department over the next five years?
   - Fundraising, breadth of program.

3) What changes would you make to the organization (organizational chart), if any?
   - Stopped doing it a while ago because I have too many blank boxes to fill.

4) Is it fair to say that the grade point average, the graduation rate and the retention rate of Lynn University student-athletes is higher than that of the student body?
   - By far...in all categories; our incoming student-athletes are, by far, much better students than the rest of the student body. NCAA rules and clearinghouse assure it.

5) Why does Lynn University support an athletic department?
   - Visibility; educational offerings-10% of student body participating and many other students attending; vehicle for supporting the educational mission.

The eight schools that make up the Sunshine State Conference are similar in that they each are private schools competing at the NCAA Division II level and are all schools based in Florida.
Below are the comparisons for each school relative to scholarships, operating budgets and head coaches salaries for the year 2000-2001.

NCAA Countable Sport-By-Sport Scholarships

<table>
<thead>
<tr>
<th></th>
<th>Lynn FL So.</th>
<th>FL Tech</th>
<th>Roll</th>
<th>Eck.</th>
<th>Tampa</th>
<th>Barry</th>
<th>St. Leo</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Men's</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basketball</td>
<td>8.8</td>
<td>9.31</td>
<td>5.24</td>
<td>9.12</td>
<td>8.9</td>
<td>8.37</td>
<td>9.21</td>
</tr>
<tr>
<td>Soccer</td>
<td>8.78</td>
<td>7.54</td>
<td>6.97</td>
<td>8.03</td>
<td>7.5</td>
<td>6.45</td>
<td>8.38</td>
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<tr>
<td>Tennis</td>
<td>3.81</td>
<td>3.24</td>
<td>4.5</td>
<td>3.41</td>
<td>3.54</td>
<td>2.3</td>
<td></td>
</tr>
<tr>
<td>Baseball</td>
<td>7.49</td>
<td>8.14</td>
<td>4.83</td>
<td>7.37</td>
<td>7.0</td>
<td>9.0</td>
<td>7.58</td>
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<tr>
<td>Golf</td>
<td>3.45</td>
<td>2.9</td>
<td>2.69</td>
<td>2.46</td>
<td>1.3</td>
<td>2.63</td>
<td></td>
</tr>
<tr>
<td>Rowing</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.58</td>
<td></td>
<td></td>
</tr>
<tr>
<td>X-Country</td>
<td>2.63</td>
<td>.59</td>
<td>.59</td>
<td>1.21</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Swimming</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4.55</td>
<td></td>
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</tbody>
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<table>
<thead>
<tr>
<th></th>
<th>Lynn FL So.</th>
<th>FL Tech</th>
<th>Roll</th>
<th>Eck.</th>
<th>Tampa</th>
<th>Barry</th>
<th>St. Leo</th>
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<tbody>
<tr>
<td><strong>Women's</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basketball</td>
<td>7.13</td>
<td>5.73</td>
<td>3.83</td>
<td>9.85</td>
<td>6.9</td>
<td>5.09</td>
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<tr>
<td>X-Country</td>
<td>9.29</td>
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<td></td>
<td>.76</td>
<td>3.52</td>
<td>1.24</td>
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<tr>
<td>Soccer</td>
<td>4.92</td>
<td>3.26</td>
<td>3.49</td>
<td>1.16</td>
<td>.92</td>
<td>3.96</td>
<td>2.51</td>
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<tr>
<td>Tennis</td>
<td>5.1</td>
<td>6.33</td>
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<td>4.59</td>
<td>5.94</td>
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<td>6.86</td>
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<td>Softball</td>
<td>3.96</td>
<td>3.83</td>
<td>3.27</td>
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<tr>
<td>Golf</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.29</td>
<td>2.48</td>
<td></td>
</tr>
<tr>
<td>Swimming</td>
<td>4.96</td>
<td>6.06</td>
<td>2.46</td>
<td>6.3</td>
<td>5.8</td>
<td>7.39</td>
<td>5.62</td>
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<tr>
<td>Volleyball</td>
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<td></td>
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</tr>
<tr>
<td>Rowing</td>
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<td></td>
<td></td>
<td>.16</td>
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</table>
### 2000-2001 Operating Budgets (not including scholarships or salaries)

<table>
<thead>
<tr>
<th></th>
<th>Men</th>
<th>Women</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lynn</td>
<td>$190,332</td>
<td>$161,519</td>
<td>$351,851</td>
</tr>
<tr>
<td>Rollins</td>
<td>$227,262</td>
<td>$202,982</td>
<td>$430,244</td>
</tr>
<tr>
<td>Tampa</td>
<td>$209,839</td>
<td>$171,538</td>
<td>$381,377</td>
</tr>
<tr>
<td>St. Leo</td>
<td>$131,898</td>
<td>$109,341</td>
<td>$241,239</td>
</tr>
<tr>
<td>Florida Tech</td>
<td>$81,784</td>
<td>$61,167</td>
<td>$142,951</td>
</tr>
<tr>
<td>Eckerd</td>
<td>$158,898</td>
<td>$124,354</td>
<td>$283,252</td>
</tr>
<tr>
<td>Florida Southern</td>
<td>$491,312</td>
<td>$294,487</td>
<td>$785,799</td>
</tr>
<tr>
<td>Barry</td>
<td>$143,124</td>
<td>$210,795</td>
<td>$353,919</td>
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<tr>
<td><strong>Total Averages</strong></td>
<td><strong>$204,306</strong></td>
<td><strong>$167,023</strong></td>
<td><strong>$371,329</strong></td>
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</table>

### 2000-2001 Head Coaches Salaries

<table>
<thead>
<tr>
<th></th>
<th># Men’s Sports/ Total Salaries/ Ave. Salary per sport</th>
<th># Women’s Sports/ Total Salaries/ Ave. Salary per sport</th>
<th># Total Sports/ Total Salaries/ Ave. Salary per sport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lynn</td>
<td>7/$147,000/$21,000</td>
<td>8/$122,124/$15,265</td>
<td>15/$269,124/$17,941</td>
</tr>
<tr>
<td>Rollins</td>
<td>8/$176,159/$22,019</td>
<td>8/$164,152/$20,519</td>
<td>16/$340,311/$21,269</td>
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<tr>
<td>Tampa</td>
<td>6/$144,950/$24,158</td>
<td>8/$171,620/$21,452</td>
<td>14/$316,570/$22,612</td>
</tr>
<tr>
<td>St. Leo</td>
<td>6/$161,432/$26,905</td>
<td>7/$108,939/$15,562</td>
<td>13/$270,371/$20,797</td>
</tr>
<tr>
<td>Florida Tech</td>
<td>5/$67,951/$13,590</td>
<td>5/$109,712/$21,942</td>
<td>10/$177,663/$17,766</td>
</tr>
<tr>
<td>Eckerd</td>
<td>5/$131,250/$26,250</td>
<td>6/$107,700/$17,950</td>
<td>11/$238,950/$21,722</td>
</tr>
<tr>
<td>Florida Southern</td>
<td>6/$208,883/$34,813</td>
<td>7/$242,147/$34,592</td>
<td>13/$451,030/$34,694</td>
</tr>
<tr>
<td>Barry</td>
<td>5/$164,675/$32,935</td>
<td>7/$231,550/$33,078</td>
<td>12/$396,225/$33,018</td>
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<tr>
<td>Ave. Salary per sport</td>
<td>Men’s: $25,208</td>
<td>Women’s: $22,545</td>
<td>Ave: $23,727</td>
</tr>
</tbody>
</table>
The results from the interviews, surveys and research lead to a plan that will meet the objectives listed during the introduction of this paper:

1) Increase the total number of student-athletes while not increasing scholarships, which will greatly enhance the amount of tuition dollars for the University;
2) Enhance the Athletic Hall of Fame;
3) Enhance the marketing of the Athletic Department;
4) Add new facilities to the athletic department through cooperation with the Development Office;
5) Improve the morale of the athletic department;
6) Create a tremendous learning experience through athletics that truly enhances the overall educational mission of the University.

The research, interviews and surveys reveal much about the future of Lynn University athletics. There is much that needs to be addressed, but the priorities for the Athletic Department are as follows:

1) Facilities,
2) Athletic Department salaries and
3) The ability to combine athletic and academic money to the full extent.

As these matters are addressed, the ability of the Athletic Director to hold each member of the Athletic Department responsible for their job performance is crucial. This role, along with administrative support, will lead to a very successful Athletic Department.

In every one of the nine surveys to the Lynn University coaches and athletic administrators, athletic facility needs were identified in open-ended questions. In interviews with Kevin Ross (2002), Jeff Schaly (2002) and Greg Malfitano (2002), all expressed the needs for facilities, also in open-ended questions.

What, specifically, are the needs for athletic facilities? According to the Lynn University Master Plan, the University has been approved by the city for a new baseball field, softball field, soccer fields and tennis courts, all with lights. Additionally, the City has
approved a building for athletics just to the west of the current gymnasium. A recent
twist in these plans is that the city of Boca Raton has purchased a large plot of land
directly across Military Trail from Lynn University. Talks have begun about building a
baseball field, softball field and soccer field, all with lights, and creating a long-term
lease to Lynn University. The evolution of this is likely to take one to three years, if it is
feasible for both parties.

The author proposes that Lynn University work swiftly with both the City of Boca Raton
and potential donors to create this relationship to make the talks become a reality for the
three fields. This needs to be thought through completely, as there must be scoreboards,
a sound system, locker rooms, referee/official changing rooms/showers, storage space,
office space, concession stands, a media work room, a sports information/media tent/box
at each field and bleachers.

After discussions with the long-time tennis coach and current Athletic Director Dick
Young, rather than building additional tennis courts, it would be more attractive and
space-efficient to renovate our existing tennis courts. In addition to renovating the courts
themselves, a great deal of landscaping can be done while adding new bleachers and
erecting items that pay tribute to the great tennis tradition that has been established at
Lynn University.

Both of the above propositions will improve the athletic facilities at Lynn University
while conserving land on the 123-acre campus for future development.

The building just west of the gymnasium can become a centerpiece for the future of Lynn
University athletics. The Athletic Director should work closely with the Development
Office to make this building a priority. That building should house the following:
expanded training room facilities with offices, athletic weight room, official/referee
locker rooms/showers, Athletic Hall of Fame, washer/dryer facilities, additional storage
area and additional athletic administration offices. Finally, the west side chair-back
bleachers for the gymnasium should be added to complete the seating for the gymnasium.

Seven out of nine of the Lynn University Athletic Department employees felt that they
were not compensated fairly for the work that they provide to the University.
Additionally, Lynn University ranks seventh out of eight schools in the Sunshine State
Conference in average pay for head coaches, just a few hundred dollars away from being
last in the conference. In fact, the average head coaching salary for Florida Southern and
Barry is almost double that of Lynn University.

The operational budget for the Athletic Department (not counting salaries or
scholarships), according to 2000-2001 surveys, is $351,851. A couple of coaches
commented in the surveys that the operational budget was more than adequate. Most
teams buy new uniforms every year and some teams buy up to five sets of practice
uniforms. The bottom line is that this operational budget should be very functional at $310,000. This budget can be cut by $65,000 and put to better use for the Lynn University Athletic Department. This should be used to hire a Facilities Coordinator on a nine-month contract for $18,000 and leave $47,000 to distributed as the Athletic Director feels appropriate to increase head coach salaries.

The additional cost of adding an Associate Athletic Director should be met through a grant and monies already allotted by the University. Lynn University was recently chosen as one of six schools to receive an NCAA grant for this position. While the NCAA pays for much of the salary and expenses, Lynn University has agreed to a five-year plan where the school will pay the additional expenses for this position.

The next priority is to allow coaches to fully combine athletic and academic scholarship money. The first major step in this direction has been taken and will be implemented in the school year of 2002-2003. Coaches will be allowed to combine academic money equal to 10% of their total athletic scholarship money. For example, if the women’s basketball program has $200,000 in scholarship money to award, they may now also qualify to award $20,000 in academic money as well.

The author suggests that this process gradually increases over the following three years to coincide with head coach expectations to bring, and keep, more athletes on their rosters. The suggestion is as follows: 2003-2004 = 50% combinable money; 2004-2005 = 75% combinable money, and 2005-2006 = 100% combinable money. During this period, athletic scholarship money should stay the same, not increase.

During this period, the Athletic Director should make the coaches very aware that they have a responsibility to have a specific minimum number of players on their rosters. As coaches will be given a pay increase, the benefit of being able to focus solely on their coaching responsibilities (and there are many) and the additional concession of being able to combine athletic and academic money, they will be held accountable for their job performance.

The following chart shows the number of athletes that the coaches should have on their rosters. Since tuition dollars are one of the primary reasons why Lynn University would support an athletic department, the athletic director should make these numbers very clear to each coach. Maintaining these numbers on their roster should be an important aspect of the coach’s evaluation.
As shown above, with quality leadership from the Director of Athletics, it is very reasonable to have growth in the numbers of student-athletes participating at Lynn University. In a three-year period, we can see an increase of 40 student-athletes. This obviously translates into many additional student-athletes. Based on Lynn University’s tuition, room, board and books costing $28,000 per year, this means $1.12 million in additional revenue each year for Lynn University.

Additionally, from the viewpoint of the Lynn University administration, the increase in student population is being accomplished without increasing the athletic scholarship money over this time. Beginning with the 2006-2007 academic year, the increase in athletic scholarship money will need to be (at the minimum) consistent with the percentage increase in tuition. Finally, by increasing the number of student-athletes at Lynn University, we tie very well into the first philosophy statement of both the NCAA Division II and the Sunshine State Conference:

Believes in offering a maximum amount of intercollegiate athletics participation to as many of its students as possible, whether or not these students are athletically recruited or financially assisted.
After analysis of the data and the results of the interviews and surveys, the five primary reasons (or purposes) that Lynn University supports an athletic department becomes apparent:

1) It supports and enhances the overall educational mission of the University;
2) It creates a positive image and marketing opportunity for the University;
3) It creates additional tuition income for the University;
4) It facilitates and fosters institutional support from alumni, faculty, staff, community members and various University affiliates;
5) It promotes student involvement and activities while establishing school spirit and pride.

It is imperative for the coaches and athletic administrative staff to know and understand these purposes so that the department may work to better fulfill these functions.

Currently, Lynn University supports 13 intercollegiate sports: men’s and women’s soccer, basketball, tennis, rowing and golf, along with women’s volleyball, softball and men’s baseball. As our Athletic Department moves forward, it is important to analyze each sport as to its relevance to the above five purposes. Since the University allocates for approximately $3 million (which includes scholarship money) per year for an athletic department, it is crucial for the athletic administration and coaches to understand specifically what purposes and functions the athletic department serves within the University. The Director of Athletics will ensure that the functions of the Athletic Department are met.

Following are the results of the survey that the coaches and administrative staff filled out that tell us their opinions about the ability of each sport and how it serves the above stated five purposes of the Lynn University athletic department. The chart illustrates coach and athletic administrative staff opinions of how each sport fulfills each purpose. The higher the score, the more the sport fulfills the purposes of the Athletic Department. The maximum score is 50 points. This chart is very important to understanding the value and importance of each athletic program to Lynn University.

<table>
<thead>
<tr>
<th>Men’s Sports</th>
<th>Average</th>
</tr>
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<tbody>
<tr>
<td>Soccer</td>
<td>39.78</td>
</tr>
<tr>
<td>Baseball</td>
<td>37.11</td>
</tr>
<tr>
<td>Tennis</td>
<td>35.22</td>
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<tr>
<td>Basketball</td>
<td>33.78</td>
</tr>
<tr>
<td>Golf</td>
<td>31.44</td>
</tr>
<tr>
<td>Crew</td>
<td>30.44</td>
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</table>
Prior to the surveys, the author filled out this detailed chart. The results, based on the five primary purposes of the Lynn University Athletic Department, are below. This table indicates the value of the sport to Lynn University based on the way that the program is currently being run. A coach and/or administrator may very well be able to drive the value of a sport to Lynn University slightly up or down. This table should also give a solid indication of how to appropriately divide the athletic dollars to have the best positive impact on Lynn University as a whole.

This is based on a scale of 1 to 10, with 10 being the highest and most valuable.

1) It supports and enhances the overall educational mission of the University.
2) It creates a positive image and marketing opportunity for the University.
3) It creates additional tuition income for the University.
4) It facilitates and fosters institutional support from alumni, faculty, staff, community members and various University affiliates.
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<table>
<thead>
<tr>
<th>Women’s Sports</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tennis</td>
<td>38.00</td>
</tr>
<tr>
<td>Soccer</td>
<td>37.56</td>
</tr>
<tr>
<td>Softball</td>
<td>35.22</td>
</tr>
<tr>
<td>Basketball</td>
<td>34.22</td>
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<tr>
<td>Volleyball</td>
<td>33.22</td>
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<tr>
<td>Golf</td>
<td>31.89</td>
</tr>
<tr>
<td>Crew</td>
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<tr>
<th>Men’s</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Total</th>
<th>Rank</th>
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</thead>
<tbody>
<tr>
<td>Basketball</td>
<td>4</td>
<td>8</td>
<td>6</td>
<td>9</td>
<td>7</td>
<td>34</td>
<td>(3)</td>
</tr>
<tr>
<td>Baseball</td>
<td>6</td>
<td>6</td>
<td>9</td>
<td>6</td>
<td>5</td>
<td>32</td>
<td>(5) tie</td>
</tr>
<tr>
<td>Crew</td>
<td>6</td>
<td>3</td>
<td>9</td>
<td>3</td>
<td>3</td>
<td>24</td>
<td>(11) tie</td>
</tr>
<tr>
<td>Golf</td>
<td>7</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>26</td>
<td>(9) tie</td>
</tr>
<tr>
<td>Soccer</td>
<td>9</td>
<td>8</td>
<td>5</td>
<td>7</td>
<td>8</td>
<td>37</td>
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<tr>
<td>Tennis</td>
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<td>6</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>28</td>
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Presuming that each of the five purposes is equally important, this table suggests that, at the current time, women's tennis and men's soccer are the most valuable athletic programs to Lynn University. It also indicates that volleyball and men's and women's crew are the least valuable, but both crew teams can become very valuable because they are teams that can and should have a much larger number of student-athletes with little or no scholarship money. It would be beneficial for the school to put money into the crew team. Lynn University should pay the head coach and assistant considerably more money, create a recruiting budget and buy 2 to 4 more boats. Along with these significant increases, it should be made very clear to the coaches that their job is to grow the numbers in both quantity and quality of this program. This will mean committing more dollars in the early stages of this program to create many more dollars for the University within a few short years. If the University is unwilling to make a commitment to the crew program, then the program should be dropped immediately, as it is not currently productive for the school.

Following are various other suggestions, based on much research that should be applied within the Lynn University Athletic Department.

The coaches of golf, tennis and crew should coach both the men's and women's teams. Currently, tennis and crew have a single coach for both teams. Additionally, cheerleading and the dance team should be coordinated by the Athletic department and the same person should coach both teams. This should be done because of the small number of student-athletes that participate on each of these teams and because these schedules are easily manageable.

Each head coach should be a full-time coach. Pay should be determined by the coach's experience, capability and the sport's ability to meet the overall purposes of the University (i.e., that sport's overall importance to the University). Each sport should have an assistant coach. That assistant will be compensated $6,000 or Graduate School tuition plus $3,000. Baseball will be granted one full-time assistant or two Graduate Assistant positions because of the numbers of student-athletes that they manage. The coaches that administer a men's and women's team (tennis, crew and golf) will be granted one paid assistant total for both programs. This assistant coaching position may also be filled by a fifth-year student (and former athlete) at

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Lynn University who has completed eligibility and needs additional credits to obtain a Bachelor’s degree. This may encourage that student-athlete to finish the degree while enhancing the team through coaching duties and boost the University’s student-athlete graduation rate.

Coaches should be strongly encouraged to use volunteer assistants and student assistant coaches to meet additional needs. Student assistants should be able to assist the head coach to fulfill various duties, while keeping students involved in the University. With the Athletic Department encouraging additional student involvement, this should further increase the University’s retention rate.

The Sports Information Director will establish a strong link with the University’s Marketing Department. Through this relationship, the Marketing Department should be able to help the Athletic Department receive additional media coverage. It is important for both departments to work with each other to better Lynn University’s visibility. Again, one important reason that the University supports an Athletic Department is that it is able to provide a tremendous marketing opportunity. It is important to take advantage of such an opportunity.

With the addition of the Assistant Athletic Director position, the Sports Information Director will be able to better focus on the primary job of disseminating information about Lynn University athletics. Media guides and schedule cards should be printed and distributed before the regular season begins. Press releases, website updates and e-mail services should be timely and done in a professional manner. This position is important because it fulfills a primary purpose of the Athletic Department.

Looking into the near future, Lynn University should establish merit-based pay increases. This will create a financial incentive to put forth a superior effort and achieve great results for Lynn University. The criteria for all of the coaches and athletic staff will be outlined in the following pages and will be evaluated by the Director of Athletics on an annual basis.

According to the Strategic Planning Survey Results, it is important for the Senior Women’s Administrator (SWA) and the Faculty Athletic Representative (FAR) to have greater participation and a stronger role in the Athletic Department. To begin with, three additional requirements should be made a part of the job:

1) active participation in the Student Athlete Advisory Committee (currently directed by the Sports Information Director)
2) active participation as an on-site game management coordinator and
3) a speaking role at the annual Athletic Banquet.
The Athletic Hall of Fame has recently been organized. Within two years, the Hall of Fame Banquet should be a separate entity that should coincide with Families Weekend at Lynn University. To kick off the weekend, the banquet should be held on that Friday night and should bring great recognition and pride to both those honored people and to Lynn University. Those people being honored should be notified 2 to 3 months ahead of the banquet.

Additionally, as a Division II member of the NCAA, Lynn University receives two checks each year: 1) NCAA Basketball Distribution and 2) the distribution of the Division II Enhancement Fund. In May 2000, Lynn received $14,254 and $5,929 from these two sources, respectively. The author suggests that this money, along with 10% of money contributed to the Blue & White Club's General Fund, be put toward an athletic endowment. This money, in years to come, may greatly assist with scholarship money and/or athletic capital expansion.

The Athletic Director should hold weekly athletic administrative staff meetings, monthly meetings for the entire Athletic Department and should address all of the student-athletes at the beginning and end of the school year. Also, the Athletic Director should hold individual meetings with the head coaches at the beginning and end of the school year to be very clear about job responsibilities and expectations.

Below is a suggested organizational chart and job descriptions for the Lynn University Athletic Department.
Athletic Director

- ($75,000 to $90,000)
- responsible for the coordination of the entire operation of the athletic department
- will have a full-time secretary
- will have strong ties to the Development Office and will actively participate in athletic development
- the following positions will report directly to the athletic director:
  - Assistant Athletic Director
  - Head Trainer
  - Coaches
  - Cheerleading Advisor

Assistant Athletic Director

- ($45,000 to $55,000)
- will have the Sports Information Director, the Facility Coordinator and a secretary directly reporting to him/her and will be directly responsible to the athletic director to ensure that these positions carry out their job responsibilities
- Personally in charge of the following: compliance, budgets, scheduling of referees/officials for all home contests, travel and the athletic banquet

Sports Information Director

- ($35,000 to $45,000)
- continues e-mail service
- updates athletic website
- produces three timely media guides (fall, winter and spring)
- handles and promotes the athletic side of Lynn radio and television (creates a strong link with our communications department)
- interviews and press releases
- advisor for Student Athlete Advisory Committee
- creates a link with both the Lynn Marketing Department and the local sports media

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Facilities Coordinator

- ($18,000 to $20,000)
- handles game set-up/break-down
- maintains facility use schedule and coordinates with the Assistant Athletic Director and the Dean of Administration
- handles ticket sales and game time ticket coordination
- maintains safety of all athletic facilities and scoreboard/speaker systems
- coordinates the above for all home athletic events and handles facilities for all Lynn athletic playing fields (baseball, softball, tennis, soccer and basketball/volleyball)

Coaches

To be evaluated on the following:

- athletic performance of team
- compliance with the NCAA, SSC and Lynn University rules
- academic performance of team
- social conduct and discipline of team
- ability to meet minimum number of participants on the roster
- personal conduct, Lynn meeting attendance and personal responsibility
- handling of budget
- fund raising

Important Note: These job responsibilities are of little use if each person is not held directly responsible. While each member of the Athletic Department should be treated fairly and professionally, they should also be committed to excellence and held accountable for their job performance. It is a privilege to work in the Lynn University Athletic Department, not a right. We have a very real opportunity to affect the lives of young people and we need to take this very seriously.

On the whole, Lynn University athletics has been very successful over the first 16 years of existence. In that time, the programs have won a total of 16 National Championships and have established a quality reputation in the community, around the country and even internationally. The Athletic Department, however, can and should better serve Lynn University as a whole. With more aggressive leadership from the Director of Athletics, along with administrative support, the Athletic Department can add much more value to Lynn University.

As suggested here, much can be done to improve the Athletic Department at Lynn University. With a strong Assistant Athletic Director, the Athletic Director should be able to work with the Development Office to foster support for new athletic facilities.
The coaches should serve as an additional arm of the classroom, the Admissions Office and the Development Office. Each coach should meet with the Athletic Director at the beginning of the year and the end of the year to gain a clear understanding of job responsibilities and to have them evaluated. Each coach should also be present and prompt at athletic staff meetings and should be in attendance for the athletic banquet, the President’s Reception, the Blue & White Club Golf Classic and the Blue & White Club Auction. In addition to attendance, each coach should participate in the four above functions. Participation in these events and attendance at meetings should be evaluated by the athletic director.

The key to the future will be the combination of a strong Athletic Director and strong administrative support. With this combination, the Athletic Director should be able to hire and retain high quality people who are excited and motivated to make Lynn University athletics an important branch of Lynn University.

It is very important to remember why Lynn University supports an athletic program at the Division II level. The Athletic Director should be responsible to remind the coaches and staff of the reasons why they have a job. This should help the coaches and staff to guide their programs and job responsibilities to fit the needs of Lynn University as a whole.

While this paper has demonstrated many facets of Lynn University athletics and many areas to help make the programs better in the near future, it is important to remember that the entire school is in business, and has a place in society, to educate our students. Without students, Lynn University does not exist. With the appropriate guidance and a tremendous effort, we have the opportunity to sincerely affect the lives of young people. We have the opportunity to help boys become men and girls become women and we are likely to form close personal relationships that will last a lifetime. This is special.
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